

# Elected Officials Essentials

Welcome to your association



# Use the elected officials' road map to navigate your first year in office

## Get oriented

It is imperative that you understand your city's powers and services. You should know your city's:

- Form of government and classification
- Ordinances
- Services provided
- Boundaries, buildings, and facilities

## Work as a team

To be effective, elected officials must work together to enact local policies and laws and establish a shared vision for the future. You should know:

- Types of council meetings
- How to work with advisory committees
- Parliamentary procedure

## Know your roles and responsibilities

Understanding your role is critical to ensure proper planning, oversight, and delivery. You should know:

- The difference between policymaking vs. administration and who is responsible for what
- How your city's court is operated and the powers of the third branch of government

## Understand the legal landscape

You may think of yourself as a law-abiding, ethical person, but there are many rules that will keep you on the right side of the law once you are elected. You should know:

- Ethics laws
- Open Public Meetings Act
- Public Records Act
- Appearance of Fairness Doctrine

## Engage the public

You are now a servant to everyone in your community, not just those who share your views or those who voted for you. You should know:

- How your city traditionally engages the community
- Which civic groups to meet with in order to listen, answer questions, and share your insight
- How to talk with the media
- Volunteer opportunities in your city

## Implement policy

One of the most challenging tasks for city elected officials is policy development and adoption. You should know:

- Your city's budgets and the budget-adoption timeline
- How to set utility rates in order to manage capital assets and plan for growth
- Whether or not your city is required to plan under the Growth Management Act, and if so, what's contained in the comprehensive plan
- How state and federal environmental laws and regulations may impact your city

## Advocate for your city

Part of the elected leader's role is to advocate for the city's needs with local, regional, state, and federal decision-makers. You should know:

- Who your city's legislators and congressional representatives are, and meet with them
- What your legislators and congressional representatives are doing to help or hurt your city
- What stories to share with media that illustrate your city's needs
- Whether or not your city has a legislative agenda

## Work toward tomorrow

Despite the many things elected leaders do daily, it's important to stay focused on the future. This requires you to use your leadership status to move the city agenda forward, build trust, and create a civic culture of mutual respect. You should know:

- Your city's strategic plan and update process
- Plans for economic development and vitality
- How performance management can help your city chart progress and track results

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## Be the best leader you can be: Earn your Certificate of Municipal Leadership (CML)

AWC's CML program recognizes mayors and councilmembers for accomplishing training in five competency areas:

- Effective local leadership
- Community planning and development
- Diversity, equity, inclusion, and belonging
- Public sector resource management
- Roles, responsibilities, and legal requirements

Show your constituents your commitment to effective leadership.

Learn more at [wacities.org/cml](http://wacities.org/cml)  
and start earning CML credits today!



Scan the code to download this helpful resource and follow along

## MRSC's Knowing the Territory

Understand your basic legal obligations and liabilities, learn statutory roles and responsibilities, and find information about open meetings, records, and ethics.

## Mayor & Councilmember Handbook



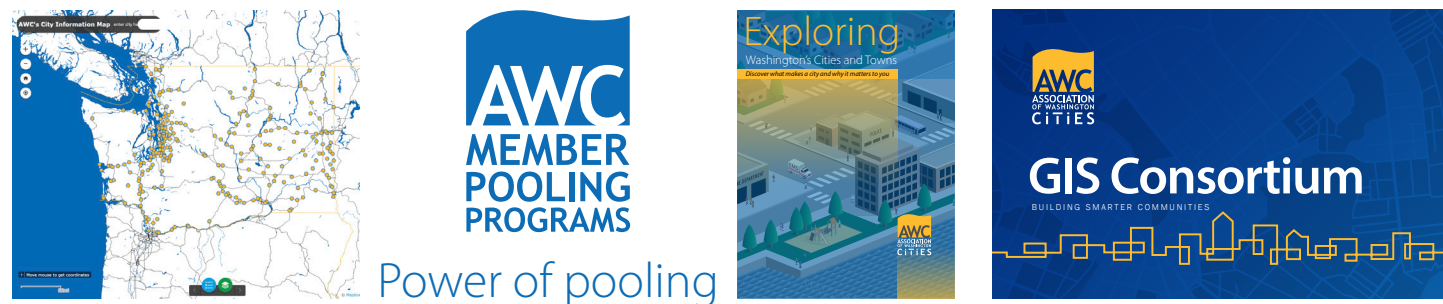
## This ultimate reference guide helps city mayors and councilmembers:

- Study the basics of elected office
- Understand budgeting fundamentals
- Gain tips for resolving conflict
- Learn to run effective council meetings
- Find legal and procedural guidance
- Discover more resources and tools for success

Download your copy today!



