



Volume 16, No. 1, March 2004

President's Message

The legislative session is nearly over. Tort Reform, Streamlined Sales Tax & Sourcing, Tax Increment Financing, Retiree Health Insurance, Transportation Funding, Zoning Authority over Gambling, all hang in the balance with varying chances of survival. As usual, many WC/CMA members, our elected colleagues, and AWC staff worked extremely hard to advance and protect the interests of Washington cities. We owe a vote of thanks to all who shared in the victories, the defeats, or even just the battles.

It became very clear early in the session that one issue -- Streamlined Sales Tax (SST) -- would become extremely difficult. Cities across the state are at odds over the proposal to change sales tax sourcing rules from point of sale to point of delivery. Sales tax "winners" become "losers" and vice versa. Will there be mitigation? What about concurrency? We must have an administrative fee. What about sales tax equalization cities? These kinds of debates are not the kind of things that keep the city family healthy and happy. With its membership hopelessly divided, AWC staff had to virtually extract itself from the debate leaving cities to advance their interests individually. As a potentially potent force in the dialogue, we were ultimately weakened by the division.

It doesn't appear that anything will pass this session, making it less likely that the State of Washington will contribute to the national debate about collecting taxes on internet sales. Of course, this is the ultimate goal and pay-off for SST. Perhaps during the legislative off-season, WC/CMA can continue to work with AWC staff and legislative leaders to find a workable approach. I think most would agree that gridlock ultimately serves no one.

The Northwest Spring Conference is right around the corner -- Monday, March 15th -- Thursday, March 18th -- in Newport, Oregon. As usual, the Oregon managers have provided an excellent series of programs and workshops. I'm sure you will find them valuable.

Now for the really important stuff -- **the ANNUAL VOLLEYBALL MATCH** is scheduled for **Wednesday evening at 4:00 pm**. Bring your shoes and your help for the team. The trophy we

brought back to Washington last year is at stake. WC/CMA is hosting a reception for all (6:00 pm) after the game.

Looking forward to seeing you all in Newport. Until then,

Rich Conrad, WCMA President
City Manager, City of Mercer Island
rich.conrad@ci.mercer-island.wa.us

Special Report

Deb Symmonds, Mercer Island deputy city manager, is WCMA's representative on the planning committee for the ICMA conference coming up in October in San Diego. Deb submits this:

Plan now to attend ICMA's 2004 Annual Conference in Beautiful, Sunny, Culturally Rich San Diego

Catching the Next Wave

The Pursuit of Excellence in Local Government Management

ICMA's 90th Annual Conference
October 17– 20, 2004
San Diego City/County, California

Blessed with natural beauty, a near-perfect climate, and a rich cultural heritage, San Diego City/County, California, will play host to ICMA's 90th Annual Conference, October 17-20.

Bordered on the south by Mexico, on the west by the Pacific Ocean, and on the east by the Anza-Borrego Desert and the Laguna Mountains, San Diego County boasts 70 miles of beaches, 92 golf courses, four exciting theme parks, and an abundance of arts, culture, and sports. Tijuana, Mexico, is just minutes from downtown, adding an international flavor to California's second and the nation's seventh largest city and one of the leading metropolitan areas in biomedical, high-tech and telecommunication industries.

ICMA's 2004 Conference Host Committee invites you to join them in October for a memorable experience in the world-renowned place they call home. Plan now to attend the 90th ICMA Annual Conference!

Educational Program Overview

ICMA's Annual Conference educational program, developed by a planning committee of local government practitioners, will address the new and recurring challenges facing local government managers worldwide. Public and private sector experts will share their knowledge and interact

with participants in educational sessions under the following main theme tracks:

- Improving Public Confidence in Local Government
- Local/State Relations: “You’ve Lost That Lovin’ Feeling”
- Preparing the Next Generation
- Technology/TechCity
- Living a Balanced Life—Personal Issues Effecting Your Life Today

Again this year, three “career tracks” of educational sessions will focus on issues facing ICMA members who are:

- Small Community Managers
- Senior Managers
- Assistants and Other Non-CAOs

Other professional development opportunities at the conference include:

ICMA University Forums

A hybrid format combining aspects of concurrent educational sessions and ICMA University workshops, forums are designed to be highly interactive and skill building in nature. Although the forums are included with the main conference registration fee, preregistration is required since enrollment in them is limited to 250 participants.

Marketplace of Ideas and Solutions

Three sections of these popular roundtable discussions will offer participants the opportunity to exchange experiences, opinions, ideas, and solutions with other local government professionals. Designed especially with managers of smaller communities in mind, each discussion will focus on the nuts and bolts of local government management and will be facilitated by an ICMA member or other expert with a strong interest in the topic.

Field Demonstrations

A variety of site visits to local government projects in the San Diego area will offer hands-on opportunities for professional growth and networking outside of the convention center. Find out how your colleagues in Southern California are putting innovations to work!

Educational Exhibits

Stop by the conference exhibit hall to learn about hundreds of products and services that can help you deliver public services more effectively and cost-efficiently. Many of the exhibits relate directly to the topics addressed in the educational sessions.

TechCity

This popular area of the exhibit hall features the latest technology solutions to today’s local government challenges. In addition to a variety of vendor exhibits, local government displays,

and the high-speed Internet and e-mail access, other highlights this year include: TechCity Theater, home of educational sessions focusing on technology issues; TechCity Classroom, an interactive showcase of software solutions; and the new Solutions Showcase, a hands-on demonstration area of cutting-edge technology.

ICMA University Workshops

More than 20 highly interactive ICMA University workshops relating directly to the practice groups identified by ICMA members as essential to effective local government management will be offered in conjunction with the conference. Enrollment in each workshop is limited to 50 participants to maximize the learning experience, and an additional fee is required beyond the main conference registration fee.

Registration Information

Join us in San Diego! A preliminary program packet will be mailed to ICMA members late in June. To keep your professional development costs low, take advantage of early bird registration (deadline **July 11**).

Need more information?

E-mail: icmaconference@icma.org

Need Advice or Help? Who to call?

Spring is sprung. And there are those new mayors and councilmembers. Sometimes, things don't go too smoothly. Help is needed. Or at least some good advice. You can certainly call your neighboring manager or administrator. Or . . . What to do? Why, call a **Range Rider**, of course. They are:

Al Locke
PO Box 13
Allyn, WA 98524-0013
Phone: (360) 427-4271
E-mail: Jeanynal@earthlink.com

Stan McNutt
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St. Maries, ID 83861-7111
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Editor's Note: Stan is currently serving as interim city administrator of Shelton. The phone number for Shelton city hall is (360) 426-4491.

