

Cityvision

THE ASSOCIATION OF WASHINGTON CITIES MAGAZINE



STANDING

RESILIENCE KEEPS
WASHINGTON COMMUNITIES
MOVING FORWARD

STRONG



SEP/OCT 2020
wacities.org

STRONGER TOGETHER

What do great communities and great companies have in common?

Great people! At WM, we call it **People First**. By putting our employees first, they can **Do the Right Thing. The Right Way**. We make sure employees have the training, tools and equipment to work safely and efficiently. That's how we prioritize great service and collaboration with our partner communities.

We're always stronger when we're in this together.

Want to bring more great people to your community?

Let's talk.

Mary S. Evans
Director
Public Sector Solutions
425-814-7844
mevans4@wm.com

wmnorthwest.com
sustainability.wm.com





CITYVISION MAGAZINE VOL. 12 / NO. 5

ASSOCIATION OF WASHINGTON CITIES

President
Soo Ing-Moody
Mayor, Twisp

Vice President
Kent Keel
Councilmember, University Place

Secretary
Candace Mumm
Councilmember, Spokane

Immediate Past President
Ed Stern
Councilmember, Poulsville

Past President
Don Britain
Mayor, Kennewick

Large City Representative
Keith Blocker
Deputy Mayor, Tacoma

Chief Executive Officer
Peter B. King

CITYVISION STAFF

Editor
Brian Daskam

Published in conjunction with
SagaCity Media Inc.

Founder & President
Nicole Vogel

SVP, Editorial & Operations
Bill Hutfilz

VP, Custom Media
Jeff Adams

Advertising Sales
Carol Cummins

Managing Editor
Ted Katauskas

Art Directors
Nate Bullis
Anne Reeser

Contributing Artists
Daniel Berman
Ingrid Barrentine

Production Director
In Churl Yo

AWC BOARD OF DIRECTORS

Regan Bolli
City Manager, Covington
WCMA President

Jill Boudreau
Mayor, Mount Vernon

Cindy Gagne
Mayor, Omak

Micki Harnois
Councilmember, Rockford

Kathy Hougardy
Councilmember, Tukwila

Dorothy Knauss
Mayor, Chewelah

Teresa Mosqueda
Councilmember, Seattle

Jon Nehring
Mayor, Marysville

Amy Ockerlander
Mayor, Duvall

Ron Onslow
Councilmember,
Ridgefield

Jerry Phillips
Mayor, Long Beach

Cynthia Pratt
Deputy Mayor, Lacey

Rob Putaansuu
Mayor, Port Orchard

David Scott
City Manager, Washougal
WCMA Past President

Dan Strauss
Councilmember, Seattle

Linda Thompson
Councilmember,
Spokane Valley

Chuck Torelli
Councilmember,
Kennewick

Jose Trevino
Mayor, Granger

Wendy Weiker
Deputy Mayor,
Mercer Island



Association of Washington Cities Inc.
1076 Franklin St. SE
Olympia, WA 98501
360-753-4137
800-562-8981
Fax: 360-753-0149
wacities.org



Did you know that Washington is a state largely composed of smaller city jurisdictions? In fact, 65 percent of the 281 cities and towns have populations

less than 8,000, including my own town of Twisp. Yet, regardless of size, location, or political views, our towns and cities have been doing our part on the front lines of this pandemic.

In response to the national health crisis, local leaders have stepped up to meet the needs of our residents, businesses, and visitors. These pandemic-related expenses have taken a massive toll on local budgets that were already facing declining tax revenues. According to a recent AWC survey, over 50 percent of responding towns and cities have announced hiring freezes for unfilled positions; 20 percent have implemented layoffs, while another 25 percent are considering the idea.

As a small-town mayor, I am proud to have been fiscally prudent and responsible with tax dollars, balancing the budget every year. As city officials, we have called for additional direct federal assistance to all local governments during this pandemic. Some view federal support as a “bailout,” but as mayors and councilmembers in Washington know, that is not the case.

On the contrary, cities are part of the solution. Federal assistance to towns and cities is not a handout, but an investment in our recovery. The Congressional Budget Office has noted that any federal spending on

local government assistance would have an even greater economic impact, dollar for dollar, than business tax provisions and refundable tax credits. Now is the time for constructive dialogue and action.

We are thankful that our state is sharing CARES Act funding with cities and counties. Towns like mine have used these funds to help small businesses to (hopefully) stay afloat. Cities have provided the essential services to meet the basic needs of our people, supporting the real needs of local food banks and housing.

We are the federal government’s local partners in this national fight, though sadly we have not been treated like the partners we are. Without direct federal support, it is feared that the economic impacts of this health crisis could become insurmountable for some jurisdictions—and the people they serve.

Strong cities mean a strong state. If our cities and towns are flourishing, our state will survive this crisis—and aid in our national recovery.

Sincerely,

Soo Ing-Moody
Mayor, Twisp

Cityvision

09/10.20



1 WELCOME NOTE

5 CITYBEAT

As they build for a post-pandemic reality, cities manage sewer overflows, locate buried pipes, and blow things up (for good purposes). And in our popular **NOTED** feature, we highlight the state's wildland fire protection plan.

11 CITYSCOPE

Duvall Mayor Amy Ockerlander talks about managing through a series of crises and anticipating the next generation of city leaders.

14 feature

CYCLE ANALYSIS

Puyallup pairs with an academic research team to enhance its adaptive resilience for managing the current downturn—and the next.

BY TED KATAUSKAS

21 CITYWISE

Expert perspectives on recent small-cell rulings, enterprise risk management, and the Covid-altered valence of time

28 CITYSCOPE

As Washington cities rebuild from pandemic devastation, they can take inspiration from a natural wonder in our backyard.



▲
Mayor Amy Ockerlander
at one of Duvall's great
outdoor spaces

SERVICE ACE,
P. 11

What are you
looking forward to?



2020 has come with many challenges. We know you're striving for financial, economic and organizational stability. We're here to help.

 **FCS GROUP**
Solutions-Oriented Consulting
Utility Rates and Fees | Utility Management
Financial Planning | Economic Analysis

www.fcsgroup.com
(425) 867-1802



Sunshine
Disposal & Recycling®



Serving Eastern Washington since 1983

We provide collection, transfer and disposal services for Colville, Davenport, Reardan, Medical Lake, City of Spokane Valley, Liberty Lake, Newport, Lamont, Edwall and Harrington.

2405 N University Road, Spokane, WA
SunshineDisposal.com



I HAVE THE POWER TO
MAKE MY BUSINESS

thrive

You inspire all of us at Pacific Power to provide the most reliable and sustainable energy possible. Every solution we create is to power you, your business, neighborhood and community. Learn how our programs can help you at PoweringGreatness.com.

 **PACIFIC POWER**
POWERING YOUR GREATNESS

© 2018 Pacific Power



**Proudly Serving
Washington Cities
Since the 1920s**

**Foster
Garvey** foster.com



Leaders in utility-owned wind power

Wild Horse Wind and Solar Facility — Kittitas County

At Puget Sound Energy, we share your commitment to clean energy and the natural beauty and economic health of our state. That's why we've invested more than \$2 billion in clean energy over the past decade.

pse.com/together



One call, we connect it all.



The largest, most experienced cooperative purchasing organization.

Frank is part of the OMNIA Partners Member Development team—your personal connection to real purchasing power. He'll make it easier and faster to connect all the pieces of the procurement process—the right contracts to fit your specific needs, on time and on budget.

Connect Now. | omniapartners.com/publicsector



Managed IT Services

We'll handle your IT - you focus on your business

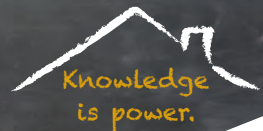
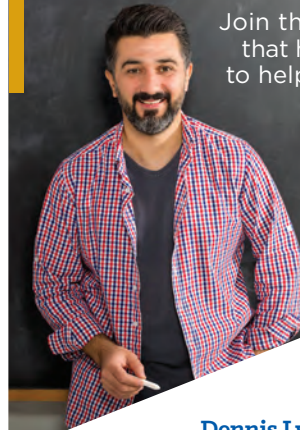
1.800.571.1717 | www.rightsys.com

Educating residents together.

Did you know?

- Over 240,000 water main breaks occur each year in the U.S.*
- 78% of homeowners surveyed believe their municipality should educate them on repairs and preventative measures**

Join the **more than 900 partners** that have chosen to work with us to help protect their homeowners.



