

Cityvision

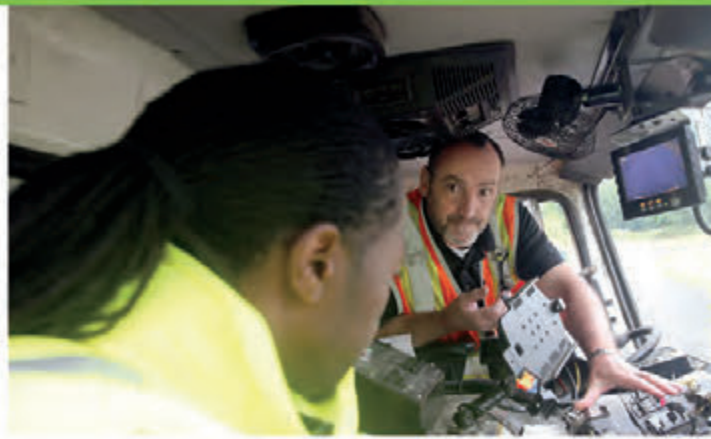
THE ASSOCIATION OF WASHINGTON CITIES MAGAZINE

STARTING ROTATION

CITIES ADAPT
TO CHANGES IN THE
JOB MARKET AND
LABOR FORCE



JULY/AUG 2018
wacities.org



Waste Management's new Bremerton driver training center benefits all partner cities



Cities across Washington depend on Waste Management for services that are safe, reliable and cost-effective. We call it Service Excellence, and providing it requires a skilled, stable workforce.

That's why WM's new driver training center is so important.

New drivers come from across the state for rigorous training in safety and the high-tech systems that are now standard on our state-of-the-art trucks. The training is a world-class onboarding experience that, for many drivers, marks the beginning of a safe and rewarding career—serving their communities.

Looking for Service Excellence in your community? Let's talk.

"Our strategy is to hire and train the safest and best drivers in the industry. It's all about Service Excellence for our partner cities."

—Mary S. Evans

Contact: Mary S. Evans
Director, Public Sector Solutions
425.814.7844
mevans4@wm.com
wmnorthwest.com
RecycleOftenRecycleRight.com



THINK GREEN.®

Two photos on right from KIRSP. Sun. Used with permission.



CITYVISION MAGAZINE VOL. 10 / NO. 4

ASSOCIATION OF WASHINGTON CITIES

President
Don Britain
Mayor, Kennewick

Vice President

Ed Stern
Councilmember, Poulsbo

Secretary

Soo Ing-Moody
Mayor, Twisp

Immediate Past President

Pat Johnson
Mayor, Buckley

Past President

Jim Restucci
Councilmember, Sunnyside

Large City Representative

Sally Bagshaw
Councilmember, Seattle

Chief Executive Officer

Peter B. King

CITYVISION STAFF

Editor

Michelle Harvey

Published in conjunction with
SagaCity Media Inc.

Founder & President

Nicole Vogel

SVP, Editorial & Operations

Bill Hutfilz

VP, Custom Media

Jeff Adams

Advertising Sales

Carol Cummins

Art Director

Nate Bullis

Contributing Artists

Dalisa DeChiara

Amy Vaughn

Copy Chief

Jennifer Krazit

Production Manager

In Churl Yo

AWC BOARD OF DIRECTORS

David Cline

City Administrator, Tukwila
WCMA Past President

Claude DaCorsi

Councilmember, Auburn

Will Hall

Mayor, Shoreline

Micki Harnois

Councilmember, Rockford

Kent Keel

Mayor, University Place

Dorothy Knauss

Mayor, Chewelah

KC Kuykendall

Councilmember, Waitsburg

Derek Matheson

Chief Administrative Officer, Kent
WCMA President

Ryan Mello

Councilmember, Tacoma

Carmen Méndez

Councilmember, Yakima

Teresa Mosqueda

Councilmember, Seattle

Candace Mumm

Councilmember, Spokane

Beth Munns

Mayor Pro Tem, Oak Harbor

Jon Nehring

Mayor, Marysville

Ron Onslow

Councilmember, Ridgefield

Jerry Phillips

Mayor, Long Beach

Cynthia Pratt

Deputy Mayor, Lacey

Rob Putaansuu

Mayor, Port Orchard

Jose Trevino

Mayor, Granger



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

FROM THE PRESIDENT



As your new AWC president, I am excited to write my first column for *Cityvision*. I was honored to be elected by my constituents nine years ago to the Kennewick City Council, where I have been mayor pro tem for

the past four years, and in January of this year I became mayor of Kennewick. Kennewick is part of an area known as the Tri-Cities, a community primarily made up of the cities Kennewick, Richland, Pasco, and West Richland.

In addition to being known for the annual Columbia Cup hydroplane races, agriculture, sunny weather, and award-winning wineries, the Tri-Cities is known worldwide for the Hanford nuclear site. Collectively, the various entities at Hanford constitute the largest employer in the Tri-Cities, employing more than 11,000 people at facilities including the Pacific Northwest National Laboratory, the Fast Flux Test Facility (both part of the federal Department of Energy), and the Columbia Generating Station (a commercial nuclear power plant operated by Energy Northwest). These facilities require a varied workforce, from highly technical engineers to construction workers and laborers. The challenges to maintaining a high-quality workforce here—while adapting to changes due to advancements in technology, retirements, the

political landscape, etc.—are similar to the challenges Boeing faces with its workforce. This is not a Western or Eastern Washington concern; it is a concern for all of Washington. That said, recruiting workers to rural areas in Eastern Washington is a priority for many cities. Agriculture is another large industry in the Tri-Cities area, and in Eastern Washington generally, for which maintaining a viable workforce is critical to its success. Cities and employers need to adapt to changes in immigration policy, technology, and transportation as we move forward. Securing broadband for our rural areas, for instance, would be significant in the effort to attract industry and the workforce needed to sustain it. The need to adapt to changes in our workforce is common to all communities in Washington. As cities, we must continue to rise to the challenge of finding solutions.

Sincerely,

Don Britain
Mayor, Kennewick

Cityvision

7/8.18

1 WELCOME NOTE

5 CITYBEAT

Building a great workforce can mean empowering staff ideas, learning new skills, and supporting those who need it. And in our popular **NOTED** feature, we assess new laws on gender pay equity and workplace sexual harassment.

11 CITYSCOPE

Pateros Mayor Carlene Anders chats about fighting fires and keeping communities vital.

**14 feature
WORK STUDY**

Washington cities seek input from their communities and from next-generation employees as they strive to promote an equitable and effective local workforce.
BY TED KATAUSKAS

25 CITYWISE

Expert perspectives on veteran employment, staff recruitment in a connected age, and the broad impacts of the recent *Janus* decision.

36 CITYSCOPE

In the face of workforce upheaval, cities can help lay the groundwork for prosperity.

▶
City of Tacoma
Community and Economic
Development Services
Supervisor Carol Wolfe in
Tacoma City Hall

WORK STUDY,
P. 14



Add to your legal staff without adding to your staff.

We excel in municipal law—it's all we do. Our practice includes a wide range of matters including Land Use, Labor and Employment, Eminent Domain, Code Enforcement, Public Contracting, Open Public Meetings, Public Records and Disclosure, Litigation, and more. Our trusted team of municipal attorneys is here to help. Call on us. It's a smart move.

425-392-7090
www.KenyonDisend.com

The Municipal Law Firm

KENYON
DISEND

We're all over the map —in the very best way!



For 20 years the King County GIS Center has been the best option for GIS service, support, and training throughout the Pacific Northwest and beyond.



King County
GIS CENTER

www.kingcounty.gov/gis

Let us help you!
Call Dennis Higgins
206-477-4415

giscenter@kingcounty.gov

HCMP
Law Offices

Hillis
Clark
Martin &
Peterson P.S.



Business



Real Estate &
Land Use



Lender Services &
Finance



Litigation

Well suited for your legal needs

999 Third Ave., Suite 4600 · Seattle, WA 98104 · 206.623.1745 · hcmp.com

PLAN REVIEW INNOVATION

Remove plan review backlogs and get construction back on track.

- Convenient
- Affordable
- Reliable

Get started today at
SAFEbuilt.com/WAPlanReviews

SAFEbuilt.

ENHANCING COMMUNITIES.
IMPROVING LIVES.



SEBRIS BUSTO JAMES

a professional service corporation



Experienced attorneys
representing Washington
employers since 1992.



14205 S.E. 36th Street, Suite 325
Bellevue, WA 98006 (425) 454-4233
www.sebrisbusto.com

WE HAVE

40

YEARS
OF EXPERIENCE

helping Washington cities
plan and engineer
connected, sustainable
communities

WE ARE

transpogroup 

www.transpogroup.com

State contracts

for all your technology needs

Ednetics Network™

- Wired and wireless
- Managed service
- Cisco and Cisco Meraki
- HP Enterprise

Ednetics Voice™

- Phone and collaboration
- Managed service
- Advanced mass notification
- Bells, clocks, speakers

Ednetics Protect™

- Video surveillance
- Emergency notification
- Controlled entry
- Building access control

Ednetics Compute™

- Data center and virtualization
- Cloud storage
- Central management
- Advanced SAN architecture



(888) 809-4609 <http://www.ednetics.com/contracts/>



Berkley
Public Entity Managers
| a Berkley Company

PARTNERSHIP BEYOND THE POLICY

Working together to insure your
community with tailored coverage,
custom risk management and
first-class claims handling.



Visit us at bpem.com



Citybeat

Blue Bloods

Lakewood tests out a staff-inspired phlebotomy program.