From Cascade Center

Greetings from the Cascade Center for Public Service and Leadership at the University of Washington's Evans School of Public Affairs!

We still have a few spaces available in our upcoming courses this spring. If you have not yet registered, we encourage you and your staff to **register now** to reserve a space!

Register online at www.cascadecourses.org
or call 206.685.0523.

Ethics, Leadership and Public Service will be held **April 21-23, 2004** in **Seattle**. This three-day course explores the role of ethics in leadership-the responsibilities, pressures, and dilemmas faced every day, the nature of personal and **public integrity**, the challenges that threaten integrity, and the ways to **build an ethical organizational culture**. The instructor is Evans School of Public Affairs faculty member Pat Dobel.

Managing for Results will be held in **Tri-Cities** on **May 20-21, 2004** in **Kennewick**. This new course topic was added to the Cascade Management Series this year in response to managers' growing interest in learning about **performance measures**. The two-day course will provide public and nonprofit managers with the tools needed to **produce results** and **improve performance**. Expert faculty at the University of Washington's Evans School of Public Affairs, Larisa Benson and Leslie Breitner, will serve as instructors for the course.

The popular course **Managing the Budget Process** will be taught by Harvard professor Arn Howitt and City of Seattle Finance Director Dwight Dively on **June 14-18, 2004** in **Seattle**. Through case studies, applied exercises, and guest speakers, this five-day course focuses on the practical skills needed to analyze budget information, identify ways to improve service quality and productivity, and effectively communicate with elected officials and the public.

See our web site for course dates, descriptions, and more information about the Cascade Center: <http://www.cascadecourses.org>. Please contact us at the 206-685-0523 or via e-mail at cascade@u.washington.edu (you can simply reply to this message) if you have any questions. We look forward to seeing you in our 2004 courses!

THANK YOU!

A reminder:

There is no longer a paper roster of the WCMA membership. But it's readily available in electronic format. Go to <http://wccma.org>. Click on "Membership." Then click on "Directory." Type in the person's last name, the city, or what you know, and click.

The other point to be made is that the information there is only as good as it is provided to MRSC. And it's up to you to send information so it can be up to date.

Please check the information related to you. If there are corrections needed, please send them to Ron Bartels at rbartels@mrsc.org, or to Donita Mowers at dmowers@mrsc.org. We'll enter the corrections as soon as you supply them to us.

*Ron Bartels, Editor, WCMA News
Public Policy and Management Consultant
Municipal Research & Services Center of Washington*

And now, the news:

*Region 1, Clallam, Jefferson, Kitsap & Mason Counties
Lynn Nordby, Consultant
lnordby@msn.com*

With the help of Greg Prothman, **Bainbridge Island** is sorting through over 100 applicants for the city administrator position. The finance director, last of the initial management team following the island annexation in 1990, stepped down last week to take a newly created budget manager position. Recruitment for a new finance director will start immediately. Meanwhile the selection process for a new police chief is still in process.

With regard to news, **Port Angeles** is working on a lot of projects, but they really only want to report on accomplishments so far, and not on works in progress.

1. Institutional Network Services. In February, the city announced the I-Net fiber optics backbone has now been completed. This companion project to our city-wide broadband expansion through our cable franchise agreement allows for institutional networks over 11 route miles of 36-strand optical fiber. They have reserved 24 strands for public use and 12 for private WANS. This portion of the project cost about \$1M of which the city covered about 30% and the rest was leveraged through private industry. The I-Net is managed through the private sector. They have leveraged the investment of \$2.7M in additional broadband services through their franchise agreement that provides bi-directional cable modem service, 78 analog channel capacity, and HDTV and VOD capacity.

2. Comp Plan Update. Like other cities, they are involved in an extensive public participation process to review major policy issues in our comp plan. While still in this process, it looks like the community will be addressing redevelopment zoning for a Brownfield mill site, expansion of our UGA boundaries, annexation program for the UGA's, strategic planning for the harbor and airport, watershed planning, and beautification of the community. It's a more ambitious review than they have had in quite some time. They believe it confirms the transition process of the community as they rely less on natural resource industry and move more toward marine and tourism industries.

3. In February, the city council approved a site plan for a public skate park to be constructed at Erickson Park. This project has been on the board for more than a decade, and they have now secured the site and the design. They are currently working on the financing for this \$250,000 project.

Region 2, Grays Harbor, Lewis, Pacific & Thurston Counties
David Campbell, City Manager, City of Chehalis
dcampbell@ci.chehalis.wa.us

From **Centralia**, J. D. Fouts, city manager, reports that he has recently hired a new chief of police and a new community development director (snatched away from **West Richland**). The conveyance system to their new wastewater treatment plant was successfully tested with clean water this year, and now it has actual sewage moving through the pipes. They are working on a hiking trail and preparing to plant 13,000 trees along the banks of the **Chehalis** River.

Here in **Chehalis**, city manager Dave Campbell reports that the city council has adopted its goals for 2004-05, and he's in the process of recruiting for and filling several vacant department head positions that resulted from retirements and reorganizations. Chief of police and finance director references would still be appreciated. Not to try to "one up" **Centralia** or anything, but Dave says they are scheduled to plant 55,000 poplar trees this spring -- the beginnings of a plantation that will eventually be irrigated with our wastewater effluent.

Region 3, Clark, Cowlitz, Skamania & Wahkiakum Counties
Lloyd Halverson, City Administrator, City of Camas
lhalverson@ci.camamas.wa.us

Lloyd Halverson, city administrator, **Camas**, and our regional correspondent, offers the following:

A brief update on the city managers' world in SW Washington. Seems like lots of the same, punctuated by a series of controversies. And enlivened by a new member of the group.

First, we welcome to Nabel Shawa, the first city administrator of the city of **Washougal**. Nabel

began work March 1, and was formerly the long time city administrator of the city of **Long Beach** (WA). Nabiel's sense of humor should serve him well.

And controversy is not far from our professional ranks. Perhaps in the form of an employee firing for abuses; or "council eruptions"; or fire department overtime allegations, or landslides, or event center parking hassles, or library "citizen concerns"; or the perennials of land use, budget and dogs, the controversies roll along. And they do here in SW as well.

And one remembers: 1. we are not alone; and 2. we are all in a way volunteers in this profession.