NLC Service Line Warranty Program
by



Contact:

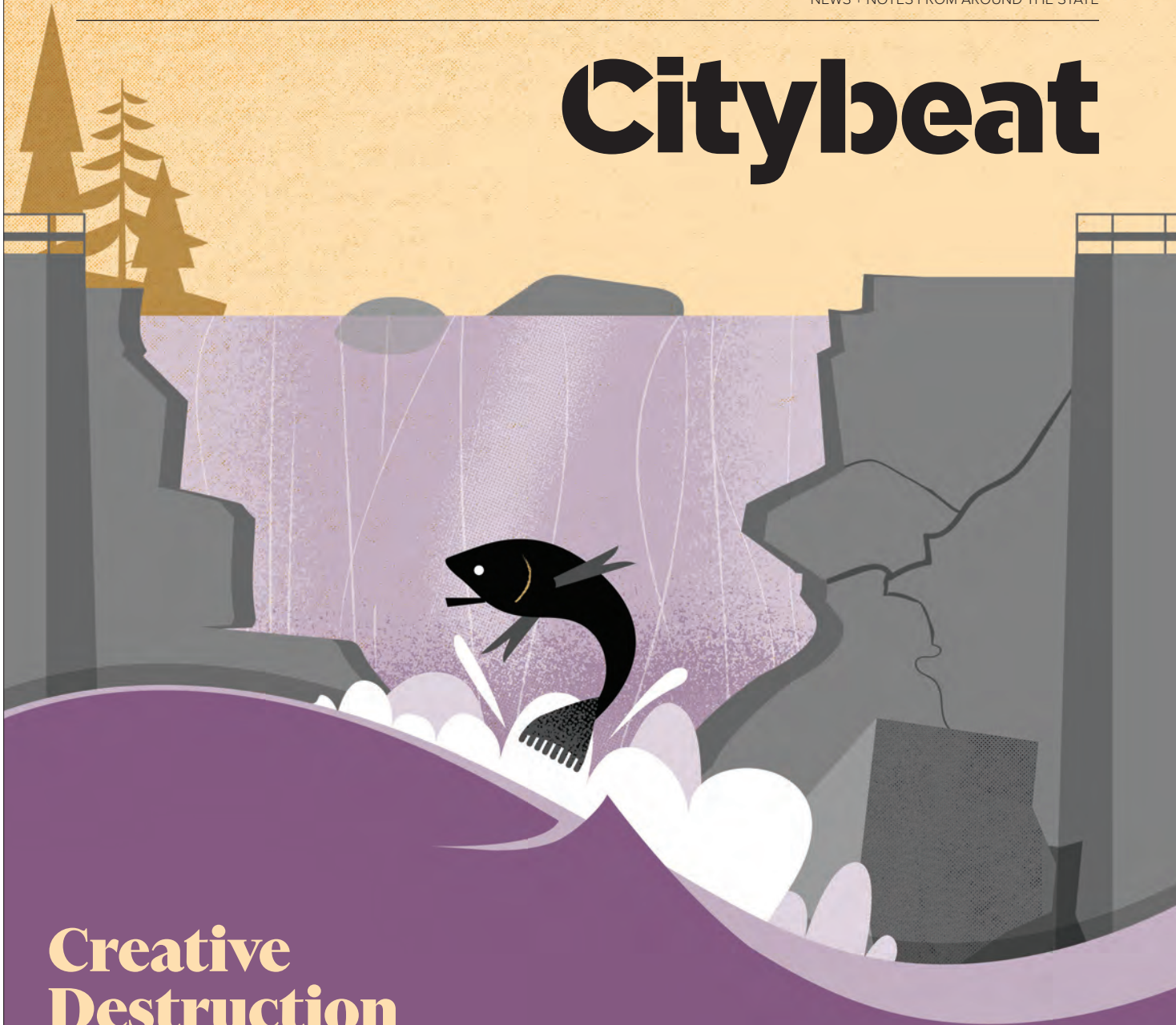
Dennis Lyon • www.NLC.org/serviceline

Dennis.Lyon@HomeServeUSA.com • 412.266.9545

* <https://www.infrastructurereportcard.org>

** 2017 IPSOS Survey of HomeServe policyholders and non-policyholders

Citybeat



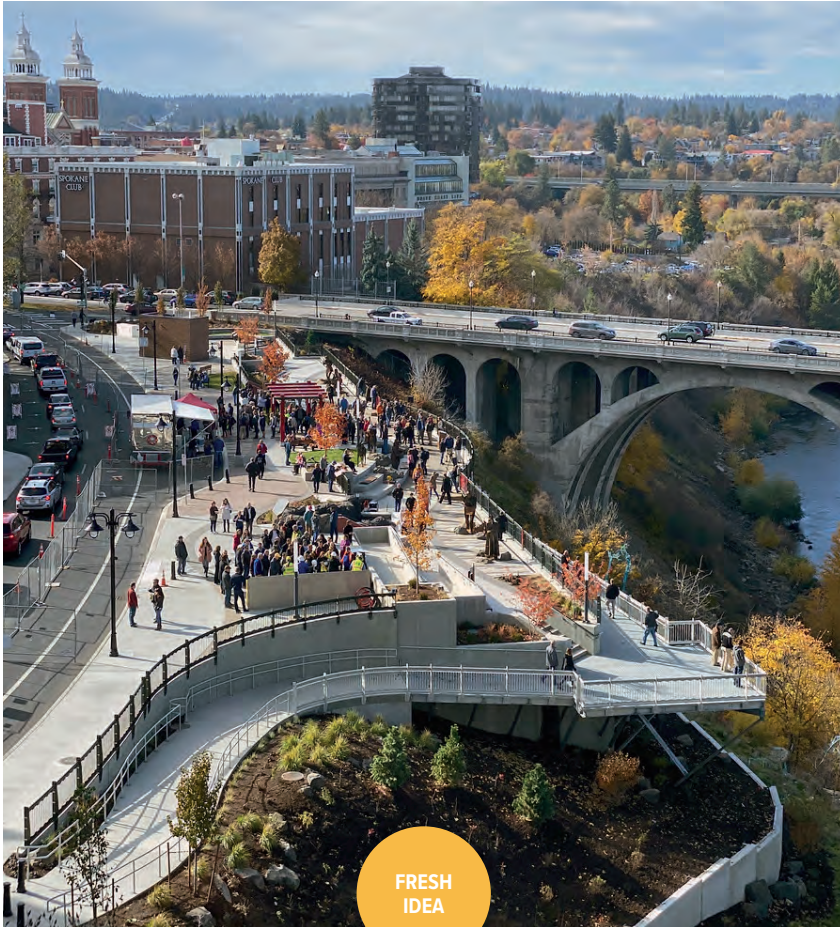
Creative Destruction

Bellingham improves its infrastructure by imploding part of it.

ON JULY 13, the City of Bellingham made history by doing something it had been wanting to do for decades: It dynamited a dam on the Middle Fork of the Nooksack River. Since 1962, the city-owned structure had diverted millions of gallons of drinking water every year to a reservoir serving more than 100,000 Bellingham and Whatcom County residents. However, it also prevented three endangered species of fish from reaching a 16-mile stretch of upriver habitat deemed critical for their survival. Something had to give—and that something was the dam.

“A lot of dam removal projects are relics or derelicts that are no longer usable or maintained for their original purpose,” explains City of Bellingham Public Works Project Engineer Stephen Day. “In this case, the city’s municipal diversion facility was fully functional and remained an integral part of the supply system. Our city leaders, tribal partners, and private partners recognized the importance of salmon recovery through this reach.”

Representatives from the Lummi Nation and Nooksack Indian Tribe first approached the city in 2000 with an offer to work together to restore fish passage **CONTINUED ON P.10**



Cistern Act

Spokane makes a sewer overflow tank into a headlining city amenity.

BY TED KATAUSKAS

IT HOLDS ENOUGH WATER to fill more than three Olympic swimming pools and weighs as much as 269 blue whales. “It” is CSO26, the largest (at 2.2 million gallons) and last (completed in September) of a system of 26 combined sewer overflow (CSO) tanks the City of Spokane built to prevent stormwater from mixing with wastewater and fouling its namesake river.

“Imagine if you needed to put a reservoir as long and nearly as wide as a football field in the heart of your downtown core,” says Kyle Twohig, Spokane’s director of engineering services. “You don’t have a lot of options available, not without buying millions of dollars of real

estate and leveling buildings.”

So the city got creative. Instead of digging down, engineers cantilevered the Brobdignagian cistern—essentially a concrete box 50 feet tall, 300 feet long, and 160 feet wide—over the river gorge and anchored it to the hillside, directly across from the city’s main library and Spokane Falls Boulevard, downtown’s primary arterial.

“It took some pretty impressive feats of engineering to keep it from flat-out rolling off the hillside and into the river gorge,” Twohig notes.

Spokane’s 25 other CSO tanks were almost all likewise built on city-owned property and capped with new public




amenities, from freshly paved streets to dog parks. CSO26’s particular charms include jaw-dropping views of Spokane Falls, interactive sculptures commemorating the significance of the river to the Spokane Tribe, and a suspended recpath that descends down the façade of the tank toward the river gorge.