# AWC | The depth of our services



**100 percent** membership of **281** cities and towns

**One** strong, unified voice

**5** large conferences each year

**10,000+** JobNet visitors per month

**Quarterly** *Cityvision* magazine highlights the stories and people moving cities forward

**38** members utilizing GIS technology services in the AWC GIS Consortium

**9,500** followers across AWC social media channels

**86** student scholarships totaling **\$110,000** awarded through the AWC Center for Quality Communities



**262 cities** are a member of at least one AWC Member Pooling Program

**112 cities** earned the WellCity Award, gaining them a 2% discount on medical premiums

**36,000+** employees and family members received Trust health benefits in 2023

**\$3.5M** refunded to Retro pool members in 2022

**200+** drug & alcohol supervisors trained in 2022 in accordance with federal law

**40** RMSA loss prevention grants awarded in 2022

**84 percent** response to the annual *Salary and Benefits Survey* (**3,000+** job descriptions for **130** benchmark positions)

**25** experts present annually at LRI

**6** issues annually of *HR Insights* newsletter packed with human resources and labor relations information

**2** manuals offer the *Basics of Collective Bargaining* and *Washington State Overtime Guide*

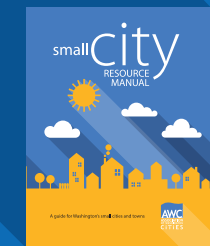


**57 percent** of Washington's cities and towns have fewer than 5,000 residents

**Small city scholarships** provided annually to small cities and towns to attend AWC events

Special focus on small city issues through

**Small City Connectors** and **Small City Resource Manual**



**Legislative resources at your fingertips**

Stay up on legislative news with AWC's advocacy resources:

**Legislative bulletin** This valuable AWC legislative resource covers fresh news on city issue areas, hot topics, and priorities

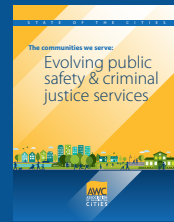
**City action calls** offer a lunchtime Zoom every Friday during legislative session for timely updates from AWC lobbyists

Legislative fact sheets, city data, and research publications support advocacy work and help city leaders stay informed

wacities.org/advocacy

# City data & resources

Explore a sampling of AWC's research and resources on city issues



## State of the Cities:

### The communities we serve: Evolving public safety & criminal justice services

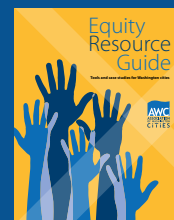
Cities foster public safety and provide vital services to communities across the state. This report examines the present condition of public safety, criminal justice, and behavioral health systems to explore challenges that cities face and discover areas where cities can learn from each other.



## State of the Cities:

### Washington's interconnected infrastructure

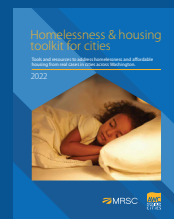
This report looks at city infrastructure across Washington to examine the present condition of our infrastructure systems, how cities are overcoming barriers, and what is needed to support the statewide network. Learn how productive and reliable partnerships are essential to successfully maintain our interconnected systems.



## AWC Equity Resource Guide:

### Tools and case studies for Washington cities

This guide can serve as a starting point for cities seeking to do the intentional work of improving diversity, equity, inclusion, and belonging (DEIB) in their communities. Find tools and resources to inspire improvements—no matter your city's size or location.



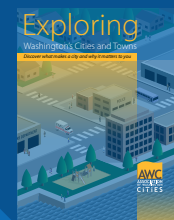
## Homelessness & housing toolkit for cities

This publication provides real-world examples of useful tools and actions Washington cities have used to address homelessness and affordable housing. The toolkit includes articles on housing levies, tenant protections, tax exemptions, regional coalitions, emergency rental assistance, and more.



## You have it, use it: Home rule in Washington

Explore the existing authority that Washington cities have to make decisions and laws close to home. Local control dates to our state's founding in 1889, when delegates framed the state constitution with specific protections for city authority. Learn about home rule history and legal attempts to clarify or even undermine this authority.