Randy Bombardier, city manager, **Ridgefield**, addresses us all as follows:

Fellow professionals, I am earning my spurs in **Ridgefield**. This bronkin' buck of a town has been a wild ride ever since my first day in October, 2001. I inherited development problems, potential divestiture of our utilities, potential insolvency, and have managed to survive. No, this small community, which is going from 12 new homes per year to over 150 this year, which managed to attract and facilitate the construction of Dollar Tree's northwest distribution center, still is not the most polished of operations, but the job is getting done where it counts. Still, some are not happy. I am currently being investigated by DOE for improper handling of a paint job, council is not indemnifying me, there are charges of whistle-blower retaliation against me, and a directive stripping me (is that legal?) of some of my duties has been issued. The council has hired a special "investigator" in regard to whistle-blower charges. But, friends, I am in good spirits, because even as my employees are being intimidated, I am realizing that there was a reason for the reform movement, for the development of the council-manager form of government. My council will soon find out the reason there are such things as professional managers. Stay tuned.

Region 4, Kittitas, Klickitat & Yakima Counties
Glenn K. Rice, Assistant City Manager, City of Yakima
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No report.

Region 5, Benton, Franklin & Walla Walla Counties
Gary Crutchfield, City Manager, City of Pasco
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College Place city administrator Mike Patterson reports that **College Place** has added new businesses. Home Depot opened with sales that were far more successful than expected. These

results boosted new site development interests, and more retailers are making contact and expressing interest in available commercial properties.

The increase in development has been key in the finalization of our city comprehensive plan update. The increasing need for development property has been addressed with this plan, which proposes to annex approximately 500 acres to our urban growth boundary.

As the **College Place** commercial sector continues to grow, the expense has grown as well. We have added support to the planning and administration departments, and hired a new city engineer. The city is also recruiting a new environmental systems manager for our wastewater department.

The updating of the infrastructure has been focused on water and wastewater facilities and processes. The city is working to develop a new water storage facility, and is also completing the updated water comprehensive plan to determine the infrastructure needs for current and potential development area.

Art Tackett, city administrator, **Connell**, says that city is gearing up to complete a number of projects that were begun last year. This includes a five million dollar water system replacement and expansion program (including two new small reservoirs), and two street projects. Once the water project is completed the city will have replaced 60% of its existing water lines within the last six years. Most of the remaining lines are either lines that were installed in new subdivisions and will not need to be replaced for a number of years or lines that the city had replaced previously. There are still about 10% of existing lines that will need to be replaced. But this last water project was a giant step in addressing the waterline needs of the city for many years to come.

Other than those major projects, **Connell** is just perking along adopting a new GMA comprehensive plan this spring and then a number of ordinances to support implementation of the plan.

The city has also created a downtown development corporation. The purpose of the downtown development corporation is to work with downtown businesses on planning events, design and history. Their first project is to prepare and submit an application to the state of Washington Office of Archaeology and Historic Preservation for inclusion of a portion of the downtown for the Washington Heritage Register.

Richland's city manager, John Darrington, reports that **Richland** is moving into a new era, with the election of a new mayor and mayor pro tem. At their early 2004 retreat, city council members gave direction and focus to economic development, discussed the kind of organization they would like to see **Richland** strive to become and discussed ways the city organization can move to a new way of doing business, to a new paradigm. Council's commitment to focusing city resources on diversifying the economy is a continuing theme that has been given new

emphasis. During the retreat, council met for the first time with all of **Richland's** strategic partners to discuss how they intend to support and implement the city's recently adopted strategic economic development plan. **Richland's** council intends to lead the community from federal dependency toward private sector dominance. Council also discussed how to get aligned and stay aligned in the quest to implement a new way of doing business in **Richland** as the city leaves its Hanfordized past. Council wants to align Richland for success. This will entail getting all facets of the city organization pulling together and positioning **Richland** for the future. The council restated that the core operating values of the city are teamwork, integrity and excellence and reaffirmed these values by resolution at a February meeting. The council agreed that **Richland** is positioned to reshape and redefine its municipal organization. The staff is taking steps in that direction by hosting and participating in a leadership training academy this spring. In addition to internal changes, the face of **Richland** continues to change. Development, both commercial and municipal, continues along the Columbia River: the Courtyard by Marriott is open on Columbia Point and area residents eagerly await the 2004 opening of the adjacent Anthony's HomePort restaurant; **Richland** residents and visitors are enjoying the city's newest playground, Sturgeon Cove in long-established Howard Amon Park, and work is nearly completed on a new plaza that overlooks the city's 2003 new Columbia River dock. **Richland** is beginning to see signs of a slowing economy, with fewer housing starts and a drop in sales tax revenue during the first few months of the year. This year, **Richland's** council and staff face the "challenge of change" as they plan for the city's future.

Duane Cole, City Administrator City of Walla Walla reports that Walla Walla voters approved a \$4.5 million bond issue in February to replace a Fire Station that was constructed in 1948. The approval rate was about 67% and the new facility will be located on park property in the east area of the city. This has been a long-term goal for the Council and dedication is planned for October 2005. In November 2003 voters County-wide rejected an aquatic center using the Public Facilities District process. The issue actually received majority approval, but failed to gather the necessary 60% for property tax bond issues. The plan was to finance about \$6 million with property taxes and the balance, about \$3 million, with the sales tax rebate from the state. City officials remain optimistic, however, since the city voter approval rate was about 58%. Plans are underway to put a city property tax only bond issue on the ballot either late in 2004 or in 2005. This will be more expensive than the original proposal, but there are many people willing to work on an aquatic center for Walla Walla. Walla Walla's existing pool remains open for business, but may be closed at any time if one of the major systems breaks.

Strategic planning efforts continue with the development of a Downtown Plan designed to provide a stable future in order to enhance the willingness of the private sector to invest. In late February 163 community members gathered to provide input on the first public 'unveiling' of the plan. Comments were positive and the energy was encouraging. The public included a good mix of business owners, property owners, renters, residents, and public officials. Design guidelines were also presented. Winter and Company of Boulder, CO. is the primary consultant.

The Tourism Strategic Plan Draft was received in late February. The Tourism Commission recommended development of a strategic plan in order to develop the next step for Walla Walla's tourism program. The plan identifies many strategies and a local governance structure

for the community. The consultant is Trudy McNulty from Maine who specializes in Tourism strategic planning and my first review is that it is a very good plan.