“This is infrastructure that not only is going to have a huge environmental impact for our community, but also will have a public benefit that is really

“YOU WANT TO GET A CHANCE FOR PEOPLE TO ENJOY IT FOR GENERATIONS TO COME.”

something special for everyone,” says Twohig, who notes that CSO26 will capture all of the runoff from Spokane’s downtown—where roughly 40 percent of the city’s stormwater overflow volume originates—and store it until it can be treated and safely discharged into the river. “When other cities look at their CSO systems, they need to look broadly at how and where they site these facilities, and what else can be done with them. It’s a generational investment, so you want to get a chance for people to enjoy it for generations to come.”

And it’s something that’s sorely needed for the present-day generation, coping with the challenges of a global pandemic.

“We’re seeing the water quality in our river continue to improve with every new tank we put online, and that’s been especially important during Covid because so many more people are using the river for fishing and rafting and kayaking,” Twohig says. “It’s really gratifying to be able to continue to make such a wonderful urban asset, which really is the backbone of our community, even healthier.” 

CARE PACKAGES

According to an AWC survey of Washington cities, 74% of respondents have a plan in place to distribute their entire CARES Act funds allocation by October 31, 2020. Cities indicated that they had disbursed or are planning to disburse funds for the following expenses:

77%
PURCHASING PPE
FOR CITY STAFF

70%
PURCHASING TECHNOLOGY
TO ALLOW STAFF TO
WORK REMOTELY

66%
PURCHASING SUPPLIES OR
MATERIALS FOR CLEANING
OR DISINFECTING CITY
FACILITIES

30%
PURCHASING PPE FOR
COMMUNITY MEMBERS

17%
PROVIDING OVERTIME
PAY FOR PUBLIC SAFETY
EMPLOYEES

Source: AWC CARES Act Fund Usage Survey, July 2020

TOOL
KIT

SATELLITE SOLUTION

GIS mapping shines light on Snoqualmie Pass's hidden infrastructure.

BY TED KATAUSKAS

WHEN TOM HASTINGS became general manager of Snoqualmie Pass Utility District in the fall of 2017, he assumed responsibility for maintaining a labyrinthine system of underground sewer and water pipes serving 630 customers in a ski resort community 3,000 feet above sea level. Winter was coming, which meant that many of the district's hydrants, sewer cleanouts, and shutoff valves soon would be buried under a thick white blanket.

"Our district can be under snow for six months out of the year," says Hastings. "In an emergency when you need to shut water off, you need to know where all those things are in an instant."

Complicating that mandate, nearly all of the veterans who had learned to navigate the system through years of hands-on experience had left the organization, replaced by newcomers who had to rely on the district's outdated, sometimes inaccurate paper maps. To rectify the problem, Hastings turned to the GIS Consortium, a program AWC established to give small and midsize jurisdictions affordable access to Geographic Information System (GIS) mapping, which uses satellite technology to generate highly accurate, interactive, three-dimensional digital maps.


"More than four years ago, we began to get periodic requests from medium and smaller jurisdictions who were being asked to do more and more with GIS mapping and were trying to engage with consulting engineering firms, but the contracts were coming back with huge dollar amounts," explains Andy Meyer, AWC's special projects coordinator. "So we began to develop a relationship with a vetted contractor that would be solely focused on municipal sector GIS needs."

"RESILIENCY IS IN THE INSTITUTIONAL KNOWLEDGE."

Since then, FLO Analytics, a consulting firm that specializes in GIS mapping, has helped more than 40 cities, counties, and utility districts like Snoqualmie Pass to create interactive 3D maps of everything from municipal cemeteries and parks and recreation amenities (like the City of Pasco's digital guide to its new disc golf course) to development activity and, most importantly, underground infrastructure.

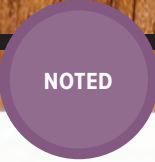
"What I do mostly is work with public works people and help them get their water, sewer, and stormwater data into GIS," says FLO Analytics Senior GIS Analyst Ruth McColly. "It's a pretty awesome thing."

After FLO Analytics digitally mapped all 15 miles of Snoqualmie Pass Utility District's water lines and 12 miles of its sewer lines (even overlaying data to create a long-term maintenance plan and track directional water flows), new hires equipped with tablets can now locate a manhole cover or a water shutoff valve as readily as the departed old hands, even under tens of feet of snow.

"It was a big step for the district," says Hastings of Snoqualmie Pass's estimated \$50,000 investment. "Resiliency is in the institutional knowledge, and our institutional knowledge increased a lot. It's not cheap for a small district like ours, but to avoid a disaster, it's well worth it." 



For more information:
snopass.org



WASHINGTON STATE WILDLAND FIRE PROTECTION 10-YEAR STRATEGIC PLAN

ALL WASHINGTON: PREPARED, SAFE, RESILIENT

VISION

All Washington - safely managing and living with wildland fire

Working collaboratively across jurisdictional boundaries and with engaged communities, we **safe-guard what we value**. All of Washington is adapted and prepared, and our landscapes are healthy and resilient. We prevent wildland fire, use fire where allowable, and safely suppress unwanted fire.

GOALS

- Washington's **preparedness, response, and recovery systems** are fully **capable, integrated, and sustainable**.
- Landscapes are resilient. In the face of wildland fire, they resist damage and recover quickly.
- **Communities are prepared** and adapted for current and future fire regimes.
- Response is safe and effective. There is zero loss of life, of firefighters or the public, from wildland fires.

OUTCOMES

- **Safety of the public and firefighters is provided for**; wildland fire is suppressed when necessary and used where allowable.
- **Unwanted human-related wildland fires** are virtually eliminated.
- Costs to suppress wildland fires are reduced; risks and losses to communities and the economy are minimized.
- Communities and ecosystems are resilient and healthy; both can withstand and recover from wildland fire.

Between 2013 and 2018, it cost an average of \$153 million per year in state and federal funds to fight wildfires in Washington. In 2015, wildfires burned over 1 million acres and cost \$345 million in firefighting expenses.

Public Lands Commissioner Hilary Franz, in partnership with local, state, and federal leaders, developed this strategic plan in response to the continuing devastation and expense of fighting wildfires in Washington.

Each year hundreds of homes and structures are destroyed by wildfires. This year, a large wildfire destroyed about 80% of buildings in the Town of Malden, including city hall, the library, and the fire station.

Each jurisdiction in Washington is required to develop Comprehensive Emergency Management Plans (CEMP) addressing natural and man-made emergencies and disasters to which a city may be vulnerable.

Studies show that as many as 80% of homes lost to wildfires may have been saved if brush around the home were cleared and a defensible space were created around structures.

Cities may adopt a county's CEMP through interlocal agreements.

In 2015, three US Forest Service firefighters were killed and one severely injured while trying to contain the massive Twisp wildfire. A 2017 NIF report found that over 100 firefighters die annually while fighting wildfires in the US.

According to the US Forest Service, nearly 85% of wildfires in the US are caused by humans, whether through unattended campfires, burning debris, malfunctioning equipment, cigarettes, or intentional acts of arson.

THE QUESTION

WHAT IS ONE ASPECT OF YOUR CITY OR TOWN THAT YOU DON'T THINK WILL CHANGE AFTER THE PANDEMIC?



The one thing that's not going to change in Republic is the attitude of the people that live here. Whatever the situation is, they always step up to the plate and do what they need to.

—ELBERT KOONTZ
Mayor, Republic



What won't change is the people of Creston's commitment to each other.

—KIM WAGNER
Clerk-Treasurer, Creston



As public employees, we always look for ways to improve customer service efforts, but the pandemic will not change the need for in-person meetings. We live in a rural area where not everyone has access to the internet for remote meetings. We make every effort to help the citizens pay their utility bill, obtain a building permit, or just answer a question.

—GUS ARTEAGA
City Administrator & Public Works Director,
Grandview

TRAININGS

CITIES ON TAP

OCTOBER & NOVEMBER DATES | ONLINE

AWC's new Cities on Tap events are returning for 2020. They'll have the same energetic and informal atmosphere, this time in an online format. You'll connect with other city leaders across the state as you prepare for the 2021 legislative session.

This webinar is for city and town elected officials, staff, and AWC Associate Members.

MEMBER EXPO

OCTOBER 19-23 | ONLINE

We will all remember 2020. In this historic time of Covid-19, uncertainty, unrest, and the struggle for equity and equality, AWC's Member Pooling Programs are focused on the topics that are most important to all of us. Hear from national speakers including Rebecca Ryan discussing topics such as police de-escalation training and how stress from Covid-19 impacts our mental health.

This year's Member Expo is online! Mark your calendar—you won't want to miss this experience. Member Expo is exclusively for members of the:

- Employee Benefit Trust
- Risk Management Service Agency
- Workers' Comp Retro
- Drug & Alcohol Consortium



For more information:
wacities.org

AWC GIS Consortium

Your flexible GIS Solution

The AWC GIS Consortium helps you get the right GIS solutions for your community. Whether you need a little or a lot of GIS assistance, we can help.