## Exploring Washington's Cities and Towns:

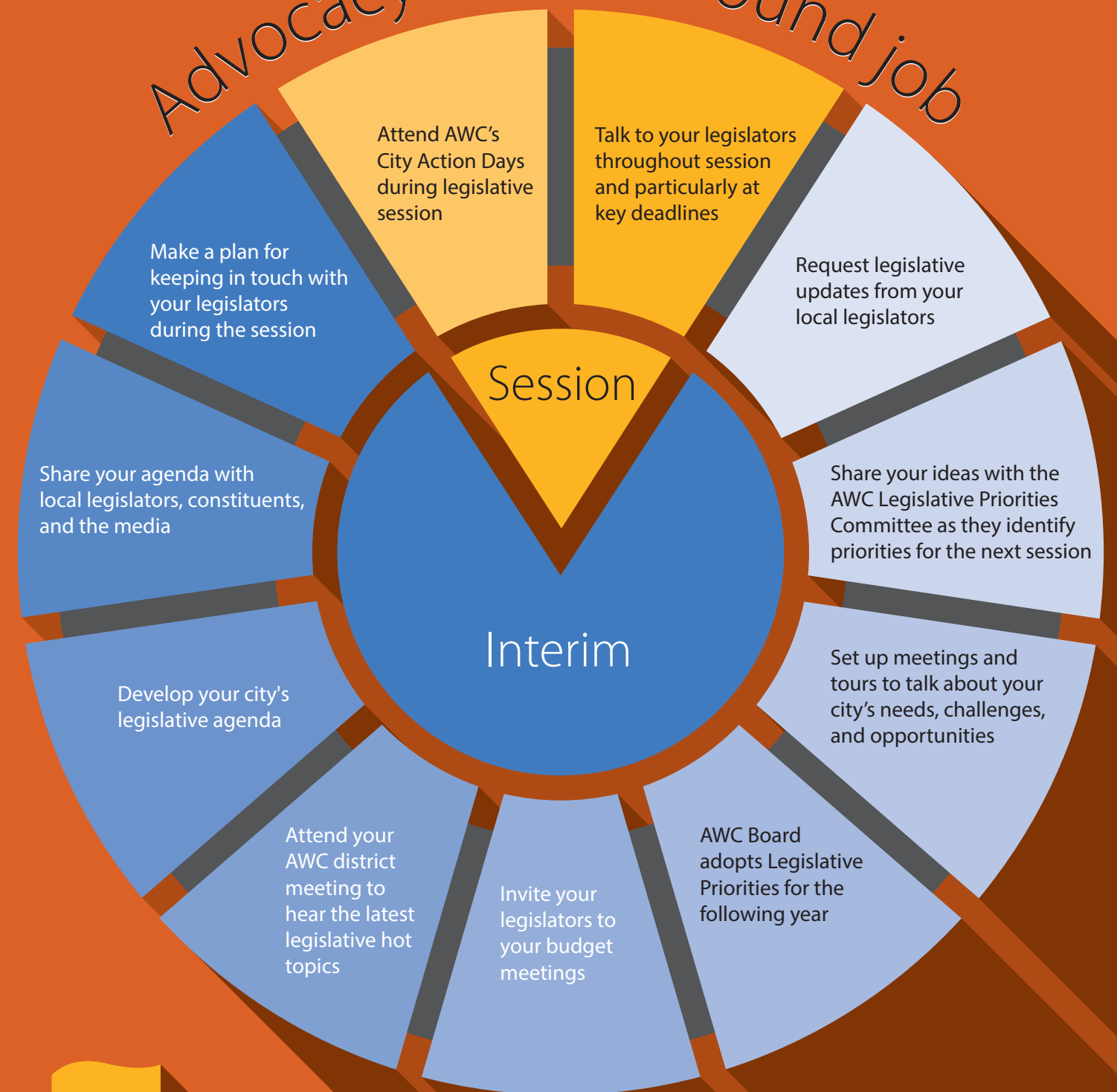
### Discover what makes a city and why it matters to you

Cities are the governments closest to the people. Efficient and effective city governments are the foundation for vibrant communities and economic opportunities. But what makes a city, and why does it matter to you? Learn how cities in Washington function and explore what cities do every day to make their communities shine.

Find these and other city resources on AWC's website: [wacities.org/data-resources](http://wacities.org/data-resources)



Advocacy is a year-round job



# Strong city advocates

As city leaders, you are the connection between your legislators and your community. Here are a few ways AWC can help you advocate for strong cities to solve our common challenges. **Strong cities are the key to a great state!**



## City Action Days

Dates and location TBA

Join us for this popular event where you'll interact with colleagues as you educate statewide decision-makers about city legislative priorities. Hear from legislative leaders and get the inside scoop from AWC's Government Relations team. Don't miss the ever-popular Advocacy Academy – a great way for newly elected officials to learn how to begin advocating for strong cities.



## City action calls

Fridays during session | Online

Stay in the know with AWC's weekly "city action calls." Join the AWC Advocacy team via Zoom to hear updates and insights on legislative hot topics. You'll gain the most recent information on city priorities, get your questions answered, and find out how you can engage most effectively. The calls take place Fridays at 12:30 pm, beginning January 12 and continuing throughout the legislative session.