Fundraising is underway for an expansion of the Public Library Children's Area. The local Donald and Virginia Sherwood Trust provided a \$300,000 grant and the community is in the process of fund raising to match it. Since April 2003 over \$75,000 has been raised. Part of the grant requirement was to develop a Master Plan for the Library which will be completed in the coming months. The city will be considering the amount to contribute to the project during the coming months. Finally, Fort Walla Walla is facing challenging times with the potential closure, and at least reorganization, of the local Veterans Administration Hospital. The city-owned park property surrounding the Hospital is currently the subject of a long range plan which is being completed through a partnership between the city and Corp of Engineers. Officials are gathering information to fight any action that would impact local Veterans medical services and jobs in the community. This information can be found on the City's web site as it reaches a sufficiently final form to allow posting.

Region 6, Asotin, Columbia, Garfield & Whitman Counties
John Sherman, City Supervisor, City of Pullman
john.sherman@ci.pullman.wa.us

Colfax is beginning engineering on street and well house projects according to city administrator Emily Adams. Other than that all is quiet at the moment.

According to city supervisor John Sherman, **Pullman** is still basking in the glow of the Cougar's Holiday Bowl win over Texas and the basketball team's first ever win in Los Angeles over U.C.L.A. So much for football and basketball traditions. We own these guys! If only we could figure out a way to beat the Huskies at something. Things in the city are going well in spite of the fact that it is March and that it is still snowing. We expect daffodils and tulips to break through the ground any month now. In area news, we are putting the finishing touches on a regional dispatch agreement whereby the dispatch operation co-funded by the city of **Pullman**, WSU, and **Whitman County** will contract to provide dispatch services for **Asotin County** and the city of **Moscow, Idaho**. We expect to have the new expanded dispatch operation opened at a new location in June. WSU is also looking to eliminate its fire department. Keep your eyes on the PERC reporter for this unfolding saga of City of **Kelso II**. I think **Kelso** was the last city that ran the tables on PERC and the courts in eliminating its fire department. Signs of community improvement are also being reflected in the opening of a new hospital and a new middle school later this year. Our city projects will be highlighted by a new library addition and the construction of a new downtown riverwalk.

Region 7, Adams, Grant & Lincoln Counties
Joe Gavinski, City Manager, City of Moses Lake
jgavinski@ci.moses-lake.wa.us

No report.

Region 8, Ferry, Pen Oreille, Spokane & Stevens Counties
Lewis "Griff" Griffin, City Administrator, City of Liberty Lake
lgriffin@cityoflibertylake.com

From the far east of the state of Washington, **Liberty Lake** city administrator Lewis Griffin reports that they are doing well. They have had a good winter and have survived with money left in the snow removal budget. The local college basketball teams are doing well. Both Eastern Washington and Gonzaga have won their respective conferences and they look for Gonzaga (#4) to go a long way in the playoff season. The city started off the year by opening their own library. Originally they started out with a contract with **Spokane County** Regional Library System. They found that their citizens wanted more control over the content and operation so they struck out on their own. They have also opened a business incubator in order to assist start up businesses. This was the brain child of their mayor, Steve Peterson. He has worked with Eastern Washington University in starting the program. They have six spaces for businesses with two occupied, two spoken for and two remaining to be filled. They are still in a battle over assumption of the local sewer and water district. They are battling on three fronts: in court, in the legislature, and in the local papers. Their neighbor city challenged their comp plan so during our investigations to defend we found they had some of the same problems they were accusing us of committing and some even worse ones so **Liberty Lake** challenged their interim comp plan. So the city of **Liberty Lake** is well invested in the attorney full employment program.

From **Spokane County**, Francine Boxer, chief executive officer, reported a number of transitions in the **Spokane County** staff. Mike Pannek, director of the Geiger Corrections Center, has left the county after 13 years of service. Mike is on his way to Iraq where he will be working for the U.S. Department of Justice and the Coalition Provisional Authority in Baghdad as a prison warden. Jim Haines, assistant county engineer, retired in January after 26 years with the county. Bob Brueggeman, formerly a traffic engineer, has been promoted to the assistant county engineer. Terry Whiteley, a 27-year county veteran, retired in February. Whiteley managed the administrative services section of the utilities division. Penny Rauschke, court reporter, retired in January after more than 33 years with the County.

County commissioner Kate McCaslin, whose term expires in December, has announced that she will not run for reelection this year. McCaslin served on the board of county commissioners for eight consecutive years. Councilmember Phil Harris assumed the role of chair of the board of county commissioners in January.

Following a full year of construction, stage 1 of the Argonne bridge was completed and open to traffic. Construction has already begun on the stage 2 of the bridge. When completed, this project will allow 4 lanes of traffic on Argonne Road with widened shoulders for pedestrians.

Improvements continue at the **Spokane County** Fair and Expo Center. More than 5,000 spectators can now enjoy a variety of entertainment from the comfort of a new \$6.2 million grandstand. Ground was broken recently on a \$1.2 million upgrade to the facility's food court. The new food court is expected to be open for the 2004 Interstate Fair.

In late February, **Spokane County** announced the purchase of three parcels of land totaling more than 30 acres with more than one-half mile of shoreline frontage along the south shore of the **Spokane River**. The property, which will be utilized as parkland, is located just west of the Idaho/Washington state line. Purchase price was \$1.98 million. Funds came from a grant from the Washington Wildlife Recreation Program and Conservation Futures taxes funds.

Jack Lynch, deputy mayor, **Spokane**, offers the following:

Let's talk a little about lunch.

We've all been to great little delis where the meat's piled high on the bread, the chips are thick and overflow the basket, and on the side there's a pickle. Salty and sour and crisp.

They didn't have to give you a pickle. You would have been plenty full on the sandwich and chips, and you would have walked away happy. But, they go the extra mile. They give you a pickle.

That's the premise of this wonderful gem of a video made by Media Partners that's become an employee favorite at the city of **Spokane**. The video stresses service, attitude, consistency, and teamwork -- themes that fit with the emphasis of our new mayor, James West, who took over the city on Jan. 1.

Throughout our organization, we talk about giving our customers -- our citizens -- a pickle. We talk about going the extra mile to make their experiences satisfying and memorable. We smile more. We say yes when we could have said no. We do the legwork instead of the customer. We don't bounce them from one employee to another.

And you know what? Our employees are happier. They're excited. They're wearing these little pickle pins that we're giving out with pride. In fact, we even have a group of employees on the first floor of our city hall, who have gone so far as to draw a new floor plan to improve citizens' experiences in our building.

Sometimes organizational change can start with something as simple as adding a pickle to your lunch.

