



**CITY COUNCIL WORKSHOP MEETING AGENDA**  
**Saturday, January 27, 2018, 9:00 AM**  
**Lacamas Lake Lodge, 227 NE Lake Road**

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**ANNUAL PLANNING CONFERENCE - Day 2 of 2**

**I. OPENING COMMENTS/PLANNING CONFERENCE AGENDA REVIEW (9:00 am)**

**II. PLANNING CONFERENCE TOPICS**

**A. Council Member Orientation (9:15 am)**

Details: This is an orientation for new Council Members and a refresher for existing Council Members. The topics will include the role of a Council Member, Open Public Meetings, Public Records and a few other topics.

Presenter: Shawn MacPherson, City Attorney

Recommended Action: This item is for Council's information only.

 [Mayor & Council Member Handbook](#)

**B. Community Survey Review (10:00 am)**

Details: Staff will review the 2017 Community Survey results to assist Council in prioritizing needs from the Level of Service discussion.

Presenter: Pete Capell, City Administrator

Recommended Action: This item is for Council's information only.

 [2017 Community Survey Presentation](#)

[2017 Community Survey Report](#)

[2017 Community Survey Appendix - GIS Maps](#)

**BREAK (10:30 am)**

**C. Strategic Plan - Level of Service (10:45 am)**

Details: The presentation will begin with a demonstration of Open Performance, a tool that will demonstrate progress against measurable goals. Then each department will give a brief overview of its current level of service. Each department head will discuss the department's level of service and measurements in more detailed presentation at future Workshops. It will take several months to complete all of the level of service presentations, so there will be a summary review after all of the presentations and staff will ask the Council Members to prioritize service levels in advance of developing the 2019-2020 City budget.

Presenters: Department Heads

Recommended Action: This item is for Council's information only.

 [Level of Service Presentation](#)

[2006 Police Department Organizational Chart](#)

[Strategic Plan Management Report](#)

**III. WORKING LUNCH (12:00 pm)**

**IV. ADJOURNMENT OF PLANNING CONFERENCE (1:00 pm)**

NOTE: The City welcomes citizens in public meetings. For ADA accommodations, call 360.834.6864.

# Mayor & Councilmember handbook



# Mayor & Councilmember h a n d b o o k





## **Mayor & Councilmember Handbook**

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Updated November 2017

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# Introduction

This handbook is intended to serve as a reference guide for mayors and councilmembers in Washington cities and towns operating under the mayor-council form of government. There are, however, materials on issues that also directly concern mayors in council-manager cities and all mayor pro tems: presiding over council meetings, conducting public hearings, etc.

A mayor 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 also 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. You need to listen to the residents of the city and the council, develop goals, and then work effectively with the council 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."*

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**Remember – when you have  
a particular problem, chances  
are somebody else has  
already dealt with the same  
issue.**



# 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.

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 on page 5.

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## 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.<sup>1</sup> 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.<sup>2</sup>

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### 4 classes of cities

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

<sup>1</sup> First Class Cities: RCW 35.22; Second Class Cities: RCW 35.23; Third Class Cities: formerly RCW 35.24; Fourth Class Towns: RCW 35.27.

<sup>2</sup> Optional Municipal Code Cities: RCW 35A Optional Municipal Code

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## **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. This 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.

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## **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.<sup>3</sup> All of the 10 first class cities have charters at this time. Only one code city, Kelso, has adopted a charter.

<sup>3</sup> Constitution, Article XI, Section 10, as amended by Amendment 40.

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## 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<sup>4</sup>

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<sup>5</sup>

Only the City of Shelton has the commission form, which 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).

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### 3 forms of government

- Mayor-council
- Council-manager
- Commission

<sup>4</sup> 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.

<sup>5</sup> On November 7, 2017, City of Shelton residents voted to change the Commission form of government and adopt the Council-manager form of government.



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**Additional resources:**

*Washington City & Town Officials  
Directory Mobile App*, MRSC

*Code City Handbook*, MRSC

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**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	148	48	1	197
Unclassified	1	0	0	1
Total	228	52	1	281

\*As of October 2017

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.

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### 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.

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### 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 your 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.

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**“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

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### 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.

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### Keeping some perspective ...

- **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.

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## 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.

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## 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.

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## 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.

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## **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.

# Practical advice

## Helpful pointers from other elected officials.

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### 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.
  - **Carry a notebook around for the first six months and write everything down.**
  - **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

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 principle reward of public service.

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### 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.

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**See if you can develop a**

**vision of what your city**

**should look like in the future,**

**and work with others to that**

**end.**

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**Additional resource:**

Local Government Performance  
Center, Washington State  
Auditor's Office

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## **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?

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## 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.

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## 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.

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## 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.

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### 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.



**“We’re busy electing  
barometers, when what we  
really need are compasses.”**

– Author unknown

## 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.

## The mayor as chief executive

Most people understand that 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.

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### Administrative/policy maker 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.

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### 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. The council can establish the qualifications and the duties of the position.

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.

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## **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?

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## **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.

Instead of asking the city attorney without warning: "Can we do \_\_\_\_?", give your attorney time to research the issue and ask: "How can we do \_\_\_\_?". 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. Please keep in mind that their advice is based on the facts you provide. Sometimes there are special factors involved, perhaps unique to your city. That is why MRSC will sometimes advise you to review an issue with your city attorney instead.

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## **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 meet the Open Government Trainings Act requirement.

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## **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.)

**In any disciplinary action –**

**hasten slowly.**

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## 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.

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## 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 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.

## 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 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.

# Practical advice

Helpful pointers from other Washington mayors.

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## 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.

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### 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.

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### 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.

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### 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.

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### 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

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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.

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## 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.

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## 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.

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## 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 meet the Open Government Trainings Act requirement.

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## 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. Consider it the official body's expression of opinion. 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, 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 Report No. 50, which is entitled Local Ordinances - The Drafting, Compilation, Codification and Revision of Ordinances.

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 in regard to adoption requirements for 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.

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### 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.
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### 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.

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. Cover 3-5 issues at most.
- Ask for clear commitments to work on your issues.
- Connect with legislative staff. They are often the subject matter experts for legislators.

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### Develop a legislative agenda

Tell your legislators what you want 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.

- Keep it short and simple – one page only.
- 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.
- Make it public. 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.

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### 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, Great State Pocket Guide*

PDC's *Public Agency Lobbying Handbook*

Public Disclosure Commission

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## **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.

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## **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. Those that hire a contract lobbyist must file a report.

Cities that have in-house staff or elected officials 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. 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, yearlong 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.

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### 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.

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### 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.

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

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### Additional resources:

*Budget Suggestions*, MRSC

Budgeting basics, AWC  
eLearning

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

Local Government Performance  
Center, Washington State  
Auditor's Office

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## Budgeting methods

Cities and towns use 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.
- **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 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.

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## 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*.

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## 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)

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## **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.

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## 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.

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### 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.

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### 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.

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**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.

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## **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.

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## 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 his or her 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.

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

– Franklin D. Roosevelt

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## **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.

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## **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.

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## 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.

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## 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 State 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).

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### Additional resources:

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

## Mayor 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 the mayor'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 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, 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 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 mayor 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 refuse to carry out the directives of the council?**

**A.** In general, no. The mayor'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. 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 believes that it is crucial for certain city staff to attend training sessions held outside the city, can the council prohibit all such training?**

**A.** Because the council controls the budget, sets policy and approves contracts, the council could prohibit expenditures for such training. The mayor 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 Washington mayors.

### Relationship with 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!

## Councilmember questions & answers

**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?**

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**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 ...

- **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.
- **Address conflict head on.**



# Roles of the mayor and council

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## Policy making & 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.

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## 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.

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## 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.

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## 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.

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## 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.

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## City expenditures, contracts

### Mayor

- Sign contracts, supervise contract performance, enforce contracts.

### Council

- Approve contracts and all city expenditures.

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## 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

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### 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. He or she not only participates in the meeting but also manages the process, the agenda items and the people involved.

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### 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 chair should rule it out of order.
  - Protect the council from frivolous or delaying motions by refusing to recognize them.
  - Enforce the rules regarding debate, make sure that speakers limit their remarks to the item being considered, and keep order at the meeting.
  - Expedite business in a way compatible 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 what actions are required on 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, they can save time and avoid illegal or incomplete actions. (See Appendix 4 for more details on what is required under the Open Public Meetings Act, and Appendix 6 for guidance on the Appearance of Fairness doctrine.)

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### Council rules of procedure

It is up to every council to establish rules for the conduct of their meetings. Some councils adopt standard rules, such as Robert's Rules of Order or some other parliamentary procedure; and others develop their own customized bylaws which govern how council meetings proceed. Local rules are valid as long as they don't infringe on constitutional rights or conflict with state law. (See Appendix 5 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 and 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 parliamentary procedure makes council meetings more efficient and reduces the chances of council actions being declared illegal or challenged for procedural deficiencies. (See Appendix 9 for a quick summary of parliamentary procedure.)

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**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

**Motions**

Business is brought before the council by motions, a formal procedure 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, 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.)

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**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 being strong enough with being democratic enough to involve all members in the meeting. To be effective, the mayor needs the support of the councilmembers. Trust is built by 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.

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**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 the mayor chooses to participate, they have two competing goals - as moderator, to make sure that the group achieves its goal and, as an elected official, to both participate in the debate and help determine policies. Participation requires a balancing act between the traditional moderator role and that of active engagement in debate. When the mayor decides to participate, they should exercise restraint. Too 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.

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## The council meeting agenda

There is no required format or particular 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

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## 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.

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. 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.

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## The agenda

Perhaps one of the most crucial tools for orderly meetings is a well-organized and well-prepared agenda. The agenda must be handled so 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 agendas available online at least 24 hours prior to a meeting unless there is no website or the city employs fewer than ten full-time equivalent employees. City residents should also get the opportunity to address the council on other subjects of interest.

### 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 one councilmember who assists the mayor or manager. The council can change its order of business or a councilmember can propose an additional new item of business.

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

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## **Council rules of procedure**

It is up to every council to establish rules for the conduct of their meetings. Some councils adopt standard rules, such as Robert's Rules of Order or some other parliamentary procedure; others develop their own customized bylaws which govern how council meetings proceed. Local rules are valid as long as they don't infringe on constitutional rights or conflict with state law. (See Appendix 2 for Sample Council Procedures.)

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## **Parliamentary procedure**

Parliamentary procedure is the set of rules or customs that regulate the procedure of deliberative assemblies. There is no need to be intimidated – a councilmember need not become a certified Parliamentarian to effectively use the basic rules of procedure. Observing parliamentary procedure makes council meetings more efficient and reduces the chances of council actions being declared illegal or challenged for procedural deficiencies. Either by ordinance or resolution, a city may adopt a set of procedural rules or employ standardized rules such as Robert's Rules of Order. (See Appendix 6 for a summary of parliamentary procedure.)

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## **Streamlining council meetings**

Even the best planned council meetings can deteriorate into endurance contests. These are not always the most 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 persons 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 by each major agenda item. This information also is 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 to make the agenda manageable is to keep things off of it that don't belong there. The formal 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 is a tool used to 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. The motion for adoption must receive unanimous approval.
- 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 usually requires preliminary action by the council in the form of adopting an ordinance or resolution, but a consent agenda can be used by most councils on a trial basis.

## **Who determines the agenda content?**

Although the council has ultimate control over the agenda, typically it’s left to the mayor or clerk to draw up the agenda, based upon council input. Some cities assign this task to an agenda committee or one councilmember who assists the mayor. The council can change its order of business or a councilmember can propose an additional new item of business.

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## **Council work sessions**

Informal council work sessions may be needed occasionally to study certain matters in detail. These are most 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.)

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## 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.

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## 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.

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## **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 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 his or her 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 2, 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. Participation by speaker phone is a possible alternative; discuss this issue with your city attorney.



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## 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 his or her capacity as councilmember.

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## 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 the veto power over ordinances?**

**A.** Under RCW 35A.12.100, the mayor in a 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. (See Appendix 2, Voting & Vetoes, for the mayor's veto power in second class cities and towns.)

# Practical advice

Helpful pointers from other Washington mayors.

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## 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 city resident 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 community participation. Many councils 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 presentations 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.

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### Move the agenda along

To move the agenda along, some councils limit the length of time any person may speak from three to five minutes, and permit this to be extended only by a two-thirds vote of the council.

Don't allow verbal exchanges to drag on between residents and councilmembers, especially if they concern administrative problems that can be solved by the staff during regular city hall hours. Also, if speakers take too much time or engage in personal attacks on councilmembers, it may be necessary for the mayor to cut them short. Councilmembers are expected to be polite to residents appearing before them, but there is no requirement that they subject themselves to intimidation by rude speakers.

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### Dealing with critics and pressure groups

Criticism of government and a lack of confidence in our country's elected leaders is 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 a fair hearing of issues at council meetings assures that the needs of pressure 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 contained or spills over to other issues.

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

**How to deal with criticism:**

- The governing body should listen actively to its critics – listen to learn and understand, not to argue, dispute or to silence those critics. Attempt to find some area of agreement by sorting out the issues into those that can be dealt with and those that are outside the scope of authority or the range of possibility to be resolved.
- The council's spokesperson should express regret that the problem has arisen. It is helpful to state that you understand how the person or group feels. Perhaps you might even restate their concerns. If you feel personally attacked, it is OK to say that you feel hurt by the comments.
- At some point, the council's action must be defended. Try to help people understand the factors that influenced the council, or discuss the parameters that will influence an impending decision which is under attack.
- When attacked, think carefully before responding. Know your facts. Be truthful. Credibility is your most important asset in dealing with your critics.
- Don't belittle small but vocal sources of opposition. Don't label people.
- Remember that groups which are fostering a narrow self-interest will self-destruct through an inability to gain mainstream support. Don't overreact.
- Keep in mind that anger is directed at your role, not at you as an individual.
- Last but not least, while remaining respectful, keep a sense of humor.

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## **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.

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### **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?

\*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 off-color jokes at meetings, improper comments or touching of staff.

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### 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 his or her position to secure special privileges or exemptions for himself, herself, 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 him or her to disclose confidential information acquired by reason of his or her position.
- Disclosing confidential information gained by reason of the officer's position, or use of such information for personal gain.

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### 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 some exceptions, based on contract amounts. Review the statute carefully and when in doubt, consult with your city attorney (RCW 42.23.030).

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

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



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**Additional resource:**

*Knowing the Territory, MRSC*

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**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, 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

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### 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 and Alcohol Consortium, and the AWC GIS Consortium.

#### AWC

1076 Franklin Street SE  
Olympia, WA 98501-1346  
360.753.4137  
1.800.562.8981  
Fax 360.753.4896  
www.awcnet.org

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### 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 (really, 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](http://mrsc.org). Any of the publications below can be downloaded at [mrsc.org/Home/Publications.aspx](http://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 local government elected office candidates in Washington State.

## ***Code City Handbook***

A handbook providing essential information for code city officials and incites 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 do's 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 City Bidding Book***

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

## ***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, 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](http://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. Your city clerk or other staff should have a copy available. If not, call AWC to request any publication. Visit [awcnet.org](http://awcnet.org) and browse these publications and more under the “Data & Resources” tab.

## ***CityVoice***

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, and grant notices.

## ***Cityvision***

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.

## ***Elected Officials’ Roadmap***

A visual roadmap to help guide elected officials through their role including what the city does and what you should know about working in elected office.

## ***Homelessness & Housing Toolkit for Cities***

This publication provides 18 real-world examples of tools and actions Washington cities have used in responding to the issues of homelessness and affordable housing.

## ***Forming Successful Partnerships: A Practical Guide for Local Government***

A step-by-step guide to identifying and sizing up potential partners, negotiating agreements, estimating costs of service, and implementing and managing the partnership.

## ***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.

## ***Strong Cities Pocket Guide***

What can you do to help promote a strong city-state partnership? This 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.

## ***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.

## ***53 Suggestions for Successful Public Service***

Catch these quick and easy tips on how you can govern better.

## ***Tax & User Fee Survey***

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

## ***The Ten Commandments of Community Leadership***

This energizing dose of practical tips gives local leaders a framework for making decisions and taking actions based on what is right for their communities.

## ***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 to public employers for compliance with these complex laws and minimizing overtime liability.

## ***Washington City & County Employee Salary & Benefit Survey***

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



# 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).

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## 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.

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## 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.*<sup>1</sup>

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.*<sup>2</sup>

### 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.*<sup>3</sup>

## 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.*<sup>4</sup>

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 ...*<sup>5</sup>

## 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.*<sup>6</sup>

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## 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.*<sup>7</sup>

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## 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.*<sup>8</sup>

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.

<sup>1</sup>RCW 35.23.021, in part

<sup>2</sup>RCW 35.23.101, in part

<sup>3</sup>RCW 35.23.161, in part

<sup>4</sup>RCW 35.23.181

<sup>5</sup>RCW 42.30.080, in part

<sup>6</sup>RCW 35.23.191, in part

<sup>7</sup>RCW 35.23.101, in part

<sup>8</sup>RCW 35.23.201



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## 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.<sup>9</sup>*

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.

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## 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.<sup>10</sup>*

*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.<sup>11</sup>*

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## 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.<sup>12</sup>*

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## 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.<sup>13</sup>

<sup>9</sup>RCW 35.23.211, in part

<sup>10</sup>RCW 35.33.011(4)

<sup>11</sup>RCW 35.33.055

<sup>12</sup>RCW 35.33.057

<sup>13</sup>RCW 35.33.121, in part

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## **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.<sup>14</sup>*

*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.<sup>15</sup>*

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## **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.<sup>16</sup>*

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## **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.

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## **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.

<sup>14</sup>RCW 35.33.121, in part

<sup>15</sup>See RCW 35.33.081 and RCW 35.33.091

<sup>16</sup>RCW 35.23.191

# Towns – Mayor’s authority RCW 35.27

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## **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.*<sup>17</sup>

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.<sup>18</sup>

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

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## **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.*<sup>19</sup>

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## **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.*<sup>20</sup>

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## **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.*<sup>21</sup>

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 ...*<sup>22</sup>

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## **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.*<sup>23</sup>

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).

<sup>17</sup>RCW 35.27.070, in part

<sup>18</sup>See RCW 35.23.021 and RCW 35A.12.090

<sup>19</sup>RCW 35.27.160

<sup>20</sup>RCW 35.27.240

<sup>21</sup>RCW 35.27.270

<sup>22</sup>RCW 42.30.080

<sup>23</sup>RCW 35.27.280

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### **Requirement that mayor sign ordinances – no veto power**

*Every ordinance shall be signed by the mayor and attested by the clerk.<sup>24</sup>*

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.

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### **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.

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### **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.<sup>25</sup>

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### **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.

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### **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.

<sup>24</sup>RCW 35.27.290

<sup>25</sup>RCW 35.27.160

# Mayor-council code cities – Mayor’s authority

## RCW 35A.12

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### **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.*<sup>26</sup>

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### **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.*<sup>27</sup>

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### **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.*<sup>28</sup>

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### **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.*<sup>29</sup>

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### **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.*<sup>30</sup>

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.

<sup>26</sup>RCW 35A.12.030, in part

<sup>27</sup>RCW 35A.12.030, in part

<sup>28</sup>RCW 35A.12.040, in part

<sup>29</sup>RCW 35A.12.050

<sup>30</sup>RCW 35A.12.090

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## 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.*<sup>31</sup>

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## 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.*<sup>32</sup>

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## 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.*<sup>33</sup>

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.

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## 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.*<sup>34</sup>

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## 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.*<sup>35</sup>

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...*<sup>36</sup>

<sup>31</sup>RCW 35A.12.100

<sup>32</sup>RCW 35A.12.100, in part

<sup>33</sup>RCW 35A.12.100, in part

<sup>34</sup>RCW 35A.12.100, in part

<sup>35</sup>RCW 35A.12.110

<sup>36</sup>RCW 42.30.080, in part

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## 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.<sup>37</sup>*

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.<sup>38</sup>*

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## 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.<sup>39</sup>*

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## 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.<sup>40</sup>*

<sup>37</sup>RCW 35A.33.010(4)

<sup>38</sup>RCW 35A.33.052

<sup>39</sup>RCW 35A.33.055

<sup>40</sup>RCW 35A.33.120, in part

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## **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.<sup>41</sup>*

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## **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.<sup>42</sup>*

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

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## **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.<sup>44</sup>*

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.

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## **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.

<sup>41</sup>RCW 35A.33.120, in part

<sup>42</sup>RCW 35A.33.120, in part

<sup>43</sup>See RCW 35A.34.080 and RCW 35A.34.090

<sup>44</sup>RCW 35A.12.065



# Emergency management – all cities & towns

In all cities and towns the mayor is the “executive head” who is authorized to take charge when there is an emergency or disaster.<sup>45</sup> 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.<sup>46</sup> 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.

## *WAC 118 06 040 Responsibilities of Political Subdivisions*

- (1) A political subdivision must establish an emergency services organization by ordinance or resolution passed by the legislative body of the political subdivision.*
- (2) In the event that two or more political subdivisions want to join in the establishment of an emergency services organization, each political subdivision must establish said organization by ordinance or resolution passed by the legislative body of the political subdivision. Such ordinance or resolution shall specify the joint relationship being entered into with one or more political subdivisions.*
- (3) Each political subdivision must specify in the ordinance or resolution establishing the emergency services organization that the agency shall be headed by a director of emergency services who shall be appointed by and directly responsible to the executive head of the political subdivision.*
- (4) In the case of an emergency services organization established by two or more political subdivisions, such political subdivisions shall specify in the ordinances or resolutions establishing the organization that the local government agency shall be headed by a director of emergency services who shall be appointed by the joint action of the executive heads of the constituent political subdivisions. The political subdivisions shall specify by ordinances or resolutions that the emergency services director shall be directly responsible to the executive heads of the constituent political subdivisions.*

- (5) Each political subdivision shall specify by ordinance or resolution that the director of emergency services shall be directly responsible for the organization, administration, and operation of the emergency services organization.*
- (6) In the case of two or more political subdivisions joining in the establishment of a single emergency services organization, each political subdivision shall specify in the ordinance or resolution establishing the organization how the costs of supporting the organization shall be equitably shared between the constituent political subdivisions.*
- (7) Each political subdivision shall submit a copy of the ordinance or resolution establishing its emergency services organization to the state director for evaluation and approval of the organizational plan or structure.<sup>47</sup>*

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.<sup>48</sup>*

<sup>45</sup>RCW 38.52.010(8) and WAC 118-06-040

<sup>46</sup>RCW 38.52.070(1)

<sup>47</sup>WAC 118-06-040

<sup>48</sup>RCW 38.52.070(2)

## Voting & vetoes – A guide for mayors

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### 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.

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### 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 his or her capacity as councilmember.

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### 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).

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### 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 his or her 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.

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### 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. Participation by speaker phone is a possible alternative; discuss this issue with your city attorney.

## 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 in regard to 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 he wishes 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 disclosure law deals with the public's right to inspect and/or copy public records (RCW 42.56). These state statutes were designed to insure 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(2)). 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 a publication which reviews all of the relevant statutes, exemptions and prohibitions to disclosure, and procedures to be followed when handling a request for disclosure. (See Public Records Act for Washington Cities, Counties, and Special Purpose Districts, and MRSC and OPMA and PRA practice tips and checklists webpage, MRSC).

### 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 & (8) and RCW 42.56.120).

Additionally, cities are now 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 (EHB 1595).

#### **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 have greater access to public records than the public?**

**A.** As a general rule, a councilmember has greater access to public records than does the public. However, a councilmember'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 this statute 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.** It depends on the nature of the information in these records. RCW 42.56.230 exempts such records "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 it's unlikely that most 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, emails that pertain to city business that are sent by city appointed or elected officials are potentially 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 may be 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 (Attorney General Opinion, 1986 AGO No. 16).

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 they do not exercise actual or implied decision-making power, unless they are comprised of a majority of the members of a governing body. The Attorney General's office and an appellate court in Washington 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.

## 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.

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## 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, 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 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.

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## Conclusion

The requirements of the Open Public Meetings Act are pervasive and relatively inflexible. In deciding to hold 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.

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## Additional resources

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

OPMA and PRA practice tips and checklists webpage, MRSC

## 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.

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### 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.

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### 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)

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### 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.

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### 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.

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## 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). 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 he or she has been disqualified for a conflict of interest or under the appearance of fairness doctrine. Such member shall disqualify himself or herself 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.

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### Appearance of fairness doctrine defined

“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. The 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” (*Zehring v. Bellevue*, 99 Wn.2d 488, 1983).

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### 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.

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### 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 himself/herself 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 himself/herself 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.

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## 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 his or her 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 he or she 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.

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## 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.

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### 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.

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### 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

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### 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.

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## **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 reduces 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 5, 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.

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**Use parliamentary procedure as**

**a tool, not a bludgeon. It is bad**

**practice to use the power of the**

**chair to thwart the will of the**

**majority.**

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### 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 his or her 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.

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## 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.

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## 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 1,000 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 his or her 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 his or her 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)).

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## **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

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## 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).

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## 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).

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## 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 his or her 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 find him or herself 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 his or her 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.

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# 2017 COMMUNITY SURVEY



# BACKGROUND

Sent to 3,000 households

- Received 705 responses

Responded Satisfied or Very Satisfied

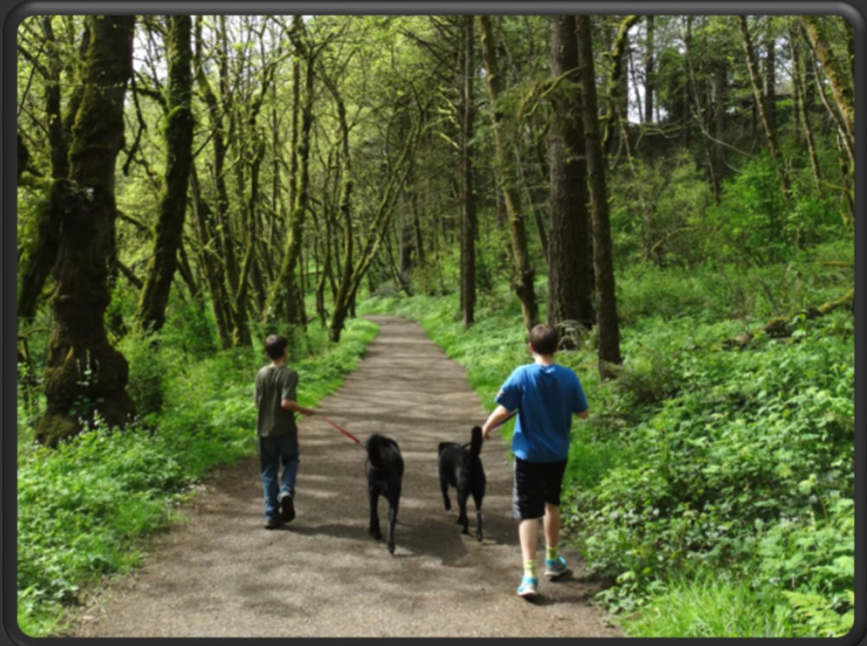
- 83% with quality of services
- 85% with safety and quality of life
- 89% with Fire
- 89% with Emergency Medical/Ambulance
- 89% with Public Library
- 87% with Garbage Services
- 83% with Parks, Trails and Open Space



# PARKS AND RECREATION

Would you be willing to pay additional taxes to acquire and maintain parks and open space?

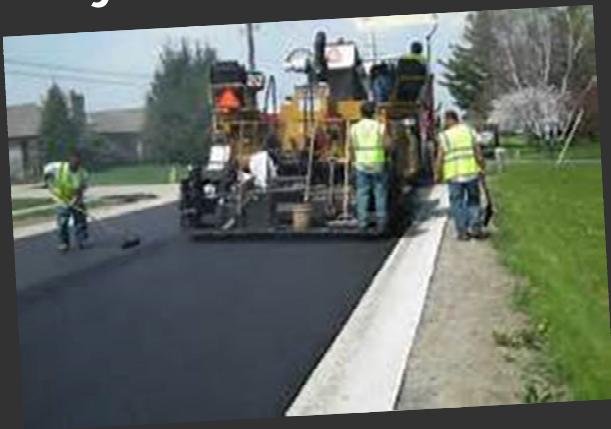
- Very willing – 12.01%
- Willing – 24.8%
- Neutral – 25.8%
- Not willing – 17.3%
- Not at all willing – 16.7%
- Don't know – 3.3%



# STREETS

Would you support a \$20 License Tab fee?

- 30.1% Yes, if used for pavement maintenance
- 3.3% Yes, for new road projects
- 29.2% Yes, for pavement maintenance and new road projects
- 35.6% No, do not support a tab fee
- 5.8% Don't know



Highest level of dissatisfaction



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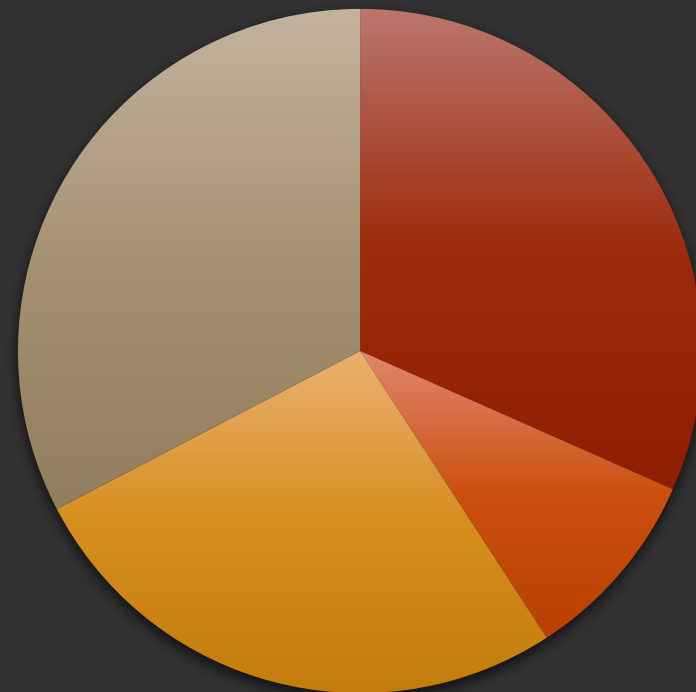
# GENERAL GOVERNMENT

- Would you be willing to pay more in taxes or fees to support and increase the level of service?
- 7.4% Not applicable, service levels do not need to increase
- 30.5% Yes
- 42.4% No
- 19.7% Don't know

# GROWTH

## ▪ How well is the City managing growth and development?

- 9% Very Satisfied
- 31% Satisfied
- 26% Neutral
- 32% Dissatisfied



■ Satisfied ■ Very Satisfied ■ Neutral ■ Dissatisfied

# LAND DEVELOPMENT

- Employment Opportunities – Too slow
- Office Development – Just right
- Technology and Industries – Just right
- Housing for aging – Too slow
- Apartments – Just Right
- Entry level single family homes
  - 18.9% too slow
  - 25.7% just right
  - 14.6.% too fast



# City of Camas Community Survey

*...helping organizations make better decisions since 1982*

Findings Report

**Submitted to the City of Camas, Washington**

ETC Institute  
725 W. Frontier Lane,  
Olathe, Kansas  
66061

**May 2017**





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# 2017 City of Camas Community Survey

## Executive Summary

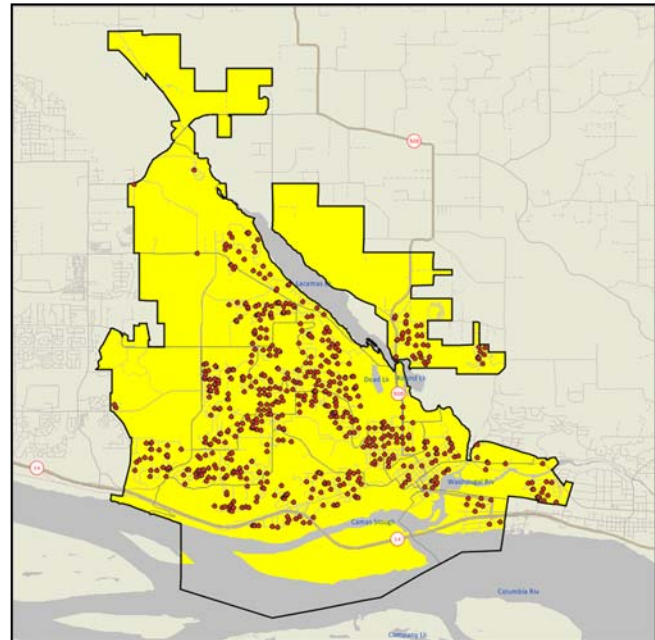
### Purpose and Methodology

ETC Institute administered a survey to residents of the City of Camas during the spring of 2017. The purpose of the survey was to help the City of Camas identify whether residents are satisfied with the services the City provides. To ensure the City's priorities are aligned with the needs of residents, the City is looking for public input. The results of this survey will influence dozens of decisions that will be made about the City's future. Responses will also help the City Council gauge the success of its efforts to carry out the community's vision for the City of Camas and to address the many opportunities and challenges facing the community.

The six-page survey, cover letter and postage paid return envelope were mailed to a random sample of households in the City of Camas. The cover letter explained the purpose of the survey and encouraged residents to either return their survey by mail or complete the survey online at [CamasCitizenSurvey.org](http://CamasCitizenSurvey.org). At the end of the online survey, residents were asked to enter their home address, this was done to ensure that only responses from residents who were part of the random sample were included in the final survey database.

Ten days after the surveys were mailed, ETC Institute sent emails and placed phone calls to the households that received the survey to encourage participation. The emails contained a link to the on-line version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of Camas from participating, everyone who completed the survey on-line was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered on-line with the addresses that were originally selected for the random sample. If the address from a survey completed on-line did not match one of the addresses selected for the sample, the on-line survey was not counted.

The goal was to obtain completed surveys from at least 400 residents. The goal was exceeded with a total of 705 residents completing the survey. The overall results for the sample of 705 households have a precision of at least  $\pm 3.7\%$  at the 95% level of confidence. The map to the right shows the location of all survey respondents.



The percentage of “don’t know” responses has been excluded from many of the graphs shown in this report to facilitate valid comparisons of the results from Camas with the results from other communities in ETC Institute’s *DirectionFinder*® database. Since the number of “don’t know” responses often reflects the utilization and awareness of city services, the percentage of “don’t know” responses has been provided in the tabular data section of this report. When the “don’t know” responses have been excluded, the text of this report will indicate that the responses have been excluded with the phrase “*who had an opinion*.”

Throughout the report, with only a few exceptions, percentages have been rounded. Occasionally this will cause the sum of percentages to equal slightly more or less than 100%, but this has no effect on the essential meaning of the tables and should be ignored.

This report contains:

- An executive summary of the methodology for administering the survey and major findings,
- charts showing the overall results for most questions on the survey,
- importance-satisfaction analysis; this analysis was done to determine priority actions for the City to address based upon the survey results,
- benchmarking data that shows how the results for Camas compare to other communities,
- tables that show the results of the random sample for each question on the survey,
- a copy of the survey instrument.

## Overall Perceptions of the City

Eighty-one percent (81%) of the residents surveyed, *who had an opinion*, indicated they were “very satisfied” or “satisfied” with the overall quality of services provided by the City. Eighty-five percent (85%) of those surveyed, *who had an opinion*, indicated they were “very satisfied” or “satisfied” with the overall feeling of safety in the city and the overall quality of life in the city.

## Overall Satisfaction with City Services

The major categories of City services that had the highest levels of satisfaction, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: fire, emergency medical, and ambulance service (89%), quality of the City’s public library service (89%), quality of the City’s garbage service (87%), and the quality of city parks, trails, and open space (83%). For 13 of the 11 major categories of City services that were rated, 50% or more of residents *who had an opinion* were “very satisfied” or “satisfied”, City leaders have done a great job of ensuring overall satisfaction among residents is very high.

## Satisfaction with Specific City Services

- **Parks and Recreation.** The highest levels of satisfaction with parks and recreation services, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: the appearance and maintenance of existing parks (80%) the quality of facilities in City parks (77%), and the quantity of City trails (73%). The three parks and recreation services respondents indicated should receive the most emphasis over the next two years were the appearance and maintenance of existing parks, the quantity of City trails, and the quality of facilities in parks.
  - Respondents were asked how willing they would be to pay additional taxes to acquire and maintain parks, trails, and open space. Thirty-seven percent (37%) of respondents indicated they would be “very willing” (12%) or “willing” (25%), 26% were neutral, and 34% were either “not willing” (17%) or “not at all willing” (17%).
- **Public Safety.** The highest levels of satisfaction with public safety services services, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: the quality of local fire protection and rescue services (88%), how quickly fire and rescue personnel respond to emergencies (86%), and the how quickly ambulance personnel respond to emergencies (81%). The aspect of public safety services that respondents were least satisfied with was parking enforcement services (57%). The three public safety services respondents indicated should receive the most emphasis over the next two years were the City’s overall efforts to prevent crime, the visibility of police in the community, and the enforcement of local traffic laws.
- **City Communication.** The highest levels of satisfaction with City Communication, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: the availability of information about City programs and services (58%), and the quality of the City’s website (56%). The two aspects of City communication respondents indicated should receive the most emphasis over the next two years were the City’s efforts to keep residents informed and the level of public involvement in decision making.
- **City Streets and Maintenance.** The highest levels of satisfaction with City streets and maintenance, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: the adequacy of City street lighting (70%) and the condition of sidewalks in the City (59%). The two aspects of City streets and maintenance respondents indicated should receive the most emphasis over the next two years were the maintenance of major City streets and the maintenance of neighborhood streets.
  - Respondents were informed that the City of Camas spends \$700,000 per year to maintain pavement on city streets, and the City Council could enact a new \$20 annual vehicle license tab renewal fee to fund more street pavement maintenance, new road projects, or both. Knowing this, respondents were asked to indicate, from a list of four statements, which statement reflects their support for a new \$20 annual vehicle license fee. Although no one statement received a majority 34% of



respondents indicated they would not support a new license tab renewal fee. Twenty-nine percent (29%) of respondents indicated they would support the fee if it were used only for pavement maintenance, 28% would support the fee if it were used only for pavement maintenance and new road projects, and 3% would support the fee if it were used only for new road projects.

- Even though there is no single response that received a majority share of the support among the four statements, 57% of respondents did show support for the fee if it were used for some type of pavement maintenance.
- **Code Enforcement.** The highest levels of satisfaction with City code enforcement, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: enforcing codes designed to protect public safety and health (53%), and enforcing sign regulations (47%). The aspect of code enforcement respondents indicated should receive the most emphasis over the next two years was the enforcement of cleanup of litter and debris on private property.
- **Public Library.** The highest levels of satisfaction with the public library, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: the selection of resources available (81%) and events for children (75%). The two aspects of the public library respondents indicated should receive the most emphasis over the next two years were events for children and the selection of resources available.

## Additional Findings

- **Information Sources.** Respondents were asked to indicate where they currently get news and information about city programs, services, and events. Forty-five percent (45%) of respondents indicated they use the Columbian, 40% use the City web-site, and 36% use the Camas-Washington Post Record. Forty percent (40%) of residents indicated that they prefer to use the City web-site, and 25% indicated they would prefer to use social media to get information from the City.
- **Customer Service.** Forty-three percent (43%) of respondents indicated they have called, sent an E-mail, or visited the City with a question, problem, or complaint during the past year. Forty-seven percent (47%) of respondents indicated they contacted the Municipal Services department, 23% contacted the Police, and 21% contacted Financial Services/Utility Billing. Most respondents (81%) indicated it was either “very easy” or “somewhat easy” to contact the person they needed to reach. Only 17% of respondents found it “very difficult” or “difficult” to contact the person they needed to reach.
  - Respondents who had called, sent an E-mail, or visited the City with a question, problem, or complaint during the past year were asked to indicate how often the employees they contacted displayed four different behaviors. Based upon the combined percentage of “always” and “usually” responses among residents *who*

*had an opinion*, the most frequently displayed behavior was being courteous and polite.

- **Land Development.** Respondents were asked to indicate how fast or slow the City's current pace of development is in nine different areas. The items for which respondents felt the development pace was too fast include: large lots and large homes, townhomes or row houses, and apartments. The items for which respondents felt the development pace was too slow include: housing options for the aging population, employment opportunities, entry level single family homes, and technology and other industry.
- **Tax Increases.** Respondents were asked to identify one new community amenity that could be provided by the City. These items can be found in Section 4 of this report. Sixty-one percent (61%) of respondents indicated they would be willing to pay more in taxes or fees to support the community amenity they suggested, 28% would not support a new community amenity, and 11% gave a "don't know" response.
- **Service Expansion.** Eighty-one percent (81%) of respondents, *who had an opinion*, indicated the maintenance of infrastructure should be "much higher" or a "little higher". This item received significantly more "much higher" and "a little higher" responses than any of the other six items. City leaders should continue to explore options relating to the expansion of infrastructure maintenance in the city. Due to the small number of respondents (31%) who indicated they would be willing to pay more in taxes or fees to support increased service levels, there is not clear support to warrant moving forward on this initiative at this time. A targeted educational campaign focusing on infrastructure maintenance would be helpful to gather more public input regarding this specific expansion. Because of the overwhelming number of respondents who indicated infrastructure maintenance service should be much higher an educational campaign could uncover more targeted support.

## How the City of Camas Compares to Other Communities Nationally

Satisfaction ratings for The City of Camas **rated the same as or above the U.S. average in 33 of the 45 areas** that were assessed. The City of Camas rated significantly higher than the U.S. average (difference of 5% or more) in 26 of these areas. Listed below are the comparisons between the City of Camas and the U.S. average:

Service	Camas	U.S.	Difference	Category
Quality of customer service you receive	80%	47%	33%	Major Categories
Quality of services provided by the City of Camas	81%	49%	32%	Perceptions
Visibility of police in the community	78%	59%	19%	Public Safety
Overall image of the City	82%	64%	18%	Perceptions
Value you receive for your city tax dollars & fees	55%	38%	17%	Perceptions
City's overall efforts to prevent crime	73%	56%	17%	Public Safety
Quality of the City's garbage services	86%	69%	17%	Major Categories
Overall feeling of safety in the City	85%	69%	16%	Perceptions
Effectiveness of communication with the public	62%	47%	15%	Major Categories
How quickly police respond to emergencies	80%	65%	15%	Public Safety
Quality of the City's public library services	89%	74%	15%	Major Categories
Quality of city water utilities	77%	63%	14%	Major Categories
Adequacy of city street lighting	70%	56%	14%	Maintenance
Quality of the City's parks & recreation programs	77%	64%	13%	Major Categories
Quality of facilities in city parks	77%	64%	13%	Parks and Recreation
Quality of police services	82%	70%	12%	Major Categories
Overall quality of life in the City	85%	73%	12%	Perceptions
Availability of information on services & programs	58%	46%	12%	Communication
Condition of sidewalks in the City	59%	47%	12%	Maintenance
Parking enforcement services	57%	46%	11%	Public Safety
Appearance & maintenance of existing parks	81%	70%	11%	Parks and Recreation
Quantity of City trails	73%	63%	10%	Parks and Recreation
Quality of city sewer services	75%	66%	9%	Major Categories
Quality of outdoor athletic fields	72%	65%	7%	Parks and Recreation
Quality of local fire protection & rescue services	88%	83%	5%	Public Safety
Enforcement of city codes & ordinances	57%	52%	5%	Major Categories
Level of public involvement in decision-making	37%	33%	4%	Communication
On-street bicycle infrastructure	40%	37%	3%	Maintenance
How quickly ambulance personnel respond	81%	78%	3%	Public Safety
Enforcement of local traffic laws	67%	64%	3%	Public Safety
City's efforts to keep you informed	48%	46%	2%	Communication
How quickly fire & rescue personnel respond	86%	84%	2%	Public Safety
Quality of local ambulance service	80%	80%	0%	Public Safety
Number of City parks	67%	68%	-2%	Parks and Recreation
Enforcing the mowing & trimming of grass & weeds	38%	41%	-3%	Code Enforcement
Enforcing sign regulation	47%	51%	-4%	Code Enforcement
Enforcing the cleanup of litter & debris	37%	41%	-4%	Code Enforcement
Snow removal on major city streets	53%	58%	-5%	Maintenance
Maintenance of city streets	36%	41%	-5%	Major Categories
How well the City is managing growth & development	42%	47%	-6%	Perceptions
Timeliness of information provided by City	44%	50%	-6%	Communication
Quality of the City's website	56%	62%	-6%	Communication
Maintenance of streets in your neighborhood	41%	48%	-7%	Maintenance
Maintenance of major city streets	35%	50%	-15%	Maintenance
City's social media	40%	56%	-17%	Communication

## How the City of Camas Compares to Other Communities Regionally

Satisfaction ratings for The City of Camas **rated the same or above the average for communities in the Northwest in 34 of the 45 areas** that were assessed. The City of Camas rated significantly higher than this average (difference of 5% or more) in 30 of these areas. Listed below are the comparisons between The City of Camas and the average for Northwest communities:

Service	Camas	Northwest	Difference	Category
Quality of services provided by the City of Camas	81%	43%	38%	Perceptions
Quality of customer service you receive	80%	47%	33%	Major Categories
City's overall efforts to prevent crime	73%	51%	22%	Public Safety
Effectiveness of communication with the public	62%	42%	20%	Major Categories
Value you receive for your city tax dollars & fees	55%	36%	19%	Perceptions
Quality of facilities in city parks	77%	60%	17%	Parks and Recreation
Overall image of the City	82%	65%	17%	Perceptions
Overall feeling of safety in the City	85%	70%	15%	Perceptions
How quickly police respond to emergencies	80%	65%	15%	Public Safety
Quality of city water utilities	77%	62%	15%	Major Categories
Availability of information on services & programs	58%	45%	13%	Communication
Quality of police services	82%	70%	12%	Major Categories
Visibility of police in the community	78%	66%	12%	Public Safety
Quantity of City trails	73%	62%	11%	Parks and Recreation
Adequacy of city street lighting	70%	59%	11%	Maintenance
Appearance & maintenance of existing parks	81%	70%	11%	Parks and Recreation
Quality of city sewer services	75%	65%	10%	Major Categories
Enforcement of local traffic laws	67%	57%	10%	Public Safety
Quality of the City's garbage services	86%	77%	9%	Major Categories
Parking enforcement services	57%	48%	9%	Public Safety
Quality of outdoor athletic fields	72%	64%	8%	Parks and Recreation
City's efforts to keep you informed	48%	42%	6%	Communication
Condition of sidewalks in the City	59%	53%	6%	Maintenance
Quality of the City's public library services	89%	83%	6%	Major Categories
Quality of the City's parks & recreation programs	77%	72%	5%	Major Categories
On-street bicycle infrastructure	40%	35%	5%	Maintenance
Quality of local fire protection & rescue services	88%	83%	5%	Public Safety
Overall quality of life in the City	85%	80%	5%	Perceptions
Maintenance of city streets	36%	31%	5%	Major Categories
Level of public involvement in decision-making	37%	32%	5%	Communication
Enforcement of city codes & ordinances	57%	55%	2%	Major Categories
Enforcing the cleanup of litter & debris	37%	36%	1%	Code Enforcement
How quickly fire & rescue personnel respond	86%	85%	1%	Public Safety
Quality of local ambulance service	80%	80%	0%	Public Safety
How quickly ambulance personnel respond	81%	82%	-1%	Public Safety
Timeliness of information provided by City	44%	47%	-3%	Communication
Quality of the City's website	56%	59%	-3%	Communication
Number of City parks	67%	71%	-4%	Parks and Recreation
How well the City is managing growth & development	42%	46%	-5%	Perceptions
Enforcing the mowing & trimming of grass & weeds	38%	44%	-6%	Code Enforcement
Snow removal on major city streets	53%	60%	-7%	Maintenance
Maintenance of streets in your neighborhood	41%	48%	-7%	Maintenance
Enforcing sign regulation	47%	55%	-8%	Code Enforcement
City's social media	40%	53%	-14%	Communication
Maintenance of major city streets	35%	54%	-19%	Maintenance

## Investment Priorities

**Recommended Priorities for the Next Two Years.** In order to help the City identify investment priorities for the next two years, ETC Institute conducted an Importance-Satisfaction (I-S) analysis. This analysis examined the importance residents placed on each City service and the level of satisfaction with each service. By identifying services of high importance and low satisfaction, the analysis identified which services will have the most impact on overall satisfaction with City services over the next two years. If the City wants to improve its overall satisfaction rating, the City should prioritize investments in services with the highest Importance Satisfaction (I-S) ratings. Details regarding the methodology for the analysis are provided in the Section 2 of this report.

**Overall Priorities for the City by Major Category.** This analysis reviewed the importance of and satisfaction with major categories of City services. This analysis was conducted to help set the overall priorities for the City. Based on the results of this analysis, the major services that are recommended as the top priorities for investment over the next two years to raise the City's overall satisfaction rating are listed below:

- Maintenance of city streets (IS Rating=0.3948)
- Effectiveness of economic development efforts (IS Rating=0.1378)

The table below shows the importance-satisfaction rating for all 14 major categories of City services that were rated.

2017 Importance-Satisfaction Rating City of Camas Major Categories of City Services						
Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<b>Very High Priority (IS &gt;.20)</b>						
Maintenance of city streets	62%	1	36%	14	0.3948	1
<b>High Priority (IS .10-.20)</b>						
Effectiveness of economic development efforts	30%	3	53%	13	0.1378	2
<b>Medium Priority (IS &lt;.10)</b>						
Effectiveness of communication with the public	18%	5	62%	10	0.0662	3
Enforcement of city codes & ordinances	14%	7	57%	11	0.0593	4
Effectiveness of storm water runoff management	13%	9	56%	12	0.0585	5
Quality of city parks/trails/open space	32%	2	82%	4	0.0570	6
Quality of police services	24%	4	82%	5	0.0435	7
Quality of the City's parks & recreation programs	16%	6	77%	7	0.0353	8
Quality of city water utilities	9%	10	77%	8	0.0211	9
Fire, emergency medical & ambulance services	14%	8	89%	1	0.0152	10
Quality of city sewer services	5%	12	75%	9	0.0113	11
Quality of customer service you receive	4%	13	80%	6	0.0079	12
Quality of the City's public library services	6%	11	89%	2	0.0072	13
Quality of the City's garbage services	3%	14	86%	3	0.0046	14

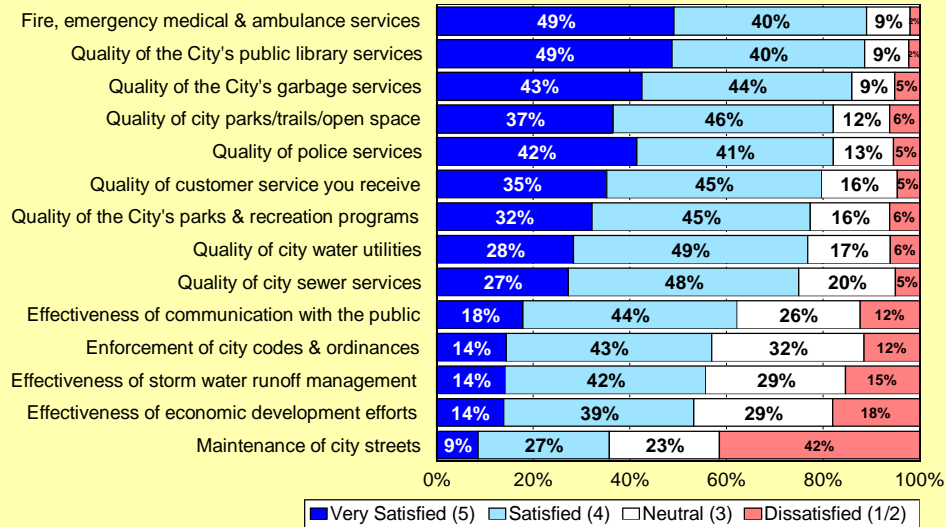
# Section 1

## *Charts and Graphs*

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## Q1. Overall Satisfaction with City Services by Major Category

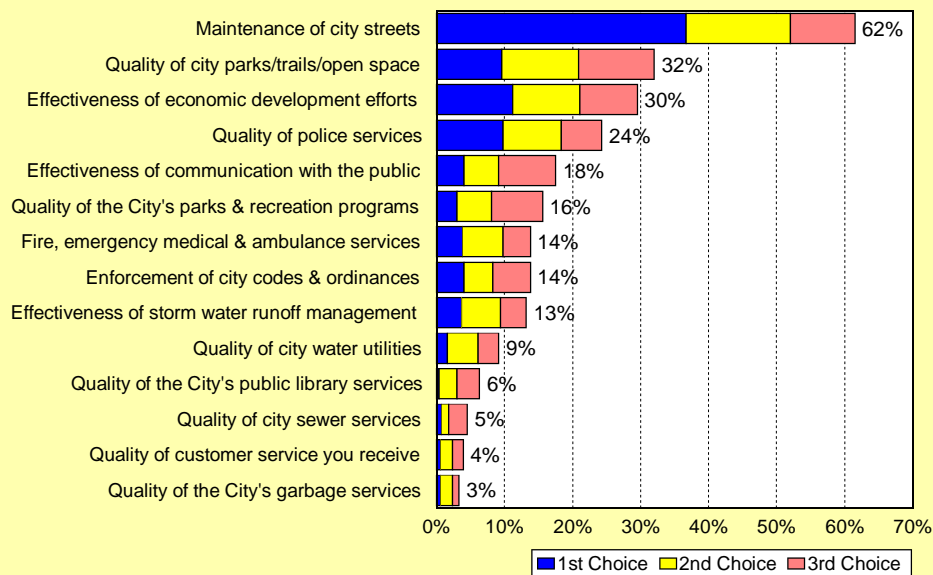
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute (2017)

## Q2. City Services That Should Receive the Most Emphasis Over the Next Two Years

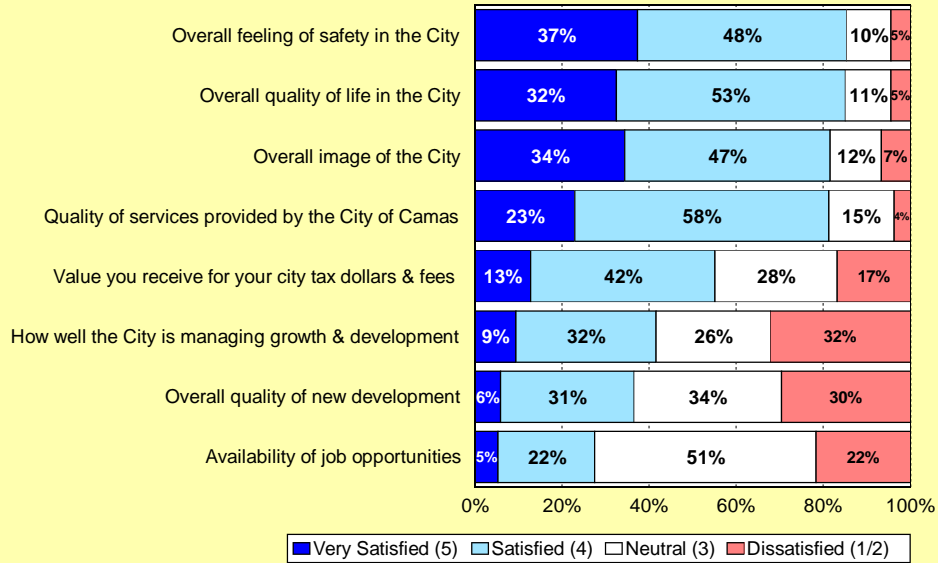
by percentage of respondents who selected the item as one of their top three choices



Source: ETC Institute (2017)

### Q3. Satisfaction with Items That Influence Perceptions of the City

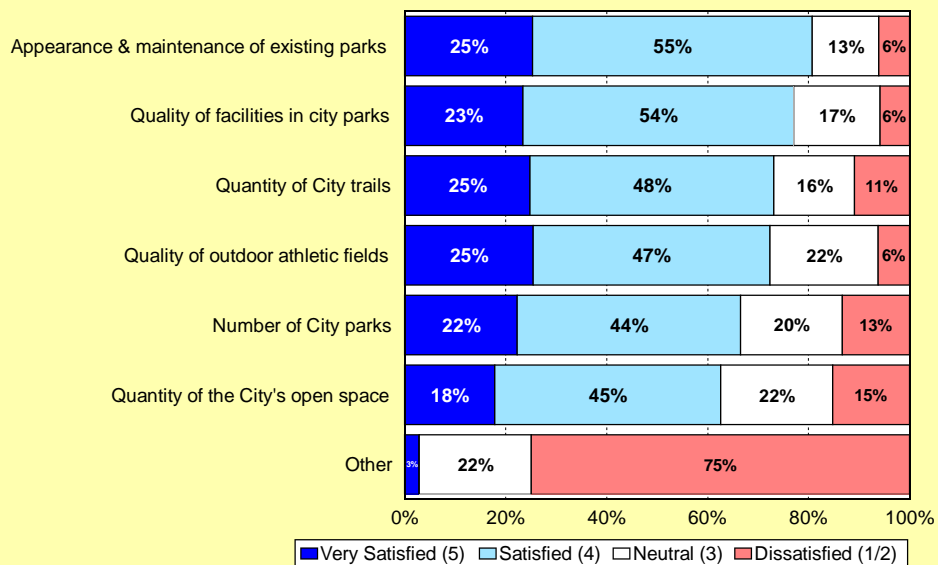
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute (2017)

### Q4. Satisfaction with Various Aspects of Parks, Public Safety, Communication, and Streets

by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)

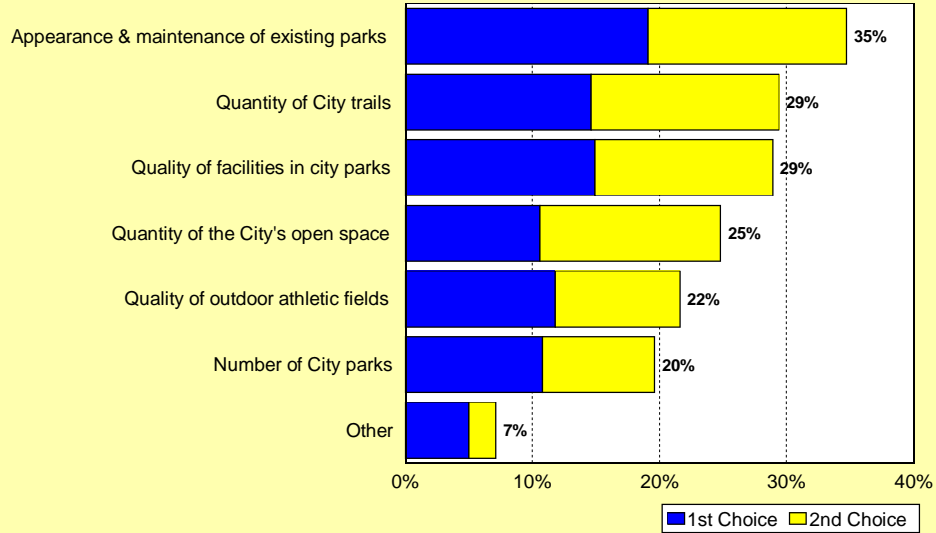


Source: ETC Institute (2017)



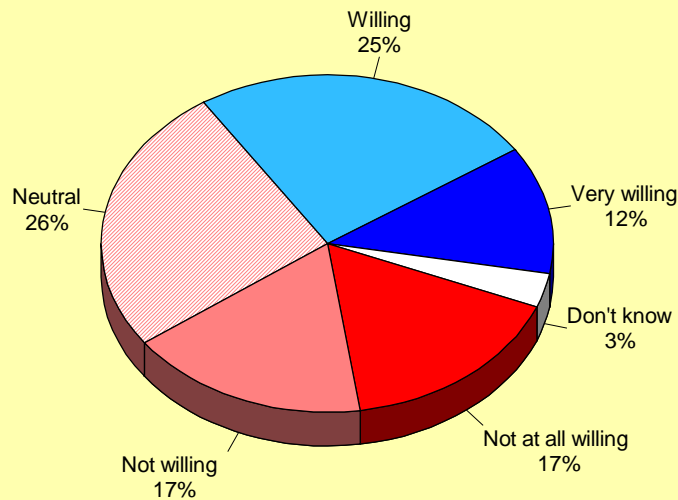
### Q5. Parks, Public Safety, Communication, and Street Services That Should Receive the Most Emphasis Over the Next Two Years

by percentage of respondents who selected the item as one of their top two choices



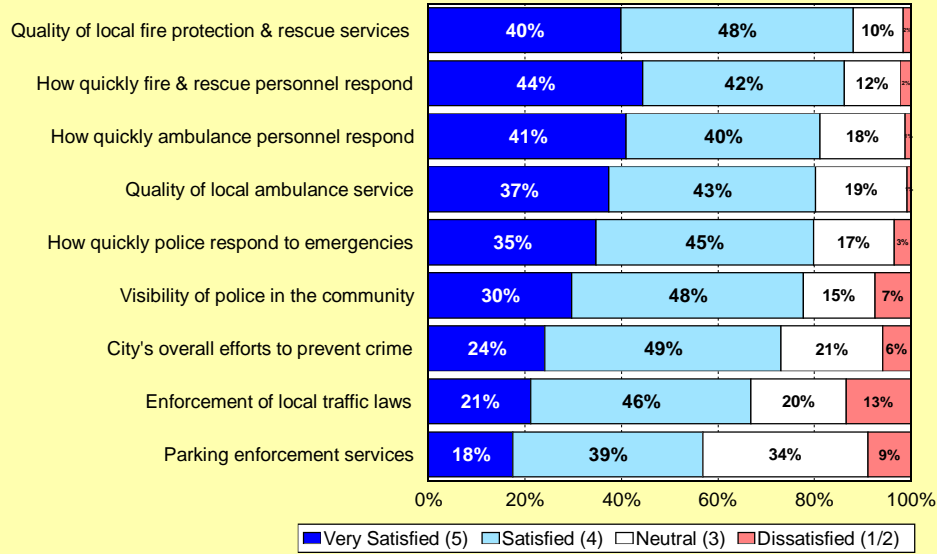
### Q6. How willing would you be to pay additional taxes to acquire and maintain parks, trails and open space?

by percentage of respondents



## Q7. Satisfaction with Various Aspects of Public Safety Services

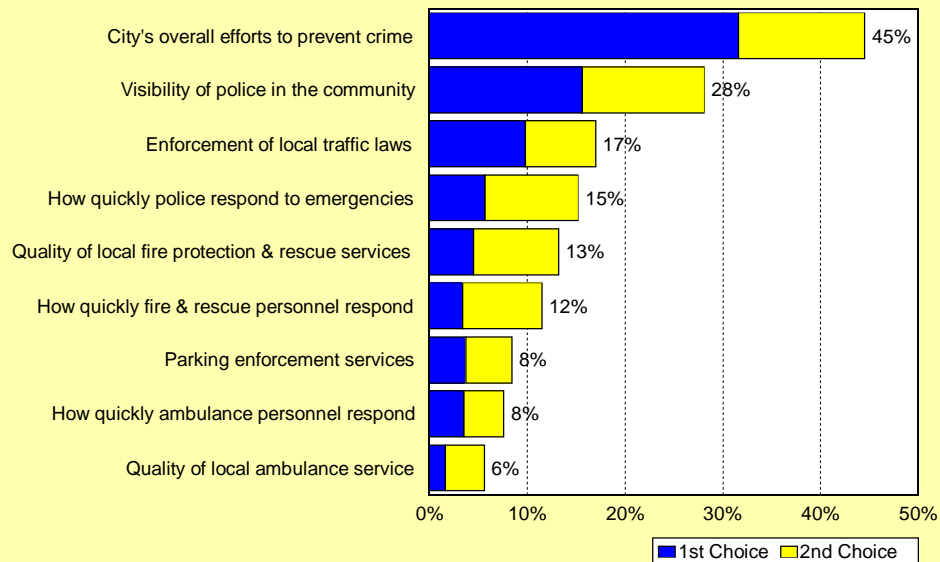
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute (2017)

## Q8. Public Safety Services That Should Receive the Most Emphasis Over the Next Two Years

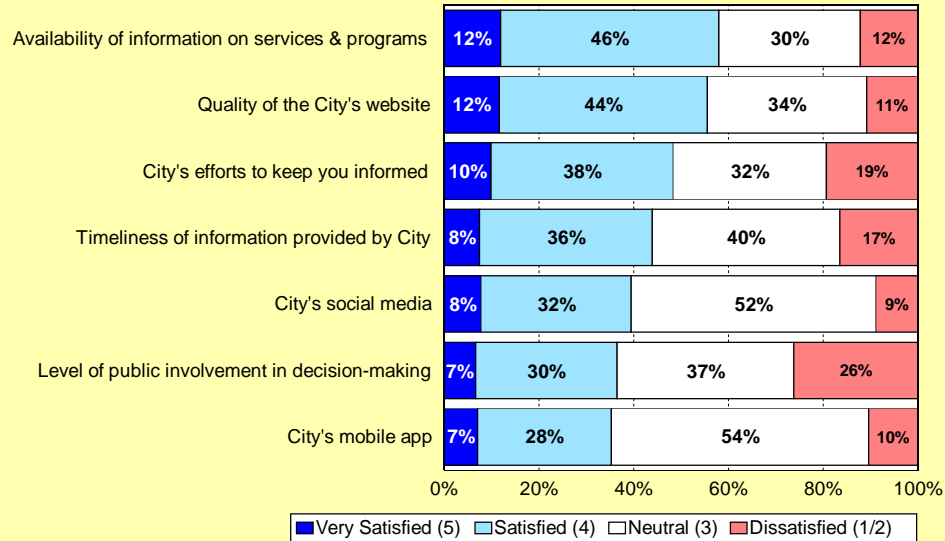
by percentage of respondents who selected the item as one of their top two choices



Source: ETC Institute (2017)

## Q9. Satisfaction with Various Aspects of City Communication

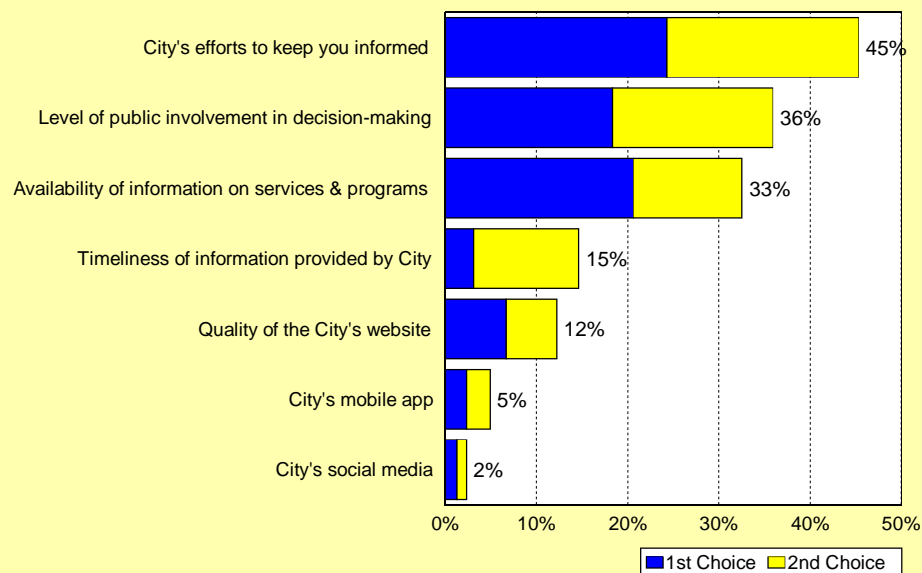
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute (2017)

## Q10. City Communication Items That Should Receive the Most Emphasis Over the Next Two Years

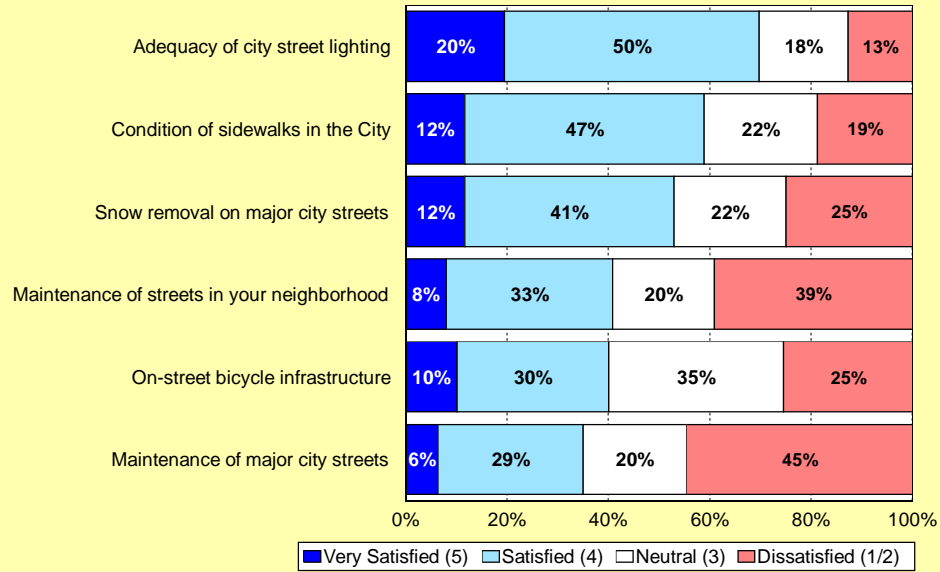
by percentage of respondents who selected the item as one of their top two choices



