

TABLE OF CONTENTS

1. Table of Contents
2. [May 2, 2023 Meeting Agenda](#)
3. [April 20, 2023 Meeting Agenda and Attachment](#)
4. [2021 Citizens Salary Review Commission Decision](#)
5. [2019 Citizens Salary Commission Decision](#)
6. [2017 Citizens Salary Commission Decision](#)
7. [2015 Citizens Salary Commission Decision and Ordinance](#)
8. [April 3, 2023 Reappointment of Carla Rankin and Appointments of Holly Sloan-Buchanan, Nancy Knutson and Stephanie Abrahamson](#)
9. [Arlington Municipal Code 2.04 – City Council](#)
10. [Arlington Municipal Code 2.06 – Mayor](#)
11. [MRSC – City and Town Forms of Government](#)
12. [AWC Mayor and Councilmember Handbook](#)
13. [April 1, 2022 State Of Washington OFM Population Estimate](#)
14. [2022 and 2023 City of Arlington Elected Officials Monthly Salaries](#)
15. [2022 AWC Data - Councilmembers](#)
16. [2022 AWC Data – Mayor](#)
17. [July 12, 2021 Council Monthly Report Template](#)
18. [January 2022 Elected Officials Monthly Reports](#)
19. [January 2023 Elected Officials Monthly Reports](#)
20. [July 19, 2021 Resolution Establishing Group Benefits Participation by Elected Officials](#)
21. [2023 City of Arlington Non-Represented/AFSCME Employee Benefit Rates](#)
22. [2023 City of Arlington City Council Benefit Rates](#)
23. [2023 City of Arlington Mayor Benefit Rates](#)
24. [AFSCME Pay Plans for January 1, 2022 through December 31, 2024](#)



Arlington Citizen Salary Review Commission

Tuesday, May 2, 2023 at 1:30 PM

Butner Boardroom, 110 East 3rd Street

Public Virtual Meeting Attendance Option via Zoom:

<https://arlingtonwa.zoom.us/j/86518154463?pwd=MGN4VjMrYWIMdUwrRjBiN2JNMUJjZz09>

Meeting ID: 865 1815 4463

Passcode: 457184

Dial-In: 253-215-8782

Carla Gastineau, Commissioner

Holly Sloan-Buchanan, Commissioner

Nancy Knutson, Commissioner

Stephanie Abrahamson, Commissioner

VACANT, Commissioner

James Trefry, Administrative Services Director

Julie Petersen, Deputy City Clerk

CALL TO ORDER

ROLL CALL

APPROVAL OF THE AGENDA

PUBLIC COMMENTS

ELECTED OFFICIALS COMMENTS

REVIEW COMPARABLE JURISDICTION AND OTHER DATA

IDENTIFY ANY ADDITIONAL DATA REQUESTS

ADJOURN



Arlington Citizen Salary Review Commission

Thursday, April 20, 2023 at 6:00 p.m.

Executive Conference Room, 2nd Floor City Hall, 238 N. Olympic Ave.

Public Virtual Meeting Attendance Option via Zoom:

<https://arlingtonwa.zoom.us/j/88154758882?pwd=RHMrcjkyMk1Kc3BYeXphbW9pTkI4Zz09>

Meeting ID: 881 5475 8882 Passcode: 923004

Carla Gastineau, Commissioner
Holly Sloan-Buchanan, Commissioner
Nancy Knutson, Commissioner
Stephanie Abrahamson, Commissioner
VACANT, Commissioner
James Trefry, Administrative Services Director
Julie Petersen, Deputy City Clerk

CALL TO ORDER

ROLL CALL

SELF-INTRODUCTIONS

REVIEW MANDATE OF THE COMMISSION

ELECTION OF OFFICERS

APPROVAL OF THE AGENDA

REVIEW 2021 COMMISSION DECISION AND SUMMARY OF CHANGES

ATTACHMENT A

REVIEW COMPARABLE JURISDICTIONS AND OTHER DATA

DISCUSSION REGARDING COMPARISON DATA

IDENTIFY ANY ADDITIONAL DATA REQUESTS

ADJOURN



City of Arlington Council Agenda Bill

Item:
WS #7
Attachment
G

COUNCIL MEETING DATE:	
April 26, 2021	
SUBJECT:	
Citizens' Salary Review Commission Decision	
ATTACHMENTS:	
Citizens' Salary Review Commission 2021 Decision as filed with City Clerk on April 21, 2021 Summary of Citizens' Salary Review Commission 2021 Decision	
DEPARTMENT OF ORIGIN	
Administration/Human Resources; Contact James Trefry, 360-403-3443	
EXPENDITURES REQUESTED:	Additional \$28,456.93 in 2021
BUDGET CATEGORY:	General Fund – Legislative and Executive
BUDGETED AMOUNT:	\$122,847.06 – Legislative salaries \$96,039.04 – Mayor's salary
LEGAL REVIEW:	
DESCRIPTION:	
The City of Arlington's Citizens' Salary Review Commission has completed its work for 2021 and filed its compensation decision with the Arlington City Clerk. The notice specifies changes to the Mayor and Council salaries on July 1, 2021, January 1, 2022, and January 1, 2023, and eliminates per meeting compensation as of July 1, 2021. Recommendations were also made to encourage Council to take action through resolution to offer benefit access at different premium contribution levels for the Mayor and Council positions. Finally, there is also a recommendation for the Council to adopt a uniform method to easily account for work they perform and meetings they attend on behalf of the City on a monthly basis. The Arlington Citizens' Salary Review Commission will meet again in 2023.	
HISTORY:	
The Arlington City Council established the Citizens' Salary Review Commission in January 2015 to set the salaries and per diem reimbursements for the city's elected officials. Since its formation, the Commission has focused its work on basing salaries and per diem reimbursement of elected officials on realistic standards so that elected officials of the city may be paid according to the duties of their offices, and so that citizens of the highest quality may be attracted to public service.	
ALTERNATIVES:	
No alternatives. By code, the decision of the Citizens' Salary Review Commission is final and binding.	
RECOMMENDED MOTION:	
No action of the City Council is required. By code, the decision of the Citizens' Salary Review Commission is final and binding.	



MEMO

From: Citizen Salary Review Commission
To: Wendy Van Der Meersche, City Clerk
Date: April 21, 2021
Re: Mayor and Council Compensation

On April 1, 2021, after hearing from seven of the eight City elected officials, reviewing prior years' actual salary and reimbursement information, comparable jurisdiction data and reviewing known and projected growth and traffic patterns, the Citizen Salary Review Commission approved the following changes to the Mayor and City Council compensation in recognition of the market for such compensation and in recognition of the unique place Arlington holds in the culture, economy and future of Snohomish County and our region.

Effective July 1, 2021:

The current compensation system for the position of Mayor shall change from a per meeting payment to a flat monthly salary of \$7,100.00 per month.

Effective January 1, 2022:

The Mayor's monthly salary shall be increased by 100% of the CPI-U June 2020 to June 2021 Seattle-Bellevue Index.

Effective January 1, 2023:

The Mayor's monthly salary shall be increased by 100% of the CPI-U June 2021 to June 2022 Seattle-Bellevue Index.

Effective July 1, 2021:

The current compensation system for the position of City Council member shall change from a per meeting payment to a flat monthly salary of \$1,840.00 per month.

Effective January 1, 2022:

The City Council member monthly salary shall be increased by 100% of the CPI-U June 2020 to June 2021 Seattle-Bellevue Index.

Effective January 1, 2023:

The City Council member monthly salary shall be increased by 100% of the CPI-U June 2021 to June 2022 Seattle-Bellevue Index.

Along with those changes in Salary as stated above, the Citizen Salary Review Commission also recommends that the City Council adopt a resolution to provide the Mayor with access to the same medical, dental, vision and employee assistance program coverage options as the Non-Represented employee group, with the exception of no access to any Opt-Out Incentive. It is further recommended that the City premium contribution for Employee-only coverage be set at the same level as the Non-Represented employee group, with the Mayor participating in any other benefit tier(s) for dependent coverage at their own out-of-pocket expense less the City's contribution for Employee-only coverage, subject to any specific program requirements of the benefits vendor, if different.

The Citizen Salary Commission also recommends that the City Council adopt a resolution to provide the City Council members with access to the same medical, dental, vision and employee assistance program coverage options as the Non-Represented employee group, with the exception of no access to any Opt-Out Incentive. It is further recommended that the City premium contribution be set at the lowest level required as part of any specific program requirements of the benefits vendor.

It is also recommended that Council adopt a standard regular monthly documentation format for meetings they have attended on City business to be made part of the regular Council Meeting records to document their efforts on behalf of the City in the absence of the prior documentation of specific meeting attendance produced for the purpose of reimbursement.

 04-21-2021
Heather Logan, Chair, Citizen Salary Commission



Summary of 2021 Citizens' Salary Review Commission Changes

	Current	7/1/2021	1/1/2022	1/1/2023
Mayor salary	\$2,250/month	The current compensation system for the position of Mayor shall change from a per meeting reimbursement to a flat monthly salary of \$7,100.00 per month.	The Mayor's monthly salary shall be increased by 100% of the CPI-U June 2020 to June 2021 Seattle-Bellevue Index.	The Mayor's monthly salary shall be increased by 100% of the CPI-U June 2021 to June 2022 Seattle-Bellevue Index.
Mayor regional meetings	\$125 each	N/A	N/A	N/A
Mayor non-regional meetings	\$100 each	N/A	N/A	N/A
Mayor compensable meetings, maximum	35	N/A	N/A	N/A
Council Arlington meetings and workshops, up to 4 per month	\$206.25	The current compensation system for the position of City Council member shall change from a per meeting reimbursement to a flat monthly salary of \$1,840.00 per month.	The City Council member monthly salary shall be increased by 100% of the CPI-U June 2020 to June 2021 Seattle-Bellevue Index.	The City Council member monthly salary shall be increased by 100% of the CPI-U June 2021 to June 2022 Seattle-Bellevue Index.

Council regional meetings	\$75	N/A	N/A	N/A
Council non-regional meetings	\$50	N/A	N/A	N/A
Council compensable regional and non-regional meetings, maximum	12	N/A	N/A	N/A



City of Arlington Council Agenda Bill

Item:
WS #2
Attachment
B

COUNCIL MEETING DATE:	
July 8, 2019	
SUBJECT:	
Citizen Salary Review Commission Decision	
ATTACHMENTS:	
Citizen Salary Review Commission 2019 Decision as filed with City Clerk on June 28, 2019 Summary of Citizen Salary Review Commission 2019 Decision Minutes from the June 27, 2019 Citizen Salary Review Commission Meeting	
DEPARTMENT OF ORIGIN	
Human Resources; James Trefry, Administrative Services Director 360-403-3443	
EXPENDITURES REQUESTED:	Mayor's meeting cap raised additional five meetings a month
BUDGET CATEGORY:	General Fund – Legislative and Executive
BUDGETED AMOUNT:	
LEGAL REVIEW:	
DESCRIPTION:	
The City of Arlington's Citizen Salary Review Commission has completed its work for 2019 and filed its compensation decision with the Arlington City Clerk. The notice specifies changes to the Mayor and Council salaries and per diem reimbursements on July 1, 2019, January 1, 2020, and January 1, 2021. The Arlington Citizen Salary Review Commission will meet again in 2021.	
HISTORY:	
The Arlington City Council established the Citizen Salary Review Commission in January 2015 to set the salaries and per diem reimbursements for the city's elected officials. Since its formation, the Commission has focused its work on basing salaries and per diem reimbursement of elected officials on realistic standards so that elected officials of the city may be paid according to the duties of their offices, and so that citizens of the highest quality may be attracted to public service.	
ALTERNATIVES:	
No alternatives. By code, the decision of the Citizen Salary Review Commission is final and binding.	
RECOMMENDED MOTION:	
Workshop; discussion only. No action of the City Council is required. By code, the decision of the Citizen Salary Review Commission is final and binding.	



MEMO

From: Citizen Salary Commission
To: James Trefry, Administrative Services Director
Date: June 27, 2019
Re: Mayor and Council Compensation

On Thursday, June 27, 2019, the Citizen Salary Commission approved the following changes to the Mayor and City Council compensation.

Effective July 1, 2019:

Mayor meeting expense reimbursement to be capped at a maximum of thirty (30) meetings per month.

Effective January 1, 2020:

Mayor meeting expense reimbursement to be capped at a maximum of thirty-five (35) meetings per month.

Effective January 1, 2021:

City Council member meetings and workshop meetings compensation, up to four total per month, shall be increased to \$206.25 per meeting, for a maximum of up to \$825 per month.

Regional meeting definitions remain the same as outlined in AMC 2.04.027.



SUMMARY OF 2019 CITIZEN SALARY COMMISSION CHANGES

	Current	7/1/19	1/1/20	1/1/21
Mayor salary	\$2,250/month	No Change	No Change	No Change
Mayor regional meetings	\$125 each	No Change	No Change	No Change
Mayor non-regional meetings	\$100 each	No Change	No Change	No Change
Mayor compensable meetings, maximum	25	30	35	No Change
Council Arlington meetings and workshops, up to 4 per month	\$200	No Change	No Change	\$206.25
Council regional meetings	\$75	No Change	No Change	No Change
Council non-regional meetings	\$50	No Change	No Change	No Change
Council compensable regional and non-regional meetings, maximum	12	No Change	No Change	No Change

List of meetings eligible for regional reimbursement:

National League of Cities	Legislature, Governor, State departments and boards	Mayors' Association
Association of Washington Cities	Economic Alliance	Community Transit
Snohomish County Cities	Snohomish County	Snohomish County Committee for Improved Transportation
Snohomish County Tomorrow	Puget Sound Regional Council	
Meetings in Olympia which address issues with	Meetings with Snohomish County personnel or elected officials	



MEMO

From: Citizen Salary Commission
To: Kristin Banfield, City Clerk
Date: April 17, 2017
Re: Mayor and Council Compensation

On Wednesday, April 12, 2017, the Citizen Salary Commission approved the following changes to the Mayor and City Council compensation.

Effective June 1, 2017:

Mayor's salary shall be increased to \$2,250 per month

City Council member meetings and workshop compensation, up to four per month, shall be increased to \$200

Effective January 1, 2018:

Mayor regional meetings expense reimbursement: \$125

Mayor non-regional meetings expense reimbursement: \$100

Mayor meeting expense reimbursement to be capped at a maximum of 25 meetings per month.

City Council expense reimbursement unchanged. Meetings expense reimbursement to be capped at a maximum of 10 meetings per month.

Effective January 1, 2019:

City Council expense reimbursement unchanged. Meeting expense reimbursement to be capped at a maximum of 12 meetings per month.

Regional meeting definitions remain the same as outlined in AMC 2.04.027.



City of Arlington Council Agenda Bill

Item:
NB #3
Attachment
E

COUNCIL MEETING DATE:	
December 7, 2015	
SUBJECT:	
Ordinance Amending AMC Chapter 2.04 to Implement Citizen Salary Commission Decision	
ATTACHMENTS:	
Ordinance 2015-005 Memo to Kristin Banfield from Citizen Salary Commission (as amended) Proposed ordinance amending AMC Chapter 2.04 Memo to Council from City Attorney	
DEPARTMENT OF ORIGIN	
City Clerk	
EXPENDITURES REQUESTED:	N/A
BUDGET CATEGORY:	N/A
LEGAL REVIEW:	
DESCRIPTION:	
Council is asked to adopt an ordinance to implement the Citizen Salary Commission's recommendation.	
HISTORY:	
The Citizen Salary Commission was created by the City Council in January of 2015 as an independent body to set salaries for the mayor and council. The Commission met this summer to make their recommendations. To try to obtain a better understanding of the parameters of their decision, the City Attorney met with the Commission to review and clarify their decision. The AMC needs to be modified to implement their decision and to avoid inconsistency.	
ALTERNATIVES	
The decision of the Commission is binding on the Council per AMC 2.89. The Ordinance could be remanded to staff to address questions or concerns.	
RECOMMENDED MOTION:	
I move to adopt an ordinance to implement the Citizen Salary Commission's recommendation and authorize the Mayor to sign the ordinance.	

ORDINANCE NO. 2015-005

**AN ORDINANCE OF THE CITY OF ARLINGTON, WASHINGTON
CREATING A NEW CHAPTER 2.89 OF THE ARLINGTON
MUNICIPAL CODE RELATING TO
A CITIZEN SALARY REVIEW COMMISSION**

WHEREAS, the City of Arlington, Washington, wishes to ensure the salaries it pays to elected officials is appropriate; and

WHEREAS, state law authorizes the creation of a citizens salary review commission; and

WHEREAS, the City Council wishes to create a commission to periodically review the salaries of City elected officials;

NOW, THEREFORE, the City Council of the City of Arlington, Washington, does ordain as follows:

Section 1. **New Chapter Adopted.** The Arlington Municipal Code is hereby amended to add a new Chapter 2.89, as follows:

Chapter 2.89

CITIZEN SALARY REVIEW COMMISSION

Sections:

2.89.010	Purpose.
2.89.020	Duties.
2.89.030	Eligibility.
2.89.040	Appointment.
2.89.050	Operation.
2.89.060	Salary schedule recommendation.
2.89.070	Open meetings.

2.89.010 **Purpose.** It is the policy of the city of Arlington to base salaries and per diem reimbursement of elected officials on realistic standards so that elected officials of the city may be paid according to the duties of their offices, and so that citizens of the highest quality may be attracted to public service. To effectuate this policy, the Arlington citizens' commission on salaries of elected officials ("citizens' commission") is hereby created consisting of five members with duties and responsibilities as set forth below.

2.89.020 Duties. The citizens' commission shall study the relationship of salaries and per diem reimbursement for each elected position. Except as provided otherwise below, the citizens' commission shall be solely responsible for its own organization, operation, and action and shall enjoy the fullest cooperation of all elected officials, departments and agencies of the city of Arlington.

2.89.030 Eligibility. The citizens' commission shall consist of five members, all of whom must be at least 21 years of age, registered to vote, and maintain personal residence within the boundaries of the city of Arlington. No city of Arlington official, or public employee, or any immediate family member of any official or employee shall be eligible for membership on the citizens' commission. As used in this section, the phrase "immediate family" means parents, spouse, siblings, children, or dependent relatives of the official or employee, whether or not they are living in the same household.

2.89.040 Appointment. Five initial members of the citizens' commission shall be appointed by the Mayor with the consent of the City Council. Citizens shall be invited to apply for positions on the citizens' commission and the Mayor shall appoint a committee of the Council who shall conduct interviews in the same manner as appointments for all city positions and make recommendations to the Council as a whole, who shall make final recommendations regarding appointments to the Mayor, who shall make the final appointment subject to the consent of the Council as required by RCW 35.21.015 . The members of the commission shall serve three-year terms beginning on May 1 and ending on April 30, except that the initial five members shall be appointed for different terms as follows: (a) one member for a period of approximately three years and three months to end on April 30, 2018; (b) two members for a period of approximately two years and three months to end on April 30, 2017 ; and (c) two of members to serve for periods of approximately one year and three months to end on April 30, 2016. No person may serve more than two consecutive terms. Members of the commission may be removed by the mayor, with the approval of the council, only for cause of incapacity, incompetence, neglect of duty, malfeasance in office, or for a disqualifying change of eligibility. The unexcused absence of any member of the commission from two consecutive meetings of the commission shall constitute relinquishment of that person's membership on the commission. Such relinquishment creates a vacancy in that person's position on the commission. Upon a vacancy in any position on the commission, a successor shall be selected and appointed to fill the unexpired term. The selection and appointment shall be concluded within sixty (60) days of the date that position becomes vacant and shall be conducted in the same manner as originally provided for that person's appointment.

2.89.050 Operation. The members of the commission shall elect a chair from among their number. The commission shall prepare a recommended schedule of salaries by an affirmative vote of not less than three members of the commission. Members of the commission shall receive no compensation for their services.

2.89.060 Salary schedule recommendation. The commission shall file its schedules of recommended salaries and per diem reimbursement for elected officials of the city with the city clerk no later than the first Monday in May of each odd-numbered year. The schedule may include the effective date for any changes in salaries and per diem reimbursement, provided that said changes shall not apply retroactively, and further provided that any recommended salary decreases shall only become effective at the commencement of subsequent terms of office as required by RCW 35.21.015(5). The signature of the chair of the commission shall be affixed to each schedule submitted to the city clerk. The chair shall certify that the schedule has been adopted in accordance with the provisions of this chapter and with the rules, if any, of the commission. Such schedules shall become effective and incorporated into the City budget without further action of the City Council in accordance with state law.

2.89.070 Open meetings. All meetings, actions, hearings, and business of the commission shall be subject to the Open Public Meetings Act as set forth in Chapter 42.30 RCW. Prior to the filing of any salary schedule, the commission shall hold no fewer than one regularly advertised public hearing thereon within the two months immediately preceding the filing of its recommendation.

Section 2. Severability. Should any section, paragraph, sentence, clause or phrase of this Ordinance, or its application to any person or circumstance, be declared unconstitutional or otherwise invalid for any reason, or should any portion of this Ordinance be pre-empted by state or federal law or regulation, such decision or pre-emption shall not affect the validity of the remaining portions of this Ordinance or its application to other persons or circumstances.

Section 3. Effective Date. The title of this ordinance which summarizes the contents shall be published in the official newspaper of the City. The ordinance shall take effect and be in full force five (5) days after the date of publication.

PASSED BY THE CITY COUNCIL at a Regular Meeting thereof on the 20th
day of January, 2015.

CITY OF ARLINGTON, WASHINGTON

Barbara Tolbert
Barbara Tolbert, Mayor

ATTEST/AUTHENTICATED:


Kristin Banfield, City Clerk

APPROVED AS TO FORM:


Steven J. Peiffle, City Attorney



Memo

From: Citizen Salary Commission¹

To: Kristin Banfield, City Clerk

Date: ~~June 29, 2015~~ 11/16/2015

Re: Mayor and Council Compensation

On Monday, June 29, 2015, the Citizen Salary Commission voted on the following items. Additional clarification was requested and the following is the determination of the salary review commission:

Effective January 1, 2016:

Mayor: \$1500 per month

Regional meetings compensation expense reimbursement: \$75 each

~~Local~~ Non-regional meetings compensation expense reimbursement: \$50 each

Compensation Meeting expense reimbursement to be capped at a maximum of 20 meetings.

Councilmembers:

Council meetings and workshops compensation, up to four per month: \$150 each

Regional meetings compensation expense reimbursement: \$75 each

~~All other~~ Non-regional meetings compensation expense reimbursement: \$50 each

Compensation Meeting expense reimbursement to be capped at a maximum of 8 meetings.

Regional meetings are identified as: (~~referenced see~~ AMC 2.04.027 (1)-(3) per the attached proposed ordinance)

1. National League of Cities
2. Association of Washington Cities (AWC)
3. Snohomish County Cities (SCC)
4. Snohomish County Tomorrow
5. Meetings in Olympia (that address issues with legislature, governor, state departments/boards)
6. Economic Alliance of Snohomish County (EASC)
7. Puget Sound Regional Council (PSRC)
8. Meetings with Snohomish County (personnel or elected officials)
9. Mayors' Association
10. Community Transit
11. Snohomish County Committee for Improved Transportation (SCCIT).

¹ The "redlined" revisions to this memo were prepared by the City Attorney based on the duly noted meeting of the Salary Review Commission on July 29, 2015 (attended by Heather Logan, Sheri McCarthy and Frank Barden).

For purposes of this decision, “Non-regional meetings” are those meetings identified as set forth in AMC 2.04.027(4)-(7) per the attached proposed ordinance.

For purpose of the above-referenced meeting compensation, the following definitions and limitations apply:

- (1) a “regional meeting” shall include telephonic attendance at meetings of any of the above-listed organizations which have adopted formal rules permitting attendance by telephone;
- (2) a “non-regional meeting” shall require in-person attendance; and
- ~~(1)~~(3) “non-regional meetings” shall exclude voluntary attendance at political functions and regularly scheduled community events.

ORDINANCE NO. 2015-XXX

AN ORDINANCE OF THE CITY OF ARLINGTON, WASHINGTON AMENDING CHAPTER 2.04 OF THE ARLINGTON MUNICIPAL CODE TO CLARIFY SALARIES AND EXPENSE REIMBURSEMENT AS ESTABLISHED BY THE CITIZEN SALARY REVIEW COMMISSION

WHEREAS, the City of Arlington, Washington, has created a citizens salary review commission; and

WHEREAS, state law and the requirements of AMC 2.89 make the revisions to city salaries automatic upon filing of the salary commission recommendations; and

WHEREAS, the provisions of RCW Chapter 2.04 need to be revised to reflect the salary commission's determination;

NOW, THEREFORE, the City Council of the City of Arlington, Washington, does ordain as follows:

Section 1. Arlington Municipal Code Section 2.04.025 shall be and hereby is modified to read as follows:

2.04.025 - Compensation.

The salaries for elected officials shall be as established by the salary commission as set forth in AMC Chapter 2.89. ~~Each city council member will be paid two hundred dollars for each regular meeting of the city council attended by such council member, not to exceed four hundred dollars per calendar month. The mayor will be paid one thousand five hundred dollars for each calendar month during which the mayor performs his or her duties.~~

.

Section 2. Arlington Municipal Code Section 2.04.027 shall be and hereby is modified to read as follows:

2.04.027 - Expense reimbursement.

(a) In addition to the compensation provided for by AMC 2.04.025, the mayor and council members will be entitled to reimbursement for reasonable and necessary expenses incurred in attendance at meetings required by virtue of their office. Such reimbursement shall include a per meeting expense as authorized by RCW 35A.12.070 in the amount established by the salary commission as set forth

in AMC Chapter 2.89 of fifty dollars per meeting for attendance of city council members or the mayor at only the following meetings, excluding the four (4) regularly scheduled city council meetings and workshops and excluding city council work sessions immediately preceding or immediately after regular city council meetings, ~~but in any event not to exceed eight meetings in any month for a council member and twenty meetings in any month for the mayor:~~

- (1) Attendance at official functions of the following organizations to which the city belongs: National League of Cities, Association of Washington Cities, Snohomish County Association of Cities and Towns (SCC), ~~and~~ Snohomish County Tomorrow, Economic Alliance of Snohomish County (EASC), Puget Sound Regional Council (PSRC), Snohomish County Committee for Improved Transportation (SCCIT), or Community Transit (CT);
- (2) Attendance at meetings not previously enumerated where the council member or mayor is appointed or elected to attend by the mayor, city council, Snohomish County association of cities and towns, the Snohomish county executive, Snohomish county council, the Governor, or State Legislature, if the reason for the appointment was because of the individual's status as an elected official;
- ~~(2)(3)~~ Attendance at meetings in Olympia that address city of Arlington issues with the legislature, governor, or state departments or boards;
- ~~(3)(4)~~ City council retreats, "Fifth Monday" joint workshops with the Arlington School District Board or Cascade Valley Hospital District Board; emergency special city council meetings, ~~or city council workshops~~; provided, that no reimbursement shall occur for these meetings when they occur immediately before or immediately after regularly scheduled council meetings;
- ~~(4)(5)~~ Any function within the city limits of Arlington at which the individual is representing the city at the request of the mayor or by action of the city council;
- ~~(6)(5)~~ City facility dedications and city-sponsored graduations and award ceremonies; and
- ~~(6)(7)~~ City council subcommittee meetings. Meetings between Department Directors or City Boards or Commissions and the City Council liaison member where attendance is required by virtue of the liaison position.

(b) Notwithstanding the provisions of Subsection (a), reimbursement will not be authorized by virtue of this section for attendance at political functions or regularly scheduled community events.

(c) For purposes of this section, telephonic attendance at meetings shall entitle a Council member to expense reimbursement only for the meetings identified in subsections (a)(1) through (a)(3), above, where the organization has adopted rules or regulations permitting attendance telephonically.

Section 3. **Effective Date.** The title of this ordinance which summarizes the contents shall be published in the official newspaper of the City. The ordinance shall take effect and be in full force five (5) days after the date of publication.

PASSED BY THE CITY COUNCIL at a Regular Meeting thereof on the _____ day of August, 2015.

CITY OF ARLINGTON, WASHINGTON

Barbara Tolbert, Mayor

ATTEST/AUTHENTICATED:

Kristin Banfield, City Clerk

APPROVED AS TO FORM:

Steven J. Peiffle, City Attorney

MEMORANDUM

Date: 11/16/2015
From: Steve Peiffle, City Attorney
To: Mayor Tolbert
City Council
Subject: Citizen Salary Review Commission

The Council appointed a Citizen Salary Review Commission, which met and made a decision in accordance with the ordinances creating it (Ordinance No. 2015-005 and 2015-010, now codified in AMC Chapter 2.89) prior to the end of June.

The Council had questions and sought clarification on a number of issues. I had some concerns about the intentions of the Commission with respect to their intent of regional vs. non-regional meetings, among other things.

I met with the Commission at a duly noticed meeting occurring on July 29, 2015. Three of the five salary review commission members were in attendance. Together they explained their intent with respect to the 2016 meeting compensation.

Following the meeting I noted that the municipal code sections relating to the Council compensation needed to be amended to reflect the changes from the Commission recommendation. I have now drafted that for Council review and consideration based on my understanding of the Commission's intent.

Attached to this memo are the following:

1. A proposed ordinance changing portions of AMC 2.04 pertaining to the Council and Mayor compensation and expense reimbursement; and
2. A "redlined" memo from the Commission. Note that the redlines were prepared by me based on the discussion of the Commission on that date. Since a majority of the Commission was in attendance and they were unanimous about the intent of these revisions, this should now reflect the decision of the Commission.

These two documents really go hand in hand with each other. We will invite the salary review commission members to attend the Council meeting at which this ordinance is adopted in the event the Council has any questions or concerns, and to ensure the process is transparent.



City of Arlington Council Agenda Bill

Item:
NB #5
Attachment
G

COUNCIL MEETING DATE:	
April 3, 2023	
SUBJECT:	
Citizen Salary Review Commission Appointments	
ATTACHMENTS:	
Applications of Stephanie Abrahamson, Nancy Knutson, Carla Rankin, and Holly Sloan-Buchanan	
DEPARTMENT OF ORIGIN	
Administration/Human Resources; James Trefry, Administrative Services Director 360-403-3443	
EXPENDITURES REQUESTED:	-0-
BUDGET CATEGORY:	N/A
BUDGETED AMOUNT:	
LEGAL REVIEW:	
DESCRIPTION:	
Council is asked to re-appoint Carla Rankin to the Citizen Salary Review Commission, with a term expiring April 2025. Ms. Rankin (formerly Gastineau) was first appointed to the Citizen Salary Commission in 2020 and her prior term expired in April 2022. Council is asked to appoint Holly Sloan-Buchanan to the Citizen Salary Review Commission with a term expiring April 2026; and to appoint Nancy Knutson with a term expiring April 2026; and to appoint Stephanie Abrahamson with a partial term expiring April 2025. One position on the Commission would remain unfilled at this time.	
HISTORY:	
Arlington Municipal Code chapter 2.89 created the Citizen Salary Review Commission for the purpose of setting the salaries for elected officials. It is the policy of the City of Arlington to base salaries and per diem reimbursement of elected officials on realistic standards so that elected officials of the city may be paid according to the duties of their offices, and so that citizens of the highest quality may be attracted to public service.	
ALTERNATIVES:	
Reject the recommendation for re-appointments and appointments.	
RECOMMENDED MOTION:	
I move to consent to the reappointment of Carla Rankin, and consent to the appointments of Holly Sloan-Buchanan, Nancy Knutson, and Stephanie Abrahamson to the Citizen Salary Review Commission, for the terms as proposed by staff.	



APPLICATION FOR BOARDS & COMMISSIONS

NAME Stephanie Abrahamson

ADDRESS [REDACTED] Arlington WA 98223

PHONE (home) [REDACTED] PHONE (work)

E-MAIL ADDRESS [REDACTED]

I AM INTERESTED IN SERVING ON THE FOLLOWING BOARDS & COMMISSIONS:
(Check all that apply)

- | | |
|--|---|
| ☒ Airport Commission | ☒ Cemetery Board |
| ☒ Civil Service Commission | ☒ Public Art Committee |
| ☒ Parks, Arts, and Recreation Commission | ☒ Planning Commission |
| ☒ Lodging Tax Advisory Committee | ☒ Citizen Salary Commission |
| | ☒ LEOFF 1 Disability Board |

BACKGROUND/EXPERIENCE/INTEREST (Attach separate sheet for additional information)

My name is Stephanie Abrahamson. I have been married to my husband, Tim, for 30 years. We have 2 "adult" children and 4 cats. Our family moved to Arlington in 2020 after my husband retired from a 30 year career as an active duty Command Sergeant Major in the US Army. Last year I retired from my job as an administrative assistant with a military focused financial planning company, First Command. My responsibilities during those 13 years were to develop financial plans, process investment and insurance applications, the training of new hires and ensuring staff maintained the highest level of compliance to federal and state regulations. In addition to working, I have also volunteered with various organizations both military and through the local communities. Over our 30 years of military service, the majority of the time we lived on Army installations so, I do not have a lot of knowledge on City Council and Boards but, have no doubt I can learn and hopefully pass on ideas from past experiences. I would love the opportunity to get to know how my community runs and participate in any way I can. Thank you.

eSigned via SeamlessDocs.com
Stephanie Abrahamson
Key: 068326911b0ce066325aaf6b06c516

Name of Applicant

March 6, 2023

Date



APPLICATION FOR BOARDS & COMMISSIONS

NAME Nancy Knutson

ADDRESS [REDACTED]

PHONE (home) [REDACTED] PHONE (work)

E-MAIL ADDRESS [REDACTED]

I AM INTERESTED IN SERVING ON THE FOLLOWING BOARDS & COMMISSIONS:
(Check all that apply)

- | | |
|---|---|
| ☐ Airport Commission | ☐ Cemetery Board |
| ☐ Civil Service Commission | ☐ Public Art Committee |
| ☐ Parks, Arts, and Recreation Commission | ☐ Planning Commission |
| ☐ Lodging Tax Advisory Committee | ☒ Citizen Salary Commission |
| | ☐ LEOFF 1 Disability Board |

BACKGROUND/EXPERIENCE/INTEREST (Attach separate sheet for additional information)

GTE/Verizon 17 years managed budget for Cable Replacement and Manor Tools, as well as Customer Relations. worked on resolution for all FCC, PUC, and Attorney General complaints. Also managed the Internet Product during the companies rollout of this "new" service.

VP Bank Manager 10 years Key Bank, Business Bank, Washington Federal Bank. Managed employees, budget, salaries, new accounts and balanced branch

Real Estate Broker - 7 years Hallmark Homes, Arlington, WA

Board of Directors for Forgotten Children's Fund 2006-2021
Board of Directors Hoff Foundation 2004-2006, 2022-present
Board of Directors Kiwanis, Mount Vernon 2004-2007
Board of Directors Rotary, Marysville 2012-2014
Also have served on several committees through church

I am interested in being a part of our communities development and feel that my experience would be helpful on the position of Citizen Salary Commission. I would be honored to serve.

eSigned via SeamllessDocs.com

Key: 068326911b0ce06325aaf6b06c510

Name of Applicant

3/16/23

Date



APPLICATION FOR BOARDS & COMMISSIONS

NAME Carla Rankin

ADDRESS [REDACTED]

PHONE (home) [REDACTED] PHONE (work) _____

E-MAIL ADDRESS [REDACTED]

I AM INTERESTED IN SERVING ON THE FOLLOWING BOARDS & COMMISSIONS:
(Check all that apply)

- | | |
|---|---|
| ☐ Airport Commission | ☐ Cemetery Board |
| ☐ Civil Service Commission | ☐ Public Art Committee |
| ☐ Parks, Arts, and Recreation Commission | ☐ Planning Commission |
| ☐ Lodging Tax Advisory Committee | ☒ Citizen Salary Commission |
| | ☐ LEOFF 1 Disability Board |

BACKGROUND/EXPERIENCE/INTEREST (Attach separate sheet for additional information)

esigned via SeamlessDocs.com
Carla Rankin
Key: 068329311b0ce096325aaf6b096c516
Name of Applicant

03/32/2023

Date



APPLICATION FOR BOARDS & COMMISSIONS

NAME Holly Sloan-Buchanan

ADDRESS [REDACTED]

PHONE (home) [REDACTED] PHONE (work)

E-MAIL ADDRESS [REDACTED]

I AM INTERESTED IN SERVING ON THE FOLLOWING BOARDS & COMMISSIONS:
(Check all that apply)

- | | |
|---|---|
| ☐ Airport Commission | ☐ Cemetery Board |
| ☐ Civil Service Commission | ☐ Public Art Committee |
| ☐ Parks, Arts, and Recreation Commission | ☐ Planning Commission |
| ☐ Lodging Tax Advisory Committee | ☒ Citizen Salary Commission |
| | ☐ LEOFF 1 Disability Board |

BACKGROUND/EXPERIENCE/INTEREST (Attach separate sheet for additional information)

Background/Experience

Army Officer (Nurse) for 23 years, retired

Formed Arlington Dollars for Scholars 22 years ago, active on the board

Served on Civil Service Commission for past 2 years

Served on Northwest Incident Support, inactive at present

Active in various fund raising activities in the community (ie fund raising for the Byrnes Performing Arts Center...)

Interest: Value the Arlington community. View serving on the Salary commission as a way to continue reinforcing the quality individuals who want to serve the community on the City Council and as Mayor.

eSigned via SeamlessDocs.com
Holly Sloan-Buchanan
Key: 068329311b0ce096325aaf6b096c516

Name of Applicant

3/24/2023

Date

Chapter 2.04 - CITY COUNCIL

Footnotes:

--- (1) ---

For statutory provisions relating to council meetings, see RCW 35.23.181—35.23.201.

2.04.010 - Meetings—Statutory compliance required.

Meetings of the city council will be conducted in accordance with the laws of the state as the same are now or hereafter will be in force.

(Ord. 449 §1, 1962).

2.04.020 - Meetings—Time and place—When meetings fall on legal holidays.

The city council shall hold its regular public meetings on the first, second, third, and fourth Mondays of each month; provided, however, that the city council shall not hold meetings on the second, third, and fourth Mondays of August or the first full week of September. The meetings on the second and fourth Mondays of each month shall be reserved for workshops. Whenever any regular meeting falls upon a Monday declared in RCW 1.16.050 now or in the future as a legal holiday, then the regular meeting of the city council shall be held on the next business day and no special notice of such meeting need be given. If there is no business for which a meeting is needed, the meeting may be cancelled. All meetings shall begin at six p.m. Meetings shall be held at the city police station/city hall annex, 110 E. 3rd St., Arlington, Washington; provided that the city council may adjourn from time to time to meet at any other publicly announced place.

(Ord. 1379 §1, 2005; Ord. 1280 §1, 2002; Ord. 1268 §1, 2001; Ord. 852 §1, 1984; Ord. 624 §1, 1972; Ord. 555 §1, 1968).

(Ord. No. 2010-022, § 1, 9-20-2010; Ord. No. 2016-019, § 1, 10-3-2016; Ord. No. 2022-035, § 1, 10-17-2022)

2.04.025 - Compensation.

The salaries for elected officials shall be as established by the salary commission as set forth in Chapter 2.89.

(Ord. 1222 §1, 1999; Ord. 1146 §1, 1997; Ord. 1105 §1, 1995; Ord. 961 §1, 1989; Ord. 784 §§1 and 2, 1981).

(Ord. No. 2010-022, § 2, 9-20-2010; Ord. No. 2015-028, § 1, 12-7-2015)

2.04.027 - Expense reimbursement.

(a) In addition to the compensation provided for by Section 2.04.025, the mayor and council members will be entitled to reimbursement for reasonable and necessary expenses incurred in attendance at meetings required by virtue of their office consistent with city policy for reimbursement for mileage or other expenses as might be pre-approved by the city administrator consistent with city policy.

(b) Notwithstanding the provisions of subsection (a), reimbursement will not be authorized by virtue of this section for attendance at political functions or regularly scheduled community events.

(Ord. 1387 §1, 2006; Ord. 1254 §1, 2001; Ord. 1222 §2, 1999; Ord. 1190 §1, 1999; Ord. 1292 §1, 2002).

(Ord. No. 2010-022, § 3, 9-20-2010; Ord. No. 2015-028, § 2, 12-7-2015; Ord. No. 2021-010, § 1, 7-19-2021)

2.04.030 - Procedures.

Ordinances and resolutions may be offered for consideration by the mayor or by any council member at any meeting of the city council. The presiding officer will recognize any motion made and seconded from the council for the adoption of an ordinance or resolution. No ordinance or resolution will be adopted without the same having first been submitted to the city attorney for his or her approval as to form. It will be unnecessary to read the full text of any such ordinance or resolution and it will be sufficient that the same be read by reading aloud the title only, provided:

- (1) That copies of the full text thereof will have been previously furnished to each member of the city council present at the meeting where the same may be offered;
- (2) That copies of the full text of the same are available for examination by any member of the public present at the meeting where the same may be offered; and
- (3) Upon demand of any council member the full text of the same will be read aloud before adoption.

(Ord. 843 §1, 1983; Ord. 449 §2, 1962).

(Ord. No. 1476, § 1, 11-2-2009; Ord. No. 2010-022, § 4, 9-20-2010)

2.04.040 - Addressing council.

It is unlawful for any person to address or attempt to address any regular or special meeting of the council except with the recognition of the presiding officer.

(Ord. 449 §3, 1962).

2.04.050 - Transaction of business—Procedure.

The following rules will govern the proceedings of the city council. A quorum being present, the council will proceed to transact the business before it in the following manner, unless the same be temporarily suspended by unanimous consent:

- (1) Call to order;
- (2) Roll call of members;
- (3) Proclamations (optional);
- (4) Special guests and presentations (optional);
- (5) Public comment, for members of the public to speak to the council;
- (6) Consent agenda and approval of claims;
- (7) Public hearing;
- (8) Unfinished business;
- (9) New business;
- (10) Discussion and information items;
- (11) Administrator and staff reports;
- (12) Council member reports (optional);
- (13) Mayor's report;
- (14) Executive session (optional);
- (15) Adjourn.

(Ord. 449 §5, 1962).

(Ord. No. 1476, § 2, 11-2-2009; Ord. No. 2010-022, § 5, 9-20-2010; Ord. No. 2016-019, § 2, 10-3-2016)

2.04.060 - Robert's Rules of Order.