The **Spokane County** Regional Animal Care and Protection Services department (S.C.R.A.P.S.) -- formerly the county animal control department -- has launched a highly successful pet licensing campaign. The campaign's slogan, "License your pet. Prove that you care." has been widely disseminated on TV, radio and in print publications. The goal of the campaign is to minimize the need to euthanize healthy, adoptable animals in the county and to raise additional funds for animal control programs.

Spokane Valley (pop. 82,005), David Mercier, city manager, reports that they will celebrate the first anniversary of incorporation on March 31st. The last twelve months have been a marathon

of start-up activities including the adoption and implementation of 85 ordinances, recruitment of staff, formulation of partial year and full year budgets, negotiation of 20 service agreements with the **Spokane County** and other providers, composition of a five-year financial forecast, and tackling the myriad of other tasks attended to in all communities.

On the docket in 2004 is the construction of CenterPlace, a 54,000 square foot community center that will house senior activities, community college classrooms, high-tech lecture hall and a great-room for hosting 400 people at local events. Bridge and street improvements totaling \$22 million will round out the capital projects for the year.

Public support for the new city seems to steadily increase as the city council implements its legislative authority and shapes service delivery preferences. Council, staff and a loyal following continue to enjoy the interaction at council meetings and pursuit of community identity. And so the race goes....

Region 9, Chelan, Douglas & Okanogan Counties
Scott Hugill, City Administrator, City of Leavenworth
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No report.

Region 10, Island, San Juan, Skagit & Whatcom Counties
Gary Tomsic, City Manager, City of Blaine
gtomsic@cityofblaine.com

Last issue, I reported that the administrators and managers in **Whatcom** and **Skagit Counties** have begun meeting every other month. The January meeting was hosted by Jon Aarstad in **Burlington**. Attending were Roland Signett, Bill Verwolf, David Davidson, Matt Sullivan, Jon Aarstad and Gary Tomsic. The group also welcomed new member Gloria Rivera. Gloria is the new city administrator in **La Conner**. Over good Mexican food, we discussed a wide range of current issues and shared recent happenings in our cities. Gary Tomsic will host the March meeting in **Blaine**.

Matt Sullivan, **Everson** city administrator, reports that the city is starting to experience some major growth. Over the next couple of years, **Everson** will at fifty to seventy new residential units. Matt also reports that the city hall and police department are receiving much needed minor remodeling which include new offices, carpeting and paint. Matt also reports that **Everson** is starting the development of its section of the Bay to Baker Trail. They are working with David Evans & Associates and hope to begin construction this spring on a one mile section of the trail which goes through the city.

Great news for Bill Verwolf and the city of **Lynden**. After four and a half year, **Lynden's** self-imposed subdivision building moratorium has ended. Bill and the mayor recently announced the

completion of a memorandum of agreement between the city and the Washington Department of Ecology which paves the way for DOH to lift the four restrictions placed on the city after it was discovered in 1999 that the city had been drawing more than its allotted share of water from the Nooksack River for nearly a decade. The moratorium resulted in a drop in building lot supply and increase in land value in the city. The ten-page agreement will allow the city to move forward with new subdivision review while continuing to seek ways to meet **Lynden's** long term water needs.

The cities of **Sumas** and **Blaine** have joined with the **Whatcom County** Economic Development Corporation to develop a "virtual building" permit and regulatory review program. Throughout **Whatcom County**, property that is "ready" for industrial development is in short supply. Most properties cannot be built on for many months because of the time it takes to plan, develop and review site and building plans. This is a major deterrent to companies looking to relocate especially in small communities. The EDC, **Sumas** and **Blaine** are beginning to develop a program through which a landowner/developer can bring a "virtual building". The property owner presents site and building plans as though a project were actually going to be built. The plans for both the site and building will be reviewed up to but not including permit issuance. The property owner can then market the virtual building with the knowledge that the site and building plans can be approved within weeks of submittal instead of months. The project has been tried in Oregon and several places in the nation. Hopefully, it will serve as a model for other small communities.

Region 11, Snohomish County
Dave O'Leary, in transition
daveoleary@verizon.net

The news from **Mill Creek** follows:

Great Legislative/Executive Retreat

The **Mill Creek** city council and the executive leadership team just recently finished their annual strategic planning retreat. The council established four topic areas and agreed upon the desired objectives/outcomes associated with each topic discussion prior to the retreat. All of the desired objectives/outcomes were achieved by the end of the day and a half retreat. Rhonda Hilyer served as the retreat facilitator and did an excellent job helping the council stay focused during the retreat. The four topic areas included: 1) City's long-term financial stability; 2) City expansion/annexation; 3) Park property; 4) Community center proposal.

Passports Continue to Make Money

In 1998, the city started offering passport services as a means to support additional staffing in the police department's record division. We added the business of selling photos for passports and visas in June of last year. Passport and photos now provide the city with annual net revenue of

\$128,000. The passport operation also allows the city's police department office to be open for customer requests in the evenings and on Saturdays.

Town Center Underway

A lot has happened with the **Mill Creek** Town Center this past year and even more development will be visible next year. After nearly ten years of discussing, designing, marketing and planning for the town center, buildings are now being built. In September 2003 the city hired a retail site location firm to identify the best retailers for the **Mill Creek** Town Center based upon the purchasing behaviors of consumers in our market. This report generated 41 national retail matches that would be supported by a population of high and upper income consumers with substantial purchasing power within the city's trade area. Every one of the retail matches have been contacted by telephone and have received a customized binder of information that evaluates the viability of the specific retail store location within the **Mill Creek** Town Center. Follow-up letters and calls have been made to key retailers to further promote the city and the town center project. All of this information has been provided to those individuals developing in the town center. A city council committee has been formed to provide guidance with the promotion of the town center and retail recruitment efforts. Regular strategy meetings are held with the various landowners, developers, and brokers associated with the town center project for purposes of communicating the city's vision for the town center. The city is just starting to use the information developed for the national retailers to attract regional and local retailers. The city's vision for the town center includes a mix of quality national and local retailers and restaurants that can be successful to create an inviting and desirable place to shop and visit. So far the city's efforts have been well received by various retailers in terms of gaining recognition and introducing **Mill Creek** and the town center project. All the information the city has acquired about the retail environment for the city's trade area can also be applied to business opportunities throughout the city in addition to the town center.

The **Mill Creek** Town Center project has relied upon a public-private partnership from the beginning and continues to this day. It is a project that has used progressive planning strategies and development improvements to create pedestrian-oriented urban streets, distinctive architecture and a unique cosmopolitan character within the **Mill Creek** Town Center. The city has taken a bold and aggressive step to actively engage in economic development as a means to address the imbalance of revenues and expenses.