FOR LAKEWOOD POLICE OFFICER John Babcock, the “Aha!” moment came when a suspected impaired driver was taken to the hospital after being arrested for a seventh, and second felony, DUI. Although Lakewood officers had no problem finding a medic willing to treat a police dog bite the suspect had sustained while eluding arrest, the opposite was true when they requested a phlebotomist to draw the man’s blood for a court-authorized sobriety test.

“We know there are people there,” explains Babcock, referring to the local hospital’s certified phlebotomists, who sometimes are reluctant to make themselves available for DUI-related blood draw warrants since they often require the technician who performed the procedure to testify in subsequent legal proceedings. “This had happened several other times, so I started thinking: The warrant says any

technician can draw the blood, so why can’t we get certified and just draw the blood ourselves?”

Babcock did some research and found that law enforcement officers in Arizona and Idaho were doing just that, and that a local community college offered phlebotomy certification after 50 hours of coursework and training. He took his idea to Lakewood Police Chief Mark Zaro, who pledged his support.

“Drawing our own blood would remove one unnecessary person from the evidentiary chain of custody, speed up a time-sensitive process, eliminate the **CONTINUED ON P.10** ▶



FRESH
IDEA

Community Assets

Bellevue's supported employment program provides broad benefits.

BY TRACY HOWARD GARTON

FOR DAVID MERTZ, WORK is more than just a steady paycheck. Mobile only by wheelchair, David derives a sense of autonomy and pride from his job as a greeter at the Bellevue Aquatic Center—he loves his job, and it shows.

“People coming to the pool get excited to see him,” says Kristin Headlee, a human resources staffing analyst for the city of Bellevue, “and for him, being able to interact with the public and connect with others with disabilities has really helped him grow.”

But David's is a job that wouldn't have existed without Bellevue's supported employment program. Launched in 2016, the program is one of a growing number across the state that create customized positions in city departments for those living with cognitive disabilities. Jobs are tailored to both the employee's skill set and the manager's staffing needs, with the support of a job coach from a local supported employment agency. After initial goals of one or two such positions citywide, Bellevue now employs eight people through the program.

In fact, just one year after its launch, Bellevue received a Governor's 2017 Public Employer of the Year award nomination for the positive impact of the program. Today, supported staffers work in various departments, including the city clerk's office, city attorney's office, and parks and community services, in positions that range from data entry to cleaning. And the program helps the city work more efficiently, too. “The

“EMPLOYMENT PROVIDES A SENSE OF EMPOWERMENT, WHICH HEIGHTENS OUR COMMUNITY AS A WHOLE.”

positions created all encompass tasks that need to be done,” says Headlee, “and instead of hiring outside agencies to do it, we're now able to employ our own residents.”

For Bellevue's human resources director, Joy St. Germain, the key to the program's success is identifying the supported employee's strengths. “By focusing on abilities and not disability, and by providing support and advice,” she says, “supported employment has shown to be a productive way for people living with disabilities to secure a great job in the community in which they live.”

“What these supported employees provide our city and its residents is invaluable,” adds senior human resources consultant Rebecca Su. “They give other disabled members of our community a sense of belonging.” That sense of belonging and community investment make the program about far more than jobs. In Bellevue—whose vision statement proudly asserts that diversity is their strength—the program is fast becoming part of the city's identity.

“We really see this as a holistic program that benefits both the city and employees,” says Bellevue's diversity and inclusion administrator, Elaine Acacio. “Employment provides a sense of empowerment, which heightens our community as a whole.” **C**



MAIN DRAIN

Diving into water utilities' looming workforce gap

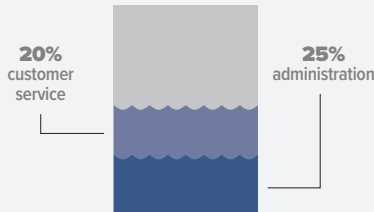
52,000

Drinking water utilities in US (2016)

16,000

Wastewater utilities

55% of utility employees are water operators



30% – 50%

of water utility workforce eligible for retirement in next 7–10 years

8.2%

of existing water operators (9,200) need annual replacement between 2016 and 2026

77%

of water operators are employed by local governments



46.4

median age of water operators

56

average retirement age

Each **\$1M** invested in water infrastructure results in:

6.1

direct jobs



9.4

indirect and induced jobs



Source: Exploring the Green Infrastructure Workforce, 2017

Main source: Water and Wastewater Workforce, January 2018, US Government Accountability Office

SLICE OF LIFE

PLAYING WITH FIRE

Aberdeen's council president does some high-intensity cross training.

BY TRACY HOWARD GARTON

IN HER 47 YEARS, Tawni Andrews had never dreamed of being a firefighter. Yet as she suited up under 75 pounds of gear early on a Friday morning this past March, she couldn't have been more eager for the day that lay ahead. As president of Aberdeen's city council, Andrews had been invited to the Volpentest HAMMER Federal Training Center in Richland for a daylong intensive fire ops training, but could she hack it? The former accounting professional was about to find out.

The training—a firefighting boot camp, of sorts—is run by the International Association of Fire Fighters and the Washington State Council of Firefighters, and each year, fire unions statewide sponsor their local public servants who want to attend. “It’s a matter of educating local officials on what firefighters do on a day-to-day basis,” Andrews says. “With public safety taking up about

50 percent of Aberdeen’s budget, it’s important for us to go and see where the money is going and what it’s used for.”

ANDREWS ARMY-CRAWLED ON HER BELLY UNDER A HEAVY LAYER OF SMOKE THROUGH A PITCH-BLACK MAZE THROUGH WHICH SHE HAD TO FIND HER WAY BLINDLY TO THE DOOR.

This year, Andrews was among a small handful of Washington officeholders who spent the day learning the ropes—or hoses, in this case. With a borrowed helmet and boots, and with two Aberdeen firefighters by her side as shadows, Andrews fought strong water pressure through heavy hose lines to put out car and dumpster fires, scaled nearly eight stories up a fire ladder with an air canister on her back to chainsaw vent holes in a roof, and army-crawled on her belly

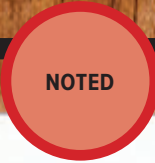
under a heavy layer of smoke through a pitch-black maze through which she had to find her way blindly to the door. “I’m not claustrophobic, but I had to stop and recenter myself several times during that exercise,” she says. “It really helped me value public safety in a way I hadn’t before, knowing that police and firefighters are out there every day doing these things to protect us.”

Using the “Jaws of Life” was perhaps the biggest revelation of the day. It took less than five minutes to cut open a car door—an act Andrews likens to slicing through butter. “I suddenly understood how they’re expensive, but necessary,” she explains. “That tool is vital to getting someone out quickly if they’re in need.”

At the end of it all, the attendees decompressed over a barbecue dinner, and Andrews was even presented with her own official fire helmet. Exhausted but proud, she also realized she was taking home much more than a helmet that day. “When my department comes to me and says they need to replace a piece of equipment,” Andrews says, “I have a new understanding for what it’s used for, how important it is that that piece of equipment is working well, and how vital it is to the job they do.”



For more information: aberdeenwa.gov



RIGHTS TURN

Two laws enacted in 2018 address gender discrimination and sexual harassment in the workplace.

GENDER PAY EQUITY

INTENT. RCW 49.58.005

The legislature finds that despite existing equal pay laws, **there continues to be a gap in wages and advancement opportunities among workers in Washington, especially women.** Income disparities limit the ability of women to provide for their families, leading to higher rates of poverty among women and children. The legislature finds that in order to promote fairness among workers, employees must be compensated equitably. Further, policies that encourage retaliation or discipline towards workers who discuss or inquire about compensation prevent workers from moving forward. The legislature intends to update the existing Washington state equal pay act, not modified since 1943, to address **income disparities**, employer discrimination, and retaliation practices, and to reflect the equal status of all workers in Washington state.

PENALTY. RCW 49.58.020

(1) Any employer in this state who discriminates in any way in providing compensation based on **gender** between similarly employed employees of the employer is guilty of a misdemeanor. If any employee receives less compensation because of discrimination on account of gender in violation of this section, that employee is **entitled to the remedies in RCW 49.58.060 and 49.58.070.** In such action, however, the employer shall be credited with any compensation which has been paid to the employee upon account. [...]

SUNLIGHTING SEXUAL HARASSMENT IN THE WORKPLACE

NONDISCLOSURE AGREEMENTS PROHIBITED. RCW 49.44.210

(1) **Except for settlement agreements under subsection (4) of this section**, an employer may not require an employee, as a condition of employment, to sign a nondisclosure agreement, waiver, or other document that prevents the employee from disclosing sexual harassment or sexual assault occurring in the workplace, at work-related events coordinated by or through the employer, or between employees, or between an employer and an employee, off the employment premises.

(2) Except for settlement agreements under subsection (4) of this section, any nondisclosure agreement, waiver, or other document signed by an **employee** as a condition of employment that has the purpose or effect of preventing the employee from disclosing or discussing sexual harassment or sexual assault occurring in the workplace, at work-related events coordinated by or through the employer, or between employees, or between an employer and an employee, off the employment premises is against public policy and is void and unenforceable.

(3) It is an **unfair practice under chapter 49.60 RCW** for an employer to discharge or otherwise retaliate against an employee for disclosing or discussing sexual harassment or sexual assault occurring in the workplace, at work-related events coordinated by or through the employer, or between employees, or between an employer and an employee, off the employment premises. [...]

According to the National Partnership for Women & Families' analysis of US Census data, women in Washington state make 77 cents for every dollar men make, which is an annual wage difference of \$13,808.