## Strong cities advocacy guide

Washington's 281 cities are strongest when we work together. This online guide is full of ideas and resources to help you advocate for strong cities. Learn how to build relationships with your legislators, communicate strategically, and talk about the state of your city budget. Also find tips on how to work with the media, develop your city's legislative agenda, and leverage your role as a community leader to advocate for your city.



For more details on these opportunities and resources, visit [wacities.org/advocacy](https://wacities.org/advocacy)

# 2024 City Legislative Priorities

Strong cities make a great state. Cities are home to 65% of Washington's residents, drive the state's economy, and provide the most accessible form of government. Cities' success depends on adequate resources and local decision-making authority to best meet the needs of our residents.

Washington's 281 cities ask the Legislature to partner with us and act on the following priorities:

## Help recruit and retain police officers for public safety

Provide additional funding tools and resources for officer recruitment and retention to improve public safety. This includes updating the existing local option Public Safety Sales Tax to allow implementation by councilmanic authority and greater flexibility for using the funds to cover increased officer wages and related programs like behavioral health co-response teams.

Expand access to state-mandated training. In particular, continue increasing the number of classes for the Basic Law Enforcement Academy (BLEA) and expanding the new regional academies. Getting new officers on the street faster supports recruitment and retention, thus improving public safety outcomes in our communities.

## Revise the arbitrary property tax cap

Revise the arbitrary 1% property tax cap that has been in place for more than 20 years. Tie the tax to inflation and population growth factors with a new cap not to exceed 3%. This allows local elected officials to adjust the local property tax rate to better serve our communities and keep up with the costs of providing basic services like police, fire, streets, and valued community amenities like parks. The current 1% cap has created a structural deficit in cities' revenue and expenditure model, causing reliance on regressive revenues and artificially restricting the ability of property taxes to fund critical community needs.

## Continue investing in infrastructure

Continue strong state investments in infrastructure funding to support operations and maintenance of traditional and non-traditional infrastructure like drinking water, wastewater, and broadband. Expand funding options that support state and local transportation needs with emphasis on preservation and maintenance to prevent expensive replacement and repairs. Improve access to Climate Commitment Act funding, including direct distributions, for city priorities that support carbon reduction and climate resiliency.

## Provide behavioral health resources

Create greater access to behavioral health services to include substance use disorder treatment and dual diagnosis treatment facilities. Support continued state funding for cities to help communities establish alternative response programs like co-responder programs, diversion programs, and others that provide options beyond law enforcement to assist individuals experiencing behavioral health challenges.

### AWC's advocacy is guided by these core principles from our Statement of Policy:

- Local decision-making authority
- Fiscal flexibility and sustainability
- Equal standing for cities
- Diversity, equity, and inclusion
- Strong Washington state partnerships
- Nonpartisan analysis and decision-making

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# Public safety

2024



Increase fiscal tools and resources to support police officer recruitment and retention.

## Background:

Public safety is a core responsibility of city government. Cities employ the most law enforcement officers in Washington. Washington's communities are safer places to live, learn, work, and play thanks to high-quality public safety services delivered by municipal staff.

But cities face historic vacancies in law enforcement and are struggling to recruit and retain police officers.

- **Nearly 75%** of cities foresee hiring new officers as a major challenge;
- **Nearly 40%** of current law enforcement officers are either eligible for retirement, or will become eligible in the next few years; and
- **41%** of cities anticipate that retirements or resignations will impact their public safety staffing.

Source: 2022 AWC City Conditions Survey

## Many officers are eligible for retirement



Washington Department of Retirement Systems, 2022

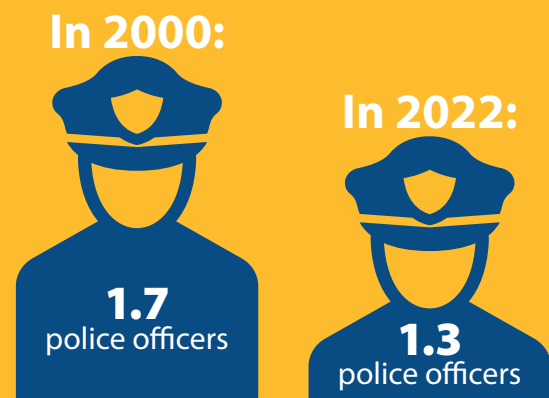
As cities work to create and maintain professional, community-oriented police departments, it will take strong partnership from the state to improve public safety through expanded recruitment and retention efforts.

