









# Index of Resources



## Publications



**ADA Guide for Small Towns** – This guide presents an informal overview of some basic ADA requirements and provides cost-effective tips on how small towns can comply with the ADA. – USDOJ, March 2000   




**Annexation Handbook** – Addresses the general topic of municipal annexation and provides assistance with the statutory procedures for annexation as well as some recurring legal questions. This version is current with the 2008 RCW. – MRSC, July 2009 


**Appearance of Fairness Doctrine in Washington State** – Provides an overview of the appearance of fairness statute, Ch. 42.36 RCW, including suggestions for assuring compliance with the law. Contains a section on commonly asked questions, and a summary of cases – MRSC, 1995   



**Assessing the Health of Washington's Cities & Towns, State of the Cities** – AWC's comprehensive analysis of the fiscal well-being of Washington's cities, answering one overriding question – what implications do Washington cities and towns' recent fiscal trends have for statewide public policy? – AWC, 2009 



**Asset Management: A Handbook for Small Water Systems** – This guide is designed for owners and operators of small community water systems and presents basic concepts of asset management and provides the tools to develop an asset management plan. – EPA, September 2003 (pdf, 976kb)  



**The Bidding Book for Washington Cities & Towns** – This publication is intended to familiarize officials with: (1) competitive bidding requirements; (2) the recommended bidding procedures for the contracting of public works and improvements; and (3) public purchasing procedures. – MRSC, September 2006 (pdf, 1.23mb)  



**Budgeting, Accounting and Reporting System (BARS) manual** – BARS Manuals prescribe accounting, budgeting and reporting requirements for all local governments. Manuals include the prescribed uniform charts of accounts, accounting and budgeting policies, guidance for preparation of financial statements and instructions for preparation of supplemental schedules required by the State Auditor's Office. – SAO   

**Budgeting for Cities and Towns in Washington State** – Governmental budgeting is about allocating scarce resources across a variety of community needs. This publication attempts to cover both the basics of city budgets and provide a look at some of the innovations. – AWC/WFOA, July 2002 


**A Citizen's Guide to the 4(d) Rule for Threatened Salmon and Steelhead on the West Coast** – This guide introduces and explains the rules, providing a more user friendly description of why the rule is needed, what it contains, how it will affect citizens, and how to get more information. – NMFS, June 2000 (pdf, 868kb)  


**Code City Handbook** – Provides essential information for code city officials and incites their powers, duties, and alternatives that are available under the applicable forms of municipal government. – MRSC, June 2009 (pdf, 946kb)  


**Councilmember's Handbook** – A brief overview of the structure of municipal government in Washington State and the role of the councilmember in that structure. The primary focus is on the council meeting. – AWC/MRSC, January 2000 (pdf, 691 kb)  



**Critical Areas and Best Available Science, Small Communities Critical Areas Implementation Guidebook** – This document recommends simple procedures and includes references to sources of information, descriptions of permitting processes, examples of common permitting scenarios, and some useful checklists and public information brochures that can be customized for use in small communities. – CTED, June 2007 (pdf, 2.79mb)  


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***A Debt Primer for Washington's Cities and Towns*** – An introduction to the various aspects of municipal debt financing. Includes chapters on debt limits, debt management policies, bond issues, and the debt issuance process. – MRSC, August 1994 



***Directory of Washington City & Town Officials*** – Provides a listing of the names of key county officials, addresses and phone numbers and county statistics. Publication is updated every year. Includes member listings for several associations. – MRSC 



***Economic Development in Washington's Cities & Towns, State of the Cities*** – This report explores what cities are doing to promote economic development, the successes they've had, and the barriers they are experiencing. – AWC, 2007 



***Elected Officials Guide to Emergency Management*** – This guide is designed to provide Chief Elected Officials (CEOs) and their department heads with an overview of emergency management roles, responsibilities, and operations. It highlights the critical roles for which CEOs, as chief executives, are responsible. – EMD, February 2003 (pdf, 219kb)  



***Forming Successful Partnerships: A practical guide for local government*** – This resource lays a roadmap for forming potential partnerships, along with examples of existing successful partnerships in Washington State. – AWC, 2006 