- Boost efficiency with spatial data
- Improve citizen engagement
- Streamline delivery of services

Learn more at: wacities.org




ONE-STOP SHOP
INSTALLATION

BENCHES

SHELTERS PARTS
SPRAY-PARKS
PLAYGROUNDS AND MORE
CUSTOM DESIGN





Northwest Playground
nwplayground.com

800-726-0031
sales@nwplayground.com



Committed to keeping our community more connected. Because we live here too.

Spectrum is proud to support CityVision.



Citybeat

Creative Destruction *continued from page 5*

at Bellingham's diversion dam, which was located 20 miles east of the city in an area of cultural and spiritual significance to the Nooksack. After a formal partnership between the tribes, the city, and the Washington Department of Fish & Wildlife was formed in 2002, the search for a fish passage solution at the dam began, but due to the complexity of the project and a dearth of funding, it remained unrealized for almost two decades.

In 2017, American Rivers (a nonprofit organization specializing in river conservation and restoration) proposed a private-public partnership to develop and complete the project with \$3 million in funding from the Paul G. Allen Family Foundation. Partnership efforts led to the project being awarded a \$10.6 million state grant from the Puget Sound Acquisition and Restoration Large Capital program, and additional funding includes \$4 million from the City of Bellingham and almost \$3 million from the federal NOAA Restoration Center.

"We were able to secure significant private funding as a catalyst for project re-initiation and development, then worked with the city, tribes, public agencies, and other partners so the project could be implemented in 2020," says American Rivers Project Manager April McEwen. "Public-private partnerships and collaboration were essential to making this project happen."

By March 2019, Bellingham had obtained all the necessary permits, and construction was approved in January 2020, with in-water work commencing in June at the height of the Covid-19 pandemic. At press time, river restoration was expected to be completed by September 30, and construction had commenced on a modern intake system 600 feet upstream, where the city's drinking-water infrastructure will be far less vulnerable and fish will be protected during diversion operations.

"This project is a good example of broad-based community resiliency," adds McEwen. "To create a sustainable future, cities need to evaluate not only how a primary goal can best be achieved, but also what other short- and long-term community and regional needs can be met by collaborating and innovating beyond traditional approaches."

Renee LaCroix, an assistant public works director in Bellingham's Natural Resources Division, concurs.

"Cities are really good at implementing public works projects, but we need adequate funding. Especially for voluntary, large-scale environmental restoration projects, you need to be able to think larger-picture and build relationships over time," she says. "I hope this is inspirational for others. Projects like this give me hope. They make me excited to come to work every day." ☺

Cityscope

Q&A

Service Ace

Duvall Mayor Amy Ockerlander talks about managing through a series of crises and anticipating the next generation of city leaders.

INTERVIEW BY TED KATAUSKAS

You have the distinction of being Duvall's first full-time mayor.

It's full-time by choice, just because there's that much work. I get \$24,000 a year with no benefits. So I make less than minimum wage for the work that I provide for the city. It's been a crazy three years. Anecdotally, we've gone through more challenges than we might have expected in a dozen years.

What kind of challenges?

In January 2018 when I took office, we had a crime spike, an anomaly that included a body dumped in town, a murder/suicide of one of my neighbors, and a manhunt, in a community of 8,000 that is literally one of the safest in the entire state. In my second year, the winter of 2019, we dealt with a natural disaster, being snowed in for about three weeks. We ended up even having the National Guard in place. That was pretty stressful, but our staff just did an amazing job responding to the emergency and providing support for the city.

CONTINUED ON P.12 ►





Before you were elected mayor, you served as a backup emergency public information officer for Snohomish County. That experience must have come in handy.

I worked with swine flu and floods and snowstorms and all sorts of stuff. And I had a significant amount of FEMA training, which I think prepared me for the crisis mode. But when it hits, it's still kind of a shock.

Now in your third year as mayor, you're dealing with a global pandemic.

Having worked with H1N1, I was taking it seriously from Day 1. Looking at what was going on around the world, my gut was telling me we were going to have an issue. So when the pandemic did hit Washington state, we were ready to take action, and we put in place a lot of protocols and policies very quickly.

How did the pandemic affect Duvall?

Certainly our businesses are struggling, but ironically enough our sales tax revenues in the middle of this pandemic are better than ever, so as of this point, we're in a really strong financial position. As for the community, there was the pressure of parents having to home-school their children during the last three months of the school year. Now we're looking at a level of emotional crises as well as potential financial crises for some families having to choose between working to educate their children and earning a paycheck. That's



Mayor Ockerlander along Duvall's scenic riverfront

one of the things that worries me moving into the next year or sure.

What's another thing that worries you?

We've had a rash of teen suicides, all males and multiple attempts in our school district. And almost all of them have been residents from within the city limits,

“THIS IS THE HARDEST AND THE BEST JOB I’VE EVER HAD.”

with the most recent one hitting too close to home. So we've been doing what we can to invest in nonprofits and support, to provide education for our community on how to deal with these things. It's a time when kids are under so much pressure. And we just flat-out in this state do not have enough mental health resources.

What resources is Duvall bringing to bear?

As we plan our next budget, we're in the process of allocating a whole bunch of CARES Act spending to some of our human services agencies, and a couple of those definitely have a mental health component. I'm hoping that will provide some relief to folks in our community.

What's your philosophy when it comes to modeling resilience as a local leader?

You need to continuously focus on doing the right thing for your community and for your staff. Some of our councilmembers who are new to government have really started to grow while dealing with the crises. It also kind of reinforces for me the

importance of dedicated public servants, given how toxic the environment is nationwide right now. . . . In a way I'm kind of hoping that these struggles start to encourage a new crop of younger public servants that are out for making sure that these pandemics don't happen again. And making sure that cities are able to remain stable financially and doing things to bring their community together.

Anything else you want to add?

This is the hardest and the best job I've ever had. Even just a few days ago, I was wondering, *Why am I doing this?* And then something happens, and you just remember why you're doing the work, and it's important work. Being able to serve the community is one of the greatest honors that you could ask for, and being able to help the community and make a difference, especially in a hard time, is pretty rewarding. **C**

Duvall

Cityvision takes stock of the Covid-19 toll along the Snoqualmie River.

POPULATION

POPULATION DATA FROM THE US CENSUS BUREAU

2010 **6,713**



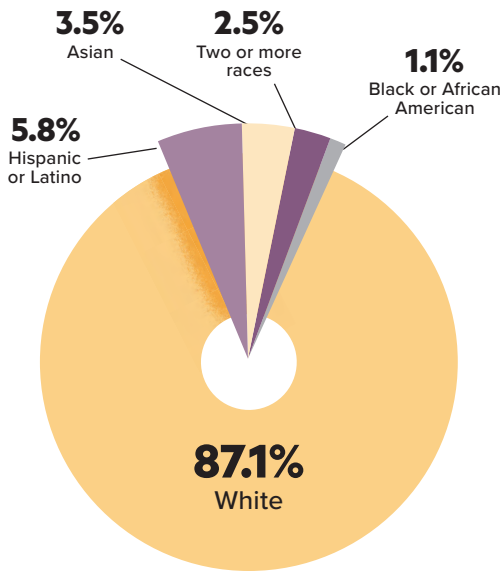
2019* **8,107**



SOURCE: US CENSUS BUREAU

*ESTIMATE

DEMOGRAPHICS

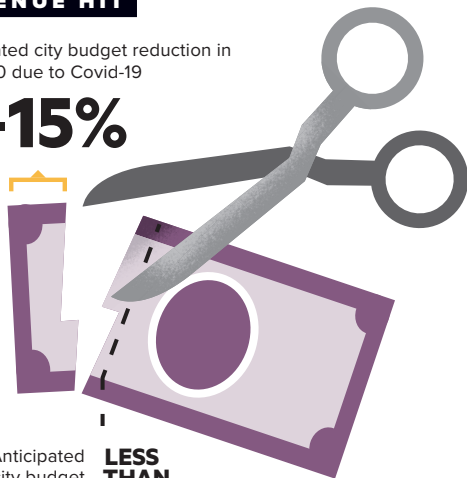


SOURCE: US CENSUS BUREAU

REVENUE HIT

Anticipated city budget reduction in FY 2020 due to Covid-19

5-15%



Anticipated city budget reduction in FY 2021 due to Covid-19 **LESS THAN 5%**

SOURCE: CITY OF DUVALL

EXPENSE HIKE

\$40k

Additional Covid-19 city expenses in FY 2020 due to emergency management



\$70k

Additional Covid-19 city expenses in FY 2020 due to general government

SOURCE: CITY OF DUVALL

COVID-19 CONFIRMED CASES/DEATHS

(as of 9/23/20)

Duvall

35 confirmed cases
1 death

King County

21,677 confirmed cases
758 deaths

CASE RATE PER 100,000 RESIDENTS

Duvall

446.4

King County

973.7

DEATH RATE PER 100,000 RESIDENTS

Duvall

12.8

King County

34

SOURCE: PUBLIC HEALTH - SEATTLE & KING COUNTY

CYCLE ANALYSIS

BY TED KATAUSKAS

PUYALLUP pairs with an academic research team to enhance its **ADAPTIVE RESILIENCE** for managing the current downturn—and the next.