## Strong cities need:

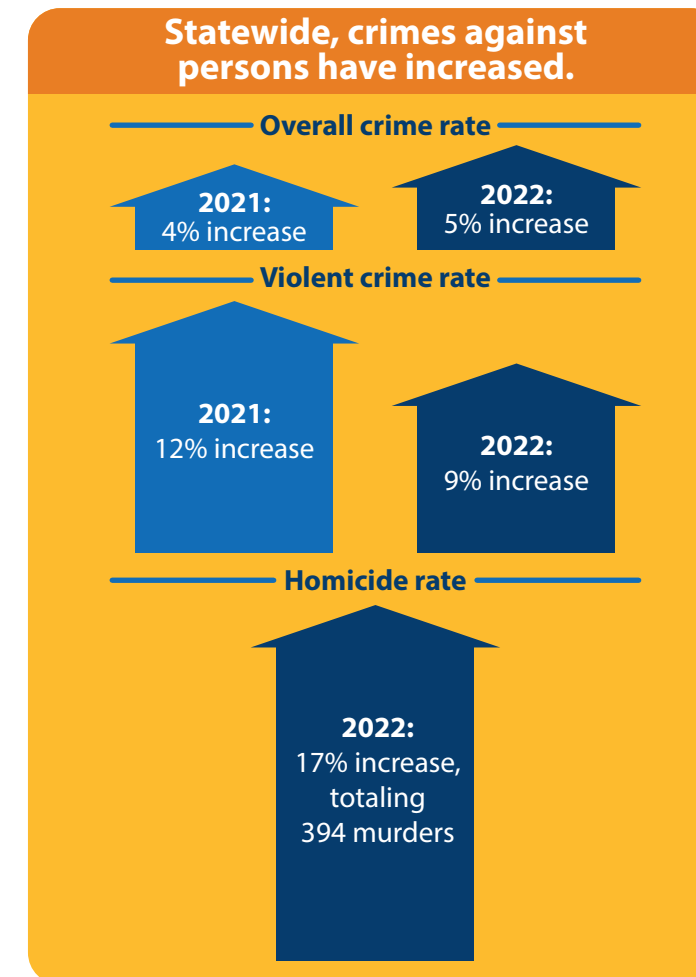
- **Additional funding tools to support officer recruitment and retention**, including updating the Public Safety Sales Tax to allow an option to implement by councilmanic authority and providing greater flexibility.
- **Expanded access to mandated training**, including more BLEA regional academies to get new officers on the street faster.
- **Changes to eligibility requirements** to allow those in DACA status to serve as police officers and allow part-time positions to be covered in the LEOFF 2 pension system.
- **Additional tools to address auto theft and property crime**, including increased investment in auto-theft prevention and enforcement programs, as well as regional property crimes task forces and prosecution.

## Washington's police officer to population ratio has decreased

For every 1,000 residents:

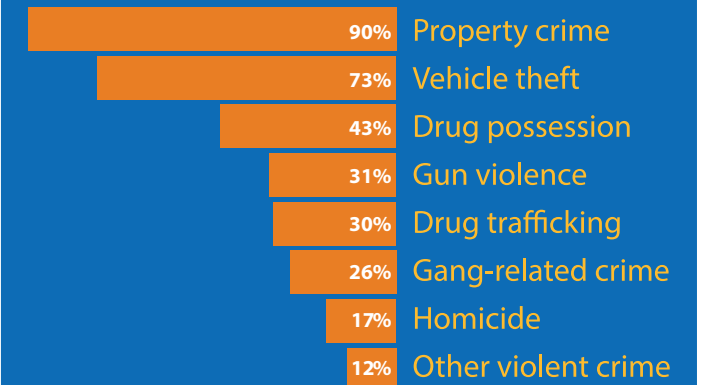


At the same time that cities are experiencing historic challenges with officer recruitment and retention, they are also experiencing an increase in crime.



**"One of the biggest effects of the vacancies has been longer response times to 911 calls." – Vancouver Police Chief Jeff Mori**

## 65% of cities reported an increase in crime in their communities in 2022



Source: 2022 AWC City Conditions Survey

In response to increased crime, many cities are bolstering public safety funding. **65% of cities** report a planned increase in funding over the prior year, including **28% of cities** that plan to increase funding by more than 10%.



The added cost burden, combined with limited revenue options for cities, requires cities to shift resources away from other popular and important services such as parks and recreation and street repair.

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# Revise the arbitrary property tax cap



2024

Revise the property tax cap to tie it to inflation, up to 3%, and population growth factors so local elected officials can adjust the local property tax rate to better serve their communities.

## Background:

The arbitrary 1% cap on annual property tax increases, compounded for decades, has strained many city budgets:

- The current cap has created a structural deficit in city revenue and expenditure models, leading to artificial restrictions on the use of property taxes to fund community needs.
- To make ends meet, cities cut services or rely upon more regressive, and less reliable, revenue sources like sales taxes and fees.