The law's original language was updated from "sex" to "gender" in an attempt to create greater flexibility and compensation equity for women and LGBTQ employees.

Substitute Senate Bill 5996 passed the Legislature unanimously in 2018, banning sexual harassment nondisclosure agreements in our state.

An individual claiming to be aggrieved under the new law may file a complaint with the Washington State Human Rights Commission.

Under the new law, employers may no longer use an individual's previous wage or salary history to justify differences in employee pay which is intended to help to address prior wage disparities based on gender.

The new law shifts the burden of proof onto employers when individual disputes are brought forward to the Washington State Department of Labor & Industries, the agency tasked with enforcing the new measure.

Confidential settlements between an employee alleging sexual harassment and an employer are excluded from the provisions of the law.

Under the new law, "employee" does not include human resources staff, supervisors, or managers that are expected to maintain confidentiality as part of their assigned job duties.

THE QUESTION

WHAT IS YOUR FAVORITE EMPLOYEE MORALE BOOSTER?



My favorite employee morale booster is to recognize a person when they do a good job. All too often, we only correct someone when they do something wrong instead of recognizing a person when they do something right. When you recognize a person for good work, it demonstrates all the instances of good work accomplished every day and lets coworkers know what outstanding work looks like.

—CARL WATTS
Personnel Analyst, Olympia



I firmly believe that an engaging relationship between an employee and their manager can have an incredible impact on organizational morale. An engaging manager meets with their employees on a regular basis to discuss objectives and provide support, coaching, and development opportunities. Engaging managers reward and recognize their employees. They have an open door and build a culture of trust and respect.

—JEANETTE CEFALO
Human Resources Director, Washougal



Take the time to say, "I appreciate you." Recognizing an individual's contribution is a simple and effective way to increase morale. As city employees, we are in the public's eye every day, yet sometimes it is easy to think that no one notices our contributions. Sincerely acknowledging a heavy workload, looming project, or job well done is an essential skill for leaders.

—EMILY SCHUH
Director of Administrative Services, Anacortes

TRAININGS

AUG

- 23 **Municipal Budgeting and Financial Management**
Leavenworth
- 28 **Retro WorkSafe Employer**
webinar

SEPT

- 11 **Drug & Alcohol Supervisor Training**
Burlington
- 12 **WA City & County Planning Directors Conference**
Chelan
- 12 **Mayors Exchange**
Walla Walla
- 12 **Drug & Alcohol Supervisor Training**
Renton
- 19 **WAPELRA Fall Conference**
Leavenworth
- 20 **Retro WorkSafe Employer**
Arlington
- 25 **Retro WorkSafe Employer**
Kennewick

TRAINING HIGHLIGHTS

UTILIZE SURPLUS PROPERTY FOR AFFORDABLE HOUSING WEBINAR

AUGUST 15 12–1:30 p.m. PDT

Cities and other local governments now have new authority to dispose of surplus property at less than market value for affordable housing purposes. The process for doing so involves several steps that can be confusing, and there are existing tools to consider. This webinar covers the new law and what it means for cities and other local governments. Explore case studies of local governments that have leveraged similar laws, or are planning to leverage this one, and hear about opportunities from the perspective of housing advocates.

PREPARE TO STREAMLINE YOUR BUSINESS LICENSE WEBINAR RECORDING

By the end of this year, every city that issues business licenses will implement changes required by legislation passed in 2017 (EHB 2005). Find out what the city task force on the model business license threshold developed for cities to implement by January 1, 2019.

- Hear an overview of EHB 2005 and the resulting city task force.
- Receive a summary of the model threshold provisions.
- Learn about important implementation deadlines.

TIPS FOR EMPLOYERS POST-JANUS V. AFSCME WEBINAR RECORDING

The *Janus v. AFSCME* decision is widely expected to have the single biggest impact on the labor movement of any decision made in decades. How will you navigate the aftermath? Review the court's decision, and see the real-world impacts on employee rights and the enforceability of union contracts containing security (agency fee) clauses. Learn how the *Janus* case affects recently adopted Washington state law regarding union dues collection.

- Explore strategies for addressing *Janus*-related matters with your workforce and unions.
- Preview issues that may be raised in follow-on litigation.
- Hear pointers on how to keep your agency out of follow-on litigation.

Registration is restricted to those who solely represent the interests of management.

COMMUNITY PLANNING AND DEVELOPMENT 101 FOR ELECTED OFFICIALS WEBINAR RECORDING

Land use planning is one of the most important aspects of a city official's responsibilities because of the long-term impacts it can have on a community's environment, economic vitality, and the physical health of its residents. This webinar meets a core requirement for AWC's Certificate for Municipal Leadership program.

Essential Function Job Analysis

On-Site and Virtual Analysis

Roy Matheson, ADAC
reasonableaccommodation.com
603-358-6633




**WORKING
TOGETHER**

**CABOT DOW
ASSOCIATES**

206-818-9184
CABOTDOW@CABOTDOW.COM
WWW.CABOTDOW.COM


COMPENSATION CONSULTANTS
LABOR NEGOTIATORS



Energy and vitality
go hand in hand.

Committed to helping our communities grow.

avistautilities.com



Citybeat

Blue Bloods *continued from page 5*

need for a civilian witness to testify in prosecution, and free up hospital staff to focus on their responsibilities,” says Zaro, who notes that the need to perform blood draws of suspected intoxicated drivers has increased with the state’s legalization of marijuana, which is not detectable via a Breathalyzer test.

BABCOCK HAS PERFORMED 22 BLOOD DRAWS ON DUI SUSPECTS IN 2018, ALL OF WHICH TESTED POSITIVE FOR INTOXICANTS.

Next, Babcock and Zaro presented the idea to, and received approval from, Lakewood’s city manager, attorney, council, citizen advisory committee, and insurance company.

“The biggest challenge was the risk management part of it,” says Lakewood City Manager John Caulfield. “The Washington Cities Insurance Authority, at first they were a little suspect. They said, ‘Wait, you’re performing a medical procedure?!’ But we made our case, and they covered us.”

With a \$50,000 grant from the Washington Traffic Safety Commission, Babcock and five fellow officers enrolled in a phlebotomy class at Bates Technical College, obtained certification, and at the police station established a blood draw lab equipped with a professional phlebotomy chair, supplies, and a video camera that documents each procedure from start to finish. Since the Lakewood Police Department phlebotomy program debuted in May 2017, it’s been so effective that it has inspired inquiries from police departments across the state, including the Pierce County Sheriff’s Department, which has established phlebotomy rooms at two precincts and the county jail staffed by 20 deputies certified to perform the procedure.

“I’m very proud of this. You’re saving someone’s life,” says Babcock, who has performed 22 blood draws on DUI suspects in 2018, all of which tested positive for intoxicants. “It’s great that I had a chief who was so supportive of this.”

And a city manager, too.

“Being a guinea pig was the least I could do,” says Caulfield, who volunteered to have his own blood drawn when Babcock was training for his phlebotomist certification. “You need to trust your employees and what they bring to the table, and allow their ingenuity and great ideas to take the lead.... Instead of saying no, our mantra here is, ‘How do we get to yes?’” ©

—Ted Katauskas




Cityscope



Q&A

Leap of Faith

Pateros Mayor Carlene Anders reflects on how working as a smoke jumper and wildland firefighter prepared her to tackle the challenges of governing a rural community.



Pateros Mayor
Carlene Anders

As a 20-year-old in 1986, you made history by becoming one of the state's first two female smoke jumpers. What made you decide to jump out of airplanes to fight forest fires?

When I was just out of high school, I worked as a wildland firefighter for the Department of Natural Resources for two years, and my engine boss had been a jumper. While I was at Washington State University working on an outdoor rec degree, they were looking to try to get more women involved. I had been a rower at WSU, and they had identified that rowers

had the strength needed to be able to do that kind of work; they asked if I was interested in trying out, so I did.

You also had a family connection.

As a helicopter pilot, my dad would always say, "Why would anyone want to jump out of a perfectly good airplane?" But he was the one who encouraged me to get into firefighting because he had been a firefighter from the air, in Skycrane helicopters.

CONTINUED ON P.12 ▶



What was your first fire jump like?

Lightning had struck right on the edge of this huge, 400-foot cliff of rock near Tonasket, and I remember thinking I didn't want to hike back up if I missed the jump spot, so I jumped into the trees. I broke through, and it was so loud—crack! crack! crack! crack!—about 150 feet of limbs broke out as I fell; when I finally stopped, I was only four inches off the ground. After I undid my D-rings and let myself down, I looked back at this hallway of sky I had created through the trees and thought, "This is awesome!"

After graduation, why did you return to Pateros?

I came back to train for the national team in rowing, but I didn't have enough resources to continue with that. The longtime principal of Pateros High School, who was my principal when I was a student there (I threw shot put and had been the state champion), asked me to coach track and field and consider getting my teaching certificate in PE, so I did that until my daughter was born. I always wanted to raise my kids in Pateros.

As a young mother, you started a day care center, which you ran until your son was born.

My son was born as a 24-week preemie weighing only one pound ten ounces. When that happened, the Pateros community stepped up and helped me keep my day care open the whole time I was in Seattle—128 days. When the fires came in the summer of 2014, I was a volunteer firefighter and started



“THE KIDS GET TO SEE ME AND SAY *MADAME MAYOR*, BUT THEY ALSO GET TO SAY *CARLENE, MY NEIGHBOR IN TOWN*. THAT CHANGES THEIR EMPOWERMENT, WHEN THEY HAVE LOCAL GOVERNMENT PEOPLE AT THE GRASSROOTS LEVEL.”

helping with the incident command piece. After two and a half months of “paying it forward,” I was asked to be executive director of the fire recovery efforts through the countywide long-term recovery group. Our mayor had lost her home, and her mother had lost her home in the fire, so she ended up resigning after only six months. I was elected to finish out the mayor’s term.