From **Mukilteo**, city administrator Rich Leahy reports that the EMS levy will be back on the ballot this year. After two failed attempts last year, city decision makers have lowered the proposed rate and will be asking for a 6 year term instead of a permanent levy. With a 52% outcome last time, they are hopeful that the required 60% approval can be reached.

A new police station is about to be occupied. The police department has been renting their digs for the past 20 to 30 years. The new facility is 15,000 square feet. Shortly following the police move, public works will occupy a new facility too. The 5 acre property includes a 12,000 square foot shop/office building. All these facilities have been built with cash, and the money is in the bank to build the new city hall within the next 3 years.

Pat Sorensen, General Manager for **Olympus Terrace Sewer District** reports:

In recent decades, runoff from newer developments has followed the path of least resistance on its way to Puget Sound. The consequences were that lands have been eroded away exposing a 1.5 mile sewer main, belonging to the **Olympus Terrace Sewer District**. After two years of discussions with the city of **Mukilteo** and Paine Field (which is a **Snohomish County** agency), and following many years of disagreements over this issue, the three organizations were able to put together a new interlocal agreement that solves this problem. With **Olympus Terrace** working as the lead agency, the \$12 million project is in its predesign / permitting phase. In about 1.5 years, the project will be started. Plans include a runoff bypass, allowing the creek to be rehabilitated, and a walking path to be placed along the route.

In addition to updating their comprehensive plan, **Olympus Terrace** has recently replaced two pump stations with gravity lines. This has freed up new lands for development and will of course reduce operating costs due to removal of the pump stations. The district was recently recognized by the Washington Department of Ecology (WDOE) for 2002 as a "top performer" among nearly 300 municipal wastewater treatment facilities in the state of Washington. This award is presented to those agencies for their overall sound management of operations and compliance with State and Federal permitting regulations. The district has received this award 7 of the 8 years that it has been awarded. Finally, general manager Pat Sorensen was recently elected to serve on the board of directors of the Washington Governmental Entity Pool. The risk sharing pool serves over 350 special purpose districts and other public agencies throughout Washington.

Larry Bauman, city manager, reports that the city of **Snohomish** was selected by the Puget Sound Regional Council for a VISION 2020 Award for its economic development plan and the Bickford Avenue Sub area Strategy. The award recognizes projects that demonstrate "an exceptional effort that promotes a livable region and exemplifies VISION 2020, the region's growth management, economic and transportation strategy." The Bickford Avenue Corridor, which was annexed into the city in November 2002, is the city's largest and most promising commercial area for economic growth and development. Economic development of the Bickford Corridor was the top priority set by the city council at its January planning and goal-setting retreat. Efforts are currently under way to fund a programmatic EIS for this area in order to promote speedier and more efficient development during the next few years.

Snohomish is set to sign loan documents in April for an \$8.5 million public works trust fund loan that will provide for the construction of the Cemetery Creek sewer trunk line, a project that will permit wastewater utility services to be extended to all of the city's western and northern urban growth areas. Construction on the first segment -- the Bickford Avenue corridor segment -- is expected to begin later this year. Annexations of many of these UGAs has been impractical in the past due to the fact that no sewer services could be extended to permit development.

Region 12, North King County

Mitch Wasserman, City Administrator/Clerk-Treasurer, City of Clyde Hill

mitch@clydehill.org

Bothell interim city manager/assistant city manager Manny Ocampo reports that the New Year has brought much new change. Not only does the **Bothell** city council have four new council members on board, but former city manager Jim Thompson resigned in January to accept a city manager position in Casa Grande, Arizona. In February, Manny was appointed to interim city manager position. The **Bothell** city council is considering options and timelines to find a permanent city manager in the relatively near future.

Manny reports that though the road is a long and tough one ahead of them, yet working with their executive leadership team (department directors), he is confident in their “roadmap” approach to planning for the future. The team and Manny are formulating various options and solutions to present to our council at upcoming council workshops. These workshops will focus on strategic planning, team building and education.

Along with the city manager transition, there are many pressing issues that the city faces including, but not limited to:

- Identifying clear council goals and top council priorities
- Developing a process and timeline for the 2005/2006 biennial budget
- Issues relating to the potential of forming a metropolitan parks district and/or a fire district annexation
- Negotiations of three labor contracts
- Land use and development regulation issues
- Comprehensive plan update
- Annexation and municipal urban growth area (MUGA) issues
- Continued emphasis on proactive economic development in the community

Manny says he looks forward to facing these challenges and working with the council and community in moving forward.

Cabot Dow, our WCMA member and former city person, now a consultant many of us use, offers the following comment.

I have given some further thought to the newsletter.

What I would like to say at this point is short and sweet:

The most important topics for bargaining to local governments in 2004 appear to be those that are at the core of the employer's costs for labor. Given taxpayer initiatives, building and maintaining the public's confidence that local government is as careful with its labor costs as the private sector is very important. The following issues are at the top of the list:

1. The right to determine hours of work and shift scheduling (which affects coverage and overtime costs);
2. The mix of wages and insurance, such that the higher the wage increase, the less the employer can offer to pay for insurance and vice-versa (which drives the cost of the total economic package);
3. The clear understanding that each party pays for its own attorneys' fees and witnesses in grievance arbitration (which is already included in about 70% of the labor agreements negotiated by local government employers).
4. Limitations upon off-duty employment liability for police officers.

I would be happy to get into some more detail for the next newsletter if you would like.

Cabot Dow
Management Rep
Labor Relations

Cabot also added the following postscript:

One thing I would add as a P.S. to the Newsletter article is that management would be well to audit labor agreements to determine what needs to be capped or pared back to sustain labor agreements as defensible to public scrutiny.

Cabot

From **King County**, Calvin Hoggard, real estate services manager, reports on three of the projects he is working on at the county that may be of interest:

King County occupies about 1.26 million square feet of office space in downtown **Seattle**. Of this about 350,000 is leased. Several expert panels and numerous studies have concluded that it is in the county's best financial interest to transition from leased to owned office space to the greatest extent possible. Not only are the direct costs of space in county-owned buildings less than those in leased space, but also county-owned buildings provide for an excellent long-term capital investment. We are in pre-design planning for a major downtown **Seattle** office building that would enable the county to consolidate about 261,000 square feet of leased spaces into a new building. The logistics of timing the termination of many separate lease contracts, finding and evaluating the best site, planning for project management, financing, and so forth is challenging.