Source: ETC Institute (2017)

## Q11. Satisfaction with Various Aspects of Maintenance

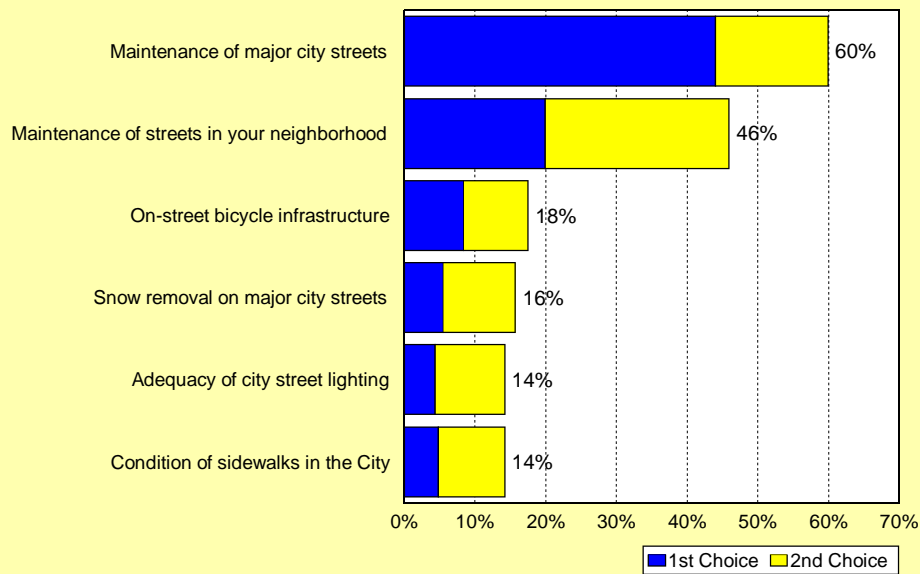
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute (2017)

## Q12. Street Maintenance Services That Should Receive the Most Emphasis Over the Next Two Years

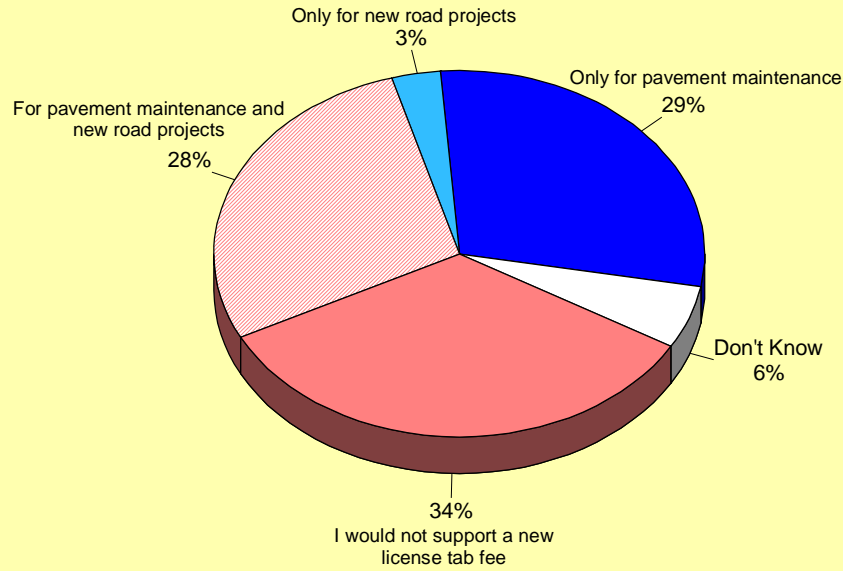
by percentage of respondents who selected the item as one of their top two choices



Source: ETC Institute (2017)

### Q13. Statement Reflecting How Respondents Feel About \$20 Annual Vehicle License Fee

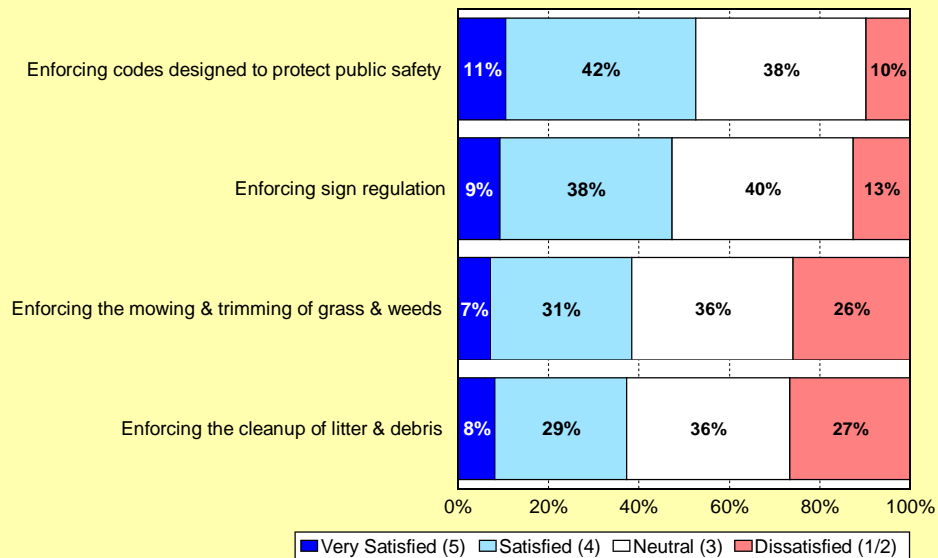
by percentage of respondents



Source: ETC Institute (2017)

### Q14. Satisfaction with Various Aspects of Code Enforcement

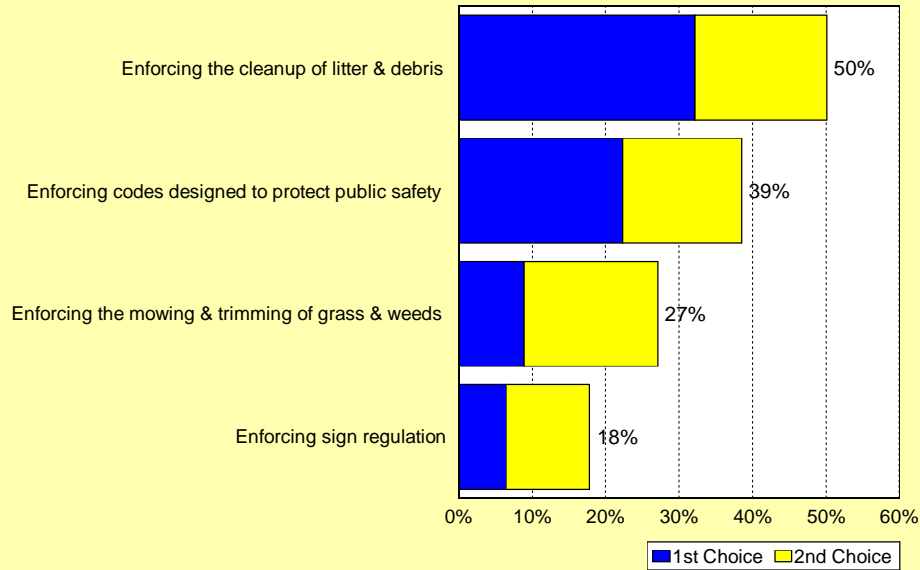
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute (2017)

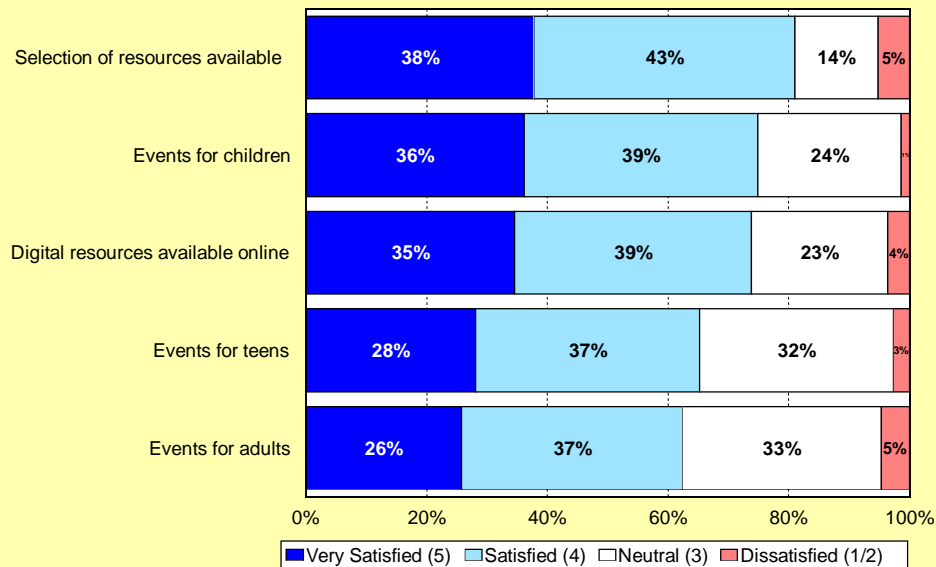
### Q15. Code Enforcement Services That Should Receive the Most Emphasis Over the Next Two Years

by percentage of respondents who selected the item as one of their top two choices



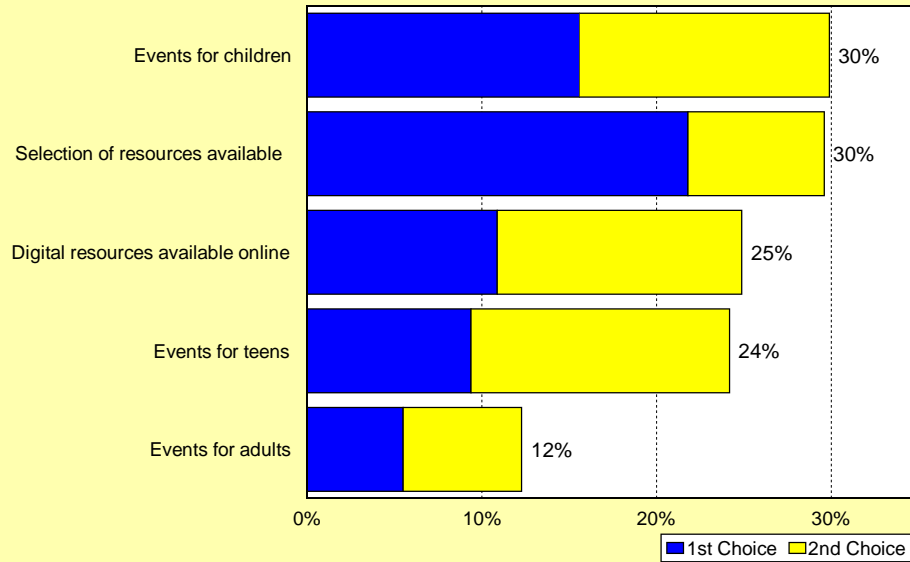
### Q16. Satisfaction with Various Aspects of Library Services

by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



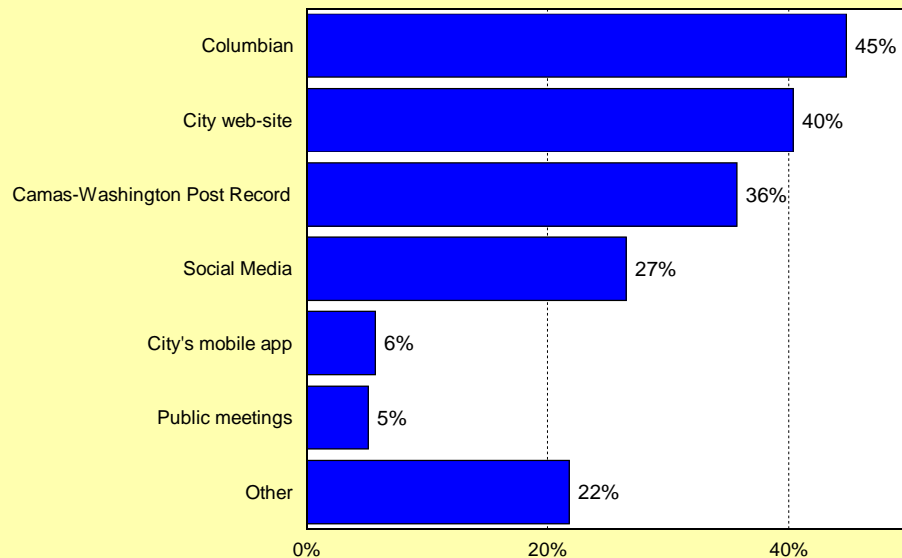
### Q17. Public Library Services That Should Receive the Most Emphasis Over the Next Two Years

by percentage of respondents who selected the item as one of their top two choices



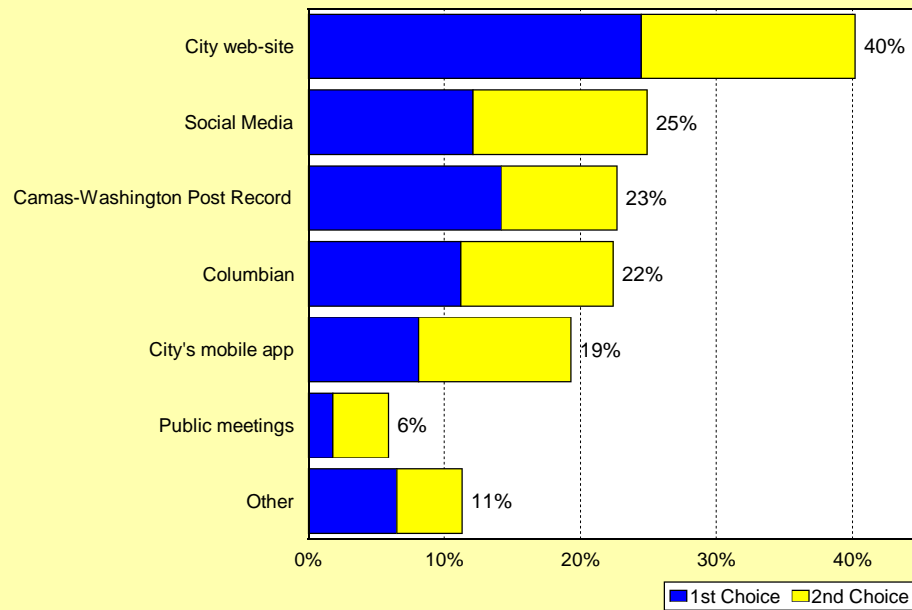
### Q18. Which of the following are your primary sources of information about City programs, services, and events?

by percentage of respondents (multiple choices could be made)



## Q19. Sources Would Prefer to Get Information From

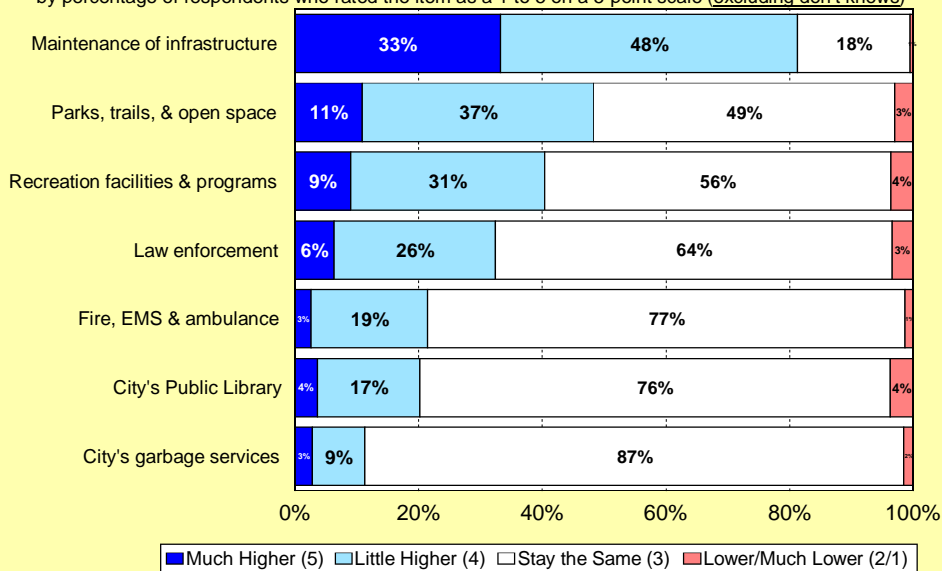
by percentage of respondents who selected the item as one of their top two choices



Source: ETC Institute (2017)

## Q20. How Level of Service Provided by the City Should Change

by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)

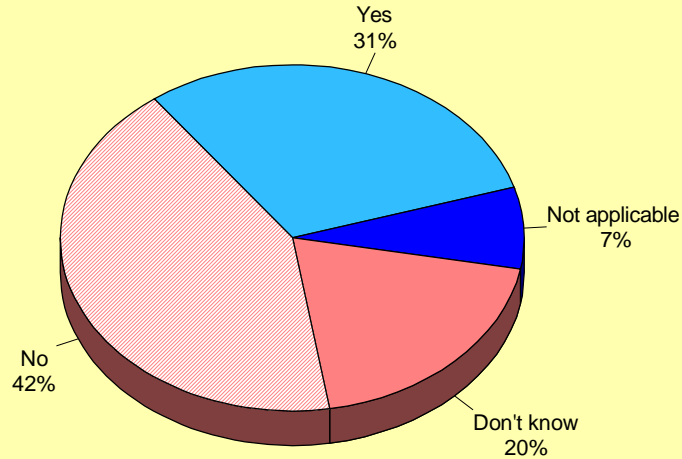


Source: ETC Institute (2017)



### Q21. Willingness to pay more in taxes or fees to support an increase in service level?

by percentage of respondents



Source: ETC Institute (2017)

### Q22. Have you called, sent E-mail to, or visited the City with a question, problem, or complaint during the past year?

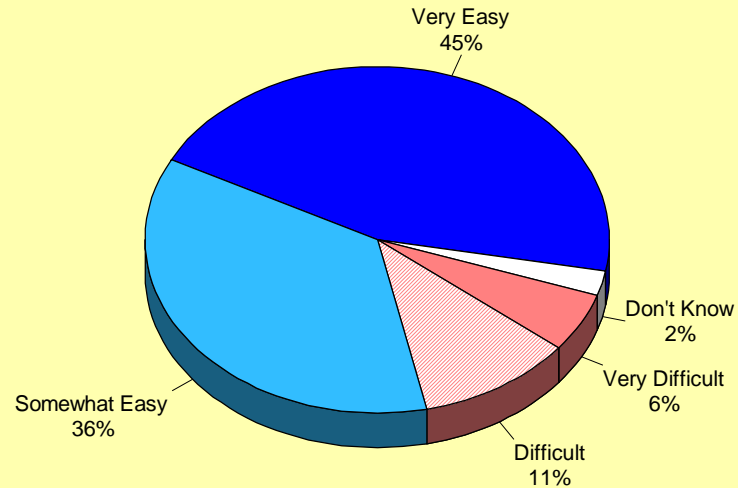
by percentage of respondents



Source: ETC Institute (2017)

### Q22a. How easy was it to contact the person you needed to reach?

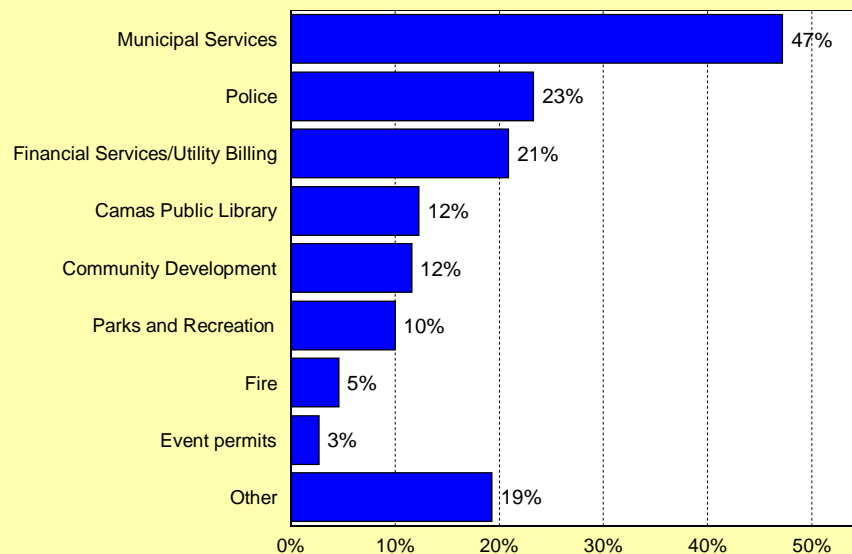
by percentage of respondents who have contacted the City in the past year



Source: ETC Institute (2017)

### Q22b. What department did you contact?

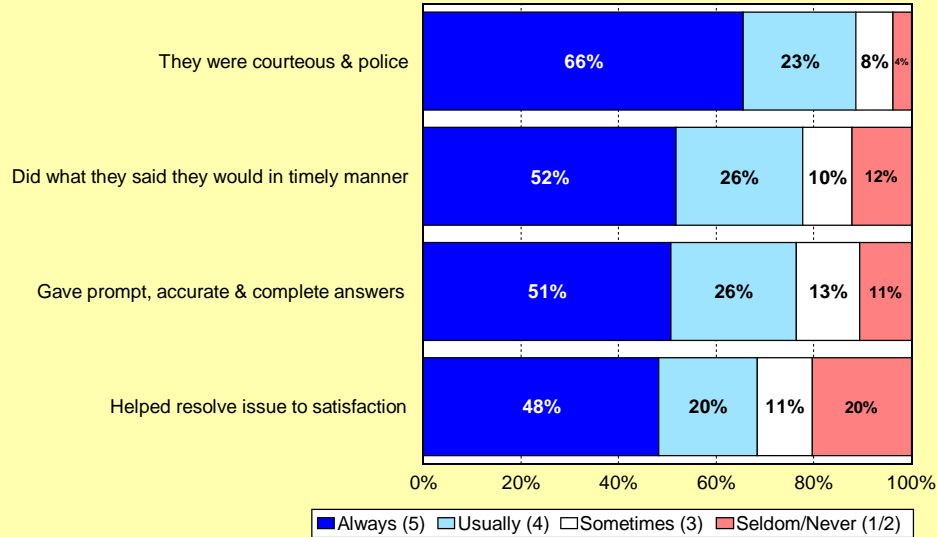
by percentage of respondents who have contacted the City in the past year  
(multiple choices could be made)



Source: ETC Institute (2017)

### Q22c. How Often Employees Displayed Various Behaviors

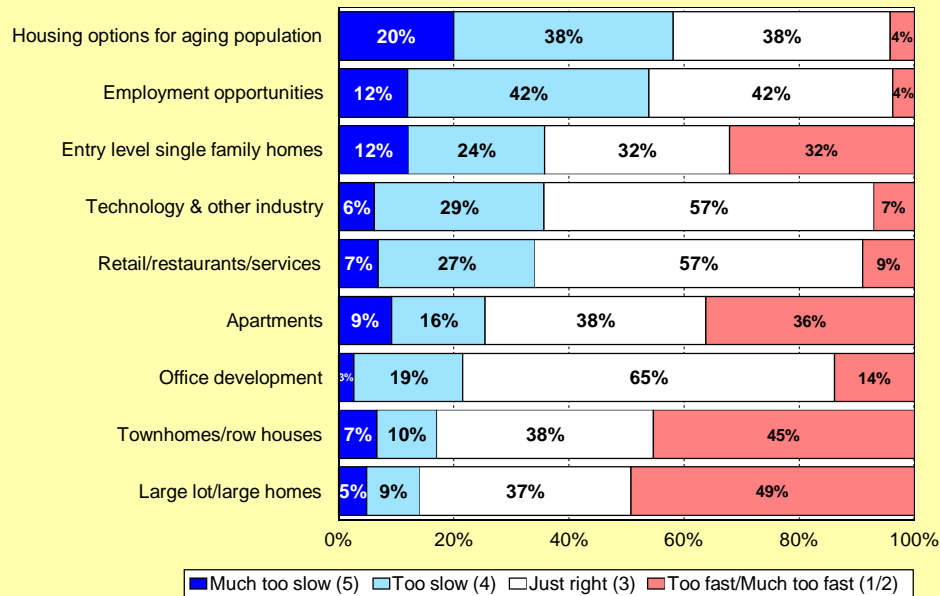
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute (2017)

### Q23. Current Pace of Development in Various Areas

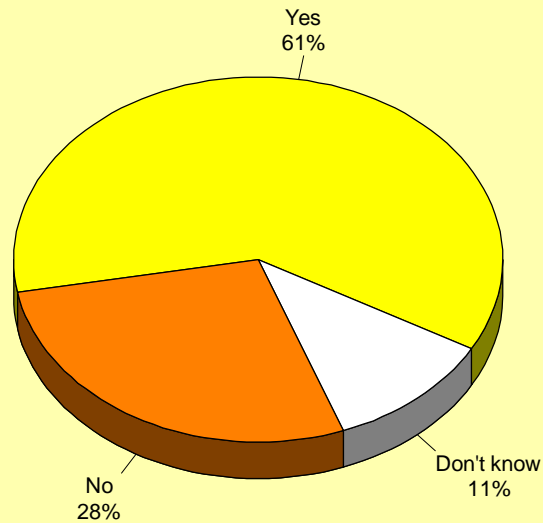
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute (2017)

### Q24. Would you be willing to pay more in taxes or fees to support this new community amenity?

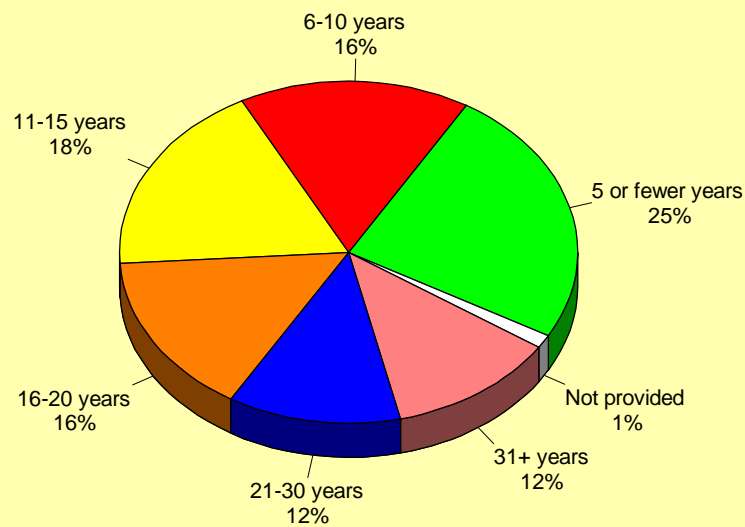
by percentage of respondents



Source: ETC Institute (2017)

### Q25. Demographics: How many years have you lived in Camas?

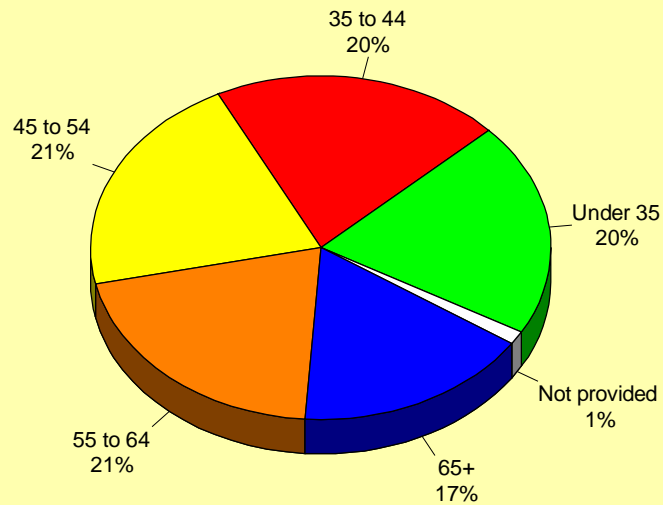
by percentage of respondents



Source: ETC Institute (2017)

### Q26. Demographics: What is your age?

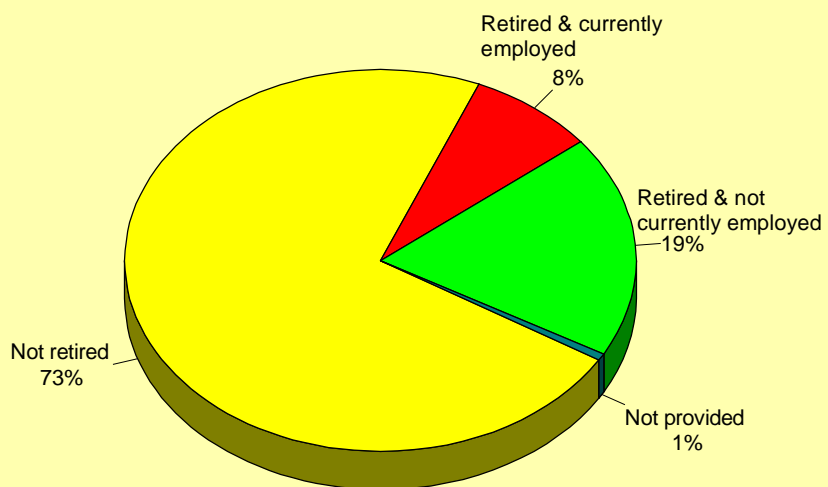
by percentage of respondents



Source: ETC Institute (2017)

### Q27. Demographics: Retirement Status

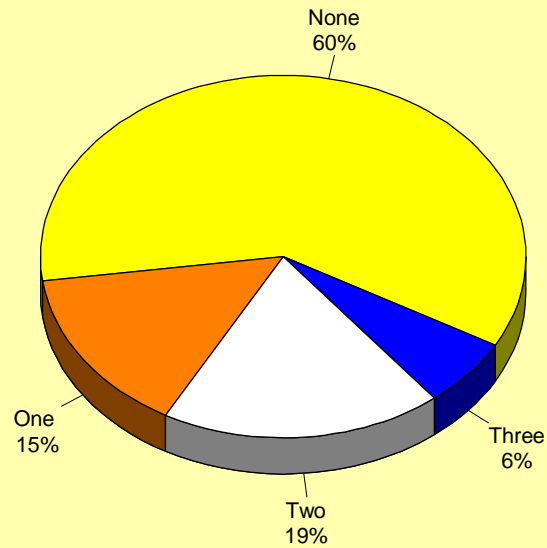
by percentage of respondents



Source: ETC Institute (2017)

### Q28. Demographics: How many children under age 18 live in your household?

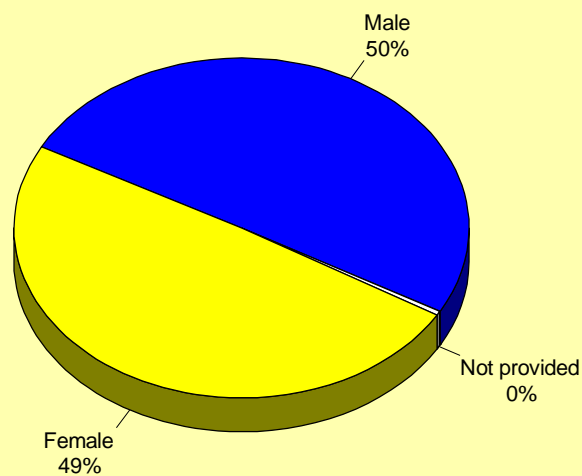
by percentage of respondents



Source: ETC Institute (2017)

### Q29. Demographics: Gender

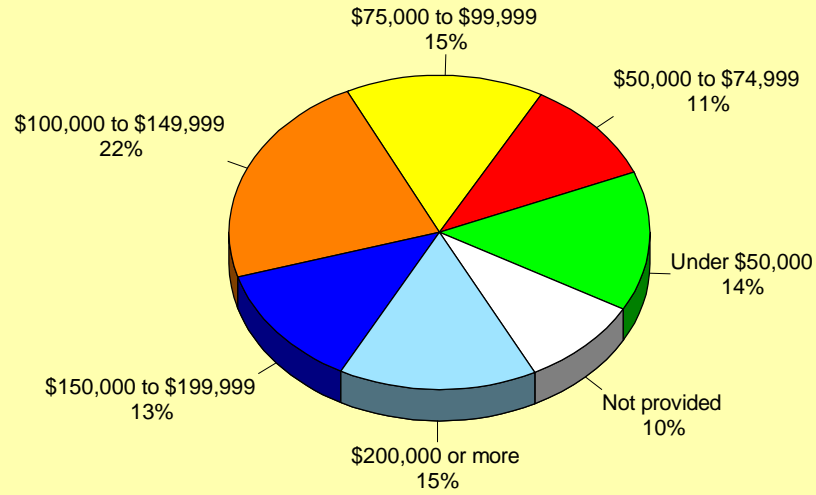
by percentage of respondents



Source: ETC Institute (2017)

### Q30. Demographics: Total Annual Household Income

by percentage of respondents



Source: ETC Institute (2017)

## **Section 2**

# ***Importance-Satisfaction Analysis***

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# Importance-Satisfaction Analysis

## City of Camas, Washington

### Overview

Today, City officials have limited resources which need to be targeted to activities that are of the most benefit to their citizens. Two of the most important criteria for decision making are (1) to target resources toward services of the highest importance to citizens; and (2) to target resources toward those services where citizens are the least satisfied.

The Importance-Satisfaction (IS) rating is a unique tool that allows public officials to better understand both of these highly important decision making criteria for each of the services they are providing. The Importance-Satisfaction rating is based on the concept that public agencies will maximize overall customer satisfaction by emphasizing improvements in those areas where the level of satisfaction is relatively low and the perceived importance of the service is relatively high.

### Overview

The rating is calculated by summing the percentage of responses for items selected as the first, second, and third most important services for the City to provide. The sum is then multiplied by 1 minus the percentage of respondents who indicated they were positively satisfied with the City's performance in the related area (the sum of the ratings of 4 and 5 on a 5-point scale excluding "Don't Know" responses). "Don't Know" responses are excluded from the calculation to ensure the satisfaction ratings among service categories are comparable.  $[IS = \text{Importance} \times (1 - \text{Satisfaction})]$ .

**Example of the Calculation:** Respondents were asked to identify the major categories of city services they thought should receive the most emphasis over the next two years. Sixty-two percent (62%) of respondents selected *the maintenance of city streets* as one of the most important services for the City to provide.

Regarding satisfaction, 36% of respondents surveyed rated the City's overall performance in *the maintenance of city streets* as a "4" or "5" on a 5-point scale (where "5" means "Very Satisfied") excluding "Don't Know" responses. The I-S rating for *the maintenance of city streets* was calculated by multiplying the sum of the most important percentages by 1 minus the sum of the satisfaction percentages. In this example 62% was multiplied by 64% (1-0.36). This calculation yielded an I-S rating of 0.3948 which ranked first out of 14 major service categories.

The maximum rating is 1.00 and would be achieved when 100% of the respondents select an item as one of their top three choices to emphasize over the next two years and 0% indicate they are positively satisfied with the delivery of the service.

The lowest rating is 0.00 and could be achieved under either of the following two situations:

- If 100% of the respondents were positively satisfied with the delivery of the service
- If none (0%) of the respondents selected the service as one for the three most important areas for the City to emphasize over the next two years.

## Interpreting the Ratings

Ratings that are greater than or equal to 0.20 identify areas that should receive significantly more emphasis over the next two years. Ratings from 0.10 to 0.20 identify service areas that should receive increased emphasis. Ratings less than 0.10 should continue to receive the current level of emphasis.

- *Definitely Increase Emphasis* ( $IS \geq 0.20$ )
- *Increase Current Emphasis* ( $0.10 \leq IS < 0.20$ )
- *Maintain Current Emphasis* ( $IS < 0.10$ )

The results for the City of Camas are provided on the following pages.

## 2017 Importance-Satisfaction Rating

### City of Camas

### Major Categories of City Services

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<b>Very High Priority (IS &gt;.20)</b>						
Maintenance of city streets	62%	1	36%	14	0.3948	1
<b>High Priority (IS .10-.20)</b>						
Effectiveness of economic development efforts	30%	3	53%	13	0.1378	2
<b>Medium Priority (IS &lt;.10)</b>						
Effectiveness of communication with the public	18%	5	62%	10	0.0662	3
Enforcement of city codes & ordinances	14%	7	57%	11	0.0593	4
Effectiveness of storm water runoff management	13%	9	56%	12	0.0585	5
Quality of city parks/trails/open space	32%	2	82%	4	0.0570	6
Quality of police services	24%	4	82%	5	0.0435	7
Quality of the City's parks & recreation programs	16%	6	77%	7	0.0353	8
Quality of city water utilities	9%	10	77%	8	0.0211	9
Fire, emergency medical & ambulance services	14%	8	89%	1	0.0152	10
Quality of city sewer services	5%	12	75%	9	0.0113	11
Quality of customer service you receive	4%	13	80%	6	0.0079	12
Quality of the City's public library services	6%	11	89%	2	0.0072	13
Quality of the City's garbage services	3%	14	86%	3	0.0046	14

**Note:** The I-S Rating is calculated by multiplying the "Most Important" % by (1-'Satisfaction' %)

**Most Important %:**

The "Most Important" percentage represents the sum of the first, second, and third most important responses for each item. Respondents were asked to identify the items they thought should be the City's top priorities.

**Satisfaction %:**

The "Satisfaction" percentage represents the sum of the ratings "5" and "4" excluding 'don't knows.' Respondents ranked their level of satisfaction with each of the items on a scale of 1 to 5 with "5" being Very Satisfied and "1" being Very Dissatisfied.

## 2017 Importance-Satisfaction Rating

### City of Camas

### Parks and Recreation

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<b>Medium Priority (IS &lt;.10)</b>						
Quantity of the City's open space	25%	4	63%	6	0.0928	1
Quantity of City trails	29%	2	73%	3	0.0791	2
Appearance & maintenance of existing parks	35%	1	81%	1	0.0670	3
Quality of facilities in city parks	29%	3	77%	2	0.0662	4
Number of City parks	20%	6	67%	5	0.0657	5
Quality of outdoor athletic fields	22%	5	72%	4	0.0598	6

**Note:** The I-S Rating is calculated by multiplying the "Most Important" % by (1-'Satisfaction' %)

**Most Important %:**

The "Most Important" percentage represents the sum of the first and second most important responses for each item. Respondents were asked to identify the items they thought should be the City's top priorities.

**Satisfaction %:**

The "Satisfaction" percentage represents the sum of the ratings "5" and "4" excluding "don't knows." Respondents ranked their level of satisfaction with each of the items on a scale of 1 to 5 with "5" being Very Satisfied and "1" being Very Dissatisfied.

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## 2017 Importance-Satisfaction Rating

### City of Camas

### Public Safety

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<b>High Priority (IS .10-.20)</b>						
City's overall efforts to prevent crime	45%	1	73%	7	0.1197	1
<b>Medium Priority (IS &lt;.10)</b>						
Visibility of police in the community	28%	2	78%	6	0.0627	2
Enforcement of local traffic laws	17%	3	67%	8	0.0564	3
Parking enforcement services	8%	7	57%	9	0.0362	4
How quickly police respond to emergencies	15%	4	80%	5	0.0307	5
How quickly fire & rescue personnel respond	12%	6	86%	2	0.0159	6
Quality of local fire protection & rescue services	13%	5	88%	1	0.0157	7
How quickly ambulance personnel respond	8%	8	81%	3	0.0144	8
Quality of local ambulance service	6%	9	80%	4	0.0111	9

**Note:** The I-S Rating is calculated by multiplying the "Most Important" % by (1-'Satisfaction' %)

**Most Important %:**

The "Most Important" percentage represents the sum of the first and second most important responses for each item. Respondents were asked to identify the items they thought should be the City's top priorities.

**Satisfaction %:**

The "Satisfaction" percentage represents the sum of the ratings "5" and "4" excluding 'don't knows.' Respondents ranked their level of satisfaction with each of the items on a scale of 1 to 5 with "5" being Very Satisfied and "1" being Very Dissatisfied.

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## 2017 Importance-Satisfaction Rating

### City of Camas

### City Communication

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<b>Very High Priority (IS &gt;.20)</b>						
City's efforts to keep you informed	45%	1	48%	3	0.2342	1
Level of public involvement in decision-making	36%	2	37%	6	0.2280	2
<b>High Priority (IS .10-.20)</b>						
Availability of information on services & programs	33%	3	58%	1	0.1368	3
<b>Medium Priority (IS &lt;.10)</b>						
Timeliness of information provided by City	15%	4	44%	4	0.0819	4
Quality of the City's website	12%	5	56%	2	0.0543	5
City's mobile app	5%	6	35%	7	0.0317	6
City's social media	2%	7	40%	5	0.0139	7

**Note:** The I-S Rating is calculated by multiplying the "Most Important" % by (1-'Satisfaction' %)

**Most Important %:**

The "Most Important" percentage represents the sum of the first and second most important responses for each item. Respondents were asked to identify the items they thought should be the City's top priorities.

**Satisfaction %:**

The "Satisfaction" percentage represents the sum of the ratings "5" and "4" excluding 'don't knows.' Respondents ranked their level of satisfaction with each of the items on a scale of 1 to 5 with "5" being Very Satisfied and "1" being Very Dissatisfied.

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## 2017 Importance-Satisfaction Rating

### City of Camas

### City Maintenance

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<b><u>Very High Priority (IS &gt;.20)</u></b>						
Maintenance of major city streets	60%	1	35%	6	0.3894	1
Maintenance of streets in your neighborhood	46%	2	41%	4	0.2717	2
<b><u>High Priority (IS .10-.20)</u></b>						
On-street bicycle infrastructure	18%	3	40%	5	0.1048	3
<b><u>Medium Priority (IS &lt;.10)</u></b>						
Snow removal on major city streets	16%	4	53%	3	0.0739	4
Condition of sidewalks in the City	14%	6	59%	2	0.0584	5
Adequacy of city street lighting	14%	5	70%	1	0.0430	6

**Note:** The I-S Rating is calculated by multiplying the "Most Important" % by (1-'Satisfaction' %)

**Most Important %:**

The "Most Important" percentage represents the sum of the first and second most important responses for each item. Respondents were asked to identify the items they thought should be the City's top priorities.

**Satisfaction %:**

The "Satisfaction" percentage represents the sum of the ratings "5" and "4" excluding 'don't knows.' Respondents ranked their level of satisfaction with each of the items on a scale of 1 to 5 with "5" being Very Satisfied and "1" being Very Dissatisfied.

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## 2017 Importance-Satisfaction Rating

### City of Camas

### Code Enforcement

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<b><u>Very High Priority (IS &gt;.20)</u></b>						
Enforcing the cleanup of litter & debris	50%	1	37%	4	0.3146	1
<b><u>High Priority (IS .10-.20)</u></b>						
Enforcing codes designed to protect public safety	39%	2	53%	1	0.1829	2
Enforcing the mowing & trimming of grass & weeds	27%	3	38%	3	0.1669	3
<b><u>Medium Priority (IS &lt;.10)</u></b>						
Enforcing sign regulation	18%	4	47%	2	0.0938	4

**Note:** The I-S Rating is calculated by multiplying the "Most Important" % by (1-"Satisfaction" %)

**Most Important %:**

The "Most Important" percentage represents the sum of the first and second most important responses for each item. Respondents were asked to identify the items they thought should be the City's top priorities.

**Satisfaction %:**

The "Satisfaction" percentage represents the sum of the ratings "5" and "4" excluding 'don't knows.' Respondents ranked their level of satisfaction with each of the items on a scale of 1 to 5 with "5" being Very Satisfied and "1" being Very Dissatisfied.

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## 2017 Importance-Satisfaction Rating

### City of Camas

### Library

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<b><u>Medium Priority (IS &lt;.10)</u></b>						
Events for teens	24%	4	65%	4	0.0842	1
Events for children	30%	1	75%	2	0.0750	2
Digital resources available online	25%	3	74%	3	0.0652	3
Selection of resources available	30%	2	81%	1	0.0562	4
Events for adults	12%	5	62%	5	0.0462	5

**Note:** The I-S Rating is calculated by multiplying the "Most Important" % by (1-'Satisfaction' %)

**Most Important %:**

The "Most Important" percentage represents the sum of the first and second most important responses for each item. Respondents were asked to identify the items they thought should be the City's top priorities.

**Satisfaction %:**

The "Satisfaction" percentage represents the sum of the ratings "5" and "4" excluding 'don't knows.' Respondents ranked their level of satisfaction with each of the items on a scale of 1 to 5 with "5" being Very Satisfied and "1" being Very Dissatisfied.

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## **Section 3**

# ***Benchmarking Data***

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# Benchmarking Summary Report

## City of Camas, Washington

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### Overview

ETC Institute's *DirectionFinder* program was originally developed in 1999 to help community leaders across the United States use statistically valid community survey data as a tool for making better decisions. Since November of 1999, the survey has been administered in more than 230 cities in 43 states. Most participating cities conduct the survey on an annual or biennial basis.

This report contains benchmarking data from two sources: (1) a national survey that was administered by ETC Institute during the fall of 2016 to a random sample of more than 4,000 residents across the United States, (2) a regional survey administered to over 300 residents living in the Northwest Region of the United States during the fall of 2012. The Southwest includes residents living in Washington and Oregon.

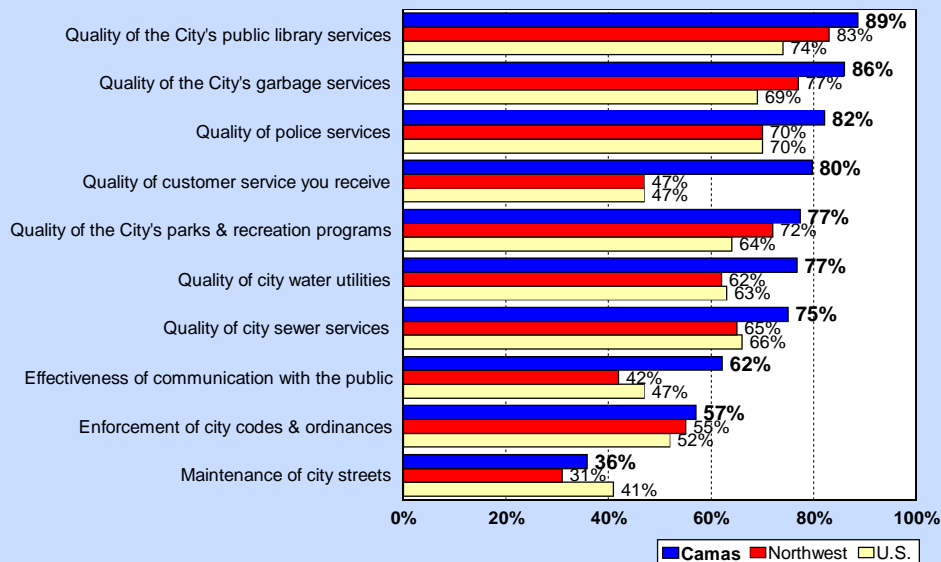
The charts on the following pages show how the overall results for Camas compare to the United States national and regional averages based on the results of the 2016 survey that was administered by ETC institute to a random sample of over 4,000 residents across the United States, and the regional survey administered to over 300 residents living in the Northwest Region of the United States. Camas results are shown in blue, the Northwest Region averages are shown in red, and the National averages are shown in yellow.

# National Benchmarks

**Note: The benchmarking data contained in this report is protected intellectual property. Any reproduction of the benchmarking information in this report by persons or organizations not directly affiliated with the City of Camas, Washington is not authorized without written consent from ETC Institute.**

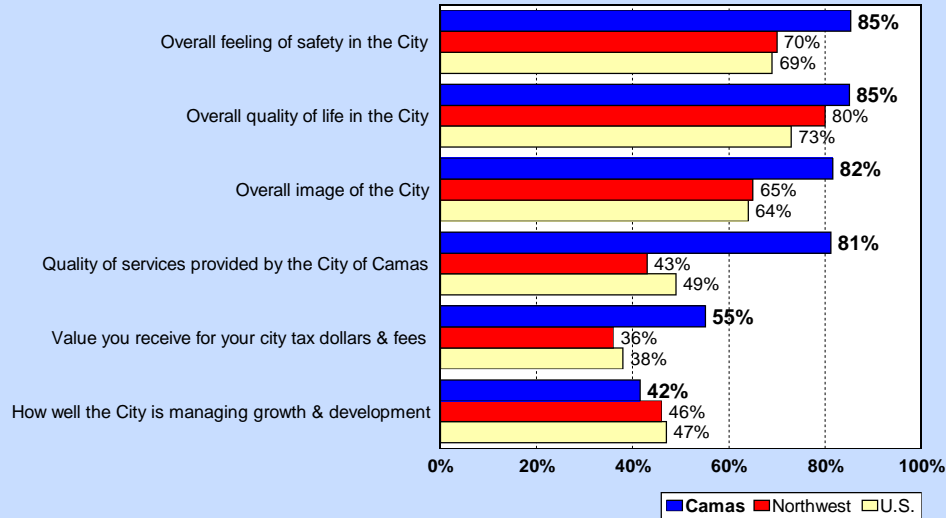
## Satisfaction with Major Categories of Service Camas vs. Northwest vs. the U.S.

by percentage of respondents who rated the item 4 or 5 on a 5-point scale  
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



## Rating Issues that Influence Perceptions of the City Camas vs. Northwest vs. the U.S

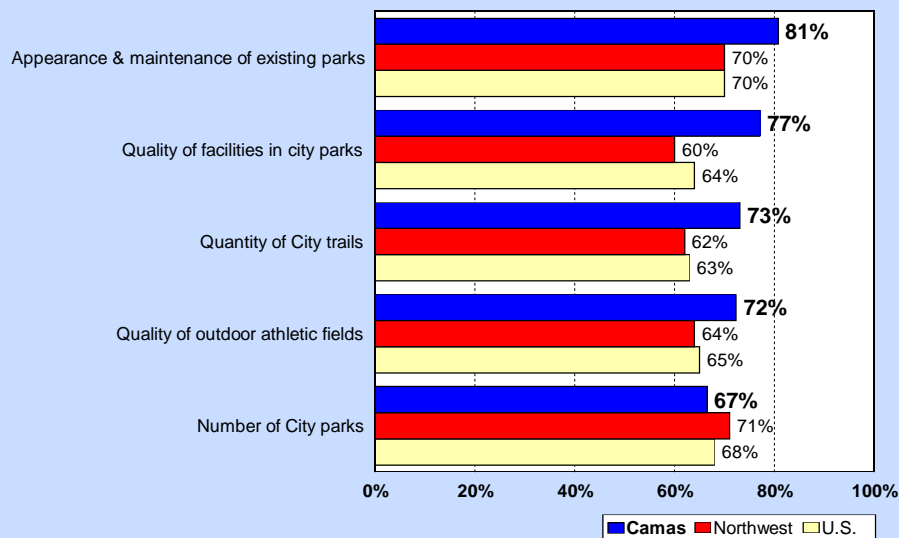
by percentage of respondents who rated the item 4 or 5 on a 5-point scale where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



Source: 2017 ETC Institute

## Overall Satisfaction with Parks and Recreation Camas vs. Northwest vs. the U.S

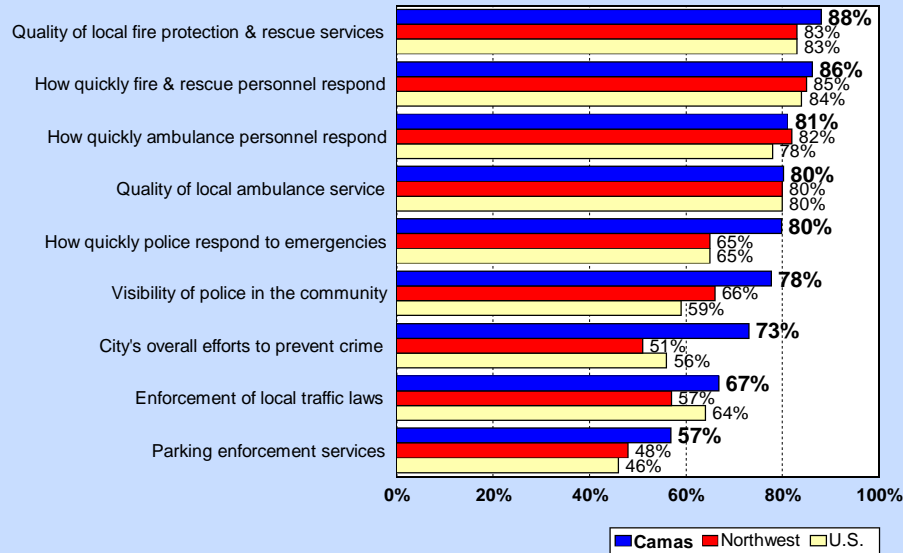
by percentage of respondents who rated the item 4 or 5 on a 5-point scale where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



Source: 2017 ETC Institute

## Overall Satisfaction with Public Safety Camas vs. Northwest vs. the U.S

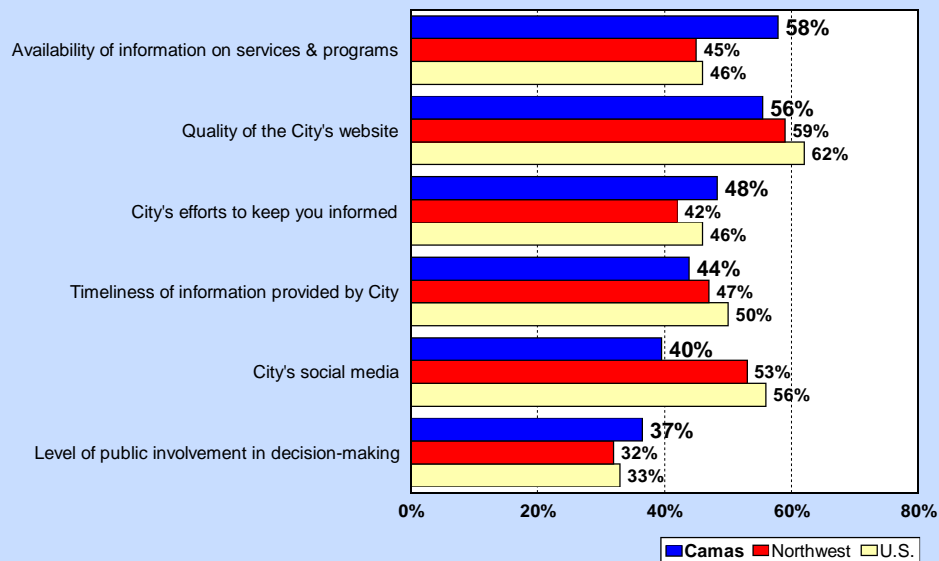
by percentage of respondents who rated the item 4 or 5 on a 5-point scale  
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



Source: 2017 ETC Institute

## Overall Satisfaction with Communication Camas vs. Northwest vs. the U.S

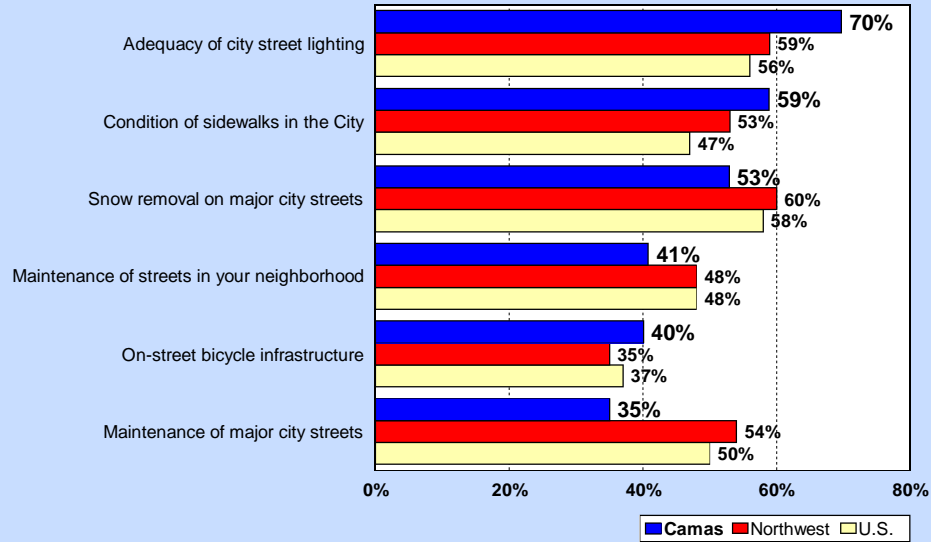
by percentage of respondents who rated the item 4 or 5 on a 5-point scale  
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



Source: 2017 ETC Institute

## Overall Satisfaction with City Maintenance Camas vs. Northwest vs. the U.S

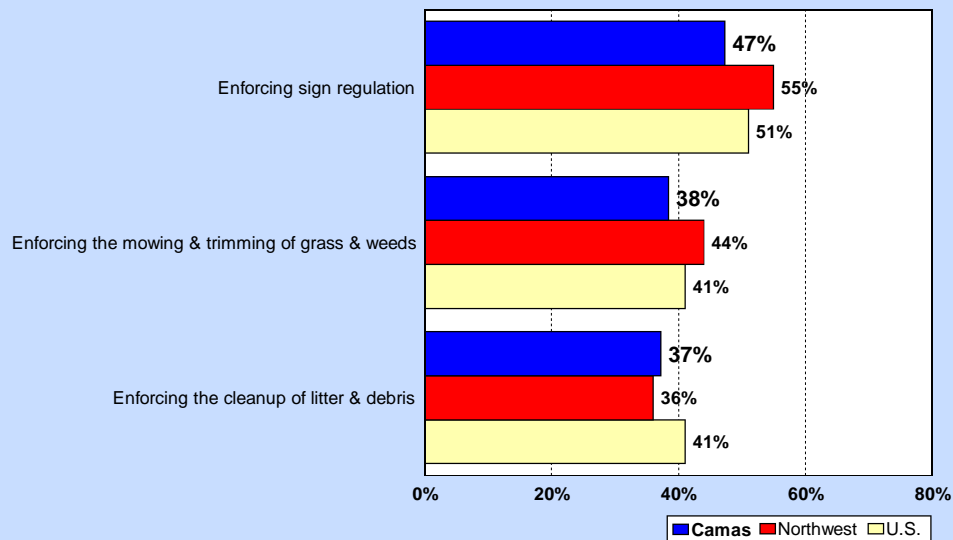
by percentage of respondents who rated the item 4 or 5 on a 5-point scale  
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



Source: 2017 ETC Institute

## Overall Satisfaction with Code Enforcement Camas vs. Northwest vs. the U.S

by percentage of respondents who rated the item 4 or 5 on a 5-point scale  
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



Source: 2017 ETC Institute

## **Section 4**

### ***Tabular Data***

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**Q1. Major categories of services provided by the City of Camas are listed below. Please rate each item on a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."**

(N=705)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
Q1a. Overall quality of police services	37.7%	36.9%	11.3%	3.4%	1.6%	9.1%
Q1b. Overall quality of fire, emergency medical & ambulance services	39.4%	31.9%	7.2%	0.9%	0.7%	19.9%
Q1c. Overall quality of City parks/trails/ open space	35.6%	44.5%	11.3%	4.3%	1.7%	2.6%
Q1d. Overall maintenance of City streets	8.5%	26.8%	22.3%	27.2%	13.6%	1.6%
Q1e. Overall quality of City water utilities	27.1%	46.4%	16.5%	4.3%	1.4%	4.4%
Q1f. Overall quality of City sewer services	25.5%	44.7%	18.7%	3.1%	1.6%	6.4%
Q1g. Overall effectiveness of City management of storm water runoff	12.8%	37.3%	26.1%	10.1%	3.7%	10.1%
Q1h. Overall enforcement of City codes & ordinances	12.3%	36.5%	27.0%	6.0%	3.8%	14.5%
Q1i. Overall quality of customer service you receive from City employees	31.6%	40.0%	14.2%	2.4%	1.7%	10.1%
Q1j. Overall effectiveness of City communication with the public	16.6%	41.1%	23.7%	8.1%	3.3%	7.2%
Q1k. Overall effectiveness of City economic development efforts	11.8%	33.3%	24.3%	10.4%	4.8%	15.5%
Q1l. Overall quality of City's public library services	44.3%	36.3%	8.4%	1.3%	0.7%	9.1%
Q1m. Overall quality of City's garbage services	41.1%	42.1%	8.7%	4.4%	0.6%	3.1%
Q1n. Overall quality of City's parks & recreation programs	28.4%	39.9%	14.5%	4.0%	1.6%	11.8%

**WITHOUT DON'T KNOW**

**Q1. Major categories of services provided by the City of Camas are listed below. Please rate each item on a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "don't know")**

(N=705)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
Q1a. Overall quality of police services	41.5%	40.6%	12.5%	3.7%	1.7%
Q1b. Overall quality of fire, emergency medical & ambulance services	49.2%	39.8%	9.0%	1.1%	0.9%
Q1c. Overall quality of City parks/trails/open space	36.5%	45.7%	11.6%	4.4%	1.7%
Q1d. Overall maintenance of City streets	8.6%	27.2%	22.6%	27.7%	13.8%
Q1e. Overall quality of City water utilities	28.3%	48.5%	17.2%	4.5%	1.5%
Q1f. Overall quality of City sewer services	27.3%	47.7%	20.0%	3.3%	1.7%
Q1g. Overall effectiveness of City management of storm water runoff	14.2%	41.5%	29.0%	11.2%	4.1%
Q1h. Overall enforcement of City codes & ordinances	14.4%	42.6%	31.5%	7.0%	4.5%
Q1i. Overall quality of customer service you receive from City employees	35.2%	44.5%	15.8%	2.7%	1.9%
Q1j. Overall effectiveness of City communication with the public	17.9%	44.3%	25.5%	8.7%	3.5%
Q1k. Overall effectiveness of City economic development efforts	13.9%	39.4%	28.7%	12.2%	5.7%
Q1l. Overall quality of City's public library services	48.7%	39.9%	9.2%	1.4%	0.8%
Q1m. Overall quality of City's garbage services	42.5%	43.5%	8.9%	4.5%	0.6%
Q1n. Overall quality of City's parks & recreation programs	32.2%	45.2%	16.4%	4.5%	1.8%

**Q2. Which THREE of the items listed in Question 1 do you think should receive the MOST EMPHASIS from City Leaders over the next two years?**

Q2. Top choice	Number	Percent
Overall quality of police services	69	9.8 %
Overall quality of fire, emergency medical & ambulance services	27	3.8 %
Overall quality of City parks/trails/open space	68	9.6 %
Overall maintenance of City streets	259	36.7 %
Overall quality of City water utilities	11	1.6 %
Overall quality of City sewer services	5	0.7 %
Overall effectiveness of City management of storm water runoff	26	3.7 %
Overall enforcement of City codes & ordinances	28	4.0 %
Overall quality of customer service you receive from City employees	4	0.6 %
Overall effectiveness of City communication with the public	28	4.0 %
Overall effectiveness of City economic development efforts	79	11.2 %
Overall quality of City's public library services	3	0.4 %
Overall quality of City's garbage services	4	0.6 %
Overall quality of City's parks & recreation programs	21	3.0 %
None chosen	73	10.4 %
Total	705	100.0 %

**Q2. Which THREE of the items listed in Question 1 do you think should receive the MOST EMPHASIS from City Leaders over the next two years?**

Q2. 2nd choice	Number	Percent
Overall quality of police services	60	8.5 %
Overall quality of fire, emergency medical & ambulance services	42	6.0 %
Overall quality of City parks/trails/open space	80	11.3 %
Overall maintenance of City streets	108	15.3 %
Overall quality of City water utilities	32	4.5 %
Overall quality of City sewer services	8	1.1 %
Overall effectiveness of City management of storm water runoff	40	5.7 %
Overall enforcement of City codes & ordinances	30	4.3 %
Overall quality of customer service you receive from City employees	12	1.7 %
Overall effectiveness of City communication with the public	36	5.1 %
Overall effectiveness of City economic development efforts	70	9.9 %
Overall quality of City's public library services	18	2.6 %
Overall quality of City's garbage services	12	1.7 %
Overall quality of City's parks & recreation programs	36	5.1 %
None chosen	121	17.2 %
Total	705	100.0 %

**Q2. Which THREE of the items listed in Question 1 do you think should receive the MOST EMPHASIS from City Leaders over the next two years?**

Q2. 3rd choice	Number	Percent
Overall quality of police services	42	6.0 %
Overall quality of fire, emergency medical & ambulance services	28	4.0 %
Overall quality of City parks/trails/open space	78	11.1 %
Overall maintenance of City streets	67	9.5 %
Overall quality of City water utilities	21	3.0 %
Overall quality of City sewer services	19	2.7 %
Overall effectiveness of City management of storm water runoff	27	3.8 %
Overall enforcement of City codes & ordinances	39	5.5 %
Overall quality of customer service you receive from City employees	11	1.6 %
Overall effectiveness of City communication with the public	59	8.4 %
Overall effectiveness of City economic development efforts	59	8.4 %
Overall quality of City's public library services	23	3.3 %
Overall quality of City's garbage services	7	1.0 %
Overall quality of City's parks & recreation programs	53	7.5 %
None chosen	172	24.4 %
Total	705	100.0 %

**SUM OF TOP 3 CHOICES**

**Q2. Which THREE of the items listed in Question 1 do you think should receive the MOST EMPHASIS from City Leaders over the next two years? (top 2)**

Q2. Sum of Top 3 Choices	Number	Percent
Overall quality of police services	171	24.3 %
Overall quality of fire, emergency medical & ambulance services	97	13.8 %
Overall quality of City parks/trails/open space	226	32.1 %
Overall maintenance of City streets	434	61.6 %
Overall quality of City water utilities	64	9.1 %
Overall quality of City sewer services	32	4.5 %
Overall effectiveness of City management of storm water runoff	93	13.2 %
Overall enforcement of City codes & ordinances	97	13.8 %
Overall quality of customer service you receive from City employees	27	3.8 %
Overall effectiveness of City communication with the public	123	17.4 %
Overall effectiveness of City economic development efforts	208	29.5 %
Overall quality of City's public library services	44	6.2 %
Overall quality of City's garbage services	23	3.3 %
Overall quality of City's parks & recreation programs	110	15.6 %
None chosen	73	10.4 %
Total	1822	

**Q3. Several items that may influence your perception of the City of Camas are listed below. Please rate each item on a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."**

(N=705)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
Q3a. Overall quality of services provided by City of Camas	22.1%	56.3%	14.5%	2.4%	1.3%	3.4%
Q3b. Overall value that you receive for your City tax & fees	12.2%	40.9%	27.1%	12.2%	4.0%	3.7%
Q3c. Overall image of City	33.8%	46.2%	11.5%	4.5%	2.0%	2.0%
Q3d. How well City is managing growth & development	8.8%	30.1%	24.7%	17.2%	13.0%	6.2%
Q3e. Overall quality of life in City	31.9%	51.8%	10.4%	3.3%	1.1%	1.6%
Q3f. Overall feeling of safety in City	36.6%	47.1%	9.9%	3.3%	1.1%	2.0%
Q3g. Availability of job opportunities	4.0%	16.6%	38.0%	12.9%	3.4%	25.1%
Q3h. Overall quality of new development	5.4%	27.8%	30.8%	17.4%	9.5%	9.1%

**WITHOUT DON'T KNOW**

**Q3. Several items that may influence your perception of the City of Camas are listed below. Please rate each item on a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "don't know")**

(N=705)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
Q3a. Overall quality of services provided by City of Camas	22.9%	58.3%	15.0%	2.5%	1.3%
Q3b. Overall value that you receive for your City tax & fees	12.7%	42.4%	28.1%	12.7%	4.1%
Q3c. Overall image of City	34.4%	47.2%	11.7%	4.6%	2.0%
Q3d. How well City is managing growth & development	9.4%	32.1%	26.3%	18.3%	13.9%
Q3e. Overall quality of life in City	32.4%	52.6%	10.5%	3.3%	1.2%
Q3f. Overall feeling of safety in City	37.3%	48.0%	10.1%	3.3%	1.2%
Q3g. Availability of job opportunities	5.3%	22.2%	50.8%	17.2%	4.5%
Q3h. Overall quality of new development	5.9%	30.6%	33.9%	19.2%	10.5%