Robert's Rules of Order will govern the proceedings of the council where applicable and when not in conflict with statutes or ordinances.

(Ord. 229 §6, 1962).

Chapter 2.06 - MAYOR

2.06.010 - Mayor—Authority and responsibilities.

The mayor shall have the authority and the responsibilities set out in RCW 35A.12.100, as now in existence or as hereafter amended.

(Ord. 1269 §1(part), 2001).

2.06.020 - Authority of appointment.

The mayor shall have the power to appoint to the following appointive offices, subject to confirmation by the city council:

- (1) City administrator;
- (2) City attorney;
- (3) City clerk;
- (4) City finance director;
- (5) Police chief;
- (6) Fire chief;
- (7) Community development director;
- (8) Airport manager; and
- (9) Public works director.

All appointments shall be made on the basis of ability and training or experience of the appointees in the duties they are to perform from among persons qualified to act in such capacities or as otherwise required in this chapter. The mayor shall have the power of removal of such appointees, subject, however, to any applicable city ordinance. The compensation for each of the aforesaid officers and positions shall be that established each year in the annual budget or salary ordinance of the city.

(Ord. 1354 §1, 2004; Ord. 1269 §1(part), 2001).

2.06.030 - Authority regarding contracts of employment.

The mayor is authorized to enter into employment contracts for any of the appointive positions identified in AMC 2.06.020; provided, however, that said contracts shall in all respects be subject to prior approval by the city council.

(Ord. 1269 §1(part), 2001).

SECTIONS

Ask MRSC

[Home](#) > [Explore Topics](#) > [Governance](#) > City and Town Forms of Government

more

City and Town Forms of Government

This page provides a basic overview of the mayor-council, council-manager, and commission forms of government in Washington State, including relevant statutes, statistics, and procedures for changing form of government.

To see the classification and form of government of any city or town, see MRSC's [Washington City and Town Profiles](#).

On this Page [hide] ▲

Overview

Mayor-Council Form

Council-Manager Form

Comparison of Mayor-Council vs. Council-Manager

Commission Form (No Longer in Use)

City Charters

Reorganizing/Changing Form of Government

Examples of Resolutions Changing Form of Government

Inc [Back to top](#) [Form of Government Since 1970](#)

Overview

Washington cities and towns are organized under two principal forms of government, sometimes referred to as plans of government: mayor-council and council-manager. (This is in addition to and separate from the [city's classification](#), such as a first class or code city.) In addition, state law permits larger cities to voluntarily adopt charters unique to their communities under certain circumstances as described below.

In general, choosing the form of government is not a matter of *how much* legislative and/or administrative authority the city or town will have, but rather the distribution of authority between the legislative and executive officials.

For a brief overview of the common arguments for and against each form of government, see MRSC's handout on [Common Issues and Pro/Con Arguments in Elections to Change Form of Government](#). More details regarding each form, as well as examples of cities that have changed form of government, are provided below.

Mayor-Council Form

Mayor-council is the oldest and most common form of government in Washington, including small towns and large cities alike. However, while most cities in Washington use the mayor-council system, the vast majority of cities that have incorporated or successfully changed form of government since 1970 have adopted the council-manager system.

The basic structure and organization of mayor-council cities is set out in [chapter 35A.12 RCW](#) for code cities; also see [chapter 35.22 RCW](#) for first class cities, [chapter 35.23 RCW](#) for second class cities, and [chapter 35.27 RCW](#) for towns.

The mayor-council form consists of a mayor elected at-large, who serves as the city's chief administrative officer, and a separately elected council (elected either at-large or from districts) which serves as the municipality's legislative body. This separation of powers is based on the traditional federal and state models in the United States.

The council has the authority to formulate and adopt city policies and the mayor is responsible for carrying them out. The mayor attends and presides over council meetings but does not vote, except in the case of a tie.

The mayor also has veto authority over legislation (except for towns), but the veto can be overridden by the council. The council is also authorized to amend or repeal any ordinance enacted by the mayor as specified in the municipality's statutes or charter. (For more information, see our page on [the council](#).)

Council Voting.)

The mayor must be qualified to hold elective office, which includes being a resident and legally registered voter of that city ([RCW 42.04.020](#) and [RCW 42.12.010](#)).

In all but the largest cities, elected mayors and councilmembers serve on a part-time basis, leaving most of the day-to-day operations to administrative personnel.

Nationally, mayor-council governments are often classified as either "strong mayor" or "weak mayor" types depending on the degree of executive authority that is concentrated in the mayor's office. However, by providing veto authority (except for towns), the Washington State legislature essentially provided for a strong mayor system.

Hybrid City Administrator System

Many mayor-council cities have hired professional city administrators, chief administrative officers, or similarly titled positions to serve under the mayor. The city administrator is usually a full-time position responsible for many administrative and policy-related duties such as budget preparation, personnel administration, and department supervision.

In essence, this is a hybrid model between the mayor-council and council-manager systems, retaining a separately elected mayor who is responsible for administration, but providing for professional management of the city's day-to-day operations. In theory, this also frees the mayor from the need to attend to administrative details and allows the mayor to focus greater attention on policy development, political leadership, and potentially their own private employment apart from city government.

See the code provisions below for a few examples:

- [Camas Municipal Code Ch. 2.06](#) – City Administrator
- [Chewelah Municipal Code Ch. 2.04](#) – City Administrator
- [Enumclaw Municipal Code Ch. 2.08](#) – City Administrator
- [Kent Municipal Code Ch. 2.06](#) – Chief Administrative Officer

Practice Tip: For some perspective and personal experiences regarding the hybrid mayor/city administrator approach, see [Public Management Magazine: The Unofficial Role of the Administrator](#) (2008), written by one of MRSC's former staff members.

Council-Manager Form

Council-manager is the other common form of government in Washington, including quite a few medium-to-large cities. While it is not as common as the mayor-council form, the vast majority of cities that have

incorporated or successfully changed form of government since 1970 have adopted the council-manager system.

The basic structure and organization of council-manager governments is set out in [chapter 35A.13 RCW](#) (code cities) and [chapter 35.18 RCW](#) (non-code cities and towns).

The council-manager form consists of an elected city council (which may be elected at-large or from districts) which is responsible for policymaking, and a professional city manager, appointed by the council, who is responsible for administration. The city manager provides policy advice, directs the daily operations of city government, handles personnel functions (including the power to appoint and remove employees) and is responsible for preparing the city budget.

Under the council-manager statutes, the city council is prohibited from interfering with the manager's administration. The city manager, however, is directly accountable to and can be removed by a majority vote of the council at any time.

The council-manager form aims to improve public services and make them more efficient by introducing professional management and removing politics from the day-to-day administration. This is based on the model of a business with a board of directors that appoints a chief executive officer; another familiar public example is the school board-superintendent relationship. However, as noted earlier quite a few mayor-council cities have hired professional administrators to work toward similar goals.

Unlike mayor-council cities, where the chief executive (mayor) must be a resident and registered voter of the city, the city manager does not need to live within the city unless the council adopts a local policy requiring residency. Instead, the manager is selected solely based on their executive and administrative qualifications and experience (see [RCW 35A.13.050](#) for code cities and [RCW 35.18.040](#) for other cities).

In council-manager cities, a ceremonial mayor presides at council meetings and is recognized as the head of the city for ceremonial purposes but has no regular administrative duties. The mayor is generally selected by the city council (see [RCW 35A.13.030](#) for code cities and [RCW 35.18.190](#) for other cities) and this person must also be a councilmember.

Under [RCW 35A.13.033](#) and [RCW 35A.06.040](#), an optional municipal code city may permanently designate council position number one as the chair or mayor, thus allowing the ceremonial mayor position to be directly elected by the people instead of chosen by the council.

Comparison of Mayor-Council vs. Council-Manager

Characteristics	Mayor-Council	Council-Manager
Legislative authority	Council	Council; ceremonial mayor is part of council
Executive authority	Elected mayor	Appointed manager
Back to top		

Characteristics	Mayor-Council	Council-Manager
Selection of CEO	Popularly elected	Appointed by council on basis of experience
CEO must reside in city?	Yes	No, unless required by local policy
Removal of CEO	Recall election	Removed by majority vote of the council
Tenure of executive	4-year term	Indefinite
Tenure of council	4-year term	4-year term
Appointment of department heads	Mayor (with council confirmation if provided)	Manager (no council confirmation)
Removal of department heads	Mayor	Manager
Veto	Mayor (except for towns)	Manager has no veto
Policy development	Mayor can propose	Manager can recommend
Policy implementation	Mayor	Manager
Underlying principles	Separation of powers; Political leadership; Strong central executive	Separation of politics from administration; Promotes economy and efficiency through professional management; Strong central executive; Follows business model

Commission Form (No Longer in Use)

While the commission form of government is still common among counties, it is now largely obsolete among cities. There are no longer any commission cities in Washington; the last remaining commission city – Shelton, which also employed a city administrator – switched to a council-manager system in 2017.

The basic structure and organization of the commission form of government is laid out in [chapter 35.17 RCW](#). The commission form provides for the election of three commissioners who function collectively as the city's legislative body and individually as city department heads. The public safety commissioner also serves as mayor but essentially has the same powers as the other commissioners, with no veto power and no authority over other departments.

City Charters

Cities with local charters can adopt a form of government that does not necessarily adhere to the statutory rules. First class cities and optional municipal code cities with a population over 10,000 may use charters to establish their form of government. However, only one code city (Kelso) has done this.

The National Civic League has published a [Guide for Charter Commissions](#) and [Model City Charter](#) to help with reviewing and updating charters. Below are links to all city charters adopted in Washington, along with the dates they were originally adopted.

Mayor-Council City Charters

- [Aberdeen](#) (1929)
- [Bellingham](#) (1973)
- [Bremerton](#) (1973)
- [Everett](#) (1968)
- [Seattle](#) (original charter 1896; current charter 1946)
- [Spokane](#) (1910)

Council-Manager City Charters

- [Kelso](#) (1993; code city)
- [Richland](#) (1958)
- [Tacoma](#) (1953)
- [Vancouver](#) (1952)
- [Yakima](#) (1931)

Reorganizing/Changing Form of Government

Any city may change its form of government and adopt another authorized form of government. In general, the procedure may be initiated either by a resolution adopted by the city council or by a petition process, both of which are then followed by an election on the issue of reorganizing under a different form of government. The procedures differ slightly depending on the type classification of the city or town.

Code cities can change their form of government through the procedures in [chapter 35A.06 RCW](#), while non-code cities and towns can change their form of government through [chapter 35.18 RCW](#).

For cities with charters, changing the form of government requires a charter amendment.

Examples of Resolutions Changing Form of Government

Below are selected examples of resolutions and other supporting documents proposing to change a city or town's form of government.

Sample Petition to Reorganize

- [MRSC Sample Petition for Election to Reorganize Code City](#) – Worded to reflect a change from the mayor-council form of government to council-manager but can be easily revised for a change from council-manager to mayor-council if desired.

Examples Adopting Council-Manager Form or Designating Chair/Mayor

- [Airway Heights Resolution No. 2020-028](#) (2020) – Election to have the chair/mayor appointed by council under [RCW 35A.13.030](#). (City had previously designated council position #1 as permanent chair/mayor pursuant to [RCW 35A.13.033](#).) Voters approved proposition with 59% of vote.
- [Bainbridge Island Resolution No. 2009-06](#) (2009) – Election to adopt council-manager form, initiated by petition.
 - [To-Do List for Changing Form of Government](#) (2009) – Overview of procedures and legal actions required for Bainbridge Island to complete the transition
- [Union Gap Resolution No. 1008](#) (2012) – Election to adopt council-manager form, initiated by petition.
- **Washougal:**
 - [Resolution No. 1145](#) (2018) – Election to adopt council-manager form, initiated by resolution; establishes intent to submit second proposition designating council position #1 as mayor pursuant to [RCW 35A.13.033](#). Also includes clerical amendment.
 - [Resolution No. 1188](#) (2020) – Election to designate council position #1 as mayor pursuant to [RCW 35A.13.033](#)
 - Note that as of 2022, these resolutions could be combined into one under [RCW 35A.06.040](#).
- [Woodland Resolution No. 738](#) (2021) – Election to adopt council-manager form, initiated by resolution.

Examples Adopting Mayor-Council Form

- [Edgewood Resolution No. 14-0318](#) (2014) – Election to adopt mayor-council form, initiated by petition.
- [Federal Way Resolution No. 09-554](#) (2009) – Election to adopt mayor-council form, initiated by petition.
- [Snohomish Resolution No. 1350](#) (2016) – Election to adopt mayor-council form, initiated by petition.

Incorporations by Form of Government Since 1970

Since 1970, almost all new cities have incorporated under the council-manager system, although a small number later switched to mayor-council. Below is a list.

Cities Incorporating Under Council-Manager Form

- **Ocean Shores** (1970, switched to mayor-council in
- **University Place** (1995)

[Back to top](#)

Cities Incorporating Under Council-Manager Form

- 2007)
- **Mill Creek** (1983)
- **SeaTac** (1990)
- **Federal Way** (1990, switched to mayor-council in 2009)
- **Woodinville** (1993)
- **Burien** (1993)
- **Newcastle** (1994)
- **Shoreline** (1995)
- **Lakewood** (1996)
- **Edgewood** (1996, switched to mayor-council in 2014)
- **Covington** (1997)
- **Maple Valley** (1997)
- **Kenmore** (1998)
- **Sammamish** (1999)
- **Spokane Valley** (2003)

Cities Incorporating Under Mayor-Council Form

- **Liberty Lake** (2001)

Cities Changing Form of Government Since 1970

Since 1970, approximately two-thirds of the cities that have successfully changed form of government have adopted the council-manager form; below is a list. (This list does not include cities that *unsuccessfully* attempted to change form of government in that timeframe.)

Cities Changing to Council-Manager Form

- **Snohomish** (1972, reverted to mayor-council in 2016)
- **Bothell** (1973)
- **Lacey** (1973)
- **Toppenish** (1973)
- **Chehalis** (1975)
- **Ferndale** (1981, reverted to mayor-council in 1999)
- **Blaine** (1982)
- **Olympia** (1982)
- **Centralia** (1986)
- **Goldendale** (1986, reverted to mayor-council in 1994)
- **Ephrata** (1995, reverted to mayor-council in 2003)
- **Sequim** (1995)
- **Battle Ground** (1996)
- **Port Townsend** (1998)
- **Fife** (1999)
- **Carnation** (2000)
- **Ridgefield** (2000)
- **Airway Heights** (2002)
- **Bainbridge Island** (2009)
- **Union Gap** (2013)

[Back to top](#)

Cities Changing to Council-Manager Form

- **Fircrest (1988)**
- **Granite Falls (2015)**
- **Shelton (2017)**
- **Washougal (2018)**

Cities Changing to Mayor-Council Form

- **Bonney Lake** (1973)
- **Anacortes** (1982)
- **Goldendale** (1994)
- **Raymond** (1998)
- **Ferndale** (1999)
- **Wenatchee** (1999)
- **Spokane** (2001)
- **Ephrata** (2003)
- **Ocean Shores** (2007)
- **Federal Way** (2009)
- **Edgewood** (2014)
- **Snohomish** (2016)

Number of Cities Using Each Form of Government

Below is the current number of cities by classification and form of government, as well as a snapshot of how these numbers have changed over time. To see the classification and form of government for any individual city or town, see MRSC's [Washington City and Town Profiles](#).

Class	Mayor-Council	Council-Manager	CURRENT TOTAL
First	6	4	10
Second	5	0	5
Town	68	0	68
Code	147	50	197
Unclassified	1	0	1
CURRENT TOTAL	227	54	281

Year	Mayor-Council		Council-Manager		Commission		Total No. of Cities	Total Inc. Pop
	No.	% of 'nc. Pop.	No.	% of Inc. Pop.	No.	% of Inc. Pop.		
Back to top								

Year	Mayor-Council		Council-Manager		Commission		Total No. of Cities	Total Inc. Pop
1970	233	57%	24	37%	8	6%	265	1,907,182
1980	230	55%	29	40%	6	5%	265	2,125,392
1990	228	54%	37	45%	3	1%	268	2,287,498
2000	224	50%	54	50%	1	<1%	279	3,387,824
2010	228	58%	52	42%	1	<1%	281	4,196,962
2020	227	58%	54	42%	--	--	281	4,990,730

Last Modified: February 07, 2023

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Mayor & Councilmember Handbook



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MRSC Report No. 44
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Mayor & Councilmember Handbook

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Association of Washington Cities
1076 Franklin St. SE, Olympia, WA 98501
360.753.4137
1.800.562.8981
wacities.org

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Municipal Research & Services Center of Washington
2601 Fourth Avenue, Suite 800
Seattle, WA 98121-1280
206.625.1300
1.800.933.6772
mrsc.org

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Table of contents

Chapter 1 – Introduction	1
Chapter 2 – Know your form of government	3
Chapter 3 – Getting started	7
Chapter 4 – The mayor’s leadership role	11
Chapter 5 – The mayor as chief executive	15
Chapter 6 – The job of a councilmember	21
Chapter 7 – Legislative advocacy	25
Chapter 8 – Budget basics.....	27
Chapter 9 – Resolving and preventing mayor-council conflict	31
Chapter 10 – Council meetings.....	37
Chapter 11 – Community participation at council meetings.....	47
Chapter 12 – Ethical issues.....	49
Chapter 13 – Resources.....	51
Appendix 1 – Overview of statutes defining and limiting the authority of a mayor	57
Appendix 2 – Voting & vetoes – A guide for mayors	69
Appendix 3 – Public records disclosure	71
Appendix 4 – Open Public Meetings Act.....	73
Appendix 5 – Public hearings	75
Appendix 6 – Sample city council rules of procedure for mayor-council code cities.....	77
Appendix 7 – Sample procedures: Appearance of fairness and quasi-judicial hearing	83
Appendix 8 – Public participation: Tips for talking with the council.....	85
Appendix 9 – Meeting tips.....	87
Appendix 10 – Parliamentary procedure.....	89
Appendix 11 – Keeping out of trouble	93
Appendix 12 – Initiative, referendum, and recall.....	95
Appendix 13 – The mayor pro tempore	97
Definitions.....	99

Introduction

While this handbook is primarily intended to serve as a reference guide for mayors and councilmembers in Washington cities and towns operating under the mayor-council form of government, mayors and councilmembers in cities operating under the council-manager form of government will also find this handbook full of relevant and useful information.

A mayor in a mayor-council form of government wears many hats. As the chief executive officer of the city, you will deal with human resources, contracts, budgeting, labor relations, and a host of other issues. When chairing council meetings and public hearings, or when dealing with the press, you will have to choose your words carefully, deciding when is the appropriate time to be tactful or more direct.

It's no wonder that mayors and councilmembers often feel overworked and underpaid! Those who come to the job without having substantial experience in city government have a lot to learn. We hope this publication serves as both a basic primer on the role of a mayor and councilmember and as a resource with answers to some frequent problems.

Use this publication to learn how to get information, assistance, and advice. When your questions are not answered by the text, it will hopefully guide you to either the relevant statutes and publications, or to those people who can best answer your questions.

Being an effective leader is not something that just magically happens when you are elected to office. Leadership skills must be learned. Mayors and councilmembers need to listen to the residents of the city, develop goals, and then work effectively with each other to achieve your objectives. There are a lot of people counting on you. They want you to succeed and so do we. Good luck!

Note: Unless the context or the references specifically indicate otherwise, the use of the term "city" or "cities" in this publication is meant to include "town" or "towns."

Remember – when you have a particular problem, chances are somebody else, whether it be another councilmember, a mayor of a different city, or a member of the city leadership team, has already dealt with the same

Know your form of government

It is important to know your city's classification. Also important are the different forms (sometimes called "plans") of government in Washington: mayor-council, council-manager, and commission. This section explains some of the basics. The city clerk can tell you your city's classification. MRSC's webpage Washington City and Town Profiles also lists each city classification and form.

Almost all cities have an elected official with the title of "mayor," but the authority of the mayor depends upon the form of the government. Mayors in mayor-council cities are sometimes referred to as "strong mayors" because they have considerably more authority than mayors in council-manager cities. The distinction is explained further below under Forms of City Government.

City classification

City and town governments in Washington are classified according to their population at the time of organization (usually incorporation) or reorganization. There are four basic classifications for municipalities in the State of Washington: first class cities, second class cities, towns, and code cities.

Although some of the state laws (statutes) are the same for all classes of cities, many of the laws are different. State laws are located in different chapters of the Revised Code of Washington. The Revised Code of Washington (RCW) is the compilation of the laws passed by the state Legislature. "Statutes" are the laws contained in the RCW.

In 1890, the Legislature established four classes of municipal corporations: first, second, and third class cities, and fourth class municipalities, known as towns.¹ However, in 1994 the Legislature eliminated the third class city classification and those cities automatically became second class cities. Reference to fourth class municipalities was also dropped – they are now referred to exclusively as towns. An additional classification, the optional municipal code city, was provided in 1967.²

4 classes of cities

- First class cities
- Second class cities
- Towns
- Code cities

¹ First Class Cities: RCW 35.22; Second Class Cities: RCW 35.23; Third Class Cities: formerly RCW 35.24; Towns: RCW 35.27.

² Optional Municipal Code Cities: RCW 35A Optional Municipal Code

What difference does it make?

Depending on the city classification, there are some important differences with respect to the power and authority of the city government. Some of the differences are highlighted in this chapter. Note: See Appendix 1 for details regarding the specific powers and responsibilities of a mayor by city classification. The information in Appendix 1 will be an important reference to make decisions and then take action in the days ahead.

Optional municipal code

The optional municipal code, Title 35A RCW, was devised in 1967 as an alternative to the existing statutory system of municipal government in Washington. The basic objective of the code was to increase the abilities of cities to cope with complex urban problems by providing broad statutory home rule authority in matters of local concern to all municipalities, regardless of population.

Cities operating under the optional municipal code are commonly referred to as code cities.

Under the optional municipal code, cities may take any action on matters of local concern so long as that action is neither prohibited by the Washington State Constitution nor in conflict with the general law of the state. The powers granted to code cities include all the powers granted to any other class of city in any existing or future legislative enactment, unless the Legislature specifically makes a statute inapplicable to code cities.

Charter cities

The Washington State Constitution provides that cities and towns with a population of 10,000 or more can frame a charter for their own government, subject to all the general laws of the state.³ All of the 10 first class cities have charters at this time. Only one code city, Kelso, has adopted a charter. As with code cities, the powers granted to first class cities include all the powers granted to any other class of city.

Understand home rule powers

As one of the country's first home rule states, Washington city officials should understand the key legal concept of home rule.

Home rule is the right to locally govern on issues of local concern: "the authority of a local government to control its local affairs without interference from the state."⁴ With home rule powers, a city may exercise the same powers as the state, except for any powers specifically denied in law. If either the state constitution or state statutes are silent about a city's power on a specific local issue, then under home rule, a city has the authority to pass laws to address the issue.

Importantly, the city does not need the state to grant it permission to act. The essence of home rule power is that the city already possesses the power. The city—not the state—decides when and how to wield it based on local circumstances.

³ Constitution, Article XI, Section 10, as amended by Amendment 40.

⁴ First, second class cities, and towns: laws governing the mayor-council plan are found in the respective RCW chapters for each class of city: RCW 35.22, RCW 35.23, and RCW 35.27. Optional Municipal Code cities: RCW 35A.12.

Forms of municipal government

There are three basic forms of municipal government in Washington: mayor-council, council-manager (also known as the city manager plan), and commission form. Sometimes the “form” of government is also referred to as the “plan of government” or “organization.” (See Appendix 1 for more details on the mayor’s powers in each form of government.)

Mayor-council form of government

In the mayor-council form, policy and administration are separated. All legislative and policymaking powers are vested in the city council. The administrative authority, including a veto power (except in towns), is vested in the mayor.

Council-manager form of government

All legislative and policymaking powers are vested in the city council. The council employs a professionally trained public administrator, the city manager, to carry out the policies it develops. The city manager is the head of the administrative branch of city government. By statute, the mayor is selected by the city council from among its members, although this may also be done by election.

The mayor’s responsibilities are primarily to preside at council meetings, and act as head of the city for ceremonial purposes and for purposes of military law. The mayor votes as a councilmember and does not have any veto power (RCW 35.18.190; RCW 35A.13.030-.033 Optional Municipal Code cities).

Commission form of government

The commission form gives one elective body combined authority over the executive and legislative functions of municipal government. The commissioners, sitting as a body, are authorized to determine by ordinance the powers and duties of all officers and employees of each department. Each commissioner administers a separate department. The mayor has essentially the same powers as other members of the commission. The mayor has no veto power or any power to direct general city administration other than in their own department (RCW 35.17). Currently, there are no cities that operate under the commission form of government.

3 forms of government

- Mayor-council
- Council-manager
- Commission

Additional resources:

Washington City & Town Officials Directory Mobile App, MRSC

Code City Handbook, MRSC

The Closest Governments to the People: A Complete Reference Guide to Local Government in Washington State (2015), Steve Lundin, MRSC

"Home Rule" vs. "Dillon's Rule" for Washington Cities, Hugh Spitzer, 38 Seattle U.L. Rev. 809 (2015)

Change in classification or form of government

The classification of a city or town can be changed. Cities and towns have the power to advance their classification when the population increases sufficiently and there is an election (RCW 35.06). A city or town with at least 10,000 inhabitants may become a first class city by adopting a charter. A town with at least 1,500 inhabitants may become a second class city (RCW 35.06.010).

Any incorporated city or town may become a noncharter code city by following the procedures in RCW 35A.02.

Any city may also change its form of government. In general, the procedure may be initiated either by a resolution adopted by the city council or by a petition process, both followed by an election.

Washington cities classification & form of government summary*

Class	Mayor-council	Council-manager	Commission	Total
First	6	4	0	10
Second	5	0	0	5
Town	68	0	0	68
Code	147	50	0	197
Unclassified	1	0	0	1
Total	227	54	0	281

*As of October 2021

See MRSC's *Washington City & Town Officials Directory Mobile App* for specific data on each city, its population, classification, and form of government.

Getting started

By their action at the polls, the people of your community have given you a vote of confidence and expressed faith in your ability to act in their best interest. And you don't want to let them down. But as the election campaign fades in your memory, the magnitude of your new job begins to sink in. Whether you come to this job after years of service to the city or were elected with no prior background in city government, there's still a lot to learn.

As a new mayor or councilmember, you have a lot to learn about providing leadership and governing. But don't take yourself or the business of government so seriously that you don't enjoy it. It should be a fun and rewarding experience.

Your first days on the job

The role of mayor varies greatly from city to city, depending on the form of government, history, and level of involvement. Some new mayors are overwhelmed by the amount of administrative work that their job entails. Many councilmembers also feel overwhelmed by everything they need to learn and are sometimes surprised to discover that there are limits on their role in making decisions and setting city policy.

What is clear, however, is that it is a very big job. Here are some tips for getting started.

Getting oriented

First on the agenda should be a thorough orientation session – a broad overview of the functions of the city to include finance, public works, public safety and other departments. The mayor or city manager will want to arrange time to sit down with the city clerk and key department heads. Take this opportunity to learn all you can about your city, its history, its operation, and its financing.

Your orientation should also include a tour of the physical facilities of the city. A firsthand inspection is often the best way to acquaint yourself with the city's operations.

"When the burdens of the presidency seem unusually heavy, I always remind myself it could be worse. I could be a mayor."

– Lyndon B. Johnson

Keeping some perspective

- **Pace yourself.** Recognize that life – and the city – is dependent on a lot of things over which we have little control. Set some priorities, recognize the need to spend time with your family, and don't burn yourself out.
- **Develop a thick skin.** Remember that they don't dislike you personally, they just don't like your ideas.
- **The job of mayor** is a unique combination of stress and joy.
- **Nurture your personal life.** Cutting back on family hours won't make you a better mayor.
- **Be yourself.** Don't try to be something you are not.

Review key documents

The following is a list of key city documents you will want to review. Ask your clerk or other staff if they exist and to help you locate them. Also, ask them to suggest other useful documents.

- Current operating and capital budgets
- Information on key programs and services
- Comprehensive annual financial report
- Organizational chart, staff roster and phone list
- The organization's primary planning documents
- Map showing city boundaries, buildings and facilities
- Mission statement and goals
- Council rules/meeting procedures
- Meeting minutes for last twelve months
- Work program and significant staff reports from last twelve months
- Human resource policies and other administrative policies
- Facts about your city: population, form of government, incorporation date, number of employees, total budget, total debt, etc.
- List of governmental agencies providing services or impacting your organization
- Calendar of important events

Don't be afraid to ask questions. You are not expected to know all the answers immediately. The mayor will want to find out about council salaries and benefits, employee vacation and sick leave policies, purchasing procedures within departments, proposed development projects – anything you need to know for a better understanding of city operations and issues currently facing your community.

Legal restrictions

Keep in mind that your city's adopted ordinances, typically codified as your municipal code, must be followed until the council takes action to amend them. And that's just the beginning – the number of federal and state laws and regulations that also govern your actions can be mind-boggling! If you are unsure of your responsibilities or authority in certain areas, be sure to seek clarification from your city attorney.

Mayor's role in working with staff

Whether you can spend a lot of time at city hall, or have a full-time job in addition to your mayoral responsibilities, you'll soon come to depend heavily on your key administrative staff.

In almost all cities, the city clerk performs a multitude of tasks. This is particularly true in the smaller jurisdictions. A city administrator often oversees administration in larger cities.

Value and respect your staff

If your city is fortunate enough to have experienced staff, recognize these individuals as a valuable resource – don't take them for granted or casually replace them.

A good clerk and administrator can be your lifeline, helping you to fulfill your legal responsibilities and ensure that the city functions smoothly. Staff who have been with the city for some time have some valuable historical perspectives, and can help "fill in the gaps" for a new mayor.

Make sure your staff are well trained and keep up in their field – encourage your clerk (and/or administrator) to attend training sessions and professional meetings of their peers. These sessions are well worth the investment – staff can learn from their peers around the state, avoid reinventing the wheel, and share challenges and solutions.

Resist the urge to drastically change the organization before you know how it really works. Many of your city's policies have evolved over the years through trial and error. While some methods may appear to need an immediate overhaul, it pays to watch the operation for a while before trying new methods. Don't seek change simply to do things differently!

Give yourself at least six months to learn the fundamentals of the task you have undertaken. Many potentially fine public servants have come to an unhappy ending because of errors in judgment they made by being overly aggressive during those first six months. Even if you come to the mayor's job with many years of service on the council, you will find there is still a lot to learn.

Public and private sector differences

A word of caution: You may have run for office with the pledge to "run the city more like a business." While there are certainly similarities, there are some important differences between the public and private sectors that will become apparent as you get used to your new role.

Here are just a few of those differences:

- Much of your work will be done in the public eye. Consequently, things may move more slowly and take more time. All deliberations of council are done in public meetings and most public records are available to anyone.
- City revenues are limited by laws. You can only raise taxes so high, so you can't always pass on the costs directly to the consumer.
- There are more unions in the public sector. Salaries are often compared to employees in other cities. It is common for employees to expect an annual cost of living increase.
- Public employees have different constitutional rights and more legal protections. With additional laws governing your actions as an employer, you can expect more grievances, claims and litigation.
- Some things that you may just consider "good business sense" could run afoul of our state constitution's prohibition against "gifts of public funds." (See Article VIII, § 7 of the state constitution.)
- Public works projects and contracting often must go through a public bidding process. This takes more time and sometimes costs more.

Building a diverse, equitable, and inclusive city

As one of the governments closest to the people, cities and their leaders should make efforts to foster an inclusive community and city hall. One important goal of democracy is to have a government that reflects the community it serves. This enables the community's wisdom to make government more effective and responsive to people's needs, with services more closely matched to the people who make up the community.

Mayors and councilmembers can be agents of change at the local level—listen to your residents, work to translate community concerns into actionable policy ideas, and then collaborate to find potential solutions. Many city leaders have listened to their communities and agree that more needs to be done to advance racial equity. Right now is always a good time to start turning talk into action.

Internal and external solutions to inequities can be as unique and diverse as our community members who have been historically excluded from full societal benefits and participation. Take stock of the policies and practices in place at your city and consider how each might impact every resident of your city. Start community conversations and intentionally include and collaborate with people from all backgrounds.

Every community has underrepresented populations who can be unintentionally left out of policies and practices. Take time to research your city's historical disparities and then use that information to generate ideas for future improvements—no matter your city's size or location.

Practical advice

Helpful pointers from other elected officials.

Initial words of wisdom ...

- **Listen.** Listen to everyone. Listen until your ears fall off. Soak it up. After six months in office, you will round out the picture of the complexities of city government and your role.
 - **Take notes for the first six months on relevant city business items.**
 - **Don't be afraid to say, "I don't know."**
 - **Don't make promises you can't deliver!** Most major decisions and actions require approval of the council.
 - **Gear your mind to process a tremendous amount of seemingly conflicting information.**
 - **Don't enter office with an unmovable set agenda.** Learn as much as possible before taking on a major program or effort. Don't be strangled by campaign promises that were made without sufficient information.
 - **If you come on board as a big critic of the "way things have been done,"** you may be surprised to find how hard the job really is. You'll soon gain better appreciation for those who came before you.
 - **The job can be very complex.** Try to stay focused on the big issues.
-

Mayors will want to...

- **Meet with each department head separately.** Learn all you can. Spend time with the previous mayor, if feasible.
- **Ask for help when you need it.** Don't be afraid to use outside resources (your attorney, AWC, MRSC, a neighboring city or county).
- **Don't be intimidated by larger cities.** Bigger cities have many of the same problems and may be willing to lend expertise or staff resources.
- **Network with others in the same boat.** Have monthly lunches with mayors from neighboring communities. They can provide support, new ideas, and give you an opportunity to vent.
- **Find an experienced mentor from another city.** Ask for advice when you need help. You'll get empathy and a clearer vision from someone who has been there.
- **Ask opinions, and listen.** Spend time with those individuals who have different opinions than yours (maybe even your opponent in the election). Listen, don't argue the points, then rethink your positions.
- **Don't reinvent the wheel.** Someone has probably done it elsewhere. Use information available from MRSC and AWC. Attend workshops and conferences, especially the AWC Annual Conference.

The mayor's leadership role

See if you can develop a vision of what your city should look like in the future, and work with others to that end.

The mayor occupies the highest elective office in the municipal government and is expected to provide the leadership necessary to keep the city moving in the proper direction. Effective mayors see themselves not only as leaders staking out policy positions, but also as facilitators of effective teamwork.

As a mayor, you have a special set of long-term responsibilities not shared by many others. You are supposed to be a community leader and a political leader. Yet most of the trials and tribulations you will face during your term of office will deal with city housekeeping. These day-to-day activities are of immediate concern to most residents, and sometimes solving the little problems are the most fun.

But you need to find time to deal with the important policy issues and some of the long-term future concerns. Try to make your city a better place to live tomorrow, not just today.

If you can leave something of long-term consequence to improve your community, you will at least have the satisfaction of a job well done, and that is the principal reward of public service.

Setting goals

The role of the city council in cities of all sizes is becoming more demanding and complex. In order to get anything accomplished, elected officials must work together to define and agree upon mutual goals. This is one of the most challenging aspects of being a mayor and working with a city council.

Goal setting provides a framework for city action. By setting short-term and long-term goals, and then deciding which are most important, you and the council can define what your city government will try to achieve. Staff then have clear guidelines regarding what you and the council want to accomplish, and you have a way of evaluating your programs and services.

Establishing goals will keep you on track and minimize distraction from the brush fires.

Some cities plan goals through council retreats. Some use outside facilitators to assist with this process.

A simple goal-setting process

The basic idea is to start with the big picture and work to ensure that your day-to-day tasks relate back to that big picture. Periodically, you'll want to look back at your goals and evaluate what you've accomplished, and decide what changes you want to make, if any.

Step 1. Identify issues and needs

Before you can set goals, you have to come to some agreement on what needs to be done. As a group, come up with an overall list of issues and needs, including councilmembers' ideas and residents' concerns. Narrow down that list to a workable number of problems and needs to be addressed.

Step 2. Set goals

Once you've developed a focused list of needs or problems, describe what you hope to do to eliminate each problem or meet each need. The goals you express may be both community goals and goals for your particular governing body to accomplish.

Step 3. Set objectives

Objectives are the specific short-term strategies to meet your goals. They are statements of accomplishments to reach within a specific time frame. By setting objectives, the council can focus on a series of realistic goals and can then determine the resources needed to accomplish them.

Step 4. Set priorities

Setting priorities is the most important step in the goal-setting process. Comprehensive goal setting results in more objectives to accomplish than is possible in the time available, so you've got to set priorities. Decide what areas need attention now and which ones can be delayed. A simple rating and ranking exercise can help you determine which areas are of highest concern.

Step 5. Start an action program

Once you've decided on goal priorities, work with staff to develop specific programs and timelines to meet your goals.

Step 6. Evaluate the results

You'll want to establish a formal process for evaluating goal progress. Are you reaching them? Are they still appropriate? Do any need to be dropped or altered?

Additional resource:

Center for Government
Innovation, Washington State
Auditor's Office

Public relations

- Remember that what you say, privately and publicly, will often be news. You live in a glass house. Avoid over-publicizing minor problems.
- Don't give quick answers when you are not sure of the real answer. It may be embarrassing later on.

Some of the mayor's leadership roles

Ceremonial role

The mayor's participation in local ceremonial events is a never-ending responsibility. On a daily basis, the mayor is expected to cut ribbons at ceremonies to open new businesses, break ground for construction of new city facilities, and regularly appear at fairs, parades, and other community celebrations. The mayor also issues proclamations for a variety of purposes. As featured speaker before professional clubs, school assemblies, and neighborhood groups, the mayor can expect to be interviewed, photographed, and otherwise placed on extensive public display by the media.

Intergovernmental relations

Your city does not operate in a vacuum. Cities must work within a complex intergovernmental system. Keep in contact and cooperate with your federal, state, county, and school officials. Get to know the officials of neighboring and similarly sized cities.

Mayors take the lead in representing their local government to those from outside the community who are interested in joint ventures – including other local governments, regional organizations, and federal and state government representatives. In this area, mayors promote a favorable image of their local government and pursue resources that will benefit the community.

Public relations

Mayors inform the public, the media, and staff about issues affecting the community. This role is critical in building public support and facilitating effective decision-making by the council.

Working with residents

The most important trait a new official can cultivate is the simple ability to listen. You will quickly find that when frustrated city residents call on you to complain, they do not come to listen – they come to talk. So let them.

Make an effort to keep your constituents informed and encourage participation. Expect and respect complaints. Make sure your city has a way to effectively deal with them.

Sitting in your position of new responsibility does not allow you to forget the people who elected you to office. They expect you to keep them informed and to give them an opportunity to express themselves. If you do this, you will surely increase your chances for success as a public official.

Dealing with the media

The media is your best contact with the public – it informs the community about what is happening and why. A good working relationship is mutually beneficial to both you and the media. Through the media, you have the opportunity to comment publicly on local issues and inform residents of city activities. If you work hard to cultivate that relationship, you can ensure that the media have all the facts and provide accurate, fair coverage of city issues.

Practical advice

Helpful pointers from other Washington mayors.

Leadership ...

- **Lead by example.** Be honest, consistent, and flexible. Don't play games.
- **Use common sense.** If your heart, mind, and gut agree, then go for it.
- **Don't get stampeded into action by the strong demands of special interest groups.** Your job is to find the entire community's long-term public interest, and you may be hearing from a vocal minority.
- **Be clear on what you stand for.** List ten things you believe in.
- **A new mayor should have goals.** Make a list of things you want to accomplish. But don't act rashly and assume that only you know the best way to accomplish things. Every issue will benefit from additional discussion. Your perceptions may change.
- **Sometimes we underestimate the potential impact of a mayor's leadership.** Use the dignity of your office to help the community get past contentious issues.
- **There is a tremendous amount of discomfort in making very public decisions.** Sometimes the decisions feel like the end of the earth. It's easy to fear the political consequences. But it is important to look a little more long-term in perspective, weigh everything, and reach good decisions.
- **Know that you won't be able to satisfy everyone.** If you try, you won't be able to demonstrate leadership. Listen fairly, listen thoughtfully, and then do what's right.
- **Most of the easy decisions got made a long time ago.** Many decisions that need to be made can be very painful – but you can't solve those big problems without pain.
- **See if you can develop a vision of what your city should look like in the future, and work with others to that end.**

"We're busy electing

barometers, when what we

really need are compasses."

– Author unknown

The mayor as chief executive

Most people understand that, except under a council-manager form of government, the mayor is the chief executive of the city. When there is a serious emergency, such as a flood, residents properly assume that it is the mayor who has the authority to take charge. Unfortunately, it is also assumed by some mayors that their power is almost supreme, even in the absence of an emergency.

Though the mayor has executive authority in a mayor-council city, that authority is defined by state law and must be exercised in a manner consistent with policy decisions made by the city council. There are statutory limitations both on what you can do and how you can do certain things. Appendix 1 lists the specific statutes that grant powers and responsibilities to the mayor. This chapter provides an overview of your chief executive responsibilities.

Administrative/policymaker distinction

Again, it is the council's role to adopt policies for the city and it is the mayor's role to administer or carry out those policies. The distinction sounds simple, but it can cause confusion and animosity.

Though a mayor does not set policy, as the elected chief executive it is certainly appropriate for the mayor to bring policy options and recommendations to the council. That is part of the leadership role of the mayor. That leadership role is particularly evident in the budget process, where the mayor submits a preliminary budget to the council as a proposed guideline for city priorities.

So, who actually runs the city?

In many of the smaller towns and cities in Washington, the city clerk is the person at city hall who does a lot of the day-to-day administration of the city. The clerk's duties are established by state statutes and city ordinances – this person is typically in charge of administration when the mayor is not at city hall.

In many cities, the mayor is employed full-time in another job and does not have the time to be at city hall taking care of administrative details. The mayor's salary in most municipalities clearly indicates that the job is not full-time.

As cities grow and the complexities of city administration become more difficult for a part-time mayor and a city clerk to handle, some cities choose to create a new position titled "administrative assistant," "city administrator," or "executive assistant" to help with city administration, under the direction of the mayor. The individual in such a position is generally appointed by the mayor and performs tasks within the statutory authority of the mayor. While the council can establish the qualifications and the duties of the position, it cannot take powers delegated by statute to the mayor and give those to the city administrator.