***Getting Into Office: Being Elected or Appointed into Office in Washington Counties, Cities, and Towns*** – This publication addresses issues relating to: qualifying and running for elective office in cities, towns, and counties; assuming office vacancies in office; and appointments to fill vacancies. – MRSC, June 2007 (pdf, 410kb)  



***Governments are from Saturn...Citizens are from Jupiter: Strategies for Reconnecting Citizens and Government*** – This publication explores evidence and sources of this growing distrust, and highlights valuable benefits that government provides. – MRSC, June 1998  



***A Guide to Strategic Planning for Rural Communities*** – This guidebook will help you create a vision of what you want your community to be like in the future; identify things that are preventing change and opportunities to move forward; and help you determine what actions are needed to make your vision a reality. – USDA, March 1998 (pdf, 49kb)  

***Habitat Conservation Planning Handbook*** – HCPs reduce conflicts between listed species and economic use or development activities, allowing for the development of "creative partnerships" between the public and private sector which make the process work for both landowners and species. – USFWS, November 1996  




***Hiring and Keeping Police Officers*** – This publication presents findings of a study that examined the recent experiences of police agencies nationwide in hiring and retaining sworn officers. – NIJ, July 2004  



***Initiative and Referendum Powers for Washington City & Charter Counties Guide*** – This publication provides an overview of the state and local level to directly exercise authority to enact and repeal law through initiative and referendum. – MRSC, January 2006 (pdf, 307kb)  



***IRS Taxable Fringe Benefits Guide*** – Provides an understanding of which employee fringe benefits related to travel and non-travel issues are taxable and reportable under the Internal Revenue Code, regulations, and procedures. (e.g. uniform allowances, employer provided vehicles) – IRS, January 2007 (pdf, 322kb)  



***Keeping Hazard from Becoming Disasters: A Mitigation Workbook for Local Government*** – Comprehensive planning and reasonable development patterns, building standards, and other practices can ensure safer homes, businesses, and communities for today and tomorrow and reduce the cost of emergency response, recovery, repair, and reconstruction following a disaster. – EMD, February 2000 (pdf, 204kb)  



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**Knowing the Territory** – Describes the nature, powers and duties of municipal officials for "keeping out of trouble," discusses limitations, regulations, and admonitions regarding the exercise of governmental powers, including conflicts of interest law, the open public meetings act, appearance of fairness doctrine and similar laws. It also points out immunities and protections. – MRSC, November 2009 (pdf, 284kb)    


**Level of Service Standards – Measures for Maintaining the Quality of Community Life** – The publication surveys innovative approaches to LOS standards, focusing on transportation and parks standards. It also covers schools, fire protection, police, sewer, water, stormwater, solid waste, library and administrative facilities. The publication emphasizes approaches which support overall community goals and growth management efforts. – MRSC, September 1994 (pdf, 7.56mb)  





**Local Government Policy-Making Process** – This publication provides an overview of the local government policy-making process. It is written from a practical standpoint and is intended to provide the reader with a better understanding of the roles and responsibilities of legislators as policy-makers. – MRSC, February 1999 (pdf, 514kb)  



**Local Ordinances for Washington Cities and Counties** – A comprehensive discussion of adoption procedures, including information on publication requirements. – MRSC, May 2000 (pdf, 443kb)  



**Mayor's Handbook** – This handbook is intended to serve as a guide for mayors in Washington cities and towns operating under the mayor-council form of government. There are also materials on issues which directly concern mayors in council-manager cities and all mayor pro tems: presiding over council meetings, conducting public hearings, etc. – AWC/MRSC, February 1999 (pdf, 459kb)  





**Municipal Service Delivery – A Survey of Washington Cities and Towns** – This report reviews the service delivery methods used by cities to deliver services within eight major service categories. – MRSC, July 1993 (pdf, 7.11mb) 


**The New City Guide** – This publication is designed to assist newly incorporating cities with the complicated process of establishing a functioning and viable municipal government. – MRSC, February 2002 (pdf, 545kb)



**Open Public Meetings Act: How it Applies to Washington Cities and Counties** – Covers who is subject to the Act, procedural requirements, executive sessions, exemptions, and penalties, and identifies relevant case law and attorney general opinions. – MRSC, May 2008 (pdf, 432kb)    