**Q4. Satisfaction with Parks, Public Safety, Communication, and Streets. For each of the parks items listed below, please rate your satisfaction on a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."**

(N=705)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
Q4a. Quality of facilities such as picnic shelters & playgrounds in City parks	22.0%	50.5%	16.0%	5.0%	0.6%	6.0%
Q4b. Quality of outdoor athletic fields (e. g., baseball, soccer, & football)	22.4%	41.4%	19.0%	4.3%	1.3%	11.6%
Q4c. Appearance & maintenance of existing City parks	24.5%	53.8%	12.8%	4.4%	1.6%	3.0%
Q4d. Number of City parks	21.0%	41.7%	19.0%	10.6%	2.0%	5.7%
Q4e. Quantity of City trails	22.8%	44.5%	14.8%	8.1%	2.0%	7.8%
Q4f. Quantity of City's open space	16.2%	40.7%	20.1%	10.2%	3.5%	9.2%
Q4g. Other	2.8%	0.0%	21.1%	23.9%	47.9%	4.2%

**WITHOUT DON'T KNOW**

**Q4. Satisfaction with Parks, Public Safety, Communication, and Streets. For each of the parks items listed below, please rate your satisfaction on a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "don't know")**

(N=705)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
Q4a. Quality of facilities such as picnic shelters & playgrounds in City parks	23.4%	53.7%	17.0%	5.3%	0.6%
Q4b. Quality of outdoor athletic fields (e.g., baseball, soccer, & football)	25.4%	46.9%	21.5%	4.8%	1.4%
Q4c. Appearance & maintenance of existing City parks	25.3%	55.4%	13.2%	4.5%	1.6%
Q4d. Number of City parks	22.3%	44.2%	20.2%	11.3%	2.1%
Q4e. Quantity of City trails	24.8%	48.3%	16.0%	8.8%	2.2%
Q4f. Quantity of City's open space	17.8%	44.8%	22.2%	11.3%	3.9%
Q4g. Other	2.9%	0.0%	22.1%	25.0%	50.0%



**Q4. Other**

Q4g. Other	Number	Percent
ACCESSIBILITY OF PARKS AND TRAILS	1	1.5 %
AQUATIC CENTER	1	1.5 %
Athletic field space	1	1.5 %
BENCH ON WALKING TRAILS	1	1.5 %
Bathrooms could be cleaner and updated	1	1.5 %
COMMUNITY GATHERING SPACE	1	1.5 %
City cemetery	1	1.5 %
City street maintenance	1	1.5 %
Crown Park playground equipment	1	1.5 %
Crown Park restrooms	1	1.5 %
Educate residents about invasive species and how to slow their spread	1	1.5 %
Enforcement of no parking on Everett	1	1.5 %
Few opportunities for citizens to provide meaningful input	1	1.5 %
Get a dog park like the one in Washougal in Camas	1	1.5 %
Greenspace	1	1.5 %
Heritage Trail	1	1.5 %
How crowded it is getting	1	1.5 %
I have not lived here for a full 1 year	1	1.5 %
Lacamas Trails destroyed with development	1	1.5 %
MAINT OF WATER TOWER AREAS	1	1.5 %
MAINTAINING OPEN SPACE	1	1.5 %
More availability of bathrooms	1	1.5 %
More bike paths	1	1.5 %
Need more	1	1.5 %
Need more activities for kids and adults and more trails	1	1.5 %
Need more for family	1	1.5 %
Need more tennis courts	1	1.5 %
Number of athletic fields, general recreational environments	1	1.5 %
Open parks are not well maintained	1	1.5 %
Please add pickleball courts	1	1.5 %
Quality of natural primitive trails and forested areas	1	1.5 %
Quantity of dog parks	1	1.5 %
Quantity of soccer & playing fields	1	1.5 %
SAFETY	1	1.5 %
Senior center activities	1	1.5 %
Sidewalks on Everett Street from the high school to town	1	1.5 %
Sidewalks/trails to parks	1	1.5 %
Signs on some park trails could use repair	1	1.5 %
The new round-about on 6th	1	1.5 %
Too many new homes being built	1	1.5 %
Would be nice to have more trails connected to each other	1	1.5 %
activities for children to do	1	1.5 %
athletic fields	1	1.5 %
cemetery	1	1.5 %

**Q4. Other**

Q4g. Other	Number	Percent
civic center	1	1.5 %
dog park	2	2.9 %
good feeling small town	1	1.5 %
keep pool open longer	1	1.5 %
maintenance of City trails	1	1.5 %
more youth sports facilities	1	1.5 %
need more disposal spots in trail networks	1	1.5 %
neighborhood cleanups	1	1.5 %
park restrooms	1	1.5 %
parking	1	1.5 %
pool	1	1.5 %
pool aquatic center	1	1.5 %
pot holes	1	1.5 %
quality of garbage recycling in parks and open spaces	1	1.5 %
restroom availability	1	1.5 %
restrooms	2	2.9 %
road repair	1	1.5 %
senior assistance	1	1.5 %
street garbage cleaned up	1	1.5 %
trail maintenance	1	1.5 %
value for tax dollars	1	1.5 %
weed control in City parks	1	1.5 %
Total	68	100.0 %

**Q5. Which TWO parks and recreation items listed in Question 4 do you think should receive the MOST EMPHASIS from City Leaders over the next two years?**

Q5. Top choice	Number	Percent
Quality of facilities such as picnic shelters & playgrounds in City parks	105	14.9 %
Quality of outdoor athletic fields (e.g., baseball, soccer, & football)	83	11.8 %
Appearance & maintenance of existing City parks	135	19.1 %
Number of City parks	76	10.8 %
Quantity of City trails	103	14.6 %
Quantity of City's open space	75	10.6 %
Other	35	5.0 %
None chosen	93	13.2 %
Total	705	100.0 %

**Q5. Which TWO parks and recreation items listed in Question 4 do you think should receive the MOST EMPHASIS from City Leaders over the next two years?**

Q5. 2nd choice	Number	Percent
Quality of facilities such as picnic shelters & playgrounds in City parks	99	14.0 %
Quality of outdoor athletic fields (e.g., baseball, soccer, & football)	69	9.8 %
Appearance & maintenance of existing City parks	110	15.6 %
Number of City parks	62	8.8 %
Quantity of City trails	104	14.8 %
Quantity of City's open space	100	14.2 %
Other	15	2.1 %
None chosen	146	20.7 %
Total	705	100.0 %

**SUM OF TOP 2 CHOICES**

**Q5. Which TWO parks and recreation items listed in Question 4 do you think should receive the MOST EMPHASIS from City Leaders over the next two years? (top 2)**

Q5. Sum of Top 2 Choices	Number	Percent
Quality of facilities such as picnic shelters & playgrounds in City parks	204	28.9 %
Quality of outdoor athletic fields (e.g., baseball, soccer, & football)	152	21.6 %
Appearance & maintenance of existing City parks	245	34.8 %
Number of City parks	138	19.6 %
Quantity of City trails	207	29.4 %
Quantity of City's open space	175	24.8 %
Other	50	7.1 %
None chosen	93	13.2 %
Total	1264	

**Q6. How willing would you be to pay additional taxes to acquire and maintain parks, trails and open space?**Q6. How willing would you be to pay additional  
taxes to acquire & maintain parks, trails & open space

	Number	Percent
Very willing	85	12.1 %
Willing	175	24.8 %
Neutral	182	25.8 %
Not willing	122	17.3 %
Not at all willing	118	16.7 %
Don't know	23	3.3 %
Total	705	100.0 %

**Q7. For each of the public safety items listed below, please rate your satisfaction on a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."**

(N=705)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
Q7a. Visibility of police in the community	28.9%	46.7%	14.5%	5.4%	1.8%	2.7%
Q7b. City's overall efforts to prevent crime	21.4%	43.5%	18.7%	3.8%	1.3%	11.2%
Q7c. Enforcement of local traffic laws	19.7%	42.4%	18.4%	8.2%	4.3%	7.0%
Q7d. Parking enforcement services	13.9%	31.2%	27.1%	5.0%	2.1%	20.7%
Q7e. How quickly police respond to emergencies	25.5%	33.2%	12.3%	1.0%	1.6%	26.4%
Q7f. Overall quality of local fire protection & rescue services	32.3%	39.0%	8.4%	0.4%	0.9%	19.0%
Q7g. How quickly fire & rescue personnel respond to emergencies	31.9%	30.1%	8.4%	0.6%	1.0%	28.1%
Q7h. Quality of local ambulance service	25.4%	29.1%	12.9%	0.0%	0.6%	32.1%
Q7i. How quickly ambulance personnel respond to emergencies	26.2%	25.7%	11.3%	0.3%	0.4%	36.0%

**WITHOUT DON'T KNOW**

**Q7. For each of the public safety items listed below, please rate your satisfaction on a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "don't know")**

(N=705)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
Q7a. Visibility of police in the community	29.7%	48.0%	14.9%	5.5%	1.9%
Q7b. City's overall efforts to prevent crime	24.1%	49.0%	21.1%	4.3%	1.4%
Q7c. Enforcement of local traffic laws	21.2%	45.6%	19.8%	8.8%	4.6%
Q7d. Parking enforcement services	17.5%	39.4%	34.2%	6.3%	2.7%
Q7e. How quickly police respond to emergencies	34.7%	45.1%	16.8%	1.3%	2.1%
Q7f. Overall quality of local fire protection & rescue services	39.9%	48.2%	10.3%	0.5%	1.1%
Q7g. How quickly fire & rescue personnel respond to emergencies	44.4%	41.8%	11.6%	0.8%	1.4%
Q7h. Quality of local ambulance service	37.4%	42.8%	19.0%	0.0%	0.8%
Q7i. How quickly ambulance personnel respond to emergencies	41.0%	40.1%	17.7%	0.4%	0.7%

**Q8. Which TWO public safety items listed in Question 7 do you think should receive the MOST EMPHASIS from City Leaders over the next two years?**

Q8. Top choice	Number	Percent
Visibility of police in the community	110	15.6 %
City's overall efforts to prevent crime	223	31.6 %
Enforcement of local traffic laws	69	9.8 %
Parking enforcement services	26	3.7 %
How quickly police respond to emergencies	40	5.7 %
Overall quality of local fire protection & rescue services	32	4.5 %
How quickly fire & rescue personnel respond to emergencies	24	3.4 %
Quality of local ambulance service	11	1.6 %
How quickly ambulance personnel respond to emergencies	25	3.5 %
None chosen	145	20.6 %
Total	705	100.0 %

**Q8. Which TWO public safety items listed in Question 7 do you think should receive the MOST EMPHASIS from City Leaders over the next two years?**

Q8. 2nd choice	Number	Percent
Visibility of police in the community	88	12.5 %
City's overall efforts to prevent crime	91	12.9 %
Enforcement of local traffic laws	51	7.2 %
Parking enforcement services	33	4.7 %
How quickly police respond to emergencies	67	9.5 %
Overall quality of local fire protection & rescue services	61	8.7 %
How quickly fire & rescue personnel respond to emergencies	57	8.1 %
Quality of local ambulance service	28	4.0 %
How quickly ambulance personnel respond to emergencies	29	4.1 %
None chosen	200	28.4 %
Total	705	100.0 %

**SUM OF TOP 2 CHOICES****Q8. Which TWO public safety items listed in Question 7 do you think should receive the MOST EMPHASIS from City Leaders over the next two years? (top 2)**

<u>Q8. Sum of Top 2 Choices</u>	<u>Number</u>	<u>Percent</u>
Visibility of police in the community	198	28.1 %
City's overall efforts to prevent crime	314	44.5 %
Enforcement of local traffic laws	120	17.0 %
Parking enforcement services	59	8.4 %
How quickly police respond to emergencies	107	15.2 %
Overall quality of local fire protection & rescue services	93	13.2 %
How quickly fire & rescue personnel respond to emergencies	81	11.5 %
Quality of local ambulance service	39	5.5 %
How quickly ambulance personnel respond to emergencies	54	7.7 %
None chosen	145	20.6 %
Total	1210	

**Q9. For each of the communication items listed below, please rate your satisfaction on a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."**

(N=705)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
Q9a. Availability of information about City programs & services	10.9%	42.1%	27.4%	8.8%	2.4%	8.4%
Q9b. City efforts to keep you informed about local issues	9.2%	35.9%	30.2%	14.6%	3.5%	6.5%
Q9c. Overall quality of City's website	9.1%	34.5%	26.4%	7.0%	1.7%	21.4%
Q9d. Level of public involvement in decision making	5.1%	23.3%	29.1%	13.6%	6.8%	22.1%
Q9e. Timeliness of information provided by City	6.0%	28.9%	31.5%	9.5%	3.7%	20.4%
Q9f. City's social media (Facebook, Twitter, etc.)	3.8%	15.6%	25.4%	2.7%	1.7%	50.8%
Q9g. City's mobile app (CamasConnect24/7)	2.8%	11.2%	21.6%	2.1%	2.0%	60.3%



**WITHOUT DON'T KNOW**

**Q9. For each of the communication items listed below, please rate your satisfaction on a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "don't know")**

(N=705)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
Q9a. Availability of information about City programs & services	11.9%	46.0%	29.9%	9.6%	2.6%
Q9b. City efforts to keep you informed about local issues	9.9%	38.4%	32.3%	15.6%	3.8%
Q9c. Overall quality of City's website	11.6%	43.9%	33.6%	8.8%	2.2%
Q9d. Level of public involvement in decision making	6.6%	29.9%	37.3%	17.5%	8.7%
Q9e. Timeliness of information provided by City	7.5%	36.4%	39.6%	11.9%	4.6%
Q9f. City's social media (Facebook, Twitter, etc.)	7.8%	31.7%	51.6%	5.5%	3.5%
Q9g. City's mobile app (CamasConnect24/7)	7.1%	28.2%	54.3%	5.4%	5.0%

**Q10. Which TWO communication items listed in Question 9 do you think should receive the MOST EMPHASIS from City Leaders over the next two years?**

Q10. Top choice	Number	Percent
Availability of information about City programs & services	145	20.6 %
City efforts to keep you informed about local issues	171	24.3 %
Overall quality of City's website	47	6.7 %
Level of public involvement in decision making	129	18.3 %
Timeliness of information provided by City	22	3.1 %
City's social media (Facebook, Twitter, etc.)	9	1.3 %
City's mobile app (CamasConnect24/7)	16	2.3 %
None chosen	166	23.5 %
Total	705	100.0 %

**Q10. Which TWO communication items listed in Question 9 do you think should receive the MOST EMPHASIS from City Leaders over the next two years?**

Q10. 2nd choice	Number	Percent
Availability of information about City programs & services	84	11.9 %
City efforts to keep you informed about local issues	148	21.0 %
Overall quality of City's website	39	5.5 %
Level of public involvement in decision making	124	17.6 %
Timeliness of information provided by City	81	11.5 %
City's social media (Facebook, Twitter, etc.)	7	1.0 %
City's mobile app (CamasConnect24/7)	18	2.6 %
None chosen	204	28.9 %
Total	705	100.0 %

**SUM OF TOP 2 CHOICES**

**Q10. Which TWO communication items listed in Question 9 do you think should receive the MOST EMPHASIS from City Leaders over the next two years? (top 2)**

Q10. Sum of Top 2 Choices	Number	Percent
Availability of information about City programs & services	229	32.5 %
City efforts to keep you informed about local issues	319	45.2 %
Overall quality of City's website	86	12.2 %
Level of public involvement in decision making	253	35.9 %
Timeliness of information provided by City	103	14.6 %
City's social media (Facebook, Twitter, etc.)	16	2.3 %
City's mobile app (CamasConnect24/7)	34	4.8 %
None chosen	166	23.5 %
Total	1206	

**Q11. For each of the street maintenance items listed below, please rate your satisfaction on a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."**

(N=705)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
Q11a. Maintenance of major City streets	6.2%	27.9%	20.0%	29.5%	14.2%	2.1%
Q11b. Maintenance of streets in your neighborhood	7.8%	32.1%	19.7%	23.7%	14.6%	2.1%
Q11c. Snow removal on major City streets	11.2%	39.4%	21.1%	14.6%	9.2%	4.4%
Q11d. Adequacy of City street lighting	19.0%	48.9%	17.2%	9.4%	3.0%	2.6%
Q11e. Condition of sidewalks in City	11.2%	45.7%	21.6%	13.0%	5.1%	3.4%
Q11f. On-street bicycle infrastructure (bike lanes/signs/arrows)	8.5%	25.4%	29.2%	14.3%	7.2%	15.3%

**WITHOUT DON'T KNOW**

**Q11. For each of the street maintenance items listed below, please rate your satisfaction on a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "don't know")**

(N=705)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
Q11a. Maintenance of major City streets	6.4%	28.6%	20.4%	30.1%	14.5%
Q11b. Maintenance of streets in your neighborhood	8.0%	32.8%	20.1%	24.2%	14.9%
Q11c. Snow removal on major City streets	11.7%	41.2%	22.1%	15.3%	9.6%
Q11d. Adequacy of City street lighting	19.5%	50.2%	17.6%	9.6%	3.1%
Q11e. Condition of sidewalks in City	11.6%	47.3%	22.3%	13.5%	5.3%
Q11f. On-street bicycle infrastructure (bike lanes/signs/arrows)	10.1%	30.0%	34.5%	16.9%	8.5%

**Q12. Which TWO street related items listed in Question 11 do you think should receive the MOST EMPHASIS from City Leaders over the next two years?**

Q12. Top choice	Number	Percent
Maintenance of major City streets	310	44.0 %
Maintenance of streets in your neighborhood	140	19.9 %
Snow removal on major City streets	39	5.5 %
Adequacy of City street lighting	31	4.4 %
Condition of sidewalks in City	34	4.8 %
On-street bicycle infrastructure (bike lanes/signs/arrows)	59	8.4 %
None chosen	92	13.0 %
Total	705	100.0 %

**Q12. Which TWO street related items listed in Question 11 do you think should receive the MOST EMPHASIS from City Leaders over the next two years?**

Q12. 2nd choice	Number	Percent
Maintenance of major City streets	112	15.9 %
Maintenance of streets in your neighborhood	183	26.0 %
Snow removal on major City streets	72	10.2 %
Adequacy of City street lighting	69	9.8 %
Condition of sidewalks in City	66	9.4 %
On-street bicycle infrastructure (bike lanes/signs/arrows)	64	9.1 %
None chosen	139	19.7 %
Total	705	100.0 %

**SUM OF TOP 2 CHOICES**

**Q12. Which TWO street related items listed in Question 11 do you think should receive the MOST EMPHASIS from City Leaders over the next two years? (top 2)**

Q12. Sum of Top 2 Choices	Number	Percent
Maintenance of major City streets	422	59.9 %
Maintenance of streets in your neighborhood	323	45.8 %
Snow removal on major City streets	111	15.7 %
Adequacy of City street lighting	100	14.2 %
Condition of sidewalks in City	100	14.2 %
On-street bicycle infrastructure (bike lanes/signs/arrows)	123	17.4 %
None chosen	92	13.0 %
Total	1271	

**Q13. The City of Camas currently spends \$700,000 per year to maintain pavement on city streets. The City Council could enact a new \$20 annual vehicle license tab renewal fee to fund more street pavement maintenance, new road projects, or both. Knowing this, please indicate which of the following statements reflects your support for a new \$20 annual vehicle license fee.**

Q13. What statements reflects your support for a new \$20 annual vehicle license fee	Number	Percent
I would support the fee if it were used only for pavement maintenance	212	30.1 %
I would support the fee if it were used only for new road projects	23	3.3 %
I would support the fee if it were used for pavement maintenance & new road projects	206	29.2 %
I would not support a new license tab renewal fee	251	35.6 %
Don't know	41	5.8 %
Total	733	

**Q14. For each of the code enforcement items listed below, please rate your satisfaction on a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."**

(N=705)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
Q14a. Enforcing cleanup of litter & debris on private property	6.4%	22.7%	28.2%	15.6%	5.4%	21.7%
Q14b. Enforcing mowing & trimming of grass & weeds on private property	5.7%	24.4%	27.9%	14.9%	5.4%	21.7%
Q14c. Enforcing codes designed to protect public safety & health	7.8%	30.9%	27.8%	4.3%	3.0%	26.2%
Q14d. Enforcing sign regulation	6.7%	27.7%	29.1%	5.7%	3.5%	27.4%

**WITHOUT DON'T KNOW**

**Q14. For each of the code enforcement items listed below, please rate your satisfaction on a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "don't know")**

(N=705)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
Q14a. Enforcing cleanup of litter & debris on private property	8.2%	29.0%	36.1%	19.9%	6.9%
Q14b. Enforcing mowing & trimming of grass & weeds on private property	7.2%	31.2%	35.7%	19.0%	6.9%
Q14c. Enforcing codes designed to protect public safety & health	10.6%	41.9%	37.7%	5.8%	4.0%
Q14d. Enforcing sign regulation	9.2%	38.1%	40.0%	7.8%	4.9%

**Q15. Which TWO code enforcement items listed in Question 14 do you think should receive the MOST EMPHASIS from City Leaders over the next two years?**

Q15. Top choice	Number	Percent
Enforcing cleanup of litter & debris on private property	227	32.2 %
Enforcing mowing & trimming of grass & weeds on private property	63	8.9 %
Enforcing codes designed to protect public safety & health	157	22.3 %
Enforcing sign regulation	46	6.5 %
None chosen	212	30.1 %
Total	705	100.0 %

**Q15. Which TWO code enforcement items listed in Question 14 do you think should receive the MOST EMPHASIS from City Leaders over the next two years?**

Q15. 2nd choice	Number	Percent
Enforcing cleanup of litter & debris on private property	126	17.9 %
Enforcing mowing & trimming of grass & weeds on private property	128	18.2 %
Enforcing codes designed to protect public safety & health	114	16.2 %
Enforcing sign regulation	80	11.3 %
None chosen	257	36.5 %
Total	705	100.0 %

**SUM OF TOP 2 CHOICES**

**Q15. Which TWO code enforcement items listed in Question 14 do you think should receive the MOST EMPHASIS from City Leaders over the next two years? (top 2)**

Q15. Sum of Top 2 Choices	Number	Percent
Enforcing cleanup of litter & debris on private property	353	50.1 %
Enforcing mowing & trimming of grass & weeds on private property	191	27.1 %
Enforcing codes designed to protect public safety & health	271	38.4 %
Enforcing sign regulation	126	17.9 %
None chosen	212	30.1 %
Total	1153	

**Q16. Satisfaction with Public Library Services. For each of the items listed below, please rate your satisfaction on a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."**

(N=705)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
Q16a. Selection of resources available at the public library	29.9%	34.2%	10.9%	3.5%	0.6%	20.9%
Q16b. Digital resources available online with library card (eBooks, databases, downloadable audiobooks, etc.)	24.1%	27.4%	15.7%	1.7%	0.9%	30.2%
Q16c. Events for adults (informational, literary, participatory, entertainment, etc.)	17.9%	25.4%	22.8%	2.1%	1.1%	30.6%
Q16d. Events for teens (Youth Advisory Council, book club, crafts, summer reading, etc.)	17.6%	23.3%	20.1%	1.3%	0.4%	37.3%
Q16e. Events for children (early literacy development, storytimes, summer reading program, etc.)	25.1%	26.8%	16.5%	0.6%	0.4%	30.6%



**WITHOUT DON'T KNOW**

**Q16. Satisfaction with Public Library Services. For each of the items listed below, please rate your satisfaction on a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "don't know")**

(N=705)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
Q16a. Selection of resources available at the public library	37.8%	43.2%	13.8%	4.5%	0.7%
Q16b. Digital resources available online with library card (eBooks, databases, downloadable audiobooks, etc.)	34.6%	39.2%	22.6%	2.4%	1.2%
Q16c. Events for adults (informational, literary, participatory, entertainment, etc.)	25.8%	36.6%	32.9%	3.1%	1.6%
Q16d. Events for teens (Youth Advisory Council, book club, crafts, summer reading, etc.)	28.1%	37.1%	32.1%	2.0%	0.7%
Q16e. Events for children (early literacy development, storytimes, summer reading program, etc.)	36.2%	38.7%	23.7%	0.8%	0.6%

**Q17. Which TWO public library items listed in Question 16 do you think should receive the MOST EMPHASIS from City Leaders over the next two years?**

Q17. Top choice	Number	Percent
Selection of resources available at the public library	154	21.8 %
Digital resources available online with library card (eBooks, databases, downloadable audiobooks, etc.)	77	10.9 %
Events for adults (informational, literary, participatory, entertainment, etc.)	39	5.5 %
Events for teens (Youth Advisory Council, book club, crafts, summer reading, etc.)	66	9.4 %
Events for children (early literacy development, storytimes, summer reading program, etc.)	110	15.6 %
None chosen	259	36.7 %
Total	705	100.0 %

**Q17. Which TWO public library items listed in Question 16 do you think should receive the MOST EMPHASIS from City Leaders over the next two years?**

Q17. 2nd choice	Number	Percent
Selection of resources available at the public library	55	7.8 %
Digital resources available online with library card (eBooks, databases, downloadable audiobooks, etc.)	99	14.0 %
Events for adults (informational, literary, participatory, entertainment, etc.)	48	6.8 %
Events for teens (Youth Advisory Council, book club, crafts, summer reading, etc.)	104	14.8 %
Events for children (early literacy development, storytimes, summer reading program, etc.)	101	14.3 %
None chosen	298	42.3 %
Total	705	100.0 %

**SUM OF TOP 2 CHOICES****Q17. Which TWO public library items listed in Question 16 do you think should receive the MOST EMPHASIS from City Leaders over the next two years? (top 2)**

<u>Q17. Sum of Top 2 Choices</u>	<u>Number</u>	<u>Percent</u>
Selection of resources available at the public library	209	29.6 %
Digital resources available online with library card (eBooks, databases, downloadable audiobooks, etc.)	176	25.0 %
Events for adults (informational, literary, participatory, entertainment, etc.)	87	12.3 %
Events for teens (Youth Advisory Council, book club, crafts, summer reading, etc.)	170	24.1 %
Events for children (early literacy development, storytimes, summer reading program, etc.)	211	29.9 %
None chosen	259	36.7 %
Total	1112	

**Q18. Where do you currently get news and information about city programs, services, and events?**

<u>Q18. Where do you currently get news &amp; information about City programs, services, &amp; events</u>	<u>Number</u>	<u>Percent</u>
Camas-Washougal Post Record	252	35.7 %
Columbian	316	44.8 %
City web-site	285	40.4 %
Public meetings	36	5.1 %
City's mobile app-CamasConnect24/7	40	5.7 %
Social media (Facebook, Twitter)	187	26.5 %
Other	154	21.8 %
Total	1270	

**Q18. Other**

<u>Q18. Other</u>	<u>Number</u>	<u>Percent</u>
CAMAS LIBRARY	1	0.6 %
CLARK COUNTY NEWS	1	0.6 %
Camas School District newsletters	1	0.6 %
Camas School District, Downtown Camas Association, posters	1	0.6 %
Camas commerce e-mails	1	0.6 %
Camas.edu emails and talking with neighbors	1	0.6 %
Chamber	1	0.6 %
City bill	1	0.6 %
City hall bulletin board	1	0.6 %
Colombian online	1	0.6 %
Communication included with utility billing	1	0.6 %
DCA	2	1.3 %
DCA NEWSLETTER/EMAIL	1	0.6 %
DOWNTOWN CAMAS ASSOC EMAILS	1	0.6 %
Direct mail	1	0.6 %
Downtown Camas Association	3	1.9 %
E-mail	10	6.5 %
FARMERS MARKET FACEBOOK	1	0.6 %
FRIENDS AND SCHOOLS	1	0.6 %
FRIENDS/NEIGHBORS	1	0.6 %
Flyers	1	0.6 %
Friends	7	4.5 %
From other people living in Camas	2	1.3 %
GOOGLE LOCAL NEWS	1	0.6 %
Helen Baller school emails, newsletters	1	0.6 %
I don't currently get the information	1	0.6 %
I don't unless there is a direct mailer or neighbors bring up an issue	1	0.6 %
I get no news about your city	1	0.6 %
I had not known specific resources where to access info until this	1	0.6 %
Library	4	2.6 %
MAIL FLYER	1	0.6 %
MAILINGS PER ADDRESS	1	0.6 %
Mail	12	7.8 %
Mail notice	1	0.6 %
Mail thing out specially to senior citizens or people	1	0.6 %
Mailings	12	7.8 %
NEIGHBORHOOD MONTHLY MEETINGS	1	0.6 %
NEWSLETTER	1	0.6 %
Neighborhood	1	0.6 %
Neighbors	3	1.9 %
News outlets	1	0.6 %
Nextdoor app	8	5.2 %
Notices received in the mail	1	0.6 %
Notices sent from the city - such as this survey	1	0.6 %

**Q18. Other**

Q18. Other	Number	Percent
Oregonian	1	0.6 %
Other people	1	0.6 %
Peach Jar	1	0.6 %
Posted flyers	1	0.6 %
River Talk	3	1.9 %
SIGNAGE AROUND TOWN	1	0.6 %
School	1	0.6 %
School emails or information provided by mail delivery to citizens	1	0.6 %
Signs on roads, store windows and the library	1	0.6 %
THE CITY	1	0.6 %
TV	3	1.9 %
TV news	1	0.6 %
Utility bill from City Of Camas	1	0.6 %
Word of mouth	18	11.7 %
Word of mouth/signs	1	0.6 %
YouTube	1	0.6 %
cable	1	0.6 %
city employee	1	0.6 %
coffee shop	1	0.6 %
email for Downtown businesses	1	0.6 %
emails from parks & recreation, etc.	1	0.6 %
flyers around town	1	0.6 %
insert with water bill	1	0.6 %
news	2	1.3 %
online	1	0.6 %
people	2	1.3 %
postal mail	1	0.6 %
radio	1	0.6 %
school flyers	1	0.6 %
signs	2	1.3 %
signs around town, newsletters	1	0.6 %
ward meetings	1	0.6 %
water bill	1	0.6 %
Total	154	100.0 %

**Q19. From which TWO sources of information listed in Question 18 would you prefer to get information from the City?**

Q19. Top choice	Number	Percent
Camas-Washougal Post Record	100	14.2 %
Columbian	79	11.2 %
City web-site	173	24.5 %
Public meetings	13	1.8 %
City's mobile app-CamasConnect24/7	57	8.1 %
Social media (Facebook, Twitter)	85	12.1 %
Other	46	6.5 %
None chosen	152	21.6 %
Total	705	100.0 %

**Q19. From which TWO sources of information listed in Question 18 would you prefer to get information from the City?**

Q19. 2nd choice	Number	Percent
Camas-Washougal Post Record	60	8.5 %
Columbian	79	11.2 %
City web-site	111	15.7 %
Public meetings	29	4.1 %
City's mobile app-CamasConnect24/7	79	11.2 %
Social media (Facebook, Twitter)	90	12.8 %
Other	34	4.8 %
None chosen	223	31.6 %
Total	705	100.0 %

**SUM OF TOP 2 CHOICES****Q19. From which TWO sources of information listed in Question 18 would you prefer to get information from the City? (top 2)**

Q19. Sum of Top 2 Choices	Number	Percent
Camas-Washougal Post Record	160	22.7 %
Columbian	158	22.4 %
City web-site	284	40.3 %
Public meetings	42	6.0 %
City's mobile app-CamasConnect24/7	136	19.3 %
Social media (Facebook, Twitter)	175	24.8 %
Other	80	11.3 %
None chosen	152	21.6 %
Total	1187	

**Q20. Expectations for Services. Using a scale from 1 to 5, where 5 means the level of service provided by the City "Should Be Much Higher" than it is now and 1 means it "Should Be Much Lower," please indicate how the level of service provided by the City should change in each of the areas listed below.**

(N=705)

	Should be much higher	Should be a little higher	Should stay the same	Should be a little lower	Should be much lower	Don't know
Q20a. Law enforcement	5.7%	23.7%	58.3%	1.8%	1.3%	9.2%
Q20b. Fire, EMS & ambulance	2.1%	15.6%	64.3%	0.6%	0.6%	16.9%
Q20c. Parks, trails, & open space	10.1%	34.6%	45.1%	1.7%	1.1%	7.4%
Q20d. Recreation facilities & programs	8.2%	28.5%	50.9%	2.6%	0.7%	9.1%
Q20e. Maintenance of infrastructure (streets, sidewalks)	31.3%	45.4%	17.2%	0.3%	0.1%	5.7%
Q20f. City's public library	3.1%	14.5%	66.5%	2.4%	0.9%	12.6%
Q20g. City's garbage services	2.6%	7.8%	80.1%	0.9%	0.6%	8.1%

**WITHOUT DON'T KNOW**

**Q20. Expectations for Services. Using a scale from 1 to 5, where 5 means the level of service provided by the City "Should Be Much Higher" than it is now and 1 means it "Should Be Much Lower," please indicate how the level of service provided by the City should change in each of the areas listed below. (without "don't know")**

(N=705)

	Should be much higher	Should be a little higher	Should stay the same	Should be a little lower	Should be much lower
Q20a. Law enforcement	6.3%	26.1%	64.2%	2.0%	1.4%
Q20b. Fire, EMS & ambulance	2.6%	18.8%	77.3%	0.7%	0.7%
Q20c. Parks, trails, & open space	10.9%	37.4%	48.7%	1.8%	1.2%
Q20d. Recreation facilities & programs	9.0%	31.4%	56.0%	2.8%	0.8%
Q20e. Maintenance of infrastructure (streets, sidewalks)	33.2%	48.1%	18.2%	0.3%	0.2%
Q20f. City's public library	3.6%	16.6%	76.1%	2.8%	1.0%
Q20g. City's garbage services	2.8%	8.5%	87.2%	0.9%	0.6%



**Q21. Would you be willing to pay more in taxes or fees to support an increase in the service level?**

Q21. Would you be willing to pay more in taxes or fees to support an increase in the service level	Number	Percent
Not applicable-I do not think any levels of service need to be higher	52	7.4 %
Yes-I would be willing to pay more in taxes & fees	215	30.5 %
No-I would not be willing to pay more in taxes & fees	299	42.4 %
Don't know	139	19.7 %
Total	705	100.0 %

**Q22. Have you called, sent E-mail to, or visited the City with a question, problem, or complaint during the past year?**

Q22. Have you called, sent email to, or visited City with a question, problem, or complaint during past year	Number	Percent
Yes	301	42.7 %
No	389	55.2 %
Don't know	15	2.1 %
Total	705	100.0 %

**Q22a. (If YES to Question 22) How easy was it to contact the person you needed to reach?**

Q22a. How easy was it to contact the person you needed to reach	Number	Percent
Very easy	136	45.2 %
Somewhat easy	108	35.9 %
Difficult	33	11.0 %
Very difficult	17	5.6 %
Don't know	7	2.3 %
Total	301	100.0 %

**Q22b. (If YES to Question 22) What department did you contact?**

Q22b. What department did you contact	Number	Percent
Police	70	23.3 %
Fire	13	4.3 %
Community development	35	11.6 %
Parks & recreation	30	10.0 %
Camas public library	37	12.3 %
Event permits	8	2.7 %
Financial services/utility billing	63	20.9 %
Municipal services (streets/water/sewer/solid waste)	142	47.2 %
Other	58	19.3 %
Total	456	

**Q22b. Other**

<u>Q22b. Other</u>	<u>Number</u>	<u>Percent</u>
ANIMAL CONTROL	1	1.7 %
Building department, requesting information on plot map	1	1.7 %
Building permit requirement	1	1.7 %
Building permits	5	8.6 %
Building permits and regulations	1	1.7 %
CEMETERY	2	3.4 %
City Council	2	3.4 %
City Manager	1	1.7 %
City hall	1	1.7 %
Code	1	1.7 %
Code enforcement	8	13.8 %
DCA	1	1.7 %
Garbage, road maintenance, lighting	1	1.7 %
Greenspace enforcement	1	1.7 %
Judicial	1	1.7 %
MAIN NUMBER	1	1.7 %
Mayor	3	5.2 %
Planning Department	2	3.4 %
SPEEDING CARS	1	1.7 %
Storm water	1	1.7 %
ZONING	1	1.7 %
ambulance	1	1.7 %
building	3	5.2 %
building dept	1	1.7 %
cemetery plot	1	1.7 %
city council member	1	1.7 %
city manager	1	1.7 %
engineering	1	1.7 %
flooding	1	1.7 %
information on land ownership	1	1.7 %
litter	1	1.7 %
noisy dogs in area, constant barking	1	1.7 %
permits	2	3.4 %
permits question	1	1.7 %
planning	2	3.4 %
removing a dead tree in public grounds	1	1.7 %
roads	1	1.7 %
streets	1	1.7 %
Total	58	100.0 %

**Q22c. Several factors that may influence your perception of the quality of customer service you receive from city employees are listed below. For each item, please rate how often the employees you have contacted during the past year have displayed the behavior described on a scale of 5 to 1, where 5 means "Always" and 1 means "Never."**

(N=705)

	Always	Usually	Sometimes	Seldom	Never	Don't know
Q22c-a. They were courteous & polite	63.8%	22.6%	7.3%	2.0%	1.7%	2.7%
Q22c-b. They gave prompt, accurate, & complete answers to questions	49.2%	24.9%	12.6%	6.3%	4.0%	3.0%
Q22c-c. They did what they said they would do in a timely manner	47.8%	23.9%	9.3%	5.3%	6.0%	7.6%
Q22c-d. They helped you resolve an issue to your satisfaction	45.2%	18.9%	10.6%	7.6%	11.3%	6.3%

**WITHOUT DON'T KNOW**

**Q22c. Several factors that may influence your perception of the quality of customer service you receive from city employees are listed below. For each item, please rate how often the employees you have contacted during the past year have displayed the behavior described on a scale of 5 to 1, where 5 means "Always" and 1 means "Never." (without "don't know")**

(N=705)

	Always	Usually	Sometimes	Seldom	Never
Q22c-a. They were courteous & polite	65.5%	23.2%	7.5%	2.0%	1.7%
Q22c-b. They gave prompt, accurate, & complete answers to questions	50.7%	25.7%	13.0%	6.5%	4.1%
Q22c-c. They did what they said they would do in a timely manner	51.8%	25.9%	10.1%	5.8%	6.5%
Q22c-d. They helped you resolve an issue to your satisfaction	48.2%	20.2%	11.3%	8.2%	12.1%

**Q23. Land Development. Using a five-point scale, where 5 means "Much Too Slow" and 1 means "Much Too Fast," please rate the City's current pace of development in each of the following areas.**

(N=705)

	Much too slow	Too slow	Just right	Too fast	Much too fast	Don't know
Q23a. Employment opportunities	7.2%	25.2%	25.5%	1.4%	0.9%	39.7%
Q23b. Office development	1.6%	11.1%	37.7%	6.0%	2.1%	41.6%
Q23c. Retail/restaurants/services	5.7%	22.3%	46.7%	5.1%	2.1%	18.2%
Q23d. Technology & other industry	4.4%	20.4%	39.9%	3.7%	1.1%	30.5%
Q23e. Housing options for aging population	13.2%	25.2%	24.8%	1.1%	1.7%	33.9%
Q23f. Apartments	6.7%	11.6%	27.5%	15.6%	10.4%	28.2%
Q23g. Townhomes/row houses	5.1%	7.9%	28.8%	19.3%	15.5%	23.4%
Q23h. Entry level single family homes	9.8%	18.9%	25.7%	14.6%	11.1%	20.0%
Q23i. Large lot/large homes	3.8%	7.2%	28.8%	21.1%	17.4%	21.6%

**WITHOUT DON'T KNOW**

**Q23. Land Development. Using a five-point scale, where 5 means "Much Too Slow" and 1 means "Much Too Fast," please rate the City's current pace of development in each of the following areas. (without "don't know")**

(N=705)

	Much too slow	Too slow	Just right	Too fast	Much too fast
Q23a. Employment opportunities	12.0%	41.9%	42.4%	2.4%	1.4%
Q23b. Office development	2.7%	18.9%	64.6%	10.2%	3.6%
Q23c. Retail/restaurants/services	6.9%	27.2%	57.0%	6.2%	2.6%
Q23d. Technology & other industry	6.3%	29.4%	57.3%	5.3%	1.6%
Q23e. Housing options for aging population	20.0%	38.2%	37.6%	1.7%	2.6%
Q23f. Apartments	9.3%	16.2%	38.3%	21.7%	14.4%
Q23g. Townhomes/row houses	6.7%	10.4%	37.6%	25.2%	20.2%
Q23h. Entry level single family homes	12.2%	23.6%	32.1%	18.3%	13.8%
Q23i. Large lot/large homes	4.9%	9.2%	36.7%	26.9%	22.2%

**Q24. Community amenities provided by the City can enhance the quality of life in Camas. If you could identify ONE new community amenity that could be provided by the City, what would it be?**

- 55+ development community housing
- A CAMAS REC CENTER LIKE FIRSTENBURG BUT ONLY IF WE CAN STILL KEEP CROWN PARK POOL
- A COMMUNITY CENTER LIKE FIRSTENBURG IN VANCOUVER
- A crosswalk at the intersection of SE James Street and SE Whitney!! <- this is a dangerous crossing for pedestrians. Cars tend to speed along Whitney and too many drivers tend to be rude to pedestrians at that point. PLEASE DO SOMETHING ABOUT THIS!
- A designated path/trail that goes all around the city.
- A DOG PARK
- A dog park and/or city hiking trails. You are all doing a fabulous job! I love living in Camas. Keep up the great work!!
- A high school age hang out place
- A New bridge to cross into Oregon from this side of town. Traffic is getting too congested on the 205 & 5. A toll bridge can help the city grow and improve economic development with a 3rd bridge crossing.
- A new pool/water park
- A new public pool ran by the city with decent hours of free swim
- A public demonstration permaculture food forest, possibly in collaboration with one or more of the new project-based schools. I am creating a permaculture food forest in my 1/2 acre backyard and it is going really well. This film from the UK is a beautiful introduction to permaculture and food forests (AKA forest gardens): <https://vimeo.com/136857929>
- A TRAIL THAT GOES ALL THE WAY AROUND LACAMA ESTATE.ALSO, IMPROVING CROWN PARK AND POOL
- Academic events
- Activities for kids / teens
- ACTUAL BATHROOM AT CROWN PARK WITH WATER AND SEWER
- add Fri/Sat for movies in the park
- ADDITIONAL TRAILS CONNECTING NEIGHBORHOODS & TOTAL COMMUNITY.
- Adequate snow removal of city roads & neighborhoods
- AFFORDABLE HOUSING OFR SENIOR CITIZENS
- affordable senior citizen housing
- affordable Senior Housing
- an indoor pool/community center like Firstenburg. :)
- An indoor sports complex with turf for all sports, so we can play during the rain. Similar to the ones found in West Linn
- ANNEXATION SHOULD HAVE BEEN HANDLED BETTER ADDRESS WAS CHANGED. PROBLEMS STILL FROM 2 YRS AGO
- Another community garden with children and teens paired with more experienced gardeners to create a learning center. Also an art show at Falling Leaf Park for people to display artwork done with from our parks or city centers. I see photographers often at Falling Leaf park and also artists there. I go there daily to do my meditations and have gratitude that it is left in it's natural state.
- better athletic fields

- Better bicycle infrastructure and sidewalks. None of the major streets that connect to Vancouver (Parker, McIntosh, Brady , or Evergreen Highway) have acceptable bike lanes
- Better bike trails along major routes. Lack of sidewalks in many places
- Better community/city/school pool
- better parking downtown--more of it.
- Better parking in downtown
- better parks
- BETTER RESTAURANTS, MORE AFFORDABLE HOUSING
- better road down Prone Hill to east/west
- Better roads and road infrastructure (including improvements to Hwy 14 and I-205 access) is needed to make living in Camas and working in Vancouver and Portland easier. The commute has become horrible and nothing is being done to improve the roads even though thousands of homes have been added over the last 5-10 years.
- BETTER TRAFFIC CONTROL AT 5TH & DALLAS. TOO MANY PEOPLE RUN THE STOP SIGNS
- bike lanes
- bike lanes and trails that connect
- BIKE RACKS AT LACAMAS & ROUND LAKE PROPERTIES
- bike trails
- bowling alley
- BUILDING TOO FAST AND NO GROWTH PLAN
- bus service
- Buy the parking lot nearest to downtown from GP and designate as city parking for shopping, eating, etc. You could also put some more retail space in that area.
- By in large we are very happy with the city of Camas services.
- CAMAS COULD EASILY BE ANOTHER ASHLAND, OREGON--CREATE SHAKESPEARE ON THE COLUMBIA!
- Camas is just doing fine!
- Can not think of anything new to add to what we already have.
- city bus route
- City needs a rec center and employment center.
- Clean up existing houses with junk in yards!
- CLEAN UP LACAMAS LAKE
- community art center
- Community Center
- community center
- COMMUNITY CENTER
- community center
- Community Center like Firstenberg in Vancouver.
- Community center with indoor pool
- Community center with pool, gyms other facilities for youth programs
- COMMUNITY CENTERS
- COMMUNITY CLEAN UP DAY LIKE OTHERS DO ANNUAL
- community fitness center
- Community Garden and healthy nutrition/lifestyle education



- community pool
- community pool for year round use
- COMMUNITY REC CENTER
- Community recreation center
- Community recreational center
- COMMUNITY REEL PARK FACILITY
- COMPETITION SWIMMING POOL IDEALLY 50 METERS
- Composting of kitchen waste.
- CONCERTS IN THE PARK
- Connect every subdivision to a park via sidewalk or trail.
- connect trails in city
- Connecting trails and parks together
- Construction trucks and buses are tearing up the roads. Road to CHS NEEDED BETTER PLANNING! It is inadequate for the amount of traffic.
- Convert the existing outdoor pool at Crown Park to a year round indoor one -- especially since winters seem to be getting longer!
- community park
- covered picnic areas
- Covered swimming pool
- covered year round pool
- Create a park at or near the Columbia River.
- DAILY CALL/WELFARE CHECK FOR AT RISK FOLKS
- dedicated bike/pedestrian roadlines
- Dedicated fire suppression staffing at station 42 rather than cross staffing with an ambulance.
- develop 192nd and Brady into a city park
- Development of another city park on the north end of the city in the Green Mountain area by the new housing developments.
- Development of the waterfront at camas/Washougal port!
- digital building permit process vs. current paper program available for review and comment by general public where each address has it's own digital file.
- Dog park
- Dog park
- Dog park.
- dog parks
- don't add new amenities until we take care those we have.
- downtown parking
- downtown riverfront access
- Drug enforcement task force.
- Either a Frisbee golf course or a dog park
- electric street cars
- employment so I do not have to commute
- Enhanced parks, Dorothy Fox Park is way too small and Grass Valley is always too busy parking is hard to find...what about another public pool location?
- Ensure a consistent level of fire/EMS/ambulance response to all areas of the city. Not all areas are receiving the same level of service.

- Ensure responsible development to maintain our community. Also, maintain adequate open space.
- entertainment place
- entry level homes
- entry level single family homes
- EVERYTHING OVER CHARGING NO BUY HOME
- EXPAND CITY BOUNDARY INTO FROM PRAIRIE
- expand minimum lot size on new development
- Expanded parks and rec facility
- Fenced Dog Park
- fix forest home road asap
- FIX ROADS
- Fourth of July parade & celebration
- FREE COMMUNITY PROGRAMS FOR FAMILIES
- free wifi
- Full service community center/recreation facility on/near Prune Hill (NW side).
- Further park development, linear parks providing for intra neighborhood and school connectivity.
- gas station
- gathering place for active elderly to play games card, bingo, bunco, beanbag, baseball plus coffee socials
- get new emerging technology such as gigabit internet and fiber optic internet available to all areas.
- Hiking trails
- HONEST CITY COUNCILORS
- I can not think of one at this moment.
- I would like to see a better public transportation plan. There is not enough transportation for the disabled. People tend not to use transportation at night because of the lack of security on public transportation. We have too many drug users, vagrants, and riders who threaten everyone else.
- I would like to see the development on Everett - Lakeside Chalet / the Lake Store / Etc and improved so that it becomes more of a destination; i.e., shopping, ice cream, walking, evenings sitting outside on the Lake having a meal, etc. Music at night on the weekends, etc. (checkout Caldera Springs in Sunriver)
- I would love to see the city put money into preserving open spaces and nature in our community. The rate that houses are being built, and beautiful landscapes are being destroyed, is so rapid. There should be a plan for preserving the beauty and connection to nature that we have in our town. We are lucky to live in a place with waterfalls, rivers, and mountains. Please help preserve this important habitat for the wildlife and for generations of Camas residents to come.
- Improve Lacamas Lake water quality.
- Improvements to Camas City pool including a longer season and hours.
- increase snow removal
- increase street sweeping
- indoor heated pool
- indoor pool
- indoor pool
- indoor pool/park, ball court

- indoor public swimming pool and recreation centre
- indoor sports center
- indoor swimming pool
- **INDOOR SWIMMING POOL/REC CENTER**
- indoor swimming, gym, party rental facility
- info on new buildings, more schools
- **INFRASTRUCTURE NOT KEPT WITH THE PACE OF DEVELOPMENT**
- Install a cell phone tower so there is better coverage for phones. If your community is expanding you are responsible for keeping up with the pace.
- **INSTALL SIDEWALKS ON ASTER & NEAR PRUNE HILL ELEMENTARY ON PARKER**
- It would be nice to have an open green space or a park in the downtown area.
- It would be really nice if some of the old parks could get a face lift. Possibly Crown Park? It would be great to have an updated pool, an area where toddlers could swim and a water feature like many parks in Portland and West Vancouver. The playground equipment is really old and needs to be replaced.
- jobs for special education folks
- Junk removal in the older communities
- keep and upgrade the Crown Park pool
- keep Lacanas Park bathrooms open year round
- keep pool open
- Keep the City ordinances up to date to protect property owners...!!!
- Keep up the activities in downtown, they are great fun and provide a good image. Continue to work with GP to cap the smell issue. That is the one thing that everyone equates Camas with. Would love more trails like Round Lake trails ... they are wonderful. Fix Forest Home Road, it is a great way to access the downtown area, and is very pretty. Tell the Police department that they are doing a great job by being there, but not handing out tickets. They are friendly and great ambassadors for the City.
- large community center, include park and pool
- large community indoor pool/gym with REASONABLE , AFFORDABLE RATES FOR ALL CITIZENS! (YMCA/YWCA)
- large sports park with lights and artificial turf
- launch area at lacomas lake for non motorized vehicles (kayaks, paddle boards, canoes)
- **LESS HOUSING DEVELOPMENT, KEEP CAMAS A SMALL TOWN**
- **LESS LOGGING AND MASSIVE CLEAR CUTS, COMPARE CAMAS NEIGHBORHOODS 20 PLUS YEARS AGO TO NOW THE WEST HALF OF PRUNE HILL LOOKS LIKE TWO DIFFERENT CITIES**
- Like the idea of a town square & some public parking nearby
- Limit growth. Cost of living too high.
- longer season for concerts at park
- Low cost gathering place
- **LOW INCOME FAMILIES**
- **LOW INCOME HOUSING**
- lower tax.
- lower taxes
- **MAINTAIN STREETS AND MANAGE STORMWATER RUNOFF**

- Maintaining the quality of what already exists, particularly with parks, trails and streets
- MAKE CAMUS MORE REDESTRIAN FREINDLY
- "Make the bikes pay a fee to offset the cost of the streets and paint , because they are using the roads that the car fees are paying for !!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!
- Also make them ""do"" the rules of the auto, rude demanding riders !!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!"
- More and More parks.
- More available parking in downtown area - especially in the evenings.
- MORE BIKE LANES
- More Brew Pubs, that's all Camas is, Should change the name to Brew Pub Central
- More dog parks and play areas for kids
- MORE FOCUS ON QUALITY OF GROWTH AND LESS RAPID GROWTH
- More housing and less bars
- MORE LOCALIZED SMALL RETAIL WITHIN WALKING DISTANCE
- "more open playing fields and gyms for kids and adults
- not limited to school hours for open fields at schools
- a dog park would be welcome and only one of these three I'd be open to paying fee for as others already exist, but are kept off limit to our community"
- MORE OUTDOOR WALKING TRAILS
- More picnic tables at the parks.
- More public parks/access/picnic areas etc at Lacamas Lake.
- more retail/restaurants
- more roads
- more roundabouts
- MORE TRAILS
- MORE TRAILS AND OPEN SPACED PLANNED INTO COMMUNITY DEVELOPMENT
- more trails/sidewalks
- Much, much better biking facilities NOT limited to on road bike lanes better would be buffered or protected paths. A path from west of Lacamas Lake parallel to Lake Road to Round Lake and downtown is sorely needed.
- MULTI SPORT COMPLEX--\$ FOR COMMUNITY
- "New Bowling Alley and Skate Park fix up!!!
- Also, Arcade (could be added to the bowling alley; 21+ for bowling and arcade starts after 11PM with Alcohol Service)."
- new bridge
- NEW CAMAS POOL
- New community center with pool & fitness center
- NEW COMMUNITY POOL/SPLASH PAD
- NEW POOL
- NEW/UPGRADE COMMUNITY POOL AND NEW COMMUNITY CENTER
- No more low income housing/apartments. Would like more small restaurants
- "No more roundabouts no one knows how to use properly and always stop instead of merging in.
- It blocks up the freeway off ramp and makes congestion. Also cause people to speed up to be the lead dog on sixth"
- no more school tax, better roads, slow down development
- no utility tax

- off leash dog park
- one level housing developments
- open spaces
- open spaces and trees
- Outdoor BMX/PC car park
- OUTDOOR VENUE FOR CONCERTS AND PLAYS
- Outdoor/ Indoor exercise facilities. More enclosed areas or shelters as it is raining all the time in Washington state.
- park in city center
- parking control in Round Lake area
- parking permits for residents that live on 4th ave
- parking structure downtown
- PARKS
- PARKS ON THE WEST SIDE THAT ALLOW DOGS OFF LEASH
- Parks, trails and open space
- part time jobs for seniors
- Pedestrian access to the Columbia River
- People with a brain.
- Pickle ball courts
- Pickle ball courts
- pickle ball courts
- Picnic shelters to reserve
- pool
- pool, community center, stop destroying trees
- Port of Camas marina, waterfront park, and trail enhancements. Waterfront cafe, fine dining, and specialty shops.
- Possibly an indoor pool and recreation facility like Firstenberg
- programs for special needs kids
- public bathrooms in downtown.
- Public place similar to Firstenberg. Really wanted Lacamas swim & sports program.
- Public Recreation Center like Fuerstenberg.
- PUBLIC SWIMMING POOLS FOR KIDS IN THE SUMMER
- Public transportation. Should be self-funded and connect Washougal, Camas, Grass Valley, and Vancouver.
- rec center, pool
- recreation area
- Recreation Center
- Recreation center near downtown Camas
- RECREATION CENTER, WHY HAVE A POOL YOU CAN ONLY USE FOR 6-8 WEEKS/YEAR?
- RECREATION/FITNESS CENTER WITH INDOOR POOL
- redevelop the Mill property, River front property
- remove trees that block view of lake, mt hood, etc
- RENOVATING THE CAMAS POOL
- REPAIR/WIDEN STREETS TOO MANY NEW NEIGHBORHOODS, TOO MUCH TRAFFIC

- Replace or update Crown Park swimming pool.
- replace the crown Park pool
- REQUIRE MORE LAND AROUND FALLING LEAF LAKE
- Recreation facilities for sports and other community events that meet the demand to the changing demographic of families coming to the area.
- restaurants
- restaurants/shops/boardwalk on a waterfront
- river access
- roads and traffic controls that meet the out-of-control growth. Brady road between prune hill and the fire station, for example, will certainly kill people soon. Have you ever said 'no' to housing developments? Why doesn't this new growth create enough property taxes to manage what we have better? Why are we letting high-volume developments open, when the schools are already overcrowded? It's (sub)urban sprawl at it's worst, and the city planner should be fired, or at least retrained. We wouldn't have chosen Camas, if we knew that any development was rubberstamped approved without consideration for support infrastructure. City Manager 101.
- Safe bike lanes along major roads
- safer crosswalks on Busy streets(38th ave to GV is awful).
- safety program with law enforcement
- SAFETY SERVICES, TRAINING FOR RESIDENTS
- Second high school
- secondary street snow removal
- Senior center
- Services and programs for persons with disabilities.
- Shopping center, retail on Lake Rd/Payne St
- Sidewalk & road improvement on Everett/SR 500 to Fern Prairie Market
- sidewalks connecting neighborhoods, bike lanes, trails
- Sidewalks down Payne road. There is not a way for children to bike or walk safely to get from South to North camas.
- Single level homes/condos for seniors
- slow development
- SLOW GROWTH OR MAINTAIN QUALITY PARKS, HOUSING NOT OVERLOAD
- SMALL TOWN FEELING
- Some way to keep us informed. Present system ineffective
- SOMETHING FOR TEENS TO DO ARCADE, BOWLING, ENTERTAINMENT
- Splash pad for kids in a park
- Splash Pad for kids... maybe including a community center with an (indoor) pool
- SPLASH PAD/COOL OFF AREA FOR KIDS IN SUMMER
- Sports complex
- Sports/Rec. Parks with synthetic surfaces so we can play through the elements (which are inevitable) and enjoy them year round.
- stop building, keep the farmlands/trees that are left.
- Stop cutting down trees.
- stop high density apts/row houses
- Storm drain cleanup
- Street development on Everett St.

- streets
- swimming pool
- teen programs other than sports
- TELL THE TRUTH ABOUT WHATS HAPPENING
- Tennis courts
- There should be a boys and girls club that should be available for camas and Washougal youth. There's a great divide between both cities and the children are paying the penalty for camas yuppies, I live in camas but have seen this, and its saddening.
- TOO MANY APARTMENTS & PARKING ON THE STREET. MAKE SURE PEOPLE PARK IN PARKING LOTS-LAWS ALREADY THERE-NEED TO BE ENFORCED-CODES NEED TO BE ENFORCED
- Too many townhouses/row houses!
- too much development
- TOP QUALITY REC/ATHLETIC CENTER W/WATER PARK/CLIMBING WALL
- trails
- Trails that connect neighborhoods and sections of town. A person should be able to walk from anyone one part of town to another part of town using non-paved trails, paved trails, and maybe some sidewalks. As it is, travel is relegated over 90% to streets and sidewalks where a person is walking about 4' from cars driving 30 mph or more. It's not a very nice town to walk through and it doesn't promote walking or biking. Car travel is catered to and yet infrastructure for car travel is by far and away the most expensive travel related infrastructure a town could need.
- Updated community pool & rec center
- Updated pool/tennis court area
- upgrade the pool
- upkeep of city parks
- upscale grocery store
- vending trucks at sports events
- visitor center
- walking/bike trails and sidewalks, connecting neighborhoods
- Water park or splash pad for young children
- We are in great need of additional baseball diamonds in the city. The two at Forest Home Park are not enough given the number of teams in the league.
- We don't need a new amenity--not from local government! Entice business here.
- WE NEED AN AQUATIC CENTER AND A SOCCER COMPLEX
- We need more weekly senior group activities, fun meetings. The park seems more concerned about youth activities, which is fine, but don't neglect seniors.
- widening of roads where new housing is built i.e., brady/parker
- yard service for seniors
- Year round city pool
- year round city pool
- Year round community pool, fitness center
- year round indoor pool
- YEAR ROUND POOL
- year round pool
- Youth sports facilities

**Q24a. Would you be willing to pay more in taxes or fees to support this new community amenity?**

Q24-1. Would you be willing to pay more in taxes  
or fees to support this new community amenity

	Number	Percent
Yes	193	60.9 %
No	88	27.8 %
Not provided	36	11.4 %
Total	317	100.0 %

**Q25. Approximately how many years have you lived in Camas?**

Q25. How many years have you lived in Camas	Number	Percent
5 or less	174	24.7 %
6 to 10	114	16.2 %
11 to 15	129	18.3 %
16 to 20	108	15.3 %
21 to 30	85	12.1 %
31+	86	12.2 %
Not provided	9	1.3 %
Total	705	100.0 %

**Q26. What is your age?**

Q26. Your age	Number	Percent
18-34	141	20.0 %
35-44	143	20.3 %
45-54	148	21.0 %
55-64	146	20.7 %
65+	118	16.7 %
Not provided	9	1.3 %
Total	705	100.0 %



**Q27. Which of the following BEST describes your retirement status?**

Q27. Your retirement status	Number	Percent
I am retired & not currently employed	132	18.7 %
I am retired & currently employed	58	8.2 %
I am not retired	511	72.5 %
Not provided	4	0.6 %
Total	705	100.0 %

**Q28. How many children under age 18 live in your household?**

Q28. How many children under age 18 live in your household	Number	Percent
0	424	60.1 %
1	106	15.0 %
2	131	18.6 %
3	44	6.3 %
Total	705	100.0 %

**Q29. What is your gender?**

Q29. Your gender	Number	Percent
Male	354	50.2 %
Female	348	49.4 %
Not provided	3	0.4 %
Total	705	100.0 %

**Q30. Would you say your total annual household income is:**

Q30. Your total annual household income	Number	Percent
Under \$50K	100	14.2 %
\$50K to \$74,999	77	10.9 %
\$75K to \$99,999	106	15.0 %
\$100K to \$149,999	157	22.3 %
\$150K to \$199,999	91	12.9 %
\$200K+	106	15.0 %
Not provided	68	9.6 %
Total	705	100.0 %

## **Section 5**

# ***Survey Instrument***

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April 2017

Dear Camas Resident,

***Your input on the enclosed survey is extremely important.*** We believe it is crucial to ask our residents whether or not they are satisfied with the services we provide. In order to ensure that the City's priorities are aligned with the needs of our residents, we need to know what you think.

***Your household was one of a limited number selected at random to receive this survey and your participation is necessary to make the survey a success.***

***We greatly appreciate your time.*** We realize that this survey takes some time to complete, but every question is essential. The time you invest in this survey will influence dozens of decisions that will be made about the City's future. Your responses will also help the City Council gauge the success of its efforts to carry out the community's vision for the City of Camas and to address the many opportunities and challenges facing our community.

***Please return your survey, or complete it online, sometime during the next week.*** We have selected ETC Institute to administer this survey. Your responses will remain confidential. Please return your survey in the enclosed postage-paid envelope to ETC Institute, 725 W. Frontier Circle, Olathe, KS 66061; or go to [camascitizensurvey.org](http://camascitizensurvey.org) to complete the survey online.

If you have any questions, please contact Peter Capell with the City of Camas at (360) 834-6864 or [pcapell@cityofcamas.us](mailto:pcapell@cityofcamas.us). Thanks again for taking the time to let your voice be heard.

Sincerely,

A handwritten signature in blue ink, appearing to read "Scott Higgins".

Scott Higgins  
Mayor of Camas



## 2017 City of Camas Community Survey

Please take a few minutes to complete this survey. Your input is an important part of the City's on-going effort to identify and respond to citizen concerns. If you have questions, please call Peter Capell at 360-834-6864.

1. Major categories of services provided by the City of Camas are listed below. Please rate each item on a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

How satisfied are you with:	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
01. Overall quality of police services	5	4	3	2	1	9
02. Overall quality of fire, emergency medical and ambulance services	5	4	3	2	1	9
03. Overall quality of city parks/trails/open space	5	4	3	2	1	9
04. Overall maintenance of city streets	5	4	3	2	1	9
05. Overall quality of city water utilities	5	4	3	2	1	9
06. Overall quality of city sewer services	5	4	3	2	1	9
07. Overall effectiveness of city management of storm water runoff	5	4	3	2	1	9
08. Overall enforcement of city codes and ordinances	5	4	3	2	1	9
09. Overall quality of customer service you receive from city employees	5	4	3	2	1	9
10. Overall effectiveness of city communication with the public	5	4	3	2	1	9
11. Overall effectiveness of city economic development efforts	5	4	3	2	1	9
12. Overall quality of the City's public library services	5	4	3	2	1	9
13. Overall quality of the City's garbage services	5	4	3	2	1	9
14. Overall quality of the City's parks and recreation programs	5	4	3	2	1	9

2. Which **THREE** of the above items do you think should receive the **MOST EMPHASIS** from City Leaders over the next two years? *[Write-in your answers below using the numbers from the list in Q1 above.]*

1st: \_\_\_\_\_ 2nd: \_\_\_\_\_ 3rd: \_\_\_\_\_

3. Several items that may influence your perception of the City of Camas are listed below. Please rate each item on a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

How satisfied are you with:	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
01. Overall quality of services provided by the City of Camas	5	4	3	2	1	9
02. Overall value that you receive for your city tax dollars and fees	5	4	3	2	1	9
03. Overall image of the City	5	4	3	2	1	9
04. How well the City is managing growth and development	5	4	3	2	1	9
05. Overall quality of life in the City	5	4	3	2	1	9
06. Overall feeling of safety in the City	5	4	3	2	1	9
07. Availability of job opportunities	5	4	3	2	1	9
08. Overall quality of new development	5	4	3	2	1	9

- 4. Satisfaction with Parks, Public Safety, Communication, and Streets. For each of the parks items listed below, please rate your satisfaction on a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."**

How satisfied are you with:		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
<b>PARKS</b>							
01.	Quality of facilities such as picnic shelters and playgrounds in city parks	5	4	3	2	1	9
02.	Quality of outdoor athletic fields (e.g., baseball, soccer, & football)	5	4	3	2	1	9
03.	Appearance and maintenance of existing City parks	5	4	3	2	1	9
04.	Number of City parks	5	4	3	2	1	9
05.	Quantity of City trails	5	4	3	2	1	9
06.	Quantity of the City's open space	5	4	3	2	1	9
07.	Other: _____	5	4	3	2	1	9

- 5. Which TWO parks and recreation items do you think should receive the MOST EMPHASIS from City Leaders over the next two years? [Write-in your answers below using the numbers from the list in Q4 above.]**

1st: \_\_\_\_\_ 2nd: \_\_\_\_\_

- 6. How willing would you be to pay additional taxes to acquire and maintain parks, trails and open space?**

\_\_\_\_(1) Very willing

\_\_\_\_(3) Neutral

\_\_\_\_(5) Not at all willing

\_\_\_\_(2) Willing

\_\_\_\_(4) Not willing

\_\_\_\_(9) Don't know

- 7. For each of the public safety items listed below, please rate your satisfaction on a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."**

How satisfied are you with:		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
<b>PUBLIC SAFETY</b>							
01.	The visibility of police in the community	5	4	3	2	1	9
02.	The City's overall efforts to prevent crime	5	4	3	2	1	9
03.	Enforcement of local traffic laws	5	4	3	2	1	9
04.	Parking enforcement services	5	4	3	2	1	9
05.	How quickly police respond to emergencies	5	4	3	2	1	9
06.	Overall quality of local fire protection and rescue services	5	4	3	2	1	9
07.	How quickly fire and rescue personnel respond to emergencies	5	4	3	2	1	9
08.	Quality of local ambulance service	5	4	3	2	1	9
09.	How quickly ambulance personnel respond to emergencies	5	4	3	2	1	9

- 8. Which TWO public safety items do you think should receive the MOST EMPHASIS from City Leaders over the next two years? [Write-in your answers below using the numbers from the list in Q7 above.]**

1st: \_\_\_\_\_ 2nd: \_\_\_\_\_

9. For each of the communication items listed below, please rate your satisfaction on a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

How satisfied are you with:		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
COMMUNICATION							
01.	The availability of information about city programs and services	5	4	3	2	1	9
02.	City efforts to keep you informed about local issues	5	4	3	2	1	9
03.	Overall quality of the City's website	5	4	3	2	1	9
04.	The level of public involvement in decision making	5	4	3	2	1	9
05.	Timeliness of information provided by the City	5	4	3	2	1	9
06.	City's social media (Facebook, Twitter, etc.)	5	4	3	2	1	9
07.	City's mobile app (CamasConnect24/7)	5	4	3	2	1	9

10. Which TWO communication items do you think should receive the MOST EMPHASIS from City Leaders over the next two years? *[Write-in your answers below using the numbers from the list in Q9 above.]*

1st: \_\_\_\_\_ 2nd: \_\_\_\_\_

11. For each of the street maintenance items listed below, please rate your satisfaction on a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

How satisfied are you with:		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
STREETS							
01.	Maintenance of major city streets	5	4	3	2	1	9
02.	Maintenance of streets in your neighborhood	5	4	3	2	1	9
03.	Snow removal on major city streets	5	4	3	2	1	9
04.	Adequacy of city street lighting	5	4	3	2	1	9
05.	Condition of sidewalks in the City	5	4	3	2	1	9
06.	On-street bicycle infrastructure (bike lanes/signs/arrows)	5	4	3	2	1	9

12. Which TWO street related items do you think should receive the MOST EMPHASIS from City Leaders over the next two years? *[Write-in your answers below using the numbers from the list in Q11 above.]*

1st: \_\_\_\_\_ 2nd: \_\_\_\_\_

13. The City of Camas currently spends \$700,000 per year to maintain pavement on city streets. The City Council could enact a new \$20 annual vehicle license tab renewal fee to fund more street pavement maintenance, new road projects, or both.