Only about a dozen Washington cities currently have full-time mayors, though a growing number of cities have individuals who work full-time as executive assistants to the mayor, as described above.

Some cities have chosen to change to a council-manager form of government when there is a consensus that a professional administrator could better handle the city administration. The decision of whether a city should have a professional city administrator or city manager is complex, involving politics, finances, and the views of the people.

Responding to resident complaints

Residents often contact the mayor when they have a problem, whether it involves a land use matter, a barking dog, or a pothole. Work with staff to resolve problems, keeping in mind that you are not the individual with all the answers.

For instance, as land use planning becomes more complex, don't be tempted to give a quick answer or promise to a landowner before checking with the city's planning department or reviewing the city's development regulations. Consider referring callers to the staff person with the expertise, then follow up to make sure the matter has been handled appropriately. If a matter is normally handled by the police department, direct the complainant to the police department.

City staff will appreciate your involvement if you make the proper referrals, and if you are careful to not make promises that are inconsistent with city procedures or policies.

If word gets out that complaining to the mayor gets a more prompt response to minor nuisance problems, you are bound to receive a lot of those calls. Did the people elect you to solve the barking-dog problem, or did they elect you to make sure that city staff properly handle these minor issues?

Relationship with the city attorney

In most cities, the mayor appoints the city attorney, whether that position is full-time or part-time. In some cities, the council takes an active role to arrange for the provision of legal services through a contract. Regardless of how the position is established, remember that although the mayor typically has more contact with the city attorney than the councilmembers or city staff, the city attorney's job is to advise all city officials. Sometimes councilmembers feel that the city attorney is the mayor's attorney, particularly if the city attorney generally supports the mayor's position in situations where the answer is unclear.

A mayor cannot prohibit the council from accessing the city attorney for advice. For financial reasons, the mayor may feel that questions to the city attorney should be channeled through the mayor, to avoid possible duplication and to make sure that the questions are presented clearly. Ultimately it is up to the council to establish procedures on how to provide city attorney services.

Some smaller cities try to minimize legal service fees by having the city attorney skip regular council meetings. That can be thrifty, but shortsighted, particularly when the council is dealing with controversial matters such as land development, or complex procedural issues such as local improvement districts.

Make your attorney's job easier

Inform the city attorney ahead of time when you see a legal issue brewing. No attorney wants to be asked a complex question at a council meeting without prior warning. Don't be surprised if your attorney tells you they need to research the issue or discuss it with you (and council) in an executive session.

Instead of asking the city attorney without warning: "Can we do _____?", ask: "How can we do _____?" and give your attorney time to research the issue. City attorneys often get frustrated by frequently informing the mayor and council that they cannot do something. They would rather use their creativity to come up with alternate ways to legally accomplish an objective.

The attorneys at MRSC are another good source of legal expertise, but they are not a substitute for your city attorney, and your conversations with them are not subject to attorney-client privilege. Please keep in mind that their consultation is based on the facts you provide. Sometimes there are special factors involved, perhaps unique to your city. That is why MRSC will always advise you to review an issue with your city attorney.

Public records disclosure

You are legally obligated to disclose city documents to the public upon request. For example, when there is a request from the public to disclose a city document, the city must respond to the disclosure request in writing within five working days. The short turnaround time requires that city staff have clear guidelines for how to process these requests. Most cities have adopted public disclosure procedures. If your city has not yet adopted public disclosure policies, consider making that recommendation to the council.

Many city records are exempt from disclosure, and there are even statutes that prohibit disclosure of some records. (See Appendix 3, Public records disclosure, for more details on what is disclosable.) The Open Government Trainings Act requires elected officials to receive training on public records, the Open Public Meetings Act (OPMA), and records retention within 90 days of taking office and every four years thereafter.

In partnership with MRSC, AWC provides the courses for free online. The eLearnings are available to watch anytime, and they meet the Open Government Trainings Act requirement.

Emergency management

In mayor-council cities, the mayor is statutorily in charge when there is an emergency or disaster. RCW 38.52 contains the state statutes requiring that every city and town adopt an emergency management plan. Some cities choose to join with other cities or the county to create a joint emergency management agency. Together they select a director and grant them extensive authority to cope with an emergency.

The city clerk can provide you with a copy of your city's emergency management plan. Read it. Keep a copy readily available in both your office and at home. When a disaster happens, you may need to coordinate the emergency response. Depending on the emergency type and its duration, you may want to seek

consultation or approval of the council for certain actions, if feasible. (See Appendix 1, Overview of statutes, for further discussion of emergency management.)

And remember that while you have operational control during an emergency, the council always has final control of the city's budget. It is a good practice to keep them informed and get them to ratify purchasing and other budget-related decisions as soon as practicable during an emergency.

Personnel management

The statutes generally give the mayor or city manager, as chief executive, broad authority to hire and fire employees. (See Appendix 1, Overview of statutes.) Realize, however, that employee lawsuits can be one of your largest areas of potential liability. There are legal limitations on the actions you take in hiring, discipline, and discharge:

- **State and federal laws, court decisions** – Laws relating to anti-discrimination, overtime compensation, safety, sexual harassment, and many others.
- **The city's personnel policies** – Policies passed either as an ordinance or adopted as administrative policies.
- **Civil service** – Except for very small cities, most police and fire employees are protected by civil service. Some charter cities also provide civil service coverage for other city employees. Civil service governs hiring processes and provides hearings for disciplinary actions. Your actions may be subject to appeal to the local civil service commission (RCW 41.08 and 41.12).
- **Union contracts** – The terms of the labor contract prevail over other local regulations, including civil service rules and personnel rules. In many contracts, a grievance procedure provides for disciplinary appeals to an outside arbitrator.

Before you jump...

Prior to taking any serious disciplinary action, consult with your attorney. Your liability insurance carrier may also provide some preventative legal assistance.

Another tip is to have good and consistent personnel policies. Current and clearly written policies help avoid lawsuits, promote consistency, and contribute to employee morale.

Labor relations

Unions have a significant presence in Washington cities. Most city employees have the right to organize under the state Collective Bargaining Act and have joined statewide unions or have formed local associations (RCW 41.56).

In particular, most police and fire departments are well-organized. Except for very small cities, police and fire are also subject to interest arbitration when an impasse in bargaining occurs. This can create a unique dynamic in police and fire negotiations.

Labor relations advice

- Know the terms of your labor contracts.
- You can't change wages, hours or working conditions without bargaining these

In any disciplinary action –

hasten slowly.

issues with the union. This means you can't unilaterally implement a change in benefits, for example, without risking an unfair labor practice.

- You may or may not choose to be on the bargaining team. Be aware of the disadvantages – the process is very time-consuming and may affect your day-to-day relationships with employees. Because city employees are often your constituents, you may have unions putting political pressure on you. Some cities hire professional consultants to bargain on behalf of management.

Practical advice

Helpful pointers from other Washington mayors.

Working with staff ...

- **Hiring good people is what it's all about.** Get the best that you can. Take your time. It can be incredibly costly to undo a bad hiring decision.
- **Get to know staff.** Learn what they do.
- **Listen to your staff.** Give them as much responsibility as they can handle. Task your employees with the responsibility to create new ideas and better ways to get stuff done.
- **Keep perspective.** The people who helped get you elected may not always be the right people to help you run the city.
- **Say thank you!** Let folks know how much you appreciate them and give credit where credit is due.
- **Treat staff with respect.** They are a very valuable asset.
- **Be consistent.** Treat everyone the same.
- **Formalize your city's personnel rules and regulations.** Make sure the rules are clear.
- **Keep your employees informed.** Stay in touch with decision-makers on the front line and those who are in frequent contact with the people.
- **Budget money for and encourage your staff to attend professional meetings and seminars.** These learning opportunities and the personal contacts can be invaluable to your city.

The job of a councilmember

The principal job of a city or town council is to set policy. A policy is a course of action for a community. Policymaking often takes the form of passing ordinances or resolutions. After policy decisions are made by the legislative body, others perform the administrative task of implementing the policies. The distinction between formulation and implementation may not always be clear, necessitating open communication between legislators and administrators.

Adopting policy

The council does not make policy in a vacuum. Councils rely on ideas from many sources, including the council staff, community groups, advisory committees, chambers of commerce, and others. It is the council's responsibility to consider the merits of each idea and then approve, modify, or reject them. In doing so, councilmembers analyze community needs, program alternatives, and available resources. The decision often takes the form of an ordinance or resolution, although it may take the form of a rule, regulation, motion, or order. The budget and comprehensive plan are powerful policy tools that are adopted by ordinance.

So, who actually runs the city?

It is important to recognize that it is not the role of the councilmember to administer city affairs. The council sets policy, but it is either the mayor (in mayor-council cities) or the city manager (in council-manager cities) who actually implements the policies. This means that it is not the role of the councilmember to supervise city employees on-the-job or become involved in the day-to-day administration of city affairs. This can be a source of conflict between the executive and legislative branches of city government.

Responding to constituent complaints

Residents often contact a councilmember when they have a problem, whether it involves a land use matter, a barking dog, or a pothole. Don't hesitate to send them to the appropriate city staff person for resolution of their problems. Keep in mind that you lack the authority to take action in administrative matters.

Relationship with the city attorney

In most cities, the mayor appoints the city attorney, whether that position is full-time or part-time. In some cities the council takes an active role to arrange for the provision of legal services through a contract. Regardless of how the position is established, remember that although the mayor or city manager typically has more contact with the city attorney than the councilmembers or city staff, the city attorney's job is to advise all city officials. Sometimes councilmembers feel that the city attorney is the mayor's or manager's attorney, particularly if the city attorney generally supports the mayor's or manager's position in situations where the answer is unclear.

Question & answers

Q. What is the role of the city council regarding employee discipline, and what input can the council have concerning performance appraisals of employees?

A. Though the council may be concerned about employee discipline and how certain employees are performing their duties, the council should not be involved in any individual situations. While the council can establish personnel policies and voice their concerns to the mayor, it is solely the mayor's job to discipline and supervise city employees, including conducting performance evaluations.

Q. Is the mayor or city manager required to inform councilmembers prior to terminating or disciplining a city employee?

A. No. However, when a particular termination or discipline is likely to be controversial, the mayor may want to notify the council and explain the decision in an executive session. Disciplinary and termination decisions should be reviewed with the city attorney first. The mayor and councilmembers should be careful to not discuss specific cases outside of an executive session.

Neither the mayor nor the city manager can prohibit the council from accessing the city attorney for advice. For financial reasons, the mayor or manager may feel that questions to the city attorney should be channeled through the executive's office, to avoid possible duplication and to make sure that the questions are presented clearly. Ultimately, it is up to the council to establish procedures on how to provide city attorney services.

Some smaller cities try to minimize legal service fees by having the city attorney skip regular council meetings. That can be thrifty, but shortsighted, particularly when the council is dealing with controversial matters such as land development, or complex procedural issues such as LIDs.

Personnel management

The statutes generally give the mayor or city manager, as chief executive, the broad authority to hire and fire employees.

The city council, however, determines the number of employees that can be hired and those employees' duties. The council establishes salaries and other forms of compensation paid to city workers. The council may also establish job qualifications.

One piece of advice is to have good, consistent personnel policies. Up-to-date, clearly written policies help avoid lawsuits, promote consistency, and contribute to employee morale.

Labor relations

Unions have a significant presence in Washington cities. Most city employees have the right to organize under state law and have joined statewide unions or formed local associations. The city must negotiate labor contracts with these unions over wages, hours and working conditions.

In particular, most police and fire departments are unionized. Except for very small cities, police and fire unions have access to interest arbitration when an impasse in bargaining occurs. This can create a unique dynamic in police and fire negotiations, given the potential for an outside arbitrator to make decisions regarding wages, benefits and contract language.

Open government laws

Compliance with public disclosure and open meetings builds trust with your community. The Open Government Trainings Act requires elected officials to receive training on public disclosure, the Open Public Meetings Act (OPMA), and records retention within 90 days of taking office and every four years thereafter.

In partnership with MRSC, AWC provides the courses for free online. The eLearnings are available to watch anytime and they meet the Open Government Trainings Act requirement.

Local laws – ordinances and resolutions

How does the council adopt policy? Typically, a council will adopt policy by passing ordinances and resolutions at council meetings.

Difference between ordinances and resolutions

An ordinance is a local law of a municipal corporation, prescribing general rules of conduct. Ordinances are used for a variety of purposes, including administrative actions such as establishing offices and setting salaries, or they may be used for actions that control the conduct of the public. An ordinance is a legislative enactment, within its sphere, as much as an act of the state Legislature.

A resolution, on the other hand, is typically an act that is less solemn or formal than an ordinance. Resolutions reflect the council's expression of policy and sometimes provide direction to the administration and staff. Legislation must be enacted via ordinance. Deciding what constitutes legislation may require reference to case law, but the general guiding principle is that "[a]ctions relating to subjects of a permanent and general character are usually regarded as legislative, and those providing for subjects of a temporary and special character are regarded as administrative..." (*Durocher v. King County*, 80 Wn.2d 139, 153, 492 P.2d 547, 1972).

When deciding whether to use an ordinance or a resolution, first refer to the city charter and state law (RCW). Some state statutes clearly define which action is needed, while others leave it to the discretion of the legislative body. If the charter and the code are silent as to the mode of decision-making, and the action is not "legislation," then either a resolution or an ordinance may be used.

Rules for adopting ordinances

The state statutes for each class of municipality do contain some procedural requirements which govern the ordinance adoption. However, these procedural requirements are generally not complicated and do not require an elaborate adoption procedure. For a comprehensive discussion of adoption procedures, including information on requirements for signatures on ordinances and publication of ordinances, see *MRSC Local Ordinances for Washington Cities and Counties*.

Many cities and towns have adopted local rules of procedure that relate to the adoption of ordinances, and these, of course, must be followed. For example, although the state statutes do not require that an ordinance be read more than once (in most circumstances) prior to adoption, many local rules of procedure do contain such a requirement. Therefore, it is important that councilmembers familiarize themselves with the local rules of procedure as well as the state statutory requirements for the adoption of ordinances.

An ordinance is a local law of the city.

A resolution is typically an act that is less formal than an ordinance.

Practical advice

Helpful pointers from other elected officials.

Leadership ...

- **Lead by example.** Be honest, consistent, flexible. Don't play games.
- **Use common sense.**
- **Don't be stampeded.** You may receive strong demands from special interest groups. Your job is to find the long-term public interest of the entire community.
- **Be clear on what you stand for.** List 10 things you believe in.
- **A new councilmember should have goals.** These are things you want to accomplish. But don't act rashly and assume that only you know the best way to accomplish things. Every issue will benefit from additional discussion. Your perceptions may change.
- **Use your role as a leader.** The dignity of your office can help the community get past contentious issues.
- **It can be uncomfortable to make very public decisions.** Sometimes the decisions feel like the end of the earth. It's easy to fear the political consequences. But it is important to look a little more long-term in perspective, weigh everything, and reach good decisions.
- **Know that you can't satisfy everyone.** Listen fairly and thoughtfully, and then do what's right.

Working with staff ...

- **Get to know staff and what they do.**
- **Say thank you!** Let folks know how much you appreciate them and give credit where credit is due.
- **Treat staff with respect** – they are a very valuable asset.
- **Be consistent.** Treat everyone the same.
- **Budget money for and encourage your staff to attend professional meetings and seminars.** These learning opportunities and the personal contacts can be invaluable to your city.

Legislative advocacy

Many city officials don't realize just how much influence they have to help make changes at the state level. You are one of your legislator's constituents, and the experiences and city stories you share can yield positive results. Building good relationships and having strong communication with your legislators is key to being a good advocate for your city.

Use the time between legislative sessions (interim) to meet with your legislators. During the legislative session, you are lucky to have 15 minutes for a meeting, yet this is when most people try to talk to their legislators. Think differently! Schedule meetings with your legislator throughout the year, particularly during the interim. Once you have a meeting with your legislator, it's important that you make the most of it. Come prepared and consider the following:

- Brief legislators about your challenges and opportunities.
- Ask for monthly meetings or calls with your city, or a group of cities.
- Tell stories about real impacts on your constituents.
- Keep materials clear and concise.
- Ask for clear commitments to work on your issues.
- Connect with legislative assistants. Be clear about when you are representing your city's position and when you are speaking as an individual.

Develop a legislative agenda

Tell your legislators what you need from them. You can do this simply and effectively by developing and sharing your city's legislative agenda. City councils can vote to take official positions on state issues that affect the city. A legislative agenda is a good way to get your legislator's attention and tell them your priorities. When you talk to your legislators, be clear when you are communicating your personal opinion as opposed to the city's official position as voted on by you and your colleagues,

- Keep it short and simple.
- Get your city council to adopt it in the fall, before session begins.
- Include capital needs along with policy priorities.
- Incorporate AWC's Legislative Priorities into your agenda.
- Share it with your residents. Post it on your city's website, put it in your newsletters, and insert it into utility bills.
- Work with your local media for coverage.
- Share it with your legislators as soon as possible – it takes time to develop legislation and generate support.

Additional resources:

AWC's City Action Days conference (every winter in Olympia)

Legislative Bulletin, provided weekly throughout the legislative session and monthly the rest of the year

Strong cities advocacy guide

PDC's *Public Agency Lobbying Handbook*

Public Disclosure Commission

Communicate with your constituents

If you aren't communicating with your constituents about how your legislative agenda is faring, then who is? You and your legislators have the same constituents. Make sure your shared constituents know how decisions made in Olympia affect them at home. This is a powerful way to create legislator accountability.

- It is your responsibility to tell the public how their legislators are supporting your community. No one else will do this.
- Communicate with your constituents through city council meetings, public access TV, social media, and newsletters.
- Use your influence with community groups to make sure they know the full story.

If you lobby, you may need to report to the PDC

Cities that conduct lobbying activities either through a contract lobbyist, directly with in-house staff, or with city councilmembers may need to report to the Public Disclosure Commission (PDC). Those that hire a contract lobbyist must file a report. Cities that have in-house staff who spend more than four days a quarter directly lobbying the Legislature may need to complete a report. For more information on reporting requirements and how to file, visit the PDC's website. Cities that fail to comply with reporting requirements on lobbying activities may be subject to penalties from the PDC.

Budget basics

The budget is one of the city's strongest policymaking tools. Spending guidelines reflect numerous policy decisions and priorities. The budget message can give a clear view of city policy on many issues. It describes in narrative form significant items in the budget, financial trends, and the policy implications.

Setting policy through the budget is a continuous, year-long process. It involves setting goals and establishing priorities. Public participation is critical to the budget process, and is required by law, because of the many policy decisions involved. Once a budget is adopted, the mayor or city manager is responsible for carrying out the budget and councilmembers are responsible for monitoring program progress through periodic reports from staff and from the community. If programs are not effectively implementing policy decisions, revisions can be made.

The three types of budgets:

- **Operating budget** – These funds are for delivering services like police, fire, parks and library. The operating budget enables you to set policy. When most people think about their city's budget, they're referring to the operating budget. The operating budget is financed from the city's ongoing general revenue sources.
- **Utility services** – These city-provided services are separately funded through user fees and taxes. Most cities provide sewer/water, many provide garbage and a few cities provide electricity, natural gas, and/or transit.
- **Capital budget** – This budget determines what capital improvements will be bought or built over several years, and how they will be financed.

The legal document

State law governs municipal budgets. Although no uniform budget document exists for cities, cities must use uniform revenue and expenditure categories specified by the state auditor (known as the BARS system). Cities can use either annual or biennial budgets, but most use annual.

In Washington, budgets must be balanced – anticipated revenues must equal forecasted expenditures. Unexpected revenues can be appropriated by a supplemental budget modification or can be allocated to reserve funds or to the following year's beginning balance. Expenditures which exceed revenues can be made only by the council transferring funds from reserve accounts (subject to council approval) or by issuing interest bearing warrants.

**In Washington, budgets must
be balanced – anticipated
revenues must equal
forecasted expenditures.**

Additional resources:

Budget Suggestions, MRSC

Budgeting basics, AWC
eLearning

*A Revenue Guide for Washington
Cities and Towns*, MRSC

Center for Government
Innovation, Washington State
Auditor's Office

Financial Intelligence Tool,
Washington State Auditor's
Office

Budgeting methods

Cities and towns typically use one of three budgeting methods:

- **Line-item or incremental budgets** are used by most local governments. The budgets are prepared by adding proposed spending increases to current expenditure levels. It lists how much money will be spent on every item in a department. While this is the easiest budget method, it makes it difficult to analyze service delivery.
- **Priority-based budgeting/Program budgets** focus on specific services or outputs and involve allocating resources to obtain desired goals. This approach makes it easier to set priorities and select among competing programs and service alternatives, but it is more staff-intensive.
- **Zero-base budgeting** is a nontraditional budget process in which “decision packages” are prepared for various levels of service for each activity. Programs and activities are reviewed and ranked according to how they meet the city's goals. The lowest-ranking programs may be reduced or discontinued. Zero-base budgeting requires a high level of analysis and preparation.

The budget calendar

State law defines a city budget calendar, which specifies the timetable for completing the various steps leading to the budget's adoption. Many cities supplement the calendar with increased budget preparation during the summer, finance committee meetings during the fall, and ongoing budget reviews throughout the year.

Although many cities start the process earlier, the law requires department heads to prepare expenditure estimates for the coming year no later than the second Monday in September. The process ends when the final budget is adopted on or before December 31. Between these two dates, the clerk or other staff prepares the proposed preliminary budget for the mayor, the mayor or staff drafts the proposed budget and presents it to the council, and public hearings are held. The complete budget calendar, as spelled out in the statutes, along with the dates for the current year, is published each year in MRSC's *Budget Suggestions*.

The mayor/city manager's role

The state statutes provide details concerning the mayor/city manager's responsibility to prepare the preliminary budget and a “budget message.” Their authority to make transfers within individual funds is also spelled out in the statutes. (See Appendix 1.)

The council's role

The council's role starts with establishing strategic goals and priorities to provide a framework for the budget. The council then discusses and adopts the final budget, and amends the budget as needed. The council also sets city tax rates and fees.

Putting the budget together

Let's look at the actual budget process. It is definitely a team effort involving the mayor or city manager, council, and staff.

Setting policy

The council sets public policy in two major ways: by enacting ordinances during the year, and by establishing budgetary (taxing and spending) policies. Your city administration influences policy through budget implementation and recommendations to the council as to what is needed.

Estimating expenditures

Department heads prepare estimates based upon a projection of current trends, a forecast of the effect of new programs, and an estimate of what is needed to pay remaining bills.

Reviewing estimates

The mayor or city manager (in a council-manager city) reviews the department requests, taking into account policy objectives and priorities for new or expanded programs. It's a give-and-take process, sometimes with department heads lobbying for their program or service. What develops is a preliminary budget.

Estimating revenues

While expenditures are being estimated, the city's finance officer looks at revenues. Two key questions are raised: What factors impact future revenue flows, and what are the estimated level of revenues for the upcoming budget period? Once these questions are answered, revenue estimates should not be changed to accommodate additional spending desires.

Forecasting budgets

Although it's an optional step, forecasting your projected revenues and expenditures for up to five years helps determine whether your city can maintain its service levels. This long-term analysis helps pinpoint whether any corrective actions are necessary.

Preparing the document

The mayor/staff prepares the draft budget for council review. The actual budget document typically contains four parts: a budget message; a summary schedule of revenues and expenditures; detailed revenue elements; and expenditure details, with dollar and workload implications.

Adopting the budget

The mayor or city manager presents the budget to the council and the public for review and adoption. Some cities use a budget committee for review. Hearings are held with department heads and with the public to review expenditure requests. Once the hearings are completed, a budget ordinance is enacted. The ordinance authorizes funding specific expenditures with specific resources.

Budget do's & don'ts

Do:

- Find good basic training. AWC offers the Municipal Budgeting & Fiscal Management workshop annually.
- Evaluate materials and data carefully before you speak.
- Show your appreciation for staff. Respect their experience.
- Explore creative ways to meet your city's needs.

Don't:

- Expect to be an instant expert.
- Drown in details.
- Criticize previous budgets until you know all the facts and can correctly interpret them.
- Try to immediately change traditional budget practices.

Implementing the budget

The mayor/city manager's job is to implement the budget adopted by the council and to provide the council with periodic reports that show a comparison of accrued revenues and expenditures to the budget projections and appropriations. The law also requires the city to present a report of remaining expectation and unexpended balance for each appropriation to the council on a quarterly basis, however depending upon the financial condition of the city, it may be appropriate to provide a report more frequently. It is important to carefully monitor these budget results, which may be a function of the mayor's office.

State audit

Each city is audited by the Washington State Auditor's Office (SAO), and the audit includes an assessment of the internal control procedures over this monitoring routine. The financial condition of each of the city's individual funds should be reviewed in a documented procedure that will provide SAO with the information needed for this audit assessment.

In particular, the auditor's office reviews budget adjustments and strategies to resolve shortfalls and unanticipated expenses. Documented communications between the mayor's office and the council will demonstrate these strategies and assist with the auditor's evaluation of financial condition and internal controls over the implementation and monitoring of the budget. A copy of the report should be on file in your city's administrative office and are also available online (sao.wa.gov).

An inside look

Now that you know how the budget works, it is important to understand what the budget is – and what it is not.

The budget:

- Expresses your community's priorities.
- Works as a plan to identify resources and expenditure flows.
- Operates an annual work program by identifying objectives, guiding program management, and evaluating existing expenditures.
- Responds to change. The budget process is dynamic – it must be flexible to meet public needs, keep up with technology, and adjust to financial circumstances.

But the budget can't do it all. It will not:

- Be precisely accurate. The budget relies on estimates based on forecasts.
- Create efficiency. The budget is a resource allocation plan. It can't overcome obstacles in your management or staff structure.
- Establish public policy. Public policy is established through careful discussion before the budget is prepared.
- Make everyone happy. There will be winners and losers!

Resolving and preventing mayor-council conflict

It is essential that mayors and councilmembers understand their roles and how they relate to each other and staff. Many conflicts in city governments happen due to role confusion, resulting in overstepping the boundaries between the respective roles.

Although the boundaries are not always clear, the basic roles of the mayor and council are derived from the basic structure of city government, whether yours is the mayor-council or council-manager form. There is some variation in the powers and duties of mayors and councils between classes of cities, so be aware of the specific rules applicable to your class of city.

Separation of powers

Like the federal and state governments, a city government's powers are distributed among three separate branches: legislative, executive, and judicial.

- The city council is similar to the state Legislature or Congress.
- The mayor or manager, like the governor and the president, heads the executive branch.
- The municipal court (or the district court by contract) exercises judicial functions, although in a more limited way than the state or federal courts.

Under the "separation of powers doctrine," each of the three branches exercises certain defined powers, free from unreasonable interference by the others; yet all three branches interact with each other as part of a "checks and balances" system. The powers of these branches in city government are defined for the most part by state statute.

The mayor or city manager's authority

As the chief executive and administrative officer of the city, the mayor or city manager is in charge of carrying out the policies set by the council and seeing that local laws are enforced. The mayor or city manager is basically in charge of the day-to-day operation of the city, including the supervision of all appointed officials and employees. The mayor or city manager oversees the hiring and firing of all appointed officers and employees, subject to civil laws, where applicable. Except for those in towns, councils have some authority to require confirmation of the appointment of certain officials. Councils may not, however, require confirmation of firings by the mayor or city manager.

The mayor or city manager is basically in charge of the day-to-day operation of the city, including the supervision of all appointed officials and employees.

In general, the mayor or city manager also has the authority to:

- Enforce contracts.
- Bring lawsuits, with council approval.
- Preside over council meetings and, in some classes of cities, exercise some tie-breaking authority with respect to council votes and veto authority over ordinances.
- Call special meetings of the council.
- Prepare a proposed budget.
- Report to the council on the financial and other affairs and needs of the city.
- Approve or disapprove all official bonds and contractor's bonds.
- The mayor performs as ceremonial head of the city.

Consistent with the separation of powers doctrine, the council is not authorized to interfere with the mayor's administration of city government. Councilmembers may not give orders to department heads or to other city employees. To do its job, however, the council needs information on how the city is operating. The mayor, either directly or through other city staff, must provide that information and should do so in a timely and useful fashion.

Council powers

In general, it is the council's role to adopt policies for the city and it is the mayor's role to administer or carry out those policies. The council, being legislative, has the power to enact laws and policies, consistent with state law, usually through the enactment of ordinances and resolutions. The council also has specific authority to:

- Enact a city budget.
- Define the powers, functions, and duties of city officers and employees.
- Fix the compensation of officers and employees.
- Establish the working conditions of officers and employees.
- Maintain retirement and pension systems.
- Impose fines and penalties for violation of city ordinances.
- Enter into contracts.
- Regulate the acquisition, sale, ownership, and other disposition of real property.
- Provide governmental, recreational, educational, cultural, and social services.
- Impose taxes, if not prohibited by state law.
- Cause the city to own and operate utilities.
- Approve claims against the city.
- Grant franchises for the use of public ways.
- License, for the purpose of revenue and regulation, most any type of business.

In addition, the council is authorized to enact rules governing its procedures, including for public meetings and hearings.

The blurred line between policy and administration

Of course, things do not always run smoothly between the council and the city administration, and the line between policy and administration is sometimes not very clear.

One frequent source of conflict is personnel matters. The council may not like a mayor or city manager's appointment to a particular position, or it may be dissatisfied with the performance of certain officers or employees. An employee may complain to and seek relief from the council about some aspect of employment. On the other hand, the executive may believe that certain personnel policies interfere with their supervision of employees and hiring and firing authority.

The mayor or city manager may direct that all communications with city staff go through the mayor's office. The council, in response, may feel that the mayor is unlawfully restricting its access to city personnel for information purposes.

Whose role is it?

The remedy for some of these situations may be to review the respective roles of the mayor and the council and to understand the limitations of their respective authorities. For example, if the council is not happy with a mayoral appointment, there may be nothing the council can do directly within the bounds of its authority. However, if it has the authority to confirm a particular appointment, it can reject the appointee and force the mayor to choose another. If the council does not have confirmation authority, it can express its dissatisfaction to the mayor, but it can do nothing else with respect to that particular appointment.

The council may, however, provide for a detailed personnel system that establishes specific qualifications for positions, requiring publication and public posting of job opening announcements. Moreover, the mayor or city manager, at least in code cities, is required by statute to make appointments "on the basis of ability and training or experience."

Similarly, if the council feels that an officer or employee is performing poorly and should be disciplined or fired, it can say so to the mayor or city manager, but it has no power to do anything else. Although it controls the salaries paid to city officers and employees, it may not lower a salary with the purpose of causing the person holding that position to quit.

A rule to follow is that the council (and the mayor) may not do indirectly what it cannot do directly.

Council and staff communication

On the issue of communication between the council and city officers and employees, the mayor or city manager may not prevent councilmembers from gaining information, although they could reasonably regulate the process by which requests or questions are made. If councilmember inquiries of city employees are interpreted as harassing or unreasonable and may take them away from their duties, it may be necessary for the mayor or city manager to require those inquiries to be channeled through the mayor's or a department head's office, if that can be done without unduly encumbering council access to information.

"The most important single ingredient in the formula of success is knowing how to get along with people."

– Franklin D. Roosevelt

Additional resources:

Knowing the Territory - Basic Legal Guidelines for Washington City, County, and Special District Officials, MRSC

Conflict in the finance arena

Finance and budgets is another fertile area for conflict. For example, the mayor or city manager may decide not to take full advantage of the budget authorized by the council. The council may authorize a certain position at a certain salary, and the executive may decide either not to fill the position or may do so at half time and half salary. The mayor or city manager may cite financial emergencies, such as revenues falling short of projections, and may conclude that the city cannot afford someone filling this position full time. The council, on the other hand, may not agree that the conditions warrant such action or may determine that a different cost-saving measure is appropriate and should be instituted.

Resolution of this type of issue may prove particularly tricky. Although the mayor or city manager may not pay an employee less than is authorized by the council in the budget or in a separate salary ordinance, under certain financial circumstances, they may be able to partially fill a position, proportionately reducing the salary for the position. Legal authority, however, is hazy on such issues. The best strategy would be for the mayor or city manager and the council to work out a mutually agreeable accommodation.

Resolving conflicts

There are other issues that will likely arise (and that have arisen in other cities) where it is not clear who has the ultimate authority to act, the mayor or city manager or council. In these situations, the council and the city administration could draw their respective battle swords and charge; or, one or both sides could first analyze the issue, perhaps seeking counsel of the city attorney or the consultants at MRSC. Some cities have also brought in an outside facilitator to help them resolve their conflicts.

When the roles are not clearly defined in a particular situation, and the law is not clear, compromise may be in order. All sides need flexibility to meet the challenges of a well-functioning city government. If the focus is on providing good government rather than on turf wars, councilmembers, mayors, and staff can better fulfill their roles as public servants.

The municipal/district court's authority over employees

The presiding judge in municipal or district court is delegated the authority to supervise court employees and control the daily operation of the court in General Rule 29 of the Washington Court Rules (GR 29). Separation of powers issues can arise when the executive branch (i.e., the mayor) desires to terminate, appoint or otherwise discipline a court employee. These types of actions are not within the authority of the executive branch because RCW 3.50.080 and GR 29 reserve this authority for the presiding judge. The city council does retain the authority to set salaries and establish benefits for court employees.

Note however, that courts must engage in good faith collective bargaining with court employees. The Washington Supreme Court has determined that the requirement to bargain does not take away the court's inherent power to control the daily operation of the court and supervise court employees. *Washington State Council of County and City Employees v. Hahn*, 15 Wn. 2d 13 (2004).

Questions & answers

Q. If the mayor is out of town on an extended absence, should the mayor still be paid the regular salary?

A. Yes, if the salary is paid monthly and is not based on attendance at council meetings. It would be possible for a city council to pass an ordinance suspending salaries when elected officials are absent on extended trips, but the ordinance would only apply to officials elected after the effective date of the ordinance.

Q. Can councilmembers contact the city attorney directly, or do they have to go through the mayor?

A. Councilmembers have the right to seek advice directly from the city attorney. However, for practical reasons, some cities have established procedures whereby the questions to the city attorney are routinely funneled through the mayor or city manager, or the executive's permission needs to be obtained prior to calling the city attorney.

Q. Does the council have the authority to declare certain police cars to be surplus, and then sell them, even if the mayor/city manager disagrees?

A. Yes, because the decision to surplus major pieces of equipment is a policy decision, not an administrative decision.

Q. Can the city council fire an employee?

A. No, termination decisions are the sole responsibility of the mayor/city manager, though a mayor's decision to terminate a civil service employee is generally appealable to the local civil service commission. Union employees may also be able to appeal such decisions to an arbitrator, if the labor contract provides for this.

Q. Can the mayor (or city manager) of a code city authorize the purchase of a computer over the city council's objection?

A. The city council has final authority over budgeting and contracting. If the executive would like to purchase a computer for use by a particular staff member, council approval is still required. The council can delegate purchasing authority to the mayor and administrative staff. Routine purchases which are clearly within the budget limits should be administrative decisions.

Q. May the mayor (or city manager) refuse to carry out the directives of the council?

A. In general, no. The executive's job is to carry out the policies enacted by the council. If a mayor believes that the city council is acting beyond its authority, or has adopted a policy which violates a statute or constitutional provision, the city attorney should be asked to provide a detailed opinion to guide the officials.

Q. In the strong-mayor form of government, can the city establish a city administrator position and transfer some of the mayor's duties to that person?

A. Though the council can establish the position and define the responsibilities of the job, the council has no authority to take powers from the mayor which have been granted to the mayor by state statutes. All staff work under the supervision of the mayor, and any city administrator is ultimately an assistant to the mayor.

Q. If the mayor or city manager believes that it is crucial for certain city staff to attend training sessions held outside the city, can the council prohibit such trainings?

A. Because the council controls the budget, sets policy and approves contracts, the council could prohibit expenditures for such trainings. The executive would need to convince the council that the training is a priority, perhaps proposing other spending cuts which would free up money for the training.

Practical advice

Helpful pointers from other elected officials.

Relationships within council ...

- **Appreciate each councilmember's special skills.** Get to know them personally. Find out what they think is important. Ask for their opinion.
- **Keep disagreements from getting too personal.** As one councilmember said, "If we can't sit up here and argue and then go out with the same people and have a cup of coffee, then we have no business being on the council."
- **Always be courteous to other councilmembers.** This includes new councilmembers who come on board with an agenda. Keep that door open.
- **A mayor needs to be open and honest.** Give councilmembers all the background information they need on issues. Don't do things behind people's backs. Keep everyone informed.
- **Address conflict head-on.**
- **Give the council enough information to make a knowledgeable decision.** But don't overdo it so much that they feel compelled to "micromanage."
- **Laugh together.** Share thoughts and dreams, and tell stories about yourself. Bring donuts!

Roles of the mayor and council

Policymaking & implementation

Mayor

- Keep council informed on city affairs.
- Propose policy.
- Implement policy adopted by council.
- Report back to council regarding policy implementation and possible improvements.

Council

- Listen to city residents – keep track of their concerns and wishes.
- Discuss, develop, and adopt city policies governing many aspects of city operations.

Personnel matters

Mayor

- Hire, fire, supervise, and discipline all city employees (in some cities, council confirmation of certain appointments can be required). Civil service rules and labor contracts must be followed, if applicable.
- Negotiate labor contracts (sometimes mayor is not a member of negotiating team).

Council

- Adopt personnel policies, establish positions, set wages and benefits – council should not meddle in mayor's supervision of employees or interfere with work of employees.
- Establish bargaining parameters and approve final labor contract.

City budget

Mayor

- Work with staff to develop preliminary budget.
- Lead council in process of establishing goals and priorities for the city.
- Implement budget adopted by council, provide regular financial reports, and present alternatives when council needs to deal with budget problems.

Council

- Establish goals and priorities which provide framework for budget – discuss and adopt final budget – amend budget as needed.
- Set city tax rates, to the extent permitted by statutes.
- Set utility rates and other fees as required.

Council meetings

Mayor

- Prepare agenda, preside over meetings, report to council about city administration, propose policy initiatives or changes.
- Vote on measures allowed by the statutes. Veto ordinances, as permitted by statutes.
- As presider, facilitate an orderly meeting.

Council

- Adopt council rules of procedure.
- Participate in preparation of council meeting agenda as provided in council rules.
- Discuss all policy matters and make decisions following the adopted rules.

Land use and planning

Mayor

- Supervise planning staff, who make recommendations to the planning commission and council on a broad range of planning issues.
- Supervise staff who enforce building codes and other development regulations.

Council

- Adopt and amend zoning, development regulations, and comprehensive plan after receiving input from staff, residents, planning commission, and others.
- Act in quasi-judicial capacity to decide land use issues.
- Amend planning documents as necessary.

City expenditures, contracts

Mayor

- Sign contracts, supervise contract performance, enforce contracts.

Council

- Approve contracts and all city expenditures.

Relationships with other entities

Mayor

- Represent city as official spokesman, in accordance with views or goals set by council.
- Act as official head of city for ceremonial events such as ribbon cuttings and sister-city contacts.

Council

- Decide whether city will participate in optional government organizations, provide guidance to mayor or other city representatives.
- May serve as city representative on certain intergovernmental bodies where mayor is not designated member.

Council meetings

The mayor's role in the council meeting

The mayor, as presiding officer, holds the key to an effective council meeting that runs smoothly and produces results. They not only participate in the meeting but also manage the process, the agenda items, and the people involved.

Will the meeting come to order?

As presiding officer, the duties of the mayor are to:

- Open the meeting on time and call the meeting to order.
 - Announce business on the agenda in the proper sequence.
 - Recognize members for motions and statements and allow audience participation at the appropriate times.
 - State and vote on all legitimate questions that arise during the meeting. If a motion is out of order, the mayor should rule it out of order.
 - Protect the council from frivolous or delaying motions by refusing to recognize them.
 - Enforce the rules of debate, make sure that speakers limit their remarks to the item being considered, and keep order at the meeting.
 - Expedite business in a way that is consistent with the rights of the members.
 - Decide all questions of order.
 - Respond to inquiries of members.
 - Declare the meeting adjourned.
-

Legal requirements for meetings

The mayor should become familiar with legal meeting requirements imposed by state law. This includes knowing adoption procedures for ordinances and resolutions, when executive sessions are appropriate, and what is involved in a quasi-judicial hearing.

The city attorney can help with these matters, but if the mayor knows the basics, it saves time and avoids illegal or incomplete actions. (See Appendix 4 for more details on what is required under the Open Public Meetings Act, and Appendix 7 for guidance on the appearance of fairness doctrine.)

Council rules of procedure

It is up to every council to establish rules for the conduct of its meetings. Some councils adopt standard rules, such as Robert's Rules of Order or some other rules of parliamentary procedure; and others develop their own customized bylaws which govern how council meetings proceed. Local rules are valid so long as they don't infringe on constitutional rights or conflict with state law. (See Appendix 6 for sample council procedures.)

What is parliamentary procedure and why should you use it?

Parliamentary procedure is the set of rules or customs that regulates the procedure of legislative bodies. It governs how to make, amend, approve, or defeat a motion. There is no need to be intimidated – a mayor need not become a certified parliamentarian to effectively use the basic rules of procedure. Observing

Additional resources:

Robert's Rules of Order

*American Institute of
Parliamentarians Standard Code
of Parliamentary Procedure*

*Mastering Council Meetings: A
guidebook for elected officials
and local governments*
Ann Macfarlane & Andrew
Estep

parliamentary procedures makes council meetings more efficient and reduces the chances of council actions being declared illegal or challenged for procedural deficiencies. (See Appendix 10 for a quick summary of parliamentary procedure.)

Motions

Business is brought before the council by motions, which are formal procedures for taking actions. To make a motion, a member must first be recognized by the presiding officer. After the member makes a motion (and after the motion is seconded if required), the chair must then restate it or rule it out of order, and then call for discussion. Most motions require a second, although there are some exceptions:

- Nominations;
- Points of order;
- Questions of privilege; and
- Calls for the order of the day.

Voting and vetoes

The mayor's ability to vote on and veto motions varies, according to the city's classification and form of government. (See Appendix 2, Voting and Vetoes.)

Whose meeting is it anyway?

In general, mayors should remember that the council meeting is just that – it's the council's meeting, not the mayor's meeting. The council sets its own rules and has ultimate control over the agenda. The mayor's role is to chair the meeting.