We are well along with \$292 million in improvements at Harborview Hospital, which is owned by **King County** and operated for us by the University of Washington under a contract with the county. I serve as the **King County** representative on the project oversight committee along a

representative of the Harborview board of trustees and the University of Washington. Each of us has a vote and all votes must be unanimous to direct the project. The arrangement is working spectacularly so far; on time and on budget mid way through design. Each entity's issues must be addressed and each feels accountability for the results. The overall project is actually comprised of three major projects: (1) A new building called the Ninth and Jefferson Building which is new construction of a 190,000 square foot facility to house specialized services such as the **King County** medical examiner (the morgue), laboratories, clinical areas, involuntary treatment act courtroom (handling cases for the mentally ill), retail spaces, and four floors (630 stalls) of underground parking; (2) the in-patient expansion building and seismic upgrade which will make improvements to the North Wing Trauma Center, FEMA Immediate Occupancy level seismic retrofit, construction of a new inpatient wing and adjoining it to the existing facility by construction of a bridge building; and (3) demolitions of Harborview Hall and the East Clinic (South Wing) due to seismic inadequacy. The projects will all be completed by end of 2009. An interesting feature of the project is that it will be built under a general contractor / construction manager (GC/CM) contract so we already have the contractor selected and working with us. Later this summer we will have negotiated a maximum construction guaranteed price.

We are in the process of going into arbitration with the Boeing Company to establish the rental rate for their 5 million square foot ground lease at the **King County** International Airport. Arbitration has been the norm over the years to establish the rent each five years. The lease is a 75-year lease entered into in the 1950's. Issues all revolve around what the rent level should be. "Special considerations" are argued by Boeing and "premium considerations" by the county. Boeing wants the base rent left the same as set in 1997 at \$0.67 per square foot with new reductions then taken for the "special considerations," and the county an increase to \$0.88 per square foot to reflect the aviation market rate. All the tenants at Boeing Field have historically been given a 30% rent discount from the adjacent off-airport land value market. There are a number of reasons the reasonableness of this policy is being called into question but for now it continues to be included in the proposed rate.

From **Lake Forest Park**, city administrator Karen Haines reports that they are well into the development of an economic development strategic plan called "Sustaining the Livability of **Lake Forest Park**." They've hired the firm of Berk & Associates to assist us with the public process and market studies (Berk also assisted **University Place** with this). This study comes at a particularly important time as the downtown (the mall) is up for sale and they want to be in a position to influence and work with any new owners. They're going to mediation with their police guild -- they want more money than the city can give and the city wants them to pay a portion of their medical benefits, which they do not want to do. Sign amortization, Burke Gilman Trail redevelopment and a sewer rate study are also keeping them busy.

From **Medina**, city manager Doug Shulze reports that 2004 has been filled with changes following a politically charged end to 2003. Three newly elected members of the city council, a new mayor, a new city clerk, a new police chief and a new development services director just to mention a few of the changes. All these changes have actually happened without causing the entire organization to collapse, which is completely to the credit of the great group of employees who always cover for me! As a result of the changes on the city council and with 1/2 of the

department managers, we are busy making arrangements for a strategic planning retreat. In the meantime, the business of the city keeps rolling along with labor negotiations, cable television franchise renewal negotiations, and the start of community meetings for construction of a new elementary school, which is sure to be a topic to stir emotions for many months to come.

Pete Rose, city manager reports that the election brought **Woodinville** one new councilmember and resignation has brought a second. The staff is going through that six months of educate, educate, educate that tends to slow things but sets the stage for future productivity of a functional council.

The main focus of **Woodinville** these days is working four master plans through the city council review process. This is proving to be something of an adventure, as there are advocates and opponents lining up on them. A council retreat is being held in March to get the governing body looking at them as a “big picture” package.

The completion of the first phase of Rotary Community Park (skate/BMX facility) and the completion of the 170-unit Greenbrier Heights affordable housing community have drawn rave reviews from the community. The park project uses the skatepark, public plaza and small community playground as the active recreation node of a 17 acre passive resource park. The 2004 phase is building of 1 mile of soft trails in a series of school and volunteer projects. The affordable housing project is one of the ARCH (A Regional Coalition for Housing) family of projects. It is the prototype for affordable housing in the suburbs, with a mix of ownership and rental, a variety of housing types (senior assisted; apartments, one and two-bedroom cottages, two and three-bedroom detached houses, and four-plexes) a community room with City access for programs, and near bus and services.

Region 13, South King County

Merlin MacReynold, City Manager, City of Normandy Park

merlinm@ci.normandy-park.wa.us

No report.

Region 14, Pierce County

Mark Hoppen, City Administrator, City of Gig Harbor

hoppenm@cityofgigharbor.net

No report.

From the counties

Bill Barron, County Administrator, Clark County

President, Washington County Administrative Association

bill.barron@clark.wa.gov

No report.

From out of state

From Florida, and as a further demonstration that there's "life after," Mike Cecka and his partner Sandy sent the following note to Mitch Wasserman:

It's been while since I checked in, so thought I'd send you an update. The trip has been great thus far. The itinerary has played out pretty much as originally conceived. We've clocked almost 10,000 miles on the camper, and about 1,400 nautical miles by boat. Nearly all of those miles have been wonderful. Our challenges and difficulties have been few, and the magic moments many.

Since I wrote you last, we completed our intracoastal cruise to St. Augustine in early December. We flew home for the holidays, and really enjoyed being with our boys and their families. Just before going home we did the Disney World thing at Orlando. Epcot and Animal Kingdom were particularly cool. After flying back here we toured the Kennedy Space Center, which was especially meaningful to me, since my dad worked on many of the rocket engines that propelled us into space. We then worked our way to south Florida, Flamingo to be exact, at the southern tip of the peninsula, deep in the heart of the Everglades (love using that term). We launched the boat there and cruised around the tip of Cape Sable and into the Gulf of Mexico, as far north as Everglades City. We turned around there and backtracked to the Cape, and then crossed Florida Bay to the Keys. While in the Everglades we navigated up several coastal rivers into the backcountry, and saw lots of unique birds and tons of gators.

The Florida Bay crossing is about 20 nautical miles in distance, and since everything is so flat here, it marked the first time we have been completely out of sight of land. The run out to the Keys was a challenge, since the winds were 15 knots out of the north, with seas of about 4 feet. The boat handled things well, and we had a great time in the Keys. We returned just ahead of some very nasty weather, heavy rain and lightning. Glad to pull the boat out when we did.