Knowing this, please indicate which of the following statements reflects your support for a new \$20 annual vehicle license fee. *[Check all that apply.]*

- \_\_\_\_ (1) I would support the fee if it were used only for pavement maintenance  
 \_\_\_\_ (2) I would support the fee if it were used only for new road projects  
 \_\_\_\_ (3) I would support the fee if it were used for pavement maintenance and new road projects  
 \_\_\_\_ (4) I would not support a new license tab renewal fee  
 \_\_\_\_ (9) Don't know

- 14. For each of the code enforcement items listed below, please rate your satisfaction on a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."**

How satisfied are you with:		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
<b>CODE ENFORCEMENT</b>							
01.	Enforcing the cleanup of litter and debris on private property	5	4	3	2	1	9
02.	Enforcing the mowing and trimming of grass and weeds on private property	5	4	3	2	1	9
03.	Enforcing codes designed to protect public safety and health	5	4	3	2	1	9
04.	Enforcing sign regulation	5	4	3	2	1	9

- 15. Which TWO code enforcement items do you think should receive the MOST EMPHASIS from City Leaders over the next two years? [Write-in your answers below using the numbers from the list in Q14 above.]**

1st: \_\_\_\_\_ 2nd: \_\_\_\_\_

- 16. Satisfaction with Public Library Services. For each of the items listed below, please rate your satisfaction on a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."**

How satisfied are you with:		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
<b>PUBLIC LIBRARY</b>							
01.	Selection of resources available at the public library	5	4	3	2	1	9
02.	Digital resources available online with library card (eBooks, databases, downloadable audiobooks, etc.)	5	4	3	2	1	9
03.	Events for adults (informational, literary, participatory, entertainment, etc.)	5	4	3	2	1	9
04.	Events for teens (Youth Advisory Council, book club, crafts, summer reading, etc.)	5	4	3	2	1	9
05.	Events for children (early literacy development, storytimes, summer reading program, etc.)	5	4	3	2	1	9

- 17. Which TWO public library items do you think should receive the MOST EMPHASIS from City Leaders over the next two years? [Write-in your answers below using the numbers from the list in Q16 above.]**

1st: \_\_\_\_\_ 2nd: \_\_\_\_\_

- 18. Where do you currently get news and information about city programs, services, and events? [Check all that apply.]**

\_\_\_\_\_ (1) Camas-Washougal Post Record      \_\_\_\_\_ (4) Public Meetings      \_\_\_\_\_ (7) Other: \_\_\_\_\_  
 \_\_\_\_\_ (2) Columbian      \_\_\_\_\_ (5) City's mobile app – CamasConnect24/7  
 \_\_\_\_\_ (3) City web-site      \_\_\_\_\_ (6) Social Media (Facebook, Twitter)

- 19. From which TWO sources of information listed in Question 18 would you prefer to get information from the City? [Write-in your answers below for your top two choices using numbers from the list in Question 18.]**

1st: \_\_\_\_\_ 2nd: \_\_\_\_\_

- 20. Expectations for Services. Using a scale from 1 to 5, where 5 means the level of service provided by the City "Should Be Much Higher" than it is now and 1 means it "Should Be Much Lower," please indicate how the level of service provided by the City should change in each of the areas listed below.**

How should the level of service provided by the City in the following areas change:	Should Be Much Higher	Should Be a Little Higher	Should Stay the Same	Should Be a Little Lower	Should Be Much Lower	Don't Know
1. Law enforcement	5	4	3	2	1	9
2. Fire, EMS and ambulance	5	4	3	2	1	9
3. Parks, trails, and open space	5	4	3	2	1	9
4. Recreation facilities and programs	5	4	3	2	1	9
5. Maintenance of infrastructure ( <i>streets, sidewalks</i> )	5	4	3	2	1	9
6. City's Public Library	5	4	3	2	1	9
7. City's garbage services	5	4	3	2	1	9

- 21. Would you be willing to pay more in taxes or fees to support an increase in the service level?**

\_\_\_\_(1) Not applicable – I do not think any levels of service need to be higher  
 \_\_\_\_ (2) Yes – I would be willing to pay more in taxes and fees  
 \_\_\_\_ (3) No – I would not be willing to pay more in taxes and fees  
 \_\_\_\_ (9) Don't know

- 22. Have you called, sent E-mail to, or visited the City with a question, problem, or complaint during the past year?**

\_\_\_\_(1) Yes [*Answer Questions 22-1 to 22-3.*] \_\_\_\_ (2) No [*Skip to Question 23.*] \_\_\_\_ (9) Don't Know [*Skip to Question 23.*]

- 22a. How easy was it to contact the person you needed to reach?**

\_\_\_\_(4) Very easy                      \_\_\_\_ (2) Difficult                      \_\_\_\_ (9) Don't know  
 \_\_\_\_ (3) Somewhat easy                      \_\_\_\_ (1) Very difficult

- 22b. What department did you contact? [Check all that apply.]**

\_\_\_\_ (1) Police    \_\_\_\_ (6) Event permits  
 \_\_\_\_ (2) Fire    \_\_\_\_ (7) Financial Services/Utility Billing  
 \_\_\_\_ (3) Community Development                      \_\_\_\_ (8) Municipal Services (*streets/water/sewer/solid waste*)  
 \_\_\_\_ (4) Parks and Recreation                      \_\_\_\_ (9) Other: \_\_\_\_\_  
 \_\_\_\_ (5) Camas Public Library

- 22c. Several factors that may influence your perception of the quality of customer service you receive from city employees are listed below. For each item, please rate how often the employees you have contacted during the past year have displayed the behavior described on a scale of 5 to 1, where 5 means "Always" and 1 means "Never."**

Frequency that:	Always	Usually	Sometimes	Seldom	Never	Don't Know
1. They were courteous and polite	5	4	3	2	1	9
2. They gave prompt, accurate, and complete answers to questions	5	4	3	2	1	9
3. They did what they said they would do in a timely manner	5	4	3	2	1	9
4. They helped you resolve an issue to your satisfaction	5	4	3	2	1	9



- 23. Land Development. Using a five-point scale, where 5 means "Much Too Slow" and 1 means "Much Too Fast," please rate the City's current pace of development in each of the following areas.**

Growth Management	Much Too Slow	Too Slow	Just Right	Too Fast	Much Too Fast	Don't Know
1. Employment opportunities	5	4	3	2	1	9
2. Office development	5	4	3	2	1	9
3. Retail/restaurants/services	5	4	3	2	1	9
4. Technology and other industry	5	4	3	2	1	9
5. Housing options for aging population	5	4	3	2	1	9
6. Apartments	5	4	3	2	1	9
7. Townhomes/row houses	5	4	3	2	1	9
8. Entry level single family homes	5	4	3	2	1	9
9. Large lot/large homes	5	4	3	2	1	9

- 24. Community amenities provided by the City can enhance the quality of life in Camas. If you could identify ONE new community amenity that could be provided by the City, what would it be?**

**24-1. [If you listed something in Question 24.] Would you be willing to pay more in taxes or fees to support this new community amenity?**

\_\_\_\_(1) Yes      \_\_\_\_ (2) No

**25. Approximately how many years have you lived in Camas?** \_\_\_\_\_ Years

**26. What is your age?** \_\_\_\_\_ Years

**27. Which of the following BEST describes your retirement status?**

\_\_\_\_(1) I am retired and not currently employed      \_\_\_\_ (2) I am retired and currently employed      \_\_\_\_ (3) I am not retired

**28. How many children under age 18 live in your household?** \_\_\_\_\_ Children

**29. What is your gender?** \_\_\_\_ (1) Male      \_\_\_\_ (2) Female

**30. Would you say your total annual household income is:**

\_\_\_\_ (1) Under \$50,000      \_\_\_\_ (3) \$75,000 to \$99,999      \_\_\_\_ (5) \$150,000 to \$199,999  
 \_\_\_\_ (2) \$50,000 to \$74,999      \_\_\_\_ (4) \$100,000 to \$149,999      \_\_\_\_ (6) \$200,000 or more

**This concludes the survey – Thank you for your time!**

Please return your completed survey in the enclosed postage-paid envelope addressed to:  
 ETC Institute, 725 W. Frontier Circle, Olathe, KS 66061

Your responses will remain completely confidential. The information printed to the right will ONLY be used to help identify which areas of the City are having difficulties with City services. If your address is not correct, please provide the correct information. Thank You.

# City of Camas

## Community Survey

*...helping organizations make better decisions since 1982*

GIS Maps

**Submitted to the City of Camas, Washington**

ETC Institute  
725 W. Frontier Lane,  
Olathe, Kansas  
66061

**May 2017**



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## Interpreting GIS Maps

### City of Camas, Washington

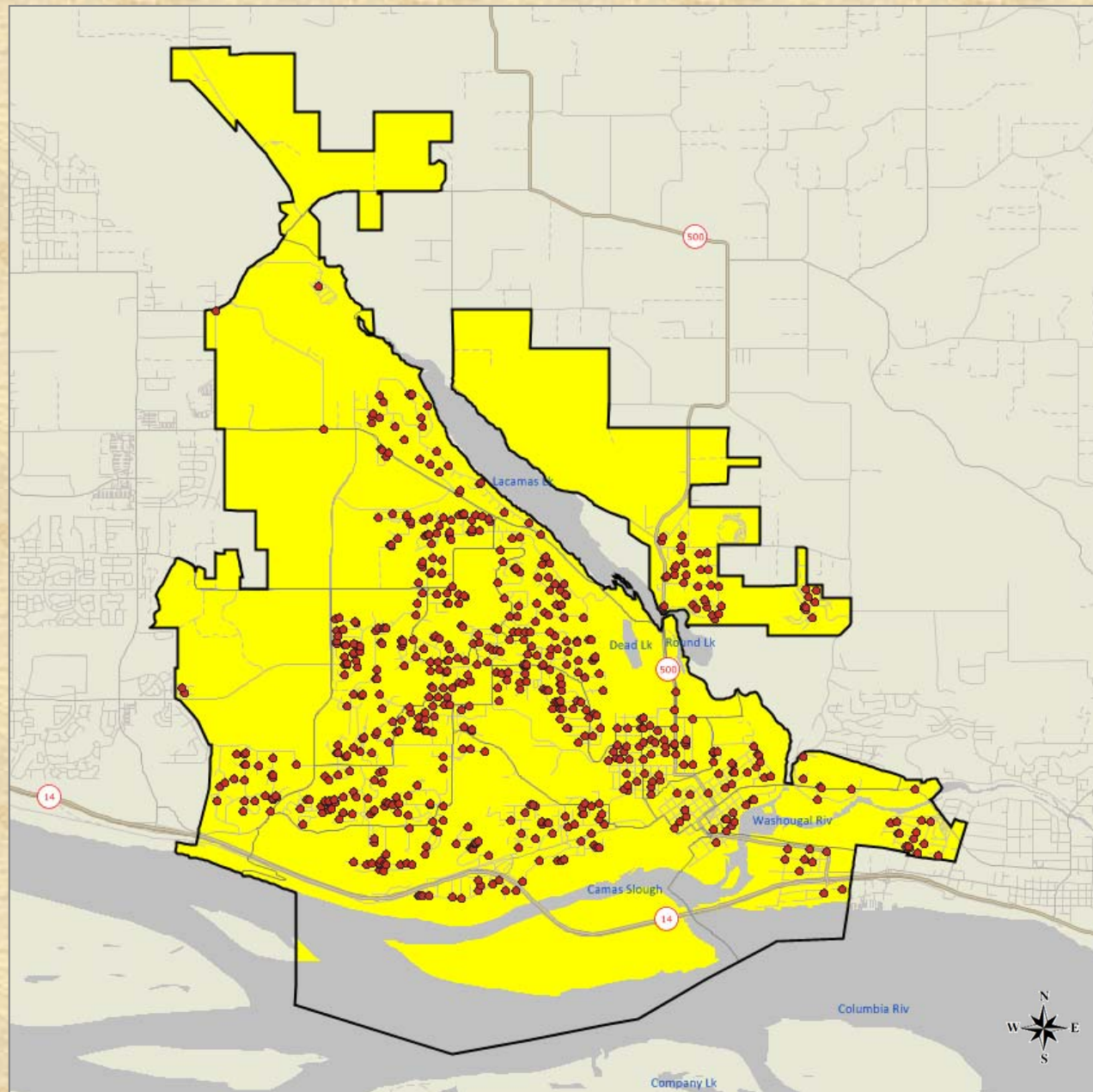
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The maps on the following pages show the mean ratings for several questions on the survey by census block group.

When reading the maps, please use the following color scheme as a guide:

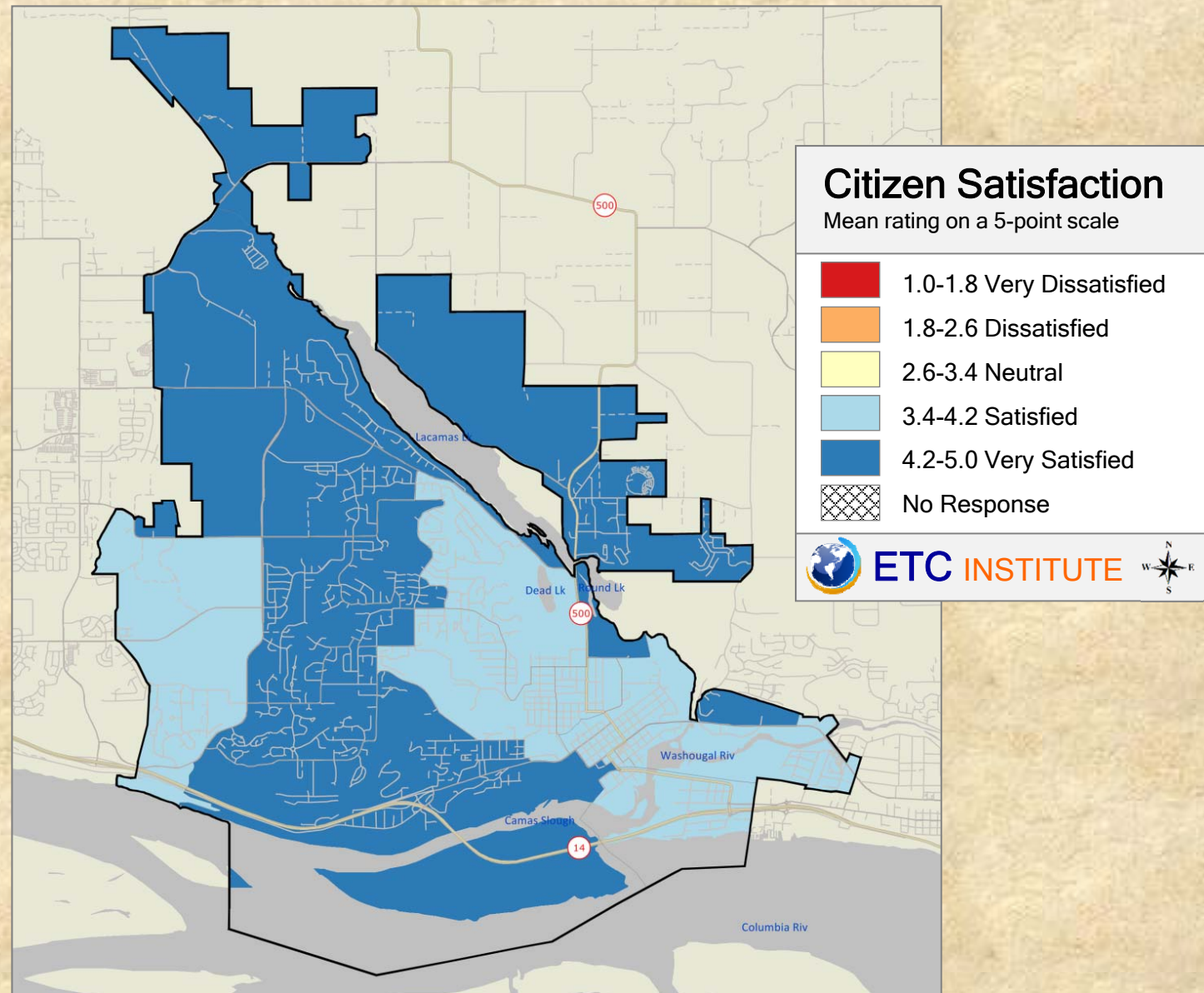
- **DARK/LIGHT BLUE** shades indicate POSITIVE ratings. Shades of blue generally indicate satisfaction with a service, ratings of “excellent” or “good” and ratings of “very safe” or “safe.”
- **OFF-WHITE** shades indicate NEUTRAL ratings. Shades of neutral generally indicate that residents thought the quality of service delivery is adequate.
- **ORANGE/RED** shades indicate NEGATIVE ratings. Shades of orange/red generally indicate dissatisfaction with a service, ratings of “below average” or “poor” and ratings of “unsafe” or “very unsafe.”

## Location of Survey Respondents



## 2017 City of Camas Community Survey

## Q1.1 Satisfaction with: Overall quality of police services

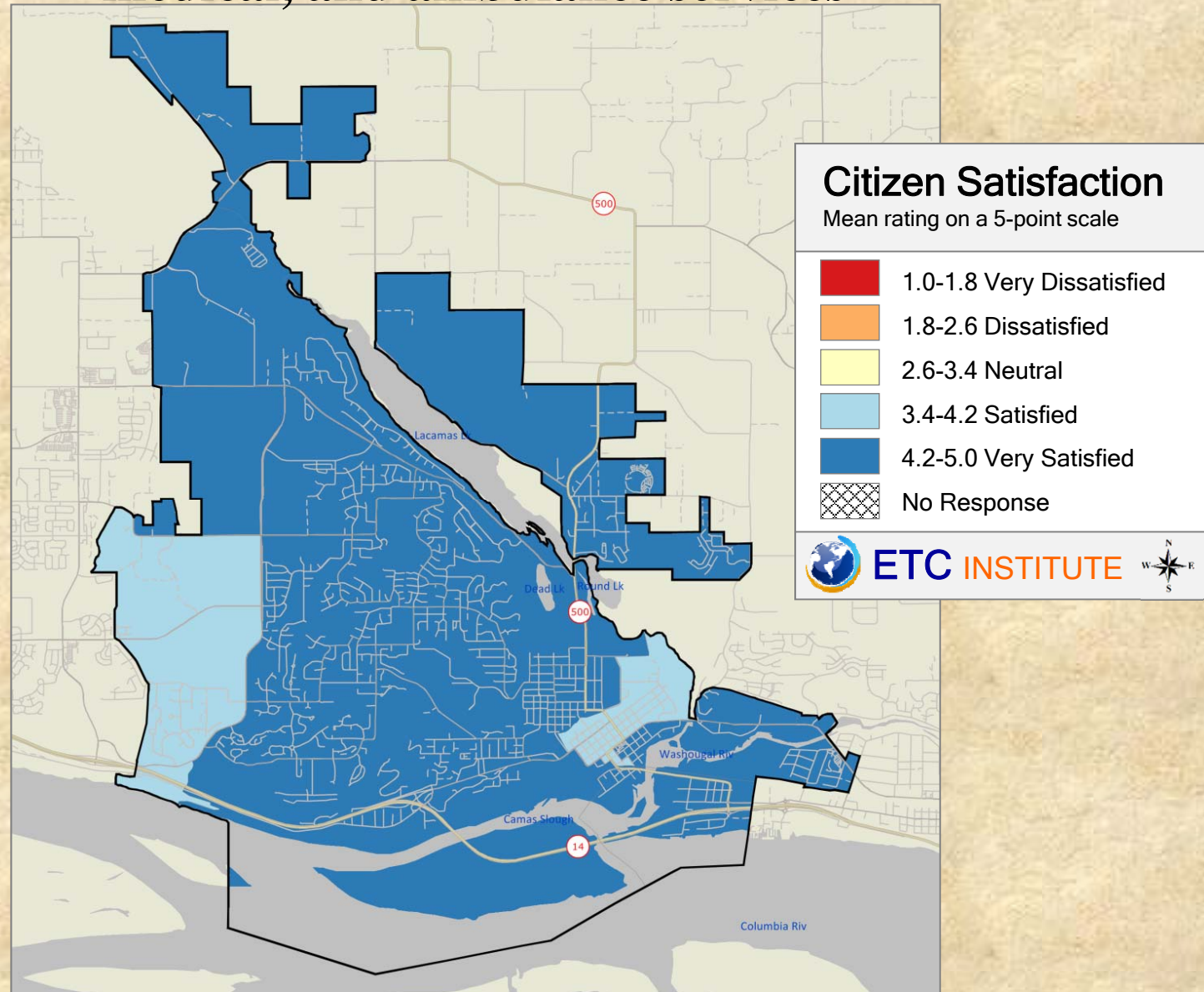


### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)



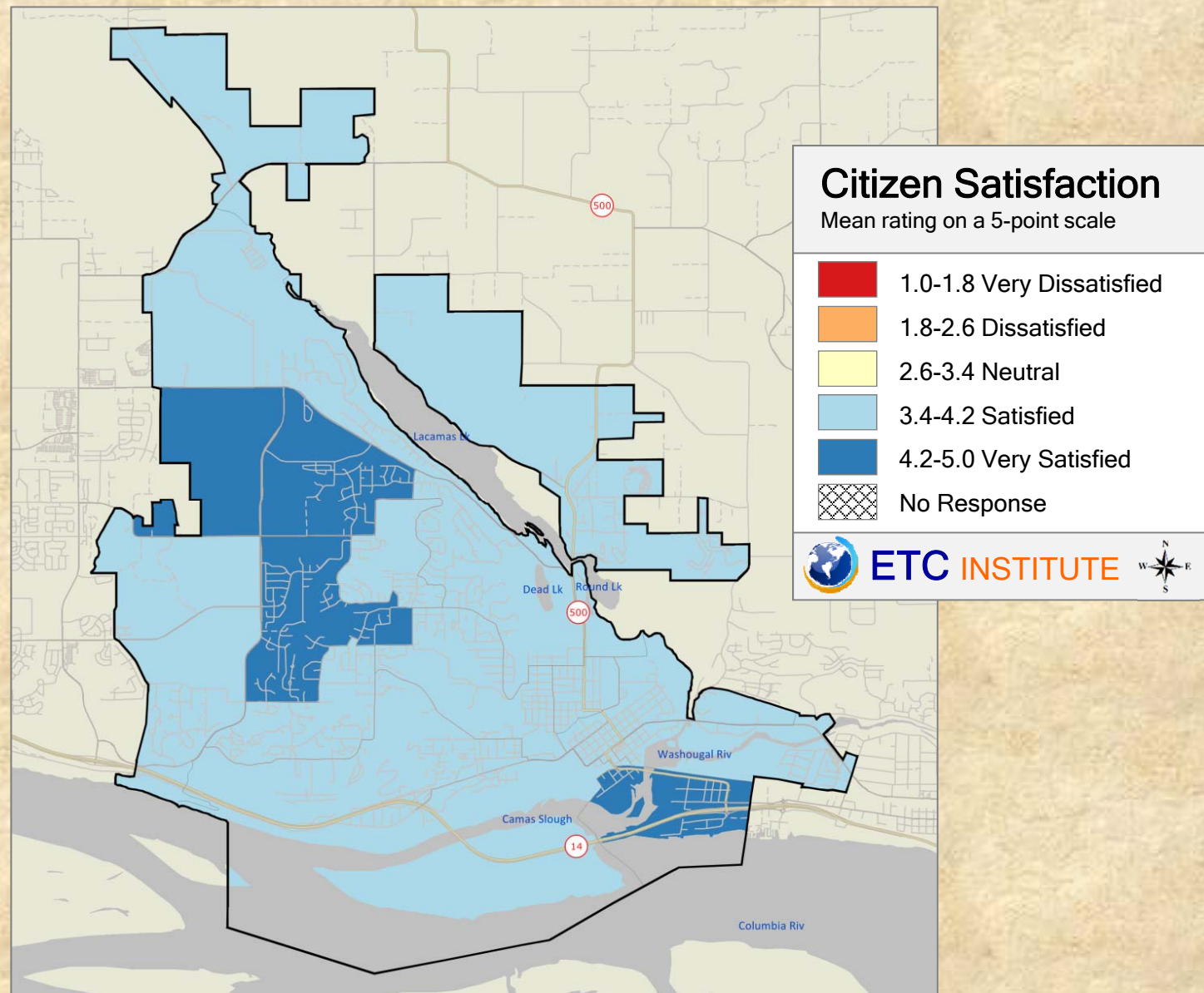
## Q1.2 Satisfaction with: Overall quality of fire, emergency medical, and ambulance services



### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

# Q1.3 Satisfaction with: Overall quality of city parks/trails/open space

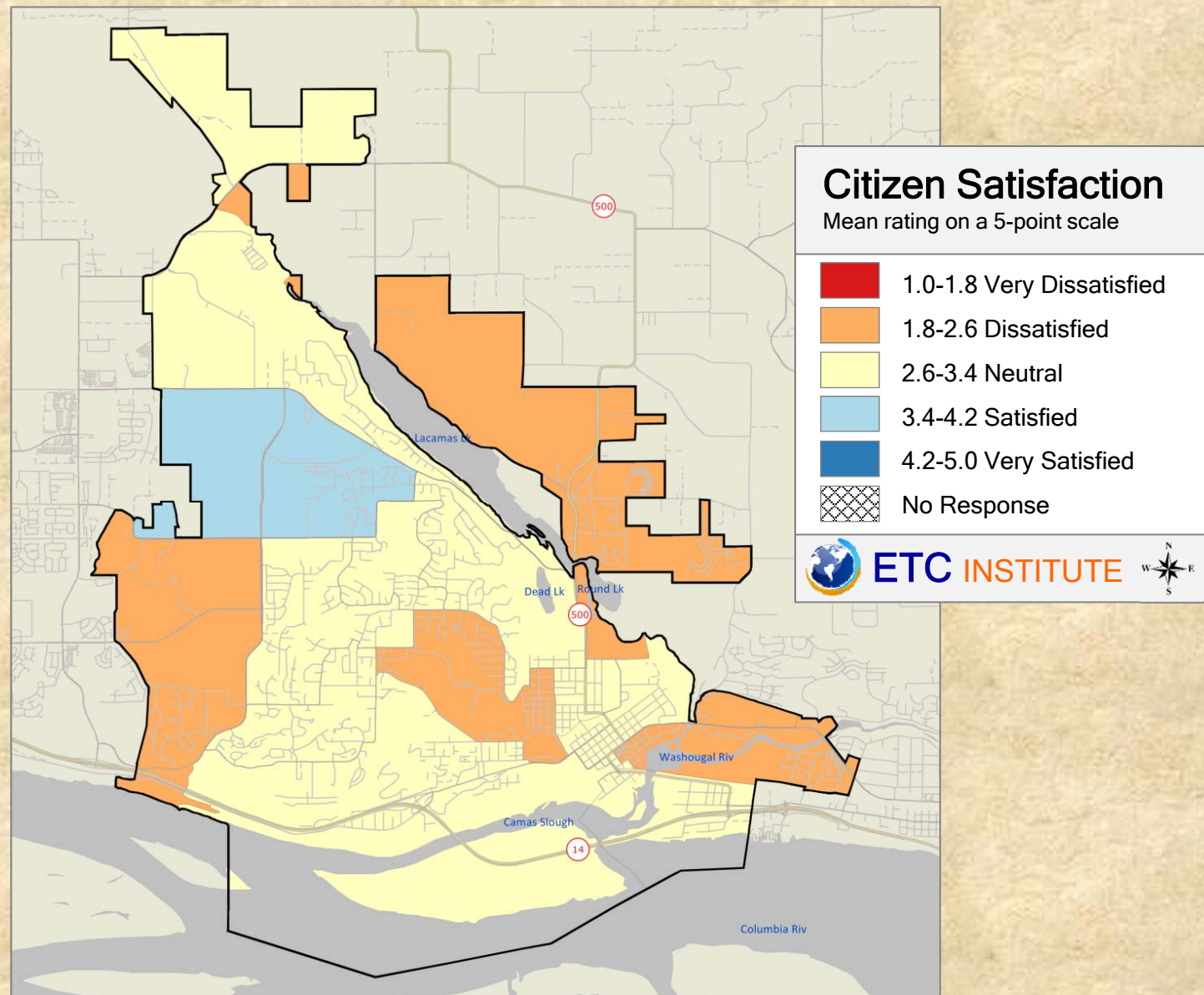


## 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)



## Q1.4 Satisfaction with: Overall maintenance of city streets

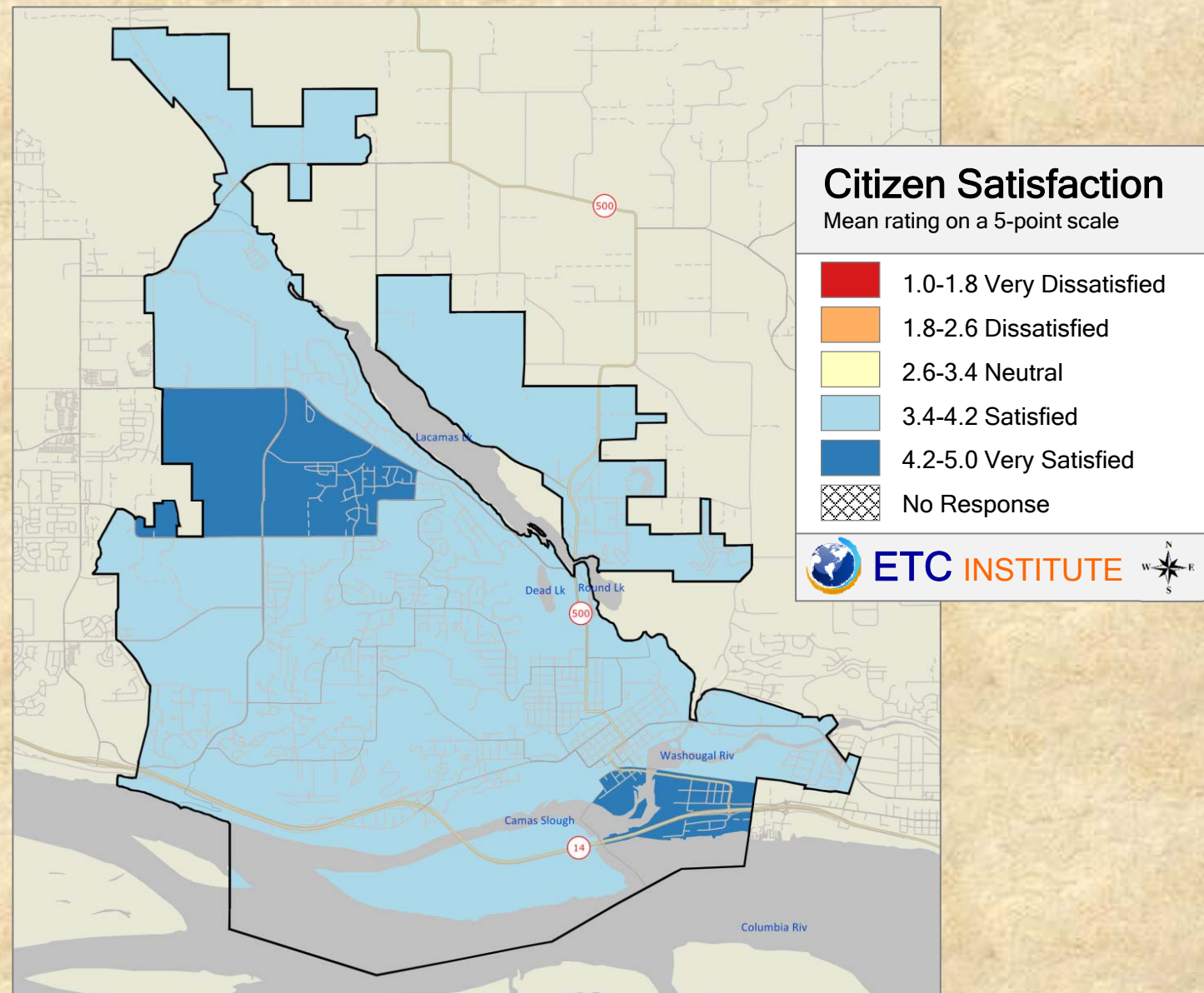


### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)



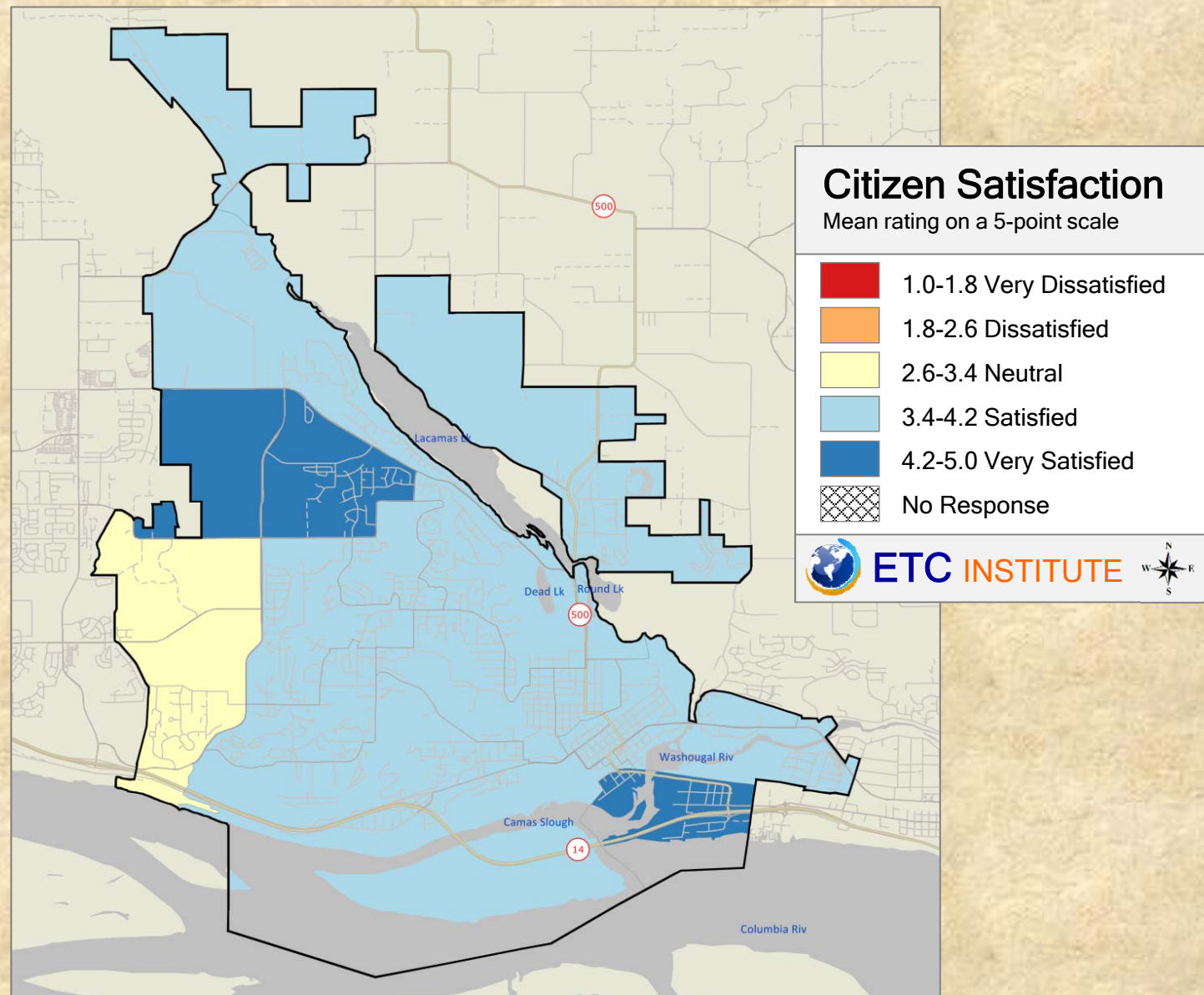
## Q1.5 Satisfaction with: Overall quality of City water utilities



### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

# Q1.6 Satisfaction with: Overall quality of city sewer services

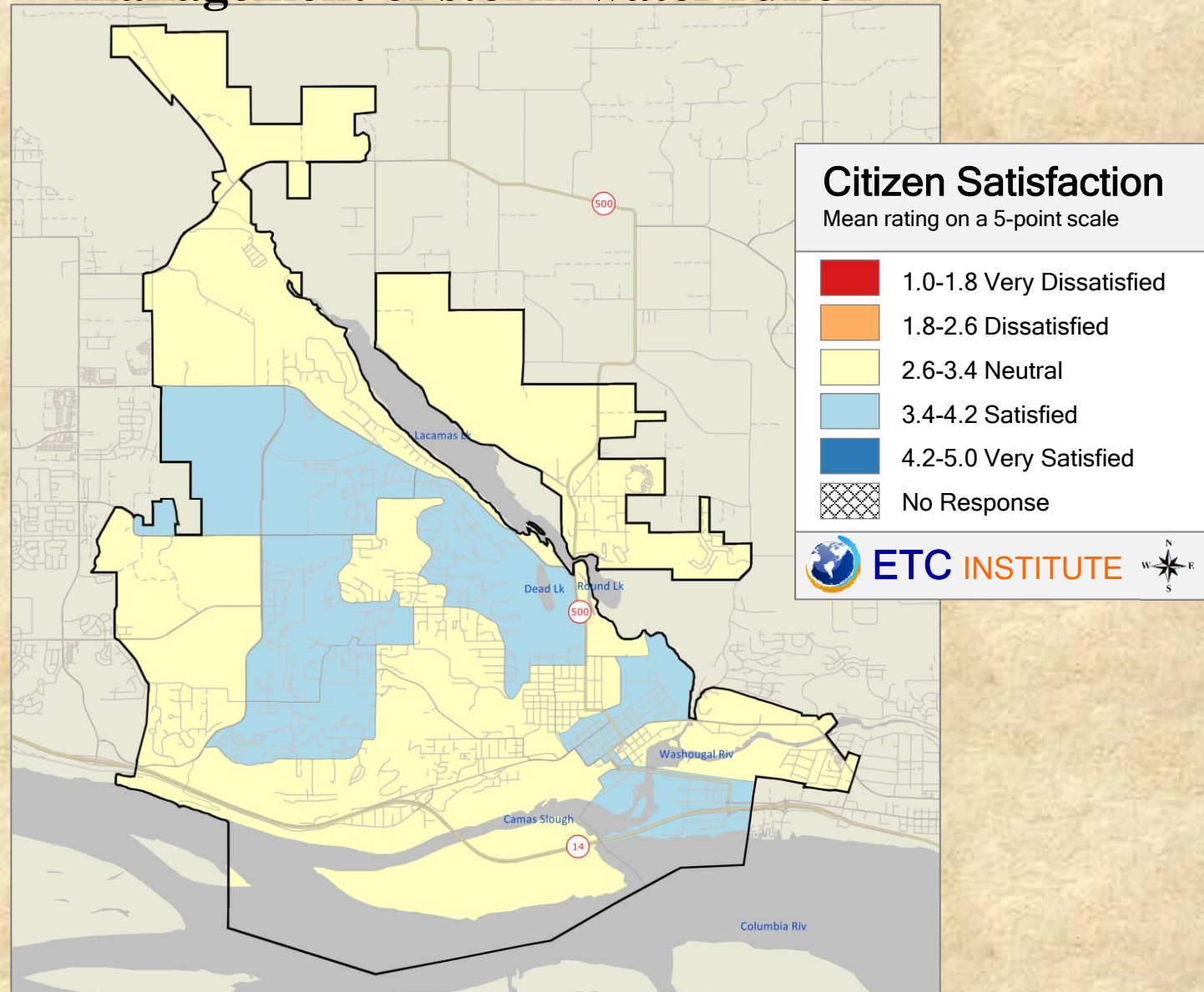


## 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)



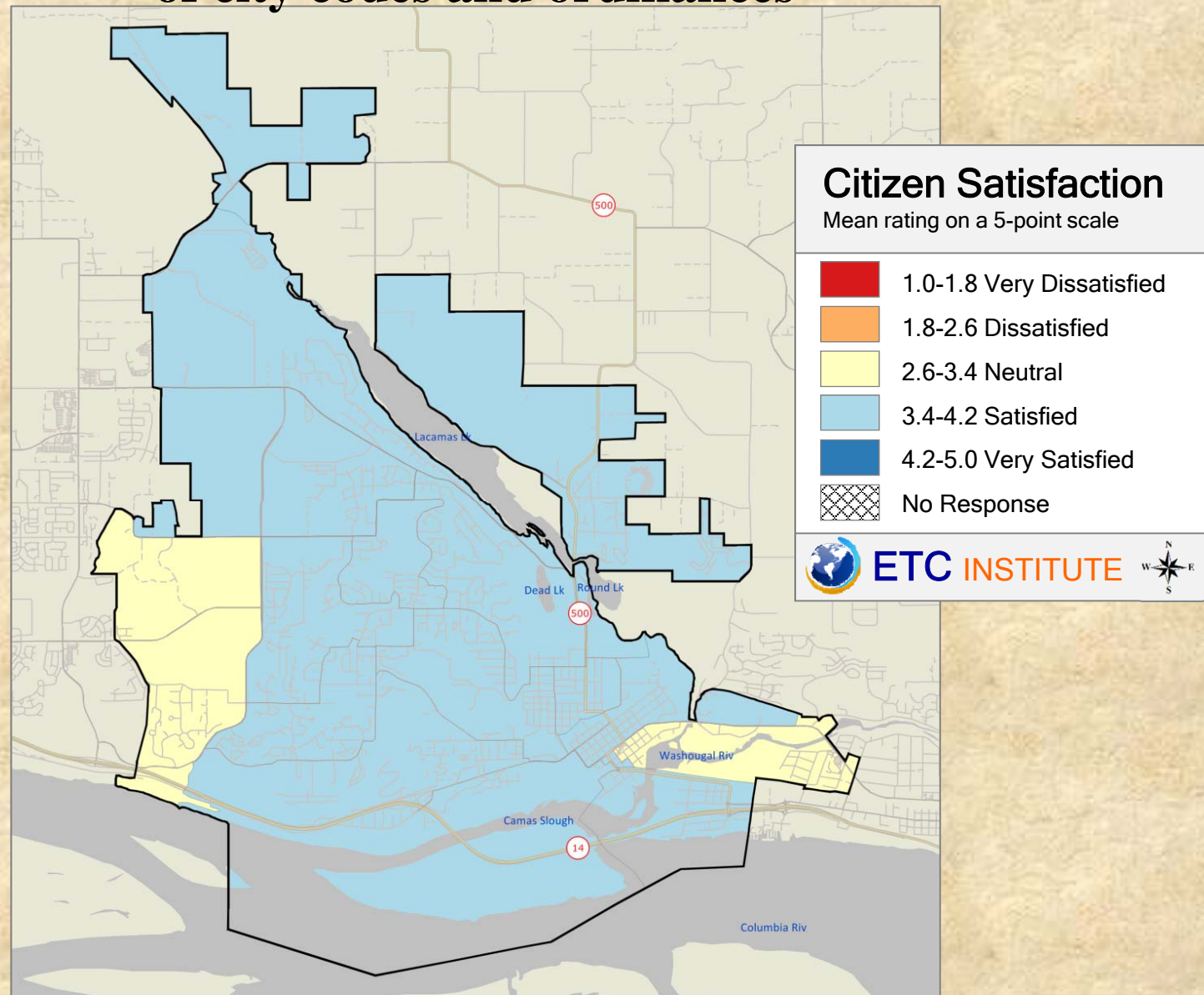
## Q1.7 Satisfaction with: Overall effectiveness of city management of storm water runoff



### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

## Q1.8 Satisfaction with: Overall enforcement of city codes and ordinances

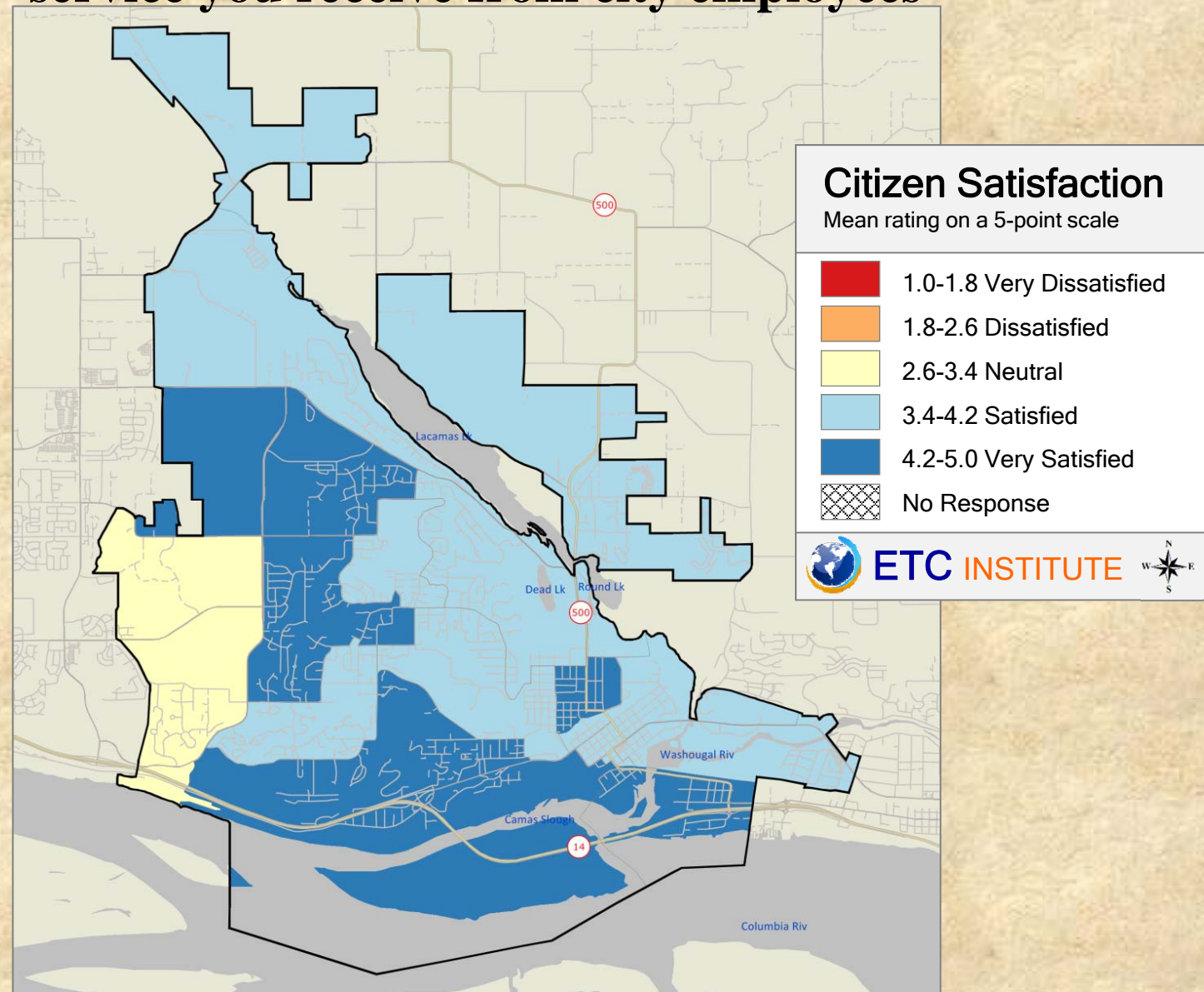


### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)



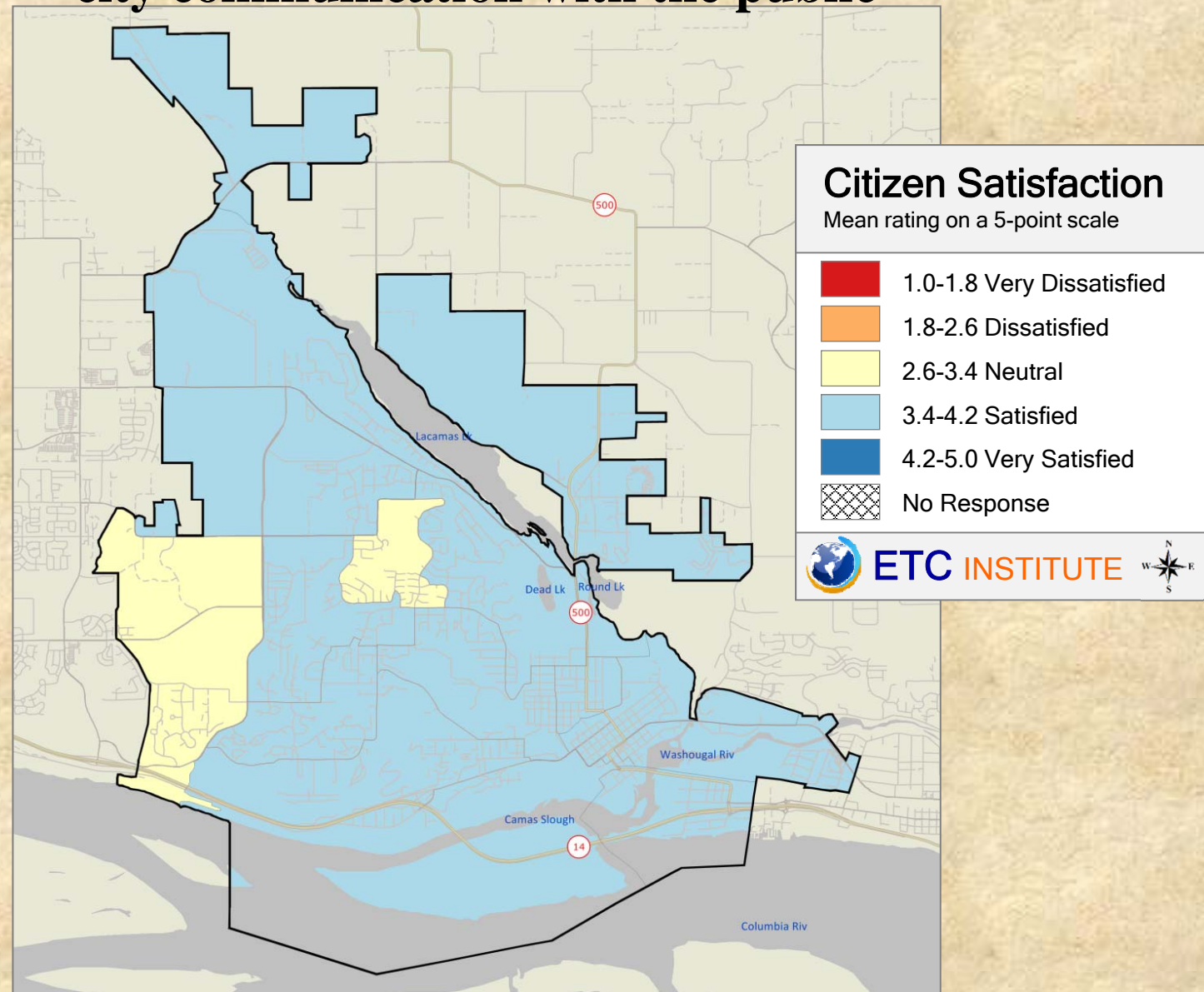
## Q1.9 Satisfaction with: Overall quality of customer service you receive from city employees



### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

## Q1.10 Satisfaction with: Overall effectiveness of city communication with the public

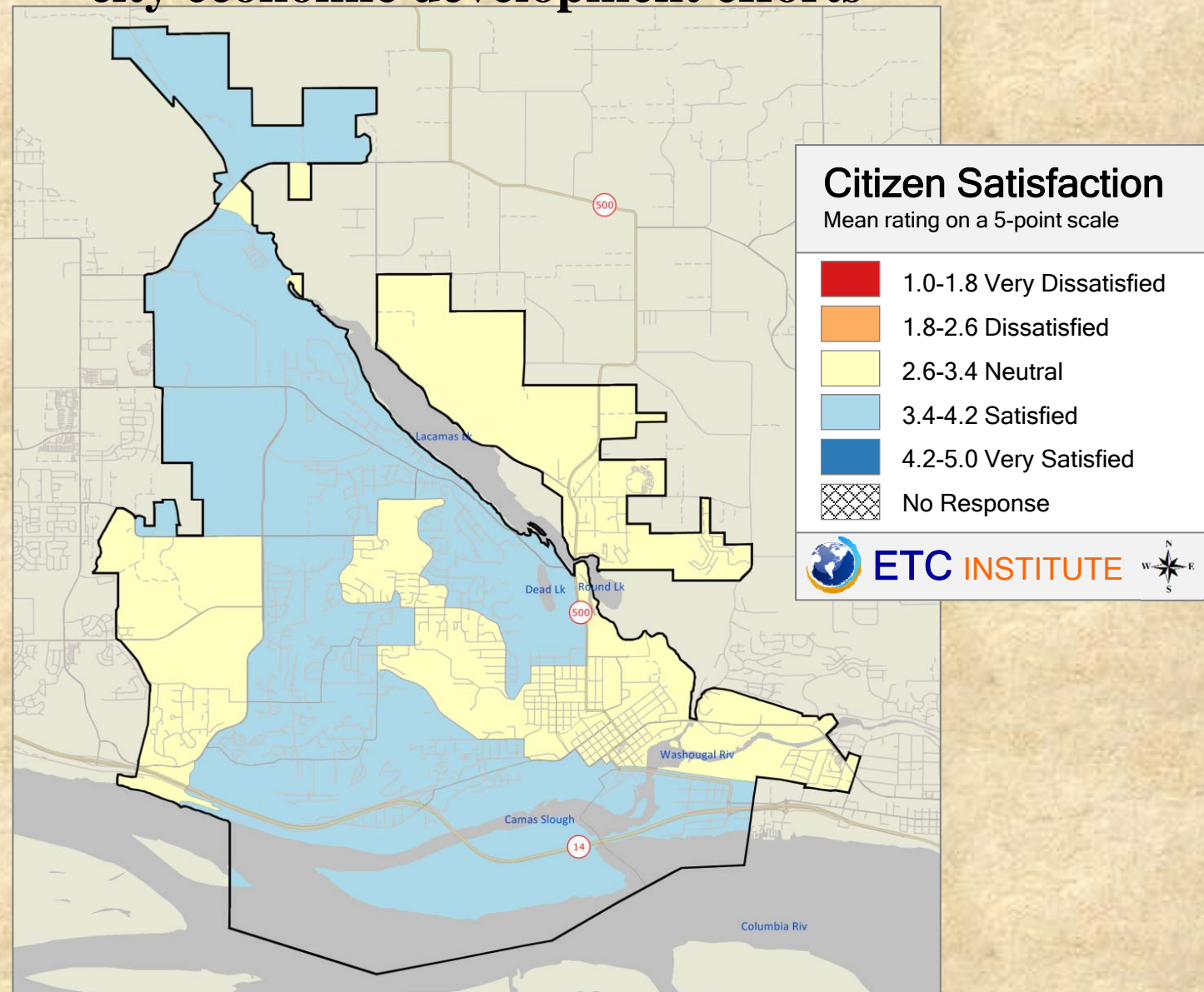


### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)



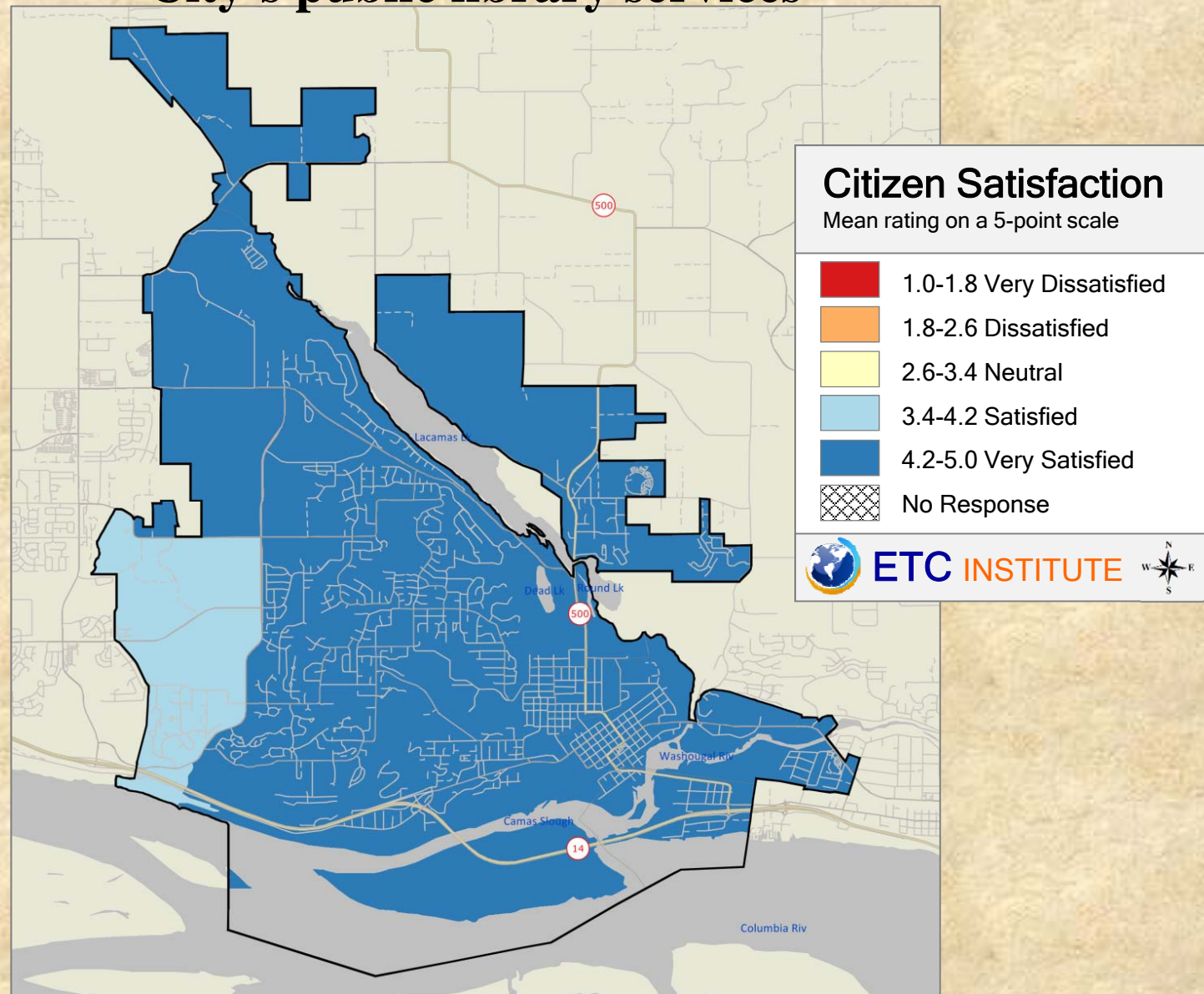
## Q1.11 Satisfaction with: Overall effectiveness of city economic development efforts



### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

## Q1.12 Satisfaction with: Overall quality of the City's public library services

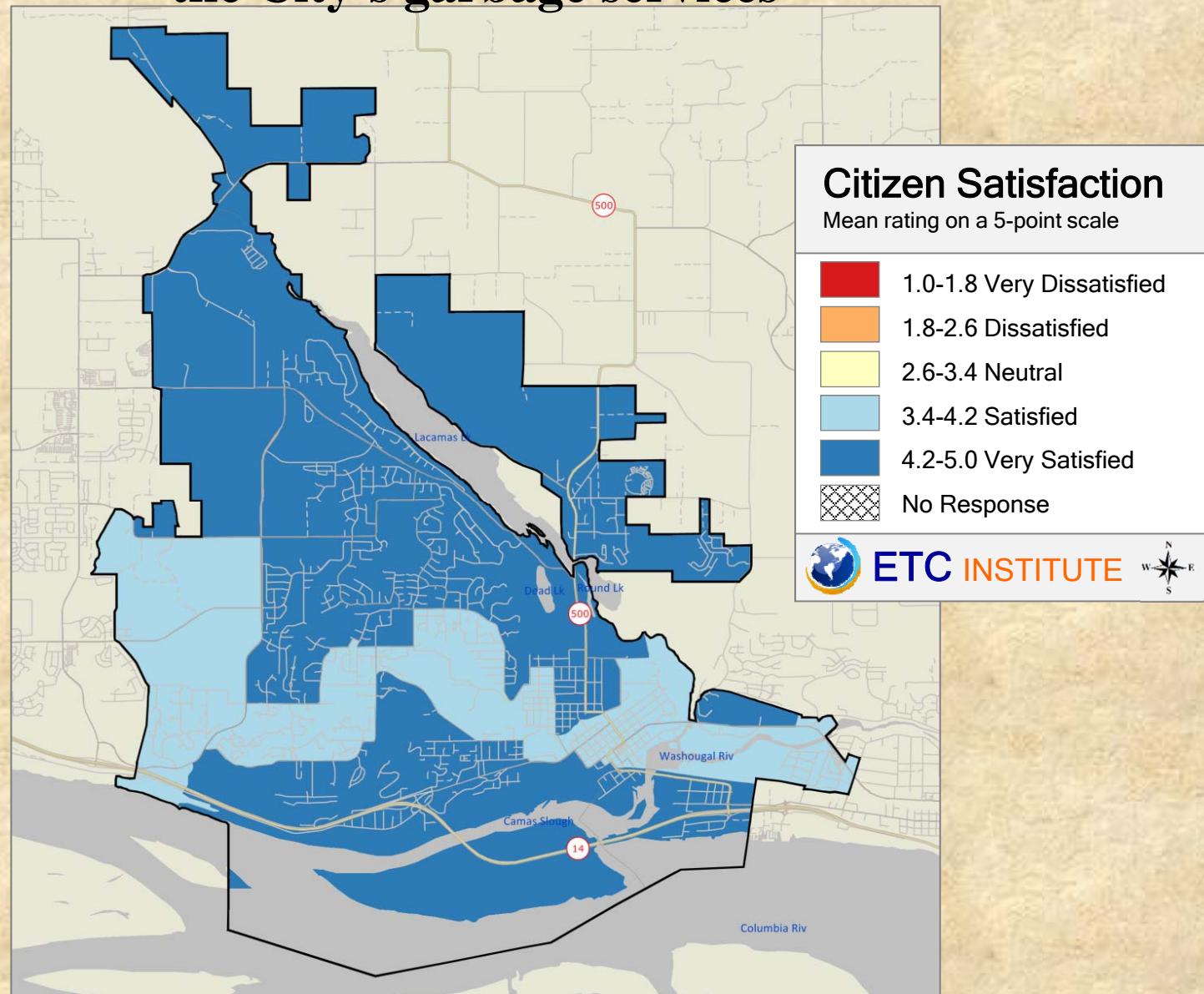


### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)



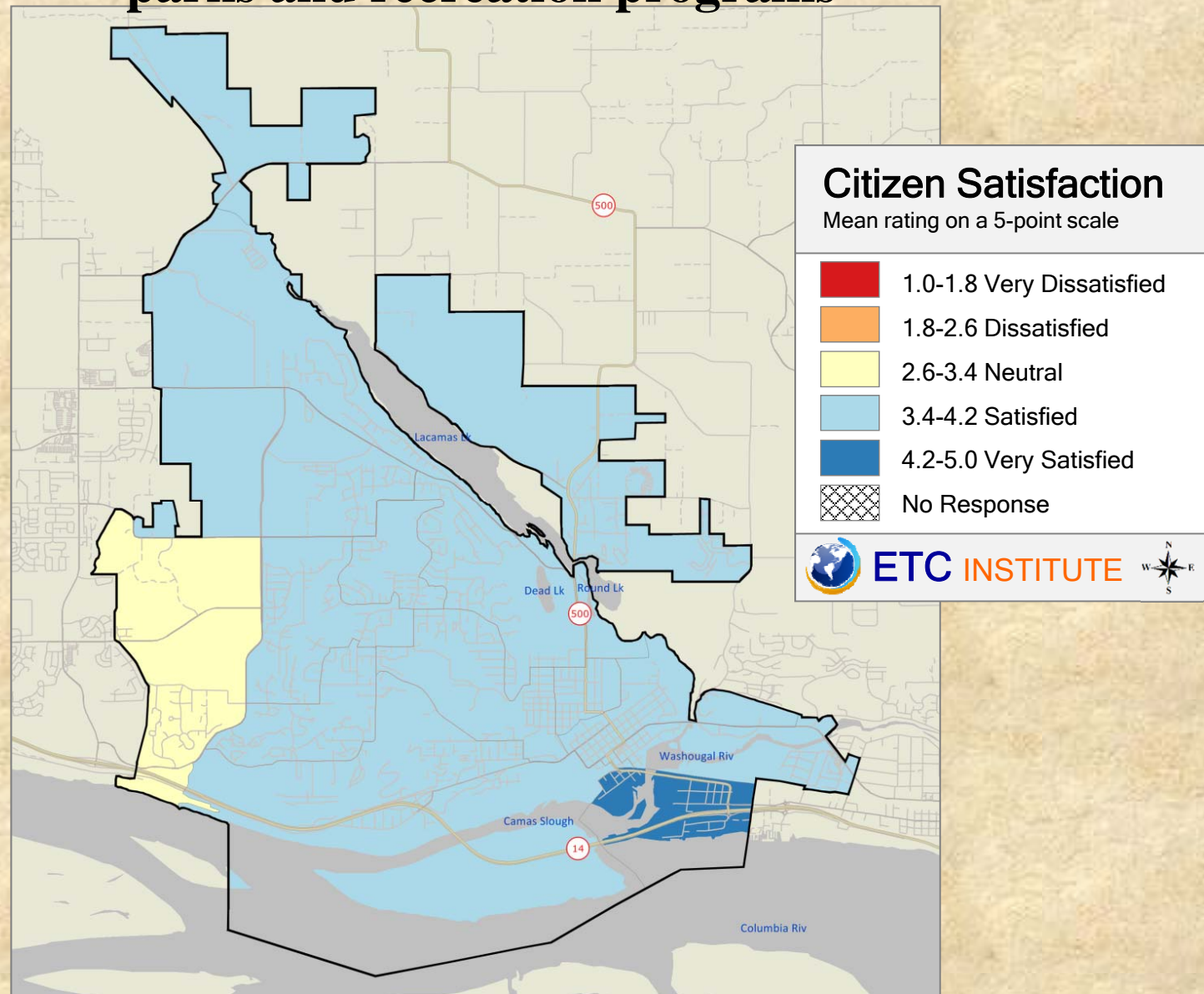
## Q1.13 Satisfaction with: Overall quality of the City's garbage services



### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

## Q1.14 Satisfaction with: Overall quality of the City's parks and recreation programs

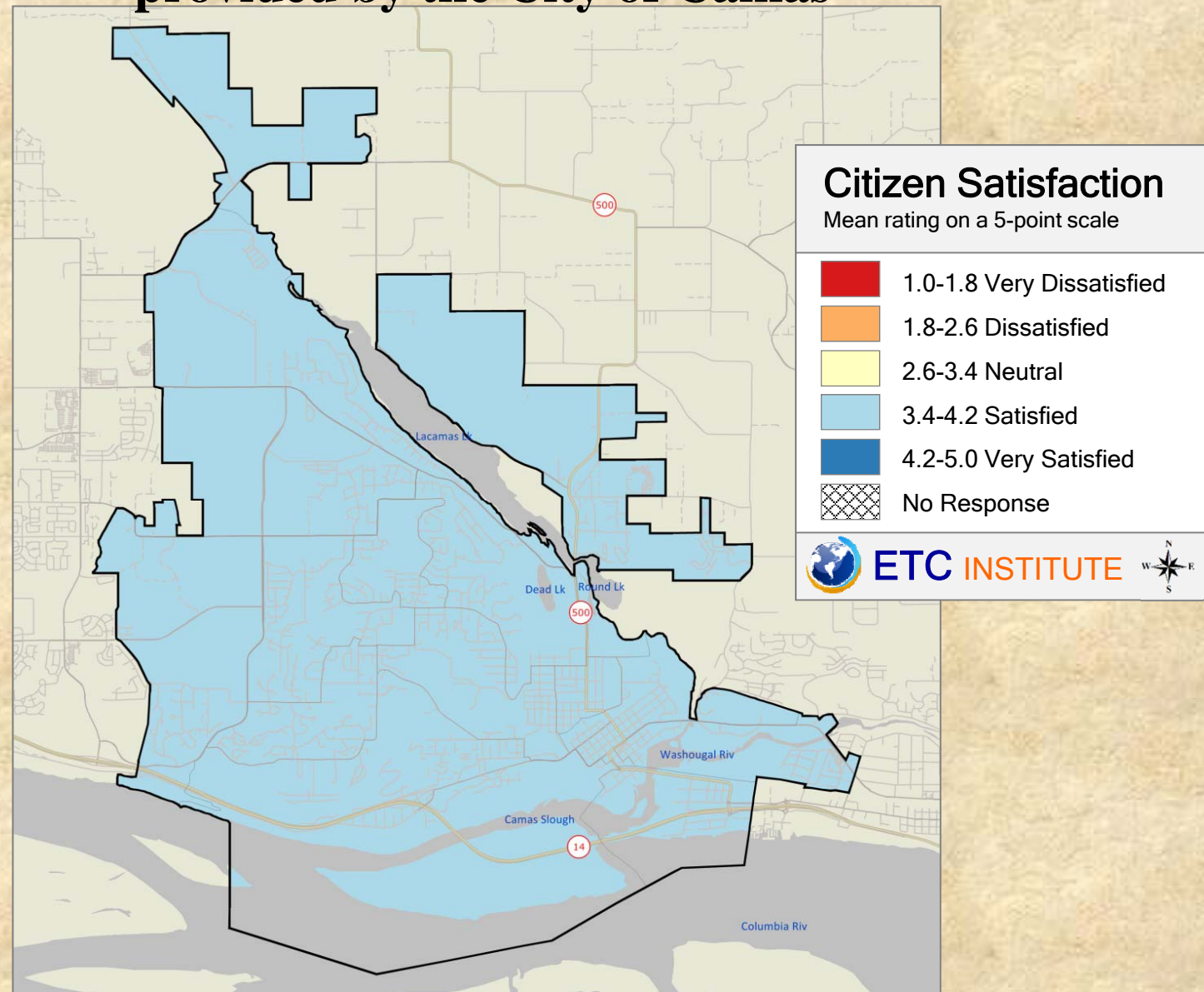


### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)



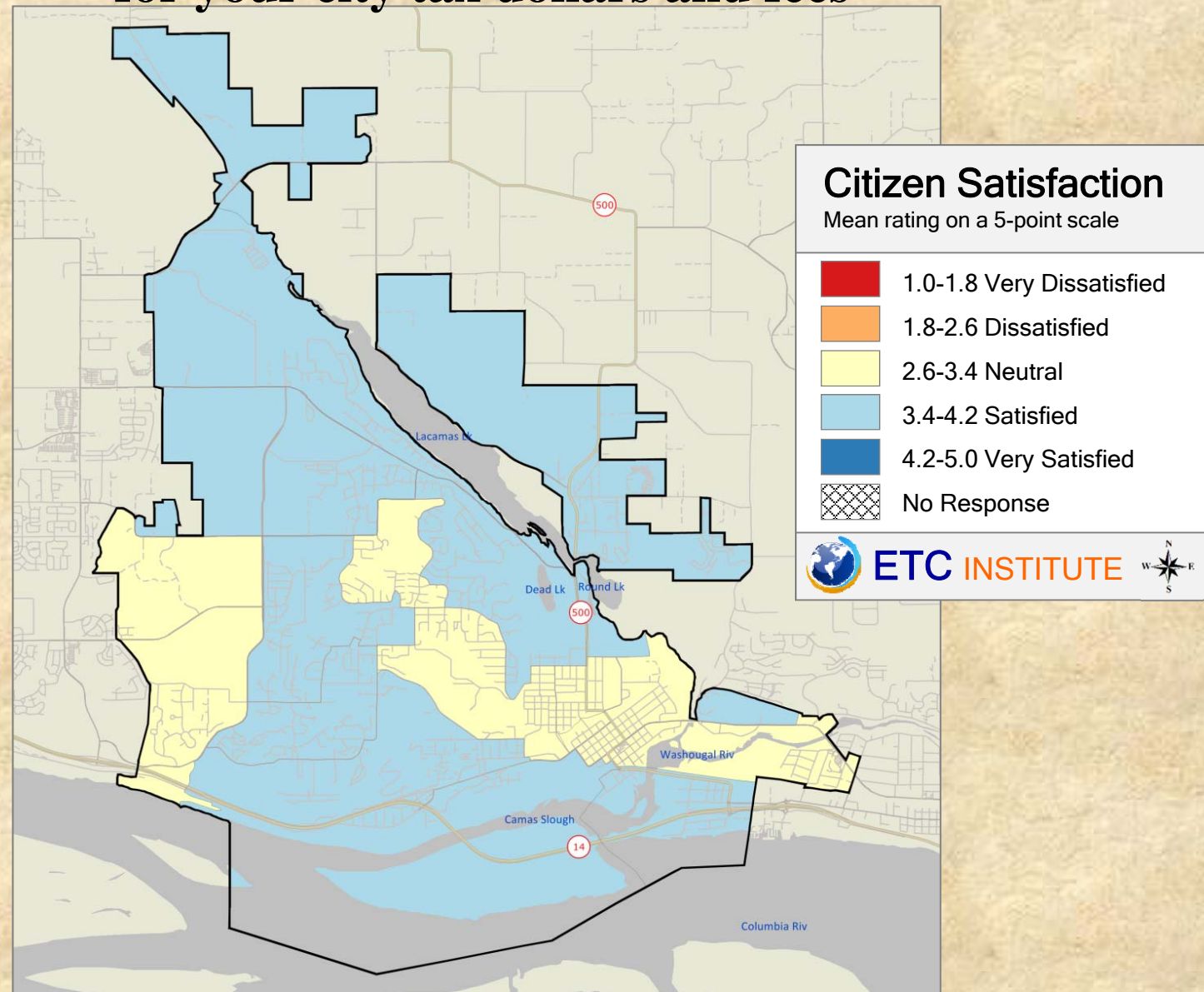
## Q3.1 Satisfaction with: Overall quality of services provided by the City of Camas



### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

## Q3.2 Satisfaction with: Overall value that you receive for your city tax dollars and fees

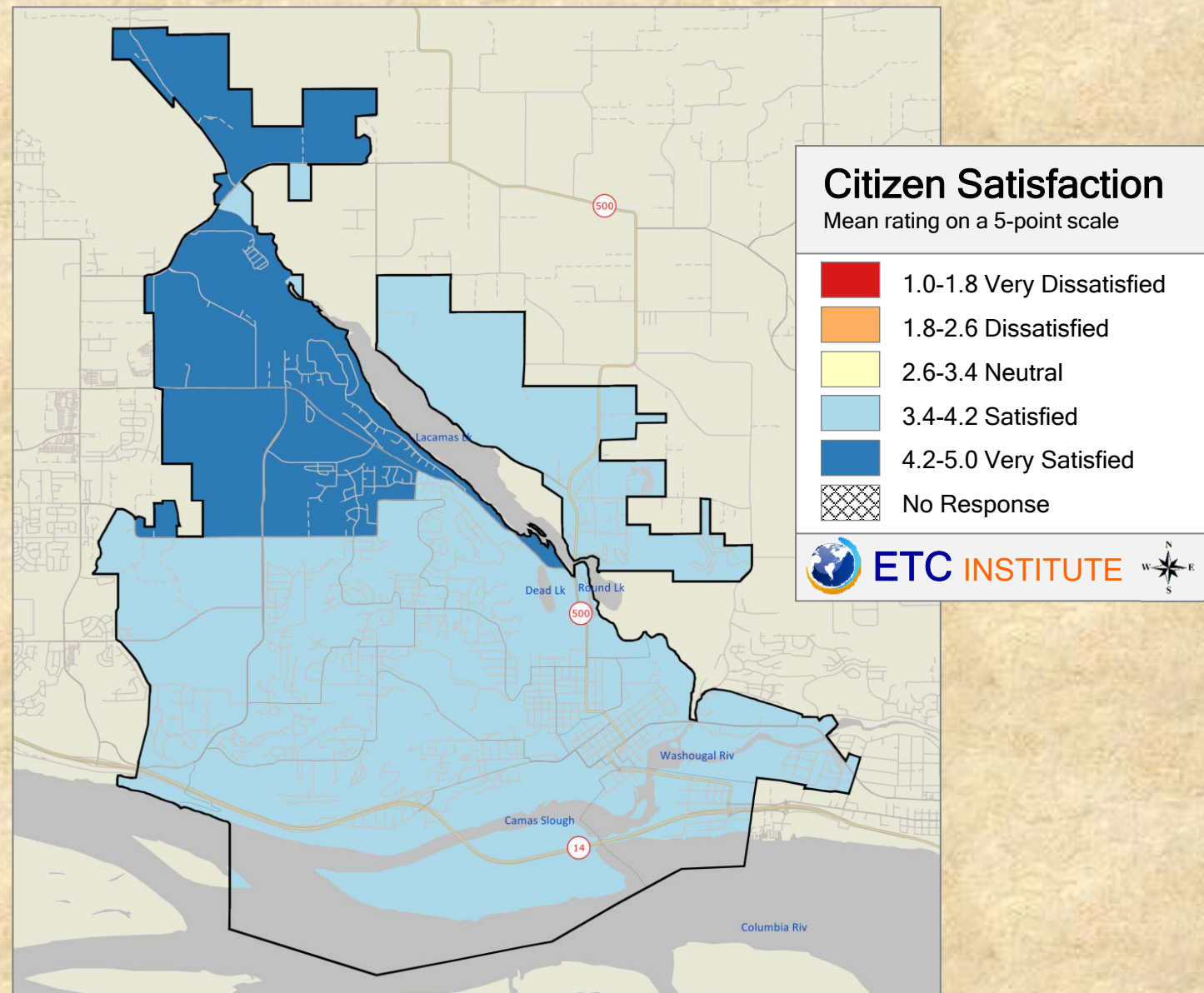


### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)



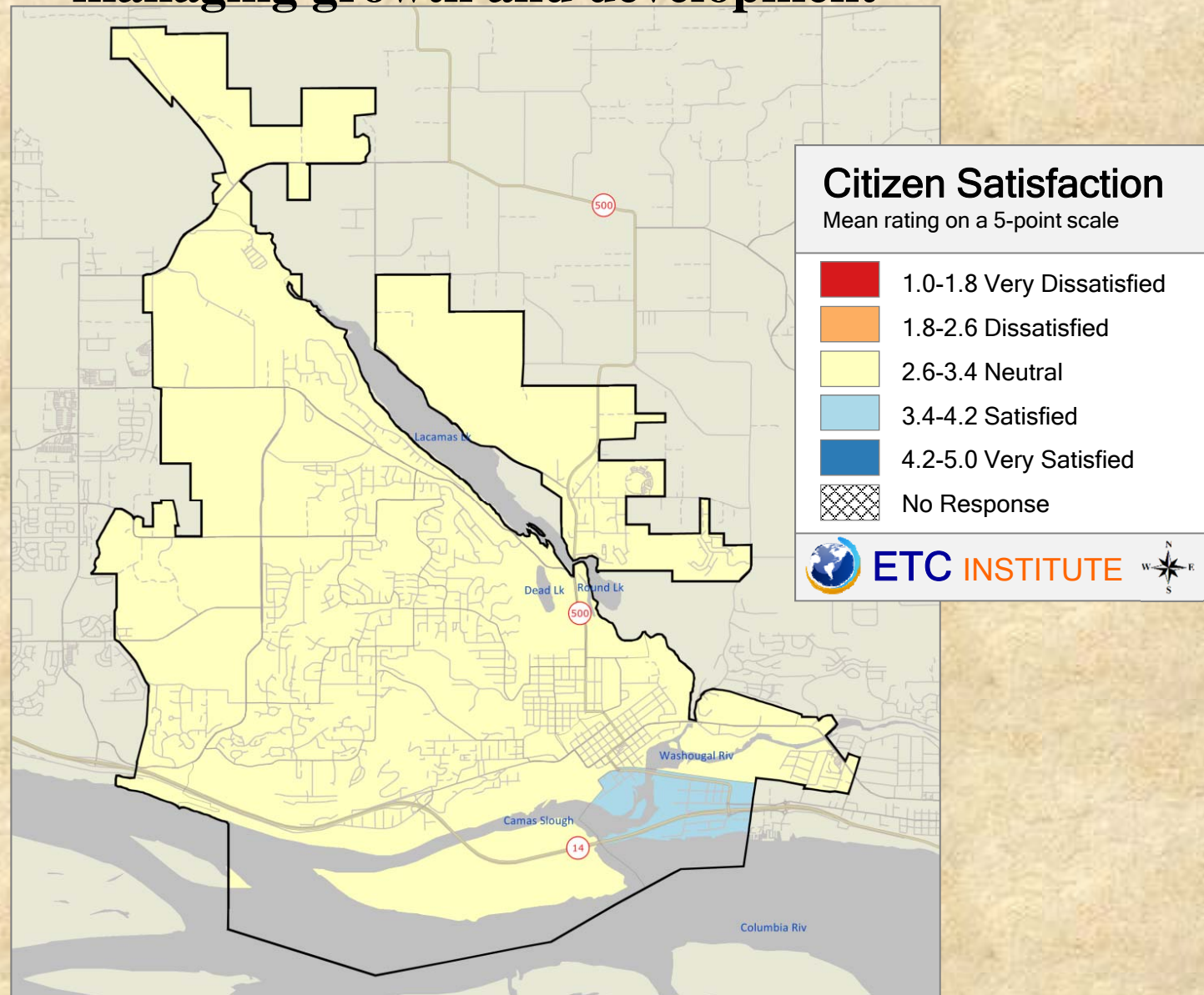
## Q3.3 Satisfaction with: Overall image of the City



### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

## Q3.4 Satisfaction with: How well the City is managing growth and development

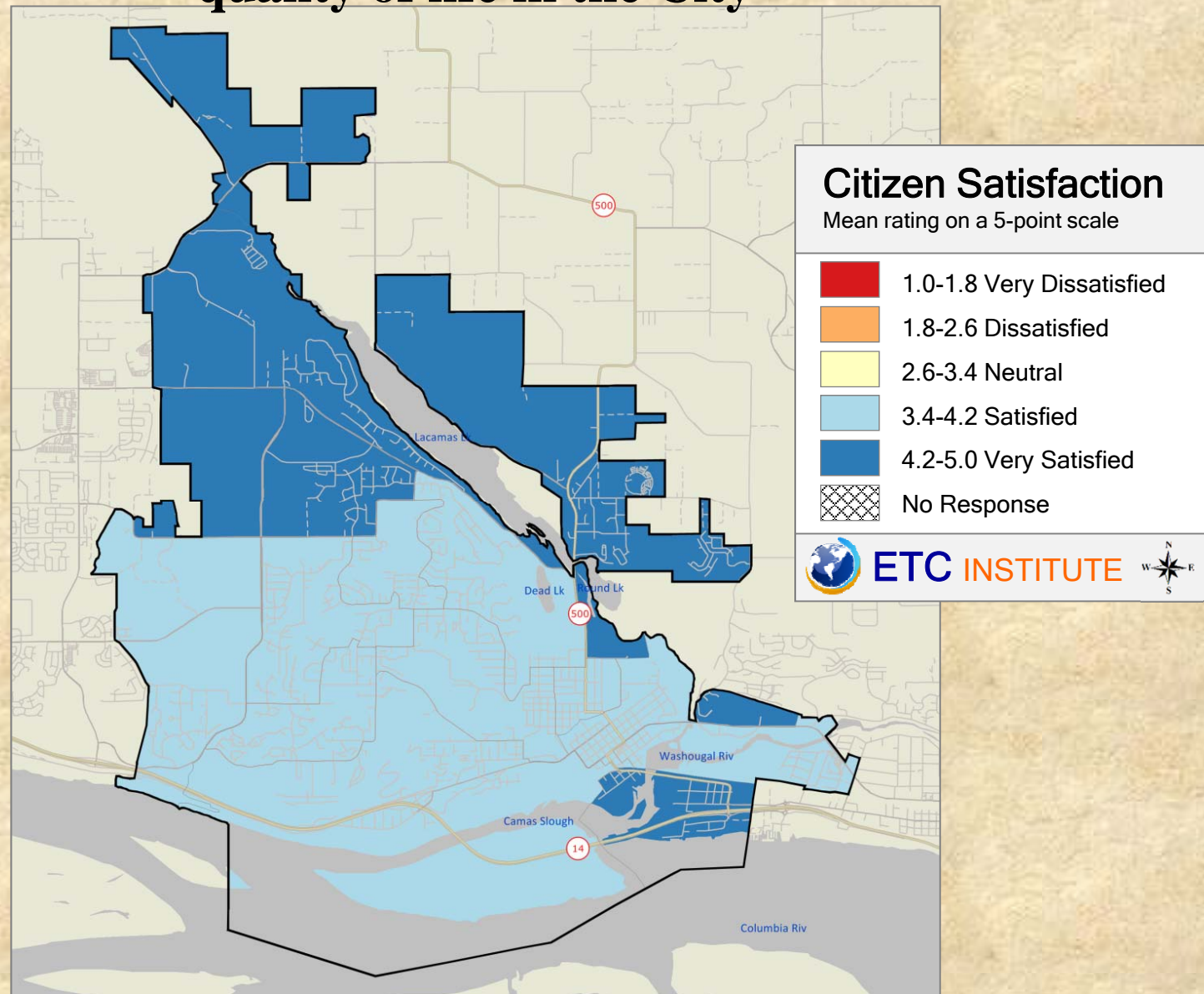


### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)



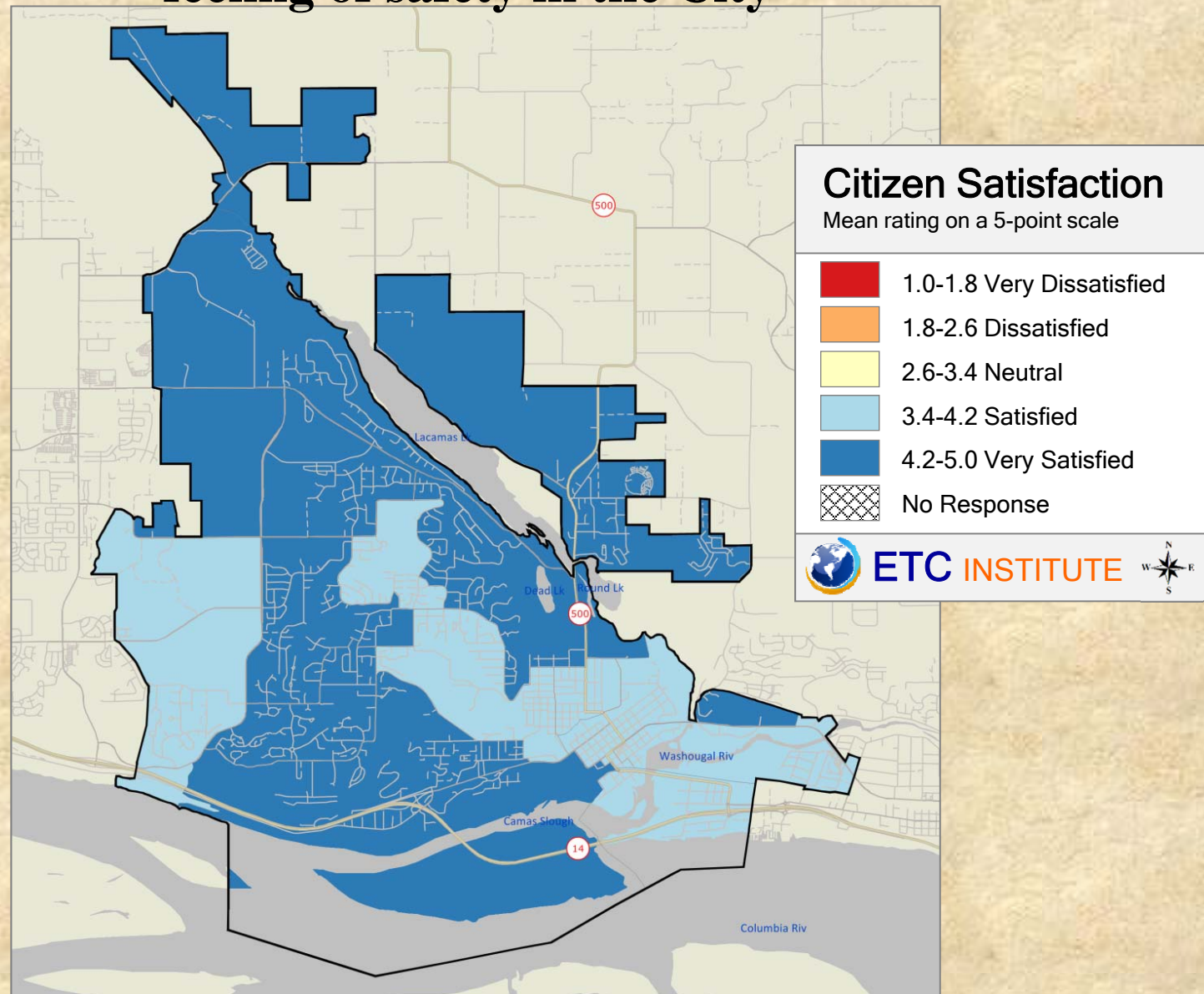
## Q3.5 Satisfaction with: Overall quality of life in the City



### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

## Q3.6 Satisfaction with: Overall feeling of safety in the City

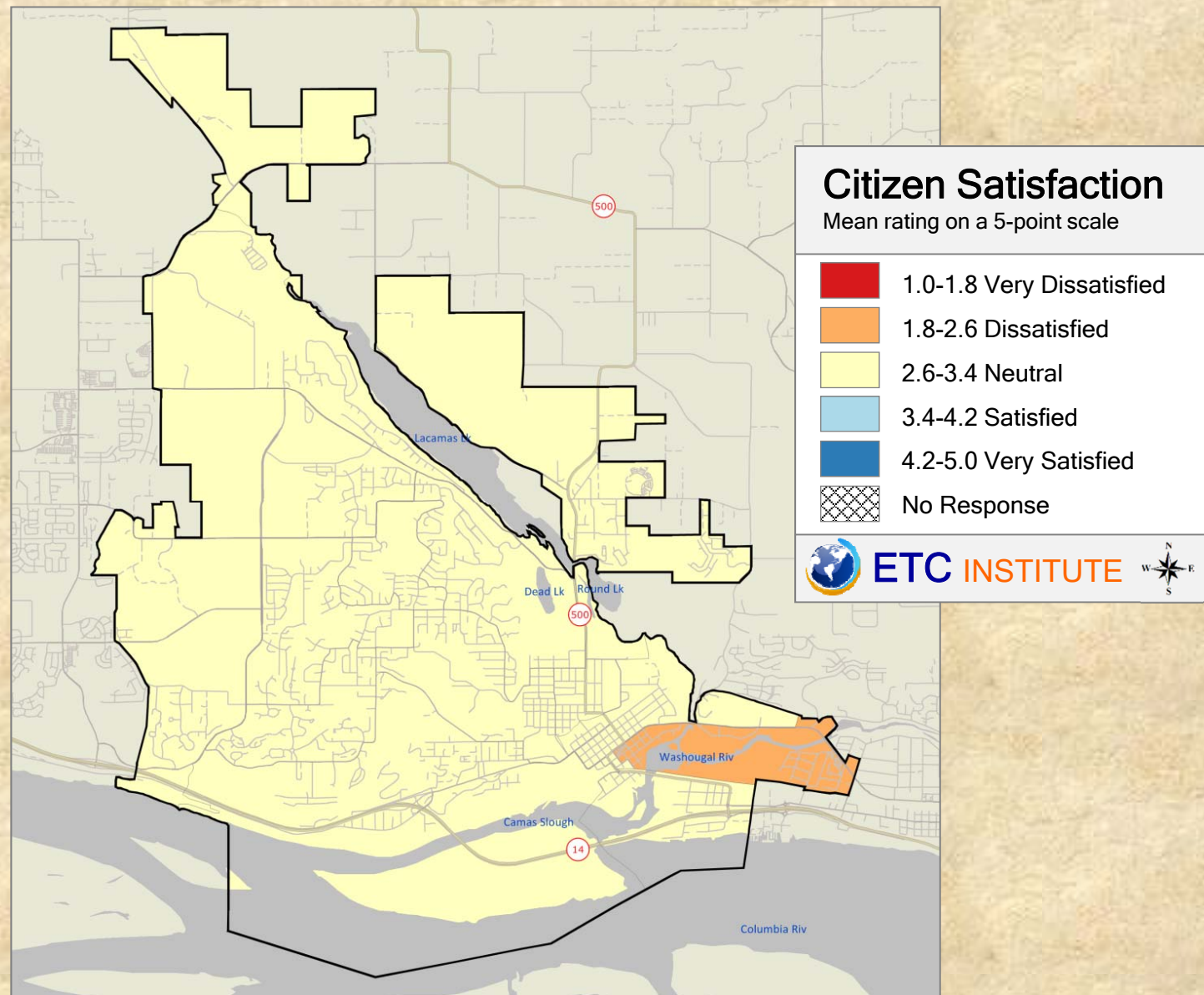


### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)



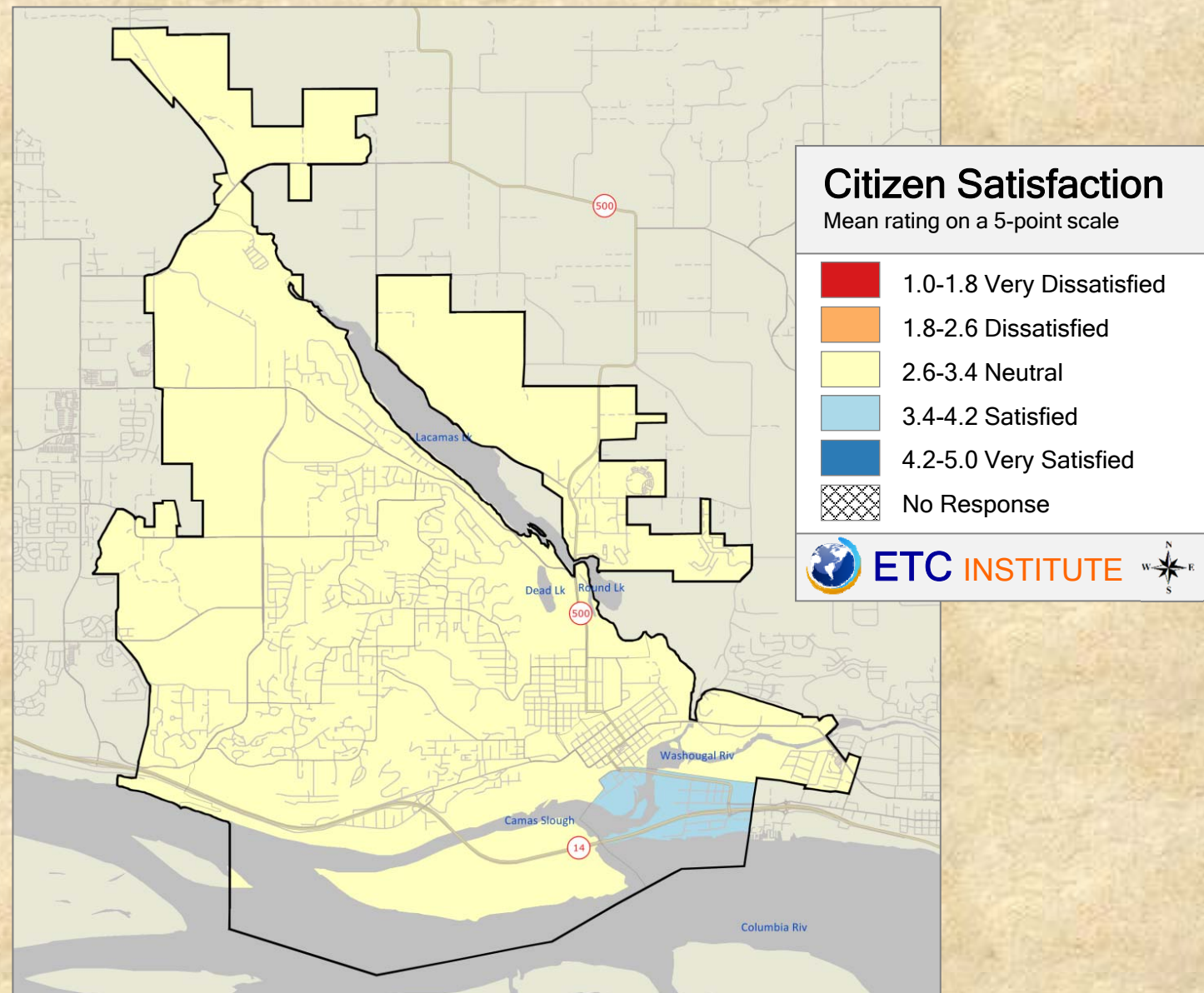
## Q3.7 Satisfaction with: Availability of job opportunities



### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

## Q3.8 Satisfaction with: Overall quality of new development

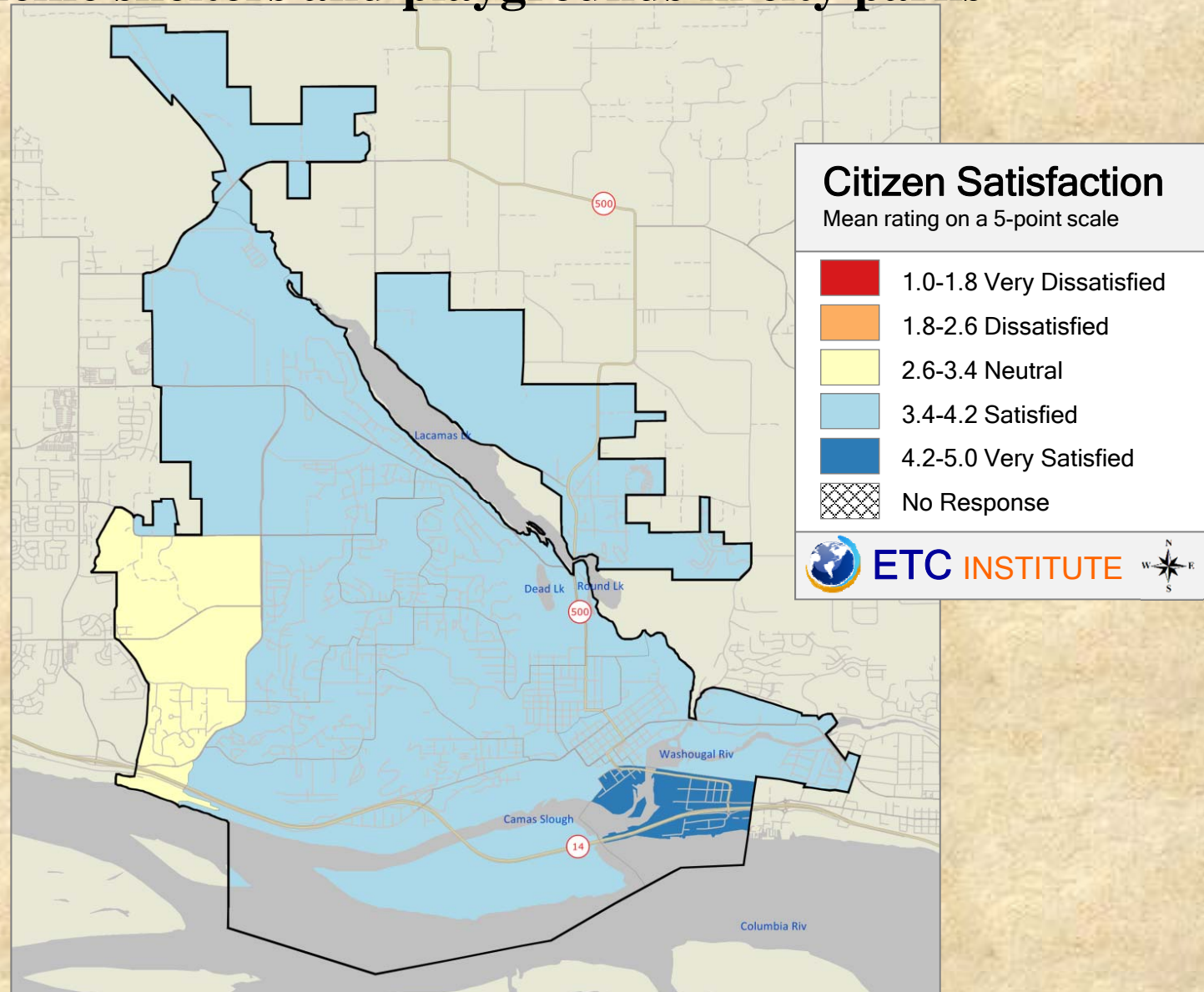


### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)



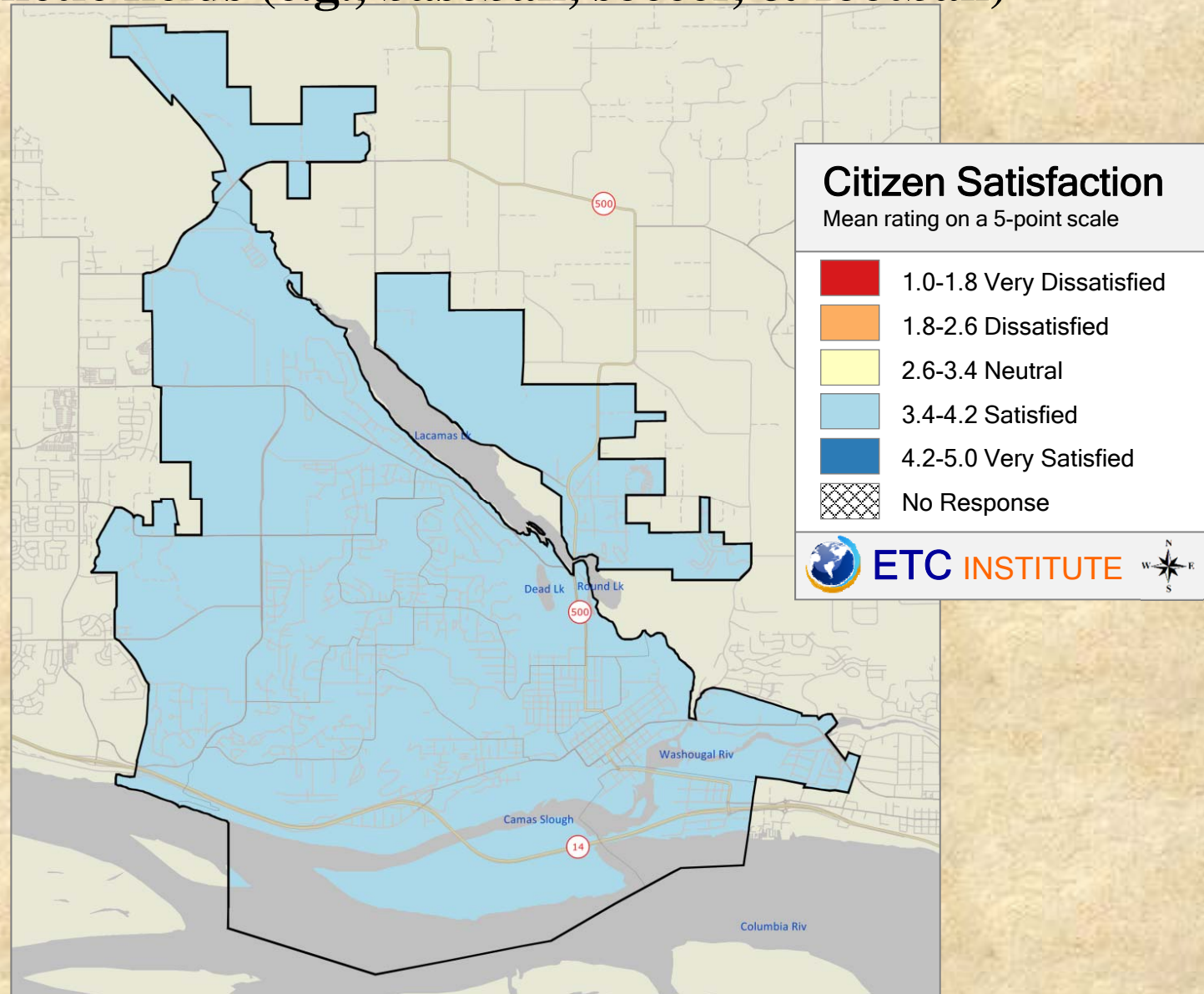
## Q4.1 Satisfaction with: Quality of facilities such as picnic shelters and playgrounds in city parks



### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

## Q4.2 Satisfaction with: Quality of outdoor athletic fields (e.g., baseball, soccer, & football)

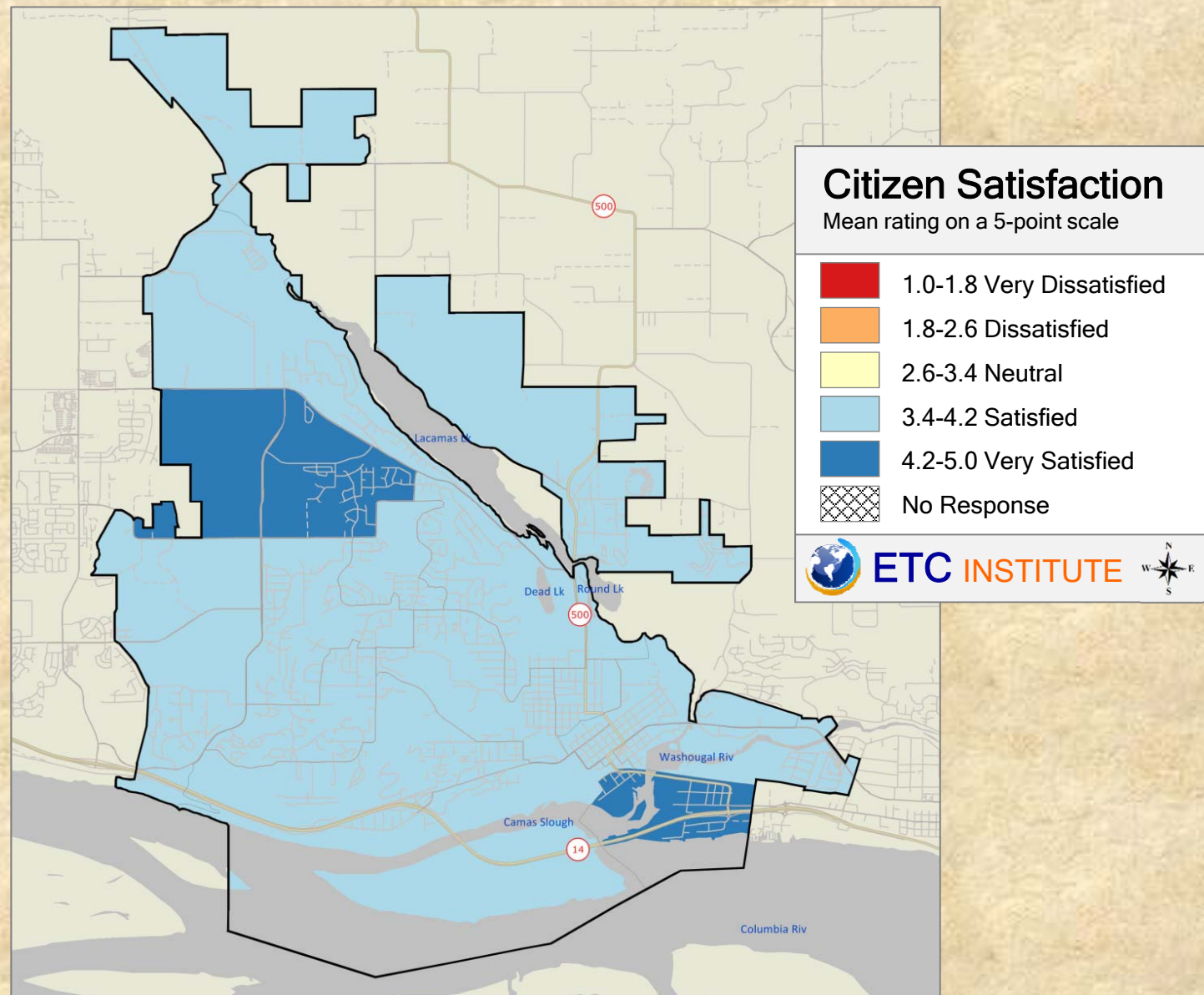


### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)



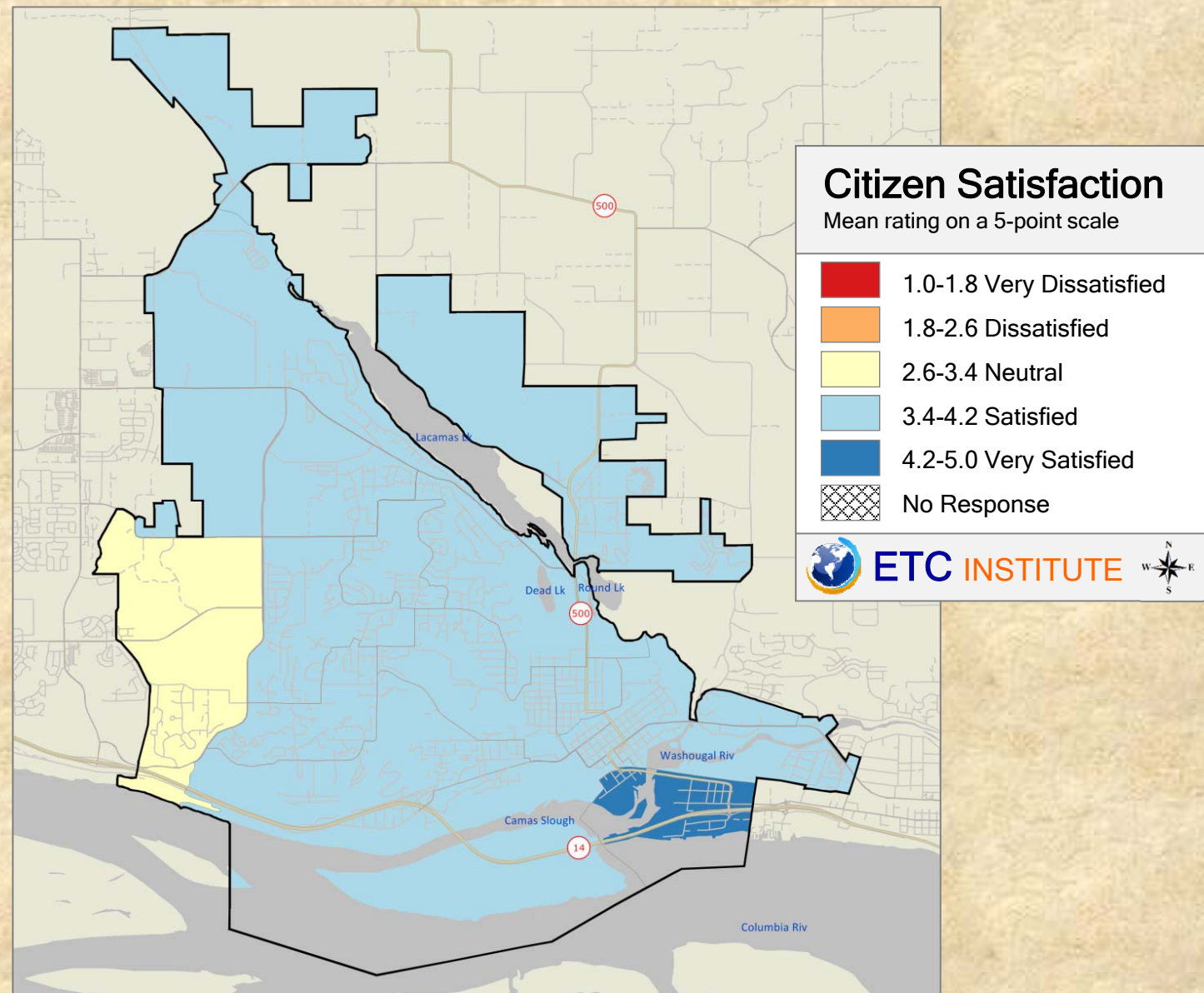
## Q4.3 Satisfaction with: Appearance and maintenance of existing parks



### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

## Q4.4 Satisfaction with: Number of City parks

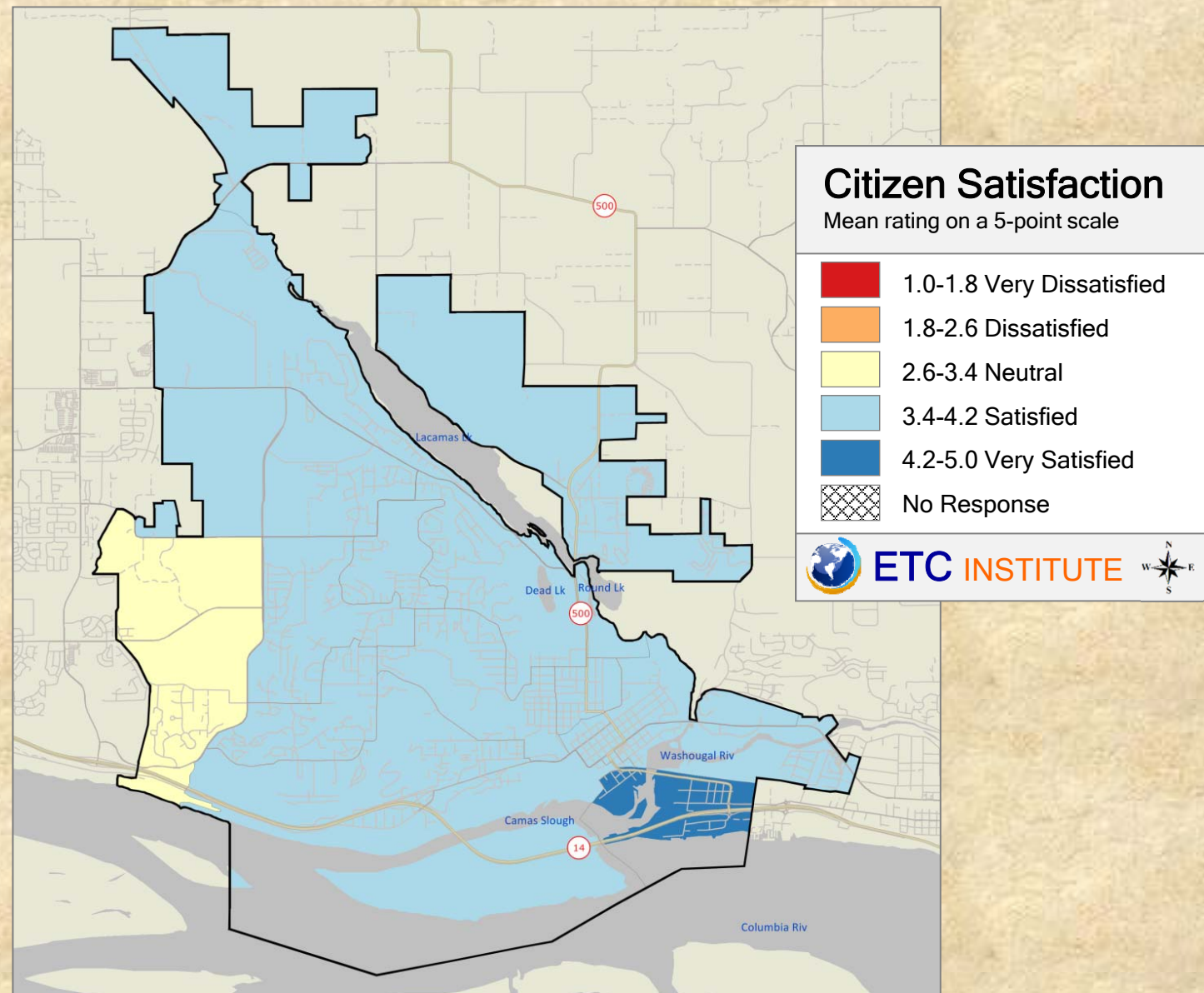


### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)



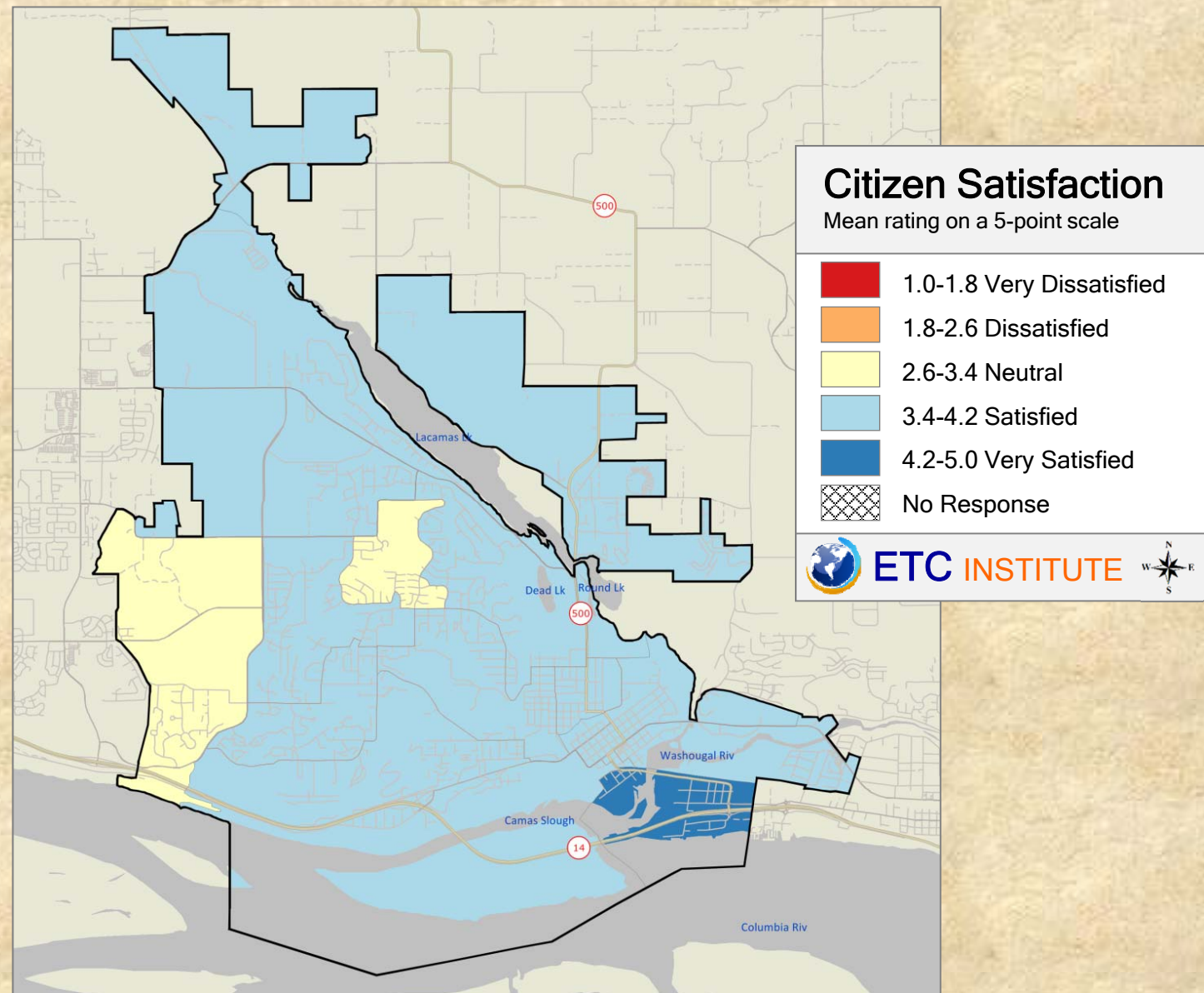
## Q4.5 Satisfaction with: Quantity of City trails



### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

## Q4.6 Satisfaction with: Quantity of the City's open space

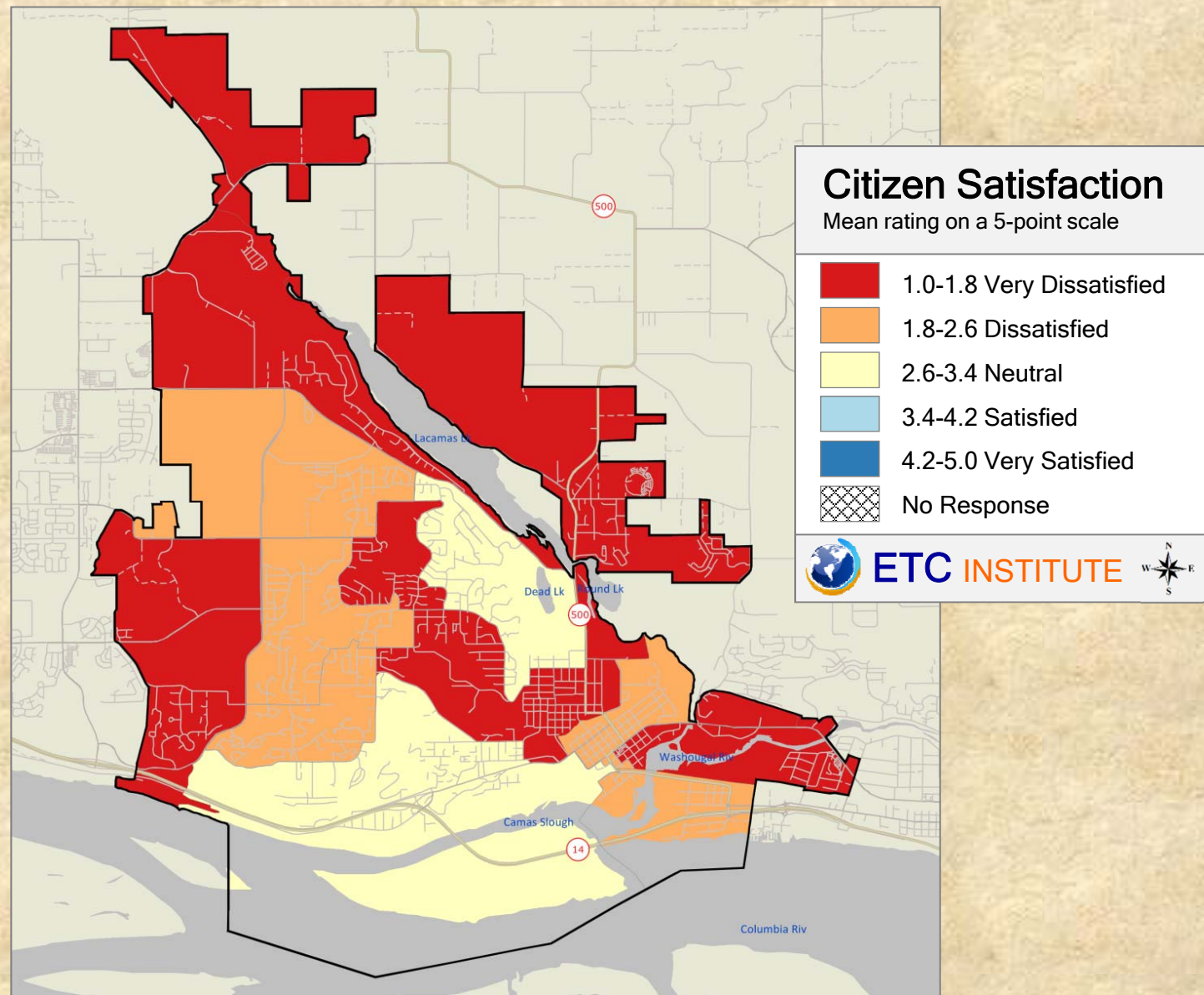


### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)



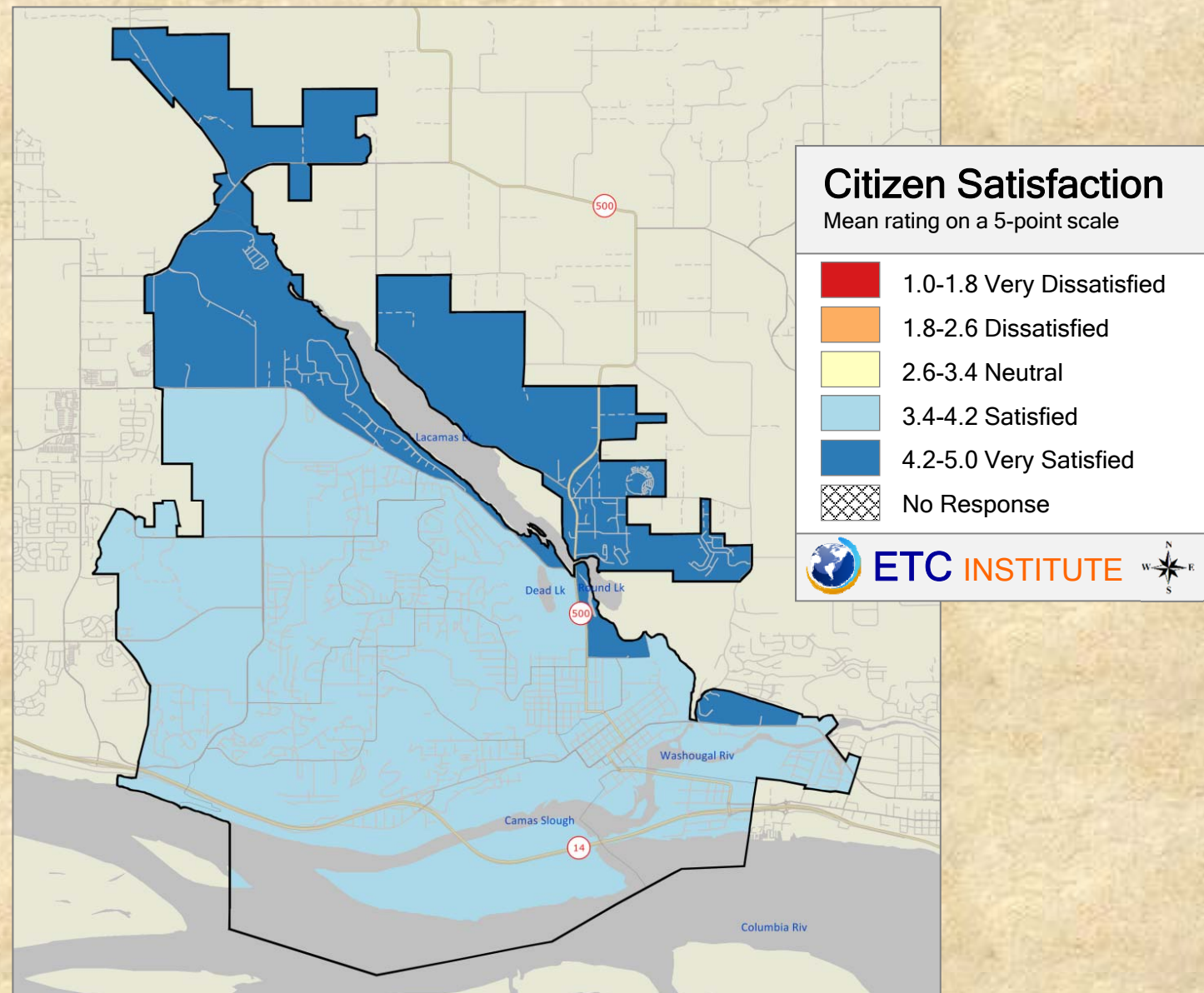
## Q4.7 Satisfaction with: Other



### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

## Q7.1 Satisfaction with: The visibility of police in the community

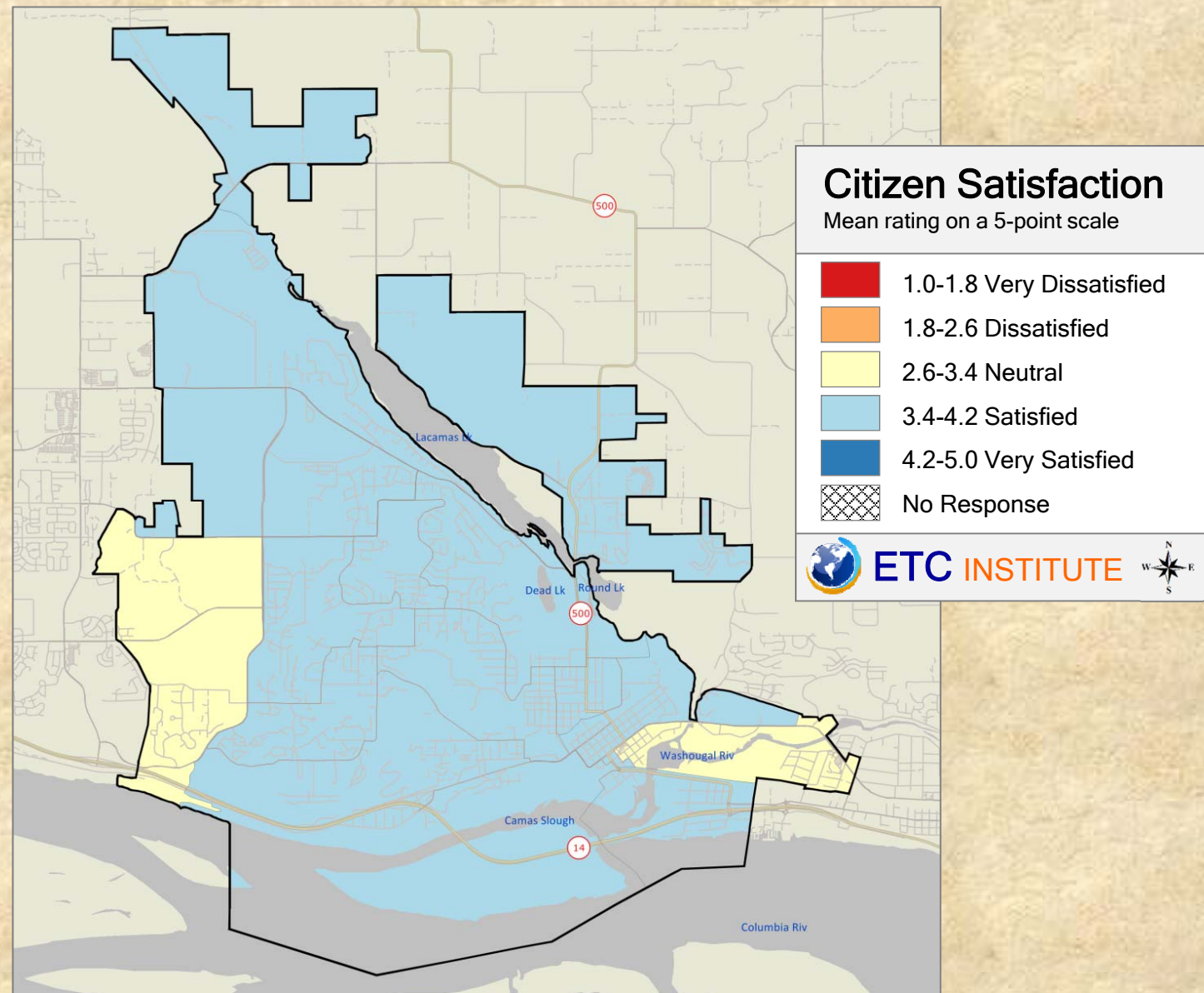


### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)



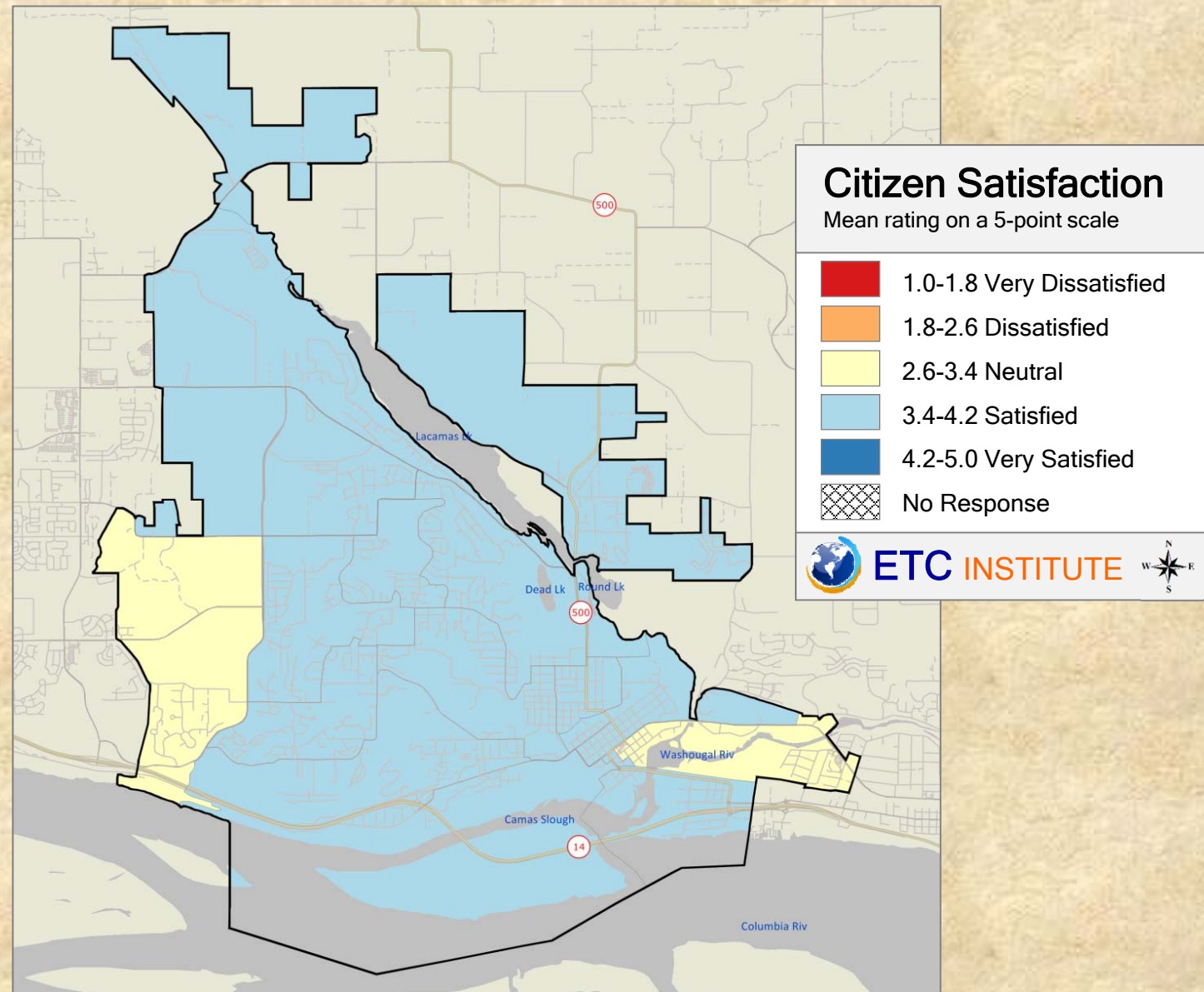
## Q7.2 Satisfaction with: The City's overall efforts to prevent crime



### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

## Q7.3 Satisfaction with: Enforcement of local traffic laws

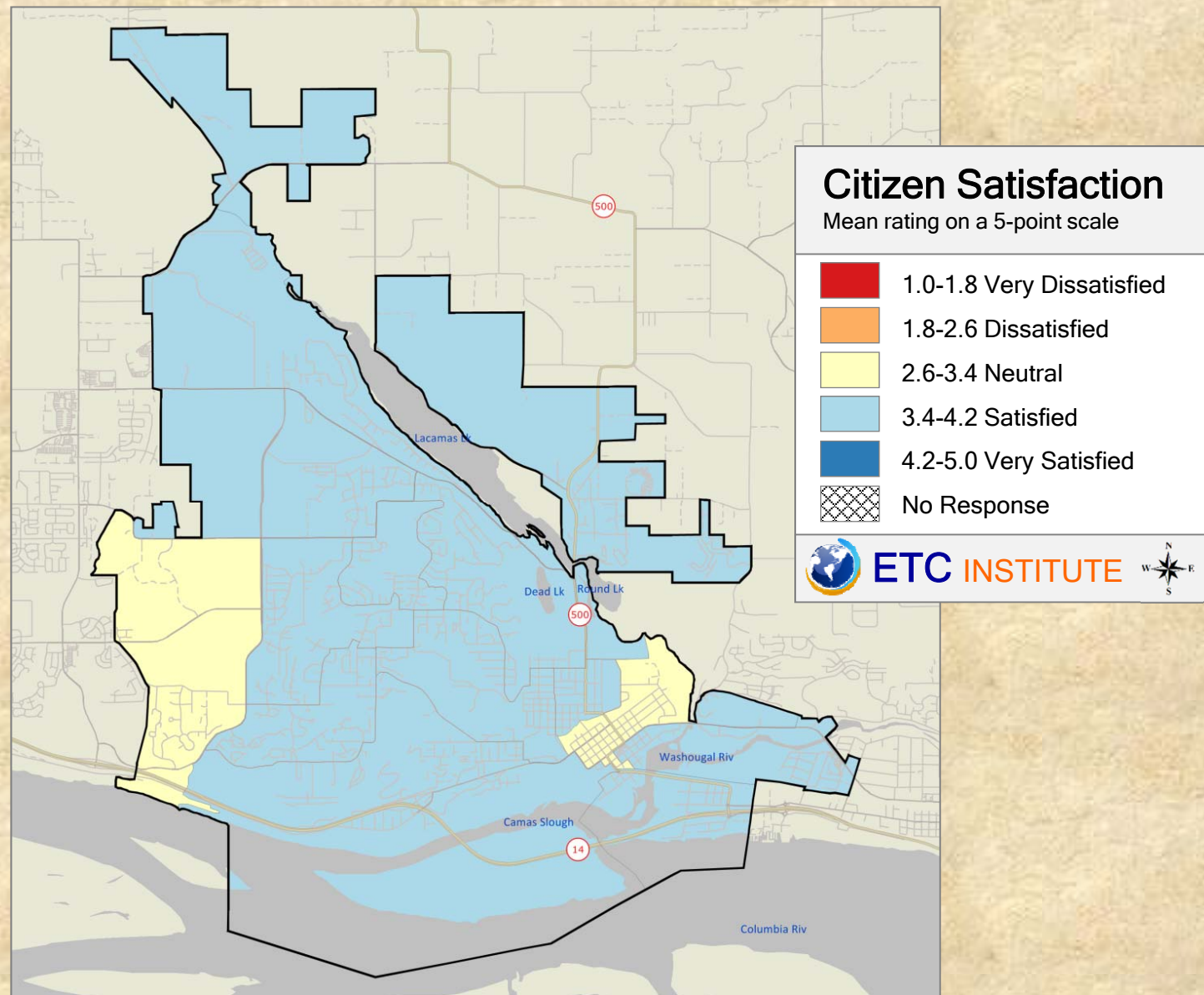


### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)



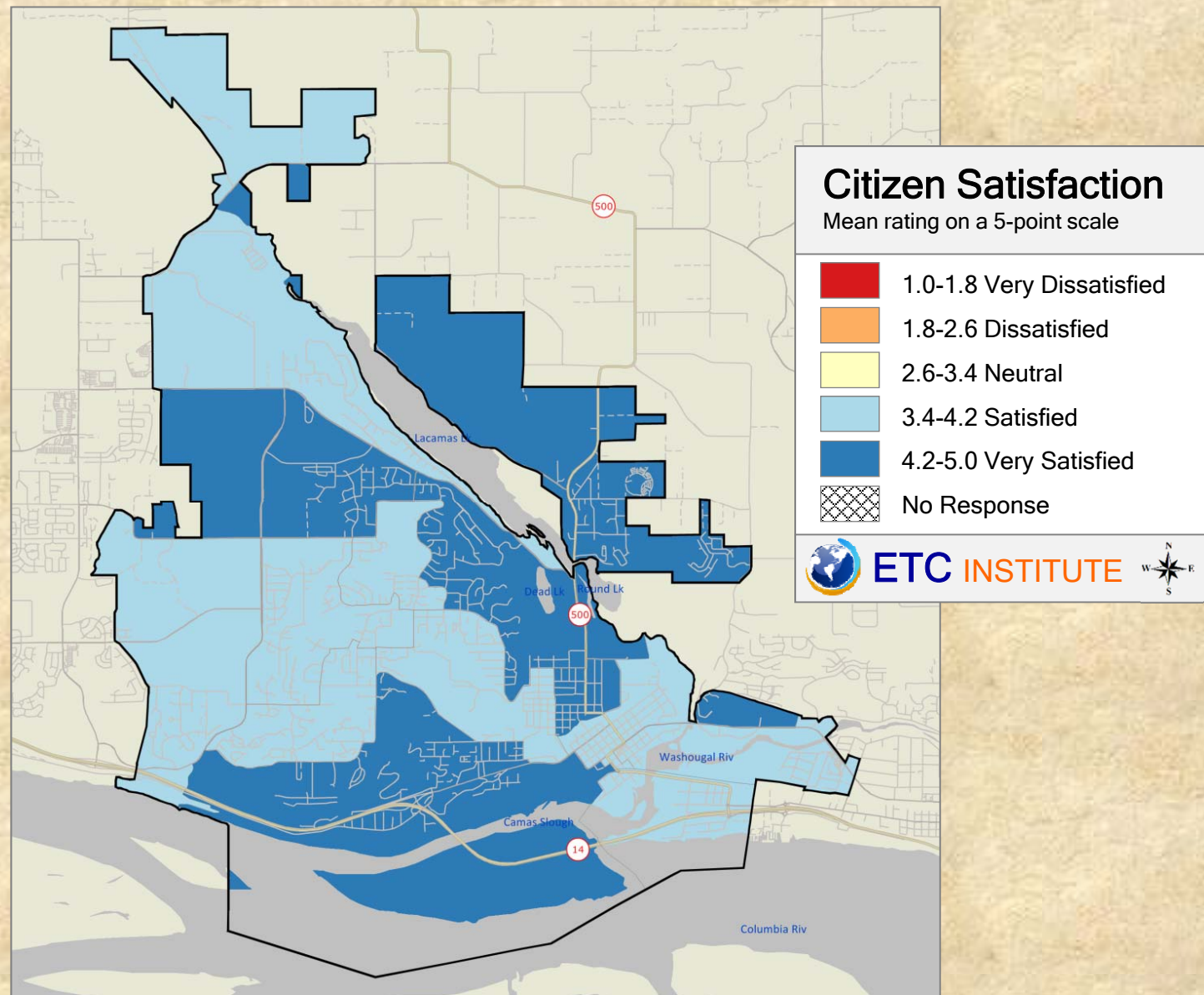
## Q7.4 Satisfaction with: Parking enforcement services



### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

# Q7.5 Satisfaction with: How quickly police respond to emergencies

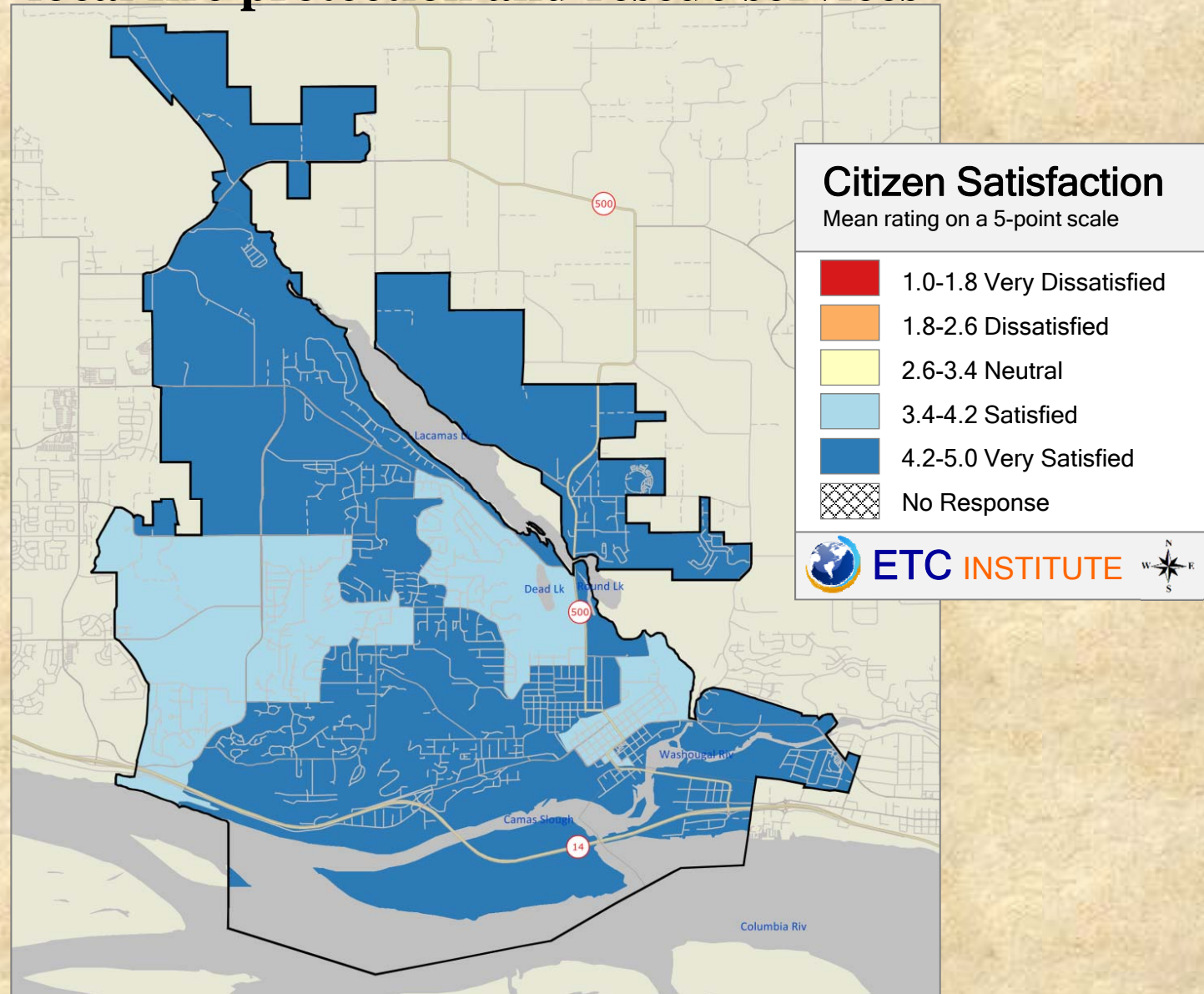


## 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)



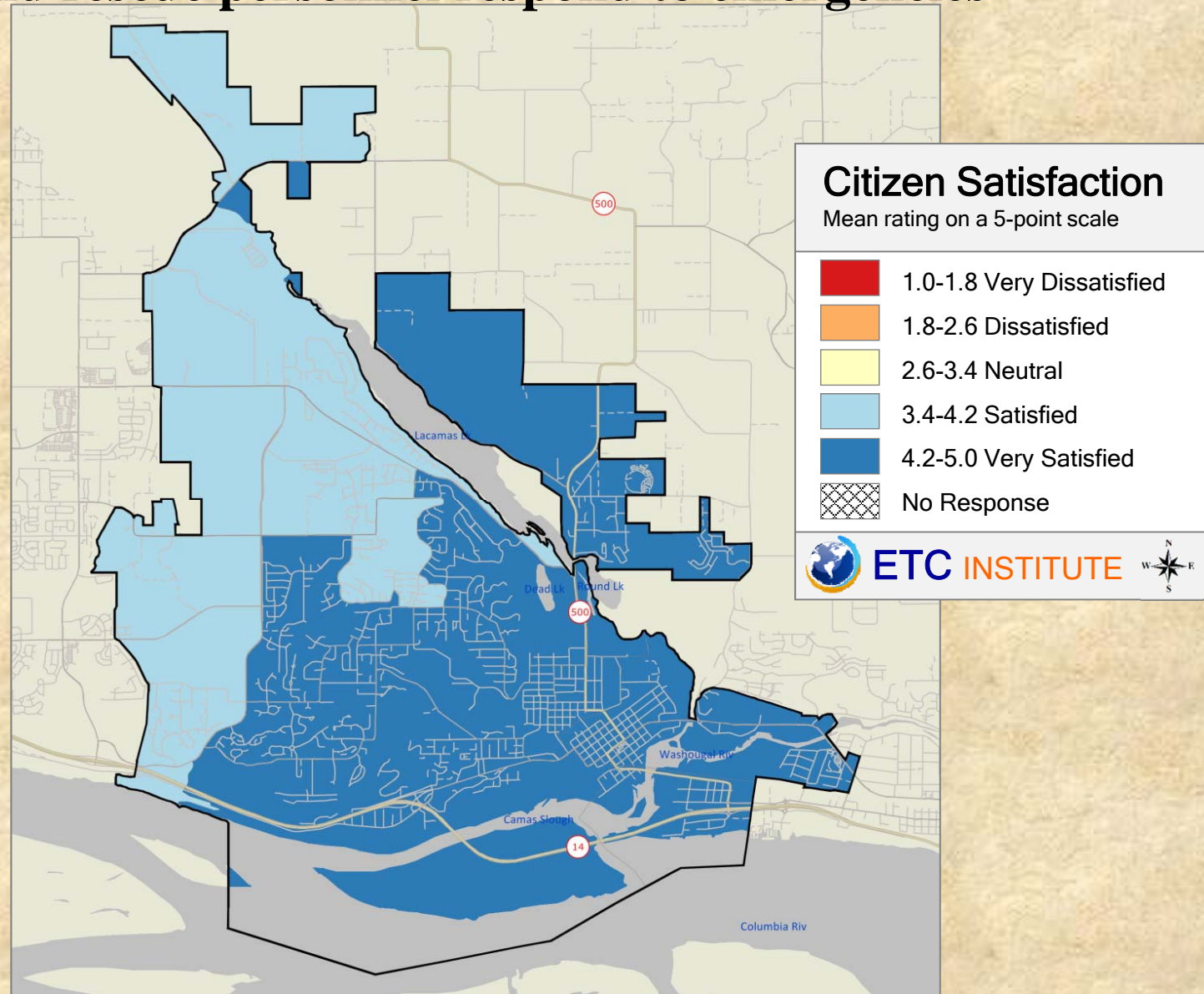
## Q7.6 Satisfaction with: Overall quality of local fire protection and rescue services



### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

## Q7.7 Satisfaction with: How quickly fire and rescue personnel respond to emergencies

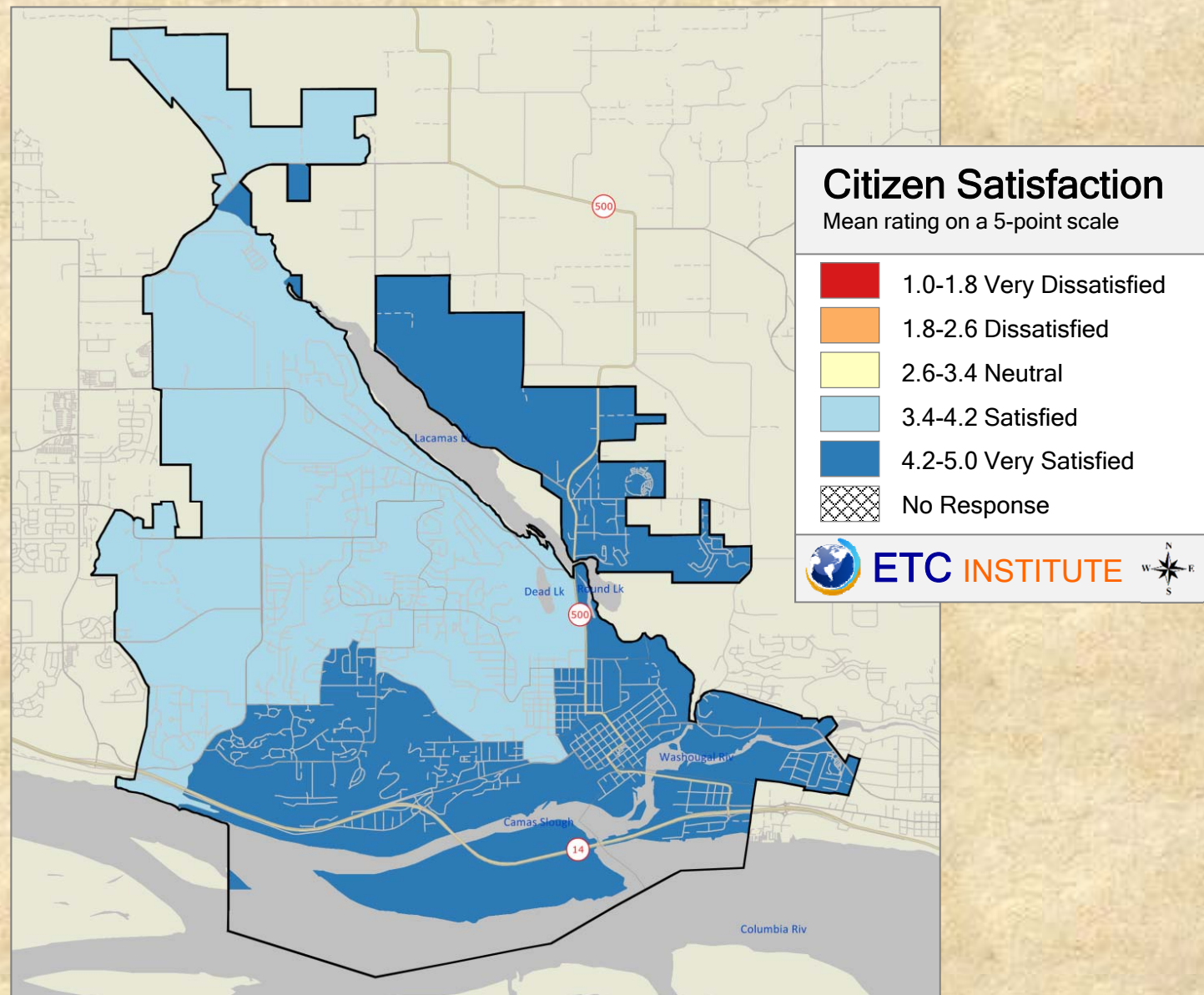


### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)



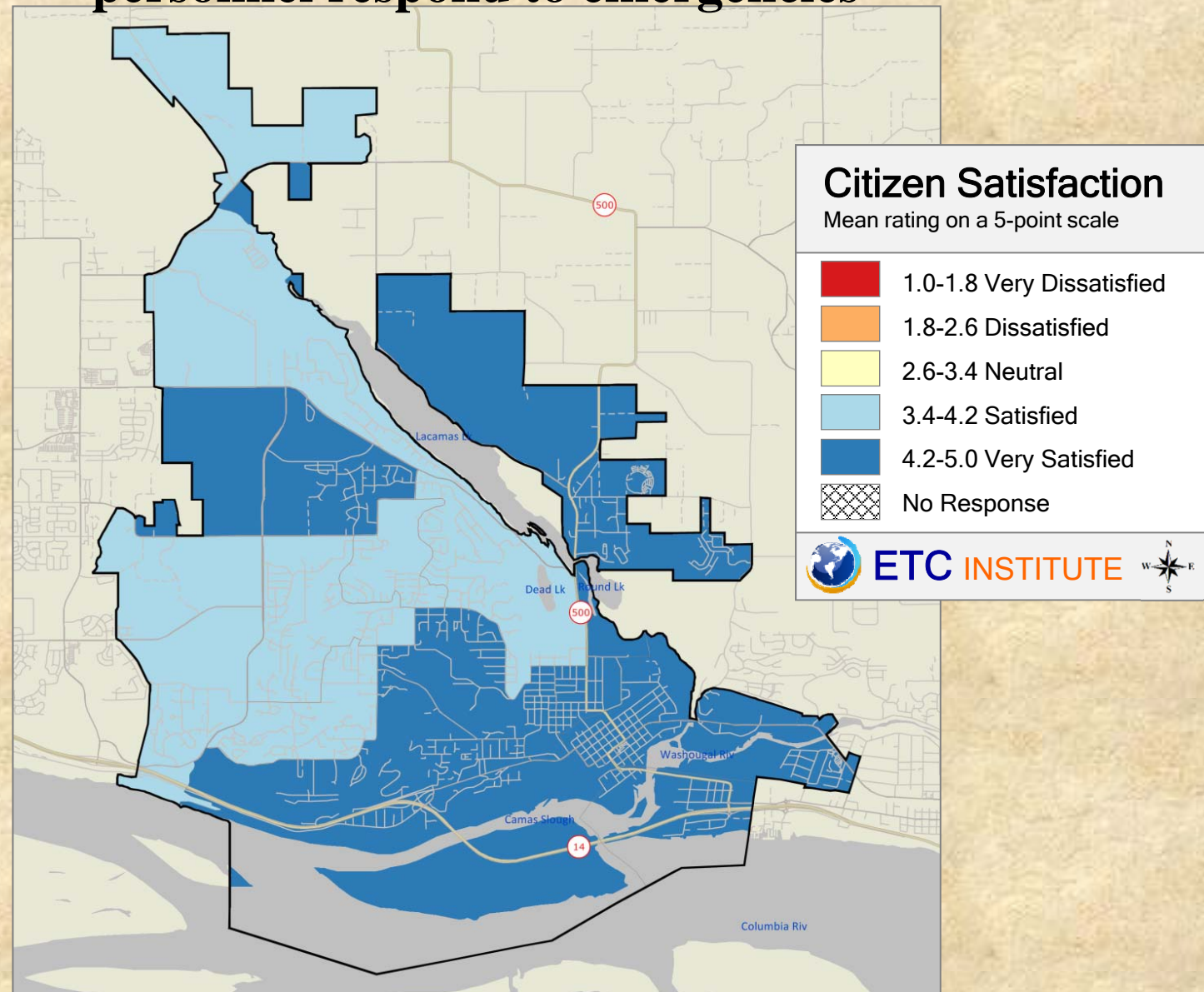
## Q7.8 Satisfaction with: Quality of local ambulance service



### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

## Q7.9 Satisfaction with: How quickly ambulance personnel respond to emergencies

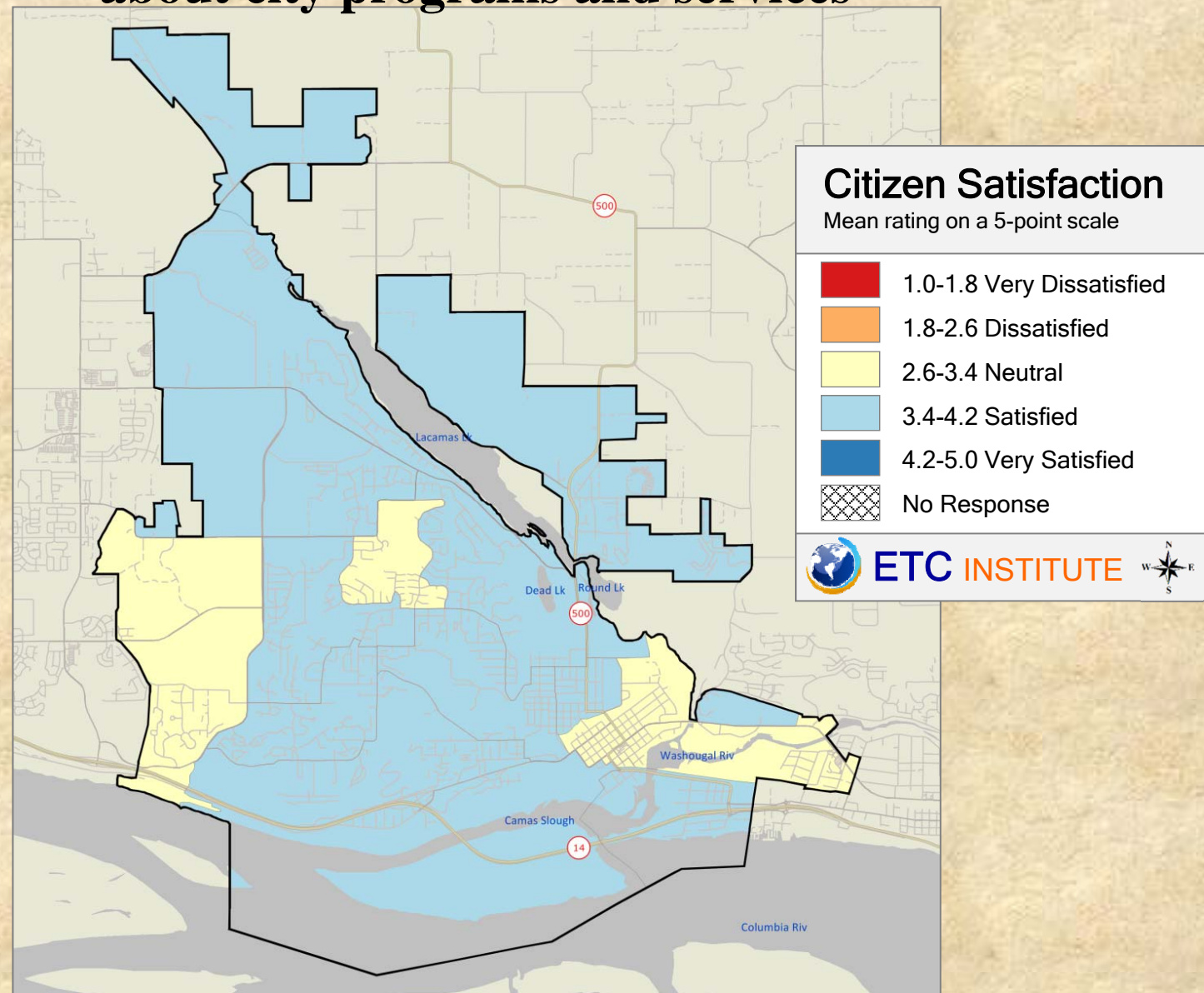


### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)



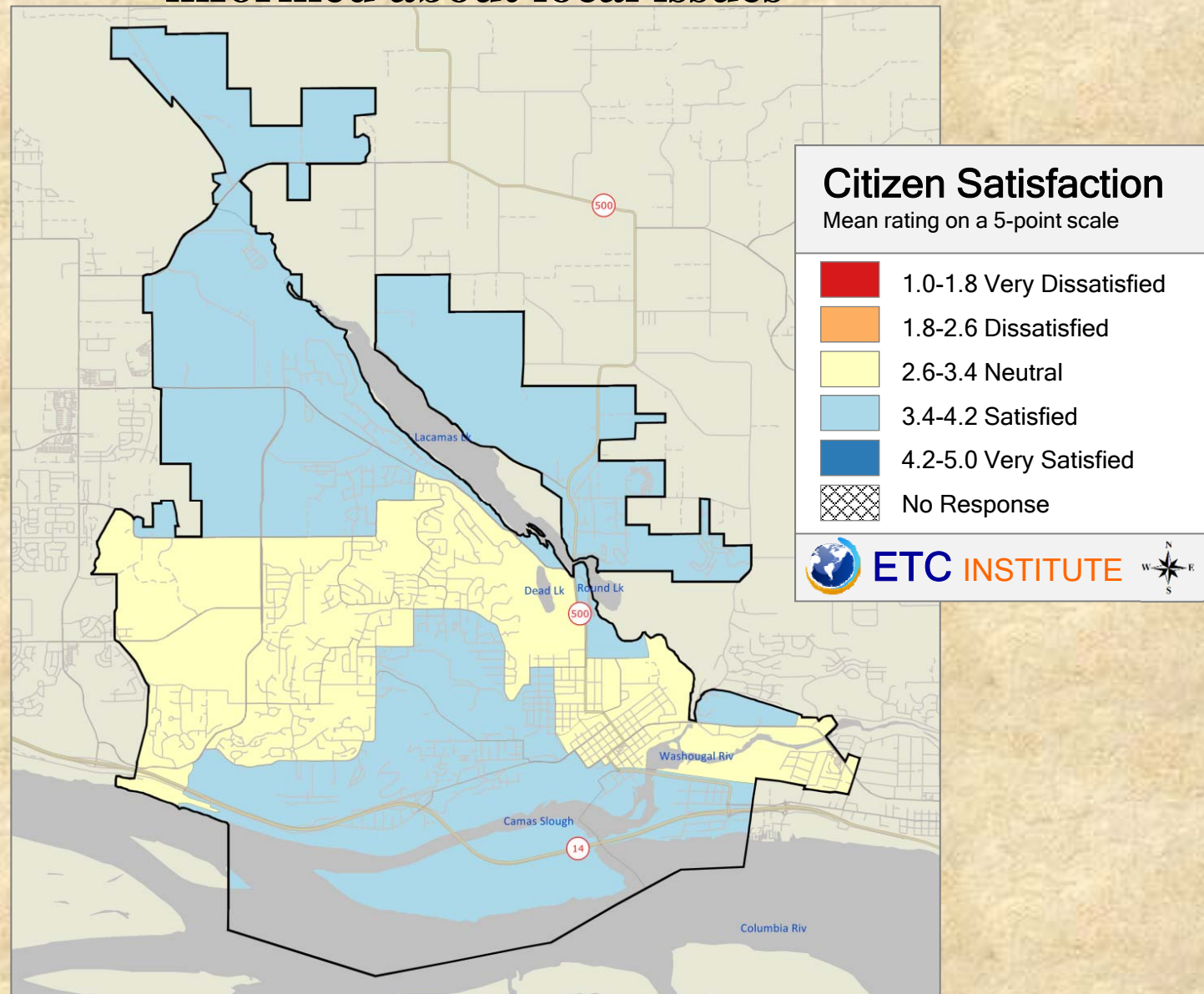
## Q9.1 Satisfaction with: The availability of information about city programs and services



### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

## Q9.2 Satisfaction with: City efforts to keep you informed about local issues

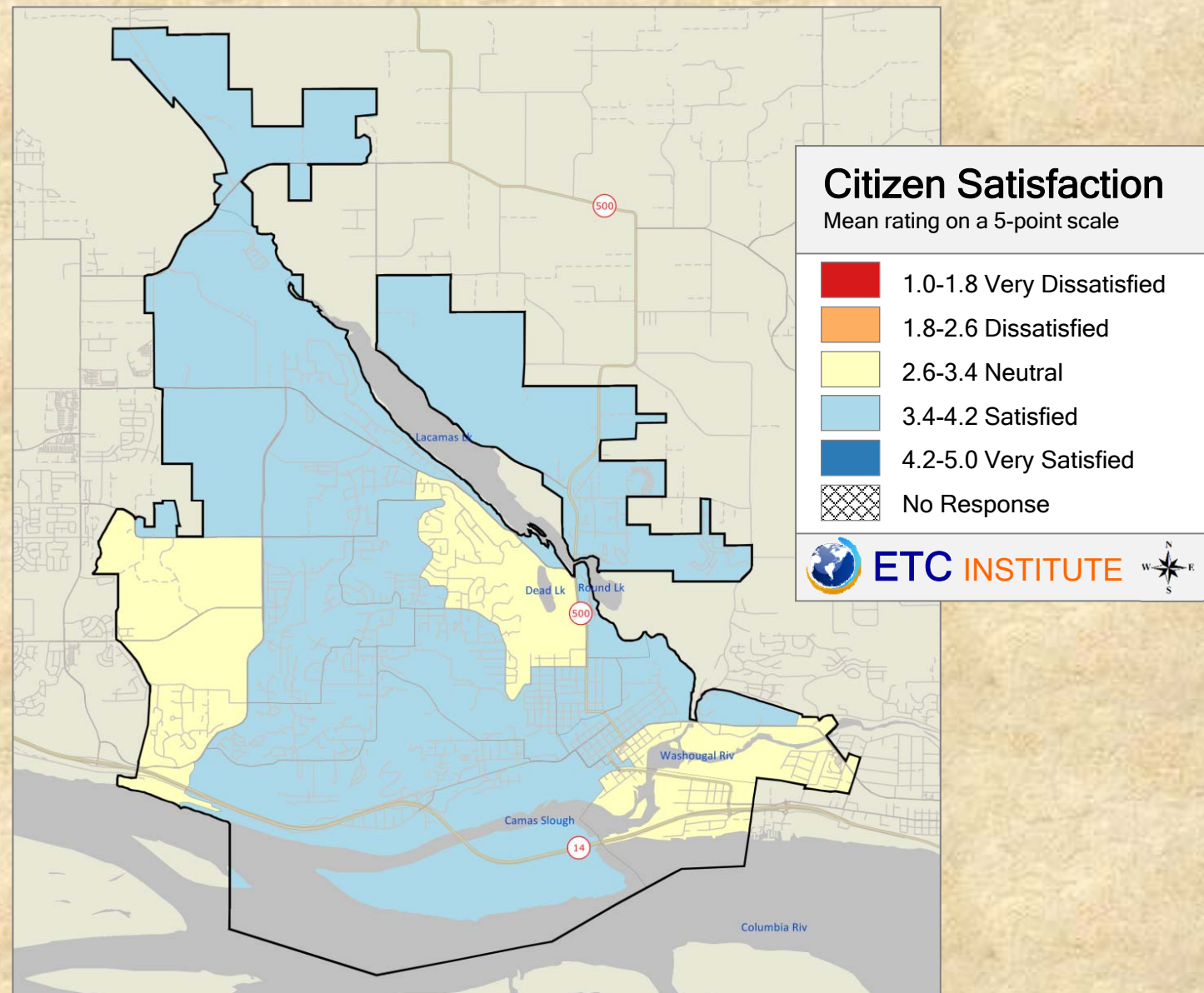


### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)



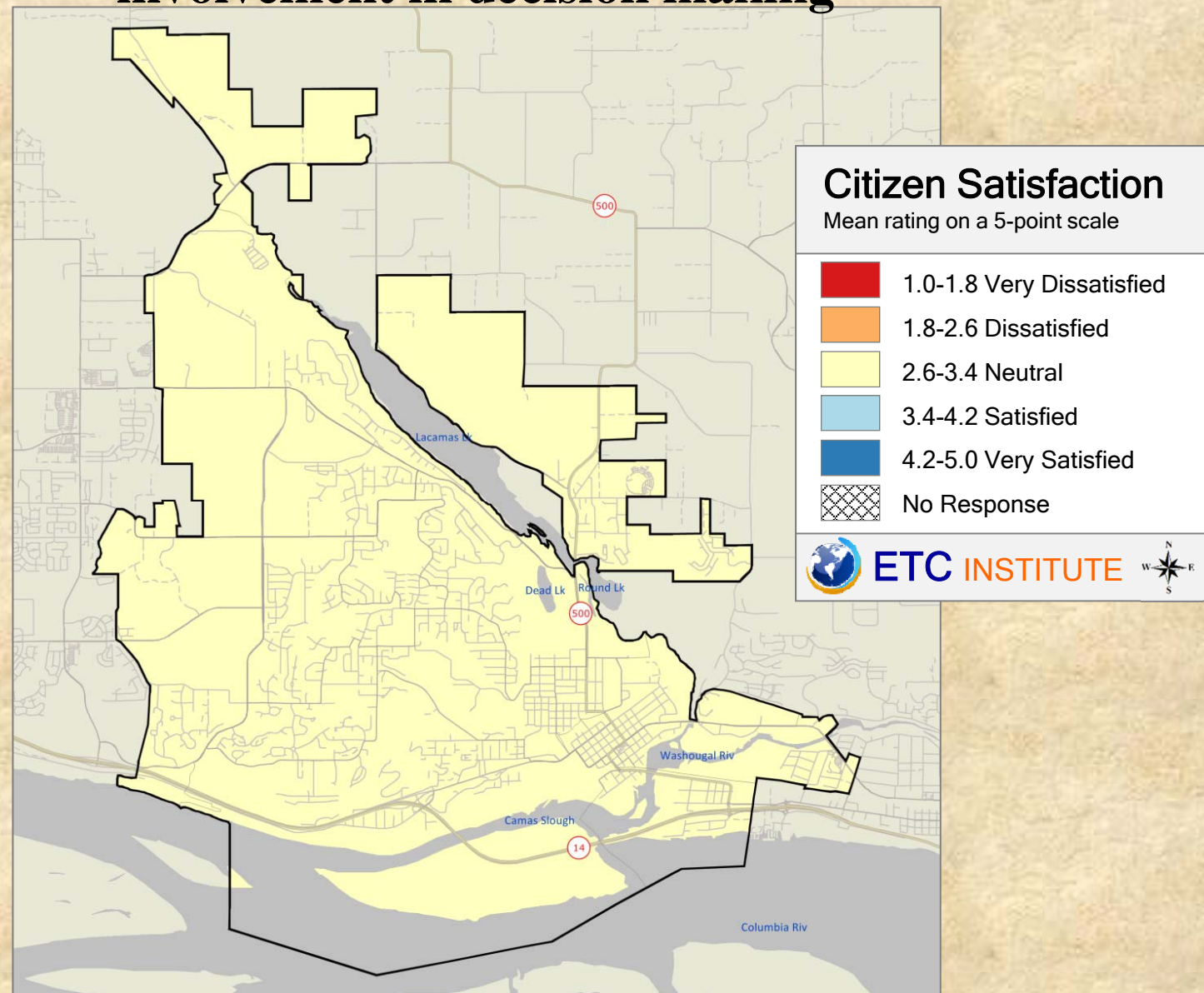
## Q9.3 Satisfaction with: Overall quality of the City's website



### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

## Q9.4 Satisfaction with: The level of public involvement in decision making

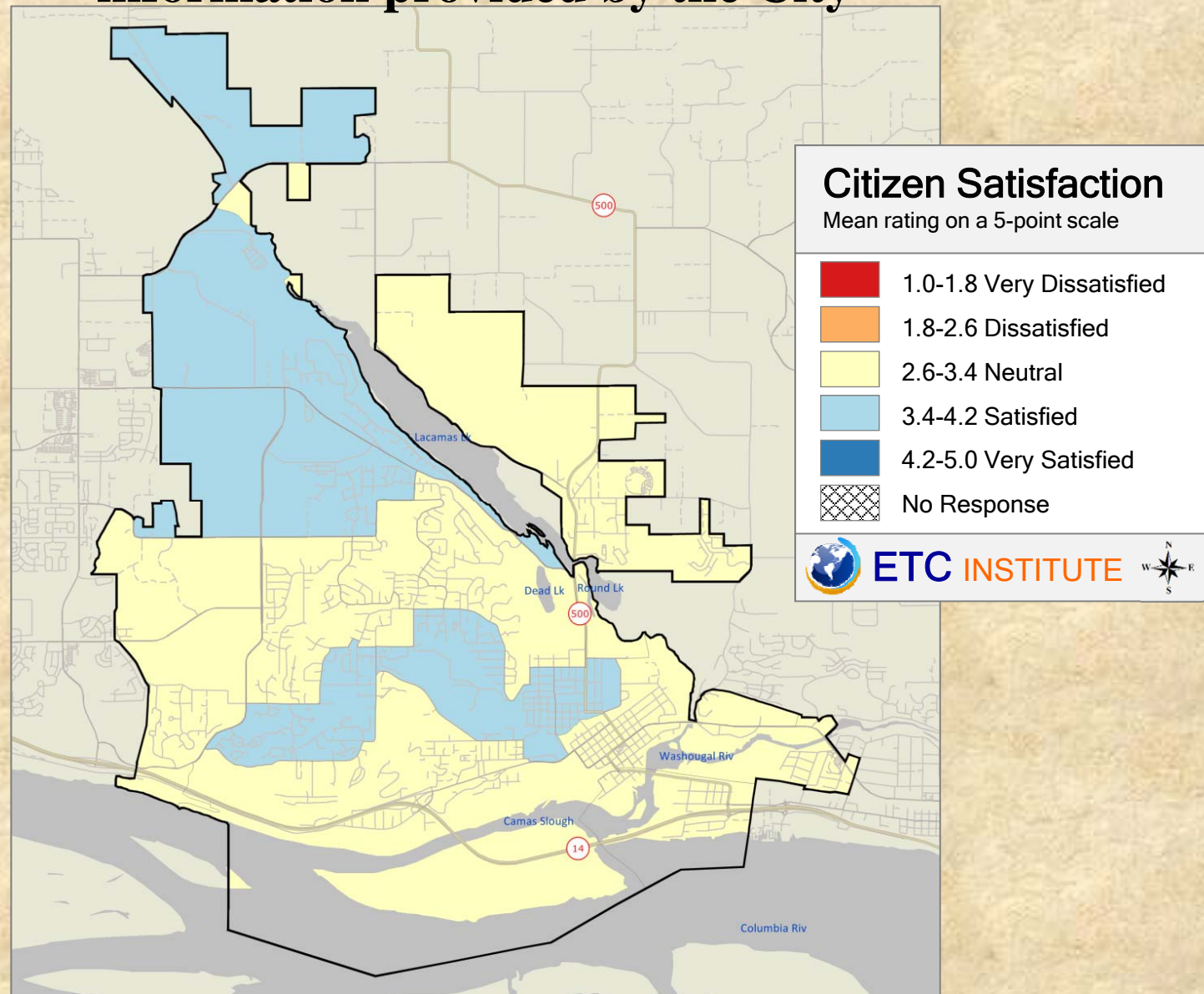


### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)



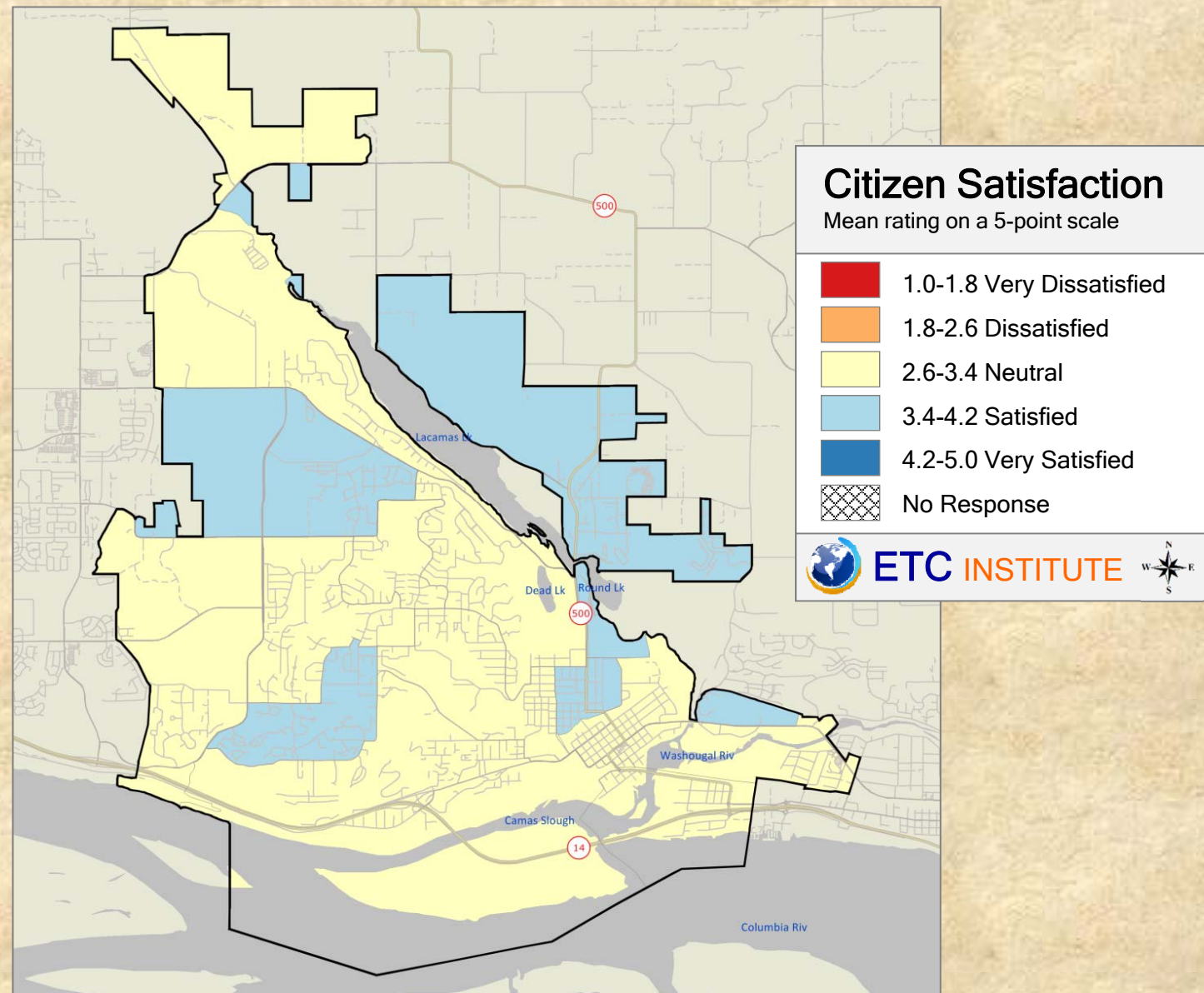
## Q9.5 Satisfaction with: Timeliness of information provided by the City



### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

## Q9.6 Satisfaction with: City's social media (Facebook, Twitter, etc.)

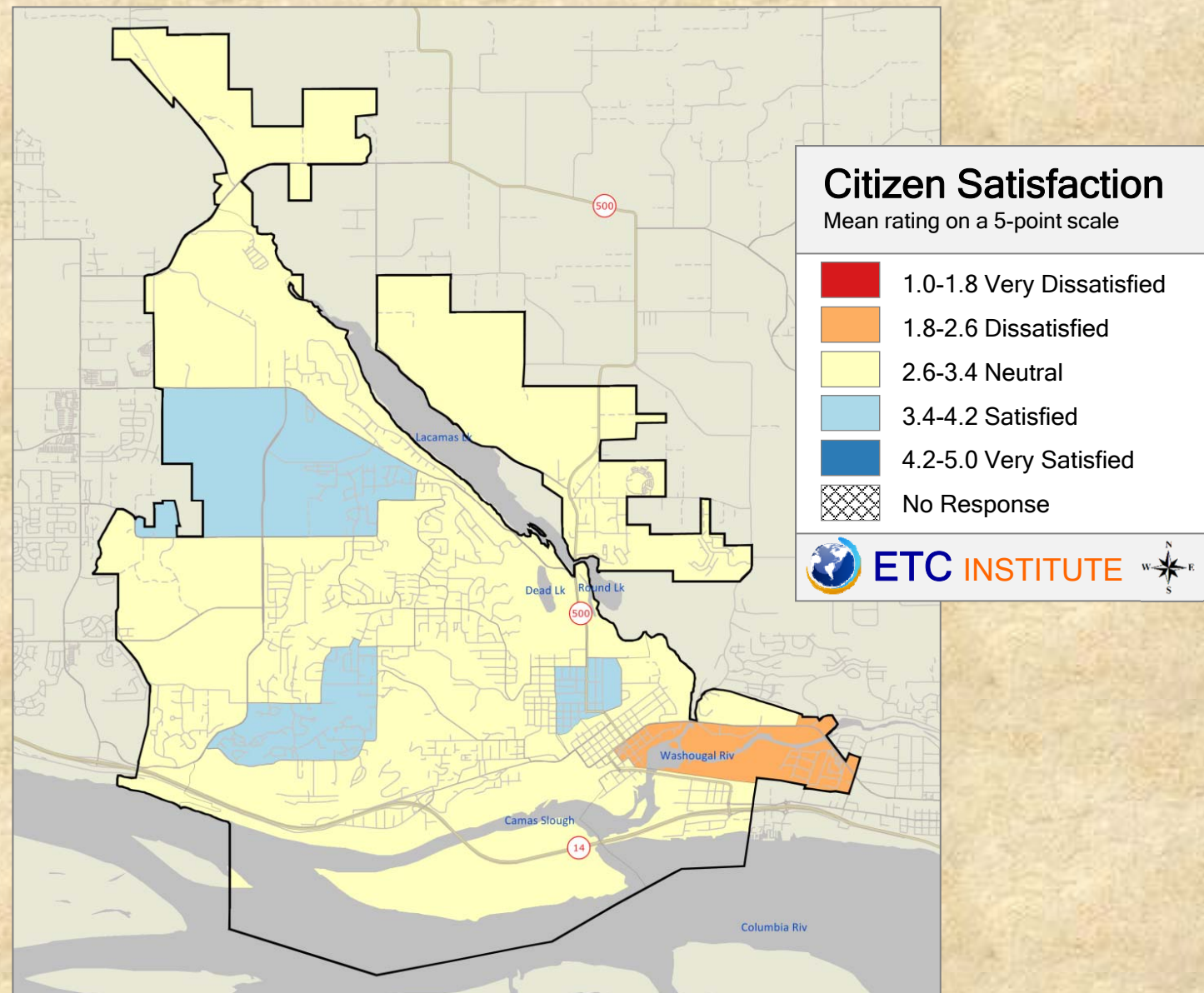


### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)



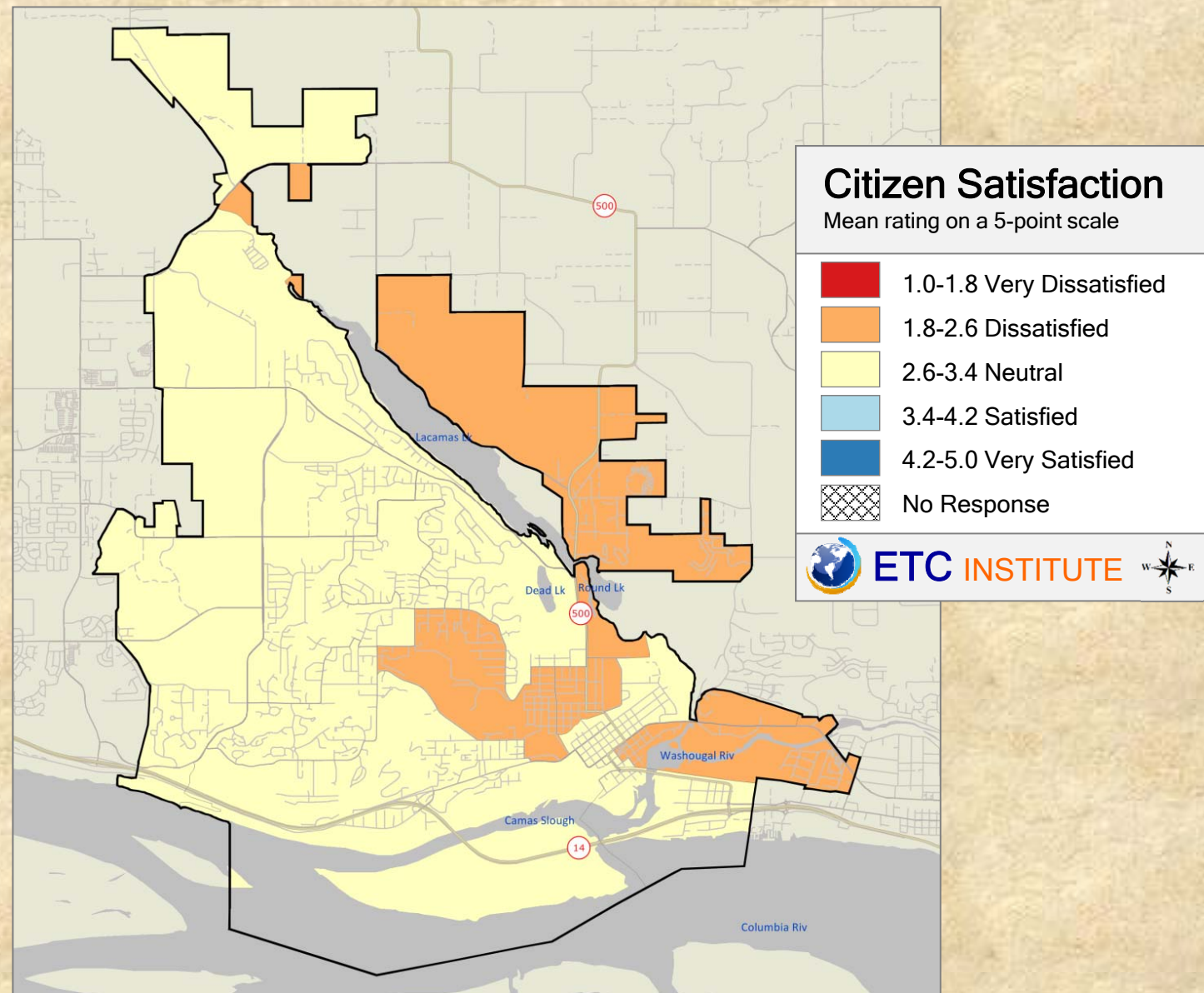
## Q9.7 Satisfaction with: City's mobile app (CamasConnect24/7)



### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

## Q11.1 Satisfaction with: Maintenance of major city streets

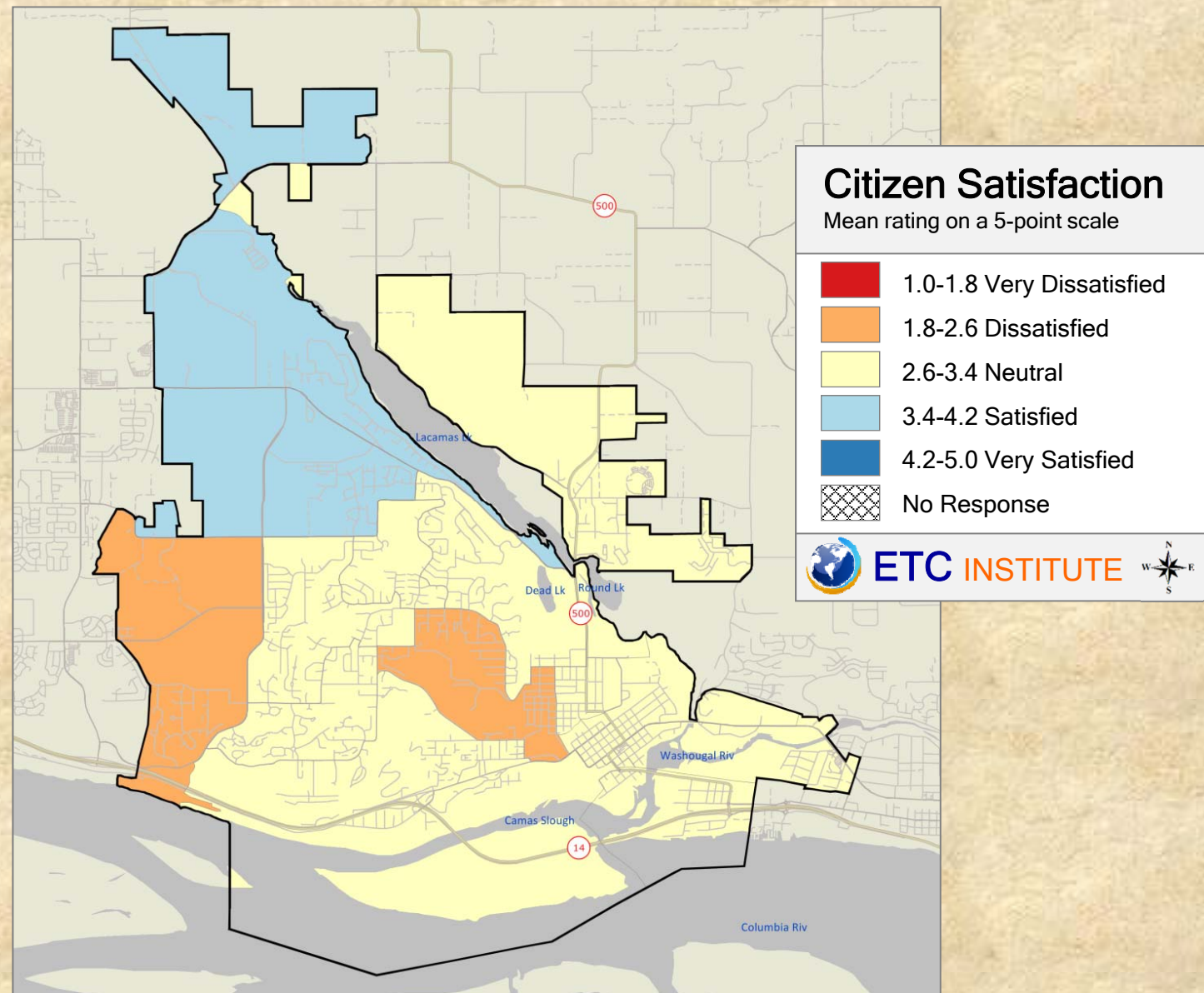


### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)



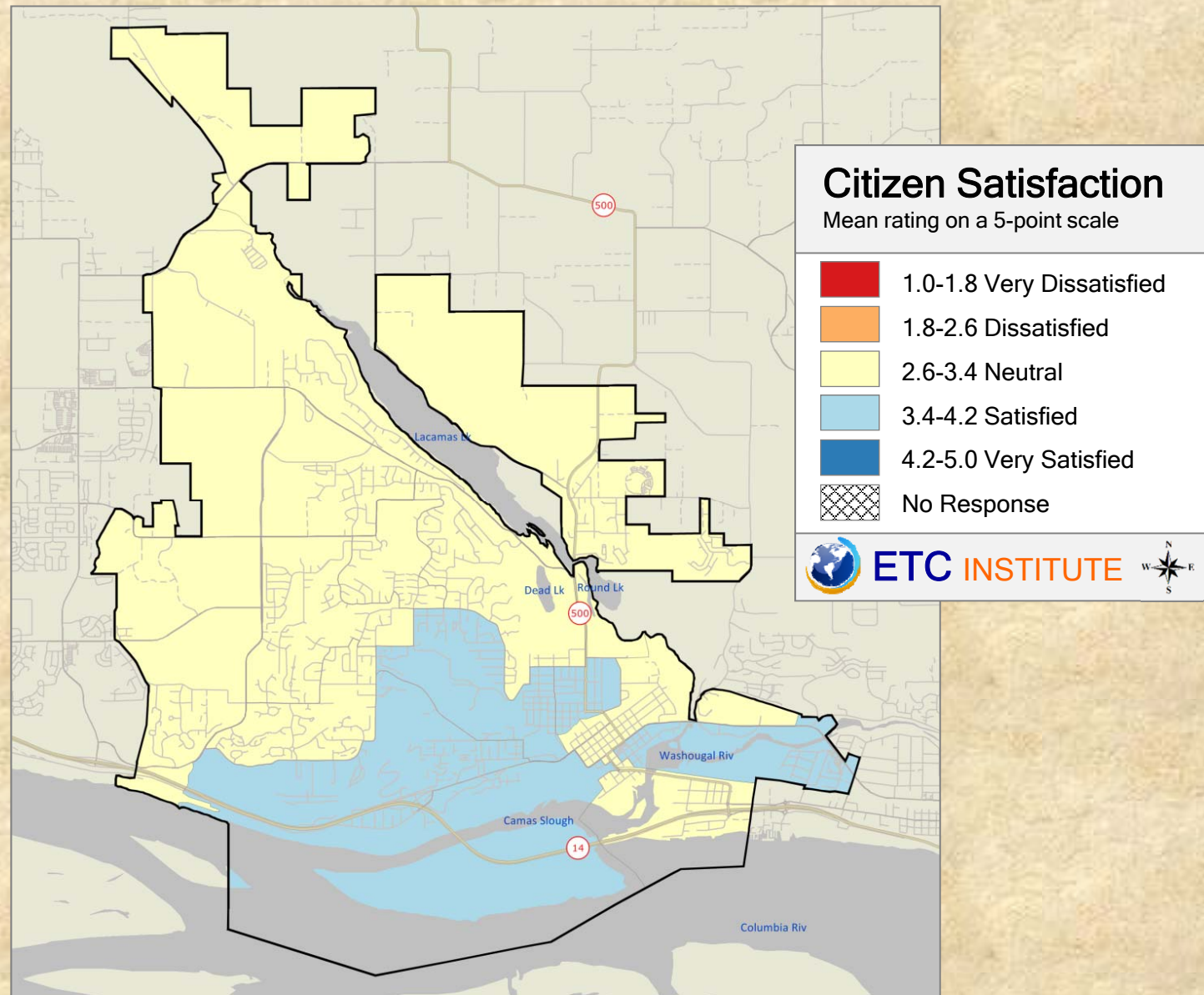
# Q11.2 Satisfaction with: Maintenance of streets in your neighborhood



## 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

## Q11.3 Satisfaction with: Snow removal on major city streets

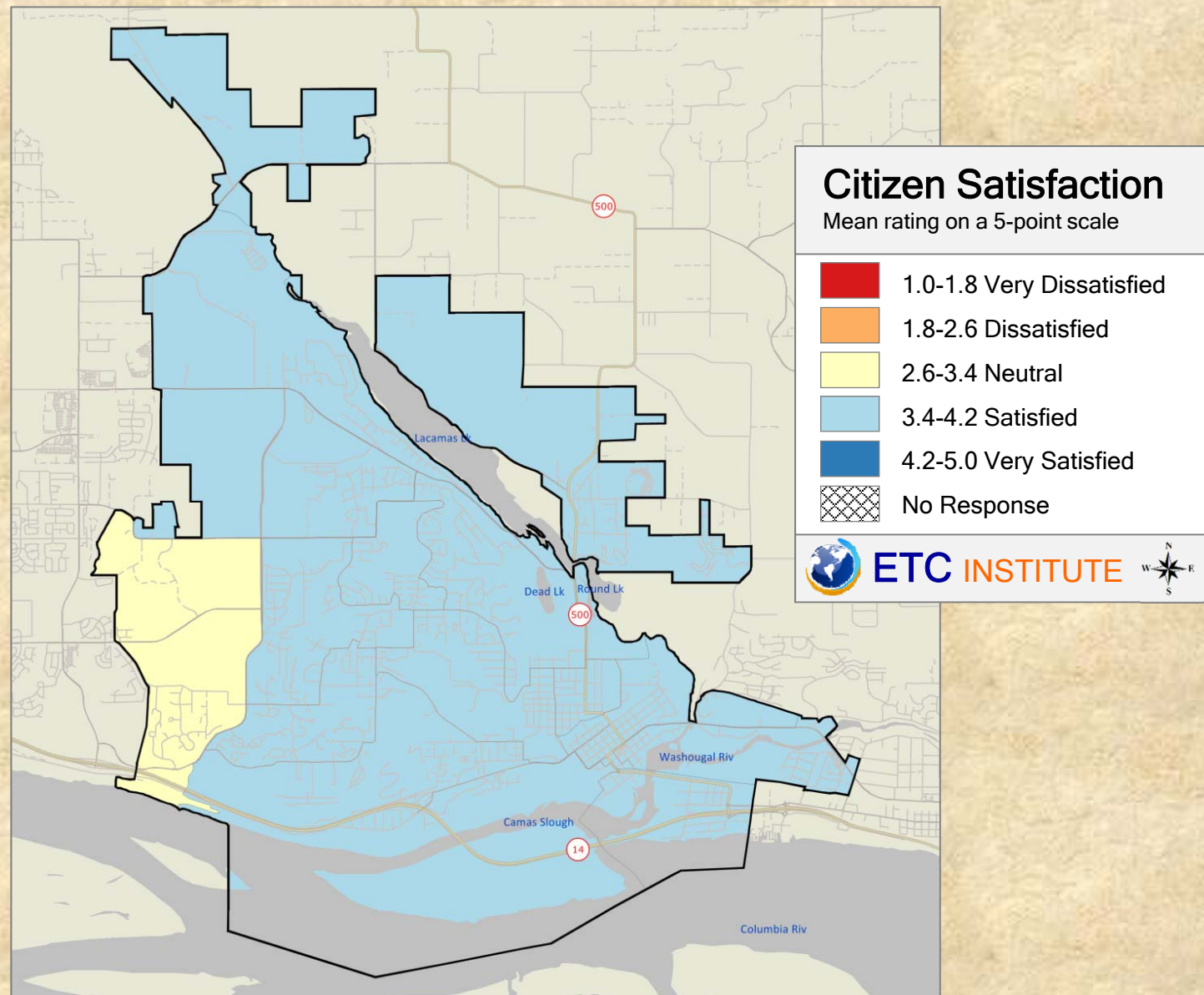


### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)



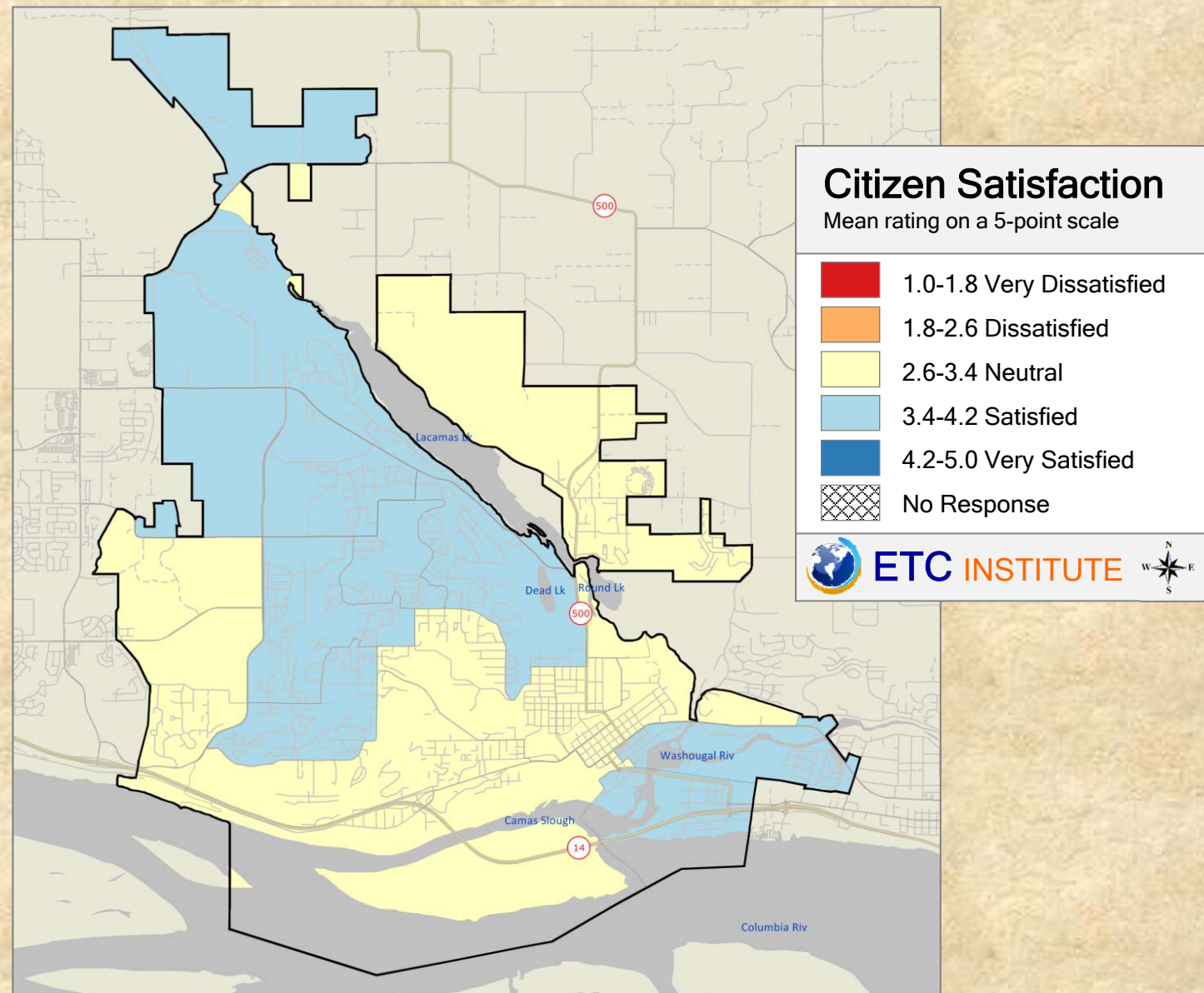
## Q11.4 Satisfaction with: Adequacy of city street lighting



### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

# Q11.5 Satisfaction with: Condition of sidewalks in the City

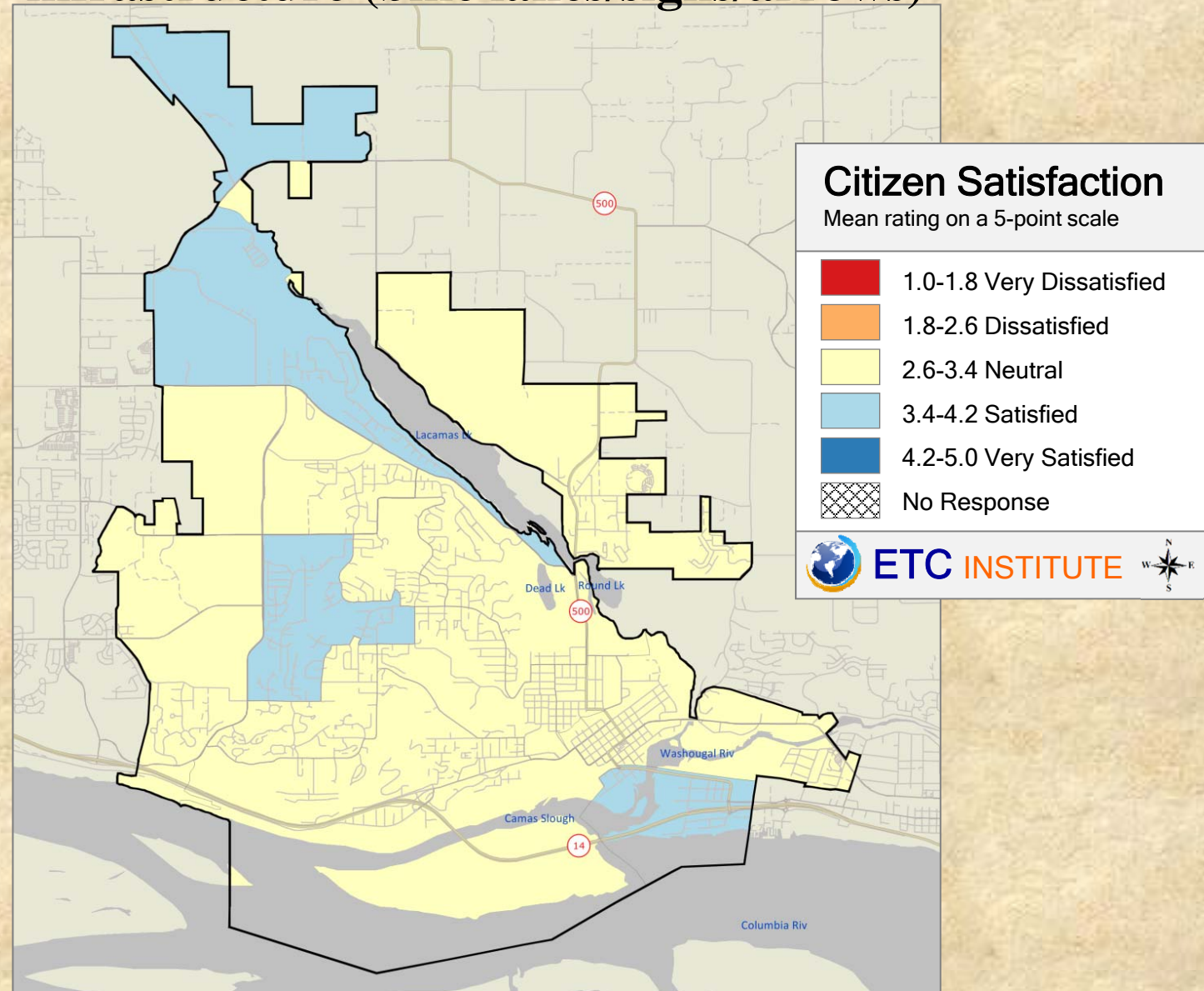


## 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)



## Q11.6 Satisfaction with: On-street bicycle infrastructure (bike lanes/signs/arrows)

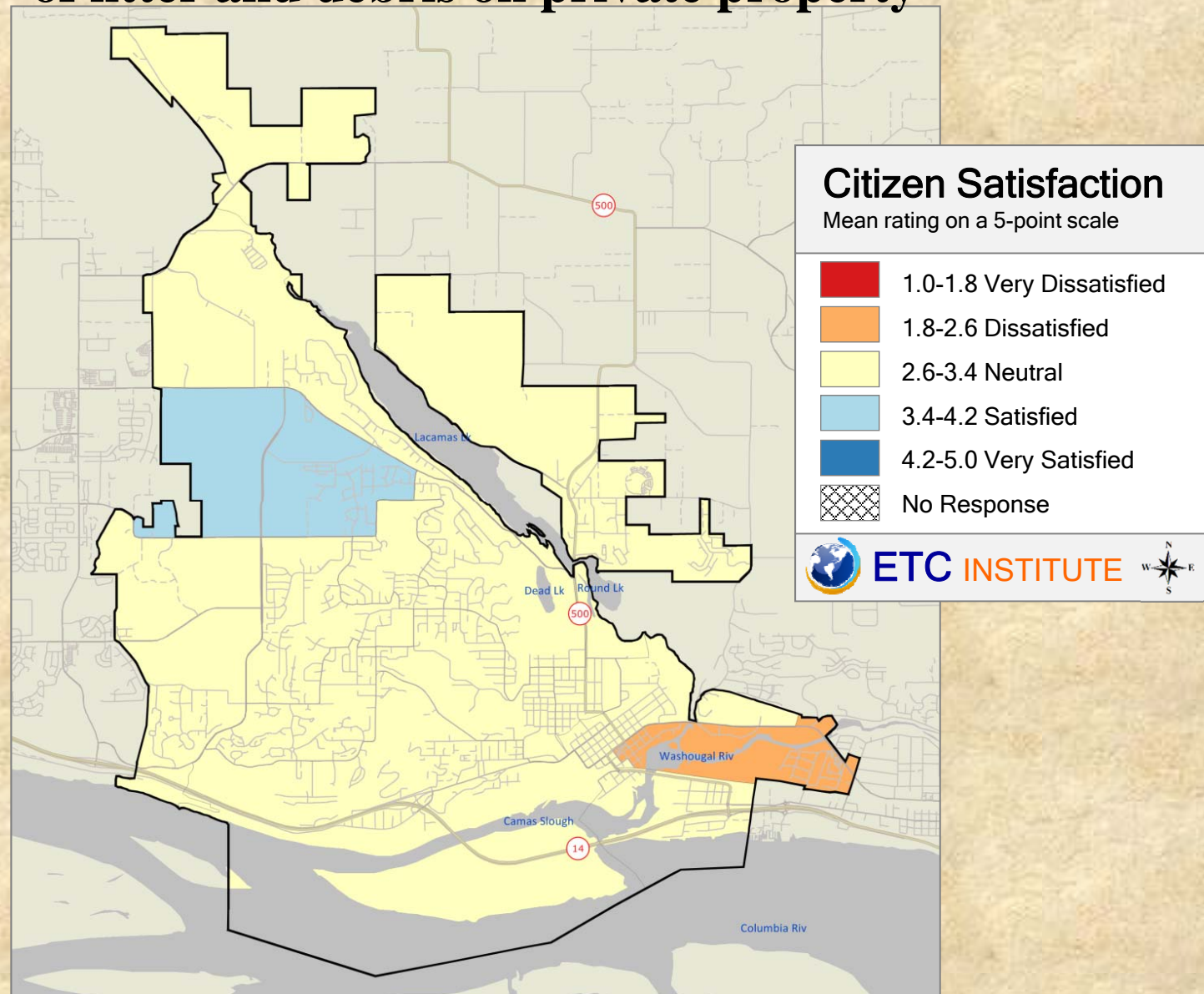


### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)



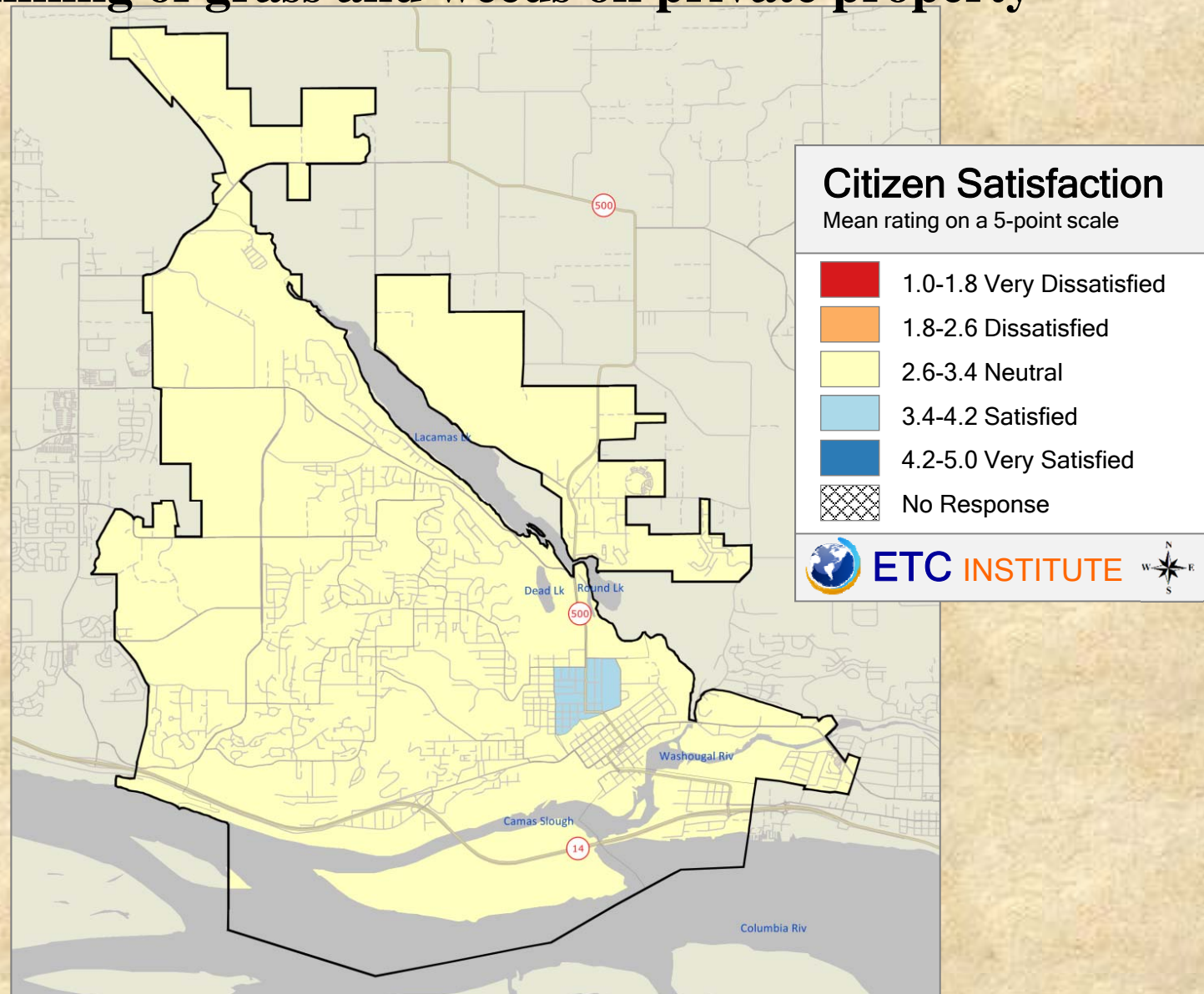
## Q14.1 Satisfaction with: Enforcing the cleanup of litter and debris on private property



### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

## Q14.2 Satisfaction with: Enforcing the mowing and trimming of grass and weeds on private property

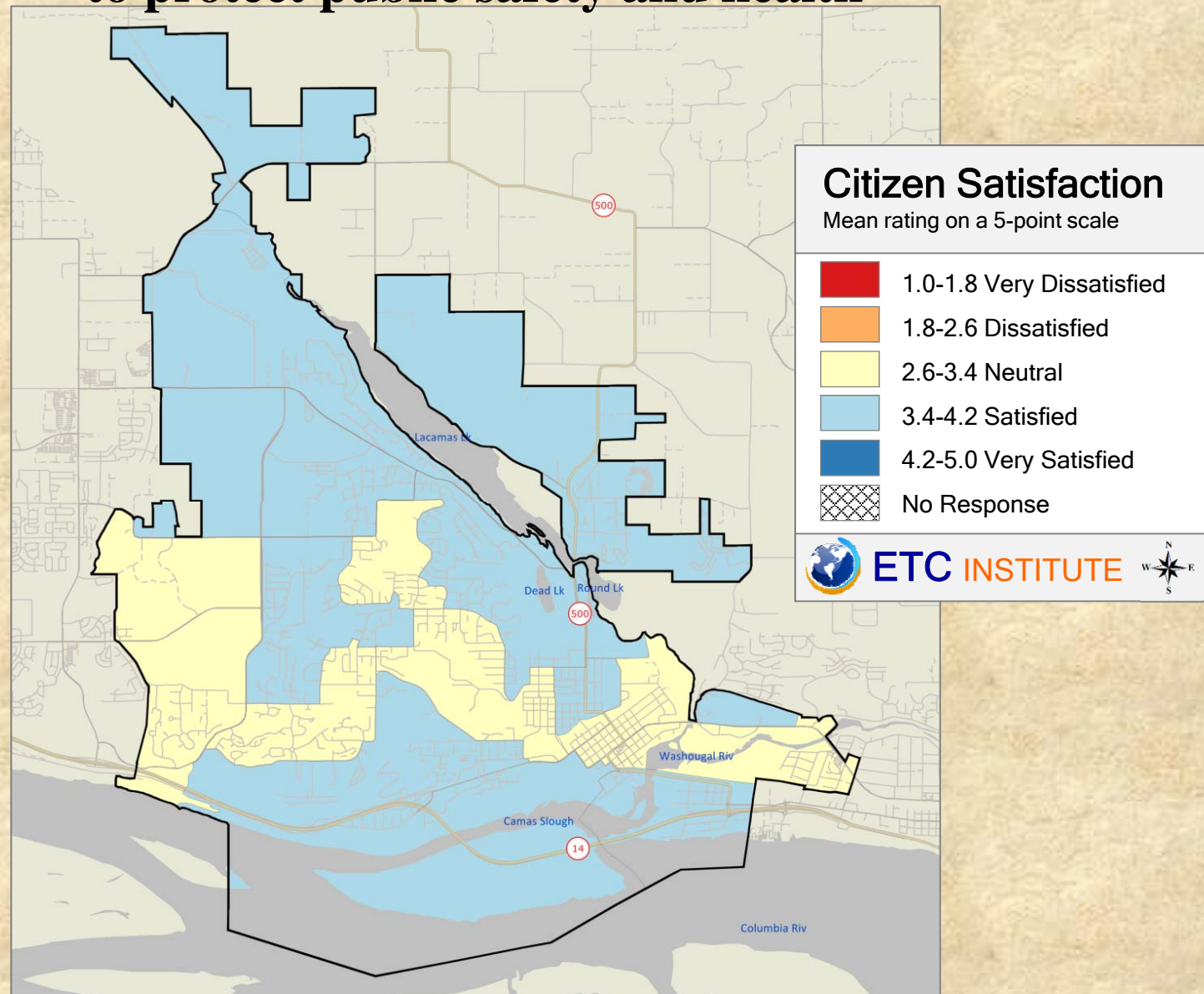


### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)



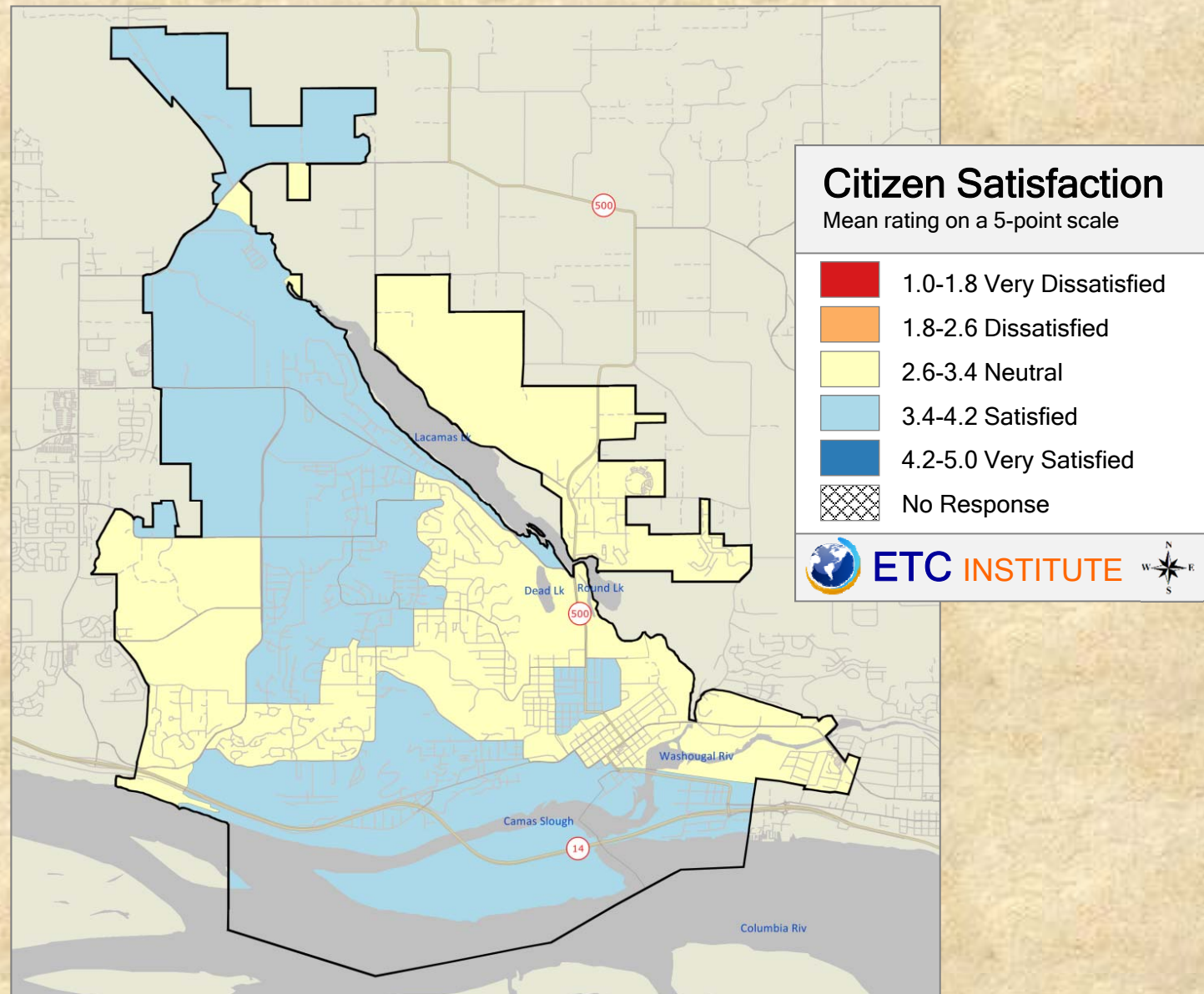
## Q14.3 Satisfaction with: Enforcing codes designed to protect public safety and health



### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

## Q14.4 Satisfaction with: Enforcing sign regulation

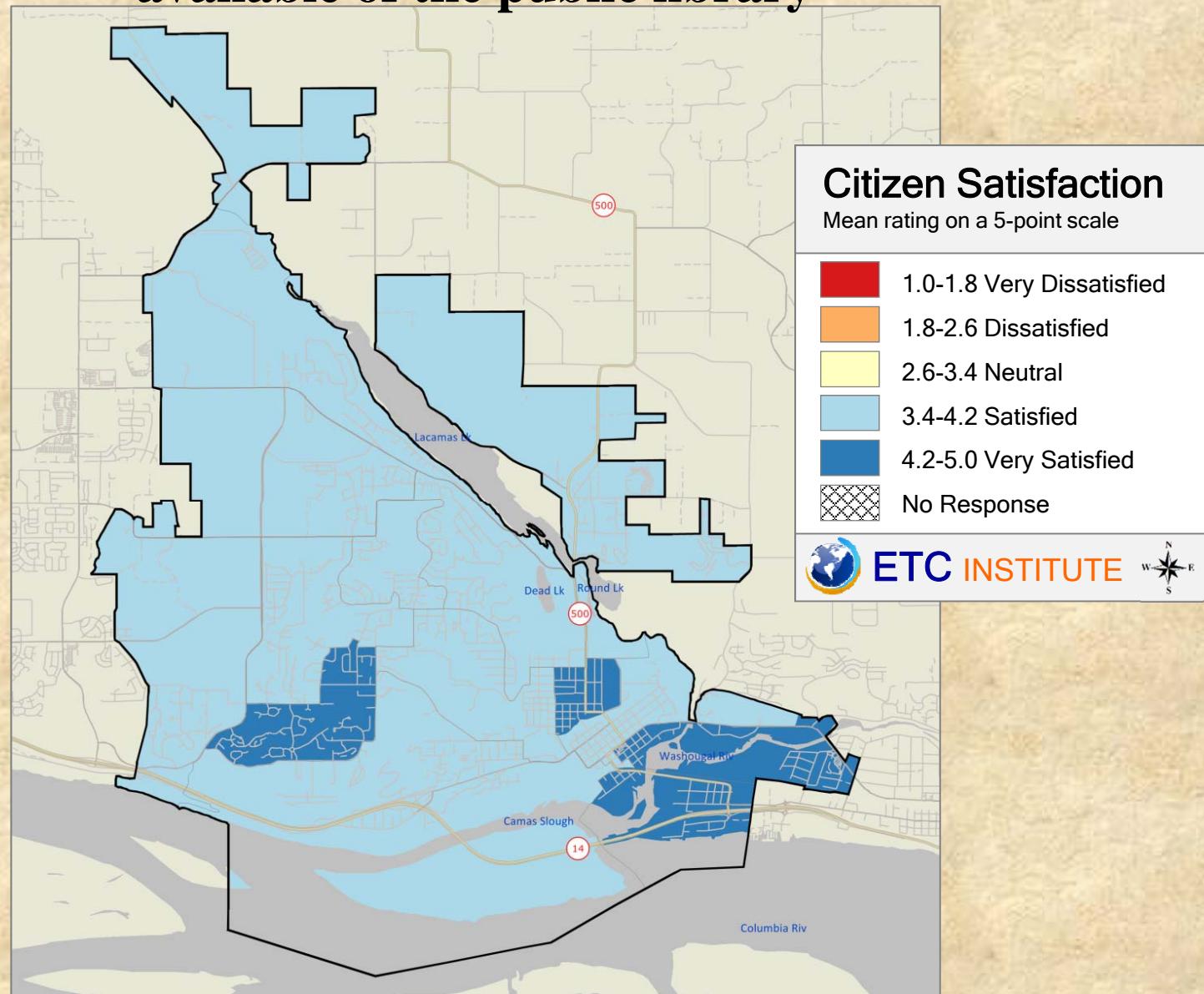


### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)



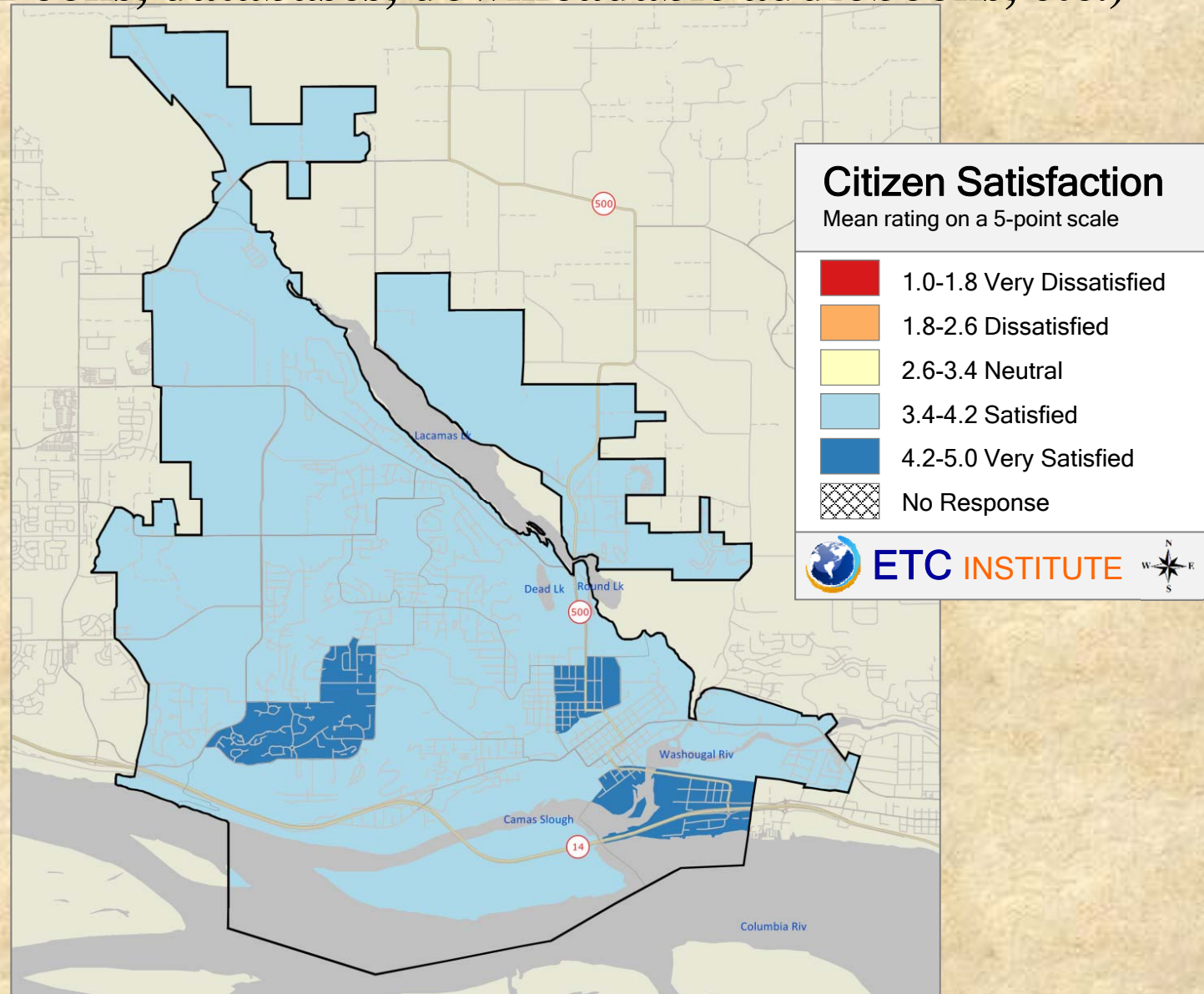
## Q16.1 Satisfaction with: Selection of resources available of the public library



### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

## Q16.2 Satisfaction with: Digital resources available online with library card (eBooks, databases, downloadable audiobooks, etc.)

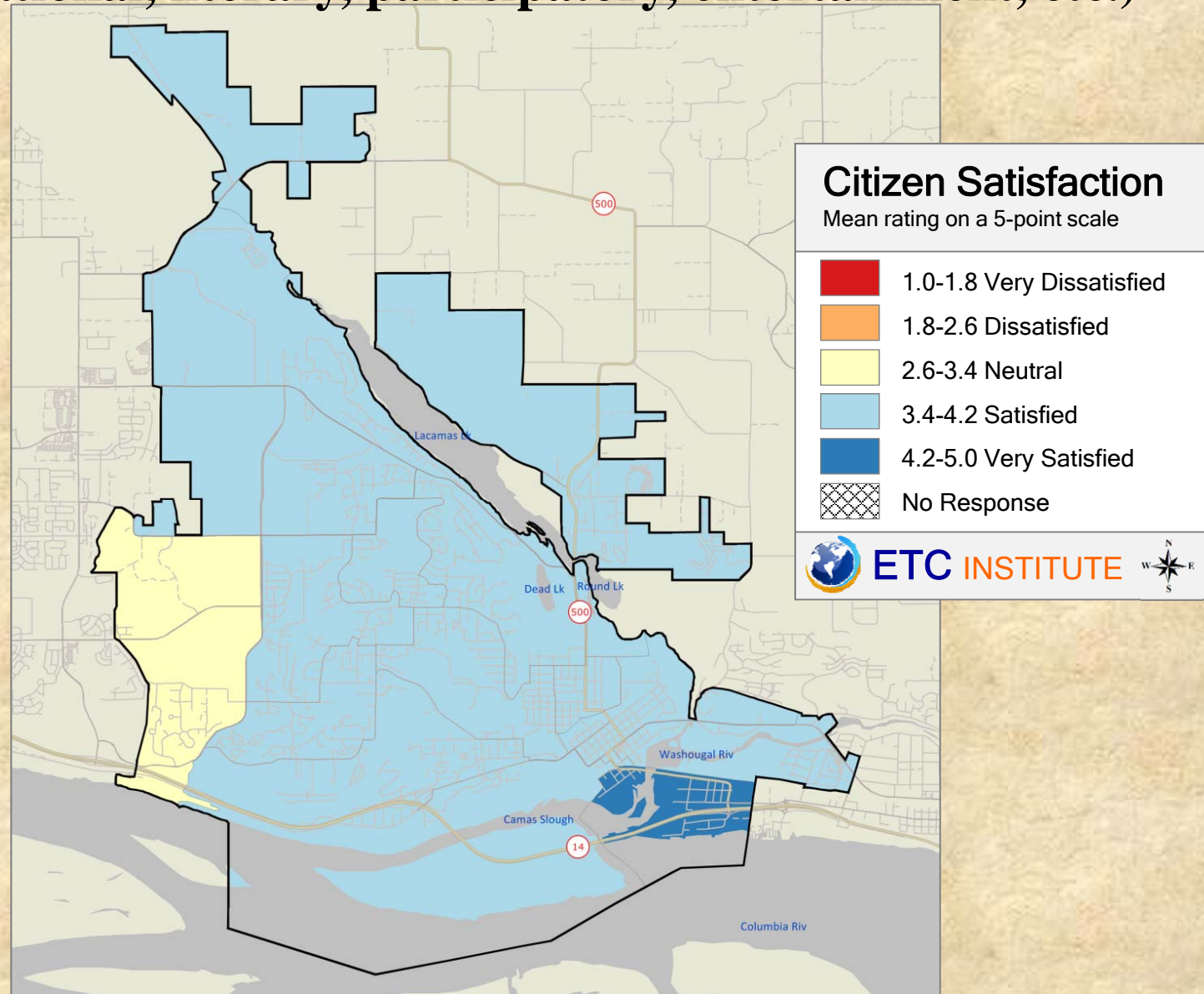


### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)



## Q16.3 Satisfaction with: Events for adults (informational, literary, participatory, entertainment, etc.)

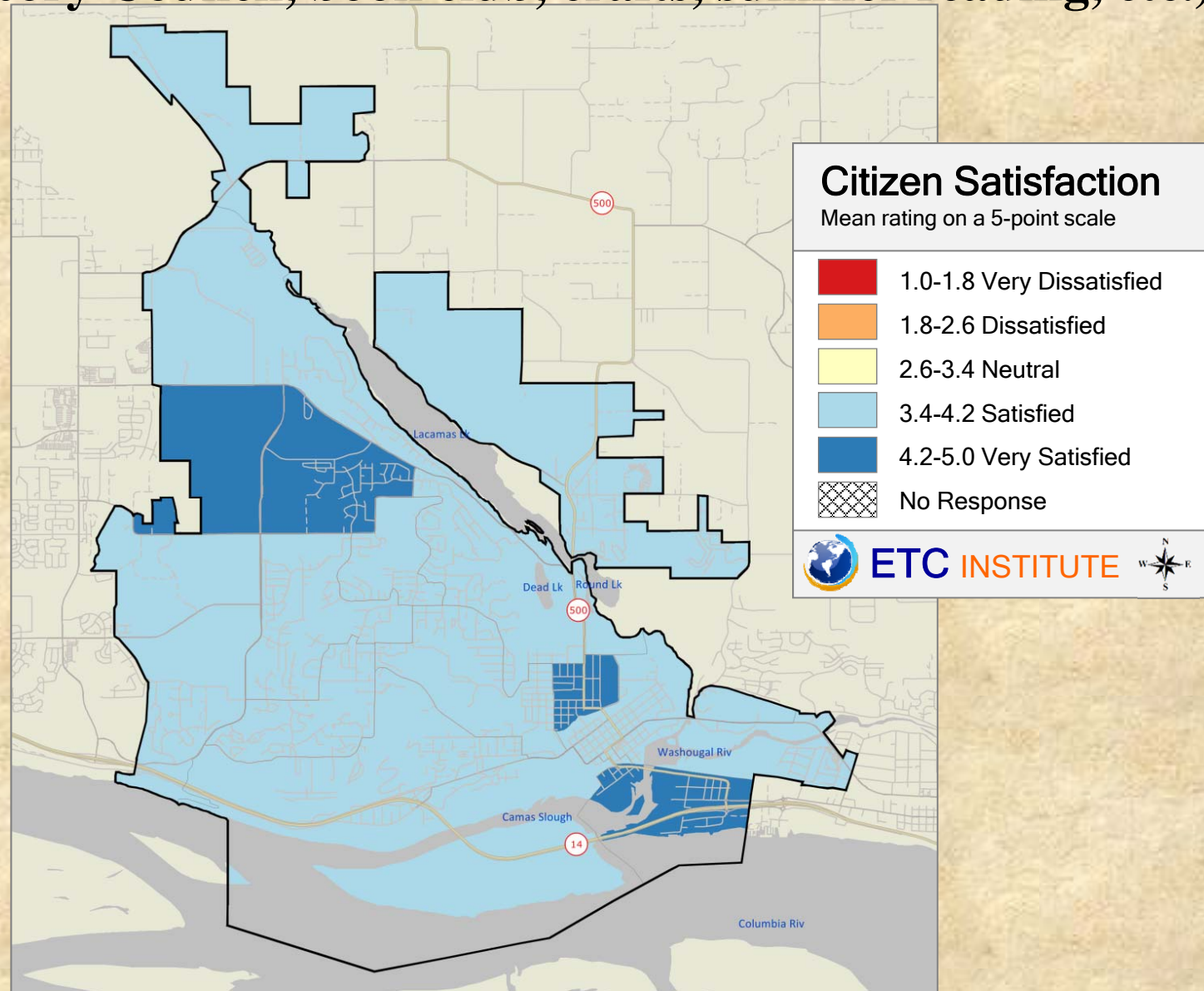


### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)



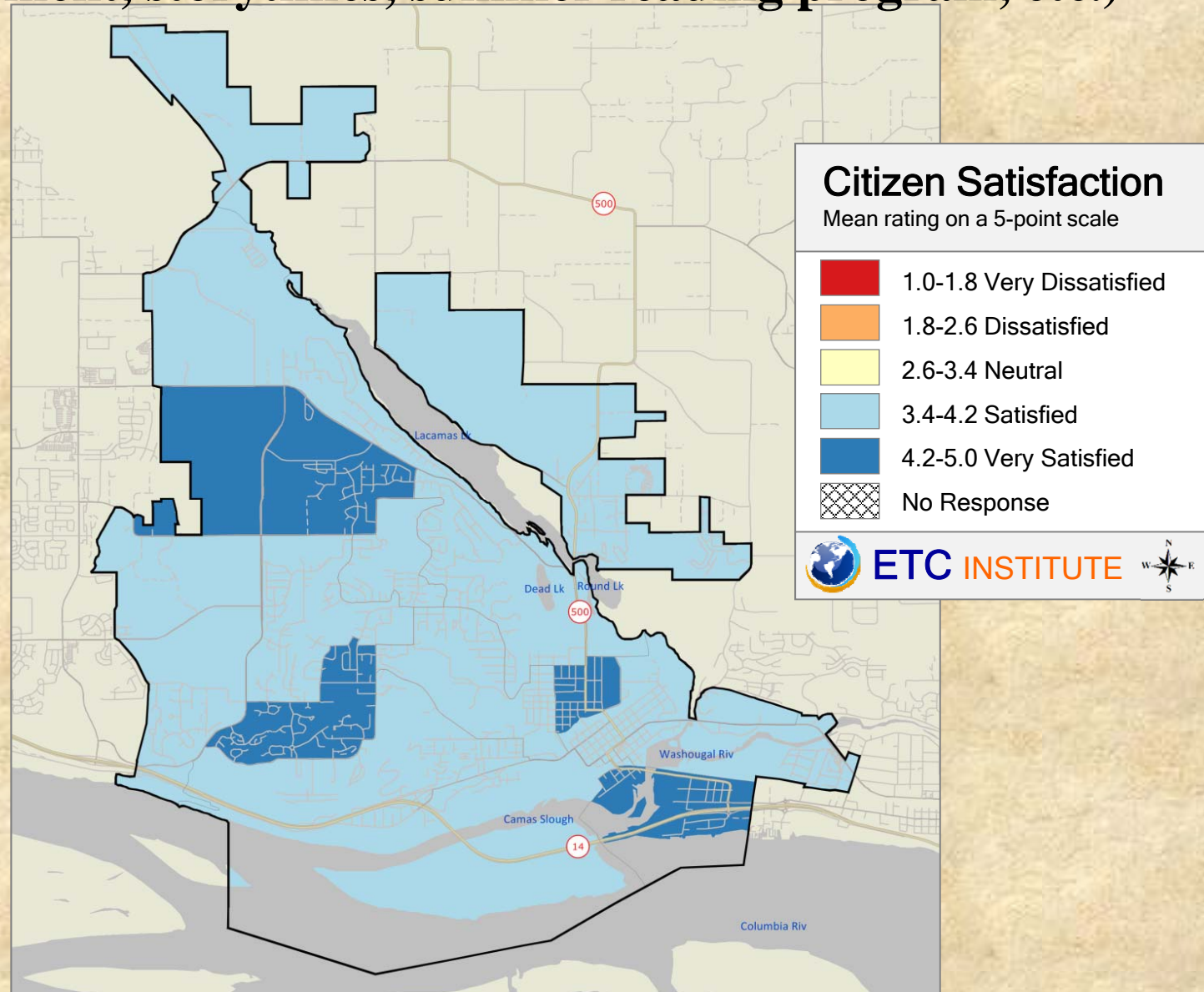
## Q16.4 Satisfaction with: Events for teens (Youth Advisory Council, book club, crafts, summer reading, etc.)



### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

## Q16.5 Satisfaction with: Events for children (early literacy development, storytimes, summer reading program, etc.)

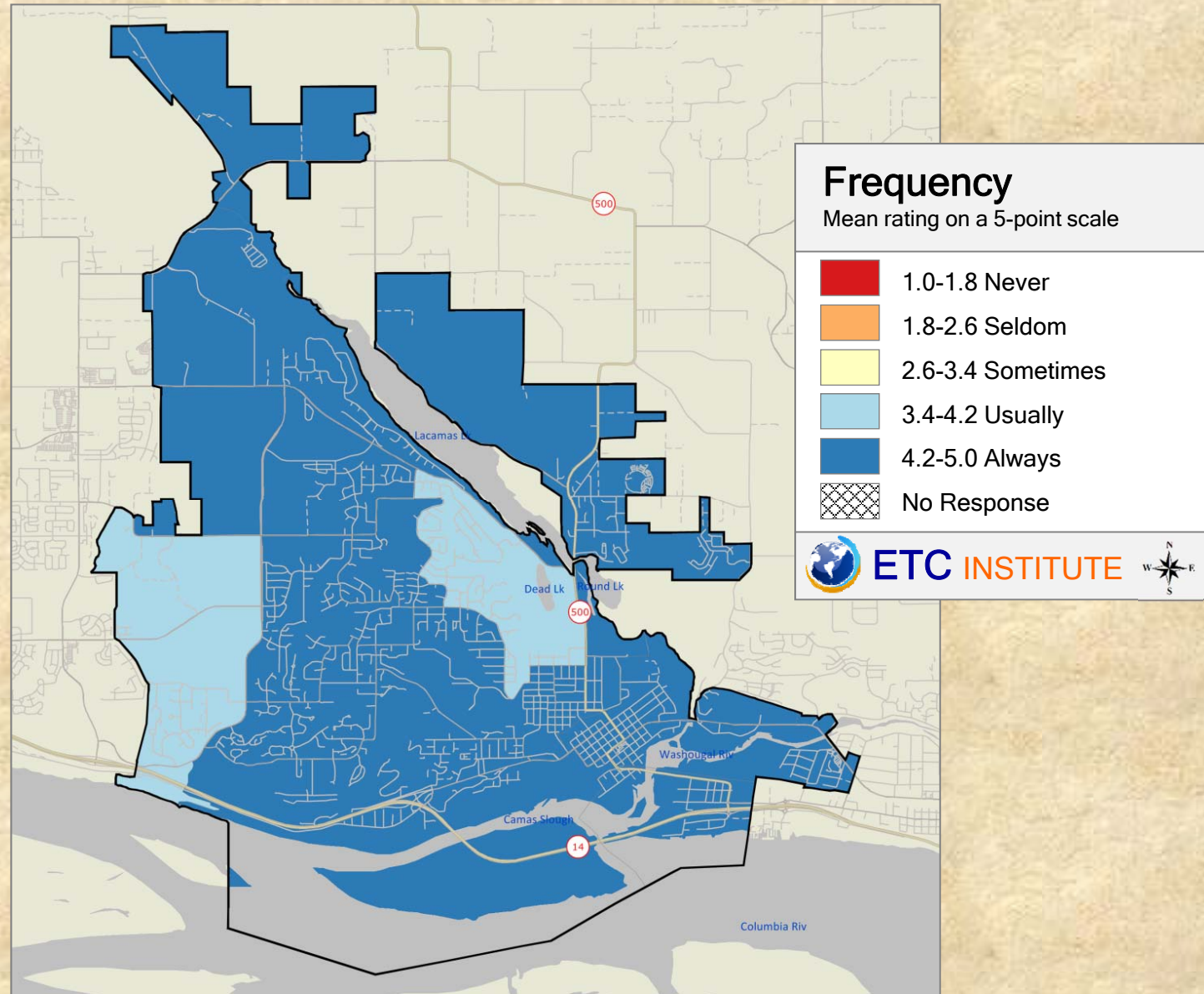


### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)



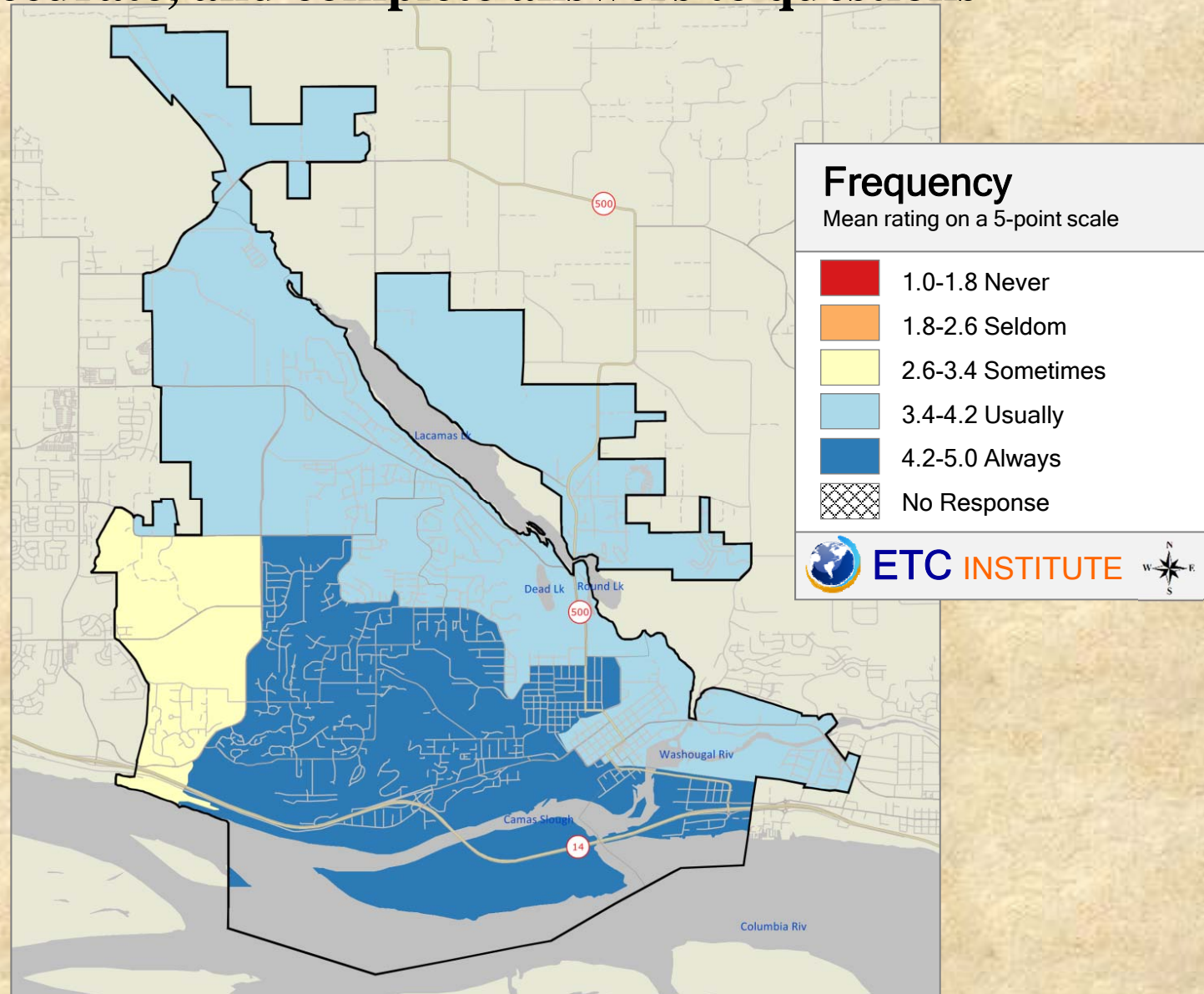
## Q22C.1 Frequency of: They were courteous and polite



### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

## Q22C.2 Frequency of: They gave prompt, accurate, and complete answers to questions

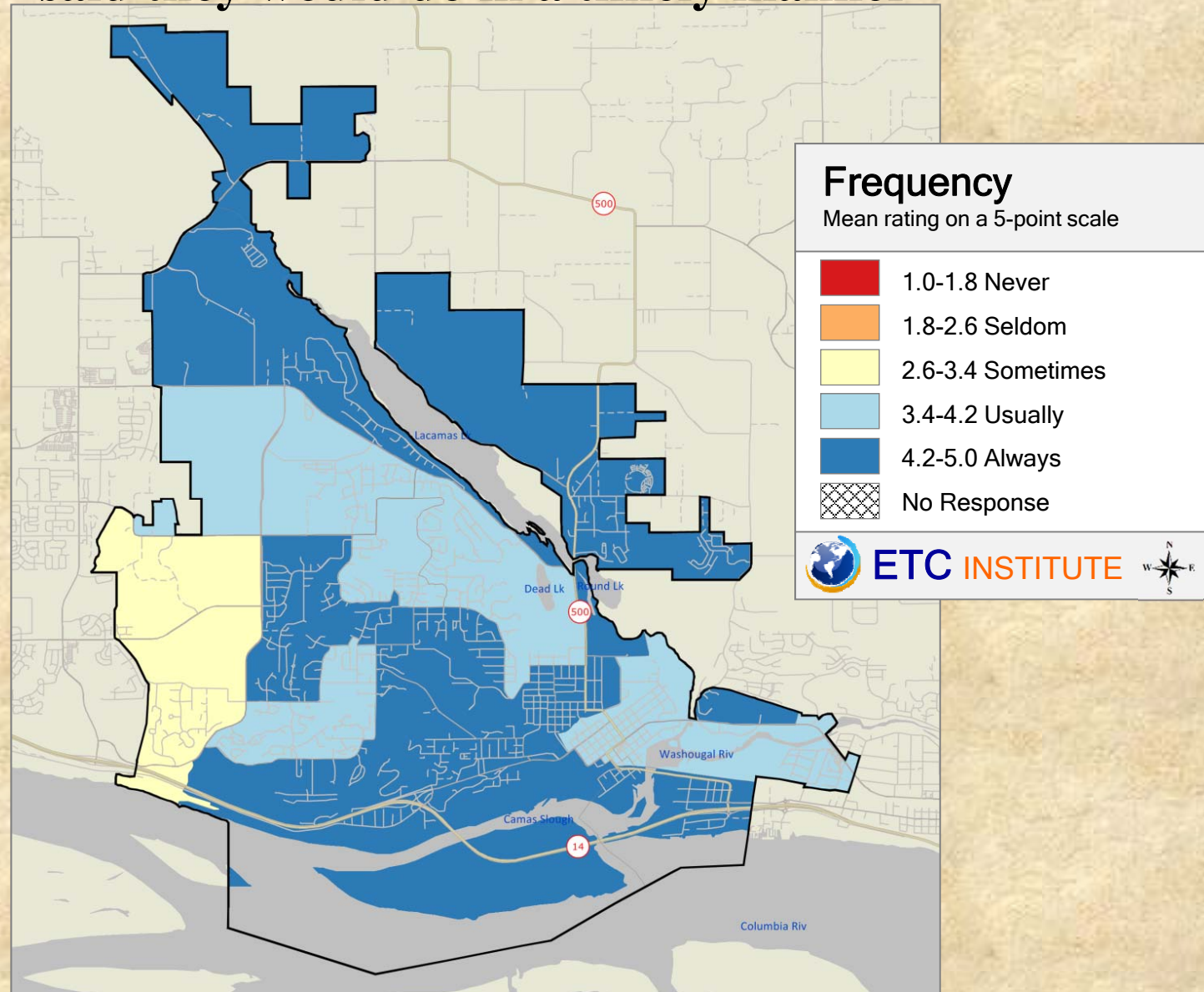


### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)



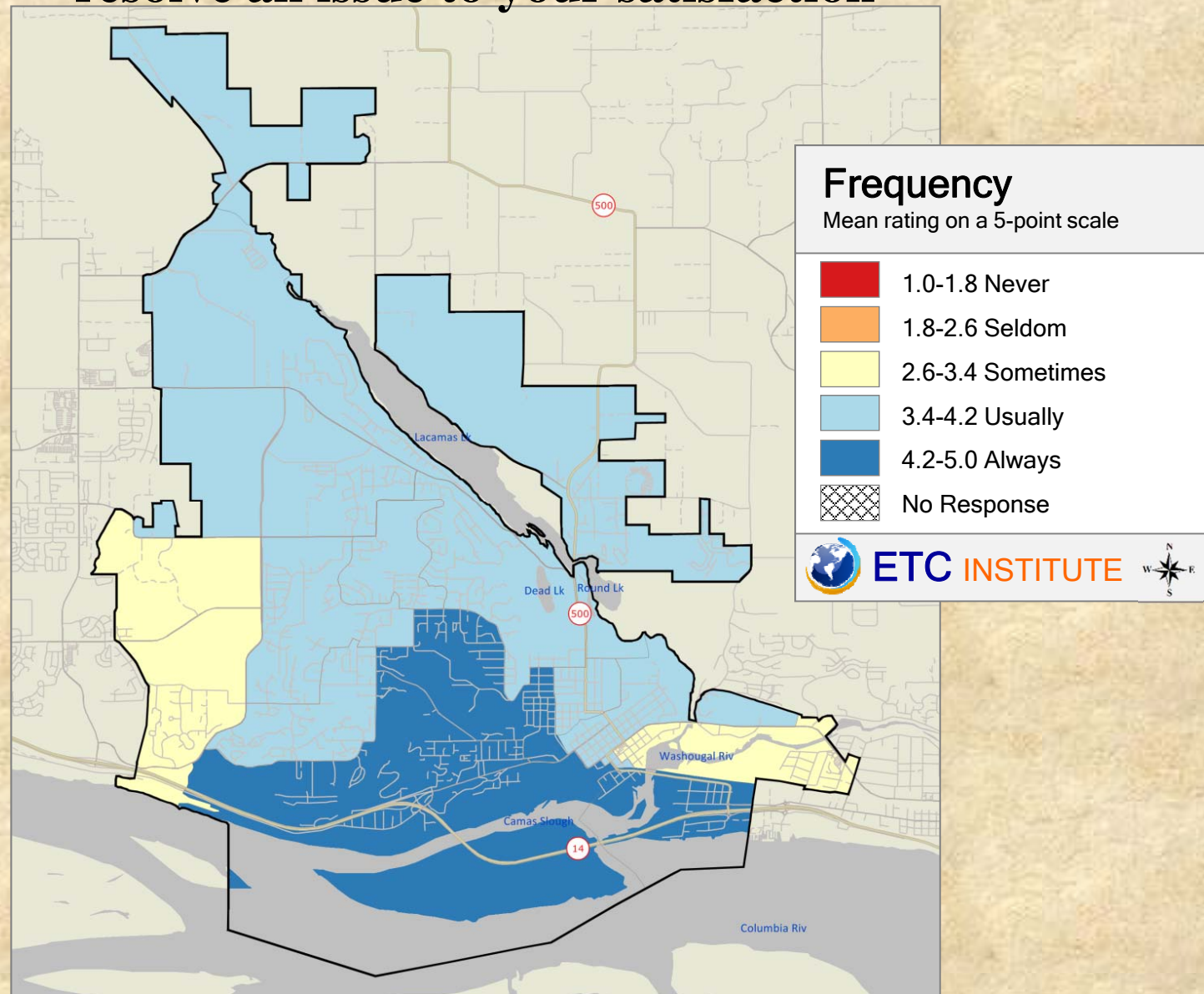
## Q22C.3 Frequency of: They did what they said they would do in a timely manner



### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

## Q22C.4 Frequency of: They helped you resolve an issue to your satisfaction

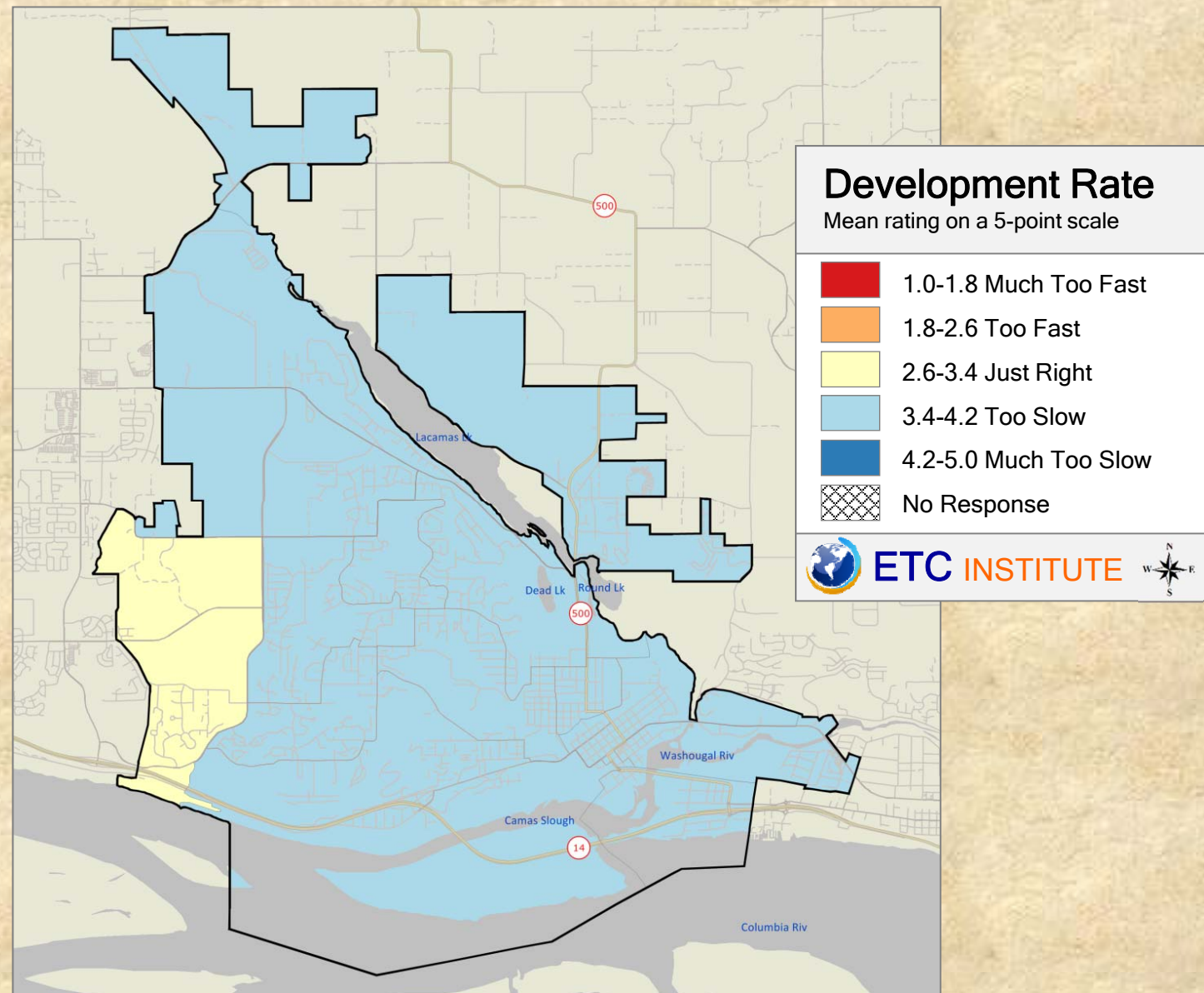


### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)



## Q23.1 Pace of growth: Employment opportunities

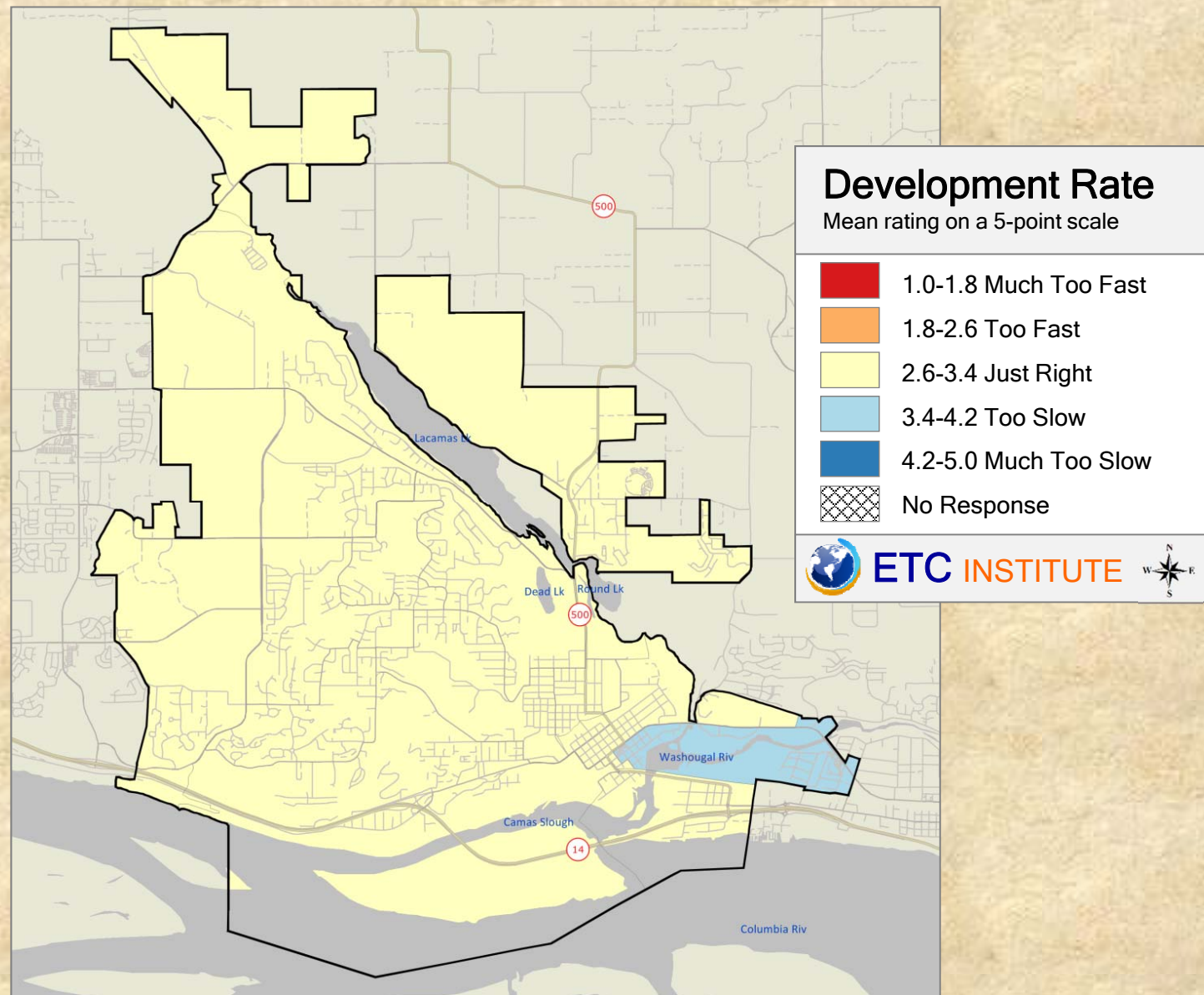


### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)



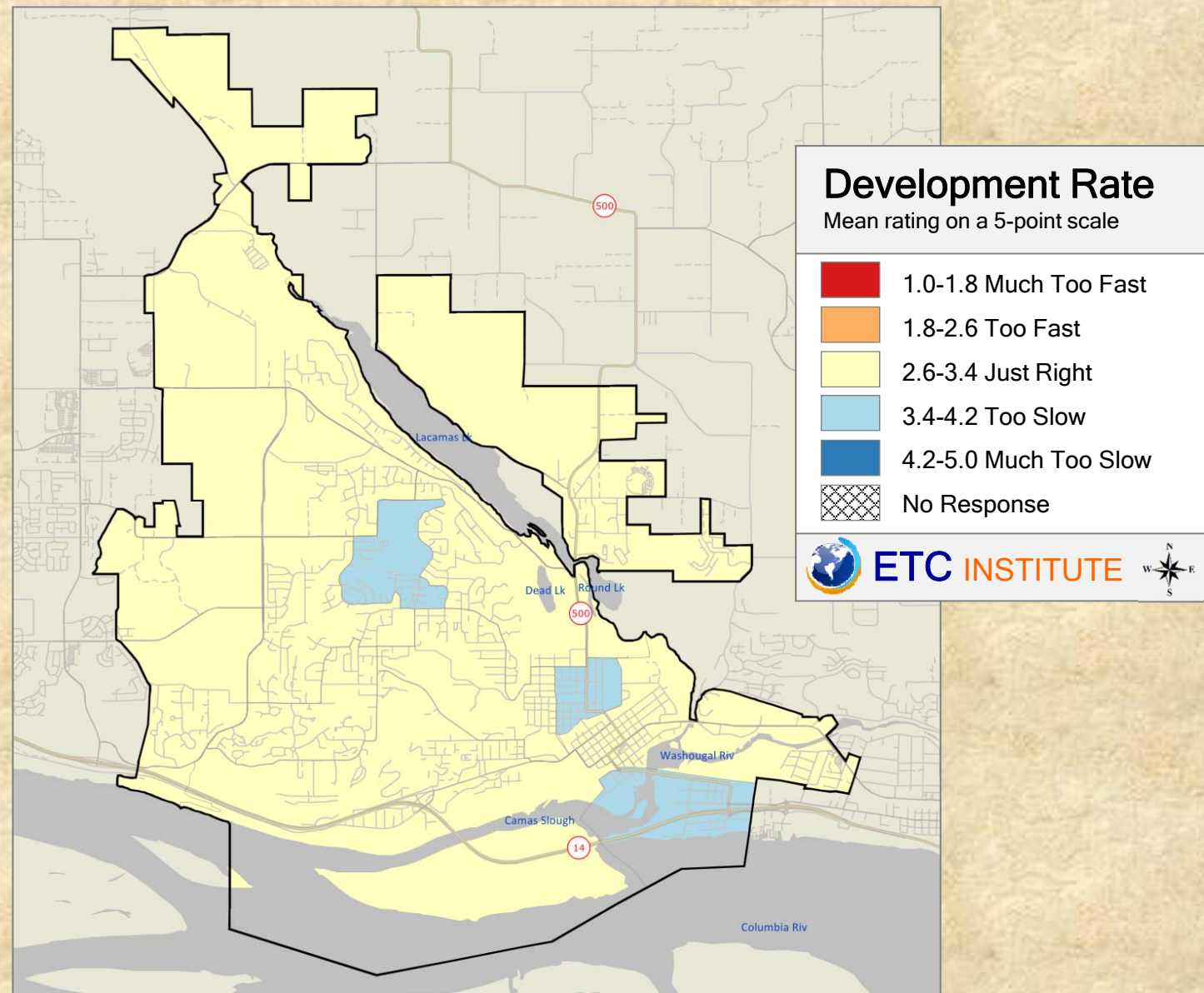
## Q23.2 Pace of growth: Office development



### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

## Q23.3 Pace of growth: Retail/restaurants/services

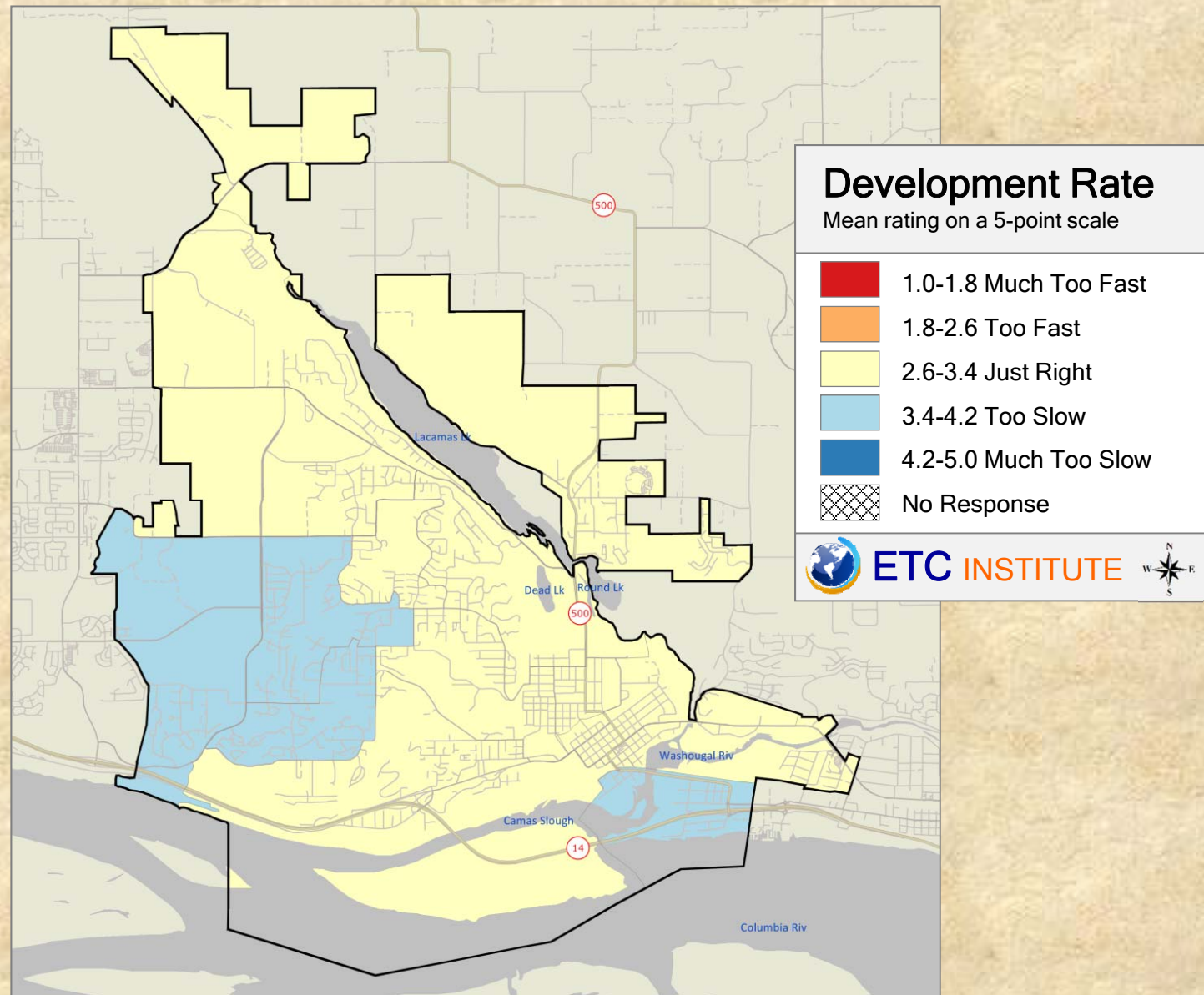


### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)



