



The Association of Washington Cities (AWC)



The Municipal Research And Services Center Of Washington (MRSC)

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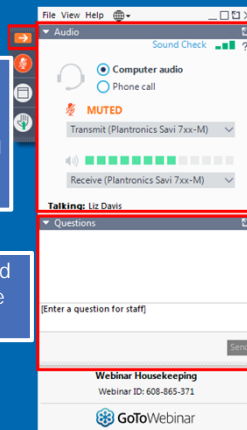
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Working together:



Understanding the Roles & Responsibilities of elected officials

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Quick Poll 1



Who's on the webinar today?

- a. Mayor
- b. Councilmember
- c. City Manager/Administrator
- d. Multiple attendees in one location
- e. Other

About MRSC



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- Ask MRSC – Free, one-on-one legal and policy consultation
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About AWC



OUR MISSION IS TO SERVE OUR MEMBERS THROUGH ADVOCACY, EDUCATION AND SERVICES

Agenda – March 20, 2018



1. Basic Municipal Governance in Washington
2. Classifications of Cities
3. Forms of Government
4. The Mayor's Role
5. The Job of a Councilmember
6. Mayor/Council Conflicts
7. Budget Basics
8. Open Public Meetings
9. Public Records
10. Ethical Issues



Basic municipal governance in Washington and classifications of cities

Classification and Forms of Government



Class	Mayor-Council	Council-Manager	TOTAL
First	6	4	10
Second	5	0	5
Town	68	0	68
Code	148	49	197
Unclassified	1	0	1
TOTAL	228	53	281

City Classification – 1st Class Cities



1889 State Constitution authorized legislature to provide for incorporation, organization and classification of cities & towns.

1st class cities, those with over 20,000 population at the time, were authorized to adopt charters and were granted broad home rule authority.

2nd Class Cities and Towns



Have only those powers expressly granted by statute and those which are necessarily implied from powers expressly granted –

This is referred to as the “Dillon Rule.”

When issues come up regarding whether a 2nd class city or town has the authority to engage in some specific activity, the answer is sometimes unclear.

Optional Municipal Code Cities



Under the optional municipal code (1967), 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 “Cooley Rule.”

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.

Quick Poll 2



How are most cities classified?

- a. First
- b. Second
- c. Code
- d. Town

Roles and Responsibilities



1. Mayor's Role
2. Councilmember's Role

Both are a team sport!

Mayor-Council Form



- Mayor (elected at-large) serves as the city's chief administrative officer.
- A council (elected either at-large or from districts) serves as the legislative body.
- The council formulates and adopts policies and the mayor carries them out.
- The mayor attends and presides over council meetings but does not vote, except in the case of a tie.

Mayor-Council Form with City Administrator



- Some mayor-council cities hire professional administrators to assist the mayor with administrative duties.
- These cities gain the benefits of professional management, allowing the mayor to focus on policy development and political leadership roles.

Mayor's Role



- Carrying out the policies set by the council and seeing that local laws are enforced.
- In charge of the day-to-day operation of the city, including the supervision of all appointed officials and employees.
- Oversees the hiring and firing of all appointed officers and employees, subject to civil laws, where applicable.
- (If there is a city administrator, the mayor coordinates and oversees actions taken by the city administrator.)

Councilmember's Role



- 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 enactment of the budget, and subsequent amendments, is one of the council's major roles.

Council-Manager Form



- An elected city council which is responsible for policy making.
- A professional city manager, appointed by council, is responsible for administration.
- City manager provides policy advice, directs daily operations, handles personnel functions (including appointment and removal of employees) and prepares the city budget.

Mayor in Council-Manager City



- Councilmember chosen by council to serve for two years
(Can be an elected position)
- Chairs council meetings – votes as a councilmember
- Serves as ceremonial head of the city

Council in Council-Manager City



- Same legislative role as in mayor-council form.
- Except: hires and fires city manager.
- City council should provide freedom to city manager to make the tough administrative decisions.

Quick Poll 3



Who has the authority to decide which items are on the agenda for a council meeting?

- Mayor
- Council
- Clerk
- All of the above

Quick Poll 4



Which is NOT the role of the councilmember in a Mayor-Council and Council-Manager form of government?

- a. Setting the budget
- b. Providing direction to city employees
- c. Setting policy on the long-term direction of the city
- d. All of the above



Mayor/Council Conflicts

Common Conflicts – Policy vs Administration



- Hiring/Personnel
- Contracts
- Budget

Mayor / Council Conflict



- This is a team process – nothing is accomplished alone.
- Progress happens when all involved ***take the time to listen.***
- **Every perspective or view is partial but has some truth.**
- The community grows through incorporating diverse views.
- If each of you gains new understanding and appreciation of the complexity of the community – and is able to effectively express that complexity through policy adoption and implementation, you will have done your job well.