The mayor must balance the benefits of efficient meetings with the importance of involving all members in the meeting. To be effective, the mayor needs the support of the councilmembers. Trust is built by showing evenhandedness and fairness to all participants. Trust also requires that the chairperson not use the powers of the chair unfairly to win a point or argument.

In addition to maintaining order and decorum at council meetings, the mayor must ensure that all motions are properly dealt with as they arise.

The mayor's refusal to allow a motion to be considered is subject to appeal, as are all of the mayor's decisions regarding procedures.

A simple majority vote is all that is required to overrule the mayor's decision on procedural issues, including adjournment. If the decision of the chair is sustained, no further action is taken; but if the decision of the chair is overruled by the council, the council goes forward with the discussion of the motion or other matter before it.

The mayor as meeting participant

The mayor chairs all council meetings and, in some circumstances, is allowed to vote. The mayor might also wish to join the council in its discussions and deliberations. When mayors choose to participate, they have two competing goals: (1) as moderator, to make sure that the group achieves its goal; and (2) as an elected official, to both participate in the debate and help determine policies. Participation requires a balancing act between the moderator role and that of active engagement in debate. When the mayor decides to participate, they should

exercise restraint. Overly forceful participation can dampen council discussions and result in some councilmembers deferring to the mayor's comments, simply due to the perceived role as the mayor as boss.

The council meeting agenda

There is no required format or order for the council meeting agenda. However, a typical agenda for a city council meeting looks like this:

- Call to order
- Roll call/Pledge of Allegiance
- Approval of agenda/minutes
- Comments from the public
- Consent agenda
- Ordinances & resolutions
- Public hearings
- Unfinished business
- New business
- Council action/discussion
- Committee reports
- Executive session
- Adjournment

The council's role in the council meeting

A city or town council meeting is the place to get the critical job of decision-making accomplished. A smoothly managed and productive council meeting does not necessarily guarantee good results, but it certainly helps.

Although the mayor presides over council meetings, the council as a body has ultimate authority over the matters that arise at a council meeting. As moderator, the mayor should facilitate the meeting while allowing full council participation, maintain order and decorum, and see that all motions are properly dealt with as they arise.

The agenda

One of the most crucial tools for orderly meetings is a well-organized and well-prepared agenda. The agenda ensures that councilmembers receive adequate information in advance on items for consideration.

While it is not mandatory at a city council meeting, the council should provide the opportunity for appropriate public participation. State law requires each city to establish a procedure to notify the public of the agenda for upcoming council meetings. Items on the agenda should be prioritized and organized as efficiently as possible, allocating enough time for major issues and minimizing time spent on trivial, noncontroversial issues. In addition, the city must make preliminary agendas available online at least 24 hours prior to a meeting unless it has no website or the city employs fewer than ten full-time equivalent employees.

Who determines the agenda content?

Although the council has ultimate control over the agenda, typically it's left to the mayor, city manager, or clerk to draw up the agenda, based on council input. Some cities assign this task to an agenda committee or to a councilmember who assists the mayor or manager. At the start of a regular council meeting, a council can, by motion, change the agenda, change its order of business, or add a new item of business.

Remember – It's the council's meeting, not the mayor's meeting.

Streamlining council meetings

Even the best planned council meetings can deteriorate into endurance contests. Often, these are not productive meetings – exhausted people don't always make the best decisions. Here are some tips on things you can do to “shorten” meetings.

Regulating talk

Too much talking is the most common cause of lengthy meetings. If members of the public addressing the council ramble, the mayor might tell them to confine their remarks to the subject at hand and conclude as quickly as possible. Many council procedures limit public comment to 3-5 minutes and limit the number of speakers on any one topic. Another idea is to include an approximate starting time for each major agenda item. This information may be useful to city residents attending the meeting.

If the problem is created by a talkative councilmember, a simple statement such as “it’s getting late and we must move along” usually will work, though a private conversation later on may be needed to handle chronic talkers.

Shortening the agenda

An important consideration in making the agenda manageable is to keep it as short as possible. The council agenda is the place for formal actions on the part of the governing body. In general, every regular meeting agenda item should include an instrument for council action. Items that are solely for the information and advice of the council should be provided outside the formal agenda process.

“Consent” agendas

The consent agenda helps streamline council meetings. Routine, noncontroversial items are listed collectively on the agenda and are passed with a single motion and vote.

In some cities, the actual items placed on each consent agenda are selected at a weekly city department heads’ meeting. In others, an agenda committee chooses the consent items.

- Commonly, there is no debate allowed on the consent agenda or on any item included in it.
- Consent items may be read by title only.
- Any councilmember can have an item removed from the consent agenda for separate consideration. In addition, some cities allow any person attending the regular council meeting to request that an item be voted on independently. The remainder of the consent agenda can be voted on, omitting the challenged items.

Setting up a consent agenda system may require preliminary action by the council in the form of adopting an ordinance or resolution or amending the council rules.

Council work sessions

Informal council work sessions may be needed occasionally to study certain matters in detail. These are often held in conjunction with budget review. Work sessions also are useful when major policy questions must be decided, or when a complicated ordinance, such as a building code, comes before the council.

Note: The Washington Open Public Meetings Act applies to all council meetings and work sessions, whether formal or informal. (See Appendix 4, Open Public Meetings Act.)

The subcommittee*

Many elected bodies divide into subcommittees to study specific issues. Elected bodies may have both standing and ad hoc subcommittees. Subcommittees can either facilitate the decision-making process or consume unwarranted amounts of time and effort. Here are some pointers on the use of subcommittees:

1. **Clearly define the mission** before creating a subcommittee.
 2. **Set deadlines** for reports.
 3. **Monitor assignments** to check on progress.
 4. **Establish expiration** provisions and enforce them.
 5. **Rotate membership** periodically.
 6. **Keep nonmembers informed** of meetings and actions.
 7. **Monitor the amount of staff effort** required.
 8. **Review the list of subcommittees annually** and delete those that are no longer necessary.
-

Meeting diagnosis*

- Meetings start on time.
- Meetings end at a reasonable hour.
- The council sticks to the agenda.
- The public is encouraged to participate.
- The council does not attempt to engineer “how-to” details at the meeting.
- No one tends to dominate the discussion.
- All members participate.
- Members do not engage in side conversations during the meeting.
- Members actively listen to each other.
- Members do their homework.
- Unnecessary meetings are not called.
- Packed audiences do not unduly sway the council.

*Source: *Elected Official's Little Handbook*, Len Wood.

Voting guide

Quorum

The general rule governing the transaction of council business is that a majority of councilmembers must be present at the meeting to constitute a quorum. This means four members of a seven-member council and three members of a five-member council.

Abstentions

In the absence of a local rule to the contrary, councilmembers are free to abstain from voting on any issue before the council. Some cities have adopted local rules of procedure allowing abstentions only when the councilmember states their reason for abstaining. Other cities require councilmembers to vote on all matters before the council unless a conflict of interest exists. When a conflict of interest exists, a councilmember should refrain from voting. Generally, however, other councilmembers cannot restrain a councilmember from voting due to a conflict of interest or for any other reason.

The effect of an abstention on a vote is not specified by state law. Municipalities are free to adopt local rules of procedure stating the effect of an abstention. See Appendix 6, Sample City Council Rules of Procedure (Rule 5.4) for an example of a rule which provides that failure to vote when there is no valid disqualification is counted as an affirmative vote on the question. If a city does not have a rule, abstentions by one or more councilmembers may make it impossible for final action to be taken on a matter, particularly where a majority vote of the full council is needed.

Voting by proxy, attending meetings remotely

It is a fundamental rule of parliamentary law that the right to vote is limited to those members who are present at the time a vote is taken at a legal meeting (either physically, by phone, or through a virtual meeting service such as Zoom). Therefore, as a general rule, proxy votes are not permitted.

Prior to the COVID-19 pandemic, the general rule was that councilmembers must be physically present at council meetings unless the council authorized a councilmember to participate remotely by phone or a computer link. During a significant portion of the COVID-19 pandemic, governing bodies were required to meet virtually pursuant to emergency proclamations issued by the governor. As a result, cities and other forms of local governments became more accustomed to working with virtual meeting technology. As of this writing, there has not been a permanent change to state law with respect to virtual participation by councilmembers, but it is likely to be addressed in upcoming legislative sessions.

Mayor's authority to vote

Charter cities

In charter cities, each city charter governs the voting powers of the mayor.

Mayor-council form

Under the mayor-council form of government, the mayor may vote only in case of a tie vote of the council. However, statutes for each class of city may further limit the mayor's tie-breaking authority, as follows:

Second class cities. Because at least four councilmember votes are required to pass any ordinance, resolution, or order (RCW 35.23.211), the mayor cannot break a tie vote on those matters.

Towns. At least three councilmembers must vote to pass any resolution or order for the payment of money (RCW 35.27.270) or to pass an ordinance or resolution granting a franchise (RCW 35.27.330). Thus, the mayor's vote cannot be used to break a tie vote on these issues.

Code cities. A majority of the entire membership of the council is required to vote to pass any ordinance, grant, revocation of franchise or license, or any resolution for the payment of money (RCW 35A.12.120). Therefore, the mayor may not break a tie vote on these matters.

Council-manager form

In all cities operating under the council-manager form of government, the mayor is eligible to vote in their capacity as councilmember.

Mayor's veto power

- In **charter cities**, each city charter governs the veto powers of the mayor.
- In **council-manager cities**, the mayor votes as a councilmember and has no veto power.
- In **second class mayor-council cities**, the mayor may veto an ordinance, but the mayor's veto can be overruled by five members of the council (RCW 35.23.211).
- In **towns**, the mayor has no veto power.
- In **mayor-council code cities**, the mayor may veto an ordinance, but the mayor's veto can be overruled by a majority plus one of the entire council membership (RCW 35A.12.100).

Questions & answers

Q. Can a meeting of the city council be opened with a prayer?

A. Courts have ruled that beginning a local government public meeting with a nondenominational prayer, or a silent meditation of a short duration, does not violate the U.S. Constitution. Keep in mind, however, that many residents have strong feelings about their own particular religious beliefs, and some residents adamantly feel that religion and government should not be mixed. The decision concerning whether meetings open with an invocation should be made by the council, not by the mayor. Most cities in Washington have chosen to not commence their meetings with an invocation.

Q. Who, if anyone, can make a motion for reconsideration where a matter was defeated by a tie vote?

A. Under Robert's Rules, §36, anyone who was on the prevailing side of a vote can make a motion to reconsider, and the prevailing side need not be a majority, such as when a tie vote functions to defeat a matter. In that case, those who voted no would be entitled to make the motion to reconsider.

Q. Can the mayor unilaterally adjourn a council meeting?

A. No, not in normal circumstances. The mayor can request that a councilmember move that the meeting be adjourned, but the motion and subsequent vote are up to the council. If there is a disruption during a council meeting which requires a break in the meeting to restore order, it would be appropriate for the mayor to announce that the meeting is adjourned for ten minutes, but other than that, it is up to the council whether they wish to continue dealing with business.

Q. May a councilmember who was absent when a vote was taken move to reconsider that vote?

A. No. An absent member could not have been on the prevailing side, or any side, for that matter.

Q. If the council passes an ordinance at one meeting, can that ordinance be reconsidered at the subsequent meeting?

A. If the ordinance was passed and signed by the mayor, then the ordinance can subsequently be amended or repealed, but not reconsidered.

Q. Does the mayor in a code city have veto power over ordinances?

A. Under RCW 35A.12.100, the mayor in a council-mayor code city has the power to veto ordinances passed by the city council, although a mayor's veto may be overridden by a majority of the council plus one. This is not a "line item" veto, but rather a veto over an entire ordinance only.

Practical advice

Helpful pointers from other Washington mayors.

Presiding over meetings ...

- **Work at running an efficient meeting.** Even if you live in a small town, it's important to run your meetings professionally and act professionally.
- **It is very important to have formal meetings and know Roberts Rules of Order.** One of the mistakes (particularly in small cities) is trying to be very informal. Recognize "Councilmember Smith" rather than "George." This also helps keep the debate from getting too personal.
- **Be careful with executive sessions.** Only use executive sessions for issues that are specifically allowed.
- **Bring some humor to the council meetings.** Keep your cool!
- **Insist upon decorum in council meetings.** Be courteous to members of the public and let them know you appreciate their comments.
- **Don't spring surprises on your councilmembers or city staff,** especially at public meetings. If a matter is worth discussing, it is worth putting on the agenda. Surprises may get you publicity, but they may embarrass others and tend to erode the "team" approach to governance.
- **Have your city attorney attend your council meetings,** but don't expect the attorney to know all the answers right on the spot. Give the attorney time to research issues.

Community participation at council meetings

The public evaluates the performance of its elected officials to a great extent by what happens at meetings. Many residents form their total opinions of the city government on the basis of having attended just one council meeting. This is the time to impress your community favorably and show them that the council is capable of doing its job.

The public comment period is a time slot set aside on the agenda for city residents to address the council on any subject. It is not to be confused with a public hearing, which is a formal proceeding conducted for the purpose of discussing a specific topic, such as the city budget or a proposed rezoning.

Local practices vary considerably with respect to reserving a place on the agenda for public participation. Although not required by state law, councils will often provide an opportunity for members of the public to address the council. If allowed, many councils will put this item toward the top of the agenda, so that residents can make an appearance early in the meeting and then go about their business. Other councils reserve a place for public comment at the very end of the agenda, while others make no provision at all. The presiding officer should inform visitors of the place on the agenda where they will be recognized to speak. If an exceptionally controversial item draws a large crowd, it is generally wise to state the approximate time the item will come up for discussion.

Move the agenda along

In the interest of time, some councils limit public comment to three or five minutes. A council should enforce comment time limits in a consistent and evenhanded manner.

Don't allow verbal exchanges between residents and councilmembers, especially if they concern administrative problems that can be solved by the staff during regular city hall hours. Public comment is a time for members of the public to voice concerns to the council, but debate between commenters and councilmembers is rarely a productive use of time.

When a city allows for public comment, speakers enjoy free speech rights under the First Amendment. That means that the council should not interrupt or cut off a speaker merely because it disagrees with the content or manner of their speech. Rather, a speaker's comments may be halted only if they cause an "actual disruption" of the meeting. See *Acosta v. City of Costa Mesa*, 718 F.3d 800 (9th Cir. 2013).

Dealing with critics and advocacy groups

Criticism of government and a lack of confidence in our country's elected leaders are rampant these days, even at the local level. External conflict, while stressful, can help frame the issues and provide other perspectives. Most important, it often shows that people feel left out and alienated from the governing body.

Providing for public comment at council meetings ensures that the needs of advocacy groups are appropriately balanced with the organization's mission and the greater needs of the community. How the governing body reacts will determine whether the conflict is diffused or spills over to other issues.

**Many residents form their
total opinion of the city
government based on having
attended just one council
meeting**

Ask the public...

- How will this proposal affect you?
- What do you think about the proposed action?
- What are your concerns?
- What other ways can you suggest for solving the problem?

The mayor's role in managing difficult meetings*

From time to time, elected bodies are faced with conducting highly charged, controversial meetings, full of aggression and hostility. Such meetings really test the elected body and staff. Here are some ideas on handling those difficult meetings:

Before the meeting

- Try to get the participants to designate a spokesperson.
- Make agendas and back-up reports easily available to participants.
- Make sure adequate seating is available. Consider moving to larger quarters if necessary.
- Make sure sound and recording equipment is adequate and operational.

During the meeting

- Explain the issues, the possible actions and the procedures that will be followed at the meeting.
- Don't waste time or try the patience of participants at the beginning of the meeting on routine items such as correcting the minutes.
- Have speakers address the elected body and not the audience. Some speakers are very adept at inciting audiences, especially if they are permitted to face the audience.
- Explain at the beginning why clapping, shouting and other such demonstrations are counterproductive and stop such actions as soon as they occur.
- Use recesses to help diffuse hostility or aggressiveness.
- Consider limiting speakers to a set time such as three to five minutes. If such a procedure is used, make sure it's applied consistently.
- Consider using speaker cards that are filled out and turned in at the beginning of the meeting. The cards can help identify how many people wish to speak and whether they support or contest an issue. They are also invaluable in recording the names and addresses of speakers. Recognize, however, that persons not wishing to fill out a card may still have the legal right to speak.
- Make sure elected members address colleagues and not the audience. Directly addressing the audience can result in loss of control of the meeting.
- Immediately continue items that cannot be decided at the meeting. This does not preclude the elected body from allowing anyone who wishes to speak on the issue to do so.

*Source: *Elected Official's Little Handbook*, Len Wood.

Ethical issues

Part of being a public official is subjecting yourself to public scrutiny. Like it or not, the public expects you to behave according to higher standards than the next person on the street.

The following list includes some of the more common problems that get newspaper coverage. At the very least, most will result in public criticism. They can also be terminal to your career.

- **Credit cards.** Using city credit cards for an unauthorized expenditure or to charge a personal item (even if the amount is repaid later).
- **Travel and conferences.** Submitting inflated or false travel expenses. This includes using agency funds for personal trips or vacations.
- **Use of letterhead.** Using official letterhead to endorse another political candidate or to achieve a personal or business gain.
- **Use of agency vehicles.** Using an agency vehicle for personal trips, vacations or political campaign activities.
- **Phones, fax and computers.** Using official equipment for personal purposes.
- **Agency staff.** Using agency staff and resources for personal services or political campaigning.
- **Confidentiality.** Divulging privileged personnel, legal or executive session information.
- **Sexual harassment.** Telling inappropriate jokes at meetings, making improper comments, or touching staff.

State and local ethics laws

State law provides a specific code of ethics for city officials. RCW 42.23.070 prohibits a municipal official from:

- Using their position to secure special privileges or exemptions for themselves or others.
- Directly or indirectly, giving or receiving any compensation, gift, gratuity, or reward from any sources, except the employing city, for a matter related to the official's services.
- Accepting employment or engaging in business that the officer might reasonably expect would require them to disclose confidential information acquired by reason of their position.
- Disclosing confidential information gained by reason of the officer's position or using such information for personal gain.

Private interest in public contracts

State law also forbids city officials from having personal financial interests in public contracts under their jurisdiction, regardless of whether or not they vote on the matter. There are a few exceptions, some based on contract amounts. Review the statute carefully and when in doubt, consult with your city attorney (RCW 42.23.030).

If you're not sure what to do, ask:

- Is it legal?
- Is it ethical?
- Is it the right thing to do?

Additional resource:

Knowing the Territory, MRSC

Local ethics codes

Be aware that your city may have a local ethics code that interprets or supplements the state laws. There are also requirements for cities to establish their own whistleblower process, providing a means for employees to report improper governmental actions. Ask your clerk or attorney for a copy of any local ordinances or guidelines relating to ethics and conflict of interest.

Questions & answers

Q. Are elected officials prohibited from accepting even promotional gift items of minimal intrinsic value from someone who does or may seek to do business with the city?

A. Many officials, either because of the broad language of the ethics statute or on principle, refuse to accept even a business lunch under those circumstances. Others might regard items of only token or trivial value to be “de minimis”, i.e., of insufficient amount to cause legal concern.

In any case, prudence is always advisable to avoid even the appearance of impropriety. Also, because the words “token” and “trivial” may have varying interpretations, a city council may wish to provide more specific guidance in a local code of ethics.

Q. Can the mayor hire a councilmember to work part-time for the city?

A. It depends. Even if a councilmember has special skills of benefit to the city, RCW 42.23.030 restricts the amount of money which can be paid to a councilmember by a city over the course of a year. For a city with a population of 10,000 or more, the amount that can be paid is zero. Additionally, a councilmember may not hold another “office” of the city. Finally, be aware that it can be awkward to have the mayor supervising a councilmember in an employer/employee relationship. Review any plans to employ a councilmember, in any capacity, with the city attorney.

Q. Can the city do business with a company owned by a mayor or councilmember?

A. Watch out! If the amount of the overall contract exceeds \$18,000 (zero if the city’s population is 10,000 or more), there can be serious consequences, including forfeiture of office (RCW 42.23.050). For example, a city councilmember cannot be a subcontractor on a city construction project if the overall project cost exceeds \$18,000 (RCW 42.23.030). If the city’s population is 10,000 or more, there can be no interest in a contract.

Resources

Who to contact when you need help

Municipal Research & Services Center of Washington (MRSC)

Here's the first place to start when you don't know where to go. Several consultants at MRSC can answer your questions over the phone or in writing. Staff experience includes municipal law, budgeting & finance, planning & growth management, public works & utilities, and public policy. MRSC's library is full of useful reference materials and includes actual city policies and ordinances. MRSC has a great website containing a wealth of information relevant to local governments in Washington state. The site also includes links to other useful websites such as state agencies.

MRSC

2601 4th Avenue, Suite 800
Seattle, WA 98121-1280
206.625.1300
1.800.933.6772
Fax 206.625.1220
mrsc@mrsc.org
www.mrsc.org

Association of Washington Cities (AWC)

AWC serves its members through advocacy, education, and services. Founded in 1933, AWC is a private, nonprofit, nonpartisan corporation that represents Washington's cities and towns before the state legislature, the state executive branch, and with regulatory agencies. AWC also provides training, data and publications, and programs such as the AWC Employee Benefit Trust, AWC Risk Management Service Agency, AWC Workers' Comp Retro, AWC Drug & Alcohol Consortium, and AWC GIS Consortium.

AWC

1076 Franklin Street SE
Olympia, WA 98501-1346
360.753.4137
1.800.562.8981
Fax 360.753.0149
wacities.org

Other ideas for helpful contacts

Here are some other ideas for you to contact when you have a problem or need information:

Neighboring jurisdictions

Many cities in the state have formed regional groups of mayors and other elected officials that meet periodically. Or call an experienced mayor with a neighboring city (they are usually honored to be called upon as an "expert").

Your liability insurance provider

Most cities in the state are covered by one of three insurance pools that provide property and liability insurance. Find out from your city clerk who your provider is. Depending on the pool, they offer a variety of resources. For example, if you're doing something where you expect a lawsuit might be filed, contact your risk pool before you take action. They can provide invaluable advice, legal resources, sample policies, and training resources.

Forging partnerships

Introduce yourself to and meet with other public agencies in your region. They may be able to help, share resources, or co-sponsor training. Examples: county, port, local economic development agency, public utility district, fire district, state agencies with an office in your area, and school districts. It may also help to contact any jurisdictions that provide contractual services to your jurisdiction.

MRSC publications

MRSC maintains the following selected resources for city officials and staff at mrsc.org. Any of the publications below can be downloaded at mrsc.org/Home/Publications.aspx or found by browsing the MRSC website using the search toolbar.

The Appearance of Fairness Doctrine in Washington State

This publication is an overview of the appearance of fairness statute, including suggestions for assuring compliance, commonly asked questions, and a summary of cases.

Budget Suggestions

This annual publication contains the latest information about things that might impact your city budget such as state-shared revenue distributions, new legislation, and economic trends. Highlights include revenue forecasts, CPI and IPD information, budget calendars, fire insurance premium tax estimates, and more.

Candidate Information Resources for Local Government Elective Offices

This webpage provides candidate information resources of special interest to candidates for local government elected office in Washington state.

The City Bidding Book

This book helps city officials determine whether competitive bids are required for acquiring purchases, services, or contracting for public works.

Code City Handbook

A handbook providing essential information for code city officials and indicating their powers, duties, and alternatives that are available under the applicable forms of municipal government.

Knowing the Territory – Basic Legal Guidelines for City, County, and Special District Officials

A guideline detailing the dos and don'ts regarding the exercise of governmental powers including conflicts of interest, the Open Public Meetings Act, appearance of fairness doctrine, and similar laws. It also points out immunities and protections for public officials.

The Open Public Meetings Act: How it Applies to Washington Cities, Counties, and Special Purpose Districts

This publication covers the requirements under the Open Public Meetings Act – including procedural requirements, executive sessions, appearance of fairness, exemptions, and penalties – and identifies relevant case law and attorney general opinions.

Public Records Act for Washington Cities, Counties, and Special Purpose Districts

This frequently updated publication provides a basic outline of the Public Records Act (PRA) and the procedures to follow when responding to public records requests for documents.

Quick Guide for Newly Elected City Officials

The web guide provides a quick introduction to the core duties and responsibilities of newly elected city officials in Washington state, along with recommended resources for more information.

A Revenue Guide for Washington Cities and Towns

This guide describes the major, and many of the minor, revenue sources that can be used for general government purposes. It includes common questions and answers.

Washington City & Town Officials Directory Mobile App

Download MSRC's directory of Washington city and town officials as a mobile app. Visit mrsc.org to browse the directory of city officials, city halls, phone numbers, emails, population, and city class/form of government. Or use the same website to download the app under "Research Tools" and "Washington City and Town Profiles."

AWC publications

The following publications are available from AWC online or in print. Ask your city clerk or call AWC to request any publication. Visit wacities.org and browse these publications and more under the “Data & Resources” tab.

Cityvision magazine

An award-winning magazine that examines municipal issues and trends from a high level, with articles that analyze and offer insight. The magazine creates a voice for city officials and provides another leadership tool and resource to build awareness of city issues with readers outside of city hall.

CityVoice newsletter

A weekly electronic publication sent on Wednesdays to all city officials and AWC partners. The newsletter delivers information relevant to cities including breaking news, state and federal updates, tools and resources, research and data, training opportunities, grant notices, and AWC JobNet postings.

Elected officials’ road map

A visual road map to help guide elected officials through their roles, including what the city does and what to know about working in elected office.

Equity Resource Guide: Tools and case studies for Washington cities

This resource guide outlines policy opportunities and intentional actions that cities can use to promote racial diversity, equity, and inclusion (DEI) for all residents.

Exploring Washington’s Cities and Towns

This high-level resource offers a clear and persuasive description of the essential role they play. Find ready-to-share information and graphics that help educate your community about how cities budget and spend, what city governments do, and what city employees do every day to make our communities shine.

Homelessness & housing toolkit for cities

This publication provides real-world examples of tools and actions Washington cities have used in responding to the issues of homelessness and affordable housing.

Legislative Bulletin

This electronic publication is delivered weekly throughout the legislative session and monthly the rest of the year. The newsletter covers major issue areas and provides quick referencing by issue area.

Small City Resource Manual

This easy-to-use guide helps elected and appointed officials navigate the complexities of policymaking, governance, and operational matters in a small- to medium-sized city.

So you want to be an elected official...

Cities can give this resource to prospective candidates for municipal office. The pamphlet provides general information about how to work as part of a team, what cities do, roles and responsibilities, and where to find more information.

State of the Cities: Housing report

A report that examines the challenges cities are facing, details what policy and financial tools cities are using to address the issue, and highlights additional approaches that could help increase affordable housing stock statewide.

Strong cities advocacy guide

What can you do to help promote a strong city-state partnership? This online guide contains tips for simple actions that city officials can take to advocate for strong cities, like maintaining and building stronger relationships with your legislators and working with constituents keep the Legislature accountable.

Tax and User Fee Survey

Municipal water, sewer, and stormwater rates collected via member survey, compiled and posted on AWC’s website as an aid to benchmarking, policy discussions, and utility rate setting. Historical rates are available from 2006-present.

Washington City & County Employee Salary & Benefit Survey

Find comprehensive salary and benefits data for over 120 job classifications from nearly every city and county in the state. Data is collected annually and made available to those who represent management via an online reporting tool.

Washington State Public Employer Overtime Guide – FLSA

The Overtime Guide outlines the major provisions of the Fair Labor Standards Act (FLSA) and Washington Minimum Wage Act. It provides practical advice for public employers to comply with complex laws and minimize overtime liability.

You have it, use it: Home rule in Washington

This report explores the existing authority that cities have to make decisions and laws close to home, along with the history of local control and legal attempts to clarify or undermine this authority.

Appendices

Appendix 1 – Overview of statutes defining and limiting the authority of a mayor

Appendix 2 – Voting & vetoes: A guide for mayors

Appendix 3 – Public records disclosure

Appendix 4 – Open Public Meetings Act

Appendix 5 – Public hearings

Appendix 6 – Sample city council rules of procedure for mayor-council code cities

Appendix 7 – Sample procedures: Appearance of fairness and quasi-judicial hearing

Appendix 8 – Public participation: Tips for talking with the council

Appendix 9 – Meeting tips

Appendix 10 – Parliamentary procedure

Appendix 11 – Keeping out of trouble

Appendix 12 – Initiative, referendum, and recall

Appendix 13 – The mayor pro tempore

Definitions

Overview of statutes defining and limiting the authority of a mayor

Text in italics is taken directly from the state statutes (RCW) or state administrative code (WAC).

First class cities – mayor’s authority (RCW 35.22)

Currently first class cities in Washington have their government structured in accordance with their charters. Because of the variance in charter provisions, this appendix does not deal with the role of a mayor in a first class city.

Second class cities – mayor’s authority (RCW 35.23)

No second class cities in Washington operate under the council-manager form of government.

Appointment and termination authority

*The mayor shall appoint and at his or her pleasure may remove all appointive officers except as otherwise provided herein: PROVIDED, that municipal judges shall be removed only upon conviction of misconduct or malfeasance in office, or because of physical or mental disability rendering the judge incapable of performing the duties of his or her office. Every appointment or removal must be in writing signed by the mayor and filed with the city clerk.*¹

Though the mayor has broad authority to terminate employees, because such action sometimes results in litigation we recommend that the mayor review termination decisions and procedures carefully with the city attorney prior to taking action.

Authority to fill vacancies in appointive positions

Vacancies in offices other than that of mayor or city councilmember shall be filled by appointment of the mayor.

*If there is a temporary vacancy in an appointive office due to illness, absence from the city or other temporary inability to act, the mayor may appoint a temporary appointee to exercise the duties of the office until the temporary disability of the incumbent is removed.*²

Authority over police

*The department of police in a city of the second class shall be under the direction and control of the chief of police subject to the direction of the mayor.*³

Authority to call special meetings of the city council

*Special meetings may be called by the mayor by written notice as provided in RCW 42.30.080. No ordinances shall be passed or contract let or entered into, or bill for the payment of money allowed at any special meeting.*⁴

Note that a statute in the Open Public Meetings Act also authorizes a majority of the city council to call a special meeting:

*A special meeting may be called at any time by the presiding officer of the governing body of a public agency or by a majority of the members of the governing body by delivering personally or by mail written notice to each member of the governing body ...*⁵

Authority to administer oaths and sign specified documents

*The mayor and the mayor pro tempore shall have power to administer oaths and affirmations, take affidavits and certify them. The mayor or the mayor pro tempore when acting as mayor, shall sign all conveyances made by the city and all instruments which require the seal of the city.*⁶

Vacancies in council positions

*The council of a second class city may declare a council position vacant if the councilmember is absent for three consecutive regular meetings without permission of the council. In addition, a vacancy in an elective office shall occur and shall be filled as provided in RCW 42.12.*⁷

Authority to preside at city council meetings, break tie votes

*All meetings of the council shall be presided over by the mayor, or, in the mayor’s absence, by the mayor pro tempore. The mayor shall have a vote only in the case of a tie in the votes of the councilmembers.*⁸

Note that because at least four councilmember votes are required for the passage of any ordinance, resolution, or order, the mayor cannot break a tie vote on those matters, but can break a tie on other matters.

¹RCW 35.23.021, in part

²RCW 35.23.101, in part

³RCW 35.23.161, in part

⁴RCW 35.23.181

⁵RCW 42.30.080, in part

⁶RCW 35.23.191, in part

⁷RCW 35.23.101, in part

⁸RCW 35.23.201

Authority to sign and veto ordinances

Every ordinance which passes the council in order to become valid must be presented to the mayor; if the mayor approves it, the mayor shall sign it, but if not, the mayor shall return it with written objections to the council and the council shall cause the mayor's objections to be entered at large upon the journal and proceed to a reconsideration thereof. If upon reconsideration five members of the council voting upon a call of yeas and nays favor its passage, the ordinance shall become valid notwithstanding the mayor's veto. If the mayor fails for ten days to either approve or veto an ordinance, it shall become valid without the approval of the mayor.

Every ordinance shall be signed by the mayor and attested by the clerk.⁹

Though the statutes defining the role of the mayor in a second class city are limited, it is clear that the mayor is to function as the chief executive and administrative officer of the city. The powers of the city council in a second class mayor-council city are listed primarily in RCW 35.23.440 and 35.23.452. Though the city council has many powers, it is the mayor who appoints the other officers and subordinate employees who carry out the policies adopted by the council.

Preliminary budget preparation

RCW 35.33 sets out the budget responsibilities of a mayor in a second class city or town. First, there is a definition providing that the mayor is the "chief administrative officer" of the city as that term is used in the budget statutes:

"Chief administrative officer" as used in this chapter includes the mayor of cities or towns having a mayor council form of government, ... or the budget or finance officer designated by the mayor ... to perform the functions, or portions thereof, contemplated by this chapter.¹⁰

The chief administrative officer shall prepare the preliminary budget in detail, making any revisions or additions to the reports of the department heads deemed advisable by such chief administrative officer and at least sixty days before the beginning of the city's or town's next fiscal year he shall file it with the clerk as the recommendation of the chief administrative officer for the final budget. The clerk shall provide a sufficient number of copies of such preliminary budget and budget message to meet the reasonable demands of taxpayers therefor and have them available for distribution not later than six weeks before the beginning of the city's or town's next fiscal year.¹¹

Budget message to council

In every city or town a budget message prepared by or under the direction of the city's or town's chief administrative officer shall be submitted as a part of the preliminary budget to the city's or town's legislative body at least sixty days before the beginning of the city's or town's next fiscal year and shall contain the following:

- (1) An explanation of the budget document;*
- (2) An outline of the recommended financial policies and programs of the city for the ensuing fiscal year;*
- (3) A statement of the relation of the recommended appropriation to such policies and programs;*
- (4) A statement of the reason for salient changes from the previous year in appropriation and revenue items; and*
- (5) An explanation for any recommended major changes in financial policy.*

Prior to the final hearing on the budget, the legislative body or a committee thereof, shall schedule hearings on the budget or parts thereof, and may require the presence of department heads to give information regarding estimates and programs.¹²

Mayor's authority to make transfers within any one fund

Transfers between individual appropriations within any one fund may be made during the current fiscal year by order of the city's or town's chief administrative officer subject to such regulations, if any, as may be imposed by the city or town legislative body. Notwithstanding the provisions of RCW 43.09.210 or of any statute to the contrary, transfers, as herein authorized, may be made within the same fund regardless of the various offices, departments or divisions of the city or town which may be affected.¹³

⁹RCW 35.23.211, in part

¹⁰RCW 35.33.011(4)

¹¹RCW 35.33.055

¹²RCW 35.33.057

¹³RCW 35.33.121, in part

Council control over appropriations to any one fund

The city or town legislative body, upon a finding that it is to the best interests of the city or town to decrease, revoke or recall all or any portion of the total appropriations provided for any one fund, may, by ordinance, approved by the vote of one more than the majority of all members thereof, stating the facts and findings for doing so, decrease, revoke or recall all or any portion of an unexpended fund balance, and by said ordinance, or a subsequent ordinance adopted by a like majority, the moneys thus released may be reappropriated for another purpose or purposes, without limitation to department, division or fund, unless the use of such moneys is otherwise restricted by law, charter, or ordinance.¹⁴

The city or town council must also approve of any emergency expenditures not reasonably foreseen at the time of the filing of the preliminary budget, and such expenditures must be passed by a vote of one more than the majority of all members of the legislative body.¹⁵

Selection of mayor pro tem and authority of mayor pro tem

The members of the city council, at their first meeting each calendar year and thereafter whenever a vacancy occurs in the office of mayor pro tempore, shall elect from among their number a mayor pro tempore, who shall hold office at the pleasure of the council and in case of the absence of the mayor, perform the duties of mayor except that he or she shall not have the power to appoint or remove any officer or to veto any ordinance. If a vacancy occurs in the office of mayor, the city council shall elect a mayor, who shall serve until a mayor is elected and certified at the next municipal election.

The mayor and the mayor pro tempore shall have power to administer oaths and affirmations, take affidavits and certify them. The mayor or the mayor pro tempore when acting as mayor, shall sign all conveyances made by the city and all instruments which require the seal of the city.¹⁶

Role of mayor in council-mayor second class city

The limited role of a mayor in a council-manager second class city is defined in RCW 35.18.200.

Emergency management

The authority of the mayor to function as the “executive head” in case of emergency or disaster is the same in all cities and towns. See the “Emergency Management” section at the end of this appendix.

¹⁴RCW 35.33.121, in part

¹⁵See RCW 35.33.081 and RCW 35.33.091

¹⁶RCW 35.23.191

Towns – Mayor’s authority RCW 35.27

Appointment and termination authority

*The government of a town shall be vested in a mayor and a council consisting of five members and a treasurer, all elective; the mayor shall appoint a clerk and a marshal; and may appoint a town attorney, pound master, street superintendent, a civil engineer, and such police and other subordinate officers and employees as may be provided for by ordinance. All appointive officers and employees shall hold office at the pleasure of the mayor and shall not be subject to confirmation by the town council.*¹⁷

A significant aspect of this statute is the unqualified power of the mayor to hire and fire all appointees and employees of the town. The town council has no power to confirm mayoral appointments, except mayoral appointments to the town planning commission (see RCW 35.63.020). This differs from the statutes governing a mayor’s appointment power in second class and code cities.¹⁸

Though the mayor has broad authority to terminate employees, because such action may result in litigation, termination decisions and procedures should be carefully reviewed with the town attorney prior to taking action.

Authority to preside at council meetings, sign warrants and contracts, and administer oaths

The mayor shall preside over all meetings of the council at which he or she is present. A mayor pro tempore may be chosen by the council for a specified period of time, not to exceed six months, to act as the mayor in the absence of the mayor. The mayor shall sign all warrants drawn on the treasurer and shall sign all written contracts entered into by the town. The mayor may administer oaths and affirmations, and take affidavits and certify them. The mayor shall sign all conveyances made by the town and all instruments which require the seal of the town.

*The mayor is authorized to acknowledge the execution of all instruments executed by the town which require acknowledgment.*¹⁹

Authority over police

*The department of police in a town shall be under the direction and control of the marshal subject to the direction of the mayor.*²⁰

Authority to call special meetings of town council

*Special meetings may be called at any time by the mayor or a majority of the councilmembers, by written notice as provided in RCW 42.30.080.*²¹

An overlapping statute on this issue is found in the Open Public Meetings Act:

*A special meeting may be called at any time by the presiding officer of the governing body of a public agency or by a majority of the members of the governing body by delivering personally or by mail written notice to each member of the governing body ...*²²

Authority to preside at council meetings and break tie votes

*The mayor shall preside at all meetings of the council. The mayor shall have a vote only in case of a tie in the votes of the councilmember. In the absence of the mayor the council may appoint a president pro tempore; in the absence of the clerk, the mayor or president pro tempore, shall appoint one of the councilmembers as clerk pro tempore.*²³

Note that a mayor’s vote cannot be used to break a tie vote on passage of any resolution or order for the payment of money or for the passage of an ordinance or resolution granting a franchise (RCW 35.27.270, RCW 35.27.330).

¹⁷RCW 35.27.070, in part

¹⁸See RCW 35.23.021 and RCW 35A.12.090

¹⁹RCW 35.27.160

²⁰RCW 35.27.240

²¹RCW 35.27.270

²²RCW 42.30.080

²³RCW 35.27.280

Requirement that mayor sign ordinances – no veto power

Every ordinance shall be signed by the mayor and attested by the clerk.²⁴

Note that the mayor in a town does not have authority to veto ordinances passed by the town council. The mayor is required to sign all ordinances passed by the council, even those with which he disagrees. The signing of ordinances by the mayor is a ministerial act.

Budget responsibilities

The budget responsibilities of a town mayor are the same as those for the mayor in a second class city. Refer to above section on second class cities.

Selection and authority of mayor pro tem

A mayor pro tempore may be chosen by the council for a specified period of time, not to exceed six months, to act as the mayor in the absence of the mayor.²⁵

Emergency management

The authority of the mayor to function as the “executive head” in case of emergency or disaster is the same in all cities and towns. See the “Emergency Management” section at the end of this appendix.

Powers of the council

The specific powers of the town council are listed in RCW 35.27.370 and in the subsequent statutes of RCW 35.27. As mentioned above in regard to second class cities, the mayor and the individuals appointed and hired by the mayor are responsible for carrying out the policies adopted by the council.

²⁴RCW 35.27.290

²⁵RCW 35.27.160

Mayor-council code cities – Mayor’s authority

RCW 35A.12

Residency requirement for mayor and councilmembers

*No person shall be eligible to hold elective office under the mayor council plan unless the person is a registered voter of the city at the time of filing his declaration of candidacy and has been a resident of the city for a period of at least one year next preceding his election. Residence and voting within the limits of any territory which has been included in, annexed to, or consolidated with such city is construed to have been residence within the city.*²⁶

Prohibition on holding any other office or employment

*A mayor or councilman shall hold within the city government no other public office or employment except as permitted under the provisions of RCW 42.23.*²⁷

Oath of office

*The mayor and councilmembers shall qualify by taking an oath or affirmation of office and as may be provided by law, charter, or ordinance.*²⁸

Filling vacancy in office of mayor or councilmember

*The office of a mayor or councilmember shall become vacant if the person who is elected or appointed to that position fails to qualify as provided by law, fails to enter upon the duties of that office at the time fixed by law without a justifiable reason, or as provided in RCW 35A.12.060 or 42.12.010. A vacancy in the office of mayor or in the council shall be filled as provided in RCW 42.12.*²⁹

Appointment and termination authority

*The mayor shall have the power of appointment and removal of all appointive officers and employees subject to any applicable law, rule, or regulation relating to civil service. The head of a department or office of the city government may be authorized by the mayor to appoint and remove subordinates in such department or office, subject to any applicable civil service provisions. All appointments of city officers and employees shall be made on the basis of ability and training or experience of the appointees in the duties they are to perform, from among persons having such qualifications as may be prescribed by ordinance or by charter, and in compliance with provisions of any merit system applicable to such city. Confirmation by the city council of appointments of officers and employees shall be required only when the city charter, or the council by ordinance, provides for confirmation of such appointments. Confirmation of mayoral appointments by the council may be required by the council in any instance where qualifications for the office or position have not been established by ordinance or charter provision. Appointive offices shall be without definite term unless a term is established for such office by law, charter or ordinance.*³⁰

The above-quoted statute gives to mayors in mayor-council code cities sole authority to terminate city appointive officers and employees (subject to any applicable civil service rule or subject to any other specific statute). The statute does, however, allow the city council to provide for confirmation of mayoral appointments if the council has not previously established specific qualifications for the position through passage of an ordinance. If the council has established qualifications for a particular position, then those qualifications act as a limitation of the mayoral appointment authority. Note that in order to take advantage of this statutory authority, the council must first pass an ordinance providing for such confirmation powers.