After being reelected last November, you’re now serving your first full term as Pateros’s mayor; you’re not the first member of your family to fill that role.

My grandfather was elected mayor in the early 1950s; he was always community-oriented, always giving back.

I think it’s really important that people step up when there is a need; then things will progress in the right way.

One of your priorities as mayor has been to show the next generation that there is a future for them in Pateros.

All the kids I coached and the kids in the sixth-grade outdoor education class I still teach, those kids get to see me and say *Madame Mayor*, but they also get to say *Carlene, my neighbor in town*. That changes their empowerment, when they have local government people at the grassroots level.

Another priority is lobbying to keep the nearby North Cascades Smokejumper Base from being relocated to

Wenatchee.

The Twisp, Winthrop, and Pateros mayors have made a huge pledge to work together to try to keep that facility in the area. It’s a community asset; our fifth-grade classes all go there every year. It’s where many future firefighters from rural communities have been inspired to protect life and property from wildfire. That culture is essential to the health and well-being of Eastern Washington.

Especially to the citizens of Pateros, yourself included.

The jump base inspired me. It influenced and impacted my life in so many ways. The discipline you learn, the ability to make quick decisions—you never forget that. I use those skills daily, even as mayor. **C**

Pateros

Cityvision looks at how fire-scarred Pateros remains resilient.

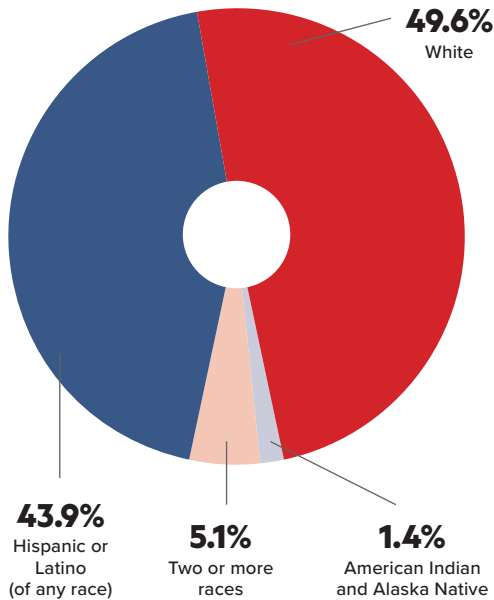
POPULATION

POPULATION DATA FROM THE 2010 US CENSUS, UNLESS OTHERWISE INDICATED

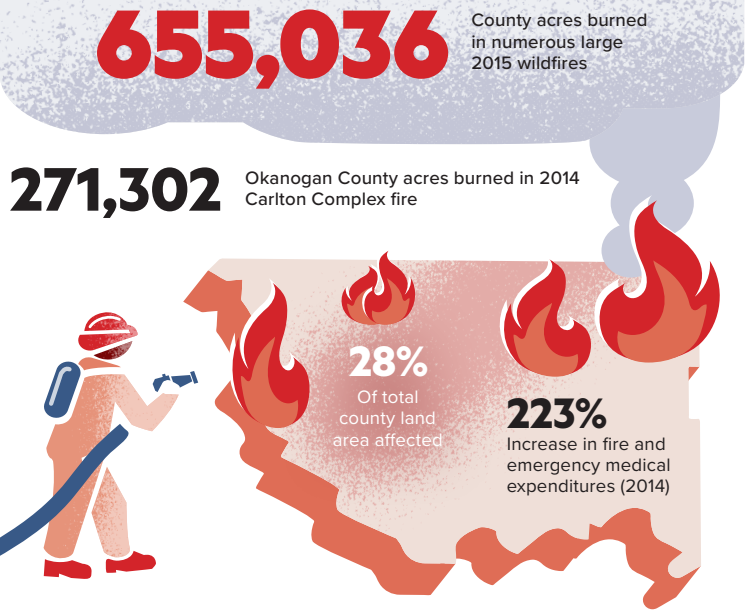


2017 SOURCE: WA OFM

DEMOGRAPHICS

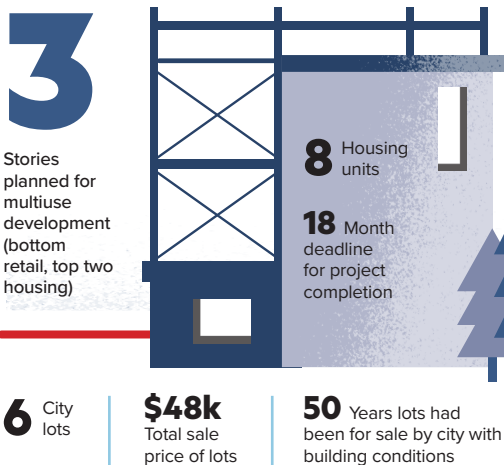


SCORCHED EARTH



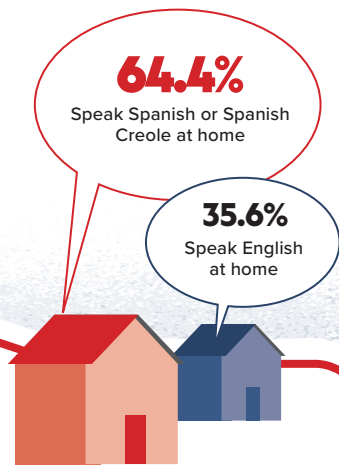
SOURCE: OKANOGAN ECONOMIC RECOVERY PLAN, COMMUNITY ATTRIBUTES

ON THE RISE



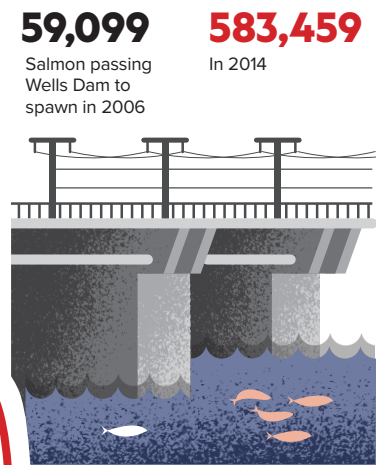
SOURCE: CITY OF PATEROS

LINGUA FRANCA



SOURCE: AMERICAN COMMUNITY SURVEY, 2016

COOL RUNNINGS



SOURCE: OKANOGAN ECONOMIC RECOVERY PLAN, COMMUNITY ATTRIBUTES

W O R K



Washington cities seek input from their communities and from next-generation employees as they strive to promote an equitable and effective local workforce.

BY TED KATAUSKAS / PHOTOS BY AMY VAUGHN

STUDY

Tacoma's Community and Economic Development Services Supervisor, Carol Wolfe, with Clifford Armstrong, a program auditor for Tacoma's Local Employment & Apprenticeship Program (LEAP), on the roof of Tacoma City Hall



CURRENTLY, UTILITY

workers are preparing the way for Puget Sound Transit's Tacoma Link Extension, a 2.4-mile light rail expansion that will connect the city's central business district with the Hilltop, a historically underserved, predominantly African American community where 40 percent of those living within a quarter-mile of the light rail alignment are minority, 25 percent are low-income, and 30 percent of households do not own a vehicle. And with local government's

help, many soon will begin building careers in the construction industry.

In 2016, the City of Tacoma's Planning & Development Department established a two-year workforce development initiative, the Links to Opportunity Project, with a \$2 million Federal Transportation Administration grant augmented by a \$500,000 matching grant from the city. Although the bulk of the federal money (\$1.78 million) is earmarked for the design of streetscape enhancements that will accompany the new transit line (from bike racks and trash cans to light rail station installations commemorating the Hilltop's African American pioneers), much of the city's ante will be used to commission Seattle consulting firm BDS Planning & Urban Design to oversee outreach and engagement efforts to identify workforce development challenges facing the Hilltop. Dubbed the Equity & Empowerment Initiative, the exploration will culminate in a published report offering suggestions for potential remedies.

"They are helping us better understand the lived experience of the people we want on these projects," explains Tacoma's Community and Economic Development Services Supervisor Carol Wolfe, the city's Equity and Empowerment project lead. "We want to know whether or not [Hilltop residents] experience barriers to participation in workforce programs, and we want

recommendations for improving that ecosystem, because we invest heavily in workforce development and with our technical colleges and other partners, yet we still have this predominant attitude and experience from people that they don't see local hires with these big public infrastructure projects."

It's not a recent phenomenon. More than two decades ago, Tacoma's city council and public utility board established the Local Employment & Apprenticeship Program (LEAP), a jobs initiative requiring that at least 15 percent of total hours worked on city-funded public works projects be performed by Tacoma residents. Contractors failing to achieve this are fined up to \$10 for every deficient hour.

"It creates demand for local labor on city-funded projects," explains Clifford Armstrong, a program auditor for Tacoma's LEAP, who notes that from 2013 to 2017, 7,558 local laborers contracted through LEAP logged nearly 155,000 labor hours, collectively netting more than \$8 million in wages.

In addition, to create a pool of local trades talent, in 2015 the city funded the Trade Occupations Opportunity Learning (TOOL) program, a 12-week, blue-collar trades pre-apprenticeship program at Bates Technical College in the Hilltop. In Decem-



Hilltop Action Coalition
President Brendan Nelson
at People's Park in the
Hilltop Neighborhood

ber 2017, partly in anticipation of the Tacoma Link Extension project, Tacoma's city council approved an additional \$120,000 in funding for the program, increasing the number of annual graduates from 45 to 60. Despite such investments, securing living-wage careers in the trades has remained an elusive goal for most Hilltop residents—hence the turn to BDS Planning in search of solutions that can serve the Hilltop and be replicated elsewhere.