**Lifting the property tax cap to a 3% limit is a modest compromise to increase funding flexibility, support local decisions, and preserve critical city services.**

Cities face complex public safety challenges, escalating costs for aging infrastructure, challenges to recruit and retain employees, and ever-increasing service needs. Cities revenues are not keeping up with the costs of goods and services to meet community expectations and priorities.

**3% inflation** The historical average CPI for the last decade, even with 2022 record high inflation.

## Strong cities need:

- **Revisions to the property tax cap to tie it to inflation, up to 3%, and population growth factors** so that local elected officials can adjust their local property tax rate to better serve their communities.
- Support for the Washington State Tax Structure Work Group's final recommendation to include **structural property tax reform for local governments** in response to its research on the arbitrary 1% limit.
- **A fix to the structural deficit in the city revenue and expenditure model created by the current 1% cap**, resulting in a reliance on regressive revenues and artificially restricting the use of property taxes to fund community needs.

Revising the property tax cap has strong public support

**72%** of likely voters support a 3% property tax cap

Source: Public opinion survey, commissioned by AWC, Dec. 2022.

The arbitrary 1% property tax limit is not tied to any actual service costs or needs. It only prevents revenues from keeping pace with inflation and population growth—both of which rise faster than 1%. With such limited options to address budget shortfalls, and new emerging service needs like affordable housing and behavioral health services, cities need a revised property tax cap.

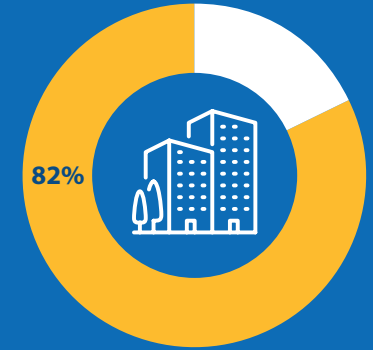
Cities have done our best for more than 20 years to serve our communities with this arbitrary 1% limit, but we can't keep going without real harm to our communities. Now is the time for the Legislature to make this modest revision.

There are few (and usually only temporary) options available to increase the limit. Cities can implement a one-year or multiyear levy lid lift, which generally must be limited to a specific purpose to be approved by voters. Reliance on these periodic voter-approved bumps is an uncertain way to fund critical ongoing services like law enforcement and fire services, as well as street and other transportation maintenance. In addition, neither option can adequately address chronic, structural budget deficits.

Cities have run 27 levy lid lifts in the last five years, the majority for ongoing public safety services. This strategy has just a 70% rate of success and incurs extra election costs for decisions that should be entrusted to locally elected officials.

In 1973, the Legislature responded to concerns that property taxes were rising too fast by passing a 6% limit on annual property tax increases. Initiative 747 (I-747) passed in 2001, limited regular property levies for all taxing districts to 1% of the previous year, plus new construction. After the Supreme Court found I-747 unconstitutional, the Legislature reenacted the 1% limit.

**82% of cities** report that increased costs of city services are a concern in their community.



Source: State Auditor's Office

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# Funding local infrastructure systems



2024

Continue funding for the Public Works Assistance Account and expand state funding opportunities to help maintain and operate city infrastructure.

## Background:

City infrastructure is a critical part of a larger network that provides safe and equitable access to clean drinking water, wastewater, and stormwater systems to all Washingtonians. Cities support development, respond to climate change, and serve their communities by building and maintaining this vital infrastructure.

However, more than **80% of cities** say their aging infrastructure systems need significant repair.

Washington infrastructure continues to suffer from inadequate investment. The American Society of Civil Engineers recently graded Washington's infrastructure:

Overall: **C** grade  
Wastewater: **C-** grade  
Stormwater: **D+** grade

Nearly **60% of cities** say they need state assistance with infrastructure funding, and **more than 25%** report significant challenges in meeting grant and loan fund match requirements, in addition to public contracting and bidding requirements.

**Small cities and towns have limited tax bases and feel the impact of chronic underinvestment the most.**

Robust state investments in city infrastructure are critical to the health of the state's economy, improving climate resiliency and sustainability, and creating equitable outcomes for the people of Washington.

## Public Works Assistance Account: Essential support for cities

Cities use a diverse range of financing options to fund their local infrastructure projects, but they rely on the Public Works Assistance Account (PWAA) the most for state-level funding.

In the latest PWAA construction cycle:  
**Total requested:** 85 projects at **\$312+ million**  
**Total funded:** 61 projects at **\$221+ million**  
**Left unfunded:** 24 projects totaling **\$91 million**

## Strong cities need:

- **Ongoing, robust investments** in the Public Works Assistance Account.
- **Direct and meaningful state investments** for the operation and maintenance of local infrastructure systems.
- **Access to Climate Commitment Act funding**, including direct distributions, for city priorities that support carbon reduction and climate resiliency.