Though the mayor has broad authority to terminate employees, because such action may result in litigation, termination decisions and procedures should be carefully reviewed with the city attorney prior to taking action.

²⁶RCW 35A.12.030, in part

²⁷RCW 35A.12.030, in part

²⁸RCW 35A.12.040, in part

²⁹RCW 35A.12.050

³⁰RCW 35A.12.090

General administrative authority

*The mayor shall be the chief executive and administrative officer of the city, in charge of all departments and employees, with authority to designate assistants and department heads. The mayor may appoint and remove a chief administrative officer or assistant administrative officer, if so provided by ordinance or charter. He shall see that all laws and ordinances are faithfully enforced and that law and order is maintained in the city, and shall have general supervision of the administration of city government and all city interests.*³¹

Approval of official bonds, contract enforcement, instituting litigation

*All official bonds and bonds of contractors with the city shall be submitted to the mayor or such person as he may designate for approval or disapproval. He shall see that all contracts and agreements made with the city or for its use and benefit are faithfully kept and performed, and to this end he may cause any legal proceedings to be instituted and prosecuted in the name of the city, subject to approval by majority vote of all members of the council.*³²

Presiding at council meetings, casting tie-breaking votes, reports to council, preparation of proposed budget, veto power

*The mayor shall preside over all meetings of the city council, when present, but shall have a vote only in the case of a tie in the votes of the councilmember with respect to matters other than the passage of any ordinance, grant, or revocation of franchise or license, or any resolution for the payment of money. He shall report to the council concerning the affairs of the city and its financial and other needs, and shall make recommendations for council consideration and action. He shall prepare and submit to the council a proposed budget, as required by RCW 35A.33. The mayor shall have the power to veto ordinances passed by the council and submitted to him as provided in RCW 35A.12.130 but such veto may be overridden by the vote of a majority of all councilmembers plus one more vote.*³³

The tie-breaking power of the mayor has generated confusion, partly because of the phrase “a tie in the votes of the councilmember with respect to matters other than the passage of any ordinance, grant, or revocation of franchise or license, or any resolution for the payment of money.” Clearly the mayor cannot break a tie vote on an ordinance; nor can the mayor break a tie vote on the granting or revoking of a franchise or license.

MRSC has interpreted the phrase “resolution for the payment of money” quite narrowly, limiting it to resolutions such as those approving the payment of vouchers or other city claims. That narrow interpretation means that the mayor can cast the tie-breaking vote on a resolution concerning matters such as whether to proceed with a specific public works project, which will at a later date result in the expenditure of city funds. There are no state appellate court cases or Attorney General opinions which provide guidance on this issue.

Ceremonial role

*The mayor shall be the official and ceremonial head of the city and shall represent the city on ceremonial occasions, except that when illness or other duties prevent the mayor's attendance at an official function and no mayor pro tempore has been appointed by the council, a member of the council or some other suitable person may be designated by the mayor to represent the city on such occasion.*³⁴

Authority to call special meetings of city council

*Special meetings may be called by the mayor or a majority of the council by written notice delivered to each member of the council at least twenty-four hours before the time specified for the proposed meeting.*³⁵

Mayoral authority to call a special meeting is also provided by one of the statutes in the Open Public Meetings Act: *A special meeting may be called at any time by the presiding officer of the governing body of a public agency or by a majority of the members of the governing body by delivering personally or by mail written notice to each member of the governing body...*³⁶

³¹RCW 35A.12.100

³²RCW 35A.12.100, in part

³³RCW 35A.12.100, in part

³⁴RCW 35A.12.100, in part

³⁵RCW 35A.12.110

³⁶RCW 42.30.080, in part

Preparation of preliminary budget

RCW 35A.33 sets out the responsibilities of the mayor in a code city in regard to budgeting. By definition, the term “chief administrative officer” as used in the budget statutes refers to the mayor in a code city operating under the mayor-council form of government:

“Chief administrative officer” as used in this chapter includes the mayor of cities having a mayor council form of government, the commissioners in cities having a commission form of government, the city manager, or any other city official designated by the charter or ordinances of such city under the plan of government governing the same, or the budget or finance officer designated by the mayor, manager or commissioners, to perform the functions, or portions thereof, contemplated by this chapter.³⁷

The chief administrative officer (mayor) is required to prepare the preliminary budget in detail and submit it by a certain date.

The chief administrative officer shall prepare the preliminary budget in detail, making any revisions or addition to the reports of the department heads deemed advisable by such chief administrative officer and at least sixty days before the beginning of the city's next fiscal year he shall file it with the city clerk as the recommendation of the chief administrative officer for the final budget. The clerk shall provide a sufficient number of copies of such preliminary budget and budget message to meet the reasonable demands of taxpayers therefor and have them available for distribution not later than six weeks before the beginning of the city's next fiscal year.³⁸

Budget message to council

In every code city, a budget message prepared by or under the direction of the city's chief administrative officer shall be submitted as a part of the preliminary budget to the city's legislative body at least sixty days before the beginning of the city's next fiscal year and shall contain the following:

- (1) An explanation of the budget document;*
- (2) An outline of the recommended financial policies and programs of the city for the ensuing fiscal year;*
- (3) A statement of the relation of the recommended appropriation to such policies and programs;*
- (4) A statement of the reason for salient changes from the previous year in appropriation and revenue items; and*
- (5) An explanation for any recommended major changes in financial policy.*

Prior to the final hearing on the budget, the legislative body or a committee thereof, shall schedule hearings on the budget or parts thereof, and may require the presence of department heads to give information regarding estimates and programs.³⁹

Expenditure limitations

The expenditures as classified and itemized in the final budget shall constitute the city's appropriations for the ensuing fiscal year. Unless otherwise ordered by a court of competent jurisdiction, and subject to further limitations imposed by ordinance of the code city, the expenditure of city funds or the incurring of current liabilities on behalf of the city shall be limited to the following:

- (1) The total amount appropriated for each fund in the budget for the current fiscal year, without regard to the individual items contained therein, except that this limitation shall not apply to wage adjustments authorized by RCW 35A.33.105; and*
- (2) The unexpended appropriation balances of a preceding budget which may be carried forward from prior fiscal years pursuant to RCW 35A.33.150; and*
- (3) Funds received from the sale of bonds or warrants which have been duly authorized according to law; and*
- (4) Funds received in excess of estimated revenues during the current fiscal year, when authorized by an ordinance amending the original budget; and*
- (5) Expenditures required for emergencies, as authorized in RCW 35A.33.080 and 35A.33.090.⁴⁰*

³⁷RCW 35A.33.010(4)

³⁸RCW 35A.33.052

³⁹RCW 35A.33.055

⁴⁰RCW 35A.33.120, in part

Transfers between individual appropriations within any one fund

Transfers between individual appropriations within any one fund may be made during the current fiscal year by order of the city's chief administrative officer subject to such regulations, if any, as may be imposed by the city council. Notwithstanding the provisions of RCW 43.09.210 or of any statute to the contrary, transfers, as herein authorized, may be made within the same fund regardless of the various offices, departments or divisions of the city which may be affected.⁴¹

Council control over appropriations to any one fund

The city council, upon a finding that it is to the best interests of the code city to decrease, revoke or recall all or any portion of the total appropriations provided for any one fund, may, by ordinance, approved by the vote of one more than the majority of all members thereof, stating the facts and findings for doing so, decrease, revoke or recall all or any portion of an unexpended fund balance, and by said ordinance, or a subsequent ordinance adopted by a like majority, the moneys thus released may be reappropriated for another purpose or purposes, without limitation to department, division or fund, unless the use of such moneys is otherwise restricted by law, charter, or ordinance.⁴²

The budget responsibilities for mayors in mayor-council code cities operating under a biennial budget process are similar, but with a different timetable.⁴³

Appointment and authority of mayor pro tem

Biennially at the first meeting of a new council, or periodically, the members thereof, by majority vote, may designate one of their number as mayor pro tempore or deputy mayor for such period as the council may specify, to serve in the absence or temporary disability of the mayor; or, in lieu thereof, the council may, as the need may arise, appoint any qualified person to serve as mayor pro tempore in the absence or temporary disability of the mayor. In the event of the extended excused absence or disability of a councilmember, the remaining members by majority vote may appoint a councilmember pro tempore to serve during the absence or disability.⁴⁴

Note that unlike RCW 35.23.191, which defines the role of a mayor pro tem in a second class mayor-council city, RCW 35A.12.065 does not specifically limit the power of the mayor pro tem to appoint or remove officers, or to veto ordinances. This has led to some confusion concerning the powers of a mayor pro tem in a code city, and several code cities have passed ordinances specifically limiting the power of a mayor pro tem to appoint and remove officers or to veto ordinances.

Emergency management

The authority of the mayor to function as the "executive head" in case of emergency or disaster is the same in all cities and towns. See the "Emergency Management" section at the end of this appendix.

⁴¹RCW 35A.33.120, in part

⁴²RCW 35A.33.120, in part

⁴³See RCW 35A.34.080 and RCW 35A.34.090

⁴⁴RCW 35A.12.065

Emergency management – all cities & towns

In mayor-council cities and towns the mayor is the “executive head” who is authorized to take charge when there is an emergency or disaster; in council-manager cities, the city manager is the executive head.⁴⁵ All cities are directed to establish a local organization for emergency management and adopt an emergency management plan which is certified as being consistent with the state emergency management plan.⁴⁶ Chapter 118 in the Washington Administrative Code (WAC) contains the rules adopted by the State Division of Emergency Management which apply to all municipalities. Because each city and town has its own unique situation, emergency plans vary considerably. While some cities have chosen to establish emergency management director positions and have delegated extensive authority to those individuals, many smaller cities have chosen to coordinate their plan with the county and rely heavily upon the county for assistance in the event of an emergency.

Emergency management ordinance/resolution.

Each political subdivision must establish an emergency management organization by ordinance or resolution passed by the legislative body of the political subdivision. Two or more political subdivisions may join in the establishment of an emergency management organization.

- (1) Each political subdivision must establish said organization by ordinance or resolution.*
- (2) Each political subdivision shall specify in the ordinance or resolution establishing the organization, how the costs of supporting the organization shall be shared between the constituent political subdivision.*
- (3) If two or more political subdivisions cannot agree on the sharing of costs to support the emergency management organization established by the constituent political subdivisions, the director shall refer the matter to the council. The council shall consider the matter at either a regular or special meeting. The council may request additional information from the constituent political subdivisions, the director, or other interested party(s). The council shall arbitrate the matter, and its decision shall be final.*

- (4) When two or more political subdivisions submit ordinances or resolutions establishing a single emergency management organization which meets the criteria set forth, the director shall inform the executive heads of the constituent political subdivisions that the emergency management organization is acceptable and authorized. Nothing in this code shall prevent one or more political subdivisions from contracting with another subdivision for emergency management activities under the provisions of chapter 39.34 RCW, the Interlocal Cooperation Act.*
- (5) Each political subdivision must specify in the ordinance or resolution establishing the emergency management organization, that the agency shall be headed by a director of emergency management who shall be appointed by and directly responsible to the executive head of the political subdivision.*
- (6) In the case of an emergency management organization established by two or more political subdivisions, such political subdivisions shall specify in the ordinance or resolution establishing the organization, that the local government agency shall be headed by a local director of emergency management who shall be appointed by the joint action of the executive heads of the constituent political subdivisions. The political subdivisions shall specify by ordinance or resolution that the emergency management director shall be directly responsible to the executive authority of the constituent political subdivisions.*
- (7) Each political subdivision shall specify by ordinance or resolution that the local director of emergency management shall be directly responsible for the organization, administration, and operation of the emergency management organizations.*
- (8) Each political subdivision shall submit a copy of the ordinance or resolution establishing its emergency management organization to the director for evaluation and approval of the organizational plan or structure.*
- (9) Such ordinance or resolution shall constitute an approved organization for the purposes of RCW 38.52.195 and 38.52.260(2). Use of emergency workers is governed by chapter 118-04 WAC.⁴⁷*

⁴⁵RCW 38.52.010(9) and WAC 118.30.030(5)

⁴⁶RCW 38.52.070(1)

⁴⁷WAC 118.30.050

Read your city's or town's emergency management plan thoroughly. If you have questions concerning your role and authority, review the plan with your city or town attorney. If you feel that changes should be made, review proposed amendments with your council.

The state legislature has granted broad authority to cities and towns to take all necessary action to deal with a disaster:

(2) In carrying out the provisions of this chapter each political subdivision, in which any disaster as described in RCW 38.52.020 occurs, shall have the power to enter into contracts and incur obligations necessary to combat such disaster, protecting the health and safety of persons and property, and providing emergency assistance to the victims of such disaster. Each political subdivision is authorized to exercise the powers vested under this section in the light of the exigencies of an extreme emergency situation without regard to time consuming procedures and formalities prescribed by law (excepting mandatory constitutional requirements), including, but not limited to, budget law limitations, requirements of competitive bidding and publication of notices, provisions pertaining to the performance of public work, entering into contracts, the incurring of obligations, the employment of temporary workers, the rental of equipment, the purchase of supplies and materials, the levying of taxes, and the appropriation and expenditures of public funds.⁴⁸

⁴⁸RCW 38.52.070(2)

Voting & vetoes – A guide for mayors

Quorum

The general rule governing the transaction of council business is that a majority of councilmembers must be present at the meeting to constitute a quorum. This means four members of a seven-member council and three members of a five-member council.

The mayor's authority to vote

Charter

In charter cities, each city charter governs the voting powers of the mayor.

Mayor-council

Under the mayor-council form of government, the mayor may vote only in case of a tie vote of the council. However, statutes for each class of city may further limit the mayor's tie-breaking authority, as follows:

- **Second class cities.** Because at least four councilmember votes are required for the passage of any ordinance, resolution, or order (RCW 35.23.211), the mayor cannot break a tie vote on those matters.
- **Towns.** At least three councilmembers must vote for passage of any resolution or order for the payment of money (RCW 35.27.270) or for the passage of an ordinance or resolution granting a franchise (RCW 35.27.330). Thus, the mayor's vote cannot be used to break a tie vote on these issues.
- **Code cities.** A majority of the entire membership of the council is required to vote for passage of any ordinance, grant, revocation of franchise or license, or any resolution for the payment of money (RCW 35A.12.120). Therefore, the mayor may not break a tie vote on these matters.

Council-manager

In all cities operating under the council-manager form of government, the mayor is eligible to vote in their capacity as councilmember.

The mayor's veto power

- **Council-manager cities.** The mayor votes as a councilmember and has no veto power.
- **Second class mayor-council cities.** The mayor may veto an ordinance, but the mayor's veto can be overruled by five members of the council (RCW 35.23.211).
- **Towns.** The mayor has no veto power.
- **Mayor-council code cities.** The mayor may veto an ordinance, but the mayor's veto can be overruled by a majority plus one of the entire council membership (RCW 35A.12.100).

Abstentions

In the absence of a local statute to the contrary, councilmembers are free to abstain from voting on any issue before the council. Some cities have adopted local rules of procedure allowing abstentions only when the councilmember states their reason for abstaining. Other cities require councilmembers to vote on all matters before the council unless a conflict of interest exists. When a conflict of interest exists, a councilmember should refrain from voting. Generally, however, other councilmembers cannot restrain a councilmember from voting due to a conflict of interest or for any other reason.

The effect of an abstention on a vote is not specified by state law. Municipalities are free to adopt local rules of procedure stating the effect of an abstention. See Appendix 5, Sample City Council Rules of Procedure (Rule 5.4) for an example of a rule which provides that failure to vote when there is no valid disqualification is counted as an affirmative vote on the question. If a city does not have a rule, abstentions by one or more councilmembers may make it impossible for final action to be taken on a matter, particularly where a majority vote of the full council is needed.

Voting by proxy

It is a fundamental rule of parliamentary law that the right to vote is limited to those members actually present at the time a vote is taken at a legal meeting. State law is silent as to proxy voting by councilmembers. As a general rule, proxy votes are not permitted. If the city or town has not adopted a rule of procedure to the contrary, councilmembers must be present at the time the vote is taken. There is no Washington court case law on this issue. Remote participation at a meeting is a legal alternative.

Questions & answers

Q. If there is a quorum at the start of a council meeting but one of the councilmembers gets ill and has to leave, eliminating the quorum, can the meeting continue?

A. No. The council meeting must either be closed or adjourned to a stated date and time.

Q. Who, if anyone, can make a motion to reconsider where a matter was defeated by a tie vote?

A. Under Robert's Rules, §36, anyone on the prevailing (winning) side of a vote can make a motion to reconsider, and the prevailing side need not be a majority, such as when a tie vote functions to defeat a matter. In that case, those who voted "no" would be entitled to make the motion to reconsider. (If an ordinance was passed at one meeting, it cannot be reconsidered, although it could, of course, be amended or repealed.)

Q. Can the mayor make and second motions, and debate issues with the council?

A. In council-manager cities the mayor has the same rights to make motions and debate issues as any other councilmember. There is no statute concerning this issue for mayors in mayor-council cities. The councils in mayor-council cities can adopt rules restricting the authority of the mayor to make or second motions, and require the mayor to turn over the running of the meeting to a councilmember if they wish to vigorously participate in the debate of an issue. (See Appendix 5, Sample City Council Rules of Procedure, Rule 3.6.)

Public records disclosure

The Public Records Act deals with the public's right to inspect and/or copy public records (RCW 42.56). These state statutes were designed to ensure public confidence in government by allowing full access to information concerning the administration and conduct of government.

The definition of "public record" is quite broad. A public record includes "any writing containing information relating to the conduct of government or the performance of any governmental or proprietary function prepared, owned, used, or retained by any state or local agency regardless of physical form or characteristics" (RCW 42.56.010(3)). Papers, photos, maps, videos, and electronic records are all covered by the state law.

As a general rule, all city records are available for review by the public, unless they are specifically exempted or prohibited from disclosure by state law. Because the public records disclosure statutes are sometimes difficult to interpret and are often a source of litigation, MRSC has prepared thorough information on its website and in a publication that reviews all of the relevant statutes, exemptions and prohibitions to disclosure, and procedures to be followed when handling a request for disclosure. (See MRSC's [Public Records Act webpage](#) and the publication *Public Records Act for Washington Cities, Counties, and Special Purpose Districts*.) MRSC and AWC have also produced a [free elearning course on the Public Records Act](#) for city and town councilmembers and mayors. The eLearning course is available to watch on demand on both the AWC website and the MRSC website.

Frequently asked questions

Q. How soon must a city respond to a request for public records?

A. State law requires that responses to requests for public records be made "promptly." Specifically, cities must respond within five business days of receiving a request by either (1) providing the record, (2) acknowledging receipt of the record and providing a reasonable estimate of the time in which a response will be made, (3) denying the request, or 4) request clarification of a request, coupled with giving an estimated response time if the request is not clarified. Additional response time beyond five days may be based upon a need to clarify the request, to locate and assemble the records requested, to notify people and agencies affected by the request, or to determine whether any of the requested records are exempt from disclosure (RCW 42.56.520).

Q. What can a city charge for providing copies of public records?

A. Cities are not allowed to charge for the staff time spent in locating a public record, or for making a record available

for inspection. A city can, however, charge for the actual costs connected with copying public records, including the staff time spent making the copies. A city cannot charge more than fifteen cents a page for photocopying unless the city has calculated its actual costs per page and determined that they are greater than fifteen cents. Actual costs for postage and delivery can be included, as well as the cost of any envelopes. If a city has to pay an outside source for making duplicates of records such as photographs, blueprints or tape recordings, the city can also pass those costs on to the requestor (RCW 42.56.070(7) and RCW 42.36.120).

Additionally, cities are expressly authorized to charge for copying and producing electronic records. A city can charge actual costs incurred for providing electronic copies, including costs related to production, file transfer, storage, and transmission. If a policy establishes that calculating actual costs would be unduly burdensome, then the following default charges may be charged: ten cents/page for records scanned into electronic format,

five cents for every four electronic files or attachments uploaded to an email, cloud storage service, or other electronic delivery system, and ten cents/gigabyte for transmitting records electronically (RCW 42.56.120).

Q. What constitutes a public record?

A. The state statutes broadly define public records. "Public record" includes any writing containing information relating to the conduct of government or the performance of any governmental or proprietary function prepared, owned, used, or retained by any state or local agency regardless of physical form or characteristics" (RCW 42.56.010).

The term "writing" encompasses a wide range of communication forms or representation. Writing includes, but is not limited to, any form of letters, words, pictures, sounds, or symbols and all papers, maps, tapes, films, prints, motion picture, film, and video recordings (RCW 42.56.010).

Some records held by volunteers are excluded from the definition, if the volunteers meet certain stated

conditions (they do not serve in an administrative capacity; have not been appointed by the city to an agency board, commission, or internship; and do not have a supervisory role or delegated agency authority.)

Q. Does a councilmember or mayor have greater access to public records than the public?

A. As a general rule, a councilmember or mayor does have greater access to public records than the public. However, a councilmember's or mayor's access should relate to the duties of that office.

Q. What public records are exempt from disclosure?

A. Public records exemptions from public disclosure are contained primarily in RCW 42.56.210-42.56.640. Reference must be made to these statutes to determine on a case-by-case basis whether a particular record is exempt.

Q. Are employment applications exempt from disclosure?

A. Yes, such applications are exempt from disclosure, including the names of applicants, resumes, and other material related to the applications (RCW 42.56.250). Although the statutory exemption does not specifically refer to applications for public appointive office, its legislative history indicates that it was intended to also apply to applicants for offices, such as the office of city manager or city clerk.

Q. Is personal information contained in employee personnel files exempt from disclosure?

A. Some information in employee personnel files is exempt, but not all. RCW 42.56.230 exempts records in an employee's personnel file "to the extent disclosure would violate [the employee's] right to privacy." What constitutes a violation of a person's right

to privacy is defined by statute to mean the disclosure of information that would be (1) "highly offensive to a reasonable person" and (2) "not of legitimate concern to the public" (RCW 42.56.050). This is a stringent test, and not all records found in personnel files would meet this test. Consult your attorney for further guidance.

Q. Must a city disclose records which reveal the salary and benefits that a particular employee or official receives?

A. Yes. There is no disclosure exemption that applies to such records.

Q. Must a city disclose utility billing records?

A. Yes, except for billing information in increments less than a billing cycle. No other exemption applies. However, the city should not disclose the residential addresses, telephone numbers, or additional contact information and permit meter data of utility customers that may be contained in such records (RCW 42.56.330).

Q. Must the city track the public records requests it receives?

A. Yes. Cities are required to maintain a log that identifies the requestor (if provided), the date and text of request, a description of records produced in response to request, a description of records redacted or withheld and the reasons for redaction/withholding, and the date of final disposition of the request.

Q. Must a city respond to a request for "all records"?

A. A city may deny a request for all or substantially all records not relating to a particular topic. Additionally, a city can also deny automatically generated (bot) requests received from the same requestor within a 24-hour period, if the requests cause excessive interference

with the other essential functions.

Q. Must a city provide public records if they are being requested for commercial purposes?

A. In addition to the statutory exemptions from disclosure that a city must consider in responding to a particular request, a city is prohibited from providing or giving access to "lists of individuals" if requested for commercial purposes (RCW 42.56.070). The Attorney General's Office has interpreted this provision to refer only to lists of natural persons, rather than, for example, to lists of businesses. Public records other than "lists of individuals" requested for commercial purposes should be provided upon request if they are not statutorily exempt from disclosure.

Q. Are emails on city business sent from a personal email account of an elected or appointed city official subject to disclosure under the Public Records Act?

A. Yes, as a general rule, emails that pertain to city business that are sent by city appointed or elected officials are public records subject to disclosure under the PRA even if they are sent from the private email account of the official. That is because the term public record includes any email that relates to the conduct of government or performance of any governmental or proprietary function sent by a city official or employee, even if that email is sent from their private email account. It is subject to disclosure unless protected by one of the exemptions in the PRA itself. In addition, text messages and voicemails on a personal device that are related to city business are also likely a public record subject to disclosure.

Open Public Meetings Act

General rule

The general rule for open public meetings, with only a few minor exceptions, is that all meetings of the governing bodies of public agencies are to be open and accessible to the public. Not only must ordinances and rules be adopted at public meetings in order to be valid, but deliberations must be conducted openly, and all members of the public must be allowed to attend (RCW 42.30, Open Public Meetings Act).

A summary of open public meeting requirements is provided here. For a more complete discussion, review the MRSC publication, *The Open Public Meetings Act: How it Applies to Cities, Counties and Special Purpose Districts*.

What meetings are covered?

The Open Public Meetings Act applies to nearly all meetings of public agency governing bodies, including cities. This includes regular and special meetings of all multi-member governing bodies and subagencies (city councils, planning commissions, library or park boards, etc.). The Act applies to the meetings of committees, subcommittees, and other groups created by a governing body pursuant to its executive authority when they act on behalf of the governing body, conduct hearings, or take public testimony, whether the committee is composed of members of the governing body or not (*Citizens Alliance v. San Juan County* (2015)). Because the Act is to be liberally construed, meaning that courts will lean towards including borderline meetings, the Act should be assumed to apply unless the meeting is of a type specifically excluded by statute.

The fact that a meeting is called a workshop, study session, or retreat does not mean it may be automatically closed to the public.

What meetings are not covered?

Several types of local government meetings are not covered under the Open Public Meetings Act:

- Quasi-judicial proceedings are excluded, where the decision being made affects only individual rights and not the general public.
- Committee meetings are excluded when the committee does not exercise actual or implied decision-making power, unless the meeting is comprised of a majority of the members of a governing body. The Attorney General's office and the Washington Supreme Court have taken the position that a committee does not fall into this category when its powers are only advisory.

- Social gatherings are excluded, as long as the attendees do not take any official action or discuss the business of the governing body.
- Certain proceedings for licensing and disciplinary action and meetings for formulating collective bargaining strategies are excluded.

Executive sessions (RCW 42.30.110)

Executive sessions are portions of regular or special meetings that may be closed to the public. Only specific issues may be considered, where public disclosure would harm individual interests or legitimate interests of the governing body. An executive session may be held in the following cases:

- To consider the selection of a site or the acquisition of real estate when public knowledge would cause likelihood of increased price;
- To consider the minimum price at which real estate will be offered for sale or lease when public knowledge would cause a likelihood of decreased price;
- To receive and evaluate complaints or charges brought against a public officer or employee. Note however, upon the request of the officer or employee, a public hearing or meeting open to the public must be conducted upon the complaint;
- To evaluate the qualifications of an applicant for public employment or to review the performance of a public employee;
- To evaluate the qualifications of a candidate for appointment to elective office, such as when filling a councilmanic vacancy. However, the interview of the candidate and final action must be in an open meeting;
- To discuss with legal counsel representing the agency, matters relating to agency enforcement actions, or litigation or potential litigation to which the agency is a party.

An executive session may be held during any regular or special meeting. Before convening the executive session, the presiding officer is to publicly announce the purpose for excluding the public and the time when the executive session will be concluded.

Requirements for notice of meetings

The public must be informed of the time and place of meetings, both “regular” meetings and “special” meetings, except in emergencies.

- Regular meetings are recurring meetings with a time and place fixed by ordinance or rule. “Workshop” meetings of the council, if routinely held at a time and place set by ordinance, are still “regular” meetings and are subject to the Open Public Meetings Act.
- Special meetings, called by the presiding officer or a majority of the members of the governing body, must be announced in writing to all members of the governing body and members of the news media who have requested notice (RCW 42.30.080). Special meeting notices must be delivered personally or by mail, fax, or electronic mail 24 hours in advance and posted on a website and prominently displayed, specifying the time and place of the meeting and the business to be transacted. Only business described in the special meeting notice can be decided, although other business can be discussed. Many cities provide notice to the public when special meetings

are called if there is enough time. For instance, some cities post notice of special meetings at several places in the city, and some cities publish notice in the local newspaper.

Conclusion

The requirements of the Open Public Meetings Act are pervasive and relatively inflexible. In deciding to hold an executive session or a closed meeting, local officials should be prepared to justify the decision under a specific exemption. Officials should be alert to situations where the Open Public Meetings Act could be inadvertently violated, such as social settings, public hearings, and council retreats and workshops.

Additional resources

The Open Public Meetings Act, How it Applies to Washington Cities, Counties, and Special Purpose Districts, MRSC

MRSC and AWC’s [free elearning course on the Open Public Meetings Act](#) for city and town councilmembers and mayors. The eLearning course is available on demand on both the AWC website and the MRSC website.

MRSC’s [Open Public Meetings Act webpage](#)

Frequently asked questions

Q. What can be done if a meeting becomes disorderly?

A. The mayor should instruct audience members on rules of courtesy; if rules are not followed, the speaker may lose the right to speak at the meeting or even be ejected for disorderly conduct. The meeting may be adjourned temporarily or moved to another location if order cannot be restored by removal of the disorderly individuals.

Q. What if a majority of the city council get together for coffee every week at the local coffee shop? Is that considered a public meeting?

A. No, not unless city business is discussed. Use extreme caution though; if a majority of the council is seen together, the public may assume that city business is the topic and allege a violation has occurred.

Q. What happens if the Open Public Meetings Act is violated?

A. There are several potential consequences for violating the procedural requirements of the Open Public Meetings Act. Most importantly, actions taken in meetings that violate the Act are null and void, including the passing of ordinances and resolutions. In addition, knowing attendance by a member at an improperly held meeting is punishable by a civil fine of \$500 for the first violation and \$1,000 for subsequent violations. The party that prevails in an action for violation of the Act may recover reasonable expenses and attorneys’ fees under certain circumstances.

Q. If a majority of the city council are included on an email related to city business, is the Open Public Meetings Act violated?

A. Yes, there likely is a violation of the OPMA if a quorum of the city council exchange emails in which they discuss public business. However, if one member emails the other members to share relevant information but there is no exchange of information, then likely there is no OPMA violation. In other words, if there is just passive receipt of the email, there has been no meeting. It is the exchange of emails or dialogue between the councilmembers that triggers the likelihood of an OPMA violation.

Public hearings

The principal difference between council meetings and public hearings is their purpose and the public participation requirement. The two types of proceedings may seem similar to an outsider, but council meetings are conducted primarily to make decisions, while public hearings are held to gather the data and opinions from the public that facilitate the decision-makers at the council meeting.

What is the difference between a public meeting and a public hearing?

In Washington, all meetings of governmental bodies at which decisions are made are public meetings, under the Open Public Meetings Act. At a public meeting, anyone may attend the meeting and observe.

A governmental body may permit public participation; however, there is no right of the public neither to participate in the course of a public meeting nor to comment on the subject matter being considered by the governmental body. In contrast, during a public hearing, the public is invited to speak to the council and the council primarily listens and receives public input. No decisions are made during a public hearing.

A public hearing may be held as part of a regularly scheduled public meeting, but the two phases are conducted separately.

When is a public hearing required?

There are relatively few situations that actually require a public hearing, although there are many occasions when public hearings may be advisable. The most typical circumstances requiring public hearings are listed below.

Annexation proceedings

- Direct petition method of annexation

Budget process

- Following preliminary budget filing
- Emergency expenditures

Planning and zoning

- Adoption or amendment of a comprehensive plan
- Adoption or amendment of a zoning code

Street vacations

Local improvement districts

- Creation of a local improvement district
- Development of the assessment role
- Assessment of an omitted property

Arterial street construction

Sale of public utility property

Creation of a parking and business improvement area

Approval of preliminary plats

Removal of city manager (if requested)

What is the required notice for public hearings?

For some types of public hearings, there are specific statutory provisions containing notice requirements. Many of the public hearing statutes listed above include notice requirements. Where no specific statutory standards regarding notice are provided, each city must establish a procedure for notifying the public of upcoming hearings. The procedures may include written notification to the city's official newspaper, publication of a notice in the official newspaper, and such other processes as the city determines will satisfy the notice requirement.

What rules govern a public hearing?

The governing body holding the public hearing may establish rules of procedure for its conduct. These rules may include limiting the time allowed for public presentations, as long as they are reasonable and fair. At the commencement of the hearing, the rules that will govern should be explained. The same quorum rules for public meetings apply to public hearings: a quorum of the decision-making body is required for the transaction of business.

Sample city council rules of procedure for mayor-council code cities

MRSC has on file numerous examples of council rules of procedures from both mayor-council and council-manager cities. This sample is not a “model” which we are recommending. We suggest that you review the rules printed here as well as other examples. Some cities have more detailed rules. You can review and download additional sets of rules of procedure through the MRSC web site, or contact the MRSC library to borrow additional sample rules.

City council rules of procedure

1. General rules

- 1.1 Meetings to be public:** All official meetings of the council shall be open to the public with the exception of executive sessions for certain limited topics (as defined in RCW 42.30) and closed sessions authorized by RCW 42.30.140. The journal of proceedings (minute book) shall be open to public inspection.
- 1.2 Quorum:** Four councilmembers shall be in attendance to constitute a quorum and be necessary for the transaction of business. If a quorum is not present, those in attendance will be named and they shall adjourn to a later time, but no adjournment shall be for a longer period than until the next regular meeting.
- 1.3 Attendance, excused absences:** RCW 35A.12.060 provides that a councilmember shall forfeit his/her office by failing to attend three (3) consecutive regular meetings of the council without being excused by the council. Members of the council may be so excused by complying with this section. The member shall contact the chair prior to the meeting and state the reason for his/her inability to attend the meeting. If the member is unable to contact the chair, the member shall contact the city clerk or deputy city clerk, who shall convey the message to the chair. The chair shall inform the council of the member's absence, state the reason for such absence and inquire if there is a motion to excuse the member. Upon passage of such motion by a majority of members present, the absent member shall be considered excused and the recorder will make an appropriate notation in the minutes. If the motion is not passed, the recorder will note in the minutes that

the absence is unexcused.

- 1.4 Journal of proceedings:** A journal of all proceedings of the council shall be kept by the city clerk and shall be entered in a book constituting the official record of the council.

- 1.5 Right of floor:** Any member desiring to speak shall be recognized by the chair and shall confine his/her remarks to one subject under consideration or to be considered.

- 1.6 Rules of order:** Robert's Rules of Order Newly Revised shall be the guideline procedures for the proceedings of the council. If there is a conflict, these rules shall apply.

2. Types of meetings

- 2.1 Regular council meetings:** The council shall meet on the ____ of each month at 7 pm. When a council meeting falls on a holiday, the council may determine an alternate day for the meeting or cancel the meeting. The council may reschedule regular meetings to a different date or time by motion. The location of the meetings shall be the council chambers at city hall, unless specified otherwise by a majority vote of the council. All regular and special meetings shall be public.

- 2.2 Special meetings:** Special meetings may be called by the mayor or any four (4) members of the council. The city clerk shall prepare a notice of the special meeting stating the time, place and business to be transacted. The city clerk shall attempt to notify each member of the council, either by telephone or otherwise, of the special meeting. The city clerk shall give at least 24 hours' notice of the special meeting to each local newspaper of general circulation and to each local radio and/or television station which has filed with the clerk a written request to be notified of special meetings. No subjects other than those specified in the notice shall be considered. The council may not make final disposition on any matter not mentioned in the notice.

Special meetings may be called in less than 24 hours, and without the notice required in this section, to deal with emergencies involving injury or damage to persons or property or the likelihood of such injury or damage if the notice requirements would be impractical or increase the likelihood of such injury or damage.

2.3 Continued and adjourned sessions: Any session of the council may be continued or adjourned from day to day, or for more than one day, but no adjournment shall be for a longer period than until the next regular meeting.

2.4 Study sessions and workshops: The council may meet informally in study sessions and workshops (open to the public), at the call of the mayor or of any three or more members of the council, to review forthcoming programs of the city, receive progress reports on current programs or projects, receive other similar information from city department heads or conduct procedures workshops, provided that all discussions and conclusions thereon shall be informal and do not constitute official actions of the council. Study sessions and workshops held by the council are "special meetings" of the council, and the notice required by RCW 42.30.080 must be provided.

2.5 Executive sessions: Executive sessions or closed meetings may be held in accordance with the provisions of the Washington State Open Meetings Act (RCW 42.30). Among the topics that may be discussed are: (1) personnel matters; (2) consideration of acquisition of property for public purposes or sale of city-owned property; and (3) potential or pending litigation in which the city has an interest, as provided in the Revised Code of Washington. The council may hold an executive session during a regular or special meeting. Before convening in executive session the chair shall publicly announce the purpose for excluding the public from the meeting place and the time when the executive session will be concluded. If the council wishes to adjourn at the close of a meeting from executive session, that fact will be announced along with the estimated time for the executive session. The announced time limit for executive sessions may be extended to a stated later time by the announcement of the chair.

2.6 Attendance of media at council meetings: All official meetings of the council and its committees shall be open to the media, freely subject to recording by radio, television and photographic services at any time, provided that such arrangements do not interfere with the orderly conduct of the meetings.

3. Chair and duties

3.1 Chair: The mayor, if present, shall preside as chair at all meetings of the council. In the absence of the mayor, the mayor pro tem shall preside. In the absence of both the mayor and mayor pro tem, the council shall elect a chair.

3.2 Call to order: The meetings of the council shall be called to order by the mayor or, in his absence, by the mayor pro tem. In the absence of both the mayor and mayor pro tem, the meeting shall be called to order by the city clerk or Clerk's designee for the election of a temporary chair.

3.3 Preservation of order: The chair shall preserve order and decorum, prevent attacks on personalities or the impugning of members' motives and confine members in debate to the question under discussion.

3.4 Points of order: The chair shall determine all points of order, subject to the right of any member to appeal to the council. If any appeal is taken, the question shall be "Shall the decision of the chair be sustained?"

3.5 Questions to be stated: The chair shall state all questions submitted for a vote and announce the result. A roll call vote shall be taken upon all questions.

3.6 Mayor – powers: The mayor may not make or second motions, but may participate in debate to the extent that such debate does not interfere with chairing the meeting. If the mayor wishes to participate vigorously in the debate of an issue, the mayor shall turn over chairing of that portion of the meeting to the mayor pro tem, or to another councilmember if the mayor pro tem is absent. The mayor's voting rights and veto power are as specified in RCW 35A.12.100.

4. Order of business and agenda

4.1 Order of business: The order of business for all regular meetings shall be transacted as follows unless the council, by a majority vote of the members present, suspends the rules and changes the order:

- (1) Call to order
- (2) Pledge of allegiance
- (3) Council discussion/agenda review/set time restrictions (See Rules 6.1 and 7.4)
- (4) Comments from city residents
- (5) Consent agenda
- (6) Mayor's reports
- (7) Department head/council committee/board/commission reports
- (8) Other business
- (9) Continued comments from city residents
- (10) Councilmember comments
- (11) Adjournment

The consent agenda may contain items which are of a routine and noncontroversial nature which may include, but are not limited to, the following: meeting minutes, payroll, claims, budget amendments, park use requests and any item previously approved by council with a unanimous vote and which is being submitted to council for final approval. Any item on the consent agenda may be removed and considered separately as an agenda item at the request of any councilmember or any person attending a council meeting.

4.2 Council agenda: The mayor shall prepare the agenda for council meetings. Subject to the council's right to amend the agenda, no legislative item shall be voted upon which is not on the council agenda, except in emergency situations (defined as situations which would jeopardize the public's health, safety or welfare).

4.3 Mayor and councilmember comments and concerns: The agenda shall provide a time when the mayor ("Mayor's reports") or any councilmember ("Comments from councilmembers") may bring before the council any business that he/she feels should be deliberated upon by the council. These matters need not be specifically listed on the agenda, but formal action on such matters may be deferred until a subsequent council meeting, except that immediate action may be taken upon a vote of a majority of all members of the council. There shall be no lectures, speeches or grandstanding.

5. Consensus and motions

5.1 Consensus votes: When a formal motion is not required on a council action or opinion, a consensus voice vote will be taken. The chair will state the action or opinion and each councilmember will state his/her name and vote by saying "aye" or "nay".

5.2 Motions: No motion shall be entertained or debated until duly seconded and announced by the chair. The motion shall be recorded and, if desired by any councilmember, it shall be read by the recorder before it is debated and, by the consent of the council, may be withdrawn at any time before action is taken on the motion.

5.3 Votes on motions: Each member present shall vote on all questions put to the council except on matters in which they have been disqualified for a conflict of interest or under the appearance of fairness doctrine. Such member shall disqualify themselves prior to any discussion of the matter and shall leave the council chambers. When disqualification of a member or members results or would result in the inability of the council at a subsequent meeting to act on a matter on which it is required by law to take action, any member who was absent or who had been disqualified under the appearance of fairness doctrine may subsequently participate, provided such member first shall have reviewed all materials and listened to all tapes of the proceedings in which the member did not participate.

5.4 Failure to vote on a motion: Any councilmember present who fails to vote without a valid disqualification shall be declared to have voted in the affirmative on the question.

5.5 Motions to reconsider: A motion to reconsider must be made by a person who voted with the majority on the principal question and must be made at the same or succeeding regular meeting. No motion to reconsider an adopted quasi-judicial written decision shall be entertained after the close of the meeting at which the written findings were adopted.

6. Public hearing procedures

6.1 Speaker sign-in: Prior to the start of a public hearing the chair may require that all persons wishing to be heard sign in with the recorder, giving their name and whether they wish to speak as a proponent, opponent or from a neutral position. Any person who fails to sign in shall not be permitted to speak until all those who signed in have given their testimony. The chair, subject to the concurrence of a majority of the council, may establish time limits and otherwise control presentations. (Suggested time limit is three minutes per speaker or five minutes when presenting the official position of an organization or group.) The chair may change the order of speakers so that testimony is heard in the most logical groupings (i.e. proponents, opponents, adjacent owners, etc.).