Economic Development Manager Meredith Neal and City Manager Steve Kirkelie outside Puyallup's city hall



A

little over a year ago, the future couldn't have looked brighter for Puyallup, a bedroom community of 42,000 that might aptly be described as "sleepy," at least when it's not

hosting the million-plus people annually who visit the Washington State Fair. In summer 2019, the city had approved an ambitious downtown economic development plan to remake its aging but historic city center—home to the region's busiest Sounder transit station—into a livable, walkable, modern rendition of Main Street USA.

"We are very fortunate in Puyallup to have a city built around a downtown that's exactly what most people think of when they imagine small-town America," says Puyallup City Manager Steve Kirkelie, who had just been promoted from assistant city manager to Puyallup's interim city manager in July 2019. "We had just finalized the downtown economic development plan, a seven-month process, and I realized that I was in charge of the project, and now we had to implement this thing. I thought, it can't just be something that sits on the shelf of my office, and to do that, you need somebody to focus on it. You need to have a dedicated professional."

Kirkelie submitted a special request to city council to hire an economic development manager, a position that had been eliminated more than a decade earlier after the Great Recession eviscerated the city's finances. But Puyallup's general fund revenues, buoyed by sales tax receipts from a commercial district anchored by South Hill Mall, had posted double-digit increases, so his request was approved. Beginning on January 2, 2020, Meredith Neal took on the reinstated role with gusto, becoming a familiar presence on South Meridian (downtown Puyallup's Main Street) as she rallied business owners and other stakeholder groups around the city's top economic development priority.

"When I arrived, I felt really lucky that there was this fantastic downtown economic development plan, and that was really going to be my initial focus," says Neal, who had spearheaded the economic expansion of the Port of Tacoma's industrial sector as the inaugural director of the Tacoma-Pierce County Chamber's Manufacturing Industrial Council. "There are a huge number of people who are coming into downtown every day to ride a train up to Seattle or other points on the rail line to go to work—and coming back at the end of the day—and we were going to start trying to figure out how to capture some of that through more transit-oriented development, getting people to stop and eat dinner and do some things downtown before leaving.

"I was just starting to get to know the community and get to



Meredith Neal and Steve Kirkelie enjoying one of Puyallup's extended outdoor restaurant spaces

know the businesses here, some of the partners we work with like the Chamber and our Main Street Association. And then Covid happened."

Barely two months into her tenure, Puyallup's downtown had become a ghost town, with windows of storefronts and restaurants gone dark and the normally filled-to-capacity, 366-space commuter lot outside the Sounder station deserted. What had been a detailed blueprint for downtown's economic revival became a roadmap to a world that no longer existed.

"The downtown is the heart of the city. It's really important to us that it is a fun, vibrant, livable space," says Puyallup Mayor Julie Door. "The economic development plan had a parking study, transit-oriented development with ground-level retail and multifamily living units above—all these different features that would help us bring more people into the core, both to live and to visit. The business owners and the community were all excited, so it was heartbreaking when Covid came and just derailed the plan."

As public health measures all but ground the local and regional economy to a halt, the city began to triage its public services, even while knowing that most of Puyallup's 11,105 licensed businesses were clamoring for help.

"Like other cities across the globe, we really had to pivot," recalls Kirkelie. "We had to figure out: OK, how are we going to deliver our essential services—police, public works, things

of that nature—and make sure those can continue to operate in light of Covid? We have to react, we have to be resilient, but what can we do? Because there's only so much bandwidth, especially with a medium-size city like Puyallup.”

One of the first things the city did was to convene an Economic Recovery Team, led by Kirkelie and Neal, who began meeting weekly to strategize short- and long-term plans for reviving the local economy. Responses included offering one-time Small Business Relief Grants of \$2,000, deferring business taxes, and relaxing permitting regulations—such as through a pilot program allowing restaurants and retailers, which account for 63 percent of Puyallup's sales tax revenue, to extend their operations onto city sidewalks and streets.

“It was also really about looking toward the future—that this is going to be our operating environment for at least another year—and beyond that, there's going to be a long recovery,” Neal says. “So how can we come out of this and be successful?”

At the height of the crisis, Neal attended a webinar hosted by a veteran of the Brookings Institution, who had recounted the process the City of New Orleans used to recover from and rebuild its economy in the aftermath of Hurricane Katrina.

“One of the things that really stuck with me was that this is an opportunity to look at how you can become more resilient,” she adds. “To look at where some of our deficiencies might be and restructure so that the next time there's some economic disaster, we become stronger.”

So she emailed some friends, professors at the University of Washington-Tacoma's Milgard School of Business, with an idea.

Three years ago, Dr. Haluk Demirkan, assistant dean of analytics innovations and founding director of the Milgard School's Center for Business Analytics (CBA) and Master of Science Business Analytics (MSBA) programs, unveiled a yearlong work-based learning program that would realize the school's mission “to help individuals, businesses and our community grow and succeed in our global digital economy” by pairing MSBA candidates—typically midcareer professionals with a decade or more of real-world work experience—with organizations that had some intractable business problem to solve.

“We are basically trying to simulate a student-run pro bono consulting company,” explains Demirkan. “I teach them how to become T-shaped analytical thinkers and adaptive innovators by learning project management, data analytics consulting, and many other skills, and we run all these projects to generate data analytics-enabled digital solutions.”

Since its inception, the Milgard School's Students As Adaptive Innovators consulting program has helped more than 35 for-profit and nonprofit organizations solve real-world problems, from Delta Airlines (optimization of flight scheduling) to

BRILLIANCE OF RESILIENCE Q&A GEORGE EVERLY

George Everly, adjunct professor at the Johns Hopkins Bloomberg School of Public Health, talks about why resiliency matters when helping communities heal.



As an academic who studies public health policy, how did you become an expert in resiliency?

My first doctoral training was in public health, but I went back to school, and my second doctoral training was in clinical psychology. I was interested in stress, and at the time there was not yet a formal diagnosis of something called post-traumatic stress disorder, which in my opinion is the most severe psychiatric disorder that affects otherwise healthy people. So I was fortunate enough to be on the front lines of the beginning of that field. My specialty became disaster mental health, and ultimately that took me to 39 countries on six continents trying to help communities, sometimes entire countries, recover from disasters.

In that work, you've found that a failure of leadership to understand the dynamics of resiliency dramatically diminishes a community's ability to recover from a disaster. How do you define resiliency?

According to the Oxford dictionary, it means “to bounce back or rebound.” So we'll go with that.

You teach a human resilience class at the Bloomberg School. How do you describe that course syllabus?

We look at resilience through three lenses: our goal should be to build a personal culture of resilience, to build an organizational culture of resilience, and to build a community culture of resilience.

Building a personal culture of resilience entails cultivating leadership. You've developed four criteria to predict effective crisis leadership.

First is an optimistic vision for the future. But vision is not enough. Decisiveness is our second characteristic. If you can talk a good game, that's fine—you will make people feel well for a moment or two in time—but if your actions don't follow your words, it will be a catastrophic failure.

What is the third factor?

The third factor is to be guided by moral conduct. If you behave honestly, with integrity, people will trust you. And in times of adversity, they're more likely to follow you. And I would believe the converse is true as well.

And the fourth factor?

It is open communication, which we define as truth-

CONTINUED ON P.19 ▶



UW-Tacoma Associate Teaching Professor Margo Bergman, academic adviser for the MSBA student team

Costco Wholesale (waste reduction of perishable foods). When Neal reached out to Demirkan, CBA Program Manager Michael Helser, and Associate Teaching Professor Margo Bergman last spring to ask whether students might be interested in helping the City of Puyallup develop a post-pandemic economic development plan, she was invited to submit a proposal for the school's 2020-21 consulting program. Her proposal was one of 15 projects accepted into the program in June; while other Washington cities also were accepted into the program (Tacoma's Fire Department wants to understand how improved resource allocation might reduce its response times; Lynwood's Parks & Recreation Department is asking for an analysis of parks usage during the pandemic to better target services), Puyallup was the first city to seek the school's help in executing a reinvention of its economy.

"Now is the perfect time for a project like this," says Demirkan. "Almost every city around the world is having similar challenges, so cities need to think out of the box about how they provide services. Traditional ways of doing things are not going to work anymore."

Bergman, the academic adviser to the team of five Milgard MSBA students assigned to the Puyallup project, puts it this way:

"This is really the first time there was an opportunity to reimagine an entire economy," she says. "Usually the client comes in with much more specific questions, but the students were given a blank slate to ask whatever questions they wanted. The

scope and the opportunity of this is huge; this could really have a long-lasting and incredibly important impact on the community and its businesses. That was really appealing to the students."