"This is something that every community in the state should be thinking about," stresses Noel Frame, a state legislator representing northwest Seattle who serves as an advisor to Links to Opportunity as a senior associate at BDS Planning. "We are having an economic boom in the Puget Sound region right now—there is a lot of



demand for construction jobs—but we don't have nearly enough people ready to take over these jobs, particularly from underrepresented populations like women and people of color. Only by focusing on economically distressed ZIP codes, inviting those people in, giving them the support they need, and addressing the ecosystem barriers are we going to start filling the pipeline.”

TACOMA ALREADY HAS

a running head start. Last August, Links to Opportunity opened a storefront in a vacant bank branch office in the Hilltop and began hosting open houses and town hall meetings to solicit feedback about prelim-

IT'S BOOTS-ON-THE-GROUND, GOING DOOR-TO-DOOR, WALKING AND TALKING TO PEOPLE, NOT JUST SENDING OUT MAILERS.

—BRENDAN NELSON HILLTOP ACTION COALITION PRESIDENT

inary light rail streetscape designs and get the word out about its nascent Equity & Empowerment Initiative. Simultaneously, the city commissioned grassroots neighborhood organizations like the Hilltop Action Coalition to deploy “tactical urbanism” outreach, hosting Links to Opportunity pop-up shops outside local cafes and at street fairs, as well as ringing doorbells.

“They contracted us to convene meetings and host forums and nights out to get

people engaged and informed: it's boots-on-the-ground, going door to door, walking and talking to people, not just sending out mailers,” says Hilltop Action Coalition President Brendan Nelson. “What I love about this is that the city could have said, ‘We can move forward on this without the input of residents and business owners and leaders and clergy, but it's important and necessary that we don't do that.’ What they realized is that there have been so many

things happening in the Hilltop where people have been left out, and they heard residents say, ‘We want to be informed. We want to be engaged.’”

To help make that happen, in 2016 Tacoma’s council appointed a Hilltop Engagement Committee, a 15-member advisory panel representing local businesses, Hilltop residents, trade schools, neighborhood organizations, and nonprofits that meets every first Wednesday at Bates Technical College. And to guide the BDS Planning report that will become the city’s workforce development blueprint for Hilltop light rail jobs (due by the end of this year), the council appointed a Hilltop Economic Empowerment Advisory Group, a 16-member panel representing local contractors, union and nonunion apprenticeship programs, faith-based agencies, local public schools, neighborhood organizations, and workers from the Hilltop.

At that group’s inaugural meeting this past April, an advisory group member named James Black told his story. After graduating from the city’s pre-apprenticeship program at Bates Technical College in 2016, the Hilltop native spent a year employed as a manual laborer on a Tacoma public housing project renovation for Walsh Construction Company, then another year doing concrete repair for a Sound Transit subcontractor. When those jobs ended, Black found himself waitlisted as an apprentice at the local United Brotherhood of Carpenters, unable to even apply to the apprenticeship program at Laborers Local 252 due to a suspended driver’s license, and passed over for other one-off jobs due to a prior assault conviction. As a 37-year-old single parent of a young daughter, he found himself in economic limbo, desperate for work. For Black, Hilltop’s new light rail line promised not just a job but an economic lifeline: a chance to finally get the training he needed to progress from a day laborer to a career journeyman earning a living wage for life.

“He’s such a reflection of what we’re talking about,” says Frame. “People we heard from were saying this is a once-in-a-generation opportunity, so we need to get this right.”

Based on that feedback, the first thing BDS did was revise the working title of its report from “The Hilltop Jobs Project” to “The Hilltop Economic Empowerment Through Construction Careers.”

“We realized it wasn’t about jobs but careers, and not about employment but

empowerment,” adds Frame. “Obviously employment is a key part of this. But what are the supports that we need to put around them to be successful? How do we do this so that [Tacoma Link Extension] isn’t just another one-off job but leads to a career over time?”

To bolster his chances at securing a Tacoma Link apprenticeship, support for James Black might mean providing financial and legal assistance to reinstate his driver’s license and vacate his felony conviction, or making child care available for his daughter while he’s on the job. Potential workers without a high school diploma might need help securing a GED; other applicants might need tutoring to pass the basic math skills apprenticeship test. Working parents who might not consider even applying to the 12-week TOOL pre-apprenticeship program might benefit from the opportunity to take the class in the evenings.

“The fact that there isn’t a night program is a reflection of an ecosystem barrier,” says Frame. “When we came to this project, the city assumed there would be individual job seeker barriers like what James [Black] is talking about, but we are also finding that the ecosystem itself is a barrier. Early in our meetings with the advisory group, what we realized is that at the end of the day, a lot of the barriers are rooted in institutionalized racism and sexism, particularly when you talk about the construction industry, which has traditionally been very masculine and very white.... If we don’t want to talk about racism and sexism because it makes us uncomfortable, then we’ve missed an opportunity to solve a foundational problem.”

MEANWHILE, SOME 30

miles north on Lake Washington, the City of Mercer Island is confronting, and being proactive about, an altogether different but no less vexing workforce development challenge: how to attract and retain notoriously fickle millennials to bolster the graying ranks of its municipal payroll.

One of the first initiatives Julie Thuy Underwood introduced in early 2017 in her new role as city manager was to challenge her staff to reinvent Mercer Island as a “Forward-Looking Organization.” For the yearlong project, dubbed FLO, she tasked a cross-departmental working

group with auditing every aspect of the city’s internal operations to make Mercer Island a more attractive place to work, especially to a job-seeking millennial.

“The competition for talent is real and fierce,” explains Underwood, a 20-year veteran of local government who came to

**WHEN I TALK TO
MILLENNIALS, I SAY
LOCAL GOVERNMENT
IS WHERE THE
RUBBER HITS THE
ROAD. YOU WILL SEE
YOUR IMPACT HERE.**

—JULIE THUY UNDERWOOD
MERCER ISLAND CITY MANAGER

Mercer Island by way of city manager offices in Daly City, Calif., Shoreline, Wash., and Rockville, Md. “A lot of millennials don’t just want to work for tech companies; they want to work for nonprofits and NGOs, because they’re interested in making a positive impact. When I talk to millennials, I say local government is where the rubber hits the road. You will see your impact here.”

In certain respects, Underwood modeled Mercer Island’s FLO initiative after a seven-question quiz she penned for *Governing* magazine in 2015. She prefaced her quiz (titled “Why Your Government Needs to Be a Hipster Organization”) by noting that a “silver tsunami” of public service retirees soon would create an unprecedented demand for young talent, and then asked, “Is your government or agency prepared for this wave of recruitments and new hires? Have you put updated policies and systems in place? Have you designed an inclusive, forward-thinking culture ... the kind millennials are eager to join?”

To lead Mercer Island’s FLO initiative, Underwood selected IT Director Mike Kaser, one of perhaps 80 millennials on the city’s full-time, year-round staff of 208, whose average age is 44. Kaser recruited 25 junior staffers from every city department and invited them to a kickoff meeting in March 2017, at which he introduced the group to the basic tenets of FLO and Underwood’s “hipster organization” principles. Then they divided themselves



Mercer Island City
Manager Julie Thuy
Underwood

into five thematic groups—facilities and workspaces, policies and procedures, recruitment and retention, interdepartmental relations and social opportunities, benefits—and over the next nine months conducted research: flagging outdated policies in the employee handbook, interviewing rank-and-file employees about what they love and hate about their jobs, conducting field trips to innovative startups and millennial-savvy tech companies. In December, they presented their recommendations to Underwood, who, with input from the city's directors, developed a FLO Work Plan, a three-page spreadsheet with 37 action items and a timeline for implementation.

The results set in at once. Action items that would have minimal impact on the city's budget and wouldn't require council signoff were implemented almost immediately, such as striking a prohibition on tattoos from the employee handbook.

Training Wheels

Q&A BRENT PARTON

Brent Parton, deputy director of the New America Center on Education and Skills, talks about how city-led apprenticeship programs can drive workforce—and economic—development.



What's the focus of your work at this Washington, DC, think tank?

Our mission is to help decision makers understand how education relates to creating economic opportunity and mobility for a competitive workforce, something that helps cities, as well as the country, thrive. We support state and federal policymakers as they craft legislation related to that topic, and we try to do a lot of storytelling around how changes to our education system, and higher education in particular, can impact people's lives.

How is education related to economic development?

The key to economic development is a skilled workforce. How companies compete in the 21st century, how regions will compete for talent, is based on being able to attract people with skills—and as a result attract firms that are able to compete on the global stage.

What's the challenge?

The first problem is that some areas have gotten really good at attracting talent: millennial talent hubs like Denver and Austin and cities on the coasts. Their growth is

a drain on other communities struggling to keep and attract a young, skilled workforce. The second problem, even in these talent hubs, is that they struggle to connect the people already in the community to the opportunities of the new economy—careers in information technology, health care, and financial services.

How does education relate to that problem?

We know that the best jobs today, as well as jobs that are really going to drive growth over the coming decades, all require some form of postsecondary education and training. It used to be you could walk out of high school with a diploma and get a job at the factory or the local employer down the street, and that was enough. That hasn't been the case for decades. The recession really laid that bare. If we rely on the current system of postsecondary education alone, there are some troubling trends that we have to recognize.

Such as?