6.2 Conflict of interest/Appearance of fairness: Prior to the start of a public hearing the chair will ask if any councilmember has a conflict of interest or appearance of fairness doctrine concern which could prohibit the councilmember from participating in the public hearing process. A councilmember who refuses to step down after challenge and the advice of the city attorney, a ruling by the mayor or chair and/or a request by the majority of the remaining members of the council to step down is subject to censure. The councilmember who has stepped down shall not participate in the council decision nor vote on the matter. The councilmember shall leave the council chambers while the matter is under consideration, provided, however, that nothing herein shall be interpreted to prohibit a councilmember from stepping down in order to participate in a hearing in which the councilmember has a direct financial or other personal interest.

6.3 The public hearing process: The chair introduces the agenda item, opens the public hearing and announces the following Rules of Order:

- (1) All comments by proponents, opponents or other members of the public shall be made from the podium; any individuals making comments shall first give their name and address. This is required because an official recorded transcript of the public hearing is being made.

- (2) No comments shall be made from any other location. Anyone making "out of order" comments shall be subject to removal from the meeting. If you are disabled and require accommodation, please advise the recorder.
- (3) There will be no demonstrations during or at the conclusion of anyone's presentation.
- (4) These rules are intended to promote an orderly system of holding a public hearing, to give every person an opportunity to be heard, and to ensure that no individual is embarrassed by exercising his/her right of free speech.
 - The chair calls upon city staff to describe the matter under consideration.
 - The chair calls upon proponents, opponents and all other individuals who wish to speak regarding the matter under consideration.
 - The chair inquires as to whether any councilmember has questions to ask the proponents, opponents, speakers or staff. If any councilmember has questions, the appropriate individual will be recalled to the podium.
 - The chair continues the public hearing to a time specific or closes the public hearing.

7. Duties and privileges of community members

7.1 Meeting participation: The public is welcome at all council meetings and are encouraged to attend and participate prior to the deliberations of the council. Recognition of a speaker by the chair is a prerequisite and necessary for an orderly and effective meeting, be the speaker an attendee, councilmember or staff member. Further, it will be expected that all speakers will deliver their comments in a courteous and efficient manner and will speak only to the specific subject under consideration. Anyone making out-of-order comments or acting in an unruly manner shall be subject to removal from the meeting. Use of cellular telephones is prohibited in the council chambers.

7.2 Subjects not on the current agenda: Under agenda item “Comments from city residents,” the public may address any item they wish to discuss with the mayor and council. They shall first obtain recognition by the chair, state their name, address and subject of their comments. The chair shall then allow the comments, subject to a three (3) minute limitation per speaker, or other limitations as the chair or council may deem necessary. Following such comments, if action is required or has been requested, the chair may place the matter on the current agenda or a future agenda or refer the matter to staff or a council committee for action or investigation and report at a future meeting.

7.3 Subjects on the current agenda: Any member of the public who wishes to address the council on an item on the current agenda shall make such request to the chair or presiding officer. The chair shall rule on the appropriateness of public comments as the agenda item is reached. The chair may change the order of speakers so that testimony is heard in the most logical grouping (i.e. proponents, opponents, adjacent owners, etc.). All comments shall be limited to three (3) minutes per speaker, or other limitations as the chair or council may deem necessary.

7.4 Manner of addressing the council – time limit: Each person addressing the council shall step up to the podium, give his/her name and address in an audible tone of voice for the record and, unless further time is granted by the council, shall limit his/her remarks to three (3) minutes. Agenda items “Comments from city residents” and “Continued comments from city residents” shall be limited to a total of 30 minutes each unless additional time or less time is agreed upon by the council (dependent upon the length of the council agenda). All remarks shall be addressed to the council as a body and not to any member thereof. No person, other than the chair, members of the council and the person having the floor, shall be permitted to enter into any discussion, either directly or through the members of the council. No questions shall be asked of the councilmembers, except through the chair. The council will then determine the disposition of the issue (information only, place on present agenda, workshop, a future agenda, assign to staff, assign to council Committee or do not consider).

7.5 Personal and slanderous remarks: Any person making personal, impertinent or slanderous remarks or who shall become boisterous while addressing the council may be requested to leave the meeting and may be barred from further audience before the council during that council meeting by the chair or presiding officer.

7.6 Written communications: Interested parties, or their authorized representatives, may address the council by written communication in regard to any matter concerning the city’s business or over which the council had control at any time. The written communication may be submitted by direct mail or by addressing the communication to the city clerk who will distribute copies to the councilmembers. The communication will be entered into the record without the necessity for reading as long as sufficient copies are distributed to members of the audience/public.

7.7 Comments in violation of the appearance of fairness doctrine: The chair may rule out of order any comment made with respect to a quasi-judicial matter pending before the council or its boards or commissions. Such comments should be made only at the hearing on a specific matter. If a hearing has been set, persons whose comments are ruled out of order will be notified of the time and place when they can appear at the public hearing on the matter and present their comments.

7.8 “Out of Order” comments: Any person whose comments have been ruled out of order by the chair shall immediately cease and refrain from further improper comments. The refusal of an individual to desist from inappropriate, slanderous or otherwise disruptive remarks after being ruled out of order by the chair may subject the individual to removal from the council chambers.

These rules are intended to promote an orderly system of holding a public meeting and to give every person an opportunity to be heard.

8. Filling council vacancies and selecting mayor pro tem

8.1 Notice of vacancy: If a council vacancy occurs, the council will follow the procedures outlined in RCW 42.12.070. In order to fill the vacancy with the most qualified person available until an election is held, the council will widely distribute and publish a notice of the vacancy and the procedure and deadline for applying for the position.

8.2 Application procedure: The council will draw up an application form which contains relevant information that will answer set questions posed by council. The application form will be used in conjunction with an interview of each candidate to aid the council's selection of the new councilmember.

8.3 Interview process: All candidates who submit an application by the deadline will be interviewed by the council during a regular or special council meeting open to the public. The order of the interviews will be determined by drawing the names; in order to make the interviews fair, applicants will be asked to remain outside the council chambers while other applicants are being interviewed. Applicants will be asked to answer questions submitted to them in advance of the interview and questions posed by each councilmember during the interview process. The councilmembers will ask the same questions of each candidate. Each candidate will then be allowed two (2) minutes for closing comments. Since this is not a campaign, comments and responses about other applicants will not be allowed.

8.4 Selection of councilmember: The council may recess into executive session to discuss the qualifications of all candidates. Nominations, voting and selection of a person to fill the vacancy will be conducted during an open public meeting.

8.5 Selecting mayor pro tem and alternate mayor pro tem: The mayor pro tem and Alternate mayor pro tem will be selected by the councilmembers.

9. Creation of committees, boards and commissions

9.1 Community committees, boards and commissions:

The council may create committees, boards, and commissions to assist in the conduct of the operation of city government with such duties as the council may specify not inconsistent with the city code.

9.2 Membership and selection: Membership and selection of members shall be as provided by the council if not specified otherwise in the city code. Any committee, board, or commission so created shall cease to exist upon the accomplishment of the special purpose for which it was created, or when abolished by a majority vote of the council. No committee so appointed shall have powers other than advisory to the council or to the mayor except as otherwise specified in the city code.

9.3 Removal of members of boards and commissions:

The council may remove any member of any board or commission which it has created by a vote of at least a majority of the council (this rule does not apply to the civil service commission or any other such body which has statutory procedures concerning removal).

10. Suspension and amendment of these rules

10.1 Suspension of these rules: Any provision of these rules not governed by the city code may be temporarily suspended by a vote of a majority of the council.

10.2 Amendment of these rules: These rules may be amended or new rules adopted by a majority vote of all members of the council, provided that the proposed amendments or new rules shall have been introduced into the record at a prior council meeting.

Sample procedures: Appearance of fairness and quasi-judicial hearing

For a complete explanation of the appearance of fairness doctrine and related hearing procedures, see the MRSC publication, *Appearance of Fairness Doctrine in Washington State*. The following sample procedures provide an example of a process for complying with the appearance of fairness doctrine in quasi-judicial hearings. They are provided as an example only – please do not copy without checking with your legal counsel. MRSC has samples of other council rules of procedure which include alternative wording.

Appearance of fairness doctrine defined

“In short, when the law which calls for public hearings gives the public not only the right to attend but the right to be heard as well, the hearings must not only be fair but must appear to be so. It is a situation where appearances are quite as important as substance” (*Zehring v. Bellevue*, 99 Wn.2d 488, 1983). The court went on to say that “[t]he test of whether the appearance of fairness doctrine has been violated is as follows: Would a disinterested person, having been apprised of the totality of a board member’s personal interest in a matter being acted upon, be reasonably justified in thinking that partiality may exist? If answered in the affirmative, such deliberations, and any course of conduct reached thereon, should be voided” (*id*).

Types of hearings to which doctrine applies

The appearance of fairness doctrine applies to land use decisions of the Council which are quasi-judicial in nature. Quasi-judicial actions are proceedings of the city council which determine the legal rights, duties, or privileges of specific parties in a hearing or other contested proceeding. Quasi-judicial actions do not include legislative actions adopting, amending, or revising comprehensive, community, or neighborhood plans or other land use planning documents or the adoption of area-wide zoning ordinances or the adoption of a zoning amendment that is of area-wide significance (RCW 42.36.010). Some examples of quasi-judicial actions which may come before the council are: rezones or reclassifications of specific parcels of property, appeals from decisions of the hearing examiner, substantive appeals of threshold decisions under the State Environmental Protection Act, subdivisions, street vacations, and special land use permits.

General guidelines

a conflict of interest, but whether there is an appearance of conflict of interest to the average person. This may involve the councilmember, or a councilmember’s business associate, or a member of the councilmember’s immediate family. It could involve ex parte communications, ownership of property in the vicinity, business dealings with the proponents or opponents before or after the hearing, business dealings of the councilmember’s employer with the proponents or opponents, announced predisposition, and the like.

Prior to any quasi-judicial hearing, each councilmember should give consideration to whether a potential violation of the appearance of fairness doctrine exists. If the answer is in the affirmative, no matter how remote, the councilmember should disclose such facts to the mayor who will seek the opinion of the city attorney as to whether a potential violation of the appearance of fairness doctrine exists. The Mayor shall communicate such opinion to the councilmember.

Anyone seeking to disqualify a councilmember from participating in a decision on the basis of a violation of the appearance of fairness doctrine must raise the challenge as soon as the basis for disqualification is made known or reasonably should have been made known prior to the issuance of the decision; upon failure to do so, the Doctrine may not be relied upon to invalidate the decision. The party seeking to disqualify the councilmember shall state with specificity the basis for disqualification; for example: demonstrated bias or prejudice for or against a party to the proceedings, a monetary interest in outcome of the proceedings, prejudgment of the issue prior to hearing the facts on the record, or ex parte contact.

Should such challenge be made prior to the hearing, the mayor shall direct the city attorney to interview the councilmember and render an opinion as to the likelihood that an appearance of fairness violation would be sustained in superior court. Should such challenge be made in the course of a quasi-judicial hearing, the presiding officer shall call a recess to permit the city attorney to make such interview and render such opinion.

The mayor shall have sole authority to request a councilmember to excuse themselves on the basis of an appearance of fairness violation. Further, if two (2) or more councilmembers believe that an appearance of fairness violation exists, such individuals may move to request a councilmember to excuse themselves on the basis of an appearance of fairness violation. In arriving at this decision, the mayor or other councilmembers shall give due regard to the opinion of the city attorney.

Notwithstanding the request of the mayor or other councilmembers, the councilmember may participate in any such proceeding.

Hearing procedure

1. The mayor or other individual chairing the meeting will start by first describing the purpose of the meeting and will then read RCW 42.36.060:

During the pendency of any quasi-judicial proceeding, no member of a decision-making body may engage in ex parte communications with opponents or proponents with respect to the proposal which is the subject of the proceeding unless that person:

- (1) Places on the record the substance of any written or oral ex parte communications concerning the decision of action; and
 - (2) Provides that a public announcement of the content of the communication and of the parties' rights to rebut the substance of the communication shall be made at each hearing where action is considered or taken on the subject to which the communication related. This prohibition does not preclude a member of a decision-making body from seeking in a public hearing specific information or data from such parties relative to the decision if both the request and the results are a part of the record. Nor does such prohibition preclude correspondence between a resident and their elected official if any such correspondence is made a part of the record when it pertains to the subject matter of a quasi-judicial proceeding.
2. The chairperson will then ask each councilmember to state for the record what ex parte contacts they have had, whether written or oral, concerning the matter to be decided.

3. The chairperson will then ask the following questions:
 - (a) Does any member of this council have knowledge of having conducted business with either the proponents or opponents of this [name type of project or proceeding]?
 - (b) Does any member of this council have either a pecuniary or a nonpecuniary interest in the outcome of this proceeding?
 - (c) Does any member of this council know whether or not their employer has a financial interest in the land or area which will be impacted by the decision in this proceeding?
 - (d) Does any member of this council live or own property within 300 feet of the area which will be impacted by the decision in this proceeding?
 - (e) Does any member of this council have any special knowledge about the substance of the merits of this proceeding which would or could cause the councilmember to prejudge the outcome of this proceeding?
 - (f) Is there any member of this council who believes that they cannot sit and hear this matter fairly and impartially, both as to the respective positions of the proponents and the opponents in this proceeding?
 - (g) Is there any member of the audience who because of the "appearance of fairness doctrine" wishes to disqualify any member of the council from hearing this matter? If so, please state the name of the councilmember and the reason or reasons why you believe that councilmember should be disqualified.

After the above procedure has been followed and all requests for disqualification have been handled, the mayor or other person chairing the meeting will proceed with the hearing in accordance with the agenda.

Additional resources

Public Hearings – When and How to Hold Them, MRSC Focus

Knowing the Territory, MRSC

The Appearance of Fairness Doctrine in Washington State, MRSC

Public participation: Tips for talking with the council

The following is part of one city's guidance to the public on how they can provide input at council meetings. Similar language appears on several city web pages on the Internet.

- The city council welcomes participation in all public meetings. Arrangements for a sign language interpreter, hearing assistance and other assistance can be made by calling the council secretary at _____ or the deputy city clerk at _____.
- When you feel strongly about a public issue or a local concern, the council encourages you to share your information and thoughts with them. If you are unable to attend a meeting or would rather not give testimony at the meeting, you are encouraged to send/fax a letter which would be made a part of the official record.
- To speak during the public comment period, you do not have to sign up in advance, and you may talk on any item and/or concern not scheduled for a public hearing.
- If you want to speak on the topic at a public hearing scheduled for that evening, you must comment during the public hearing portion of the meeting, however, you need not sign up in advance.
- When you talk with the council, step up to one of the microphones and identify yourself by stating your name and address so they will know who you are. Be sure your microphone is on and speak into it clearly (it is not necessary to try to adjust the microphone to your height).
- During the public comment period, your comments are limited to three minutes. These are guidelines to help councilmembers hear as many different viewpoints as possible in the limited time available. If you are speaking for a group, you must tell the council how the group developed the position that you are presenting.
- If previous speakers have already made the comments you wish to make, feel free simply to identify yourself and indicate your agreement with what has already been said.
- During the public comment periods, residents have called the council's attention to a wide variety of issues concerning the city. Residents' views have ranged from concerns about parking in front of their homes to improving wheelchair accessibility throughout the city.

Suggested presentation model for precise, well organized proposals

- **Point.** What is the idea you wish to present? Begin with an "I statement" outlining your idea, such as, "I am here to (support/oppose)..."
- **Reason.** Why you are making this point. This is an important step so the listener does not make assumptions about your motives.
- **Example.** Brief and relevant example to clarify and make your point concrete.
- **Summary.** What condition will be changed or improved if your point is adopted?
- **Action.** (If appropriate, depending on the situation) What needs to be done and who will do it.

Public hearings

A public hearing offers you a formal opportunity to give your views to the Council on the subject of the hearing.

- To give testimony, step up to one of the microphones and identify yourself by stating your name and address for the record. When you talk to the council during a public hearing, councilmembers, staff and the audience will remain silent. After the last person has spoken, the hearing will be closed. The city council will then discuss and will often decide on the issue.
- The audience may not comment during council's deliberations unless a councilmember requests more information from a speaker.
- Again, you are also encouraged to submit your written comments on the subject to the council secretary or city clerk before the meeting so they can be included in the record and distributed to the council.

Meeting tips

Meeting savvy

Consider these pieces of advice when preparing for a meeting:

- **Give colleagues time to assimilate things.** You'll notice that an idea rejected one day may be presented by the one who opposed it earlier.
- **Don't try to please everyone.** This simply does not work and makes you look weak and indecisive.
- **Confront meeting disrupters immediately.** Don't let them take control of the meeting or set its tone.
- **"We've always done it this way."** Don't become so enamored with precedent that it keeps the group from moving forward.
- **Don't waste quality meeting time dealing with routine complaints that can be resolved by staff outside the meeting.**
- **Apply rules equally with all participants.** Don't strictly enforce a time limit for one person and be lax with another.
- **Be careful about using first names of audience members you know and last names of those you don't.** It may be interpreted as bias.
- **Alert staff before the meeting if you intend to bring up an important issue.** This simple courtesy will help staff prepare background information and avoid embarrassment.
- **Be sensitive to audience perceptions regarding your neutrality during a recess, especially during hot meetings.** If you meet with one group and not with another, you may be perceived as favoring that group.
- **If you disagree with a significant statement or proposal made by a colleague or staff member at a meeting, express that disagreement.** Silence may be interpreted by staff as agreement and they may take action based upon that assumption.

Chairperson faux pas

Acting as the chair for a group is a demanding task. Here are some common mistakes:

- Failing to remain impartial during a heated discussion.
- Forgetting to relinquish the gavel when the chair becomes emotionally involved in an issue.
- Treating members unevenly.
- Cutting off discussion before members are ready.
- Failing to close discussion in a timely manner.
- Failing to establish or follow the agenda.
- Allowing the meeting to become too informal; letting the meeting drift.
- Neglecting to explain the process being followed.
- Failing to restate audience questions so all in the audience can hear.
- Failing to recognize and deal with councilmember objections to procedure or process.
- Failing to protect members and staff from verbal attack.
- Losing track of amendments to motions.
- Failing to restate motions before they are voted upon.
- Forgetting to call recesses during long meetings.
- Neglecting to reconvene the meeting at the specified time after a recess.

Resist the temptation to be a dictator at council meetings. Remember: it's the council's meeting, not the mayor's meeting.

The art of asking questions: How to aid discussion by asking the right questions

Questions are one of the most important tools you can use to obtain information, focus the group and facilitate decision-making. Here are some samples:

Asking of colleagues

- How do you feel about this item?
- What do you think the proposed action will accomplish?
- Would you please elaborate on your position?
- What results are we looking for?

Asking of staff

- What other alternatives did you consider?
- Why has this item come to be on our agenda?
- What are we trying to accomplish with this law/policy?
- What are the benefits and drawbacks?
- Will you please explain the process?
- Have we ever made an exception to this policy?
- What would it take for you to support this?
- What type of feedback have you received from the residents?

Asking of the public

- How will this proposal affect you?
- What do you think about the proposed action?
- What are your concerns?
- What other ways can you suggest for solving the problem?

To broaden participation

- We've heard from some of you. Would others who have not yet spoken like to add their ideas?
- How do the ideas presented thus far sound to those of you who have been thinking about them?
- What other issues related to this problem should we discuss?

To limit participation

- We appreciate your contributions. However, it might be well to hear from some of the others.
- You have made several good statements, and I am wondering if someone else might like to ask a question or make a statement.
- Since all of the group have not yet had an opportunity to speak, I wonder if you could hold your comments until a little later?

To focus discussion

- Where are we now in relation to the decision we need to make?
- Would you like to have me review my understanding of what's been said and where we are?
- Your comment is interesting. However, I wonder if it relates to the problem before us?
- As I understand it, this is the problem...Are there additional comments before we come to a decision?

To help the group move along

- I wonder if we've spent enough time on this and are ready to move along to...?
- Have we gone into this part of the problem far enough so that we can shift our attention to...?
- In view of the remaining agenda items, would it be well to go to the next question before us?

To help the group reach a decision

- Do I sense an agreement on these points...?
- What have we accomplished up to this point?
- Should we look at our original objective and see how we close we are to it?
- Would someone care to sum up our discussion on this issue?

To lend continuity

- At our last meeting we discussed this issue. Anyone care to review what we covered then?
- Since we cannot reach a decision at this meeting, what issues should we take up at the next one?
- Are there points that need further study before we convene again?

Source:
Elected Official's Little Handbook, Len Wood
If You Only Had More Time – But You Don't, International City Management Association

Parliamentary procedure

Parliamentary procedure provides the process for proposing, amending, approving and defeating legislative motions. Although following parliamentary procedure is not required, it can make council meetings more efficient and reduce the chances of council actions being declared illegal or challenged for procedural deficiencies.

A city may adopt, by ordinance or resolution, its own set of rules governing the conduct of council meetings, or it may adopt by reference formalized rules such as Robert's Rules of Order. Many Washington cities have adopted Robert's Rules, supplementing those rules with additional rules on issues such as voting abstentions and motions for reconsideration. (See Appendix 6, Sample Council Rules of Procedure.)

Motions

Business is brought before the council by motions, a formal procedure for taking actions. To make a motion, a councilmember must first be recognized by the mayor. After the councilmember has made a motion (and after the motion is seconded if required), the chair must then restate it or rule it out of order, then call for discussion. Most motions require a second, although there are a few exceptions.

Exact wording of motions and amendments is important for clarity and recording in the minutes. If it's a complex motion, the motion should be written down for the chair to read.

Robert's Rules

The following summarizes important points from Robert's Rules of Order. Other parliamentary rules or your own council rules of procedure may contain different provisions.

- Only one subject may be before a group at one time. Each item to be considered is proposed as a motion which usually requires a "second" before being put to a vote. Once a motion is made and seconded, the chair places the question before the council by restating the motion.
- "Negative" motions are generally not permitted. To dispose of a business item, the motion should be phrased as a positive action to take, and then, if the group desires not to take this action, the motion should be voted down. The exception to this rule is when a governing body is asked to take action on a request and wishes to create a record as to why the denial is justified.
- Only one person may speak at any given time. When a motion is on the floor, an order of speaking is prescribed by Robert's Rules, allowing the mover of a motion to speak first, so that the group understands the basic premise of the motion. The mover is also the last to speak, so that the group has an opportunity to consider rebuttals to any arguments opposing the motion.
- All members have equal rights. Each speaker must be recognized by the moderator prior to speaking. Each speaker should make clear their intent by stating, "I wish to speak for/against the motion" prior to stating arguments.
- Each item presented for consideration is entitled to a full and free debate. Each person speaks once, until everyone else has had an opportunity to speak.
- The rights of the minority must be protected, but the will of the majority must prevail. Persons who don't share the point of view of the majority have a right to have their ideas presented for consideration, but ultimately the majority will determine what the council will or will not do.

Types of motions

Robert's Rules of Order provides for four general types of motions.

Main motions

The most important are main motions, which bring before the board, for its action, any particular subject. Main motions cannot be made when any other motions are before the group.

Subsidiary motions

Subsidiary motions are motions which direct or change how a main motion is handled. These motions include:

Tabling. Used to postpone discussion until the group decides by majority vote to resume discussion. By adopting the motion to “lay on the table”, a majority has the power to halt consideration of the question immediately without debate. Requires a second, nondebatable, not amendable.

Previous question or close debate. Used to bring the body to an immediate vote. It closes debate and stops further amendment. Contrary to some misconceptions, the majority decides when enough discussion has occurred, not the moderator. The formal motion is to “call for the question” or “call for the previous question,” or simply, “I move to close debate.” The motion requires a second, is not debatable and requires a two-thirds majority.

Limit/extend debate. May be desired if the group has adopted a rule limiting the amount of time that will be spent on a topic, or if the group desires to impose a time limitation.

Postpone to a definite time. Similar to tabling, except that the motion directs that the matter will be taken up again at some specific date and time.

Refer to committee. Directs that some other body will study the matter and report back.

Amendment. Used to “fine tune” a motion to make it more acceptable to the group. The amendment must be related to the main motion’s intent and cannot be phrased in a way that would defeat the main motion. Two amendments may be on the floor at one time: the first amendment modifies the main motion, and the second amendment must relate to the first amendment. When an amendment is on the floor, only the amendment may be debated. The amendments are voted on in the reverse order in which they were made, as each amendment changes to some degree the intent of the main motion. As each amendment is voted on, an additional primary or secondary amendment may be introduced. Requires a second, debatable, majority vote.

Postpone indefinitely. This motion effectively kills a motion, because, if adopted, a two-thirds vote is subsequently required to take the matter up again.

Incidental motions

Incidental motions are housekeeping motions which are in order at any time, taking precedence over main motions and subsidiary motions. These motions include:

Point of order. To bring to the group’s attention that the rules are being violated. You don’t need not to be recognized prior to making a point of order. This is not really a motion, but requires the moderator to make a ruling as to whether or not immediate consideration is proper.

Appeal from the decision of the chair. The group can overrule the chair on any decision. While the motion must be seconded, it cannot be amended. When this motion is moved and seconded, the moderator immediately states the question, “Shall the decision of the chair stand as the judgment of the council?” If there is a tie vote, the chair’s decision is upheld. The motion is not debatable when it applies to a matter of improper use of authority or when it is made while there is a pending motion to close debate. However, the motion can be debated at other times. Each person may speak once, and the moderator may also state the basis for the decision.

Parliamentary inquiry. Not a motion, but a question as to whether an action would be in order.

Point of information. A person may rise to offer information that is considered necessary for the group. This provision is not used to offer debate.

Division of assembly. To require a more precise method of counting votes than by a voice vote, such as having persons raise hands, or stand. No second, not debatable, no vote required.

Request to withdraw a motion. Contrary to popular misconception, a motion cannot be withdrawn by its mover. This request requires majority approval.

Suspension of the rules. When matters are to be taken out of order, or a particular task can be better handled without formal rules in place, this motion can be approved by a two-thirds vote of the group. However, until the rules are restored, only discussion can occur; no decisions can be made. Second required, not debatable, not amendable.

Object to consideration of a question. When a motion is so outrageous, intended to distract the group from resolving legitimate business. The motion can be objected to and ruled out of order without debate. However, if the chair does not rule the motion out of order, a two-thirds vote of the group can block further consideration

Renewal motions

Once the group has taken action, renewal motions require the group to further discuss or dispose of a motion. The motions include:

Reconsider. When the group needs to discuss further a motion that has already been defeated at the same meeting. A majority of the council must approve taking additional time to debate the motion again. The motion can be made only by a person who voted on the prevailing side earlier on the question. Contrary to another popular misconception, the motion may be brought up again at a subsequent meeting. If the moderator believes that there is no indication that the group's wishes have changed, however, the motion can be ruled out of order, subject to an appeal from the decision of the chair.

Take from the table. Unless the original motion to table directed that the motion be brought back at a specific date and time, a majority of the group must pass a motion to take from the table. Such a motion is nondebatable.

Rescind. When the group wishes to annul some action, a motion to rescind is in order at any time. If prior notice has been given to the group that this action will be considered, the motion to rescind can pass with a simple majority vote; however, if no prior notice has been given, the vote requires a two-thirds majority.

Questions of privilege

Finally, there are a few questions of privilege that are in order at any time and must be disposed of prior to resuming discussion on the matter at hand:

Fix the time for next meeting. This is in order at any time, including when a motion to adjourn is pending. Second required, not debatable, amendable.

Adjourn. To bring the meeting to a halt. Second required, not debatable, not amendable. Alternatively, instead of a motion, the chair can ask if there is any further business. If no response, the chair can say, "since there is no further business, the meeting is adjourned."

Recess. A temporary break in the meeting; should state a time at which the meeting will resume. Second required, not debatable, not amendable.

Point of privilege. A matter that concerns the welfare of the group. Can be raised even when another person is speaking. No second, not debatable, no vote required.

Call for the orders of the day. A demand that the group return to the agenda. Can be taken when another person is speaking, no second required, not debatable, no vote required.

Keeping out of trouble

Public officers have the duty of serving the public with undivided loyalty, uninfluenced by any private interest or motive. Care must be taken not to violate this duty of trust, either in appearance or in fact. The behavior of public officers is often scrutinized by the public and is the subject of a profusion of laws. The statutory provisions and common law doctrines that public officials should be familiar with include:

- Conflict of interest
- Incompatible offices
- Appearance of fairness
- Public records disclosure
- Financial disclosure
- Salary increase prohibitions

Keep in mind that there may be overlap between these topics. For example, an activity that passes the conflict of interest test may violate appearance of fairness. It is beyond the scope of this publication to discuss most of these doctrines in any detail. However, be aware that more detailed information is available on these doctrines in the MRSC publication *Knowing the Territory*.

A brief discussion of financial disclosure requirements and the salary increase prohibitions will be provided here because these doctrines are not discussed in *Knowing the Territory*.

Financial disclosure by public officials

Another component of “open government” is personal disclosure of the financial affairs of elected officials. The disclosures of political campaign financing and legislative lobbying are other important areas, but they will not be discussed here. Presumably, councilmembers have been exposed to those requirements as part of their campaign process.

Financial disclosure is required of all elected officials and members of their immediate families, except in small cities and towns. (RCW 42.17A.710). A statement of financial affairs for the preceding calendar year must be filed between January 1 and April 15. Financial disclosure is also required of an appointee in an elective office vacancy.

Q. Is any financial disclosure required of nonelected officials?

A. The only appointed city official who is required to make personal financial disclosures is the treasurer. (RCW 42.17A.570). Cities and towns with populations of 1,000 or fewer are exempt. The scope of the financial disclosure required of treasurers is more limited than for elected officials, consisting of information about financial institutions where the treasurer holds an office, directorship, or ownership interest and where public funds are held.

Q. What small cities and towns are exempt from disclosure requirements?

A. Officials in cities and towns with fewer than 2,000 registered voters as of the date of the most recent general election are exempt from the financial reporting requirements. (RCW 42.17A.135). However, officials in these municipalities can be required to file financial disclosures upon petition of 15 percent of the registered voters or upon adoption of an ordinance or resolution to that effect.

Salary increases for elected officials

Q. May a councilmember receive a salary increase immediately?

A. The general rule is that salary increases, adopted by ordinance, may not raise the salaries of current councilmembers. The state constitution prohibits an increase (or decrease) in the salary of city or town councilmembers after election or during their term of office. This means that the city or town council can vote to increase salaries, but the new salaries may not take effect until after the next election, and even then would be effective only for those councilmembers who are up for re-election. As long as the salary increase ordinance was passed prior to the election, councilmembers are eligible to receive the pay increase as soon as they begin a new term of office. There is one exception. If salaries are set by a salary commission, an increase can go into effect immediately.

Q. May a mayor in a mayor-council city receive a salary increase immediately?

A. The salary of mayors may be raised during their term of office, as long as their vote was not required to pass the applicable ordinance. The state constitution contains an exception allowing salary increases during an official's term in office if that official does not fix their own compensation. The exception cannot be triggered by an official abstaining from the vote for a salary increase because it is a councilmember's authority to fix compensation that is determinative. This exception would allow the salary of a mayor in a mayor-council city to be increased during their term of office, provided that the vote of the mayor is not necessary for the passage of the applicable ordinance. (Attorney General's Opinion, AGO 1968 No. 36).

Q. May a person appointed to fill a council vacancy receive a salary increase immediately, if the increase was enacted prior to the appointment?

A. No, because the Washington Supreme Court has held that the constitutional provision forbidding change in the compensation of a public officer during a term of office refers to the term itself, not to the individual. Therefore, the salary increase is not effective as to an officer appointed or elected to fill out the unexpired term of their predecessor, in situations where the predecessor had been elected prior to the time the salary increase was adopted. (State ex rel. Wyrick v. Ritzville, 16 Wn.2d 36, (1942)).

Are mayor and councilmember emails, texts, and social media subject to public disclosure?

It is important for councilmembers to understand that emails they send, which qualify as public records, are subject to public disclosure under the state Public Records Act (RCW 42.56). Under the Act, a "public record" is broadly defined to include electronic records "containing information relating to the conduct of government or the performance of any proprietary function . . ." Email, text messages, social media, like any other written correspondence and memoranda, which falls within this definition, with few exceptions stated by the Public Records Act, are public records.

This means that email communications between councilmembers, councilmembers and community members, councilmembers and other officials, councilmembers and members of boards and commissions, and councilmembers and city staff may be subject to disclosure. Caution: Keep this in mind as you compose emails, recognizing that your audience may ultimately be broader than the direct recipients of your communication.

Initiative, referendum, and recall

Initiative and referendum

The powers of initiative and referendum are means by which residents can impact legislation directly. Initiative is the power of the public to initiate ordinances by petition. Referendum is the means by which the public can have enacted ordinances referred to them for review. These powers of the public are not universally available. In fact, the powers of initiative and referendum are only available in first class cities, code cities, and cities organized under the commission form of government. Code cities do not automatically have the powers of initiative and referendum, but may adopt them, either by voter resolution or by resolution of a majority of the city council.

(First class cities - RCW 35.22.200 (and the charters); code cities - RCW 35A.11.080 - .100; commission cities - RCW 35.17.240 - .360).

How are the powers of initiative and referendum exercised?

Initiative and referendum procedures in first class cities are controlled by each city's charter. Voters of a commission city or a code city which has acquired the powers of initiative and referendum may initiate ordinances or have certain ordinances which have been passed by the legislative body referred to them for affirmation or rejection at an election. In either instance, the process is begun by petition. In a commission city, a petition is filed, signed by registered voters equal in number to 25 percent of the votes cast for mayoral candidates at the last preceding city election. In a code city, the petition requires signatures of registered voters equal to 15 percent of the number of registered voters in the city as of the date of the last preceding city general election.

Certain ordinances are not subject to referendum. The following ordinances are excepted from the process in both commission and code cities:

- Ordinances initiated by petition
- Ordinances necessary for the immediate preservation of public peace, health, and safety, or for the support of city government and its existing public institutions, which contain a statement of urgency and are passed by a unanimous vote of the commission or council
- Ordinances providing for local improvement districts

In addition, the following types of ordinances are exempt from referendum in a code city:

- Ordinances appropriating money
- Ordinances providing for or approving collective bargaining
- Ordinances providing for the compensation of or working conditions of city employees
- Ordinances authorizing or repealing the levy of taxes

If a valid petition is filed seeking a referendum, the ordinance does not go into effect until it has received a majority of the votes cast at the election.

If a valid initiative petition is filed (accompanied by a proposed ordinance), the commission or council shall either pass the ordinance within 20 days of the clerk's certification of the petition, or else submit the ordinance to the voters at a general or special election called for that purpose. (RCW 35.17.260).

Recall

Elected officials are subject to voter petition for recall under state law (RCW 29A.56.110-29A.56.270). The procedures require that a petition be filed setting forth charges that an elected public official has committed an act, or acts, of malfeasance, or has violated their oath of office. "Misfeasance" or "malfeasance" means performance of a duty in an improper manner or wrongful conduct that interferes with performance of official duty. "Violation of the oath of office" means the willful neglect or failure by an elective public officer to faithfully perform a duty imposed by law. The petition for recall must state specific conduct that clearly amounts to misfeasance, malfeasance, or violation of the oath of office. In addition, the person making the charge must have knowledge of the underlying facts. If the court finds the petition sufficient, then the sponsors of the recall must obtain a set number of supporting signatures before the recall election is conducted. A majority vote in favor of recall results in the official's discharge from office.

Voter actions such as recall are rarely initiated. The availability of such extreme remedies, however, serves to emphasize the accountability of elected officials to the public. This accountability, which is at the core of our political system, places certain expectations on the behavior of elected officials. Some of these expectations are explicitly formulated into rules, an understanding of which is necessary to keep elected officials out of trouble.

The mayor pro tempore

On occasion, a councilmember may need to serve in the role of mayor. The mayor pro tempore (also called the mayor pro tem or the deputy mayor) is appointed by the council to serve in the absence of the mayor. The mayor pro tempore presides at meetings of the council, administers oaths, and signs instruments in the absence of the mayor. A councilmember acting as mayor pro tempore generally retains their councilmanic vote. The mayor pro tempore generally serves only when the mayor's absence is temporary. When a vacancy occurs in the office of mayor, a new mayor is appointed by the council. The authority of a mayor pro tempore varies somewhat according to the city classification.

- **First class cities:** The powers of the mayor pro tempore are controlled by the city charter.
- **Second class cities:** The mayor pro tempore is a councilmember elected by the members of the council. The mayor pro tempore may not appoint any officer or veto any ordinance. (RCW 35.23.191).
- **Towns:** The mayor pro tempore is chosen by the council for a specified period of time, not to exceed six months. (RCW 35.27.160).
- **Code cities:** The Optional Municipal Code calls for the designation by the city council of a councilmember or "any qualified person" to serve as mayor pro tempore. (RCW 35A.12.065).

Definitions

Administrative. Pertaining to management and carrying out of laws and functions, as opposed to legislative and judicial.

Agency and trust funds. Funds established to account for cash and other assets held by a municipality as agent or trustee. Such funds are not assets of the municipality but, through the operation of law or by agreement, the municipality is responsible for their accountability. Examples are the Fireman's Relief Fund and the Police Pension Fund.

Allocation of funds. To set aside funds for a specific purpose or program.

Amendment. A change or addition which changes the meaning or scope of an original formal document. Often these are laws or regulations. However, plans or specifications can also be amended.

Appropriation. A sum of money authorized by a legislative body to be spent for a certain purpose.

Assessment. The value placed on an item of real or personal property for property tax purposes. The rate of tax times the value equals the amount of tax levied on the property. Also a special tax levied on the property within a special assessment district.

Audit. An examination of the financial activities of an agency and the report based on such examination.

Bond. A debt instrument issued by a municipality. Bonds normally bear interest. They are a common way of raising money for capital improvements.

Budget. A plan for spending and receiving money to sustain municipal operations during a fiscal year or years. A capital budget is a plan for financing purchases or construction of items of high cost and long life, such as fire engines, streets, and buildings.

Capital outlay. Expenditures made to acquire fixed assets or additions to them. They are recorded in the general fund or utility fund where the assets are to be used. Ultimately, under good property accounting, such assets acquired through the general fund should be reflected in the general fixed assets group of accounts.

Capital program or capital budget. A schedule of purchase or construction of items of high cost, such as fire engines, streets, and buildings, over a period of years (normally five) together with a plan for spending and receiving the money to pay for the items.

Capital reserve fund. Established to account for resources legally set aside for anticipated capital expenditures, including construction, purchase or replacement of, or additions to, municipal building, equipment, machinery, motor vehicles or other capital assets.

Certification. A formal, written declaration that certain facts are true or valid.

City manager. The chief administrator of a municipality in the council-manager form of government, appointed by the council as the city's chief executive.

Civil service system. A means of hiring & disciplining employees, usually pertaining to police and fire, whereby a civil service commission hears appeals on complaints brought by employees and applicants.

Cluster development. A type of residential development where the overall density conforms to typical standards but allows for the concentration of structures on a portion of the tract while leaving the remaining open space for common resident usage. This type of development should be sympathetic to environmental conservation and protection.

Collective bargaining. A process by which an employee organization/union negotiates with an employer to reach agreement on wages, hours, and terms and conditions of employment.

Comprehensive plan. A generalized, coordinated land use policy statement of the governing body of a city, town, or county, consisting of a map or maps and descriptive text covering objectives, principles and standards used to develop the plan. A GMA comprehensive plan must include a plan, scheme, or design for (at least) the following elements: land use; housing; capital facilities; utilities; natural resource lands and critical areas; and rural areas (counties only).

Conditional use. A use which is not appropriate to a particular zone district as a whole, but may be suitable in certain localities within the district only when specific conditions and factors prescribed for such cases within the zoning ordinance are present. Conditional uses are allowed or denied by a board of adjustment, planning commission, city council or hearings examiner.

Council. The governing body of a city which sets legislative policy for the city.

Debt service. Payments to creditors, primarily the holders of municipal bonds. Debt service includes principal, interest and minor incidentals such as agents' fees.

Developer. Any landowner, agent of such landowner or tenant with the permission of such landowner, who makes or causes to be made a subdivision of land or a land development.

Development plan. The provisions for the development of a tract of land, including a subdivision plat, all covenants relating to use, location and bulk of buildings and other structures, intensity of use or density of development, streets, ways and parking facilities, common open space and public facilities.

Easement. A right-of-way for public or quasi-public use. Normally, they are used for utilities, bridle paths, parkways, floodways, scenic uses, and other purposes. The fee title to land in the easement areas remains tied to the adjacent land, and the easement rights are relinquished when the public or quasi-public use ceases.

Effluent. A term applied to the water discharged from a sewage treatment device.

Eminent domain. The concept of the power of certain governmental entities to acquire, for public use, privately owned real estate, by means of legal processes and adjudicated compensation to the private owner.

Executive. The power to carry out laws and functions, veto legislation, appoint planning commissioners and perform other duties as prescribed by law. If a municipality has a city manager, the administrative portion of the executive function is the responsibility of the manager.

Executive session. A meeting closed to the public; they can legally be held only for certain purposes.

Feasibility study. A preliminary survey to determine the design, aesthetics, construction and economic aspects of a proposed project.

Flood plain. The area along a natural watercourse subject to periodic overflow by water.

General fund. Used to account for all revenues and the activities financed by them, which are not accounted for in some special fund.

General obligation bond. A financial instrument giving borrowing power to a municipality, based upon pledging of taxing power to retire the debt and pay interest.

General obligation bond funds. Established to account for the proceeds from bond sales and other revenues properly allocated to these funds and the costs of projects financed by them.

Impact fees. Fees imposed on new development activities as partial financing for public improvements (public streets and roads, publicly owned parks, school facilities, etc.).

Improvements. Those physical changes to the land necessary to produce usable and desirable lots from raw acreage including but not limited to; grading, paving, curb, gutter, storm sewers and drains, improvements to existing watercourses, sidewalks, crosswalks, street signs, monuments, water supply facilities and sewage disposal facilities.

Industrial park. A planned industrial area where consideration has been given to human and aesthetic values, such as vegetation, open space and buffer zones.

Interest arbitration. A process by which an impartial third party decides the content of a collective bargaining agreement when the employer and the employee group reach impasse in negotiations. Pertains only to full-time fire departments and police departments in cities with greater than 2,500 population.

Job description. An outline of the duties assigned a class of personnel positions together with the training and experience normally required to qualify for the class.

Judicial. The power to judge, to administer justice and interpret laws and ordinances.

Land development. The improvement of one lot or two or more contiguous lots, tracts or parcels of land for any purpose involving (a) group of two or more buildings or (b) the division or allocation of land or space between or among two or more existing or prospective occupants to include streets, common areas, leaseholds, condominiums, building groups or other features; a subdivision of land.