The students spent the summer quarter meeting remotely via Zoom with Neal, Kirkelie, and other Puyallup department heads to get the information they needed to produce a Scope Management report. That document, released in August, defined the project's ultimate goal: to enable Puyallup "to quantify, analyze, and track the relationship between sales tax revenue and economic conditions in order to better predict revenues, increase economic resilience to recessions, and identify opportunities for revenue growth." In other words, to help the city execute an offensive plan for its post-pandemic recovery.

After using advanced business management and problem definition tools to generate an analysis of the city's current predicament, the students used the Porter's Five Forces model (a tool for determining a business's niche in a competitive environment) to gauge factors like the expectations of the city's "buyers" (citizens and businesses), the purchasing power the city holds over suppliers, and the risk of competitors entering the market. A standard Company Analysis examined the city's "market segmentation" (at base, its comparative tax revenue sources), while a SWOT Analysis articulated the city's Strengths (proximity to SeaTac Airport, host to the Washington State Fair), Weaknesses (lack of multifamily housing, inability to track business health in real time), Opportunities (a walkable downtown, potential of remote working), and Threats (unprecedented economic impact from the pandemic, reduced tax revenue).

Ultimately, the Scope Management report identified a lack of business analytics as perhaps

"THIS IS REALLY THE FIRST TIME THERE WAS AN OPPORTUNITY TO REIMAGINE AN ENTIRE ECONOMY." – MARGO BERGMAN

Puyallup's most fundamental weakness, concluding, "They are not using analytics in their tracking or decision-making processes at this time. Instead, they are closely tracking sales tax data as a real-time indicator of economic health." Adopting business analytics in its economic development planning promises the greatest potential for transformation, the report added, noting that "information on existing, exiting, and entering businesses could play a considerable role in predicting revenue for the city."

With Phase I ended in August, the students are spending the fall quarter gathering, modeling, and analyzing sales tax and other economic data using "descriptive" and "diagnostic" analytics to depict what has happened to Puyallup's economy (Phase II), and they will devote the winter quarter to using "predictive" analytics and machine learning to produce data-driven scenarios of what could happen to Puyallup's economy in the future (Phase III). The spring quarter, Phase IV, will see the students prepare their final report, using "prescriptive" analytics and artificial intelligence to give the city various strategies and outcomes for long-term economic recovery.

"Our goal is to, in a very broad way, help them create a post-pandemic recovery plan," explains Trish Wells, a Tacoma-based full-time auditor at Columbia Bank who serves as the MSBA team's project manager. "Analytics can't create a recovery plan. Analytics is a tool, and tools need humans. This is a

Trish Wells, the MSBA student team's project manager



fulness, transparency, and timeliness. One mistake we see leaders make with communication is that they wait too long. They say, "I want to make sure I have all the facts." The problem is that moments of absolute certainty seldom arise, kind of like they say about opportunity: opportunity is like a sunrise; if you wait too long, you'll miss it.

What's the danger of that?

Given the advent of social media, if leaders aren't communicating, someone else is, and it's usually someone with the least amount of accurate information. When that happens, leaders surrender their leadership position to someone who has a large Twitter feed, and that's clearly not the way to lead.

How does this apply to governing?

You could literally take those four criteria and evaluate your mayor, your councilmembers, your organizational bosses, your senators or congressional representatives, your presidents, and your governors. You can evaluate them all on that simple four-step checklist.

What's one common roadblock to building an organizational culture of resilience?

I went into a large federal agency that ranked near the bottom of job satisfaction for federal agencies, and the director asked, "What can we do?" And I said, "We rebuild it psychologically." And he said, "How long is that going to

take?" I said about three years, and he didn't particularly like that. I guess he was hoping it would be a two-day seminar.

What's the most important step in that process?

The first thing we do is look at the organizational structure and start with frontline leadership. Look at health care, for example. The culture within a hospital is not determined by the policymakers. It's not even determined by the physicians. It's determined by the supervisor managing the nurses. So when we go into a hospital and change a culture, we start with the unit directors, the nurses, the frontline leadership where the rubber meets the road.

What advice would you give to local leaders who want to improve community resilience in response to the pandemic?

What can you do to help your people recover? I don't think simply throwing unbridled resources at them is going to be the answer. That's not to say we shouldn't meet physical needs: of course we should, but it's not the only factor to consider. My assertion would be that it is the psychological infrastructure that helps people recover. We must deal with human capital. The most valuable resource that any community has is its people. And leaders should think about how to mobilize that.

DRIVEN TO DRIVE LESS

One example of the potential benefits for cities of disciplined data analysis

ANOTHER UNIVERSITY OF WASHINGTON-TACOMA ACADEMIC.

Ali Modarres, Dean of the School of Urban Studies, has been analyzing data (in this case, traffic patterns) to help cities understand how the pandemic may impact future economic development. And he has some good news for cities like Puyallup: “In my estimation, midsize cities in close proximity to major metropolitan areas will have an opportunity to establish themselves as employment centers in the post-Covid era.”

The cause? A fundamental shift in commuting patterns, as working from home, instead of commuting to the office, has become the new normal for the majority of white-collar workers.

“I think we are going to be facing a very unique moment,” Modarres adds.

To that end, Modarres recently presented a provocative webinar (“How Covid-19 Might Impact Cities: A Case Study on Pierce County/Tacoma, WA,” available at <https://vimeo.com/461252086>), in which he posits: “Covid-19 has pushed us to live and work differently, and in the process, it is remapping our everyday lives. While not everyone is able to work remotely, communication technologies have in many cases replaced commuting with a flow of information.

“What does this mean for the future of work and the geography of employment? In this talk, I will focus on what changes we might expect to see in Pierce County and how they might benefit mid-size cities. This is the time to plan for the post-Covid South Sound region as a healthier and employment-rich community with a higher quality of life and a focus on equity and racial justice.”

tool Puyallup can use to decide which path they want to take going forward, to come up with a bigger, better economy that’s more resilient to economic downturn. . . . I’m looking forward to digging into the data, and seeing insights that aren’t all that obvious.”

This will mean drilling down into the details, such as determining which sectors (e.g., restaurants, construction, retail) are most susceptible to the impact of recessions and finding the theoretically optimal mix of sectors that increases Puyallup’s resilience to recessions while still fitting within the city’s vision. By running multiple regression analyses, the students might try to assess the economic impact of pandemic pilot projects, like the parklets the city’s engineering staff built for restaurants and retailers to expand onto sidewalks and streets, so that decisionmakers can gauge whether to continue, expand, or discontinue those programs in the future.

“We want to look at what the city can do to help struggling sectors like restaurants, but we also will be asking if they should be attracting more of those sectors that did fine,” says Wells. “That’s where the human element comes in. If our analysis says you want more big-box retailers to make your economy more resilient during a downturn, the human element asks, ‘Does this fit with your mission? Do you just want a strip of big-box retailers? Or do you want a mix of sectors, where you expand one sector

during a downturn and put a cap on another?’ We are going to dive into the data and define these relationships.”

And then some.

“As consultants, we offer extremely high-quality work, perhaps even more so because these are students who are hungry and have something to prove,” notes Margo Bergman, who received a \$17,000 research grant from the University of Washington to study how Puyallup residents’ perceptions of public health measures might impact diners’ decisions to patronize restaurants. “They go above and beyond. These students work hundreds of hours trying to get the best product for their client.”

For Wells, it’s deeper than that.

“I grew up in Tacoma, and Puyallup was always a neighbor, so being able to help a city that’s nearby actually be able to recover from the pandemic, that’s a major draw,” she says. “We’re not creating a business plan; we’re giving them a tool they never had before, and that’s satisfying on our part for sure. . . . And this will be universally applicable when we are done: the same methods we used here can be applied to any municipality.”

But perhaps none is more hopeful, or more grateful, than the City of Puyallup.

“Bringing these minds together, these great minds to work on this project, can only benefit the city,” says Mayor Door. “This is uncharted territory for all of us. We’re learning together. This is not a Puyallup-specific problem; this is a nationwide problem. We need to be reaching out and using whatever tools we can, because it is going to take some tools we currently don’t have in our toolbox to be successful at this. . . . It’s going to be challenging, but I think it can be done.”

Meanwhile, Puyallup perseveres. When the 2020 edition of the Washington State Fair, scheduled as always for late summer, was canceled due to the pandemic, it meant a loss of about \$1 million in expected tax revenues to the city. While tentative plans are in the works to hold a replacement 2020 fair in spring 2021, Puyallup didn’t wait around.

Partnering with the state fair organization, the city hosted a pandemic-friendly drive-through food fair, with vendors hawking elephant ears, funnel cakes, corn dogs, and other classic fair food. “At one point, people were waiting in line for hours to drive through the fairgrounds,” says Kirkelie, noting that the first collaborative drive-through food fair was so successful that they reprised the event.