It's incredibly expensive—and that's particularly a challenge for people who maybe are adult workers or nontraditional students, people who are balancing

CONTINUED ON P.21 ►

“We had a policy that said no tattoos. C’mon,” says Underwood. “We’ve got to be a little more relevant and realistic; this generation is much more casual about having piercings and tattoos. Maybe the city manager shouldn’t have a tattoo on her neck, but maybe that doesn’t matter if your job is parks maintenance.”

The city also updated its flex-time and telecommuting policy, which Kaser blithely notes had been written when the city was still using dial-up modems to access the internet. Those with job duties that could be just as efficiently performed from a home office—such as permitting review—were encouraged to give telecommuting a try. Those with jobs for which telecommuting wasn’t practical or possible—such as parks maintenance—might take advantage of creative scheduling like the 9/80 work week (in which employees working nine hours a day over two weeks accrue a “free” day off twice a month).

“Retaining tech workers is not easy, because they can get jobs anywhere,” notes Kaser. “If you ask my staff what is the number one thing I do to keep them here, it is the work/life balance. I let them take care of whatever it is they need to do so long as they get their work done. One of my staff members is a hang glider, which is very weather-dependent. If the wind is perfect, he might need today off. We work hard to make sure that kind of stuff can happen.”

OF COURSE, THE FLO

team also quickly started to realize their limits. Convincing skeptical old-school managers that adopting a liberal flex-time policy can provide a lure to the millennial job seeker is relatively doable, Kaser notes. Modernizing a city hall built the year John F. Kennedy won the presidency to compete with the futuristic campuses of Amazon, Apple, and Google? Not so much.

“Our city hall was built in 1960, before the computer, and there are no current plans to replace it or upgrade it any significant way,” Kaser says. “City hall is not very impressive both to work in and to provide services from, but from the public’s and council’s perspective, they don’t need some fancy city hall. City hall is just a place where things get done.”

That can be a deal breaker for millennials. As an example, Kaser talks about what happened not long ago when he and

a twentysomething Mercer Island IT employee visited Microsoft’s headquarters in Redmond for a Smart Cities Initiative conference.

“I’ll never forget the look on his face: how wide his eyes got as we were walking around and looking at all the amenities, like the gigantic professional soccer field in the middle of the campus,” Kaser recalls, adding that the employee left within six months for a job at Apple in Seattle. “It’s a huge challenge. Our people are not working for Mercer Island for the facilities, that’s for sure.”

As head of the Facilities and Workspaces FLO workgroup, Kaser led a field trip to a tech startup in Bellevue and marveled at the Ping-Pong table in the middle of the shared workspace—only to learn that it was rarely used, given the disruption it causes. Same went for the craft beer taps and liquor-stocked bars on conspicuous display there and at the Facebook campus they toured on South Lake Union—those amenities were reserved for special occasions like a new product release.

“It was pretty clear nobody was going to sit there and drink an IPA during the day,” says Kaser. “Those things seemed like they were just for show and not for recruitment and retention.”

So Mercer Island focused on more modest versions of the concept, such as the puzzles Underwood has been leaving in the break room at city hall, which she says have been a hit, or the toy unicorns and electric guitars she presents with inscribed cards (“Unicorns are awesome. You are awesome. Therefore, you are a unicorn.”) to employees at monthly management meetings.

“I buy these goofy one-dollar trinkets on Amazon in limited-edition batches of 20 or so,” she says. “It doesn’t cost the city anything, but employees are seeing that I recognize and appreciate them and get a kick out of it. That’s not even a generational thing. You can be a GenX or millennial or Boomer, and you still think it’s nice.”

Ditto the Director’s Award Box stocked with gift cards and coupons that every department head, at their discretion, can distribute for jobs well done.

“There’s no bureaucracy, no red tape attached to it: you just pull it out of the box and give it to the employee and say, ‘Here’s a half-day off and some movie tickets,’”



explains Human Resources Director Kryss Segle, who notes that directors also are encouraged to recognize exemplary achievements with cash bonuses of \$100 to \$2,500. “We expect a lot of our employees, and we also reward a lot.”

Mercer Island may not have a Facebook-size budget that allows its employees to graze daylong from gourmet fare prepared by three staff chefs, but at least twice yearly, department heads at their own expense host (and sometimes even cook) breakfast or lunch for the city’s entire staff. And while there may not be a stocked bar at city hall, there is an official city social club (funded with a voluntary \$5-per-pay-check employee contribution) that hosts happy hours at a local watering hole and excursions like a boat tour around Lake Union. The impact of all of these initiatives on morale is evidenced by the performance



ABOVE: City of Mercer Island Public Works Director Jason Kintner, City Manager Julie Thuy Underwood, IT Director Mike Kaser, and Human Resources Director Kryss Segle at city hall with employee awards and trinkets. LEFT: A unicorn “rockstar award”

WE EXPECT A LOT OF OUR EMPLOYEES, AND WE ALSO REWARD A LOT.

—KRYSS SEGLE, MERCER ISLAND HUMAN RESOURCES DIRECTOR

rating on the city’s annual employee satisfaction survey: it was trending so positive from 2014 to 2017—averaging 84 percent—that the city’s leadership team decided not to conduct another until 2019.

And despite all the hand-wringing about the coming silver tsunami, the reality is that for Mercer Island, a big year might mean 30 hires, many of them coming from the city’s own ranks. Segle notes that seven of Mercer Island’s 14 department directors



Mercer Island's smartphone app

work and going to school all at the same time. And the traditional higher education system is not doing a great job of graduating people; today, for the average high school student who enters higher education, just over half of them are going to finish school within six years. If they go to a community college or happen to be a student of color, those numbers are going to be a lot worse.

Why are apprenticeship programs an attractive alternative?

Apprenticeships are affordable: employers pick up a lot of the cost of education training, and apprentices are doing a lot of work learning on the job. They’re contributing to the company from day one. An apprenticeship eliminates a lot of the guesswork—saying, “I hope this program gets me a job when I am done”—because an apprenticeship is a job, and apprentices are employees from the start.

Apprenticeships are common in construction and the blue-collar trades.

What other industries are utilizing apprenticeships?

One is health care: we’re seeing the federal government develop apprenticeship programs for public health professionals at the Department of Health & Human Services. Apprenticeships are also seen as a way of developing information technology talent, an industry that overwhelmingly has relied on traditional bachelor’s degrees.

Does this opportunity extend to rural communities?

There’s this mistaken notion that if you want to work in tech, you have to go to places [like Seattle and Silicon Valley] to do it, when actually, even in a rural community, you’ve got health care, agriculture, different types of municipal services. Information technology is not a company or a certain type of job; it’s a set of skills that are universal across multiple sectors.

What’s the most important thing for municipal leaders to understand when it comes to fostering apprenticeships?

Have a strategy, and with that strategy you need to be partnering with the key industries in your community, using data to understand what types of jobs are going to be available, what key sectors are going to drive employment in your area. Then you need to create an infrastructure in partnership with the employer and local educational institutions: get into the schools, get on campus, and try to find ways to engage young people.

In other words ...

Don’t just tell an employer, “Hey, you should start an apprenticeship program.” If the municipal government has actually set up an apprenticeship program for different elements of its own workforce, they can say, “We know this is challenging. But we’re going to do X, Y, and Z to help support you along the way.” That sends a message: yes, an apprenticeship is a commitment; it’s a commitment that’s worth it; and local governments are leading by example.



Construction laborer James Black in front of a Hilltop neighborhood building he installed flooring in

transition into data management, and here I can see that happening.”

With forward-looking mandates like FLO—and, more recently, Digital Citizen 2025, a technology development initiative that this summer will see the rollout of SeeClickFix (a smartphone app residents can use to report and track the resolution of service issues like potholes and fallen tree limbs in public parks) and CityWorks (task-management software for public works employees equipped with iPads)—Mercer Island hopes it will make even sewer maintenance seem appealing to millennials.

“Certainly, the world is changing and continuing to change,” says Public Works Director Jason Kintner. “Getting people excited to work in the dirt and outside is challenging; we recognize that, and we’re working with HR on being creative about how we attract the next generation of employees to come and do this work.”

FOR UNDEREMPLOYED

college-educated millennials like James Black, the laborer who serves on the Hilltop Economic Empowerment Advisory Group, a job in the trenches of the Tacoma Link Extension couldn’t come soon enough.

“My hope is to be working in construction someday and having my own business, but for now my goal is just getting steady employment,” says Black, who at press time was supplementing his income emptying moving vans. “I would love to move back to the Hilltop; lots of my friends and family live there, but I can’t afford to right now. To live in the Hilltop when it’s all rebuilt and looking nice and to actually have a job there doing what I love to do, that would be a dream come true.”

And not just for Black.

“As a public employee, someone who has worked for the city for a long time, I get really excited about this,” says the City of Tacoma’s Carol Wolfe, who at press time was looking forward to a construction trades town hall the Hilltop Economic Empowerment Advisory Group was convening at a Baptist church on Aug. 22. “I’m so excited because I really think we can make a difference walking in this direction. This is the kind of stuff we all should be doing as cities. It really inspires me.”

TO LIVE IN THE HILLTOP WHEN IT’S ALL REBUILT AND LOOKING NICE, TO ACTUALLY HAVE A JOB THERE DOING WHAT I LOVE TO DO, THAT WOULD BE A DREAM COME TRUE.

— JAMES BLACK
LABORER AND HILLTOP ECONOMIC EMPOWERMENT ADVISORY GROUP MEMBER

started as entry-level employees (including herself, a 34-year veteran hired at 18 as a part-timer processing business licenses), so the city continues to value adaptability and eagerness to learn when assessing employment candidates.