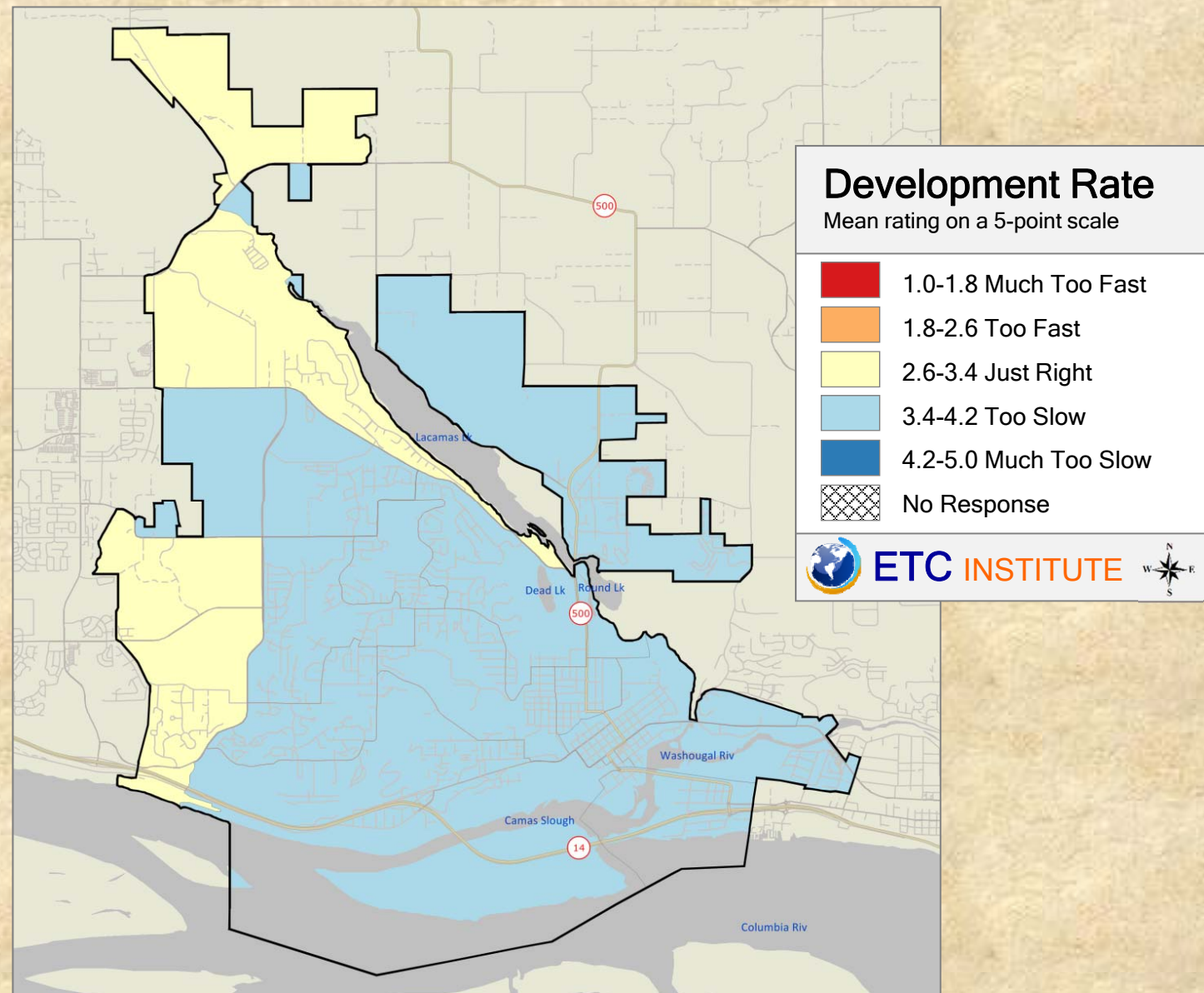
## Q23.4 Pace of growth: Technology and other industry



### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

## Q23.5 Pace of growth: Housing options for aging population

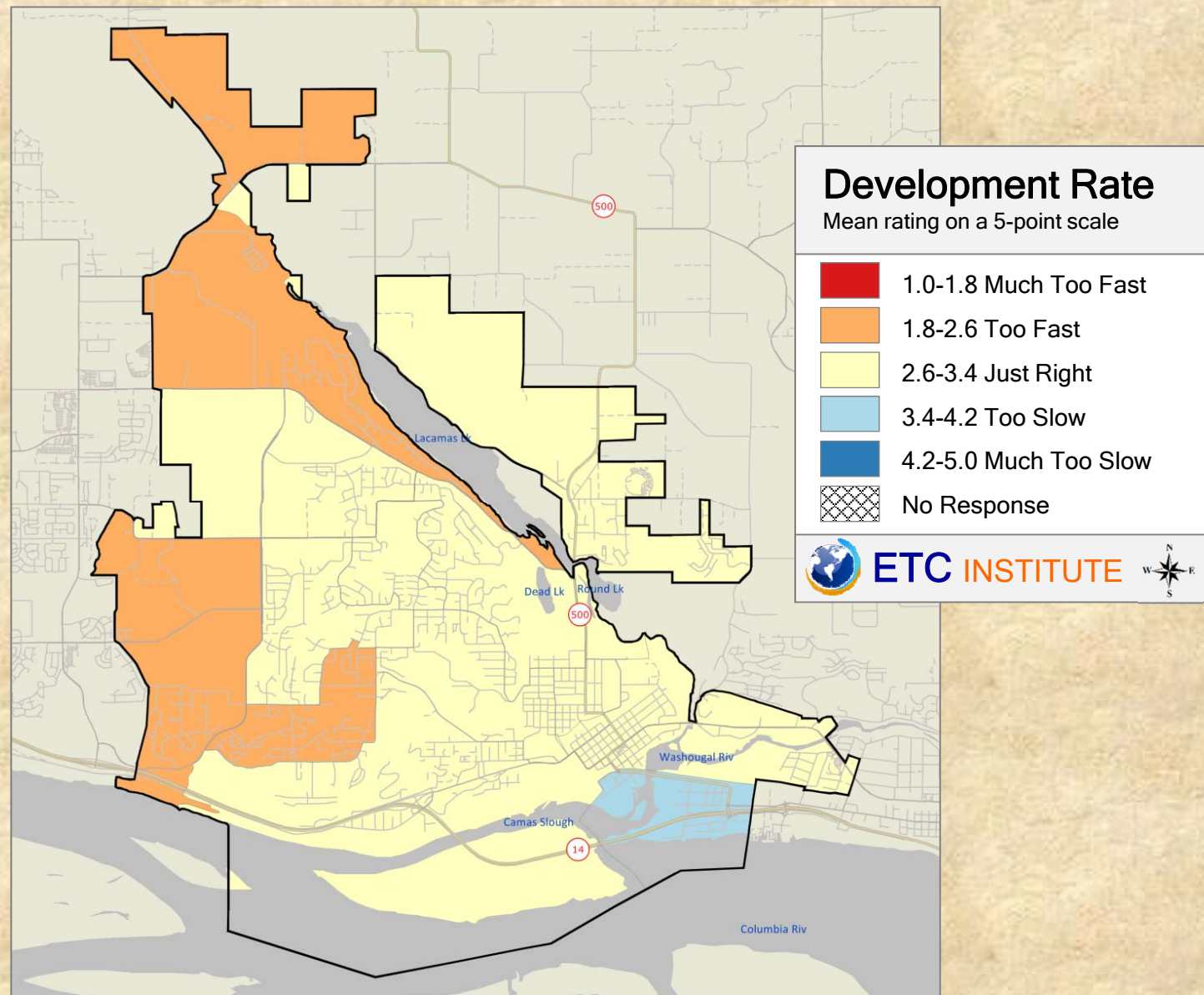


### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)



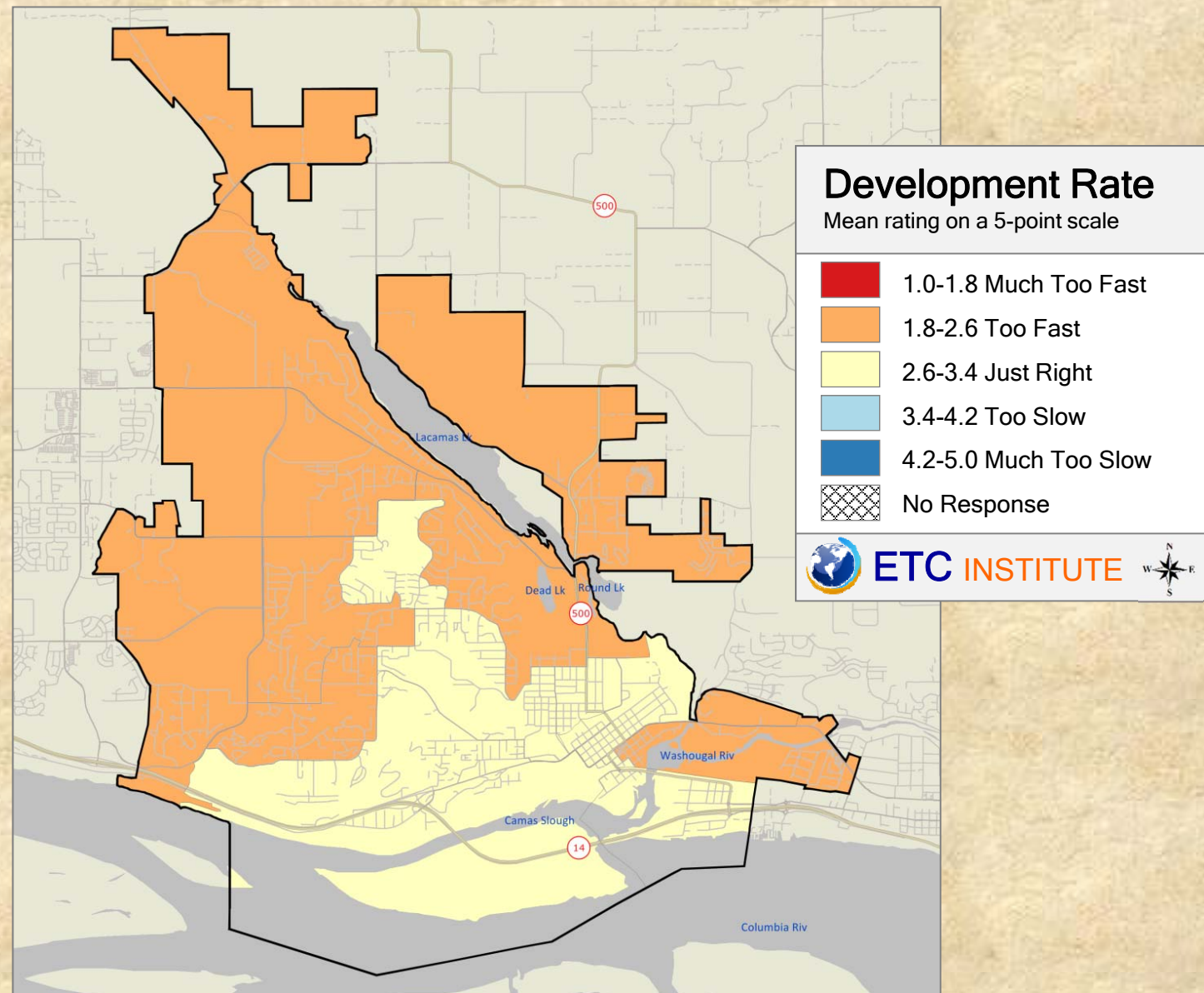
## Q23.6 Pace of growth: Apartments



### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

## Q23.7 Pace of growth: Townhomes/row houses

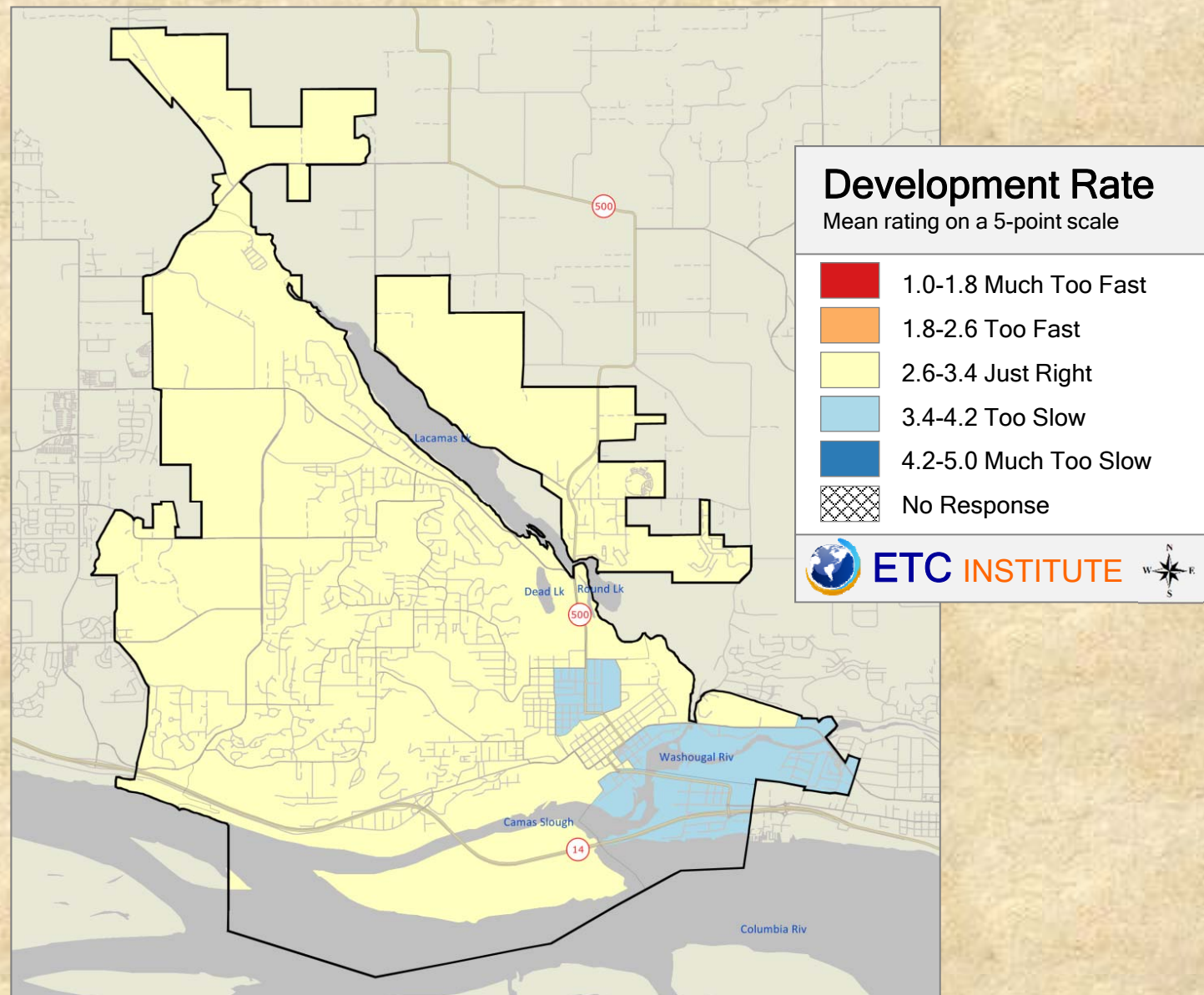


### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)



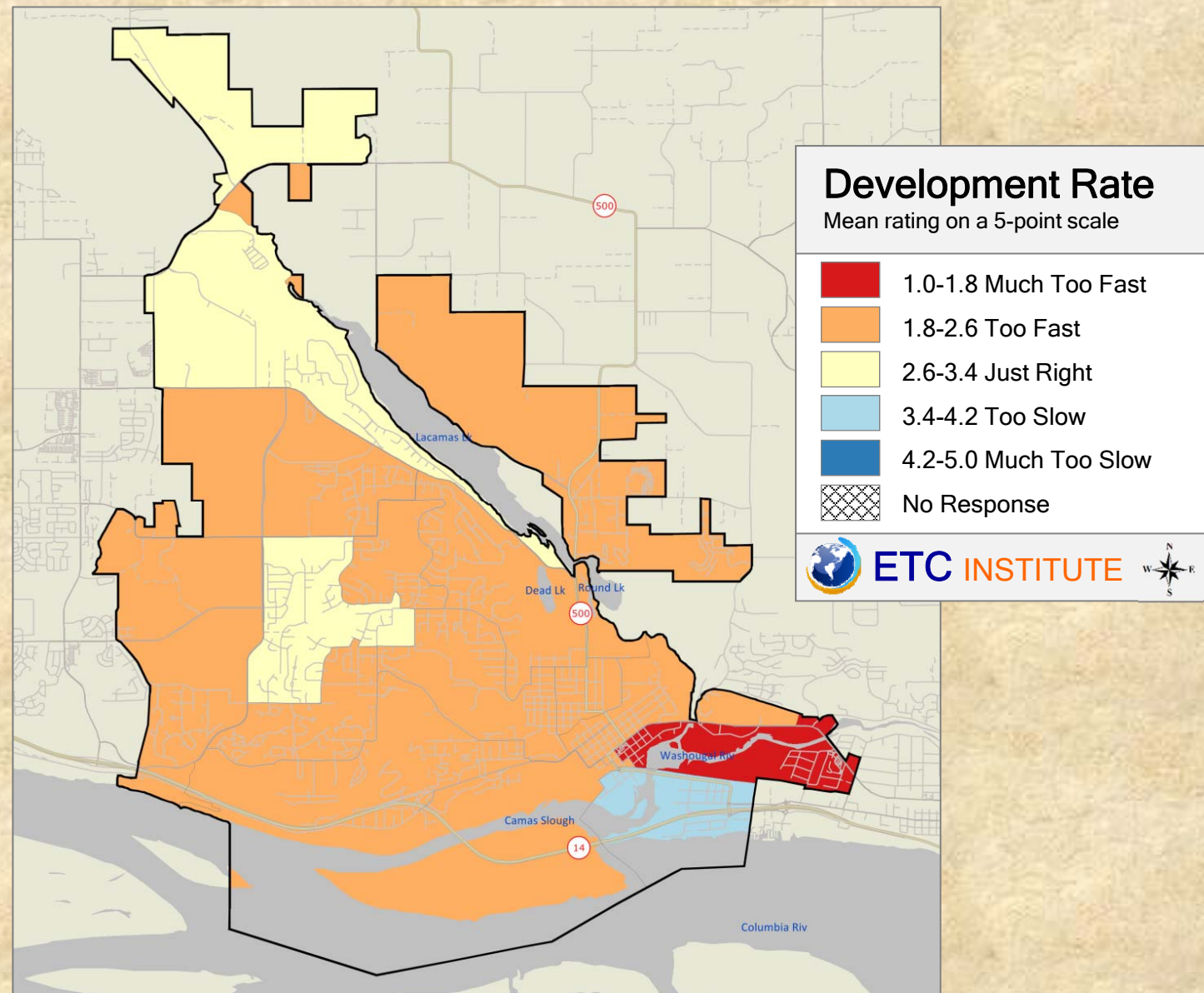
## Q23.8 Pace of growth: Entry level single family homes



### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

## Q23.9 Pace of growth: Large lot/large homes



### 2017 City of Camas Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)



# Level of Service

City of Camas – Strategic Plan



# Fire Department

- Current staffing - below optimal
  - Station 42 requires cross-staffing
    - Results in more assistance from Vancouver Fire Department
    - May impact best response time standards
    - Eliminating would require hiring a minimum of 9 additional personnel
  - Fire Marshal's Office
    - Only 2 FTEs to perform inspections
  - North Shore area growth
  - Potential merger with ECFR





# What Does Public Works Do?

- General Fund Supported Activities

- Parks/Trails
- Facilities
- Engineering
- Cemetery
- Streets

- “Enterprise” Fund Activities

- Water – source, treatment & distribution
- Sewer – collections & treatment
- Stormwater
- Solid Waste
- Equipment Rental



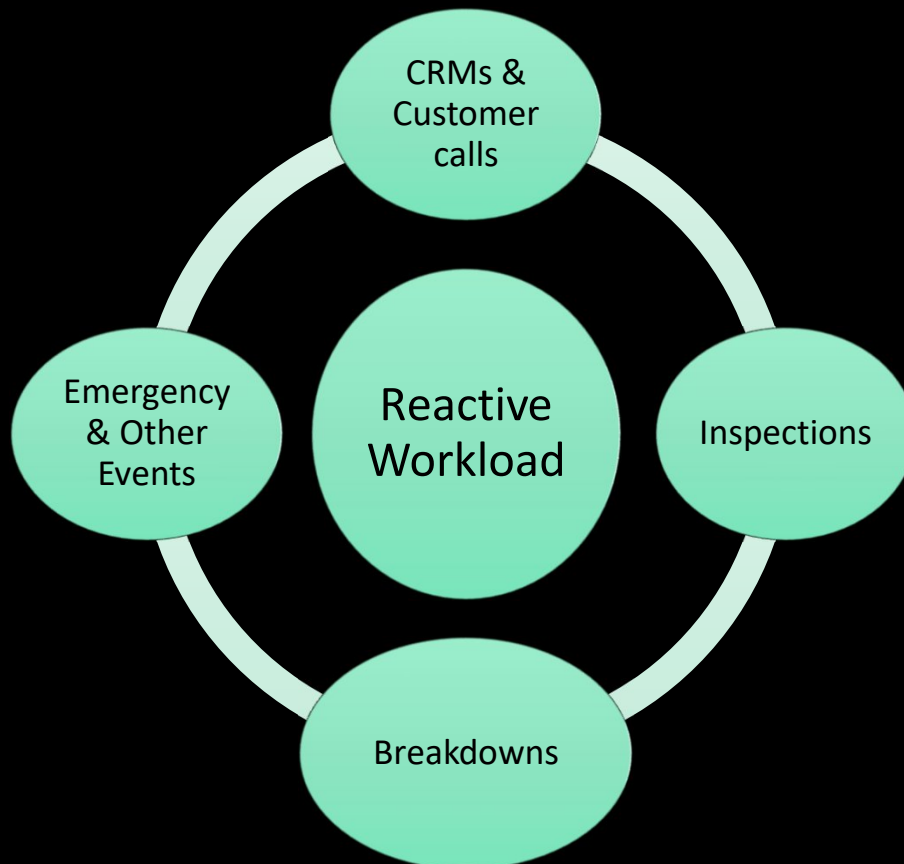
# Changes Impacting Public Works

- Population Growth, Annexations (“Area Growth”), System Improvements & Changes
  - Population = 11,015 (1998) to 18,389 (2008) to 23,080 (2017)
  - Annexations – North Shore, Grand Ridge
  - Wastewater Treatment Plant Expansion
  - Slow Sand Water Treatment Plant
- \$190M in Capital Assets added 1998 - 2016
  - (55 million added since 2008)
- Social Media, CamasConnect (CRMs)
  - Accessibility to staff
- Number of Development & Capital projects at pre-recession levels & beyond
- Public Works FTE added since 1998
  - Utilities Manager (1 FTE); Water/Sewer Admin Assistant (1 FTE); Solid Waste Worker (1 FTE); Engineering (1 FTE ?); Water (1 FTE ?)

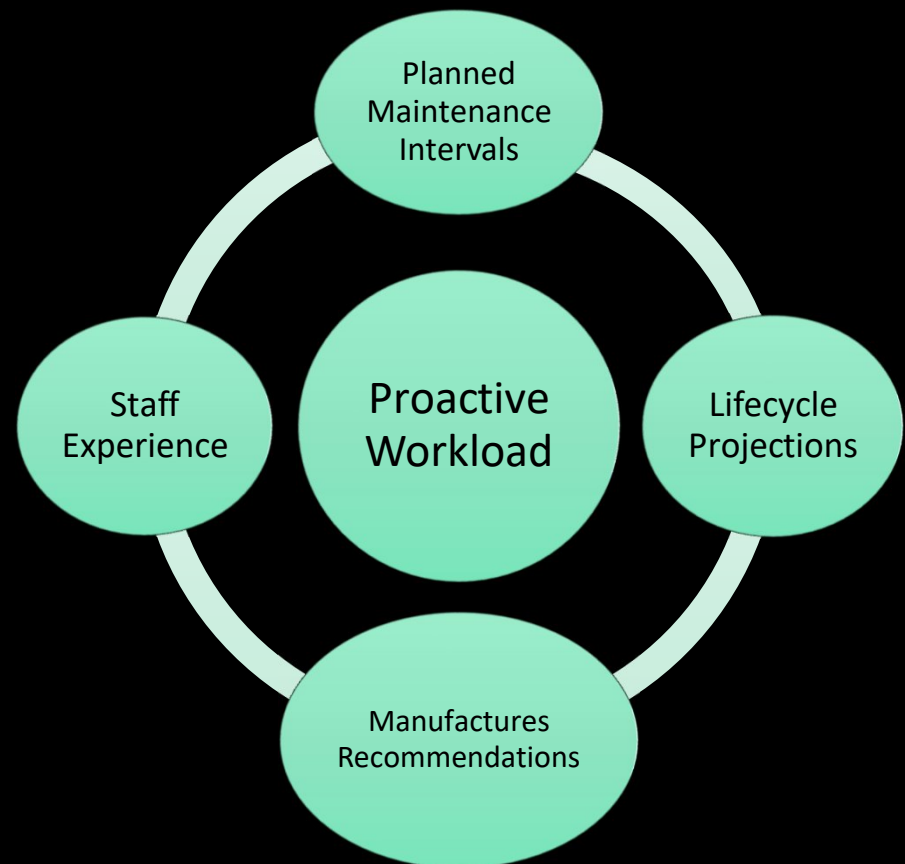


# Corrective vs. Preventative Maintenance

Corrective (Reactive) Maintenance  
Restores Function



Preventative (Proactive) Maintenance  
Maintains Condition



\*Society of Maintenance and Reliability Professionals (SMRP) and American Water Works Association (AWWA) National standard for cities is 75-80% Proactive to 20-25% Reactive

# Police Department

- Direct service department to the public
  - Expectation for adequate levels of public safety employees
  - Available as needed, 24 hours a day, upon demand
- Staffing



2006	2018
28 Sworn Positions	27 Sworn Positions
3 Records/Clerical Positions	3 Records/Clerical Positions
15,800 Residents	23,528 Residents (projected)

# Municipal Court

## Washougal Caseload

	2010	2011	2012	2013	2014	2015	2016	2017
Infractions								
Traffic	693	434	310	292	345	309	263	407
Non-Traffic	20	16	9	6	12	14	12	12
Misdemeanors								
DUI/ Phy Control	11	15	21	23	43	35	24	37
Other Traffic	80	119	96	159	126	122	179	209
Non-Traffic	220	233	240	202	197	213	188	199
Civil	0	0	0	0	0	0	0	0
Small Claims	0	0	0	0	0	0	0	0
Felony Complaints	0	0	1	0	0	0	0	0
Parking	88	47	24	17	18	111	58	88
Total	1112	864	701	699	741	804	724	952

# Camas Caseload

	2010	2011	2012	2013	2014	2015	2016	2017
Infractions								
Traffic	1417	1441	1221	1122	1077	813	913	720
Non-Traffic	21	21	12	15	13	13	10	13
Misdemeanors								
DUI/ Phy Control	52	57	56	57	66	48	50	64
Other Traffic	264	282	241	256	194	178	247	166
Non-Traffic	261	264	314	230	188	149	154	155
Civil	1	3	4	1	3	1	5	10
Small Claims	1	1	1	0	1	1	0	1
Felony Complaints	0	0	0	0	0	0	0	0
Parking	558	33	28	20	25	24	37	38
Total	2575	2102	1877	1701	1567	1227	1416	1167

Combined Total	3687	2966	2578	2400	2308	2031	2140	2119
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# Finance

- Services

Accounting	Treasury	Budget	Billing
Accounts Payable Accounts Receivable Payroll General Ledger Cost Allocation Grant Management Capital Assets	Investment Portfolio Debt Management Cash Management	Budget Development Budget Monitoring Open Budget Open Spending Open Performance Fee Schedule Property Tax Levies	Customer Service Billing Payment Management Collection Third Party Management

- Staffing

- 9 Staff, 1 Contract & 1 Intern

## • Quick Stats

- Biennial Budget \$169.5 million (2017-2018)
- Investment Portfolio \$46.1 million (2017)
- Debt Outstanding \$61.4 million (2016)
- Capital Assets valued at \$252.6 million (2016)
- Utility Customers 8,818 (2017)
- Chart of Accounts 3,754 (2017)
- Payments to the City 55,143 (2016) electronic payments 68%
- Payment from the City 16,634 (2016) electronic payments 62%
- Payroll for 187 employees (2016)
- Bond Rating AA+ (S&P)
- Biennial Budget Document (Policy and Planning document reviewed by GFOA and used by Rating Agencies)
- Comprehensive Annual Financial Report (“Report Card”, audited by the State ,reviewed by GFOA and used by Rating Agencies)



## •Current Service Delivery

- In Person Customer Service 9-5 business days (2 staff)
- Phone Service 9-5 business days
- Online 24-7 (currently limited to billing – soon to provide more services)
- Vendor payments – twice monthly excluding purchase cards and ACH – soon to expand
- Payroll – once monthly
- Utility Billing bi-monthly
- Open Budget - weekly
- Open Spending – bi-weekly
- Open Performance - tbd
- Cemetery Online
- Online Closing Bills through Conduit bi-monthly
- Grant Reporting but not Grant Writing
- Investment Reporting monthly
- Quarterly Financial Review Reports to Council – no formal report
- Continuing Debt Disclosures annually (September)

Challenges	Mitigation Efforts	Future Efforts
Accounting Changes Audit Requirements Electronic Banking and Fraud GFOA Best Practices HIPAA/Changes in Medicare and Medicaid State Laws such as the new Sick Leave requirements Changing meter technology	Conduits Cemetery Program Open Budget Open Spending CAFR Online Purchase Cards and ACH vs Checks Paymentus Proactive Cash Management Line of Credit Active Investment Program Databar Restructuring into teams Shut-off electronic Lists	New Financial System Priority Based Budgeting New Phone System ** Staff Skill Sets

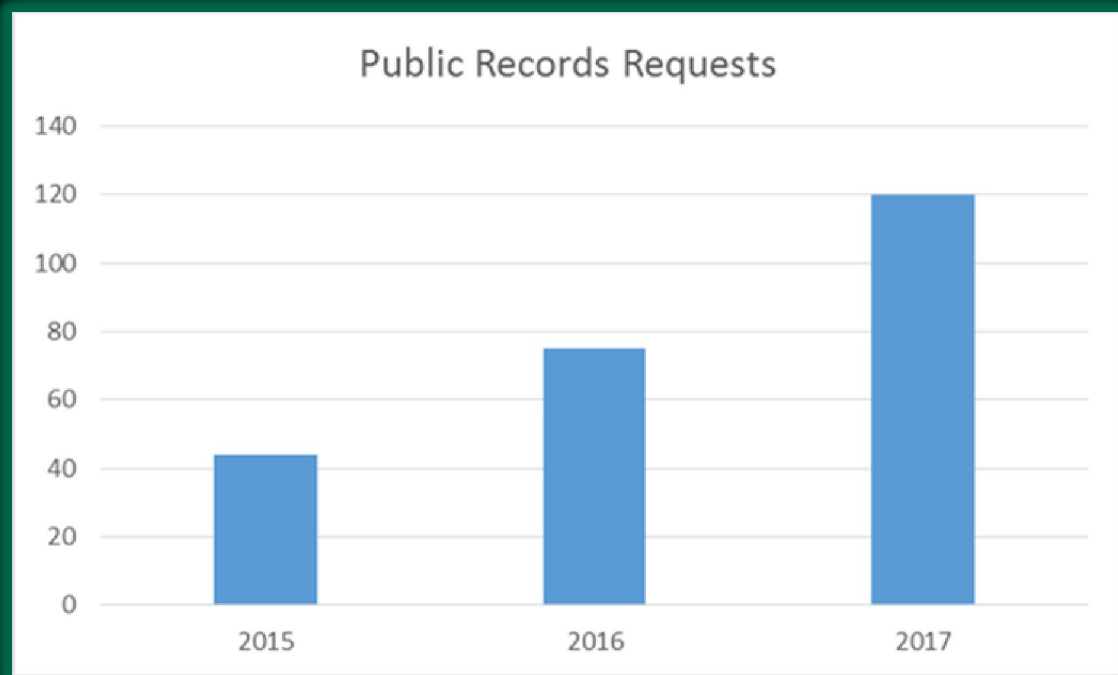
# Administrative Services

- City-wide records management system
- Public Disclosure Requests
- Records retention, archiving & destruction
- Legal publications & documents
- City Council agendas & scheduling



# Public Records/Records Management

- Public Records Officer Training & those fulfilling requests
- Public Officials (OPMA) Training
- Enterprise Content Management (ECM) System
- “Records” include city texts, social media, websites & emails
- Public Records request log



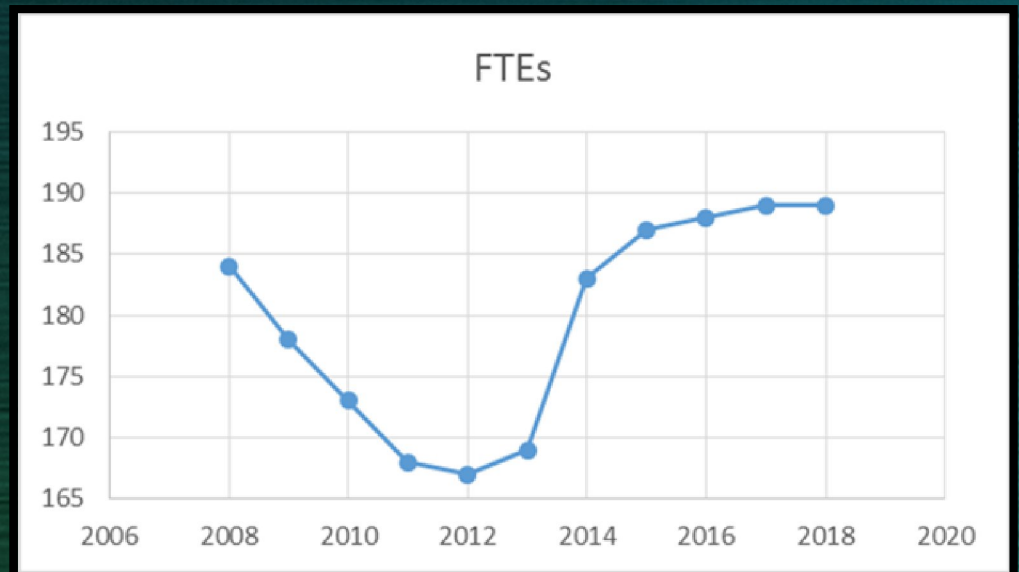
# Future Impacts:

- Legislative initiatives will impact service levels
- Public's expectation & changing state laws will increase technology needs
  - Customer service & timeliness are key!
- Technology additions, such as Laserfiche, will increase efficiency & free staff time for next mandated changes



# Human Resources

- Recruitment, labor relations/negotiations, ADA, benefits, workplace injuries, discipline
- Approximately 50% of time is employee relations / department head support
- Compliance with changing laws
- 189 FTEs supported



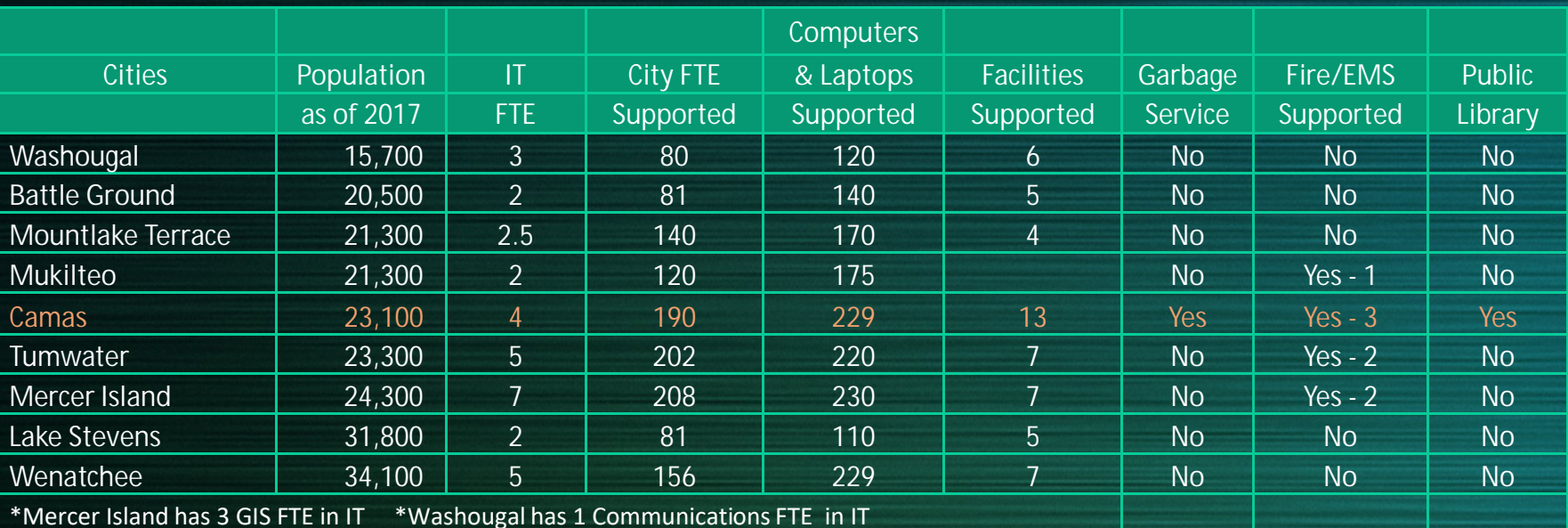


# Future Impacts:

- With City growth, staff will increase in many City departments
  - Slightly increased workload for onboarding & ongoing HR program fees
- Current HR staff to employee ratio just under 1:100
  - Benchmark is generally 1:100 to 1.4:100
- Additional HR staff may be needed in future

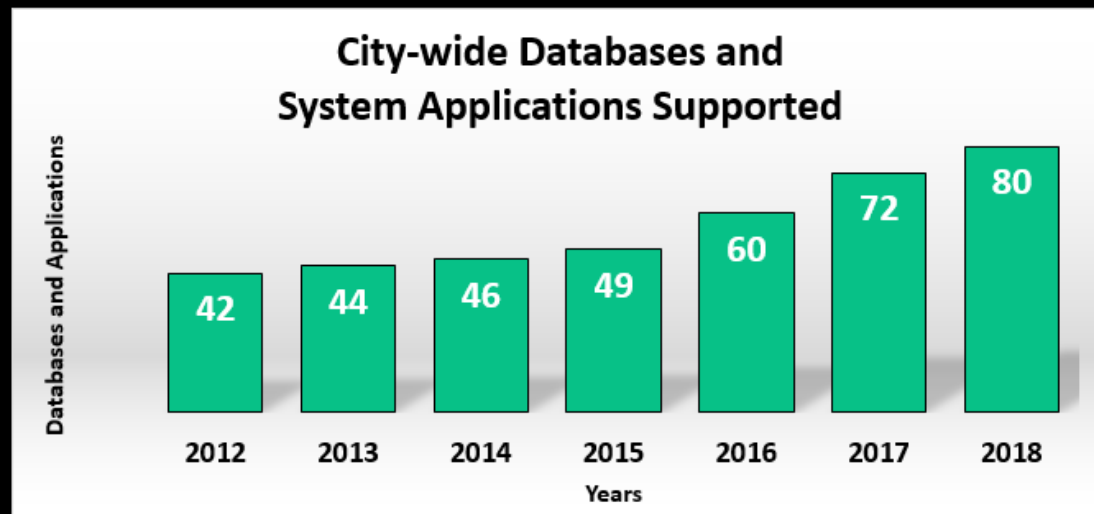


4	Technology Staff
227	Network Users
13	Facilities
209	Computers & laptops
41	iPads
66	Printers/Copiers
80	Applications
75	City-Issued Cell Phones



# Future Impacts

- **Growth:** Added facilities, systems, applications require additional service & support
- **Facilities:** New or aging facilities require investment in technology infrastructure
- **Staffing Levels:** Added staff to support new customers & North Shore growth = added computers & devices to support/maintain
- **Systems:** Current Systems & applications require ongoing maintenance, upgrades
- **New Technologies:** Required to increase efficiencies & improve customer service
- **Devices per FTE:** Computers, laptops, iPads, smartphones, etc.
- **Technology Support:** Support beyond regular work day hours



# Strategic Planning Initiatives

Identify technology needs, funding requirements, prioritize resources to embrace innovations and changes in services

## Community Engagement and Communications Strategy

- Identify public needs, new technologies
- Improve public information outreach campaigns
- Stronger & consistent communication across departments & services
- 3-Yr Communications Plan & put it into action

## Strategic Planning Initiative: Technology Roadmap

- New services as tech innovations become community expectations
- Added Facilities
- Additional staffing service and support
- Enhancing mobility & remote networking services
- After-hours support for Police, Fire & Library
- Enhanced Municipal Public Wi-Fi
- Strategic Planning Initiative: Lean Process Improvements



# Library

## CONTENT DELIVERY

- Collection Development
- Cataloging
- Acquisitions
- Shelving
- Readers Advisory
- Reference
- Deselection
- Technologies for delivering content

## PROGRAMMING & OUTREACH

- Community connections
- In-house events (any/all ages)
- Outreach at community events, schools
- Outreach storytime at day cares, parks, and community centers
- Early literacy development

## CAMAS PUBLIC LIBRARY

Current Levels of Service

## OTHER

- Room reservations
- Marketing (social media, print, press releases, etc.)



## AFFILIATE GROUPS

- Library Board of Trustees
- Friends & Foundation of the Camas Library
- Second Story Gallery Society
- Youth Advisory Council

## Comparisons or Industry Standards



Camas Public  
LIBRARY

2017

### COLLECTIONS

3 books/items per capita  
Turnover rate 2.25 for 10,000-24,999 population category  
Average circulation rate per capita in WA state libraries: 10.5\*  
Average physical holdings in single branch WA state libraries: 96,716\*

### COLLECTIONS

Books and materials: 4.97 per capita  
Turnover rate: 1.93  
Circulated at 9.6 per capita  
Physical holdings: 114,792

### STAFFING

Recommended 1 FTE for every 2,500 citizens  
1/3 of staff (excluding support staff) should be librarians with master's degrees

### STAFFING

1 FTE for every 1,592 citizens  
1/3 of staff (excluding support staff) are librarians with master's degrees

### EVENTS

Average number of events in single branch WA state libraries: 255\*  
Average attendance at events in single branch WA state libraries: 6,821\*

### EVENTS

Library-sponsored events: 895  
Attendance at events: 36,981

### ACCESS

Average card holders per capita in WA state libraries: .68\*  
Average annual visits in single branch WA state libraries: 92,320\*  
Average public service hours for single branch WA state libraries: 1,826\*

### ACCESS

Card holders per capita: .59  
Annual visits: 193,341  
Public service hours: 2,756

### BUILDING

1.25 square feet per capita  
No current guideline or comparable for meeting room reservations  
  
No current guideline or comparable for meeting room use (people)

### BUILDING

1.51 square feet per capita  
Rooms used for 250 non-Library events with 3,621 people in attendance  
Rooms used by Library + public and City for 1,145 events with 40,602 guests

\*Most recent state numbers available are 2016



- How learning needs are changing
- How information & entertainment needs are changing
- Responding to community needs
- Where do we go from here
  - Digital literacy & access
  - Outreach beyond the Library walls
  - Services for specific populations
    - Seniors
    - Youth
    - Job Seekers

# Community Development

Comprised of CD Administration, Building and Planning Services

## Building

- Reviews plans/issues permits for new construction, mechanical & plumbing
- Fees collected cover costs of review/inspection services
  - Current revenues exceed staffing levels
- Currently 1 FTE down from a decade ago
- New home construction
  - Approaching pre-recession levels
  - Over 500 apartment units in land use permitting stage
  - Single family construction has remained steady
- Refilling 1 FTE needed for plan review & inspection of commercial & multi-family developments
  - Funded by permit fees



# Planning

- Responsible for current and long range planning efforts
- Development review of land use applications, design review and environmental review
  - Demand for development review has Planning Manager and 2 Senior Planners focusing on current planning projects
- Long Range Planning: Code development, sub-area planning, comprehensive planning
  - Sub-area planning and code development are lagging
  - Pending long range planning efforts
    - 1) Development of housing codes,
    - 2) Sub-area planning of Grass Valley and/or the mill property
    - 3) North Shore Area
    - 4) Everett Street (SR500)/Round Lake village-north of the lake
    - 5) Shoreline Management Plan update
    - 6) 20 year Comprehensive Plan update in 2024
    - 7) Potential reopening of County Comprehensive Plan



Supports allocating 1 Senior Planner to long-range planning and adding 1 FTE in planning position dedicated to development review



# Parks and Recreation

Through provision of recreation and park services, we enhance the quality of life and nurture the health and well-being of our people, our community, our environment and our economy.

## • Recreation Programs

Year	2008	2009	2010	2011	2012	2013	2014	2015	2016
Number of Programs	338	318	326	339	380	255	332	410	348
Number of participants	14,233	12,032	12,169	12,833	12,542	10,514	13,104	16,029	13,053
Participant Hours	116,403	81,678	72,111	72,462	87,273	111,829	94,345	70,828	74,195
FTE	2.7	2.4	2.4	2.4	2.4	2.1	1.7	1.6	1.6

## • Rental Facilities

Year	2008	2009	2010	2011	2012	2013	2014	2015	2016
Visits	37,986	34,552	29,456	28,270	35,115	37,921	44,311	46,865	55,381
Reservations	1,339	1,502	1,526	1,369	1,329	1,400	2,104	2,526	2,573
FTE	1	1	1	1	1	1	1.1	1.2	1.2

## • Non-Tax Revenue

Year	2008	2009	2010	2011	2012	2013	2014	2015	2016
Program Revenue	133,091	133,278	124,901	116,582	130,082	133,829	105,598	125,358	121,752
Facility Revenue	9,500	9,500	9,922	10,232	13,996	21,590	66,835	111,318	133,618
Donations, Grants, In-kind	15,147	24,127	21,581	31,094	70,179	51,520	71,769	11,404	20,103
Misc. Revenue								31,986	39,863
Total	157,738	166,905	156,404	157,908	214,257	206,939	244,202	280,066	315,336

## • Volunteer Hours

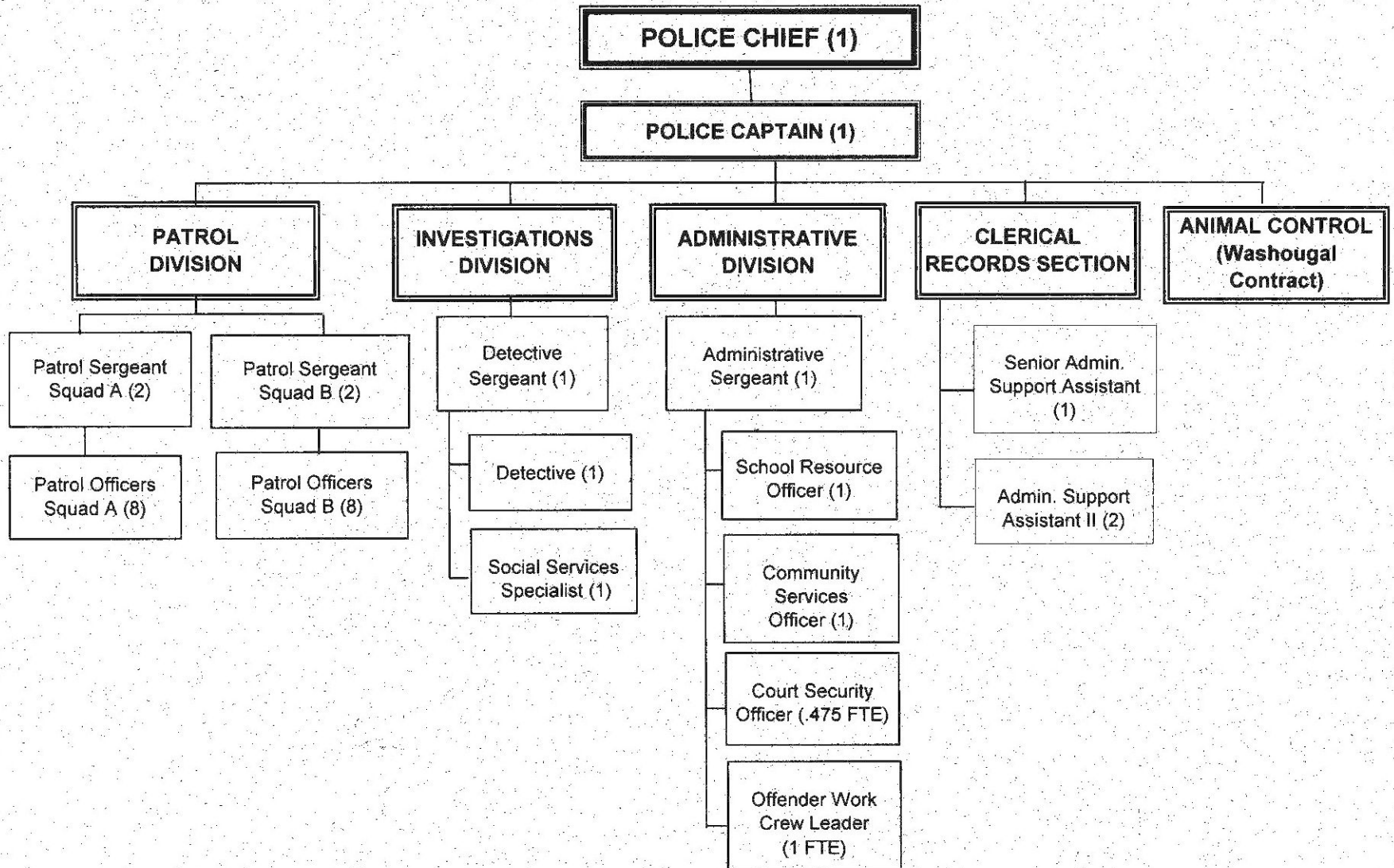
Year	2008	2009	2010	2011	2012	2013	2014	2015	2016
Volunteer Hours	2,601	3,342	5,019	4,530	3,667	2,501	2,930	1,738	1,862
Value	20,634	33,687	50,954	45,662	36,963	25,200	29,534	28,452	20,253

- Parks, Recreation and Open Space Plan

Year	2008	2009	2010	2011	2012	2013	2014	2015	2016
Park Acreage	151.06	151.06	151.06	206.06	206.06	206.06	206.06	206.06	206.06
Open Space Acreage	529	529	529	591	655	655	655	655	655
Total	680.06	680.06	680.06	797.06	861.06	861.06	861.06	861.06	861.06
Parks/ Special Use	13	13	14	15	15	15	17	17	18
Undeveloped	3	3	3	3	3	3	3	3	3
Trail Miles	21	21	22	22	22	22	22	22	22
Population	18,389	18,950	19,355	19,620	20,020	20,320	20,880	21,210	21,810
Acres/1000	36.98	35.89	35.12	40.62	43	42.38	41.24	40.6	39.48



# POLICE DEPARTMENT



# City of Camas Strategic Plan

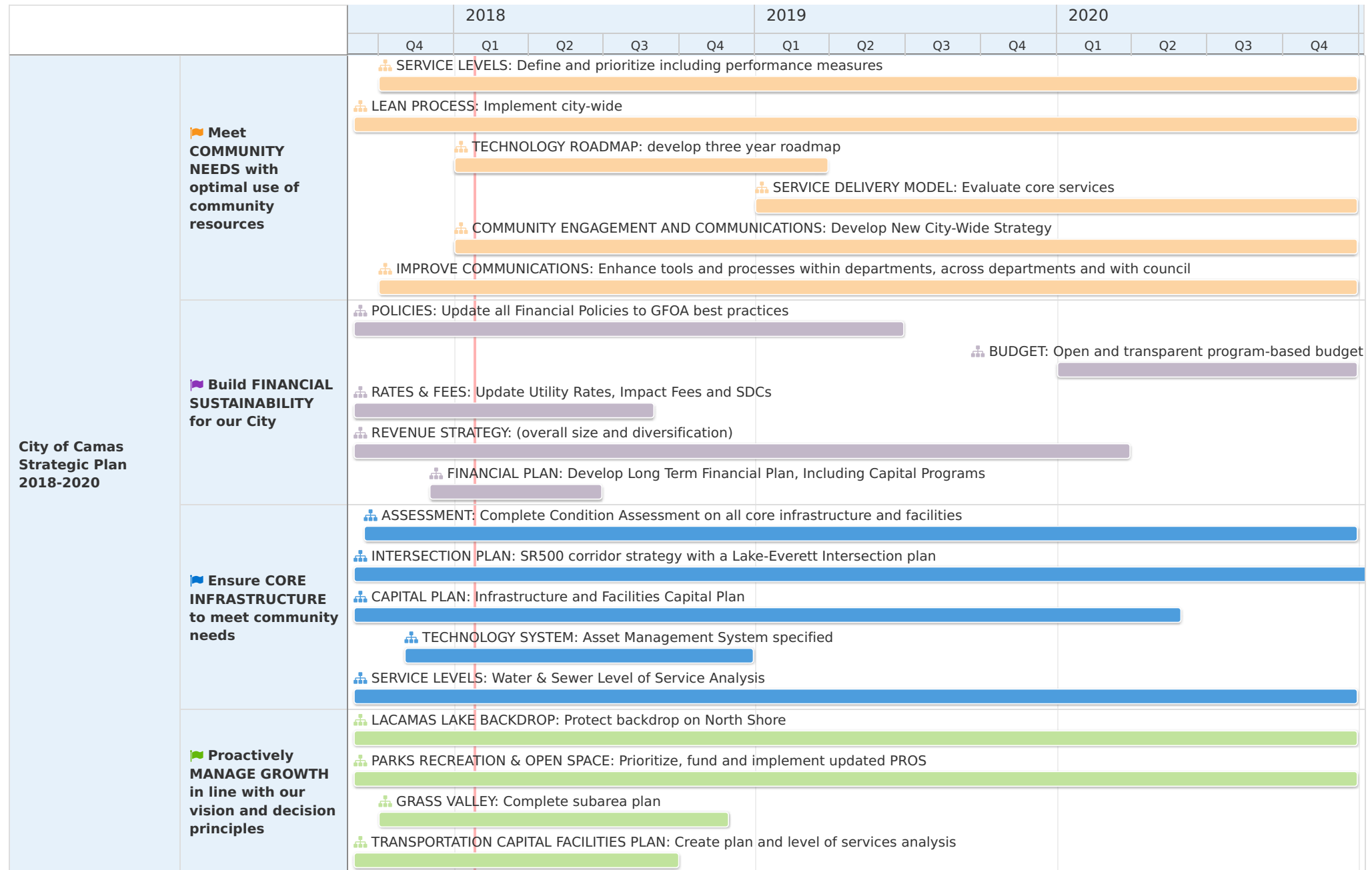
## Years 2018 - 2020




### **Management Report**

Goals & Initiatives Three Year Calendar

Initiatives Owners and Status

Initiative Milestones Roadmap



Initiative name	Initiative description	Initiative start date	Initiative end date	Initiative status
 <b>Meet COMMUNITY NEEDS with optimal use of community resources</b>				
<b>SERVICE LEVELS: Define and prioritize including performance measures</b>	PETE CAPELL, Owner	Oct 01, 2017	Dec 31, 2020	<span>Started</span>
<b>LEAN PROCESS: Implement city-wide</b>	BERNIE BACON, Owner	Sep 01, 2017	Dec 31, 2020	<span>Started</span>
<b>TECHNOLOGY ROADMAP: develop three year roadmap</b>	SHERRY COULTER, Owner	Jan 01, 2018	Mar 31, 2019	<span>25% Complete</span>
<b>SERVICE DELIVERY MODEL: Evaluate core services</b>	MITCH LACKEY, Owner	Jan 01, 2019	Dec 31, 2020	<span>Not started</span>
<b>COMMUNITY ENGAGEMENT AND COMMUNICATIONS: Develop New City-Wide Strategy</b>	SHERRY COULTER, Owner	Jan 01, 2018	Dec 31, 2020	<span>Started</span>
<b>IMPROVE COMMUNICATIONS: Enhance tools and processes within departments, across departments and with council</b>	PHIL BOURQUIN, Owner	Oct 01, 2017	Dec 31, 2020	<span>Started</span>
 <b>Build FINANCIAL SUSTAINABILITY for our City</b>				
<b>POLICIES: Update all Financial Policies to GFOA best practices</b>	CATHY HUBER NICKERSON, Owner	Sep 01, 2017	Jun 30, 2019	<span>Started</span>
<b>BUDGET: Open and transparent program-based budget</b>	CATHY HUBER NICKERSON, Owner	Jan 01, 2020	Dec 31, 2020	<span>Started</span>
<b>RATES &amp; FEES: Update Utility Rates, Impact Fees and SDCs</b>	STEVE WALL, Owner	Sep 01, 2017	Sep 01, 2018	<span>50% Complete</span>
<b>REVENUE STRATEGY: (overall size and diversification)</b>	CATHY HUBER NICKERSON, owner	Sep 01, 2017	Mar 31, 2020	<span>Started</span>
<b>FINANCIAL PLAN: Develop Long Term Financial Plan, Including Capital Programs</b>	CATHY HUBER NICKERSON, Owner	Dec 01, 2017	Jun 30, 2018	<span>Not started</span>
 <b>Ensure CORE INFRASTRUCTURE to meet community needs</b>				
<b>ASSESSMENT: Complete Condition Assessment on all core infrastructure and facilities</b>	STEVE WALL, Owner	Sep 13, 2017	Dec 31, 2020	<span>Started</span>

<b>INTERSECTION PLAN: SR500 corridor strategy with a Lake-Everett Intersection plan</b>	CURLEIGH CAROTHERS, Owner	Sep 01, 2017	Jan 15, 2021	Started
<b>CAPITAL PLAN: Infrastructure and Facilities Capital Plan</b>	STEVE WALL, Owner	Sep 01, 2017	May 31, 2020	Started
<b>TECHNOLOGY SYSTEM: Asset Management System specified</b>	STEVE WALL, Owner	Nov 01, 2017	Dec 31, 2018	Not started
<b>SERVICE LEVELS: Water &amp; Sewer Level of Service Analysis</b>	SAM ADAMS, Owner	Sep 01, 2017	Dec 31, 2020	Started
<b>🚩 Proactively MANAGE GROWTH in line with our vision and decision principles</b>				
<b>LACAMAS LAKE BACKDROP: Protect backdrop on North Shore</b>	JERRY ACHESON, Owner	Sep 01, 2017	Dec 31, 2020	Started
<b>PARKS RECREATION &amp; OPEN SPACE: Prioritize, fund and implement updated PROS</b>	JERRY ACHESON, Owner	Sep 01, 2017	Dec 31, 2020	Started
<b>GRASS VALLEY: Complete subarea plan</b>	PHIL BOURQUIN, Owner	Oct 01, 2017	Nov 30, 2018	Started
<b>TRANSPORTATION CAPITAL FACILITIES PLAN: Create plan and level of services analysis</b>	CURLEIGH CAROTHERS, Owner	Sep 01, 2017	Oct 01, 2018	Started

Initiative name	Initiative start date	Initiative end date	Project milestones status	Project milestones phase name	Project milestones phase start	Project milestones phase end
🚩 Meet COMMUNITY NEEDS with optimal use of community resources						
SERVICE LEVELS: Define and prioritize including performance measures	Oct 01, 2017	Dec 31, 2020	Started	M1: Determine what services to Measure	Oct 01, 2017	Oct 31, 2017
				M2: Document current level of service for each of the services to be measured	Oct 30, 2017	Dec 31, 2017
				M3: Presentations to Council	Jan 01, 2018	Mar 31, 2018
				M4: Develop resources required to achieve desired level of service	Feb 01, 2018	Jun 30, 2018
				M5: Determine additional services to measure	Feb 01, 2018	May 31, 2018
				M6: Performance Measures	Oct 01, 2017	Dec 31, 2020
				M7: Review and Monitoring	Jan 01, 2018	Dec 31, 2020
LEAN PROCESS: Implement city-wide	Sep 01, 2017	Dec 31, 2020	Started	1: 2018 Lean Process	Jan 01, 2018	Jan 01, 2018
				2: 2018 Lean Process	Jan 01, 2018	Jan 01, 2018
				3: 2018 Lean Process	Jan 01, 2018	Jan 01, 2018
				4: 2018 Lean Process	Jan 01, 2018	Jan 01, 2018
				5: 2018 Lean Process	Jan 01, 2018	Jan 01, 2018
				6: 2018 Lean Process	Jan 01, 2018	Jan 01, 2018
				M1: Establish Stakeholders, Communications Plan, Schedule and Action Plan	Sep 01, 2017	Oct 30, 2017
				M2: Project Schedule and Risk & Issues Log	Oct 30, 2017	Nov 17, 2017
				M3: Review Current State and Perform Root Cause Analysis	Nov 17, 2017	Dec 15, 2017
				M4: Draft Future State Processes and Procedures for Testing	Dec 15, 2017	Feb 02, 2018
				M5: Monitor New Processes Results and Incorporate Lessons Learned	Feb 02, 2018	Mar 23, 2018
				M6: Define Roles & Responsibilities, Tasks and Schedules	Mar 23, 2018	May 23, 2018
				M7: Monitor and Ensure Compliance	May 23, 2018	Dec 31, 2020
				M8: Implement Lean Process - Year 2019	Jan 01, 2019	Dec 31, 2019
				M9: Implement Lean Process - Year 2020	Jan 01, 2020	Dec 31, 2020
TECHNOLOGY ROADMAP: develop three year roadmap	Jan 01, 2018	Mar 31, 2019	Started	M1: Create an outline of the Technology Roadmap for review	Jan 01, 2018	Jun 01, 2018
				M2: Update the City's Technology Inventory and Replacement Plan	Jan 01, 2018	May 01, 2018
				M3: Work with Management Team to identify and prioritize technology resources	May 01, 2018	Aug 01, 2018
				M4: Present priorities and funding implications to Mayor and Council	Aug 01, 2018	Jan 01, 2019
				M5: Establish the Implementation Process based on the Road Map priorities	Jan 01, 2019	Mar 01, 2019
				M6: Prepare and present a finalized Technology Roadmap	Mar 01, 2019	May 01, 2019
SERVICE DELIVERY MODEL: Evaluate core services	Jan 01, 2019	Dec 31, 2020	Started	M1: Research Service Delivery Models Applicable to Governments	Jan 01, 2019	Mar 01, 2019
				M2: Develop List of Key City of Camas Services	Mar 01, 2019	Apr 01, 2019
				M3: Review Past Experience Using Alternative Service Delivery Models	Apr 01, 2019	Aug 01, 2019
				M4: Citizen Input	Aug 01, 2019	Oct 01, 2019
				M5: Application of the Models to Existing City Services	Oct 01, 2019	Mar 01, 2020
				M6: Recommendation	Mar 01, 2020	Mar 31, 2020
				M7: Adoption of Recommendations	Mar 01, 2020	Dec 31, 2020
				M8: Develop List of Municipal Services Provided to the Community	Dec 31, 2020	Dec 31, 2020



COMMUNITY ENGAGEMENT AND COMMUNICATIONS: Develop New City-Wide Strategy	Jan 01, 2018	Dec 31, 2020	Started	M1: Management Team Overview -- Inventory Current Processes and Resources.	Jan 10, 2018	Mar 10, 2018
				M2: Establish a Community Engagement/Communications Leadership Team and Schedule Meetings	Mar 10, 2018	Mar 10, 2018
				M3: Present Communications Strategic Plan results to Management Team and Council	Jun 10, 2018	Aug 09, 2018
				M4: Review Staffing Needs - Possible PIO or Marketing Consultant	Jun 10, 2018	Aug 09, 2018
				M5: Fund, Purchase and install new tools and/or resources identified	Aug 09, 2018	Oct 09, 2018
				M6: Train Key Staff and assign responsibilities	Oct 09, 2018	Jan 09, 2019
				M7: Monitor results and continue to make improvements to the process	Jan 10, 2019	Jan 09, 2021
IMPROVE COMMUNICATIONS: Enhance tools and processes within departments, across departments and with council	Oct 01, 2017	Dec 31, 2020	Started	M1: Establish a steering committee with regularly scheduled meetings	Oct 01, 2017	Jan 11, 2021
				M2: Communication Survey	Jan 12, 2018	Jan 12, 2018
				M3: Steering Committee Evaluation of Study Responses	Apr 12, 2018	Apr 12, 2018
🚩 Build FINANCIAL SUSTAINABILITY for our City						
POLICIES: Update all Financial Policies to GFOA best practices	Sep 01, 2017	Jun 30, 2019	Started	M1: Scope the Policy Project including determining Policy Format and Process	Sep 01, 2017	Oct 01, 2017
				M2: Draft the Performance Measures and Financial Reporting Policies	Jan 01, 2019	Jan 01, 2019
				M3: Draft Asset Management, Cash Management and Investment Policies	Jan 01, 2018	Mar 29, 2019
				M4: Draft Budget, Reserve Funds, Fund Balance, ERR and Six Year Financial Plan Policies	Apr 01, 2018	Sep 30, 2018
				M5: Draft Structural Balance, Revenue, and Grant Accounting Policies	Oct 01, 2018	Dec 31, 2018
				M6: Draft Updates for Purchasing, Purchase Card, and Travel Policies	Jan 01, 2019	Mar 31, 2019
				M7: Draft Debt, Cost Accounting, and Internal Control Polices	Apr 01, 2019	Jun 30, 2019
BUDGET: Open and transparent program-based budget	Jan 01, 2020	Dec 31, 2020	Started	M1: Research Program-Based Budgeting	Jan 01, 2020	Mar 31, 2020
				M2: Develop programs tied to levels of service	Apr 01, 2020	Jun 30, 2020
				M3: Develop performance measures tied to level of service and programs	Apr 01, 2020	Jun 30, 2020
				M4: Pilot a program and tie a budget to the program	Jul 01, 2020	Sep 30, 2020
				M5: Identify associated revenue	Jul 01, 2020	Sep 30, 2020
				M6: Pilot the Budget with Socrata and Accela	Jul 01, 2020	Sep 30, 2020
				M7: Develop a plan for a City-wide rollout	Oct 01, 2020	Dec 31, 2020
RATES & FEES: Update Utility Rates, Impact Fees and SDCs	Sep 01, 2017	Sep 01, 2018	50% Complete	M1: Consultant Selection and Scoping	Sep 01, 2017	Sep 01, 2017
				M2: Data Collection	Sep 01, 2017	Apr 01, 2018
				M3: Water/Sewer/Stormwater Revenue Requirement Analysis	Sep 01, 2017	Dec 31, 2017
				M4: Solid Waste and Transportation Capital Facilities Plan Update	Sep 01, 2017	Jun 01, 2018
				M5: Utility Operating Rate Design	Sep 01, 2017	Mar 01, 2018
				M6: SDC and Impact Fee Analysis	Jan 01, 2018	May 31, 2018
				M7: Council Consideration and Adoption of Rates, SDCs and Fees	Jun 01, 2018	Sep 01, 2018

REVENUE STRATEGY: (overall size and diversification)   <
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<b>LACAMAS LAKE BACKDROP:</b> Protect backdrop on North Shore	Sep 01, 2017	Dec 31, 2020	Started	M1: Identify potential parcels for protection	Sep 01, 2017	Oct 01, 2017
				M2: Contact Property Owners	Sep 01, 2017	Jan 01, 2018
				M3: Identify potential funding sources	Jan 01, 2018	Jun 01, 2018
				M4: Aquire Property	Sep 01, 2017	Dec 31, 2020
<b>PARKS RECREATION &amp; OPEN SPACE:</b> Prioritize, fund and implement updated PROS	Sep 01, 2017	Dec 31, 2020	Started	M1: Prioritize list of capital projects	Sep 01, 2017	Feb 01, 2018
				M2: Fund prioritized PROS capital projects	Feb 01, 2018	Dec 31, 2020
				M3: Implement prioritized and funded capital project list	Feb 01, 2018	Dec 31, 2020
<b>GRASS VALLEY:</b> Complete subarea plan	Oct 01, 2017	Nov 30, 2018	Started	M1: Individual Stakeholder Meetings	Oct 01, 2017	Jan 31, 2018
				M2: Project scoping and Timeline: Consultant selection	Jan 01, 2018	Mar 01, 2018
				M3: Development of Sub-Area Plan Draft	Mar 01, 2018	Sep 30, 2018
				M4: State Environmental Policy Act	Sep 30, 2018	Oct 31, 2018
				M5: Washington State Commerce Dept. Notification	Oct 01, 2018	Oct 31, 2018
				M6: Planning Commission Workshop on Draft sub-area plan	Oct 01, 2018	Oct 31, 2018
				M7: Planning Commission Hearing	Nov 01, 2018	Nov 30, 2018
<b>TRANSPORTATION CAPITAL FACILITIES PLAN:</b> Create plan and level of services analysis	Sep 01, 2017	Oct 01, 2018	Started	M1: Consultant Selection and Scoping Process	Sep 01, 2017	Oct 31, 2017
				M2: Review Growth Projections and Analyze Current Infrastructure and Facilities	Nov 01, 2017	Feb 01, 2018
				M3: Develop CIP	Feb 01, 2018	May 01, 2018
				M4: Develop Funding Strategy	Feb 01, 2018	Jun 30, 2018
				M5: Council Consideration and Adoption of Transportation Plan	Jul 01, 2018	Oct 01, 2018