We're refitting now, and provisioning for our big trip out to the Bahamas. I'm waiting for my customs decal to arrive, which will expedite our return to the US. We'll be making our crossing of the Gulf Stream (a trip of about 60 nautical miles) in a week or 2, as soon as we hit a good weather window. Check the southeast Florida weather reports, and if you see a day about 6 days from now or a little later, which features winds out of the east, southeast, south or southwest, at speeds of 10 knots or less, you can pretty well bet we'll be crossing the stream, and headed for Walker Key in the northern Bahamas, which will be our port of entry as we begin our cruise of the Abacos. We'll be out of touch by e-mail there, since we won't be able to use our cell phone there, and we understand internet cafes are scarce.

If you get the chance to send us a message before then, we'd love to hear from you. News from home is always welcome, especially if it is good news. Hope life is good with you.

Best regards, Mike and Sandy Cecka

Just in case anyone should want to send Mike and Sandy a message, provided they're back in range of electronic communication, their e-mail address is ceckanewhorizon@yahoo.com.

From far, far out of state

Greg Prothman forwarded the following message. It comes from Wes Hare, city manager of La Grande, Oregon. Many of us know him from past Northwest Management Conference sessions. Wes is one of those presently serving an interim stint in Iraq.

Democracy is not Free

I am learning the meaning of freedom in a democracy in Iraq. I don't mean to imply that I had no thoughts or feelings about the subject before I came here. I have just never been in a position before to see democratic principles tested in so many different ways.

My job takes me into many interesting places and involves discussions with people from many walks of life. People have a wide range of opinions about what democracy means, but most have no idea about how it works. The most common belief about democracy I hear is a vague notion of "freedom," and people in Iraq are remarkably free right now. There is no traffic enforcement so drivers are free to do pretty much as they please. The result is continuous chaos on the roads. It would be my guess that more people are dying on the highways than in terrorist attacks. It's impossible to know because no one is keeping score. Iraqis certainly are free to keep and bear arms because almost every home has an AK-47 and every night the rattle of small arms fire echoes through the neighborhoods. A number of people are killed or injured as bullets fall to earth, not to mention victims of aimed weapons. People have freedom to speak and assemble and they are not shy about doing so. Demonstrations seem to occur every week in Karbala. Iraqis are completely free of taxes at the moment. Citizens pay nothing for electricity, garbage, water and sewer service. Gasoline sells for something like twenty-five cents a gallon.

Of course, electricity is available between 6 and 12 hours a day, the night belongs to criminals and those who carry weapons, the water is not potable by our standards and sewage is bubbling up all over. Garbage is everywhere and serves as a source of sustenance to the poor, cats, dogs, goats and rats. People have had to wait in lines for days to get gasoline and black market fuel sells at a rate comparable to prices in the U.S. A laborer with a good job might make \$60 a month, but good jobs are hard to find. Government costs nothing here and the people are getting what they pay for. Government that is created by us, belongs to us and exists for us will never be free. It will always require commitment and sacrifice.

I see progress every day in Iraq and democracy is starting to take root. Iraqi citizens will need to recognize, however, what even those of us who have it sometimes forget. The greatest freedom we enjoy in the United States is not license to do anything we please. The Iraqis have more of that kind of freedom right now than we do. Our greatest liberty is our power to control our own destiny. We are not the helpless victims of fate and if we do not like the condition of

our government or our lives we can change them. People of many nationalities, but mostly Iraqis, are dying to secure that liberty here. I believe it is a worthwhile cause.

Wes Hare
RTI Local Governance Specialist
Karbala, Iraq
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Of interest

The California City Management Foundation, a child of the city managers' department, League of California Cities, has published an item that may be of interest to WCMA members. Its title is "Resource Guide For City Managers In Transition." It can be found at http://www.cacitymanagers.org/graphics/text/city_mgr_resource.pdf.

Also of interest

Most of you are aware that WCMA has set up a listserve for use of the membership. And in fact, it's through that listserve that you're getting this issue of WCMA News. We know that a number of you have not signed up for it, and we also know that through some funny things that happen on rare occasion, you may have hit some computer key that automatically removed you from it.

If you're ***not*** already on it, and want to be, please send an e-mail message to Donita Mowers at MRSC and ask to be put on. Her e-mail address is dmowers@mrsc.org. The one qualification is that you must be a member of WCMA. If you're not sure you're on it, please send Donita an e-mail asking her to check.

The listserve is a free, easy-to-use e-mail group service for WCMA members and works through Yahoo! The email group can be utilized for a variety of purposes, including soliciting information from other group members, posting job announcements, and posting information of interest in our field.

As a member of this group, you may send messages to the entire group using just one email address:

wcma@yahoogroups.com

The following WCMA Listserv options are available:

1. If you wish to remain in the WCMA listserv it's not necessary to take any action. You will receive general WCMA announcements.

2. If you would like to be removed from the WCMA listserv, reply to this message with a request to be removed from the general listserv. **DO NOT send your response to WCMA @yahogroups.com or your message will go to the entire group.**

Remember, it is your responsibility to notify the Municipal Research & Services Center of any changes in your email address by contacting Donita Mowers (dmowers@mrsc.org).

Transitions

Dave Fonfara, city manager of Sunnyside, is now the city administrator of Chelan.

Dave O'Leary, city administrator, and the city of Lake Stevens have parted company.

Bill McDonald, interim city administrator of Dupont, is now the permanent city administrator there.

Stan McNutt, rangerider, is serving as the interim city administrator of Shelton.

Manny Ocampo, assistant city manager of Bothell, is now the interim city manager there.

Jerry Osterman, who was serving as interim city administrator of Chelan, has gone back to retirement.

Andy Takata has resigned as city manager of Newcastle. His last day there will be April 22. He's leaving to become town manager of Yucca Valley, California, which has a population about twice that of Newcastle.

Jim Thompson has resigned as city manager of Bothell. He will be the new city manager of Casa Grande, Arizona.

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2004 Calendar

- **Northwest Regional Management Conference**, March 15 -- 18, 2004, Agate Beach Holiday Inn, Newport, Oregon
- **Association of Washington Cities (AWC) Annual Conference**, June 16 -- 18, Ocean Shores, Washington
- **Washington City/County Management Association (WCMA)**, August 10 -- 13, Alderbrook, Union, Washington
- **International City/County Management Association (ICMA) Annual Conference**, October 17 – 20, 2004, San Diego City/County, California

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