“This has never been done before, and the response was unbelievable,” Kirkelie adds. “What this shows is that to be resilient, especially for a midsize city, you can’t go it alone. Resiliency means you draw on other sources and look to others for help, and they look to you. Cities need to play the role of convener, bringing people together.”

And in the words of Puyallup’s mayor, they need to think it can be done. 🍌



Citywise

“

As our communities move through our current crises, there will be plenty of room for ideas that were once unthinkable.

—CITY 101 P. 24 ▶



22 THE LATEST ON SMALL CELL WIRELESS **24** SEEING A FUTURE BEYOND THE PANDEMIC
26 MITIGATING POLITICAL RISK WITH ENTERPRISE RISK MANAGEMENT



LEGAL AFFAIRS



Local Calls

Certain aspects of the Court's small-cell ruling align with Washington cities' prevailing practices, including:

■ **Limitation on Local Permitting Fees** – Washington communities are familiar with the requirement that the fees cities impose be based upon objective, actual cost information.

■ **Objective Aesthetic Standards** – Washington cities have long utilized objective standards in the exercise of local zoning authority under the direction of the Washington courts in cases such as *Anderson v. Issaquah*.

CELL MATES

The Ninth Circuit backs the FCC in small wireless appeal.

W. SCOTT SNYDER AND DANIEL KENNY OGDEN MURPHY WALLACE



ON AUGUST 12, 2020,

a three-judge panel of the Ninth Federal Circuit entered its

decision on five consolidated cases challenging the FCC Order's preemption of many aspects of local government regulation of small wireless facilities. The five cases presented the Court with a wide variety of administrative law, statutory, and constitutional challenges to the multipart FCC Order. The panel primarily upheld the Order but overturned portions of the Order that restricted local government's ability to impose aesthetic regulation on small wireless facilities.

The following provisions of the FCC Order were upheld:

- **Review Standard** The adoption of the "material inhibition" standard for review of local government permitting decisions and regulatory structures was upheld. The Court approved the new national standard, replacing the former Ninth Circuit's "significant gap/least inclusive means" test.
- **Limitation on Local Permitting Fees** The Court noted that the FCC Order creates safe harbors, not hard cost-recovery limitations. Communities can charge higher fees if they establish that the fees represent the actual cost of processing.
- **Deemed Approved Rejected** The Court rejected wireless industry claims that the FCC should impose "deemed granted" relief for delayed small-cell application approvals/denials. A delayed or unsuccessful applicant has a judicial remedy in federal court.
- **Shot Clock/Reasonably Presumptive Review Period** The Court upheld the shortened FCC "shot clock" for all permits and authorizations associated with small

wireless deployment. The Court clarified that these shot clocks are only presumptive and are subject to extension by the permitting authority should circumstances in a particularly difficult situation require additional review. The industry has the right to challenge any delay through injunctive relief in federal court.

■ **Ban on Moratoria Upheld**

Prohibited moratoria must do more than merely delay construction and must result in delays that continue "for an unreasonably long or indefinite amount of time." The limitation is based on the theory that the providers would be discouraged from filing applications by excessive delay.

■ **The One-Touch Make-Ready Regime for Utility Poles**

Because public utility challenges were to minor and secondary aspects of the Order, the Court chose to uphold all of that portion of the Order, including overlashing and self-help provisions.

■ **Control of the Public Rights-of-Way**

The Court rejected local government constitutional challenges to FCC preemption of local ROW control, holding that cities were acting as regulatory entities, not property owners.

■ **RF Regulation**

City councils are well aware of citizen concerns over the health impacts of radio frequency (RF) radiation. Montgomery County challenged stipulations of the Order as unlawful because they were adopted before the FCC completed its review of RF regulation. The Court found no merit in this assertion, noting that the FCC has "examined the effects of 5G technology on its RF standards and closed the 2013 docket." Any challenges to the Order relating to RF regulation must now be brought in a separate proceeding.



AESTHETIC REGULATION

The Ninth Circuit panel struck down the FCC's restrictive standard for aesthetic requirements imposed by local governments. The Order's requirement that aesthetic regulations be "no more burdensome" than regulations applied to other infrastructure deployment was vacated and remanded to the commission. This is the one bright spot in the ruling. Cities may establish aesthetic standards for small wireless facilities regardless of whether a city has different regulations for electric or other utility facilities or, indeed, none at all.

The Court also remanded the provision that standards be "objective," finding that this requirement was not explained by the FCC and was therefore arbitrary and capricious. The Court's ruling emphasized that communities need latitude to establish aesthetic requirements, particularly for residential and signature commercial districts as well as historic districts. This portion of the Order is likely to be addressed shortly, but the panel expressly validated local governments' legitimate public goals "such as safety and aesthetics."

One portion of the Order relating to aesthetic regulations was upheld: the requirement that aesthetic regulations be "reasonable." Reasonable is defined as "technically feasible and reasonably directed" at remedying aesthetic harms.

TAKEAWAYS

Cities that have adopted small-cell regulations based on the FCC Order can continue to implement them. No changes are required. The only portion of the FCC Order that was overturned strengthens cities by providing a more difficult review standard for challenges.

Cities that have not finalized their small-cell regulations or begun to implement them should proceed immediately. Given the large number of parties in the five consolidated cases and the wide variety of issues presented, it is likely that one or more of the numerous parties will request either en banc review of the decision by the Ninth Circuit or a US Supreme Court appeal. For now, the majority of the FCC Order has been upheld. **C**

Scott Snyder and Daniel Kenny are members of Ogden Murphy Wallace's municipal practice group. Scott authored the Amicus Curiae brief submitted to the Ninth Circuit on behalf of AWC. Daniel is the chair of OMW's telecommunications practice group.



Success Through Experience

That is the foundation of our efforts at HLA. From funding, to design, to construction, we bring professionalism and passion to every project, every time.

2803 River Road, Yakima, Washington 98902
Phone - (509) 966-7000
www.hlacivil.com



LEADING THE CHARGE TO ZERO WASTE ... AND ZERO EMISSIONS!



Introducing the first all-electric collection truck in the region. Follow us to learn more about our #GreenFleet.

 recology.com

 [@cleanscapes](https://twitter.com/cleanscapes)

 [@RecologyCleanScapes](https://www.facebook.com/RecologyCleanScapes)  [@recologycleanscapes](https://www.instagram.com/recologycleanscapes)



Opening Moves

The upheaval wrought by the pandemic and its economic disruption signals potential shifts in the Overton Window, a concept that describes the range of viability of public policy ideas. From either pole, ideas range from Unthinkable to actual Policy along this spectrum:

- Unthinkable
- Radical
- Acceptable
- Sensible
- Popular
- Policy
- Popular
- Sensible
- Acceptable
- Radical
- Unthinkable

Cities will want to be open to discussions that might have been off the table prior to the pandemic—and they may find that accepted wisdom in some instances no longer applies.

WHAT TIME IS IT?

How a futurist thinks about our pandemic moment

REBECCA RYAN, APF

A S A PROFESSIONAL FUTURIST, I’m often thinking ahead. Sometimes, I read history instead. The past and the future are two lenses on time. Let me offer you another.

Did you know that the Greeks had two words for time? *Kronos* and *kairos*.

Kronos refers to chronological time: the years, months, days, hours, and minutes we use to schedule meetings, observe rituals like holidays and anniversaries, and measure progress. Westerners are so enmeshed with chronological time that we hardly notice it. Like our bodies, its usefulness is so reliable and ever-present that it becomes invisible to us. We just assume it is—until that changes.

My friend Jan asked me over the summer, “Is it Wednesday or is it July?” That’s what something like a pandemic does to us: it messes with our sense of *kronos*. Now, time feels fluid, dilated.

The Greeks’ second word for time, *kairos*, means something else entirely. I prefer the Sophists’ definition: “a passing instant when an opening appears which must be driven through with force if success is to be achieved.”

It’s helpful to pull these two definitions of time apart. Because no matter how long the pandemic lasts in chronological time, it and its economic maelstrom, coupled with our country’s racial justice reckoning, are creating an opening. This is a supreme opportunity to wrestle with deeper questions about what it means to serve the public.

I must have sensed this. Recently I was reviewing my last few months’ journals. In March, I’d written, “How will I let this pandemic change me?” I

knew—and maybe you did, too—that this moment would change me, and us. There would be the “before times,” and there would be the “after times,” but first, we were going to have to get through this opportune moment when everything changed.

What is possible now that wasn’t possible before?

In public policy, there’s a concept called the Overton Window that is used to grade ideas on a scale from “Unthinkable” to “Popular” (see “Opening Moves,” at left). During a period of *kairos*, the window moves; what was once considered radical is now considered sensible.



As our communities move through our current crises, there will be plenty of room for ideas that were once unthinkable. This is an opportunity to help our communities move beyond “back to normal” and into something more appropriate for our context. We all recognize that going back to normal is insufficient, because “normal” was broken: Inequality was growing. The educational achievement gap was expanding. The middle class was shrinking.