**Parks, Recreation, and Open Space in Your Community** – Parks, recreation, and open space opportunities mean many things to many people. Although not specifically defined in the GMA, this publication helps you plan for these opportunities. – CTED/WCRO, February 2005 (pdf, 4.14mb)  

**Police and Fire Compensation Survey** – This annual survey contains detailed salary and benefit data that will prove invaluable in negotiations and interest arbitration, and is available to management only. – AWC/WAPELRA  



**Public Records Act for Washington Cities and Counties** – This publication discusses all of the statutory disclosure exemptions which are relevant to local governments, as well as the mandatory procedures for responding to a public records disclosure request. – MRSC, May 2007 (pdf, 1.42mb)    
 



**A Revenue Guide for Washington Cities and Towns** – Contains information on revenue sources available to cities and towns for general government purposes, including the relevant statutory references and court decisions. – MRSC, June 2009 (pdf, 732kb) 



**Salary and Benefit Survey** – This survey of local government salaries and benefits is designed to present a compilation of salaries paid for more than 120 different job classifications in city and county governments. – AWC,  


**Small City Handbook** – The *Small Cities Handbook* is a resource created by the State Auditor's Office for use by small cities. It is sent to all Category 2 Cities and includes Cash Management Revenues; Disbursements; Purchasing; Annual Report and Budgeting. – Toni Nelson, SAO   


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**Tax and User Fee Survey** – The Tax and User Fee Survey is a voluntary survey conducted every two years that collects local tax rate and fee data from Washington's cities and towns. – AWC  

**State and Local Audit Protocols** – General information on types of audits, audit protocols and audit process – SAO, October 2006 (pdf, 451 kb)  

**Tax Reference Manual: Information on State and Local Taxes in Washington State** – This report provides comprehensive background information on each of over 50 tax sources utilized by state or local governments in Washington. – DOR, 2007  



**Ten Commandments of Community Leadership** – This publication serves as the governing principles for every local leader, whether newly elected or a seasoned veteran. – AWC/CTED, May 2007 


**Town Handbook – Handbook for Washington Town Officials** – Provides essential information for town officials and indicates their powers, duties and alternatives that are available under applicable forms of government. – MRSC library loan, December 1992 


**Washington State Local Improvement District Manual: Fifth Edition** – This manual is intended to provide an overall perspective of the detailed procedures in the LID or RID process, to clearly focus on a single (normal) chronological order of responsibilities, to describe the routine processes from initiation to the conclusion of a special assessment district financing, and to reduce employee training time. – MRSC, October 2003 (pdf, 1.52mb)  



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## Newsletters/Magazine


**Cityvision** – AWC's Cityvision magazine examines municipal issues and trends from a high level, with articles that analyze and offer insight. Creates a voice for city officials providing another leadership tool and resource and builds awareness of city issues with readers outside of city hall – AWC  

**Cityvoice** – AWC's electronic newsletter for electeds and staff. Provides a twice-weekly overview of upcoming AWC events and available services. It also showcases essential resources for cities and towns – AWC 

**In-Focus, Local Government News & Information** – *In Focus* is an e-newsletter featuring selected updates to MRSC's Web site ([www.mrsc.org](http://www.mrsc.org)), news and information for Washington local government officials and staff. To subscribe, link to: [www.mrsc.org/updates.aspx](http://www.mrsc.org/updates.aspx) – MRSC 

**Legislative Bulletin** – Provided weekly throughout the legislative session and monthly the rest of the year, covers major issue areas and provides quick referencing by issue area. The Bulletin is one of AWC's most valuable legislative sources for cities and towns – AWC  

**Municipal Research News** – This publication is published periodically by MRSC and addresses issues of current interest to cities, towns, and counties in Washington State – MRSC 

**Personnel News** – Provided quarterly, reports on the latest developments in the human resource arena, as well as labor settlements and arbitration awards. In addition, we research and respond to individual questions from members, and periodically produce special bulletins on emerging issues – AWC 

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## Training Opportunities

**AWC Annual Conference** – AWC’s annual conference is the state’s largest training opportunity for Washington’s mayors and councilmembers. The session gives municipal officials a chance to acquire basic skills, track current trends and network with their peers – AWC (Annual)