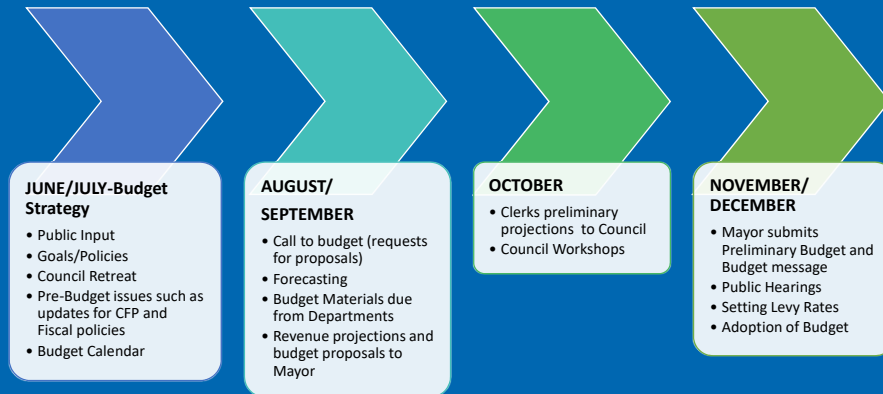
Budget Basics

Budget Process

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.

Developing a Process for Preparing And Adopting the Budget



Mayor's Budget Role



- Preliminary budget
- The state statutes provide details concerning the mayor's responsibility to prepare the preliminary budget and a "budget message."
- Budget implementation
- The authority to make transfers within individual funds is also spelled out in the statutes.

Preparing the Budget



- Estimating revenues
- Estimating expenses
- Projecting expenditures and revenues for up to 5 years
- Preparation of a clear, detailed budget

Council's Budget Role



- Strategic planning
- Adoption of fiscal policies
- Adoption of the budget

Adopting the Budget



- The mayor 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 Implementation



- The mayor's job is to implement the budget adopted by the council.
- Provides 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 quarterly report of unexpended balances for each appropriation to the council.

Quick Poll 5



Once a budget is adopted, who is responsible for carrying out the budget?

- a. Mayor
- b. City Manager
- c. Councilmember

Open Public Meetings Act and Public Records



Open Public Meetings Requirements



- The public has the right to watch the policy adoption process.
- STOP & THINK: Any process that involves councilmembers working toward a consensus on an issue outside of an open meeting is illegal or suspect – seek advice.
- Executive sessions are for limited purposes – not merely to avoid discussing in an open session an issue that is “uncomfortable.”

Open Public Meetings - Resources



- MRSC web page on the topic
- MRSC publication: “Open Public Meetings Act”
 - Can be downloaded or viewed from MRSC website
- Attorney General’s “Open Government Resource Manual”
 - Available on the Attorney General’s website
- MRSC/AWC Open Government eLearning courses

Public Records Act



- Public records is a very broad definition.
- Presume that anything that you write regarding city affairs is open to review.
- Think about disclosure before you create records.
- Separate your personal and city work to the extent possible.
- Withholding or deleting any record even if it is controversial is potentially far worse than just providing the record.

Public Records Act - Resources



MRSC web page on the Public Records Act

– particularly the “checklists” on

1. basic procedures

2. how to perform an adequate search

– and “practice tips” on

electronic records and records retention

Quick Poll 6



Which is not covered under the Open Public Meetings Act?

- a. Gathering for a council retreat
- b. Attending AWC's Annual Conference as a group
- c. Members discussing items through social media or email chains

Quick Poll 7



Which of the following are public records?

- a. Emails
- b. Text messages related to city business
- c. Photos
- d. Phone messages
- e. All of the above

Ethical Issues

Conflicts of Interest / Ethics

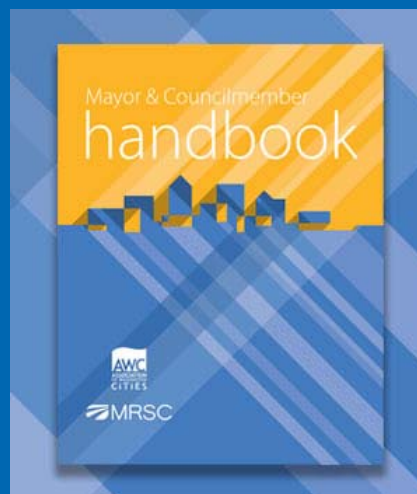
- Contractual conflicts – Chapter 42.23 RCW.
- Appearance of fairness in quasi-judicial proceedings.
- Personal ethics – Does your participation or vote pass the “sniff test?”

Learn about the issues



- Read what is provided by the city administration
- AWC & MRSC articles, newsletters, blogs and websites
- Governing Magazine – various newsletters
- Trainings & webinars
- AWC Annual Conference

Mayor-Council Handbook



Questions?



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Thank you!