This moment of *kairos* is a supreme moment, a gift that calls us to a greater purpose: to make our communities work better for more people. **C**

Rebecca Ryan, APF is a professional futurist and economist who has been named one of the Top 50 (Female) Futurists in the World. She is the author of ReGeneration: A Manifesto for America’s Future Leaders and has served as the Resident Futurist for several national and local organizations.

THESE ARE THE WORDS THAT WE USE TO DESCRIBE OUR BUSINESS. WE ARE A COMPANY THAT IS COMMITTED TO EXCELLENCE IN EVERYTHING WE DO. WE ARE A COMPANY THAT IS COMMITTED TO EXCELLENCE IN EVERYTHING WE DO.

TOGETHER, WE CAN HELP SLOW THE SPREAD. Learn more at coronavirus.gov


Partnership Matters

Republic Services has proudly served Northwest communities since the 1930's. Our state-of-the-art recycle facility in Seattle is the largest in the Northwest and recycles more than 200,000 tons of material each year. That's the equivalent weight of nearly 500 fully-loaded Boeing 747 airplanes. Our long-standing partnerships with cities like Seattle, Bellevue, Kent, and many more, helped turn Puget Sound's green dreams into a reality. We believe that, together as a community, we can change the way society recycles, make a lasting, positive impact in our communities and ensure the long-term viability of recycling for future generations.



Managing your risks, so you can manage everything else.





ASSOCIATION OF WASHINGTON CITIES

Risk Management Service Agency

Security | Stability | Service

awcnet.org/RMSA | 1.800.562.8981



MAINTAINING YOUR REP

How cities can mitigate political risk with enterprise risk management

AWC RISK MANAGEMENT SERVICE AGENCY STAFF

THE TERM “RISK MANAGEMENT” is widely known in society today, but a lesser-known type of risk management that all elected officials should be aware of is “enterprise risk management.” Traditional risk management is designed to address traditionally insurable or hazard risks. But risks for which you can insure make up a mere 20 percent, on average, of your entity’s total risk exposure. Identifying and managing risks that fall outside of traditional insurance is called enterprise risk management.

Risk itself can be defined as “the probability, or chance, that a negative event may occur resulting in a financial loss.” Risk management involves the identification, assessment, and mitigation of that risk. Enterprise risk management involves managing all of the risks affecting an entity’s ability to meet its goals, regardless of the type of risks being considered or their financial impact.

Considering all of the enterprise risk management vulnerabilities your entity may be exposed to can be a daunting and overwhelming task. This article will focus on one particular type of enterprise risk—reputational risk—and assist you in identifying the risk and raising awareness of it within your entity, as well as provide you with some high-level steps you can take to mitigate it. Let’s consider a couple of examples:

EXAMPLE #1

A particular political issue is causing division within your city or town. Councilmembers are coming out vocally on both sides of the issue on social media. Some councilmembers are not clearly separating their views as agents of the city/town from their own personal opinions.

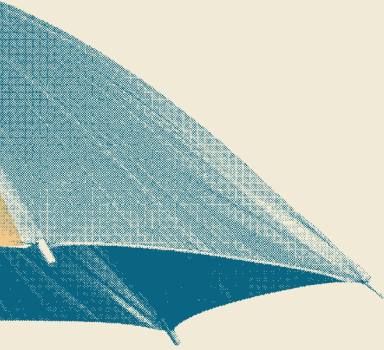
While all elected officials are allowed to hold and voice their own personal opinions on local or national issues, both traditional and enterprise risk

vulnerabilities can be raised if a councilmember does not properly and effectively separate their role as a private citizen from their

role as an agent of your

entity. Should a councilmember voice an opinion that could be viewed as slander or libel, and the person or entity about which the statements were made were to sue, there may be some insurance coverage under your traditional liability errors and omissions coverage. However, there may be an even larger reputational risk to your entity if that councilmember is being identified (by themselves or by interpretation) as a speaking agent of your entity as opposed to a private citizen voicing their own opinion. The easiest way to manage this risk is to ensure that **(1)** your city/town has an effective social media policy, **(2)** all elected officials are trained on this policy





upon assuming office and regularly thereafter, and **(3)** all elected officials have separate social media accounts for their role as a councilmember and their role as a private citizen. It is also critical to ensure that city council is aware that they must separate the content they post on these different accounts and remain diligent in doing so.

EXAMPLE #2

Your police department is engaged in an incident with a citizen that gets picked up by the local (and potentially state or national) media. Your constituency are divided, and vocal, about their views on the officers' actions. A press conference is called to provide factual information about the event and convey your entity's position. The chief of police makes a prepared statement, but then when confronted with questions, they provide answers that further incite the constituency and exacerbate the issue.

Public statements that go awry may be the most common type of reputational risk an entity can face. While anyone can make a statement that they regret or that is misinterpreted, in today's world of instantaneous access to information that can be widespread or even go viral in a matter of hours, ensuring that those who are tasked with making public statements on behalf of your entity are properly trained to do so is critical. Many smaller entities don't have the resources to hire someone specifically skilled in this area, so how can this be accomplished?

First, make sure your entity has a policy or procedure in place that identifies who is allowed to make public statements or speak to the press on behalf of your entity. Never respond to a statement request "off the cuff." While there is a timeliness element at play with public statements, take the time to gather trusted officials and staff to strategize and discuss the issue and come to a consensus on what should and should not be said. Discuss "what if" scenarios, like unanticipated questions if in a live interview situation, and how those will be addressed. Involve your city/town attorney so they can give you guidance on particular statements that may expose your entity to additional risk.

While these are only two examples of what are probably commonplace events in municipal life (see some more examples in "Political Perils," at right), they should help you to identify **(1)** how these events can quickly and unexpectedly add to or exacerbate a variety of types of risks to your organization, and **(2)** what you can do to mitigate those risks. Bottom line: The best way to manage any risk is to take the time to identify what risks you believe your entity may be vulnerable to and the likelihood of those risks happening, both from a frequency (how often) and a severity (the impact) perspective—and then put a plan in place to prevent or mitigate that risk before an event happens. **C**

AWC's Risk Management Service Agency is a member-owned risk pool that offers comprehensive risk management for members through underwriting and loss prevention, as well as extensive trainings and education.



Political Perils

Reputational risk can come in all manner of forms. In addition to the two scenarios discussed at left, here are a few more scenarios your city might benefit from anticipating and planning for:

- A disgruntled ex-employee begins vocally criticizing the city.
- A contractor that the city has used for years suffers an embarrassing PR disaster.
- A councilmember begins directly assigning tasks to employees.
- A group of councilmembers are accused of meeting in secret to discuss city business.

Cityscape

Mount St. Helens, now and then




Corps of Recovery

As Washington cities rebuild from pandemic devastation, they can take inspiration from a natural wonder in our backyard.

MUCH OF THIS ISSUE revolves around the idea of resilience, which Merriam-Webster defines as “an ability to recover from or adjust easily to misfortune or change.” In nature, perhaps no location hereabouts represents the spirit of resilience better than Mount St. Helens, which erupted cataclysmically on May 18, 1980, leveling 230 square miles of wilderness.

“Here the eruption toppled hundreds of thousands of old-growth Douglas-fir and other trees and coated everything in ash and pumice,” Sara Zaske wrote recently in the Washington State University *Insider*, in an article about researchers studying the recovery of vegetation on the mountain. “Still, small refuges of plants and animals survived under patches of snow or in the soil, and the original, native plants, such as lilies and huckleberries, continue to grow there, joined by many new disturbance-adapted species like fireweed.”

Science has a word for these survivors: *refugia*—the hardy life that remained after the blast and seeded recovery. Refugia don’t exist alone, or for themselves. Each plant and creature, tapping into the vitality of the other, anchors a recovery that spreads once the catastrophe is over. But this process requires patience and perseverance unaccustomed in our present moment, measured not in weeks or months, but in years and decades.

As overwhelming as the economic and community devastation of the pandemic may seem, cities and their leaders can and should lean on each other, and as they do so, look to Washington’s sleeping volcano for inspiration. More than 40 years after the landscape seemed obliterated, once again the mountain is thriving, teeming with life. As Washington emerges from its current cataclysm, cities will be our region’s refugia. 

Mark your calendars



Upcoming events

Member Expo
October 19-23 | Online

Cities on Tap
October and November, multiple dates | Online

Local government forum:
Managing risks associated
with homelessness
November 10, 12, 13 | Online

City Action Days
February 10-11, 2021

Check out AWC's upcoming
conferences and learning
opportunities:

Mobile.
Meaningful.
Manageable.



ASSOCIATION
OF WASHINGTON
CiTiES

wacities.org

We are here for you.

The AWC Employee Benefit Trust has been trusted by Washington's municipal employers since 1970. We help you navigate your healthcare choices now and into the future.



1.800.562.8981
awcnet.org/healthbenefits

choice | health | service