**Basic Training for Clerk’s /Treasurers** – This workshop provides a basic overview of clerk/treasurers duties including legal compliance, state law and risk management – AWC (Annual)

**Budgeting, Accounting & Reporting System (BARS)** – This class provides an overview of the Budgeting, Accounting and Reporting System (BARS) including overview of BAR System, and coding of revenues (including federal and state grants) and expenditures – SAO/WFOA (Annual)

**Cash Basis Financial Reporting** – The primary focus of the course is to develop an understanding of day to day fund accounting. It will cover accounting rules for using various fund types, revenue and expenditure recognition, and specific problem areas associated with “cash basis” fund accounting – SAO/WFOA (Annual)

**City Legislative Action Conference (CLAC)** – One of AWC’s premiere events, during which city officials from throughout the state convene in Olympia to meet with their legislators, receive updates on priority issues, hear from legislative leadership and the Governor, and move the city agenda forward – AWC (Annual)

**Infrastructure Assistance Coordinating Council (IACC) Annual Conference** – The purpose of the IACC is to promote partnerships among federal, state, and local programs, working to help Washington communities identify and obtain resources they need to develop, improve and maintain public works programs – IACC (Annual)

**Introduction to Municipal Budgeting** – This workshop provides a focus on the basics of budgeting, hands-on exercises, and core processes and strategies for responding to difficult economic times for staff and elected officials – AWC/WFOA/SAO (Annual)

**Labor Relations Institute** – The Labor Relations Institute is for public sector appointed and elected officials who solely represent the interests of management. Through concurrent sessions on a number of personnel and labor relations issues, participants keep up-to-date on new laws and court decisions, build skills, and learn about innovative programs – AWC (Annual)

**Elected Official Essentials workshop** – Provides an overview for elected officials in the areas of legal territory, roles and responsibilities, effective leadership and more – AWC/MSRC (offered even numbered years)

**Regional Meetings** – Provides an opportunity for cities and towns to come together to share ideas, form partnerships and enhance the vitality of communities. Provides AWC the chance to update local officials on current programs and legislative issues and receive feedback on services – AWC (Annual)

**Small City Roundups** – Offered throughout the state, provide an informal roundtable discussion with elected officials and staff about what is happening in small cities – AWC (Annual)

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## Primary Legal References

### Washington State Legislature – Laws and Agency

**Rules** – State main page that includes all Statutes and Constitution as well as Agency Rules and Regulations (RCW/WAC)

### Washington State Constitution

- Article 08 – State, County and Municipal Indebtedness
- Article 11 – Section 10 – Incorporation of Municipalities
- Article 11 – Section 11 – Police and Sanitary Regulations
- Article 32 – Section 1 – Special Revenue Financing

### RCW

- RCW 35 – Cities and towns - powers and duties
- RCW 35A – Optional municipal code cities - powers and duties
- RCW 39 – Public contracts and indebtedness
- RCW 82 – Excise taxes
- RCW 84 – Property taxes
- RCW 35.18 – Council-manager plan form of government for non-code cities
- RCW 35.33 – Budgets in second and third class cities, towns and first class cities under 300,000
- RCW 35.91 – Municipal water & sewer facilities act
- RCW 35.92 – Municipal utilities – water, electricity, natural gas

- RCW 35A.12 – Mayor-council plan of government for code cities
- RCW 35A.13 – Council-manager plan of government for code cities
- RCW 35A.33 – Budgets in code cities
- RCW 35A.63 – Planning and zoning in code cities
- RCW 36.70 – Planning enabling act (counties)
- RCW 36.70A – Growth management – planning by selected counties and cities
- RCW 38.52 – Emergency management
- RCW 39.34 – Interlocal cooperation act
- RCW 42.23 – Code of ethics for municipal officers - contract interests
- RCW 42.36 – Appearance of fairness doctrine - limitations
- RCW 42.30 – Open public meetings act
- RCW 42.56 – Public records act
- RCW 43.21C – State environmental policy act
- RCW 90.58 – Shoreline Management Act of 1971

### WAC

- WAC 118-30 – Local emergency management services organizations/plans and programs
- WAC 44-14 – Public Records Act – Model Rules