Strong investments in the PWAA and direct distributions of Climate Commitment Act funding will best situate cities to improve their infrastructure systems and respond to the impacts of climate change.

# Behavioral health



2024

Expand behavioral health and substance use disorder services and funding for law enforcement alternative response programs.

## Background:

Cities are not traditionally direct behavioral health service providers, yet law enforcement officers are increasingly dispatched to behavioral, mental health, and substance use crises. Nationally, behavioral health and substance use concerns represent roughly 20% of 911 calls. A crisis of this type can be both tragic and dangerous for the individuals, families, and communities involved.

In communities across the state, extreme disparities exist in access to frontline first responders, behavioral health resources, and drug treatment.

The Legislature has made significant investments in this system in the past few years, but major gaps still remain. Many communities do not have local options to divert people into drug treatment—or the nearest service center is often located many miles away from the community. Additionally, complicated and overlapping systems often mean that the responder who shows up first to the scene of a crisis may not be equipped to handle it.

A number of cities are adopting alternative response programs that complement or replace a traditional law enforcement response with one that takes a holistic approach to an individual's needs. Community diversion options like mental health co-responders, Law Enforcement Assisted Diversion (LEAD), and Community Advocates for Referral and Education Services (CARES) programs have proven successful.

**55% of Washington cities** report having no alternative community diversion programs in place.

## Strong cities need:

- **Greater access** to the entire continuum of behavioral health services and substance use disorder (SUD) treatment for adults and juveniles, including:
  - Crisis treatment
  - Inpatient treatment
  - Intensive outpatient treatment
  - Ongoing behavioral and mental health treatment and SUD treatment.
- **Increased support** to improve workforce and staffing at community treatment centers and to expand treatment facilities.
- **Increased funding** for alternative response programs.

## People in crisis need...



Source: Substance Abuse and Mental Health Services Administration

## Cities are coming up with new solutions:

The communities of Bothell, Kenmore, Kirkland, Lake Forest Park, and Shoreline worked together to create the Regional Crisis Response (RCR, pronounced 'racer') Agency – a new regional partnership that provides crisis de-escalation, intervention, and navigation to the system of care. Early data from the new program shows:

- 67% reduction in jail bookings;
- 60% reduction in crisis services events; and
- 4% reduction in emergency department visits.

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Provide additional funding to help cover local costs of implementing the new *Blake*/drug possession law.

Create dedicated revenues to respond to Washington's housing crisis.

### Background:

Opioid overdose death rates in urban areas of Washington have doubled over the past 20 years, while some rural areas in our state have seen even larger jumps—up to a nine-fold increase in some counties. In 2022, fentanyl (a synthetic opioid) was involved in 90% of fatal opioid overdoses in Washington and 65% of all overdose deaths (University of Washington Addictions, Drug & Alcohol Institute). Washington is experiencing an opioid epidemic, and cities need state support to help our communities.

In response to a mounting opioid epidemic and a 2021 Washington Supreme Court decision, the Legislature passed **SB 5536** in 2023 making the use or possession of drugs a gross misdemeanor with a focus on treatment. As a gross misdemeanor, cities now bear the criminal justice costs for these cases.

In addition to the traditional criminal justice system costs, the new law rightfully emphasizes treatment in lieu of criminal conviction. However, for this to work, cities need additional resources to support the system from initial encounter with law enforcement, through the criminal justice system, and substance use disorder treatment.

### Research shows diversion programs work

Participants enrolled in law enforcement assisted diversion (LEAD) programs were **58% less likely** to be arrested and significantly more likely to obtain housing, employment, and income. LEAD diverts nonviolent, low-level offenders to support services to help them overcome challenges and avoid arrest or jail time.

While the 2023 Legislature's investment in ongoing grants for LEAD programs was a vital first step, cities need increased funding to develop LEAD programs at scale and address Washington's growing behavioral health and substance use disorder issues.

### Strong cities need:

- **Direct funding** to offset cities' costs for implementing the new *Blake*/drug possession law—including staffing, law enforcement assisted diversion, co-responder teams, therapeutic courts, and diversion programs.

### There is a major gap between spending and need:

Average cost per drug court defendant	\$4,500
Estimated new annual cases statewide	15,000
Costs to run one municipal court per year	\$485,000
Estimated costs to cover entire program	\$67 million
AOC's actual covered costs this biennium	\$21 million

**Total unfunded need in this biennium \$46 million**

### Key city facts:

- **Cities are investing in alternative response models** such as co-responders, crisis responders, law enforcement assisted diversion, arrest and jail alternatives, and other community-based outreach programs.
- **91% of cases in Washington in 2022** were filed at the municipal or district court level, totaling nearly 1.5 million cases.
- **41 specialized municipal court programs in Washington** follow many different models and include the following court specialties: community, veteran, mental and behavioral health, substance use disorder and drugs, domestic violence, DUI, and youth.
- **100 municipal courts** operate throughout Washington state.