Legislative. Pertaining to the power to make laws as opposed to administrative, executive and judicial.

Mayor. The chief executive of the city in the strong-mayor form, the ceremonial head in a council-manager form.

Meeting. A gathering of elected officials set or called in accordance with prescribed laws or charter provisions and where business may be transacted.

Mill. A property tax equal to one dollar of tax per one thousand dollars of assessment.

Nonconforming use. A use, whether of land or of structure, not complying with the applicable use provisions in a zoning ordinance or amendment.

Nonconforming structure. A structure or part of a structure manifestly not designed to comply with the applicable use provisions in a zoning ordinance or amendment as enacted, where such structure lawfully existed prior to the enactment of such ordinance or amendment to its location. Such nonconforming structures include, but are not limited to, nonconforming signs.

Official. A person who occupies a municipal legislative, judicial, administrative, executive or enforcement position.

Ordinance. A law or statute enacted by a city, town or county. See Resolution.

Personnel system. A method of recruiting, selecting and promoting people to perform the work of a municipal organization and the method of classifying and assigning pay scale to their jobs together with related personnel activities concerning hours of work, training, grievance procedures, and union relationships.

Planned residential development (Planned unit development). An extension of cluster development including detached, semi-detached, attached and multi-storied structures, and may include land uses other than residential to the extent they are designed to serve the residents.

Planning. A process of deciding what is to be done and how it is to be accomplished; the process of deciding how land should be used and where public facilities should be located.

Planning commission. A planning agency, authorized by law to prepare and recommend plans for the development of physical, social, economic and cultural resources/facilities within a city.

Plat. The official map of a subdivision of land.

Public hearing. A meeting or portion of a meeting set up to give members of the public a chance to speak on a particular subject such as a proposed ordinance.

Regulation. A rule, procedure or other formal requirement passed to carry out the purpose of the law. It carries the same legal power as the law. However, the rule or formal requirement may only be used to carry out the purpose of the law under which it is passed.

Revenue bonds. A borrowing tool with higher interest rates than general obligation bonds, but does not need voter approval. Based on a revenue-producing project and not municipal taxing power.

Resolution. An act that is typically less formal than an ordinance, expressing the opinion or mind of the legislative body, and generally dealing with matters of a special or temporary character.

Revisions. Written or added changes, corrections or improvements to a plan, specification or drawing.

Revolving funds. Special purpose funds providing a constant source of funds for assessable public improvements. General obligation bonds, repayable from general revenues, as well as assessed taxes, may be used as sources for establishing such a fund.

Right-of-way. The right of passage over the property of another. The public may acquire it through direct dedication from land subdivision or through implied dedication – accepted access over a period of time to a beach or shoreline. The pathways over which utilities and drainage ways run are often referred to as easements.

Sinking fund. Established to account for the accumulation of money providing for the retirement of bonds and the payment of interest.

Soil percolation test. A field test conducted to determine the absorption capacity of soil to a specific depth in a given location for the purpose of determining suitability of soil for on-site sewage disposal.

Special assessment bond funds. Similar to general obligation bond funds, however, the cost of public improvements provided by the bond proceeds are assessed against owners of properties benefited by the improvements.

Special revenue funds. These funds are established to account for revenues specifically raised for a particular purpose. A special fund is usually created for each purpose (light tax fund, water tax fund).

Specifications. The written instructions which accompany and supplement the drawings in a contract.

Subdivision. The division of a single tract or other parcel of land into two or more lots. (Specific definitions will vary in specific ordinances or regulations.)

Subdivision and land development regulations.

Procedures and requirements which must be met before the subdivision or development of land is permitted.

Taking. Subject to much litigation and court interpretation, this term refers to the taking and appropriation of private property for public use, with "just" compensation paid to the property owner.

Temporary funds. Created to accommodate a specific need that may arise. Must include a system of complete accountability and be closed promptly upon completion of its purpose. Remaining assets should be distributed in accordance with the intentions of the elected officials as set forth at the time the fund was created.

Urban growth area. Areas defined, under the Growth Management Act, by cities and counties for projected growth and provision of urban services.

Utility funds. These funds account for the financial transactions of utility services rendered to the general public financed by specific user charges (water fund, electric fund, sewer fund).

Variance. The permission granted by a city council, board of adjustment or hearing examiner, following a public hearing, for an adjustment to some regulation in a zoning ordinance to alleviate an unnecessary hardship. The permission granted must not be contrary to the public interest and maintain the spirit and original intent of the ordinance.

Zoning. The regulation by a municipality (city, town, or county) of the use of land within its jurisdiction, and of the buildings and structures located thereon, in accordance with a general plan and for the purposes set out in the enabling statute.



Association of Washington Cities
1076 Franklin St. SE
Olympia, WA 98501-1346
360.753.4137 or 1.800.562.8981

www.wacities.org



Municipal Research and Services Center
2601 Fourth Ave., Suite 800
Seattle, WA 98121-1280
206.625.1300 or 1.800.933.6772

www.mrsc.org



**April 1, 2022 Population of
Cities, Towns and Counties
Used for Allocation of Selected State Revenues
State of Washington**

County Municipality	Census 2020	Estimate 2021¹	Estimate 2022	County Municipality	Census 2020	Estimate 2021¹	Estimate 2022
Adams	20,613	20,900	21,100	Columbia	3,952	3,950	3,950
Unincorporated	9,472	9,575	9,575	Unincorporated	1,385	1,380	1,385
Incorporated	11,141	11,325	11,525	Incorporated	2,567	2,570	2,565
Hatton	79	80	80	Dayton	2,448	2,450	2,445
Lind	535	535	535	Starbuck	119	120	120
Othello	8,549	8,725	8,920				
Ritzville	1,767	1,775	1,780	Cowlitz	110,730	111,500	112,350
Washtucna	211	210	210	Unincorporated	48,339 \$	49,115	49,850
				Incorporated	62,391 \$	62,385	62,500
Asotin	22,285	22,500	22,600	Castle Rock	2,446	2,445	2,445
Unincorporated	13,920	14,070	14,165	Kalama	2,960 \$	3,010	3,065
Incorporated	8,365	8,430	8,435	Kelso	12,720	12,720	12,720
Asotin	1,204	1,215	1,220	Longview	37,818	37,750	37,780
Clarkston	7,161	7,215	7,215	Woodland <i>part</i>	6,447	6,460	6,490
Benton	206,873	209,400	212,300	Douglas	42,938	43,550	44,000
Unincorporated	36,556	36,760	37,445	Unincorporated	23,700	24,290	24,590
Incorporated	170,317	172,640	174,855	Incorporated	19,238	19,260	19,410
Benton City	3,479	3,500	3,710	Bridgeport	2,141	2,110	2,135
Kennewick	83,921	84,620	85,320	Coulee Dam <i>part</i>	200	200	200
Prosser	6,062	6,130	6,195	East Wenatchee	14,158	14,180	14,180
Richland	60,560	61,320	62,220	Mansfield	326	330	330
West Richland	16,295	17,070	17,410	Rock Island	1,279	1,300	1,425
				Waterville	1,134	1,140	1,140
Chelan	79,141 \$	80,000	80,650	Ferry	7,178	7,250	7,300
Unincorporated	32,507	33,140	33,460	Unincorporated	6,186	6,250	6,300
Incorporated	46,634 \$	46,860	47,190	Incorporated	992	1,000	1,000
Cashmere	3,248	3,260	3,280	Republic	992	1,000	1,000
Chelan	4,222	4,320	4,390				
Entiat	1,326	1,340	1,355	Franklin	96,749	98,350	99,750
Leavenworth	2,263	2,390	2,515	Unincorporated	13,668	13,990	14,195
Wenatchee	35,575 \$	35,550	35,650	Incorporated	83,081	84,360	85,555
				Connell	5,441	5,125	4,840
Clallam	77,155	77,750	77,625	Kahlotus	147	145	145
Unincorporated	45,836	46,170	45,850	Mesa	385	390	390
Incorporated	31,319	31,580	31,775	Pasco	77,108	78,700	80,180
Forks	3,335	3,335	3,360				
Port Angeles	19,960	20,120	20,200	Garfield	2,286	2,300	2,300
Sequim	8,024	8,125	8,215	Unincorporated	897	905	905
				Incorporated	1,389	1,395	1,395
Clark	503,311	513,100	520,900	Pomeroy	1,389	1,395	1,395
Unincorporated	233,048 \$	236,200	237,650				
Incorporated	270,263 \$	276,900	283,250	Grant	99,123	100,800	101,800
Battle Ground	20,743	21,160	21,780	Unincorporated	44,987	45,635	45,860
Camas	26,065	26,870	27,250	Incorporated	54,136	55,165	55,940
La Center	3,424	3,605	3,835	Coulee City	549	560	560
Ridgefield	10,325 \$	11,910	13,640	Coulee Dam <i>part</i>	0	0	0
Vancouver	190,915	194,400	197,600	Electric City	956	955	960
Washougal	17,039	17,200	17,390	Ephrata	8,477	8,575	8,620
Woodland <i>part</i>	84	85	85	George	809	815	820
Yacolt	1,668	1,670	1,670				

**April 1, 2022 Population of
Cities, Towns and Counties
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State of Washington**

County Municipality	Census 2020	Estimate 2021¹	Estimate 2022	County Municipality	Census 2020	Estimate 2021¹	Estimate 2022
Grant <i>continued</i>				King <i>continued</i>			
Grand Coulee	972	970	965	Issaquah	40,051	40,640	40,950
Hartline	180	180	180	Kenmore	23,914	24,050	24,090
Krupp	49	50	50	Kent	136,588	137,700	137,900
Mattawa	3,335	3,340	3,535	Kirkland	92,175	92,900	93,570
Moses Lake	25,146	25,760	26,040	Lake Forest Park	13,630	13,630	13,620
Quincy	7,543	7,720	7,830	Maple Valley	28,013	28,640	28,920
Royal City	1,776	1,855	1,910	Medina	2,915	2,920	2,915
Soap Lake	1,691	1,695	1,740	Mercer Island	25,748	25,790	25,780
Warden	2,449	2,485	2,525	Milton <i>part</i>	1,640	1,630	1,630
Wilson Creek	204	205	205	Newcastle	13,017	13,310	13,560
Grays Harbor	75,636	76,050	76,400	Normandy Park	6,771	6,785	6,790
Unincorporated	28,993	29,020	29,125	North Bend	7,461	7,685	7,915
Incorporated	46,643	47,030	47,275	Pacific <i>part</i>	7,194	7,215	7,230
Aberdeen	17,013	17,050	17,040	Redmond	73,256	73,910	75,270
Cosmopolis	1,638	1,655	1,665	Renton	106,785	107,100	107,500
Elma	3,438	3,450	3,460	Sammamish	67,455	67,940	68,150
Hoquiam	8,776	8,785	8,785	SeaTac	31,454	32,000	31,910
McCleary	1,997	2,040	2,040	Seattle	737,015	742,400	762,500
Montesano	4,138	4,145	4,150	Shoreline	58,608	59,260	60,320
Oakville	715	710	720	Skykomish	161	160	165
Ocean Shores	6,715	6,965	7,160	Snoqualmie	14,121	14,490	14,490
Westport	2,213	2,230	2,255	Tukwila	21,798	22,000	22,620
Island	86,857	87,100	87,700	Woodinville	13,069	13,100	13,450
Unincorporated	59,146	59,310	59,820	Yarrow Point	1,134	1,125	1,125
Incorporated	27,711	27,790	27,880	Kitsap	275,611	277,700	280,900
Coupeville	1,942	1,950	1,965	Unincorporated	179,719	180,840	182,040
Langley	1,147	1,150	1,155	Incorporated	95,892	96,860	98,860
Oak Harbor	24,622	24,690	24,760	Bainbridge Island	24,825	24,930	25,060
Jefferson	32,977	33,100	33,350	Bremerton	43,505	43,970	45,220
Unincorporated	22,829	22,880	23,060	Port Orchard	15,587	15,960	16,400
Incorporated	10,148	10,220	10,290	Poulsbo	11,975	12,000	12,180
Port Townsend	10,148	10,220	10,290	Kittitas	46,468 \$	45,225	47,200
King	2,269,675	2,287,050	2,317,700	Unincorporated	20,567	20,530	21,045
Unincorporated	246,266	247,385	248,160	Incorporated	25,901 \$	24,695	26,155
Incorporated	2,023,409	2,039,665	2,069,540	Cle Elum	2,157	2,210	2,250
Algona	3,290	3,290	3,300	Ellensburg	20,797 \$	19,530	20,940
Auburn <i>part</i>	77,243	78,040	78,690	Kittitas	1,438	1,440	1,440
Beaux Arts Village	317	315	315	Roslyn	950	955	960
Bellevue	151,854	152,600	153,900	South Cle Elum	559	560	565
Black Diamond	4,697	5,320	6,145	Klickitat	22,735	23,000	23,150
Bothell <i>part</i>	28,956	28,930	29,210	Unincorporated	16,019	16,255	16,405
Burien	52,066	52,430	52,490	Incorporated	6,716	6,745	6,745
Carnation	2,158	2,150	2,160	Bingen	778	780	780
Clyde Hill	3,126	3,110	3,110	Goldendale	3,453	3,475	3,475
Covington	20,777	20,890	21,200	White Salmon	2,485	2,490	2,490
Des Moines	32,888	33,100	33,160	Lewis	82,149	82,700	83,400
Duvall	8,034	8,125	8,320	Unincorporated	49,461	49,840	50,185
Enumclaw <i>part</i>	12,543	12,830	12,910	Incorporated	32,688	32,860	33,215
Federal Way	101,030	101,700	101,800	Centralia	18,183	18,280	18,360
Hunts Point	457	455	460	Chehalis	7,439	7,350	7,365

**April 1, 2022 Population of
Cities, Towns and Counties
Used for Allocation of Selected State Revenues
State of Washington**

County Municipality	Census 2020	Estimate 2021¹	Estimate 2022	County Municipality	Census 2020	Estimate 2021¹	Estimate 2022
Lewis <i>continued</i>				Pend Oreille <i>continued</i>			
Morton	1,036	1,055	1,070	Metaline	162	160	160
Mossyrock	768	775	780	Metaline Falls	272	275	275
Napavine	1,888	1,895	1,955	Newport	2,114	2,120	2,130
Pe Ell	642	640	650				
Toledo	631	635	685 *	Pierce	920,393 \$	928,200	937,400
Vader	629	645	655	Unincorporated	430,248	435,135	440,800
Winlock	1,472	1,585	1,695	Incorporated	490,145 \$	493,065	496,600
				Auburn <i>part</i>	10,013	10,040	10,060
Lincoln	10,876	10,900	11,050	Bonney Lake	21,750 \$	23,510	22,990
Unincorporated	5,290	5,320	5,440	Buckley	5,114	5,300	5,315
Incorporated	5,586	5,580	5,610	Carbonado	734	740	740
Almira	318	315	320	DuPont	10,151	10,180	10,180
Creston	213	215	215	Eatonville	2,845	2,875	2,890
Davenport	1,703	1,705	1,710	Edgewood	12,327	13,110	13,520
Harrington	429	425	430	Enumclaw <i>part</i>	0	0	0
Odessa	896	890	890	Fife	10,999	11,150	11,130
Reardan	637	640	650	Fircrest	7,156	7,195	7,215
Sprague	495	495	500	Gig Harbor	12,029	12,200	12,540
Wilbur	895	895	895	Lakewood	63,612	63,600	63,800
				Milton <i>part</i>	7,057	7,065	7,065
Mason	65,726	65,750	66,200	Orting	9,041	9,010	9,055
Unincorporated	55,355	55,340	55,770	Pacific <i>part</i>	41	40	40
Incorporated	10,371	10,410	10,430	Puyallup	42,973	43,060	43,260
Shelton	10,371	10,410	10,430	Roy	816	815	815
				Ruston	1,055	1,060	1,060
Okanogan	42,104	42,350	42,700	South Prairie	373	375	620
Unincorporated	25,943	26,105	26,325	Steilacoom	6,727	6,745	6,790
Incorporated	16,161	16,245	16,375	Sumner	10,621	10,700	10,800
Brewster	1,983	1,995	1,990	Tacoma	219,346	218,700	220,800
Conconully	193	190	190	University Place	34,866	35,100	35,420
Coulee Dam <i>part</i>	1,011	1,010	1,010	Wilkeson	499	495	495
Elmer City	239	245	245				
Nespelem	180	180	180	San Juan	17,788	17,850	18,150
Okanogan	2,379	2,395	2,415	Unincorporated	15,175 \$	15,220	15,470
Omak	4,860	4,870	4,950	Incorporated	2,613 \$	2,630	2,680
Oroville	1,795	1,800	1,805	Friday Harbor	2,613 \$	2,630	2,680
Pateros	593	590	590				
Riverside	329	325	325	Skagit	129,523	130,000	131,250
Tonasket	1,103	1,095	1,085	Unincorporated	52,606	52,750	52,970
Twisp	992	1,015	1,035	Incorporated	76,917	77,250	78,280
Winthrop	504	535	555	Anacortes	17,637	17,750	17,880
				Burlington	9,152	9,290	9,800
Pacific	23,365	23,425	23,600	Concrete	801	805	810
Unincorporated	15,763	15,815	15,960	Hamilton	299	295	295
Incorporated	7,602	7,610	7,640	La Conner	965	970	980
Ilwaco	1,087	1,085	1,100	Lyman	423	420	425
Long Beach	1,688	1,700	1,715	Mount Vernon	35,219	35,390	35,500
Raymond	3,081	3,075	3,090	Sedro-Woolley	12,421	12,330	12,590
South Bend	1,746	1,750	1,735				
				Skamania	11,604 \$	11,750	11,900
Pend Oreille	13,401	13,475	13,625	Unincorporated	9,148	9,255	9,375
Unincorporated	10,272	10,345	10,480	Incorporated	2,456 \$	2,495	2,525
Incorporated	3,129	3,130	3,145	North Bonneville	965 \$	970	975
Cusick	153	150	155	Stevenson	1,491	1,525	1,550
Ione	428	425	425				

**April 1, 2022 Population of
Cities, Towns and Counties
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State of Washington**

County Municipality	Census 2020	Estimate 2021¹	Estimate 2022	County Municipality	Census 2020	Estimate 2021¹	Estimate 2022
Snohomish	827,957	837,800	847,300	Thurston	294,793	297,800	300,500
Unincorporated	367,716	371,300	371,915	Unincorporated	144,856	145,255	143,760
Incorporated	460,241	466,500	475,385	Incorporated	149,937	152,545	156,740
Arlington	19,868	20,690	21,260	Bucoda	600	595	610
Bothell <i>part</i>	19,205	19,400	19,730	Lacey	53,526	54,850	58,180
Brier	6,560	6,570	6,590	Olympia	55,382 \$	55,960	56,370
Darrington	1,462	1,470	1,490	Rainier	2,369	2,440	2,510
Edmonds	42,853	42,900	42,980	Tenino	1,870	2,010	2,030
Everett	110,629	112,300	113,300	Tumwater	25,573 \$	26,050	26,360
Gold Bar	2,403	2,420	2,290	Yelm	10,617	10,640	10,680
Granite Falls	4,450	4,490	4,705				
Index	155	155	155	Wahkiakum	4,422	4,475	4,525
Lake Stevens	35,630	37,000	40,700	Unincorporated	3,862	3,915	3,965
Lynnwood	38,568	38,650	38,740	Incorporated	560	560	560
Marysville	70,714	71,250	72,380	Cathlamet	560	560	560
Mill Creek	20,926	20,930	21,510				
Monroe	19,699	19,900	19,700	Walla Walla	62,584	62,100	62,625
Mountlake Terrace	21,286	21,980	22,070	Unincorporated	17,084	17,110	17,200
Mukilteo	21,538	21,560	21,590	Incorporated	45,500	44,990	45,425
Snohomish	10,126	10,160	10,200	College Place	9,902	9,775	9,855
Stanwood	7,705	7,980	8,405	Prescott	372	370	370
Sultan	5,146	5,370	6,260	Waitsburg	1,166	1,165	1,180
Woodway	1,318	1,325	1,330	Walla Walla	34,060	33,680	34,020
Spokane	539,339	542,100	550,700	Whatcom	226,847	226,300	231,650
Unincorporated	158,524	159,560	162,715	Unincorporated	92,660 \$	92,730	93,130
Incorporated	380,815	382,540	387,985	Incorporated	134,187 \$	133,570	138,520
Airway Heights	10,757	10,760	11,040	Bellingham	91,482	89,860	93,910
Cheney	13,255	12,390	12,920	Blaine	5,884	6,020	6,130
Deer Park	4,383	4,520	4,670	Everson	2,888	2,935	3,060
Fairfield	589	600	600	Ferndale	15,048	15,570	15,970
Latah	185	185	185	Lynden	15,749	15,930	16,150
Liberty Lake	12,003	12,480	12,870	Nooksack	1,471	1,515	1,560
Medical Lake	4,874	4,870	4,840	Sumas	1,665 *	1,740	1,740
Millwood	1,881	1,915	1,915				
Rockford	522	520	545	Whitman	47,973	44,600	47,800
Spangle	280	280	280	Unincorporated	5,929	5,880	5,920
Spokane	228,989	229,400	230,900	Incorporated	42,044	38,720	41,880
Spokane Valley	102,976	104,500	107,100	Albion	550	545	545
Waverly	121	120	120	Colfax	2,782	2,765	2,785
				Colton	401	400	405
Stevens	46,445	46,725	47,050	Endicott	312	310	310
Unincorporated	36,675	36,925	37,172	Farmington	131	135	140
Incorporated	9,770	9,800	9,878	Garfield	562	565	565
Chewelah	2,470	2,485	2,535	LaCrosse	297	300	300
Colville	4,917	4,910	4,900	Lamont	79	80	80
Kettle Falls	1,636	1,655	1,650	Malden	216	110	135
Marcus	216	215	215	Oakesdale	395	400	400
Northport	297	295	295	Palouse	1,015	1,020	1,035
Springdale	234	240	283 *	Pullman	32,901	29,690	32,790
				Rosalia	598	600	590
				St. John	599	600	600
				Tekoa	817	810	810
				Uniontown	389	390	390

**April 1, 2022 Population of
Cities, Towns and Counties
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State of Washington**

County Municipality	Census 2020	Estimate 2021¹	Estimate 2022
Yakima	256,728	258,100	259,950
Unincorporated	88,147 \$	88,240	88,955
Incorporated	168,581 \$	169,860	170,995
Grandview	10,910 \$	10,960	11,020
Granger	3,624	3,690	3,740
Harrah	585	580	580
Mabton	1,959	1,975	1,975
Moxee	4,326	4,405	4,665
Naches	1,084	1,110	1,125
Selah	8,153	8,235	8,365
Sunnyside	16,375	16,400	16,500
Tieton	1,389	1,430	1,505
Toppenish	8,854	8,870	8,870
Union Gap	6,568	6,595	6,640
Wapato	4,607	4,610	4,615
Yakima	96,968	97,810	98,200
Zillah	3,179	3,190	3,195
Washington	7,706,310	7,766,975	7,864,400
Unincorporated	2,668,754	2,689,740	2,708,392
Incorporated	5,037,556	5,077,235	5,156,008

* - State certified special census.

+ - Informal count. A population count that is considered accurate but does not meet all special census certification requirements.

- Informal census. A population and housing count that is considered accurate but does not meet all special census certification requirements.

\$ - Corrected Federal Census. Census 2020 population and housing adjusted for misallocated group quarters and annexations effective and approved by OFM from January 2, 2020 to April 1, 2020.

The 2020 populations are, with a few exceptions, equal to the federal census P.L. 94-171 counts.

With the exception of corrections or updates to the federal census counts, annual estimates in this official series are not revised on the basis of other information that becomes available after the estimate date.

¹The 2021 estimates in this table were revised November 30, 2021 after the 2020 Census P.L. 94-171 became available. These 2021 estimates supersede the estimates OFM released on June 30, 2021.

Elected Compensation 2022				
	<u>2021 Monthly</u> <u>Salary</u>	<u>6/20-6/21</u> <u>CPI-U- 100%</u>	<u>2022 Increase</u>	<u>2022 Monthly Salary</u>
Mayor	7,100.00	5.5%	390.50	7,490.50
Council	1,840.00	5.5%	101.20	1,941.20
Elected Compensation 2023				
	<u>2022 Monthly</u> <u>Salary</u>	<u>6/21-6/22</u> <u>CPI-U- 100%</u>	<u>2023 Increase</u>	<u>2023 Monthly Salary</u>
Mayor	7,490.50	10.1%	756.54	8,247.04
Council	1,941.20	10.1%	196.06	2,137.26

2022 Council - Cities with 10,630 to 30,900 Population (*Arlington is 21,260*)

Organization	Population	Monthly Compensation	Position comments
City of Sumner	10,800	\$1,100	
City of Fife	11,130	\$850	
City of Poulsbo	12,180	\$1,000	
City of Liberty Lake	12,870	\$720	
City of Enumclaw	12,910	\$325	
City of Woodinville	13,450	\$600	
City of Edgewood	13,520	\$750	
City of Newcastle	13,560	\$500	
City of Lake Forest Park	13,620	\$600	City Councilmembers are not eligible for benefits.
City of Ridgefield	13,640	\$600	
City of Snoqualmie	14,490	\$500	We have 7 councilmembers
City of Ferndale	15,970	\$694	
City of Lynden	16,150	\$716	
City of Port Orchard	16,400	\$1,000	
City of Washougal	17,390	\$587	
City of Anacortes	17,880	\$1,200	
City of Monroe	19,700	\$800	
City of Port Angeles	20,200	\$550	
City of Ellensburg	20,940	\$500	No benefits are offered.
City of Covington	21,200	\$780	Stipend
City of Arlington	21,600	\$1,941	Group benefits offered, but no premium subsidy except for Vision coverage.
City of Battle Ground	21,780	\$900	All newly elected or re-elected council members will receive this amount.
City of Mountlake Terrace	22,070	\$936	Receives no benefits
City of Oak Harbor	24,760	\$737	
City of Moses Lake	26,040	\$500	
City of Tumwater	26,360	\$845	
City of Maple Valley	28,920	\$730	
City of Maple Valley	28,920	\$930	
	Average	\$782	
	Maximum	\$1,941	
	Minimum	\$325	

2022 Mayor - Cities with 10,630 to 30,900 Population (Arlington is 21,260)

Organization	Population	Monthly Compensation	Position comments
City of Sumner	10,800.00	\$2,500	
City of Fife	11,130.00	\$1,150	
City of Poulsbo	12,180.00	\$9,523	
City of Liberty Lake	12,870.00	\$2,250	
City of Enumclaw	12,910.00	\$1,000	
City of Woodinville	13,450.00	\$700	
City of Edgewood	13,520.00	\$8,400	
City of Newcastle	13,560.00	\$600	
City of Lake Forest Park	13,620.00	\$3,000	Mayor has benefits equivalent to half-time regular management, professional and exempt employee.
City of Ridgefield	13,640.00	\$1,200	
City of Snoqualmie	14,490.00	\$3,000	
City of Ferndale	15,970.00	\$2,730	
City of Lynden	16,150.00	\$2,985	
City of Port Orchard	16,400.00	\$9,547	
City of Washougal	17,390.00	\$765	
City of Anacortes	17,880.00	\$9,652	
City of Monroe	19,700.00	\$3,600	
City of Port Angeles	20,200.00	\$650	
City of Ellensburg	20,940.00	\$1,000	No benefits offered
City of Covington	21,200.00	\$980	Stipend
City of Arlington	21,260.00	\$7,491	Group benefits offered, but no Dependent premium subsidy except for Vision coverage.
City of Battle Ground	21,780.00	\$1,100	
City of Mountlake Terrace	22,070.00	\$1,144	
City of Oak Harbor	24,760.00	\$4,918	
City of Moses Lake	26,040.00	\$1,000	
City of Tumwater	26,360.00	\$1,770	
City of Maple Valley	28,920.00	\$930	
	Average	\$3,096	
	Maximum	\$9,652	
	Minimum	\$600	



City of Arlington Council Agenda Bill

Item:
WS #8
Attachment
H

COUNCIL MEETING DATE:	
July 12, 2021	
SUBJECT:	
Council Monthly Report Template	
ATTACHMENTS:	
Draft Monthly Report Template	
DEPARTMENT OF ORIGIN	
James Trefry, Administrative Services Director- 360-403-3443	
EXPENDITURES REQUESTED:	None
BUDGET CATEGORY:	N/A
BUDGETED AMOUNT:	None
LEGAL REVIEW:	
DESCRIPTION:	
The Citizen Salary Review Commission has adopted changes to the form of compensation for all elected officials, changing to a fixed salary for the Mayor and Councilmembers, beginning July 1, 2021. Prior to this change in the form of compensation, elected officials were required to provide documentation of meetings and other activities to receive remuneration. The Citizen Salary Review Commission recommended that Council adopt a standard monthly activity reporting template to accommodate the communication of activities and provide a record to be reviewed the next time the Citizen Salary Review Commission convenes to review compensation before making recommendations for any changes to take effect July 1, 2023 or later.	
HISTORY:	
The City of Arlington's Citizen Salary Review Commission completed its work for 2021 and filed its compensation decision with the Arlington City Clerk. The notice specified changes to the Mayor and Council salaries on July 1, 2021, January 1, 2022, and January 1, 2023, and eliminates per meeting compensation as of July 1, 2021. Recommendations were also made to encourage Council to take action through resolution to offer benefit access at different premium contribution levels for the Mayor and Council positions. Finally, there is also a recommendation for the Council to adopt a uniform method to easily account for work they perform and meetings they attend on behalf of the City on a monthly basis. The Arlington Citizens' Salary Review Commission will meet again in 2023.	
ALTERNATIVES:	
RECOMMENDED MOTION:	
Workshop; discussion only. At the July 19, 2021 Council meeting, the recommended motion will be, "I move to adopt the Council Monthly Report Template, as presented, pursuant to the Citizen Salary Review Commission recommendation."	

Monthly Elected Official Strategic Report Due at month end INSERT MONTH INSERT YEAR

INSERT MONTH INSERT YEAR

[illegible]

Stronger Together								
Rotary								
INSERT DESCRIPTION								
INSERT DESCRIPTION								
Conferences & Training	Date	Date	Date	Date	Date	Date	Date	Date
INSERT DESCRIPTION								
INSERT DESCRIPTION								
INSERT DESCRIPTION								
INSERT DESCRIPTION								

NOTES:

Report compiled by **INSERT NAME** Date **INSERT DATE**

Monthly Elected Official Strategic Report

Due at month end

January

2022

<u>Local Government Meetings</u>	Date	Date	Date	Date	Date	Date	Date	Date
Council Workshops	1/10/22	1/24/22						
Council Meetings	1/3/22	1/17/22						
5th Monday Meetings								
Joint Meetings with City Boards/Commissions	1/3/22							
Special Purpose (<i>WWU & WSU studies, etc</i>)								
Council committee	1/7/22	1/21/22						
Marketing Group	1/7/22	1/12/22	1/14/22	1/18/22				
Senior Managers	1/10/22							
Youth Council	1/13/22	1/19/22						
CED	1/21/22							
Mayor / City Admin	1/4/22	1/11/22	1/18/22	1/25/22				
MIH	1/25/22							
Airport Managers	1/26/22							

<u>Regional Government Meetings</u>	Date	Date	Date	Date	Date	Date	Date	Date
Association of Washington Cities	1/24/22							
Community Transit								
Economic Alliance Snohomish County	1/6/22	1/10/22	1/11/22	1/24/22				
Mayor's Association								
Puget Sound Regional Council	1/27/22							
Snohomish County Cities	1/4/22	1/10/22						
Snohomish County Committee for Improved Transportation								
Snohomish County Tomorrow	1/5/22							
Meetings with Snohomish County personnel and/or elected officials	1/12/22	1/14/22	1/20/22	1/26/22				
Meetings in Olympia which address issues with Legislature, governor, State departments and boards	1/13/22	1/18/22	1/25/22					
CSAC	1/18/22							
GSP	1/19/22							

<u>National Government Meetings</u>	Date	Date	Date	Date	Date	Date	Date	Date
National League of Cities								
Meetings in Washington, D.C., which address issues with Congress, Executive and Federal departments and agencies								

<u>Business Meetings</u>	Date	Date	Date	Date	Date	Date	Date	Date
Chamber								
DABA								
NCRF	1/6/22							
AviationAcrossAmerica	1/7/22	1/20/22						

Stilly Valley well being	1/12/22							
KOSME	1/21/22	1/26/22						
POE, NWIRC	1/24/22							
Mura	1/20/22							

Non-Profit Meetings	Date	Date	Date	Date	Date	Date	Date	Date
United Way								
North County SP	1/12/22							

Community & Volunteer Meetings/Events	Date	Date	Date	Date	Date	Date	Date	Date
Stronger Together								
Rotary								
Everett Herald	1/12/22							
WSU Advisory Board	1/21/22							
Arlington schools	1/20/22							
Food Bank Presentation	1/27/22							

Conferences & Training	Date	Date	Date	Date	Date	Date	Date	Date
Getting to the core of Mental Health	1/25/22							
Legislative update	1/28/22							

Name: Debora Nelson		Date: January 2022						
<u>Local Government Meetings</u>	Date	Date	Date	Date	Date	Date	Date	Date
Council Workshops	1/10/22							
Council Meetings	1/3/22	1/18/22						
5th Monday Meetings								
Joint Meetings with City Boards/Commissions								
Special Purpose (<i>WWU & WSU studies, etc</i>)								
Liaison Meeting	1/4/22	1/18/22						
Mayors Strategic Meeting	1/14/22							

<u>Regional Government Meetings</u>	Date	Date	Date	Date	Date	Date	Date	Date
Association of Washington Cities								
Community Transit								
Economic Alliance Snohomish County								
Mayor's Association								
Puget Sound Regional Council								
Snohomish County Cities								
Snohomish County Committee for Improved Transportation								
Snohomish County Tomorrow								
Meetings with Snohomish County personnel and/or elected officials								
Meetings in Olympia which address issues with Legislature, Governor, State departments and boards								
NCRFA	1/12/22							

[illegible][illegible][illegible][illegible]

Stronger Together								
Rotary								
Conferences & Training	Date	Date	Date	Date	Date	Date	Date	Date
NOTES:								

Name: Don Vanney		Date: 1/31/2022						
<u>Local Government Meetings</u>	Date	Date	Date	Date	Date	Date	Date	Date
Council Workshops	1/10/22	1/24/22						
Council Meetings	1/3/22	1/18/22						
5th Monday Meetings								
Joint Meetings with City Boards/Commissions								
Special Purpose (<i>WWU & WSU studies,etc</i>)								
Liaison Meeting								
Meet with Barb & Paul	1/7/22							
LEOFF 1 Board Meeting	1/19/22							
PARC commission	1/25/22							
<u>Regional Government Meetings</u>	Date	Date	Date	Date	Date	Date	Date	Date
Association of Washington Cities	1/26/22	1/27/22	1/28/22					
Community Transit								
Economic Alliance Snohomish County	1/6/22	1/11/22	1/21/22	1/25/22				
Mayor's Association								
Puget Sound Regional Council								
Snohomish County Cities								
Snohomish County Committee for Improved Transportation								
Snohomish County Tomorrow								
Meetings with Snohomish County personnel and/or elected officials	1/24/22							
Meetings in Olympia which address issues with Legislature, Governor, State departments and boards								
<u>National Government Meetings</u>	Date	Date	Date	Date	Date	Date	Date	Date
National League of Cities								
Meetings in Washington, D.C., which address issues with Congress, Executive, and Federal departments and agencies								
<u>Business Meetings</u>	Date	Date	Date	Date	Date	Date	Date	Date
Chamber								
DABA								
<u>Non-Profit Meetings</u>	Date	Date	Date	Date	Date	Date	Date	Date
United Way								

<u>Community & Volunteer Meetings/Events</u>	Date	Date	Date	Date	Date	Date	Date	Date
Stronger Together								
Rotary								
<u>Conferences & Training</u>	Date	Date	Date	Date	Date	Date	Date	Date
<u>NOTES:</u>								
1/24; SNo Co Leaders meeting with Nate Nering								
1/26; AWC Training Webionar								
1/27; AWC City Action Days								
1/28; AWC Weekly City Actions Call								

Name: Heather Logan		Date: January 31, 2022						
<u>Local Government Meetings</u>	Date	Date	Date	Date	Date	Date	Date	Date
Council Workshops	1/10/22	1/24/22						
Council Meetings	1/3/22	1/18/22						
5th Monday Meetings								
Joint Meetings with City Boards/Commissions								
Special Purpose (<i>WWU & WSU studies, etc</i>)								
Liaison Meeting	1/25/22	1/27/22	1/28/22					
CED Focus Group	1/4/22							
<u>Regional Government Meetings</u>	Date	Date	Date	Date	Date	Date	Date	Date
Association of Washington Cities								
Community Transit								
Economic Alliance Snohomish County								
Mayor's Association								
Puget Sound Regional Council								
Snohomish County Cities								
Snohomish County Committee for Improved Transportation								
Snohomish County Tomorrow	1/26/22							
Meetings with Snohomish County personnel and/or elected officials								
Meetings in Olympia which address issues with Legislature, Governor, State departments and boards								
Board of Health	1/18/22	1/20/22						

[illegible]

Stronger Together								
Rotary								
Conferences & Training	Date	Date	Date	Date	Date	Date	Date	Date
New Council Members	1/7/22							
NOTES:								

Chamber Meeting								
Conferences & Training	Date	Date	Date	Date	Date	Date	Date	Date
NOTES:								

<u>Community & Volunteer Meetings/Events</u>	Date	Date	Date	Date	Date	Date	Date	Date
Stronger Together								
Rotary								
<u>Conferences & Training</u>	Date	Date	Date	Date	Date	Date	Date	Date

NOTES:
 NCRFA Commissioner Meetings 1/12/22 and 1/26/22

[illegible]

NOTES:

1/6/22 - EASC -Legislative Kick Off

1/11/22- EASC - Talent and Recovery

1/14,21/22 - AWC - Weekly Legislative Updates

1/24/22 - 3 presentations to Legislators / SnoCo County on Aging x3

Mike Hopson

[illegible]

Stronger Together								
Rotary								
Conferences & Training	Date	Date	Date	Date	Date	Date	Date	Date
NOTES:								

Name: Heather Logan		Date: 01/03/2023						
<u>Local Government Meetings</u>	Date	Date	Date	Date	Date	Date	Date	Date
Council Workshops	1/9/23							
Council Meetings	1/17/23	1/23/23						
5th Monday Meetings								
APD awards banquet	1/26/23							
CED & Council joint meeting	1/23/23							
Liaison Meeting	1/6/23							
CED focus group	1/3/23	1/17/23	1/24/23	1/31/23				
<u>Regional Government Meetings</u>	Date	Date	Date	Date	Date	Date	Date	Date
Association of Washington Cities								
Community Transit								
Economic Alliance Snohomish County	1/5/23							
Mayor's Association								
Puget Sound Regional Council								
Snohomish County Cities	1/19/23							
Snohomish County Committee for Improved Transportation								
Snohomish County Tomorrow								
Board of Health								
<u>National Government Meetings</u>	Date	Date	Date	Date	Date	Date	Date	Date
National League of Cities								
Meetings in Washington, D.C., which address issues with Congress, Executive, and Federal departments and agencies								
<u>Business Meetings</u>	Date	Date	Date	Date	Date	Date	Date	Date
Chamber								
DABA								
CIC Business Meeting								
<u>Non-Profit Meetings</u>	Date	Date	Date	Date	Date	Date	Date	Date
United Way								
MIH group	1/24/23							
<u>Community & Volunteer Meetings/Events</u>	Date	Date	Date	Date	Date	Date	Date	Date
Ribbon cutting for Save the Day Floral	1/3/23							
<u>Conferences & Training</u>	Date	Date	Date	Date	Date	Date	Date	Date
<u>NOTES:</u>								

[illegible]

NOTES:

Monthly Elected Official Strategic Report

JANUARY 2023

Name: Michele Blythe		Date: January 30, 2023						
Local Government Meetings	Date	Date	Date	Date	Date	Date	Date	Date
Council Workshops	1/9/23		1/23/23					
Council Meetings		1/17/23						
Planning Comm & City Council	1/23/23							
Joint Meetings with City Boards/Commissions								
Strategic Planning	1/6/23							
Regional Government Meetings	Date	Date	Date	Date	Date	Date	Date	Date
Association of Washington Cities	1/13/23		1/27/23					
Economic Alliance Snohomish County								
Snohomish County COA Mtg	1/4/23	1/25/23						
Legislative Advocate's Webinar	1/23/23							
State Council on Aging Mtg	1/24/23							
North County Fire Commission meeting	1/25/23							
Meetings with Snohomish County personnel and/or elected officials								
Meetings zoom with Olympia which address issues with Legislature , ADVOCACY WEEK	1/30/23							
National Government Meetings	Date	Date	Date	Date	Date	Date	Date	Date
Business Meetings	Date	Date	Date	Date	Date	Date	Date	Date
Non-Profit Meetings	Date	Date	Date	Date	Date	Date	Date	Date
NOAH Board Meeting	1/18/23							
Community & Volunteer Meetings/ Events	Date	Date	Date	Date	Date	Date	Date	Date
Police Department Awards Ceremony	1/26/23							
Conferences & Training	Date	Date	Date	Date	Date	Date	Date	Date
NOTES:								
AWC Legislative Action Updates Advocacy Week - presentations for Council on Aging, Senior Centers, Case Managers, Dementia needs								

Name: Marilyn Oertle		Date: 02-15-2023						
<u>Local Government Meetings</u>	Date	Date	Date	Date	Date	Date	Date	Date
Council Workshops	1/9/23	1/23/23						
Council Meetings	1/17/23							
5th Monday Meetings								
Joint Meetings with City Boards/Commissions								
Special Purpose (<i>WWU & WSU studies, etc</i>)								
NCRFA Mtg	1/11/23	1/25/23						
AAC General Mtg								
AAC Board Mtg	1/3/23							
Liaison Meeting	1/20/23							
<u>Regional Government Meetings</u>	Date	Date	Date	Date	Date	Date	Date	Date
Association of Washington Cities								
Community Transit								
Economic Alliance Snohomish County								
Mayor's Association								
Puget Sound Regional Council								
Snohomish County Cities								
Snohomish County Committee for Improved Transportation								
Snohomish County Tomorrow								
Meetings with Snohomish County personnel and/or elected officials								
Meetings in Olympia which address issues with Legislature, Governor, State departments and boards								
<u>National Government Meetings</u>	Date	Date	Date	Date	Date	Date	Date	Date
National League of Cities								
Meetings in Washington, D.C., which address issues with Congress, Executive, and Federal departments and agencies								
<u>Business Meetings</u>	Date	Date	Date	Date	Date	Date	Date	Date
Chamber								
DABA								
<u>Non-Profit Meetings</u>	Date	Date	Date	Date	Date	Date	Date	Date
United Way								

<u>Community & Volunteer Meetings/Events</u>	Date	Date	Date	Date	Date	Date	Date	Date
Stronger Together								
Rotary								
<u>Conferences & Training</u>	Date	Date	Date	Date	Date	Date	Date	Date
<u>NOTES:</u>								



City of Arlington Council Agenda Bill

Item:
NB #4
Attachment
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COUNCIL MEETING DATE:	
July 19, 2021	
SUBJECT:	
Resolution Establishing Group Benefits Participation by Elected Officials	
ATTACHMENTS:	
Draft Resolution, Memo, and Draft Benefit Rates and Contribution Schedules for the positions of Mayor and Councilmember	
DEPARTMENT OF ORIGIN	
James Trefry, Administrative Services Director 360-403-3443	
EXPENDITURES REQUESTED:	2021 - \$ 9,995.50 (Mayor - \$3,954.85; Council - \$ 6,040.65); 2022 - \$24,137.61 (Mayor - \$9,640.50; Council - \$14,497.56)
BUDGET CATEGORY:	General fund – legislative/executive benefits.
BUDGETED AMOUNT:	None
LEGAL REVIEW:	
DESCRIPTION:	
The Citizen Salary Review Commission has recommended that Council adopt a resolution providing for group medical, dental, vision and employee assistance plan (EAP) benefits participation eligibility for the positions of Mayor and Councilmember. Benefit offerings are proposed to be the same medical, dental, vision and EAP benefits as those offered to the Non-Represented employee group through the Association of Washington Cities Benefit Trust. Benefit rates would be the same as the Non-Represented employee group, with two different employee contribution schedules for the position of Mayor and Councilmember. Benefit eligibility would be available during a special open enrollment window in the month of July 2021 to be established by the Human Resources Department, with benefits effective August 1, 2021. Thereafter, existing elected officials could make changes to their enrollment status during the normal open enrollment period in November of each year for benefit changes to take effect January 1st of the following year, consistent with existing City policy.	
HISTORY:	
The City of Arlington's Citizen Salary Review Commission completed its work for 2021 and filed its compensation decision with the Arlington City Clerk. The notice specified changes to the Mayor and Council salaries on July 1, 2021, January 1, 2022, and January 1, 2023, and eliminated per meeting compensation as of July 1, 2021. Recommendations were also made encouraging Council to take action through resolution to offer group benefit access at different premium contribution levels for the positions of Mayor and Councilmember.	
ALTERNATIVES:	
RECOMMENDED MOTION:	
I move to approve the Resolution Providing for Group Benefits Participation for Elected Officials, and authorize the Mayor to sign it.	