“Through the interview process we find somebody who has a foundation; we can always teach the technical stuff,” she explains, noting that she once paired a midlevel public works manager who needed help developing leadership skills with a mentor: the city’s deputy fire chief. “If you focus hiring solely on technical skills and years of service required, you might lose somebody who could easily grow into the position.”

That workforce development ethos happens to be particularly attractive to millennials, who yearn to learn and acquire new skills rather than perform the same task day after day. Case in point: Kelsey Salvo, a 27-year-old administrative assistant

on Mercer Island’s development services staff who served on the interdepartmental relations FLO committee. After graduating from Colorado State University in 2013 with a bachelor’s degree in biotechnology and genetics, Salvo spent a year in the Peace Corps in Senegal and returned to her Mercer Island hometown to soul-search about her life’s ambition. Inspired by reruns of Parks & Recreation, she applied for an internship with the city emergency management office that, a year later, led to a full-time staff position.

“This wasn’t a job I would have considered, but when I started volunteering I saw that local government was an interesting and stimulating experience,” she says, mentioning the satisfaction she felt recently when a web portal she helped develop for the city’s Geographic Information Services system went live, along with the room for growth. “I don’t want to be an administrative assistant forever. I want to



Risk Management Service Agency

Managing your risks,
so you can manage
everything else.



Security | Stability | Service

wacties.org/RMSA • 1.800.562.8981

When disaster strikes,
you're busy taking care
of your community.

*Who's taking care
of your data?*

Emergencies require that all systems
are "go" – including access to your
IT. Let us help you weather whatever
Mother Nature throws at you.

Contact us for a tour and
learn more about our
colocation services:
info@sabeydatacenters.com

SABEY
Data Centers



Tweet

Streaming

Selfie

Search Results

Connected

FIND A PARK OR FOREST NEAR YOU AT

DISCOVERtheFOREST.org





ETTER, McMAHON, LAMBERSON, VAN WERT & ORESKOVICH, P.C. LAWYERS

618 W. RIVERSIDE AVE.
SUITE 210
SPOKANE, WA 99201
509-747-9100

EMLVO has attorneys who have been elected to the American College of Trial Lawyers, the International Society of Barristers, the Federation of Defense and Corporate Counsel, and the American Board of Trial Advocates, as well as an attorney who has received an Outstanding Service Award from Washington State Association of Municipal Attorneys and who authored Washington Land Use, 2017-2018 ed. (Washington Practice Series, Vol. 36).

Practice areas include: Municipal support and defense, land use, labor and employment law, business and commercial litigation, professional liability defense, malpractice defense, medical/dental disciplinary proceedings, and criminal defense in all federal and state courts.

*Licensed to practice in Washington State,
Montana, Arizona and the Kalispel Tribal Court*

- *William F. Etter
- *Stephen M. Lamberson
- *Carl J. Oreskovich
- *Jeffrey R. Galloway
- *Andrew M. Wagley
- *Michael J. McMahon
- *Ronald A. Van Wert
- *Michael F. Connelly
- *Megan C. Clark
- *Tyson S. Goss



*Creating places in
the natural and built
environment that honor
future generations...*



- ENGINEERING
- WATER & NATURAL RESOURCES
- LANDSCAPE ARCHITECTURE
- PLANNING
- URBAN DESIGN
- ARCHITECTURE
- SURVEYING
- PROJECT MANAGEMENT

WASHINGTON Everett, Redmond, Vancouver | OREGON Beaverton, Portland, Gearhart |
COLORADO Boulder, Denver, Superior | www.otak.com

Strong communities start here.

For over 100 years, Regence has helped business and consumers navigate the ever-changing health care environment. We're still leading the way in making our health care system more accessible, sustainable and affordable. Congratulations to those recognized by the AWC's Employee Benefit Trust as a WellCity. We are proud to be in your company.

regence.com



OBJECTIVE, LAWFUL, THIRD PARTY INVESTIGATIONS

- Pre-employment background investigations
- Administrative workplace investigations
- Employee misconduct investigations
- Internal affairs investigations

PROFESSIONAL, INDEPENDENT, EXPERIENCED

425.741.8872 • PSTinvestigations.com

PST Investigations is a division of Public Safety Testing, Inc.



Citywise



If your city doesn't have an active Facebook or LinkedIn page, you're not even in the game for top talent. Active and relevant social media must be used to attract the caliber of talent you're seeking.

— CITY 101 P. 28 ▶

26 RAMIFICATIONS FOR CITIES OF THE JANUS DECISION
28 SMART RECRUITMENT IN A DIGITAL AGE **29** VETERAN EMPLOYMENT



Action Items

Cities should take these steps right now in response to the *Janus* decision.

- 1 Determine whether you have any employees who are paying representation or agency fees, and stop withholdings from their wages.
- 2 Read the savings clause in your CBA to determine if there is a specific procedure required to bargain over language rendered void by a change of law.
- 3 Identify the provisions of the CBA that are no longer enforceable in light of the *Janus* decision (e.g., the security clause).
- 4 Bargain with the union over the elimination of unenforceable language from the CBA, the terms that replace it, and how agreed changes will be communicated to the workforce.
- 5 If you absolutely cannot reach agreement with the union on required changes to the CBA, consider notifying employees that you are no longer legally able to enforce the security clause and are working with the union to address its removal.

UNION SUIT

Guidance for Washington public employers following the *Janus* decision

ROD YOUNKER SUMMIT LAW GROUP

A **S YOU ARE LIKELY** aware, on June 27, 2018, the United States Supreme Court issued a ruling in *Janus v. AFSCME* holding that it is unconstitutional for a public-sector employer to require nonconsenting employees to pay agency fees or other payments to a union. The specific challenge in the *Janus* case was to employer deductions for “agency fees,” which are union charges to employees who decline to join the union but still benefit from its activities, like collective bargaining and representation in the grievance process. The Court held that for a public employer to require employees to pay such fees to unions violates nonconsenting employees’ free speech rights.

What does *Janus* mean for public employers in Washington? The Illinois law challenged in the *Janus* case required employers to deduct agency fees from employee wages automatically if the relevant collective bargaining agreement (CBA) contained an agency-fee provision, with no form of consent from the employees required. While Washington laws and individual CBAs differ with respect to how they address deductions for union dues or fees, the federal courts are likely to find unconstitutional any deductions from the wages of public-sector employees for union fees or other payments where the employees do not want to be union members and have not affirmatively consented to the withholding of fees or other payments. One key question will be whether existing employee authorizations to deduct union dues or fees meet the Court’s standard for affirmative consent.

In our view, which is consistent with what we have seen from other early

commentators and even several unions, *Janus* requires public employers to cease making payroll deductions for agency fees immediately. While employees may have signed forms authorizing the deductions of agency fees prior to the *Janus* decision, that consent would not have been freely given where an employee was required to sign as a condition of employment. In contrast, an employee who affirmatively elected to become a union member and

ONE CHALLENGE EMPLOYERS MAY FACE WITH RESPECT TO CURRENT EMPLOYEES IS KNOWING WHETHER ANY EMPLOYEES OPPOSE SUPPORTING A UNION FINANCIALLY, AS UNION SECURITY CLAUSES AND/OR INTERNAL UNION FEE STRUCTURES MAY NOT PROVIDE EMPLOYERS WITH SUCH INFORMATION.

authorized a payroll deduction for membership dues should continue to be viewed as having affirmatively consented to deductions.

We further believe that public-sector employers may no longer require employees to authorize deductions for fees or other payments by enforcing contract language that requires such payments as a condition of employment, as that may result in compelled payments from employees



LEGAL AFFAIRS

who do not want to be members of the union and support its activities. One challenge employers may face with respect to current employees is knowing whether any employees oppose supporting a union financially, as union security clauses and/or internal union fee structures may not provide employers with such information. For example, in some cases agency fees are equivalent to the amount of union dues, so the employer does not know whether it is deducting union member dues or nonmember agency fees.

What to do? Public employers are undoubtedly eager to ensure that they are not acting contrary to the *Janus* case, as that could subject them to legal challenges from employees. At the same time, employers need to be mindful of the potential for legal challenges from unions, should they take actions that the unions believe are not mandated by the *Janus* decision and are contrary to the terms of a CBA or Washington statutory requirements. In order to weigh potential litigation risks, employers should first carefully evaluate their particular circumstances before taking action. We recommend the following initial steps:

- Analyze the applicable contract language and other evidence with respect to any wage deductions for payments to the union.
 - Does the CBA differentiate between union dues for members and nonmember agency fees?
 - Do you know whether individual employees are paying union member dues or agency fees?
- Does the CBA purport to require union membership as a condition of employment? If so, the parties will need to bargain new language, as employees cannot be compelled to be union members.
- Does the CBA obligate the employer to enforce the terms of the union's authorization card, and if so, what does the card say (e.g., does it limit when employees may withdraw authorization for dues payments)?
- If you cannot identify which employees (if any) are paying agency fees and not membership dues, promptly request this information from the union. Advise the union that this information is needed to ensure compliance with *Janus*, that your intent is to cease deducting agency fees, and that you would like to meet with the union soon to work through any other impacts of the *Janus* decision.
- Provide notice to those employees who have been agency fee payors about the *Janus* decision explaining that: (1) you will immediately discontinue payroll deductions of agency fees unless you receive a new post-*Janus* authorization signed by each employee; and (2) you will not enforce any union security language contained in the CBA (i.e., the employer will not enforce a CBA provision requiring it to terminate the employment of a bargaining union employee who declines to be a union member or pay agency fees). We recommend that you first share this notice with unions to get their input.
- Reach out to unions to understand what their policy will be if an employee wants to stop union membership. Some unions may only require written notice, while others plan to enforce restrictions on withdrawal. Ideally, public employers and unions can work collaboratively on a process to handle any employee union membership withdrawals and/or new consents for agency fee deductions.
- Work with the union to renegotiate any union security language in the contract that is inconsistent with the requirements of *Janus*.
- Ensure that supervisors and managers do not encourage employees to withdraw their union membership or attempt to advise bargaining unit members regarding the impact of *Janus*. Unions are likely to be very sensitive to interactions that may be perceived as interference, so employees with questions should be directed to their union or to human resources.