### Background:

Despite an impressive list of policy advancements and record investments in housing by state and local governments, Washington state still faces a complex constellation of interrelated housing challenges.

This unhealthy housing market:

- Contributes to our homelessness crisis;
- Creates an economic burden on those who *can* secure housing;
- Deepens racial disparities in homeownership; and
- Reduces our competitiveness in attracting new hires and economic development.

The challenge is daunting and will worsen as more people relocate to the Pacific Northwest to escape extreme climate conditions. We need revenue proposals that are scaled to the size of the need and will provide a sustainable solution for the future.

### Strong cities need:

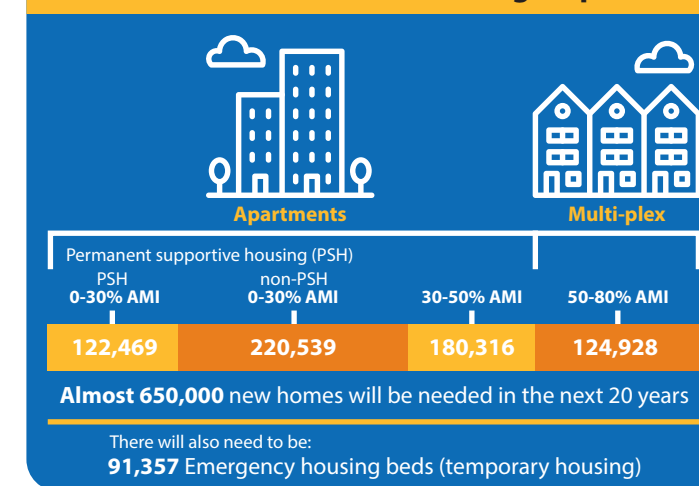
- **Dedicated state revenues** of at least \$1 billion annually to support housing for the lowest income levels;
- **Infrastructure investments** that support housing, including the necessary community amenities that catalyze private market development; and
- **New local options** to raise resources to build affordable housing for income levels that the private market cannot serve.

Since 1986, investments of \$1 billion have resulted in the development of over 47,000 units of affordable housing statewide.



Source: HTF 30 Year Report (2016)

### Future housing needs broken down by area median income (AMI) groups



### Housing Trust Fund investments:

2019-20	2021-23
\$241,568,000	\$315,435,000*

\* Highest ever (excludes 2022 supplemental budget)

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## Have a question? Get an answer!

MRSC's attorneys and policy consultants answer thousands of local government questions every year by phone or email, at training sessions, and through our extensive online resources.

“You cannot believe what an absolute time-saver MRSC's website is, and the ability to ask questions online and get a clear response in a short time is incredibly valuable.

– Pat Powell  
Councilmember, Town of Coupeville



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ORH-23-0080

# Hello from the Office of the Washington State Auditor!



Thank you for being part of public service in Washington. As someone who has spent her career in public positions, beginning with local government, I know the work of an elected official can be both very challenging and incredibly rewarding. As the State Auditor, I know cities across Washington share our commitment to government transparency and accountability.

When it comes to ensuring your city is safeguarding public resources and understanding audits, my best advice is to get in touch with us. Our website offers a plethora of information, and you can always contact our office to ask questions.

Our Office is here to help.



Pat McCarthy



## You have questions. We have answers.

**Why and how is my city audited?** Because it's the law: The state constitution requires local governments to be audited every one to three years by Washington's independent public auditor. Cities mostly receive accountability and financial statement audits. These check that governments are following state law, rule and policy, and that their financial statements accurately represent their financial position.

**What other information does the State Auditor's Office have about my city?** Check out the "Reports and Data" menu on our website. You can [search for your city's audit reports](#), as well as use our [Financial Intelligence Tool](#) (FIT) to review financial health indicators and compare your city to others.

**Do you offer cybersecurity resources?** We sure do. Our Center for Government Innovation provides an

array of helpful resources and tools to local governments at no additional cost, including [free cyber checkups](#) that assess your government's cyber posture. Call the Center at 564-999-0818 or email [Center@sao.wa.gov](mailto:Center@sao.wa.gov) to learn more.

**Whom should I contact with more questions about my audits?** Our website's "[Find Your Audit Team](#)" tool (found in the "About Audits" menu) will steer you in the right direction. Simply type in your government's name to find your audit manager's contact information.

**This is a lot of information. Where should I start?** We've compiled some key resources we think you'll find quite useful. Scan this QR code for more.

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October 2023



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