RESOLUTION NO. 2021-XXX

A RESOLUTION OF THE CITY OF ARLINGTON
ADOPTING RECOMMENDATIONS OF THE CITIZEN SALARY COMMISSION TO ESTABLISH GROUP
BENEFITS PARTICIPATION ELIGIBILITY FOR THE POSITIONS OF MAYOR AND COUNCILMEMBER

WHEREAS, the City of Arlington Citizen Salary Commission has made changes to the compensation model of City elected officials effective July 1, 2021; and

WHEREAS, the Citizen Salary Commission has also recommended group medical, dental vision and employee assistance program (EAP) participation eligibility for the positions of Mayor and Councilmember as part of its biannual review of salary and benefits; and

WHEREAS, recommendations of the Citizen Salary Commission regarding group medical benefits access and premium contribution structures contained in its memo to the City Clerk dated April 21, 2021 is attached hereto as Exhibit A; and

WHEREAS, the City Council wishes to provide the position of Mayor with access to the same group medical, dental, vision and employee assistance program (EAP) benefits participation eligibility and program coverage options consistent with plans offered to the Non-Represented employee group through Association of Washington Cities Benefit Trust with the exception of no access to any Health Savings Account (HSA) or Opt-Out Incentive participation, with the 2021 rate and contribution structure attached as Exhibit B;

WHEREAS, the City Council wishes to provide the position of Councilmember with access to the same group medical, dental, vision and employee assistance program (EAP) benefits participation eligibility and program coverage options consistent with plans offered to the Non-Represented employee group through Association of Washington Cities Benefit Trust with the exception of no access to any Health Savings Account (HSA) or Opt-Out Incentive participation, with the 2021 rate and contribution structure attached as Exhibit C;

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF ARLINGTON, WASHINGTON AS FOLLOWS:

1. The Arlington City Council hereby authorizes access by the position of Mayor to the same group medical, dental, vision and employee assistance program (EAP) benefits participation eligibility and program coverage options consistent with plans offered to the Non-Represented employee group through Association of Washington Cities Benefit Trust with the exception of no access to any Health Savings Account (HSA) or Opt-Out Incentive participation offered to the Non-Represented employee group, with the 2021 rate and contribution structure attached as Exhibit B, effective August 1, 2021.

2. The Arlington City Council hereby authorizes access by the position of Councilmember to the same group medical, dental, vision and employee assistance program (EAP) benefits participation eligibility and program coverage options consistent with plans offered to the Non-Represented employee group through Association of Washington Cities Benefit Trust with the exception of no access to any Health Savings Account (HSA) or Opt-Out Incentive participation offered to the Non-Represented employee group, with the 2021 rate and contribution structure attached as Exhibit C, effective August 1, 2021.

3. In subsequent benefit plan years after 2021, medical benefit rates for the position of Mayor shall be the same as those for the Non-Represented employee group and the City premium contribution for Employee-only coverage shall be set at the same level as the Non-Represented employee group, with the position of Mayor participating in any other medical benefit tier(s) for dependent coverage at their own out-of-pocket expense less the City's contribution for Employee-only coverage, subject to any specific program requirements of the benefits vendor, if different. Dental, vision and employee assistance plan rates and premium contributions levels shall be the same as those of the Non-Represented employee group. There will continue to be no access to any Health Savings Account (HSA) or Opt-Out Incentive participation offered to the Non-Represented employee group

4. In subsequent benefit plan years after 2021, medical benefit rates for the position of Councilmember shall be the same as those for the Non-Represented employee group and the City premium contribution for medical benefits shall be set at the lowest level required as part of any specific program requirements of the benefits vendor. Dental, vision and employee assistance plan rates and premium contributions levels shall be the same as those of the Non-Represented employee group. There will continue to be no access to any Health Savings Account (HSA) or Opt-Out Incentive participation offered to the Non-Represented employee group

ADOPTED by the City Council and APPROVED by the Mayor this 19th day of July, 2021.

CITY OF ARLINGTON

Barbara Tolbert, Mayor

ATTEST:

Wendy Van Der Meersche, City Clerk

APPROVED AS TO FORM:

Steven J. Peiffle, City Attorney



MEMO

From: Citizen Salary Review Commission
To: Wendy Van Der Meersche, City Clerk
Date: April 21, 2021
Re: Mayor and Council Compensation

On April 1, 2021, after hearing from seven of the eight City elected officials, reviewing prior years' actual salary and reimbursement information, comparable jurisdiction data and reviewing known and projected growth and traffic patterns, the Citizen Salary Review Commission approved the following changes to the Mayor and City Council compensation in recognition of the market for such compensation and in recognition of the unique place Arlington holds in the culture, economy and future of Snohomish County and our region.

Effective July 1, 2021:

The current compensation system for the position of Mayor shall change from a per meeting payment to a flat monthly salary of \$7,100.00 per month.

Effective January 1, 2022:

The Mayor's monthly salary shall be increased by 100% of the CPI-U June 2020 to June 2021 Seattle-Bellevue Index.

Effective January 1, 2023:

The Mayor's monthly salary shall be increased by 100% of the CPI-U June 2021 to June 2022 Seattle-Bellevue Index.

Effective July 1, 2021:

The current compensation system for the position of City Council member shall change from a per meeting payment to a flat monthly salary of \$1,840.00 per month.

Effective January 1, 2022:

The City Council member monthly salary shall be increased by 100% of the CPI-U June 2020 to June 2021 Seattle-Bellevue Index.

Effective January 1, 2023:

The City Council member monthly salary shall be increased by 100% of the CPI-U June 2021 to June 2022 Seattle-Bellevue Index.

Along with those changes in Salary as stated above, the Citizen Salary Review Commission also recommends that the City Council adopt a resolution to provide the Mayor with access to the same medical, dental, vision and employee assistance program coverage options as the Non-Represented employee group, with the exception of no access to any Opt-Out Incentive. It is further recommended that the City premium contribution for Employee-only coverage be set at the same level as the Non-Represented employee group, with the Mayor participating in any other benefit tier(s) for dependent coverage at their own out-of-pocket expense less the City's contribution for Employee-only coverage, subject to any specific program requirements of the benefits vendor, if different.

The Citizen Salary Commission also recommends that the City Council adopt a resolution to provide the City Council members with access to the same medical, dental, vision and employee assistance program coverage options as the Non-Represented employee group, with the exception of no access to any Opt-Out Incentive. It is further recommended that the City premium contribution be set at the lowest level required as part of any specific program requirements of the benefits vendor.

It is also recommended that Council adopt a standard regular monthly documentation format for meetings they have attended on City business to be made part of the regular Council Meeting records to document their efforts on behalf of the City in the absence of the prior documentation of specific meeting attendance produced for the purpose of reimbursement.

 04-21-2021
Heather Logan, Chair, Citizen Salary Commission

2021

AWC EMPLOYEE BENEFIT TRUST HEALTH INSURANCE

MAYOR

2021 Regence Health First 250 (80/20 Split)	100% Premium	Rate w/ 2% Wellness Discount	City Share (monthly)	Employee Share (monthly)
Employee	788.44	772.98	618.38	154.60
Emp + Spouse	1,583.45	1,552.40	618.38	934.02
Emp + 1	1,180.08	1,156.94	618.38	538.56
Emp + 2	1,503.87	1,474.38	618.38	856.00
Emp, Sp + 1	1,975.09	1,936.36	618.38	1,317.98
Emp, Sp + 2 (or more)	2,298.88	2,253.80	618.38	1,635.42

2021 Regence HDHP (Deductibles: 1500/3000)	100% Premium	Rate w/ 2% Wellness Discount	City Share (monthly)	Employee Share (monthly)
Employee	548.27	537.52	537.52	-
Emp + Spouse	1,103.27	1,081.64	537.52	544.12
Emp + 1	826.57	810.36	537.52	272.84
Emp + 2	1,054.41	1,033.74	537.52	496.22
Emp, Sp + 1	1,381.53	1,354.44	537.52	816.92
Emp, Sp + 2 (or more)	1,609.40	1,577.84	537.52	1,040.32

2021 Kaiser Permanente \$20 Copay / 200 Deductible (90/10 Split)	100% Premium	Rate w/ 2% Wellness Discount	City Share (monthly)	Employee Share (monthly)
Employee	663.33	650.32	585.29	65.03
Emp + Spouse	1,315.58	1,289.78	585.29	704.49
Emp + 1	996.15	976.62	585.29	391.33
Emp + 2	1,328.98	1,302.92	585.29	717.63
Emp, Sp + 1	1,648.40	1,616.08	585.29	1,030.79
Emp, Sp + 2 (or more)	1,981.23	1,942.38	585.29	1,357.09

90 / 10 Split on Coverage				
DENTAL / PLAN F	100% Premium		City Share (monthly)	Employee Share (monthly)
Employee	54.79		49.31	5.48
Emp + 1	103.63		93.27	10.36
Emp + 2	162.21		145.99	16.22

VSP (City pays all) \$25 co-pay with second pair rider			Employer Paid (monthly)
Employee	8.78		8.78
Emp + 1	17.56		17.56
Emp + 2	26.34		26.34

EAP	1 - 8 Sessions
Full Family	\$.26 - Employer Paid

2021

AWC EMPLOYEE BENEFIT TRUST HEALTH INSURANCE

CITY COUNCIL

2021 Regence Health First 250 (80/20 Split)	100% Premium	Rate w/ 2% Wellness Discount	City Share (monthly)	Employee Share (monthly)
Employee	788.44	772.98	-	772.98
Emp + Spouse	1,583.45	1,552.40	-	1,552.40
Emp + 1	1,180.08	1,156.94	-	1,156.94
Emp + 2	1,503.87	1,474.38	-	1,474.38
Emp, Sp + 1	1,975.09	1,936.36	-	1,936.36
Emp. Sp + 2 (or more)	2,298.88	2,253.80	-	2,253.80

2021 Regence HDHP (Deductibles: 1500/3000)	100% Premium	Rate w/ 2% Wellness Discount	City Share (monthly)	Employee Share (monthly)
Employee	548.27	537.52	-	537.52
Emp + Spouse	1,103.27	1,081.64	-	1,081.64
Emp + 1	826.57	810.36	-	810.36
Emp + 2	1,054.41	1,033.74	-	1,033.74
Emp, Sp + 1	1,381.53	1,354.44	-	1,354.44
Emp. Sp + 2 (or more)	1,609.40	1,577.84	-	1,577.84

2021 Kaiser Permanente \$20 Copay / 200 Deductible (90/10 Split)	100% Premium	Rate w/ 2% Wellness Discount	City Share (monthly)	Employee Share (monthly)
Employee	663.33	650.32	-	650.32
Emp + Spouse	1,315.58	1,289.78	-	1,289.78
Emp + 1	996.15	976.62	-	976.62
Emp + 2	1,328.98	1,302.92	-	1,302.92
Emp, Sp + 1	1,648.40	1,616.08	-	1,616.08
Emp. Sp + 2 (or more)	1,981.23	1,942.38	-	1,942.38

90 / 10 Split on Coverage				
DENTAL / PLAN F	100% Premium		City Share (monthly)	Employee Share (monthly)
Employee	54.79		49.31	5.48
Emp + 1	103.63		93.27	10.36
Emp + 2	162.21		145.99	16.22

VSP (City pays all) \$25 co-pay with second pair rider			Employer Paid (monthly)
Employee	8.78		8.78
Emp + 1	17.56		17.56
Emp + 2	26.34		26.34

EAP	1 - 8 Sessions
Full Family	\$.26 - Employer Paid

2023

AWC EMPLOYEE BENEFIT TRUST HEALTH INSURANCE

NON-REPRESENTED / AFSCME

2023 Regence Health First 250 (80/20 Split)	100% Premium (4.5% Increase)	Rate w/ 2% Wellness Discount	City Share (monthly)	Employee Share (monthly)
Employee	872.05	854.61	683.69	170.92
Emp + Spouse	1,751.38	1,716.35	1,373.08	343.27
Emp, Spouse + 1 child	2,184.58	2,140.89	1,712.71	428.18
Emp, Spouse + 2 Children (full family)	2,542.72	2,491.87	1,993.49	498.37
Emp + 1 child	1,305.22	1,279.12	1,023.29	255.82
Emp + 2 children	1,663.36	1,630.09	1,304.07	326.02
No additional Charge for 3+ children				

2023 Regence HDHP (Deductibles: 1500/3000)	100% Premium (4.5% Increase)	Rate w/ 2% Wellness Discount	City Share (monthly)	Employee Share (monthly)	City HSA Contribution (monthly)
Employee	606.42	594.29	594.29	-	75.00
Emp + Spouse	1,220.26	1,195.85	1,195.85	-	68.67
Emp, Spouse + 1 child	1,528.08	1,497.52	1,497.52	-	86.47
Emp, Spouse + 2 Children (full family)	1,780.12	1,744.52	1,744.52	-	131.62
Emp + 1 child	914.24	895.96	895.96	-	56.76
Emp + 2 children	1,166.26	1,142.93	1,142.93	-	101.91
No additional Charge for 3+ children					

2023 Kaiser Permanente \$20 Copay / 200 Deductible (90/10 Split)	100% Premium (7% increase)	Rate w/ 2% Wellness Discount	City Share (monthly)	Employee Share (monthly)
Employee	762.12	746.88	672.19	74.69
Emp + Spouse	1,511.56	1,481.33	1,333.20	148.13
Emp, Spouse + 1 child	1,893.96	1,856.08	1,670.47	185.61
Emp, Spouse + 2 Children (full family)	2,276.38	2,230.85	2,007.77	223.09
Emp + 1 child	1,144.54	1,121.65	1,009.49	112.17
Emp + 2 children	1,526.94	1,496.40	1,346.76	149.64
No additional Charge for 3+ children				

90 / 10 Split on Coverage	100% Premium (no increase)	City Share (monthly)	Employee Share (monthly)
DENTAL / PLAN F			
Employee	55.88	50.29	5.59
Emp + 1	105.68	95.11	10.57
Emp + 2	165.42	148.88	16.54

VSP (City pays all) \$25 co-pay with second pair rider	100% Premium (no Increase)	City Paid (monthly)
Employee	8.78	8.78
Emp + 1	17.56	17.56
Emp + 2	26.34	26.34

Long Term Disability- 67% Benefit	.516% of Base Pay	(no Increase)
Life Insurance and AD&D- 26,000.00 Benefit	4.94	

EAP	1 - 8 Sessions
Full Family	\$.26 - Employer Paid

2023

AWC EMPLOYEE BENEFIT TRUST HEALTH INSURANCE

CITY COUNCIL

2023 Regence Health First 250 (80/20 Split)	100% Premium (4.5% Increase)	Rate w/ 2% Wellness Discount	City Share (monthly)	Council Share (monthly)
Employee	872.05	854.61	-	854.61
Emp + Spouse	1,751.38	1,716.35	-	1,716.35
Emp , Spouse + 1 child	2,184.58	2,140.89	-	2,140.89
Emp, Spouse + 2 Children (full family)	2,542.72	2,491.87	-	2,491.87
Emp + 1 child	1,305.22	1,279.12	-	1,279.12
Emp + 2 children	1,663.36	1,630.09	-	1,630.09

2023 Regence HDHP (Deductibles: 1500/3000)	100% Premium (4.5% Increase)	Rate w/ 2% Wellness Discount	City Share (monthly)	Council Share (monthly)
Employee	606.42	594.29	-	594.29
Emp + Spouse	1,220.26	1,195.85	-	1,195.85
Emp , Spouse + 1 child	1,528.08	1,497.52	-	1,497.52
Emp, Spouse + 2 Children (full family)	1,780.12	1,744.52	-	1,744.52
Emp + 1 child	914.24	895.96	-	895.96
Emp + 2 children	1,166.26	1,142.93	-	1,142.93

2023 Kaiser Permanente \$20 Copay / 200 Deductible (90/10 Split)	100% Premium (7% Increase)	Rate w/ 2% Wellness Discount	City Share (monthly)	Employee Share (monthly)
Employee	762.12	746.88	-	746.88
Emp + Spouse	1,511.56	1,481.33	-	1,481.33
Emp , Spouse + 1 child	1,893.96	1,856.08	-	1,856.08
Emp, Spouse + 2 Children (full family)	2,276.38	2,230.85	-	2,230.85
Emp + 1 child	1,144.54	1,121.65	-	1,121.65
Emp + 2 children	1,526.94	1,496.40	-	1,496.40

90 / 10 Split on Coverage				
DENTAL / PLAN F	100% Premium (No Increase)		City Share (monthly)	Employee Share (monthly)
Employee	55.88		50.29	5.59
Emp + 1	105.68		95.11	10.57
Emp + 2	165.42		148.88	16.54

VSP (City pays all) \$25 co-pay with second pair rider	100% Premium (No Increase)		City Paid (monthly)
Employee	8.78		8.78
Emp + 1	17.56		17.56
Emp + 2	26.34		26.34

EAP	1 - 8 Sessions
Full Family	\$.26 - Employer Paid

2023

AWC EMPLOYEE BENEFIT TRUST HEALTH INSURANCE

MAYOR

2023 Regence Health First 250 (80/20 Split)	100% Premium (4.5% Increase)	Rate w/ 2% Wellness Discount	City Share (monthly)	Employee Share (monthly)
Employee	872.05	854.61	683.69	170.92
Emp + Spouse	1,751.38	1,716.35	683.69	1,032.66
Emp , Spouse + 1 child	2,184.58	2,140.89	683.69	1,457.20
Emp, Spouse + 2 Children (full family)	2,542.72	2,491.87	683.69	1,808.18
Emp + 1 child	1,305.22	1,279.12	683.69	595.43
Emp + 2 children	1,663.36	1,630.09	683.69	946.40

2023 Regence HDHP (Deductibles: 1500/3000)	100% Premium (4.5% Increase)	Rate w/ 2% Wellness Discount	City Share (monthly)	Employee Share (monthly)
Employee	606.42	594.29	594.29	-
Emp + Spouse	1,220.26	1,195.85	594.29	601.56
Emp , Spouse + 1 child	1,528.08	1,497.52	594.29	903.23
Emp, Spouse + 2 Children (full family)	1,780.12	1,744.52	594.29	1,150.23
Emp + 1 child	914.24	895.96	594.29	301.67
Emp + 2 children	1,166.26	1,142.93	594.29	548.64

2023 Kaiser Permanente \$20 Copay / 200 Deductible (90/10 Split)	100% Premium (7% increase)	Rate w/ 2% Wellness Discount	City Share (monthly)	Employee Share (monthly)
Employee	762.12	746.88	672.19	74.69
Emp + Spouse	1,511.56	1,481.33	672.19	809.14
Emp , Spouse + 1 child	1,893.96	1,856.08	672.19	1,183.89
Emp, Spouse + 2 Children (full family)	2,276.38	2,230.85	672.19	1,558.66
Emp + 1 child	1,144.54	1,121.65	672.19	449.46
Emp + 2 children	1,526.94	1,496.40	672.19	824.21

90 / 10 Split on Coverage				
DENTAL / PLAN F	100% Premium (no increase)		City Share (monthly)	Employee Share (monthly)
Employee	55.88		50.29	5.59
Emp + 1	105.68		95.11	10.57
Emp + 2	165.42		148.88	16.54

VSP (City pays all) \$25 co-pay with second pair rider	100% Premium		City Paid (monthly)
Employee	8.78		8.78
Emp + 1	17.56		17.56
Emp + 2	26.34		26.34

EAP	1 - 8 Sessions
Full Family	\$.26 - Employer Paid

Jan'22 1-3

			January 2022 AFSCME Pay Plan									2.00			
Pay Grade	Position Title		Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	Step J			
				3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%			
25	Intern- Airport Management		3,326	3,426	3,529	3,634	3,743	3,856	3,971	4,091	4,213	4,340			
25			39,912	41,109	42,342	43,612	44,921	46,268	47,656	49,086	50,559	52,076			
26			3,529	3,634	3,743	3,856	3,971	4,091	4,213	4,340	4,470	4,604			
26			42,342	43,612	44,921	46,268	47,656	49,086	50,559	52,076	53,638	55,247			
27			3,743	3,856	3,971	4,090.51	4,213	4,340	4,470	4,604	4,742	4,884			
27			44,921	46,268	47,656	49,086	50,559	52,076	53,638	55,247	56,904	58,611			
28	Administrative Technician I		3,971	4,091	4,213	4,340	4,470	4,604	4,742	4,884	5,031	5,182			
28	Finance Technician I		47,656	49,086	50,559	52,076	53,638	55,247	56,904	58,611	60,370	62,181			
29			4,213	4,340	4,470	4,604	4,742	4,884	5,031	5,182	5,337	5,497			
29			50,559	52,076	53,638	55,247	56,904	58,611	60,370	62,181	64,046	65,968			
30	Finance Technician II		4,340	4,470	4,604	4,742	4,884	5,031	5,182	5,337	5,497	5,662			
30	GIS Technician		52,076	53,638	55,247	56,904	58,611	60,370	62,181	64,046	65,968	67,947			
30	Permit Technician I														
31			4,470	4,604	4,742	4,884	5,031	5,182	5,337	5,497	5,662	5,832			
31			53,638	55,247	56,904	58,611	60,370	62,181	64,046	65,968	67,947	69,985			
32	Administrative Specialist II		4,604	4,742	4,884	5,031	5,182	5,337	5,497	5,662	5,832	6,007			
32	Finance Technician III		55,247	56,904	58,611	60,370	62,181	64,046	65,968	67,947	69,985	72,085			
32	M&O / Cemetery Coordinator														
32	Maintenance Worker I														
32	Permit Technician II														
32	Police Services Technician II														
32	Wastewater Collection Systems Specialist I														
32	Water Distribution Specialist I														
33	Biosolids Compost Facility Operator I		4,742	4,884	5,031	5,182	5,337	5,497	5,662	5,832	6,007	6,187			
33	IT Techncian		56,904	58,611	60,370	62,181	64,046	65,968	67,947	69,985	72,085	74,247			
33	Payroll Finance Coordinator														
33	Airport Office Lead														
33	Police Support Officer														
33	Stormwater Technician II														
33	Wastewater Treatment Plant Operator I														
33	Water Treatment Plant Operator I														
34	Airport Operations Specialist		5,031	5,182	5,337	5,497	5,662	5,832	6,007	6,187	6,373	6,564			
34	Biosolids Compost Facility Operator II		60,370	62,181	64,046	65,968	67,947	69,985	72,085	74,247	76,475	78,769			
34	GIS Analyst I														
34	Maintenance Worker II														
34	Plans Examiner/ Building Inspector														

Jan'22 2-3

[illegible]

Jan'22 3-3

[illegible]

July '22 1-3

			July 2022 AFSCME Pay Plan										3.00		
Pay Grade	Position Title		Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	Step J			
				3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%			
25	Intern- Airport Management		3,425	3,528	3,634	3,743	3,855	3,971	4,090	4,213	4,339	4,469			
25			41,105	42,338	43,608	44,916	46,263	47,651	49,081	50,553	52,070	53,632			
26			3,634	3,743	3,855	3,971	4,090	4,213	4,339	4,469	4,603	4,742			
26			43,608	44,916	46,263	47,651	49,081	50,553	52,070	53,632	55,241	56,898			
27			3,855	3,971	4,090	4,212.78	4,339	4,469	4,603	4,742	4,884	5,030			
27			46,263	47,651	49,081	50,553	52,070	53,632	55,241	56,898	58,605	60,363			
28	Administrative Technician I		4,090	4,213	4,339	4,469	4,603	4,742	4,884	5,030	5,181	5,337			
28	Finance Technician I		49,081	50,553	52,070	53,632	55,241	56,898	58,605	60,363	62,174	64,039			
29			4,339	4,469	4,603	4,742	4,884	5,030	5,181	5,337	5,497	5,662			
29			52,070	53,632	55,241	56,898	58,605	60,363	62,174	64,039	65,961	67,939			
30	Finance Technician II		4,469	4,603	4,742	4,884	5,030	5,181	5,337	5,497	5,662	5,831			
30	GIS Technician		53,632	55,241	56,898	58,605	60,363	62,174	64,039	65,961	67,939	69,978			
30	Permit Technician I														
31			4,603	4,742	4,884	5,030	5,181	5,337	5,497	5,662	5,831	6,006			
31			55,241	56,898	58,605	60,363	62,174	64,039	65,961	67,939	69,978	72,077			
32	Administrative Specialist II		4,742	4,884	5,030	5,181	5,337	5,497	5,662	5,831	6,006	6,187			
32	Finance Technician III		56,898	58,605	60,363	62,174	64,039	65,961	67,939	69,978	72,077	74,239			
32	M&O / Cemetery Coordinator														
32	Maintenance Worker I														
32	Permit Technician II														
32	Police Services Technician II														
32	Wastewater Collection Systems Specialist I														
32	Water Distribution Specialist I														
33	Biosolids Compost Facility Operator I		4,884	5,030	5,181	5,337	5,497	5,662	5,831	6,006	6,187	6,372			
33	IT Techncian		58,605	60,363	62,174	64,039	65,961	67,939	69,978	72,077	74,239	76,466			
33	Payroll Finance Coordinator														
33	Airport Office Lead														
33	Police Support Officer														
33	Stormwater Technician II														
33	Wastewater Treatment Plant Operator I														
33	Water Treatment Plant Operator I														
34	Airport Operations Specialist		5,181	5,337	5,497	5,662	5,831	6,006	6,187	6,372	6,563	6,760			
34	Biosolids Compost Facility Operator II		62,174	64,039	65,961	67,939	69,978	72,077	74,239	76,466	78,760	81,123			
34	GIS Analyst I														
34	Maintenance Worker II														
34	Plans Examiner/ Building Inspector														

July '22 2-3

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July '22 3-3

[illegible]

Jan'23 1-3

			January 2023 AFSCME Pay Plan										2.50		
Pay Grade	Position Title		Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	Step J			
				3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%			
25	Intern- Airport Management		3,511	3,616	3,725	3,836	3,951	4,070	4,192	4,318	4,447	4,581			
25			42,129	43,393	44,695	46,035	47,417	48,839	50,304	51,813	53,368	54,969			
26			3,725	3,836	3,951	4,070	4,192	4,318	4,447	4,581	4,718	4,860			
26			44,695	46,035	47,417	48,839	50,304	51,813	53,368	54,969	56,618	58,316			
27			3,951	4,070	4,192	4,317.77	4,447	4,581	4,718	4,860	5,005	5,156			
27			47,417	48,839	50,304	51,813	53,368	54,969	56,618	58,316	60,066	61,868			
28	Administrative Technician I		4,192	4,318	4,447	4,581	4,718	4,860	5,005	5,156	5,310	5,470			
28	Finance Technician I		50,304	51,813	53,368	54,969	56,618	58,316	60,066	61,868	63,724	65,636			
29			4,447	4,581	4,718	4,860	5,005	5,156	5,310	5,470	5,634	5,803			
29			53,368	54,969	56,618	58,316	60,066	61,868	63,724	65,636	67,605	69,633			
30	Finance Technician II		4,581	4,718	4,860	5,005	5,156	5,310	5,470	5,634	5,803	5,977			
30	GIS Technician		54,969	56,618	58,316	60,066	61,868	63,724	65,636	67,605	69,633	71,722			
30	Permit Technician I														
31			4,718	4,860	5,005	5,156	5,310	5,470	5,634	5,803	5,977	6,156			
31			56,618	58,316	60,066	61,868	63,724	65,636	67,605	69,633	71,722	73,873			
32	Administrative Specialist II		4,860	5,005	5,156	5,310	5,470	5,634	5,803	5,977	6,156	6,341			
32	Finance Technician III		58,316	60,066	61,868	63,724	65,636	67,605	69,633	71,722	73,873	76,090			
32	M&O / Cemetery Coordinator														
32	Maintenance Worker I														
32	Permit Technician II														
32	Police Services Technician II														
32	Wastewater Collection Systems Specialist I														
32	Water Distribution Specialist I														
33	Biosolids Compost Facility Operator I		5,005	5,156	5,310	5,470	5,634	5,803	5,977	6,156	6,341	6,531			
33	IT Techncian		60,066	61,868	63,724	65,636	67,605	69,633	71,722	73,873	76,090	78,372			
33	Payroll Finance Coordinator														
33	Airport Office Lead														
33	Police Support Officer														
33	Stormwater Technician II														
33	Wastewater Treatment Plant Operator I														
33	Water Treatment Plant Operator I														
34	Airport Operations Specialist		5,310	5,470	5,634	5,803	5,977	6,156	6,341	6,531	6,727	6,929			
34	Biosolids Compost Facility Operator II		63,724	65,636	67,605	69,633	71,722	73,873	76,090	78,372	80,723	83,145			
34	GIS Analyst I														
34	Maintenance Worker II														
34	Plans Examiner/ Building Inspector														

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July '23 1-3

			July 2023 AFSCME Pay Plan									2.50		
Pay Grade	Position Title		Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	Step J		
				3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%		
25	Intern- Airport Management		3,598	3,706	3,817	3,932	4,050	4,171	4,296	4,425	4,558	4,695		
25			43,178	44,473	45,808	47,182	48,597	50,055	51,557	53,104	54,697	56,338		
26			3,817	3,932	4,050	4,171	4,296	4,425	4,558	4,695	4,836	4,981		
26			45,808	47,182	48,597	50,055	51,557	53,104	54,697	56,338	58,028	59,769		
27			4,050	4,171	4,296	4,425.30	4,558	4,695	4,836	4,981	5,130	5,284		
27			48,597	50,055	51,557	53,104	54,697	56,338	58,028	59,769	61,562	63,408		
28	Administrative Technician I		4,296	4,425	4,558	4,695	4,836	4,981	5,130	5,284	5,443	5,606		
28	Finance Technician I		51,557	53,104	54,697	56,338	58,028	59,769	61,562	63,408	65,311	67,270		
29			4,558	4,695	4,836	4,981	5,130	5,284	5,443	5,606	5,774	5,947		
29			54,697	56,338	58,028	59,769	61,562	63,408	65,311	67,270	69,288	71,367		
30	Finance Technician II		4,695	4,836	4,981	5,130	5,284	5,443	5,606	5,774	5,947	6,126		
30	GIS Technician		56,338	58,028	59,769	61,562	63,408	65,311	67,270	69,288	71,367	73,508		
30	Permit Technician I													
31			4,836	4,981	5,130	5,284	5,443	5,606	5,774	5,947	6,126	6,309		
31			58,028	59,769	61,562	63,408	65,311	67,270	69,288	71,367	73,508	75,713		
32	Administrative Specialist II		4,981	5,130	5,284	5,443	5,606	5,774	5,947	6,126	6,309	6,499		
32	Finance Technician III		59,769	61,562	63,408	65,311	67,270	69,288	71,367	73,508	75,713	77,984		
32	M&O / Cemetery Coordinator													
32	Maintenance Worker I													
32	Permit Technician II													
32	Police Services Technician II													
32	Wastewater Collection Systems Specialist I													
32	Water Distribution Specialist I													
33	Biosolids Compost Facility Operator I		5,130	5,284	5,443	5,606	5,774	5,947	6,126	6,309	6,499	6,694		
33	IT Techncian		61,562	63,408	65,311	67,270	69,288	71,367	73,508	75,713	77,984	80,324		
33	Payroll Finance Coordinator													
33	Airport Office Lead													
33	Police Support Officer													
33	Stormwater Technician II													
33	Wastewater Treatment Plant Operator I													
33	Water Treatment Plant Operator I													
34	Airport Operations Specialist		5,443	5,606	5,774	5,947	6,126	6,309	6,499	6,694	6,894	7,101		
34	Biosolids Compost Facility Operator II		65,311	67,270	69,288	71,367	73,508	75,713	77,984	80,324	82,734	85,216		
34	GIS Analyst I													
34	Maintenance Worker II													
34	Plans Examiner/ Building Inspector													

July '23 2-3

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July '23 3-3

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Jan. '24 1-3

		January 2024 AFSCME Pay Plan										2.00		
Pay Grade	Position Title	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	Step J			
			3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%			
25	Intern- Airport Management	3,670	3,780	3,894	4,011	4,131	4,255	4,383	4,514	4,649	4,789			
25		44,044	45,365	46,726	48,128	49,572	51,059	52,591	54,169	55,794	57,468			
26		3,894	4,011	4,131	4,255	4,383	4,514	4,649	4,789	4,933	5,081			
26		46,726	48,128	49,572	51,059	52,591	54,169	55,794	57,468	59,192	60,967			
27		4,131	4,255	4,383	4,514.06	4,649	4,789	4,933	5,081	5,233	5,390			
27		49,572	51,059	52,591	54,169	55,794	57,468	59,192	60,967	62,796	64,680			
28	Administrative Technician I	4,383	4,514	4,649	4,789	4,933	5,081	5,233	5,390	5,552	5,718			
28	Finance Technician I	52,591	54,169	55,794	57,468	59,192	60,967	62,796	64,680	66,621	68,619			
29		4,649	4,789	4,933	5,081	5,233	5,390	5,552	5,718	5,890	6,067			
29		55,794	57,468	59,192	60,967	62,796	64,680	66,621	68,619	70,678	72,798			
30	Finance Technician II	4,789	4,933	5,081	5,233	5,390	5,552	5,718	5,890	6,067	6,249			
30	GIS Technician	57,468	59,192	60,967	62,796	64,680	66,621	68,619	70,678	72,798	74,982			
30	Permit Technician I													
31		4,933	5,081	5,233	5,390	5,552	5,718	5,890	6,067	6,249	6,436			
31		59,192	60,967	62,796	64,680	66,621	68,619	70,678	72,798	74,982	77,232			
32	Administrative Specialist II	5,081	5,233	5,390	5,552	5,718	5,890	6,067	6,249	6,436	6,629			
32	Finance Technician III	60,967	62,796	64,680	66,621	68,619	70,678	72,798	74,982	77,232	79,549			
32	M&O / Cemetery Coordinator													
32	Maintenance Worker I													
32	Permit Technician II													
32	Police Services Technician II													
32	Wastewater Collection Systems Specialist I													
32	Water Distribution Specialist I													
33	Biosolids Compost Facility Operator I	5,233	5,390	5,552	5,718	5,890	6,067	6,249	6,436	6,629	6,828			
33	IT Techncian	62,796	64,680	66,621	68,619	70,678	72,798	74,982	77,232	79,549	81,935			
33	Payroll Finance Coordinator													
33	Airport Office Lead													
33	Police Support Officer													
33	Stormwater Technician II													
33	Wastewater Treatment Plant Operator I													
33	Water Treatment Plant Operator I													
34	Airport Operations Specialist	5,552	5,718	5,890	6,067	6,249	6,436	6,629	6,828	7,033	7,244			
34	Biosolids Compost Facility Operator II	66,621	68,619	70,678	72,798	74,982	77,232	79,549	81,935	84,393	86,925			
34	GIS Analyst I													
34	Maintenance Worker II													
34	Plans Examiner/ Building Inspector													

Jan'24 9-3

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July '24 2-3

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Chapter 2.89 - CITIZEN SALARY REVIEW COMMISSION

2.89.010 - Purpose.

It is the policy of the city to base salaries and per diem reimbursement of elected officials on realistic standards so that elected officials of the city may be paid according to the duties of their offices, and so that citizens of the highest quality may be attracted to public service. To effectuate this policy, the Arlington citizens' commission on salaries of elected officials ("citizens' commission") is hereby created consisting of five members with duties and responsibilities as set forth below.

(Ord. No. 2015-005, § 1, 1-20-2015)

2.89.020 - Duties.

The citizens' commission shall study the relationship of salaries and per diem reimbursement for each elected position. Except as provided otherwise below, the citizens' commission shall be solely responsible for its own organization, operation, and action and shall enjoy the fullest cooperation of all elected officials, departments and agencies of the city of Arlington.

(Ord. No. 2015-005, § 1, 1-20-2015)

2.89.030 - Eligibility.

The citizens' commission shall consist of five members, all of whom must be at least twenty-one years of age, registered to vote, and maintain personal residence within the boundaries of the city. No city official, or public employee, or any immediate family member of any official or employee shall be eligible for membership on the citizens' commission. As used in this section, the phrase "immediate family" means parents, spouse, siblings, children, or dependent relatives of the official or employee, whether or not they are living in the same household.

(Ord. No. 2015-005, § 1, 1-20-2015)

2.89.040 - Appointment.

Five initial members of the citizens' commission shall be appointed by the mayor with the consent of the city council. Citizens shall be invited to apply for positions on the citizens' commission and the mayor shall appoint a committee of the council who shall conduct interviews in the same manner as appointments for all city positions and make recommendations to the council as a whole, who shall make final recommendations regarding appointments to the mayor, who shall make the final appointment subject to

the consent of the council as required by RCW 35.21.015 . The members of the commission shall serve three-year terms beginning on May 1 and ending on April 30, except that the initial five members shall be appointed for different terms as follows:

- (1) One member for a period of approximately three years and three months to end on April 30, 2018;
- (2) Two members for a period of approximately two years and three months to end on April 30, 2017 ; and
- (3) Two of members to serve for periods of approximately one year and three months to end on April 30, 2016.

No person may serve more than two consecutive terms. Members of the commission may be removed by the mayor, with the approval of the council, only for cause of incapacity, incompetence, neglect of duty, malfeasance in office, or for a disqualifying change of eligibility. The unexcused absence of any member of the commission from two consecutive meetings of the commission shall constitute relinquishment of that person's membership on the commission. Such relinquishment creates a vacancy in that person's position on the commission. Upon a vacancy in any position on the commission, a successor shall be selected and appointed to fill the unexpired term. The selection and appointment shall be concluded within sixty days of the date that position becomes vacant and shall be conducted in the same manner as originally provided for that person's appointment.

(Ord. No. 2015-005, § 1, 1-20-2015)

2.89.050 - Operation.

The members of the commission shall elect a chair from among their number. The commission shall prepare a recommended schedule of salaries by an affirmative vote of not less than three members of the commission. Members of the commission shall receive no compensation for their services.

(Ord. No. 2015-005, § 1, 1-20-2015)

2.89.060 - Salary schedule recommendation.

The commission shall file its schedules of recommended salaries and per diem reimbursement for elected officials of the city with the city clerk no later than the last day in June of each odd-numbered year. The schedule may include the effective date for any changes in salaries and per diem reimbursement, provided that said changes shall not apply retroactively, and further provided that any recommended salary decreases shall only become effective at the commencement of subsequent terms of office as required by RCW 35.21.015(5). The signature of the chair of the commission shall be affixed to each schedule submitted

to the city clerk. The chair shall certify that the schedule has been adopted in accordance with the provisions of this chapter and with the rules, if any, of the commission. Such schedules shall become effective and incorporated into the city budget without further action of the city council in accordance with state law.

(Ord. No. 2015-005, § 1, 1-20-2015; Ord. No. 2015-010, § 1, 5-4-2015)

2.89.070 - Open meetings.

All meetings, actions, hearings, and business of the commission shall be subject to the Open Public Meetings Act as set forth in Chapter 42.30 RCW. Prior to the filing of any salary schedule, the commission shall hold no fewer than one regularly advertised public hearing thereon within the two months immediately preceding the filing of its recommendation.

(Ord. No. 2015-005, § 1, 1-20-2015)