Getting guidance. Unfortunately, the path forward to comply with the *Janus* decision will differ for employers depending on the manner and extent to which its unions permit employees to opt out of union dues and the specific terms of their CBAs. We strongly encourage you to get legal advice specific to your CBAs and union relationships. **C**

Rod Younker's practice focuses on labor and employment law and involves litigation, counseling, training, and negotiating. Rod has extensive experience defending both public- and private-sector employers.



Sharing & Paring

Elected officials committed to meeting constituent expectations realize it won't be accomplished by simply growing the public workforce. The question, then, is how your community's needs will be met. Particularly in rural communities, the need can be acute.

One method is through the provision of a "contingent workforce." Do you really need an FTE? Instead, how about sharing employees between government jurisdictions? How about your city employing that planner three days a week and another jurisdiction using him or her for two days? Yes, you'll have to figure out arrangements about benefits, workers' comp and the like, but it can be done.

Another option is consolidating entire sets of services with another jurisdiction—or deciding to get out of the business entirely. Procurement, fleet maintenance, information technology, and human resources services are likely candidates in this area. Consolidating emergency dispatching services among jurisdictions is one of the fastest-growing national trends.

TEAM BUILDERS

New approaches to creating the next government workforce

PATRICK IBARRA MEJORANDO GROUP

HISTORICALLY, government at all levels has relied on decent pay, generous benefits, and stable employment to attract workers. As a result of factors like the political pressure to be leaner and more efficient, the expansion of interest in work-life balance, and the explosion of social media, each of these attractions has been significantly diminished, leaving public leaders scrambling.

The sum of all of these moving parts is that for government to build its 21st-century workforce, old models must be discarded in favor of "next practices"—contemporary, progressive, and practical strategies and tools to attract, retain, and optimize talent. Here are three approaches government leaders should embrace or expand to shift the headwinds of disruptive change into a tailwind.

■ **Recruitment and selection.** First off, this should not be just an HR function. Successful government leaders bring organizational horsepower to bear so that a unified vision among all executives, managers, and supervisors guides the development of their workforce.

It's time to recognize that you're competing for talent. The best people today aren't simply looking for a job; they want meaning and impact, and government is all about having an impact on residents' quality of life. The traditional methods of building the government workforce—post an advertisement, administer an exam, create a hiring list, make an offer—are essentially passé.

Redesign your city's website so it features more curb appeal and includes a web-based application process.

Feature testimonials from current employees about what a wonderful organization yours is and how the work is challenging. Adopt a more practical approach that reflects what you're really seeking from your workforce. Remember, hiring is like dating: you get what you look for.

■ **Social media.** If your city doesn't have an active Facebook or LinkedIn page, you're not even in the game for top talent. Active and relevant social media must be used to attract the caliber of talent you're seeking.

■ **Development and training.** Isn't it counterproductive that when government budgets are reduced, one of the first areas to be cut is training? Some government leaders have fought successfully to sustain their budgets for workforce development, persuading policymakers that now is when it is most needed. Investing in your city's workforce to handle tomorrow's challenges today is mission-critical. While you're at it, replace the word "training" in your city's budget with the word "learning"; training is an expense, whereas learning is an investment.

What all of these "next practices" approaches have in common is a focus not on simply adding bodies to the government workforce but on transitioning to a workforce that is right for the times—as they are now and as they will be. The old models just won't get you there. **C**

Patrick Ibarra, a former city manager, operates the Mejorando Group, an organizational effectiveness consulting practice with clients throughout the state of Washington.





SERVICE RETURNS

Entrepreneurial insights on addressing veteran employment

DANIELLA YOUNG BUNKER LABS SEATTLE

RECENTLY, I SPOKE on a panel at the 85th annual AWC Conference as a representative of Bunker Labs—a nonprofit that helps veterans and their families become leaders in entrepreneurship and innovation. The panel was titled “Veterans on the Homefront: From Deployed to Employed,” and I took my place alongside a Washington city mayor and the head of talent acquisition for a major national corporation.

Before the panel even got started, however, I got my first question: “Why are you here? Isn’t the theme employing veterans?” Forget, for a minute, the fact that I am a skilled, educated disabled combat veteran, a military spouse, and a woman—a diverse perspective to have in any conversation on veteran hiring. But why was an entrepreneurship speaker asked to be there, and why are entrepreneurs increasingly invited into the conversation on transition and veteran employment?

Here are some of the reasons:

■ **Owning a business is a valid alternative to working a J-O-B.** Post-World War II, 50 percent of veterans came home and started businesses—from mom-and-pop stores to some of the Fortune 500 companies that we all know today, according to Syracuse University’s Institute for Veterans and Military Families. Today, fewer than 25 percent of transitioning veterans express a desire to start, and only 4.5 percent actually do start, businesses. I believe that people haven’t changed that drastically; likely, what is holding veterans back is the knowledge that starting a business is even a viable option. Often-times, we also lack important connections to the people and processes needed to get a new business off the ground. This is where cities can really make an impact for aspiring veteran business owners, by

creating strong, internal communities of opportunity and networking.

■ **Small businesses employ millions.**

According to the Kauffman Foundation and the Institute for Competitiveness and Prosperity, almost all of the private-sector jobs created over the past 25 years come from businesses less than five years old. In fact, 70 percent of all jobs in America come from the 98 million small businesses around the country. So consider that if post-9/11 veterans were starting businesses at the same rate as Korean War veterans did, we would have created 2.8 million jobs already (instead of the estimated 324,000), and that studies have shown that veteran business owners are 30 percent more likely to hire other veterans. It’s starting to seem like encouraging veterans to become business owners is a pretty valid way to address veteran employment issues, isn’t it?

■ **The gig economy.** The world is changing very rapidly; experts agree that no one knows what the job landscape will look like 10 years from now. Personal branding is crucial to a successful career, and as the gig economy grows, entrepreneurship, consulting, and small businesses ownership are increasingly good ways to build a strong resume, develop skills in areas that you want to work in, increase your confidence, and network in ways that you never would have otherwise. The principle of “no take-backs” doesn’t apply in today’s job world, because the choices aren’t binary: no one has to give up a corporate job forever to start a business. You can go back and forth. We won’t tell.

■ **Millennials want work-life harmony, not just balance.** This generation is changing the name of the employment game: no longer is it good enough to



City Sparks

Bunker Labs is a 501(c)(3) that supports veterans throughout the journey of starting a business: from the idea stage—where active-duty service members are thinking about what to do post-service—to the growth stage of successful companies looking to hire, raise capital, and expand into new markets. Local government can collaborate with Bunker Labs Seattle by:

- Providing training on the process for obtaining certifications of status as a veteran, minority, woman-owned business, etc.
- Providing training on the bidding process for government contracts
- Attending monthly networking events among veteran entrepreneurs, industry representatives, and local government
- Assisting with media spotlights and positive press coverage for successful veteran business owners
- Referring transitioning veterans with business ideas to apply for the Veterans in Residence Program in Seattle



CITY 101

have work-life balance. The post-9/11 veterans fit this model as well. We want to be challenged, engaged, change the world, and have fun while doing it. What better way is there to find a job you are passionate about than to create your own? I've worked some long, long shifts overseas in a war zone. But I've worked even longer hours from my home office, building my dream, developing my skills, and solving problems that I truly care about (and the flexible schedule allows me to spend precious time with my toddler). One of the questions at the panel was from a high-ranking coast guard officer who shared that, after over 20 years with the military, he went to work as an entry-level guard at a shipyard, because he couldn't find anyone who appreciated

his military-acquired job skills. Maybe all he was missing was for someone to encourage him to build his own dream, "vetrepreneur" style.

■ **Translation, confidence, and selling yourself.** One of the biggest struggles that the 200,000 active-duty military members transitioning from service this year will face is their inability to translate their innumerable skills, developed in some of the hardest situations imaginable, into language that can be understood by the average American hiring manager. The most aware corporations struggle to train their recruiters to understand military lingo, while former service members try hard to reconnect to "civilian speak." Here's the good news: a big part of

starting a successful company involves pitching—explaining who you are, what pain you solve, and what your unique value is—which is also the essence of what military transition programs are trying to address. Like new job seekers, many new business owners are nervous and unsure of themselves, while most experienced ones have developed the ability to speak with confidence. A little bit of entrepreneur training can go a long way in strengthening the ability to sell yourself, whether at the next job interview or to an investor. **C**

Daniella Young is the Bunker Labs Seattle city leader; a culture, innovation, and entrepreneurship coach; and an active-duty Army wife, a speaker, a writer, and a mom.

2018 AWC CONFERENCE EXHIBITORS



425-245-3569
 aakavs.com | arnab@aakavs.com

We provide cloud-mobile-GIS based most advanced and economic asset management system, financial ERP, and a variety of IT/ GIS professional services including systems integration, document management, IT security, mobile and cloud technologies.



PO Box 7906 Tacoma, WA 98417
 206-588-6861 | goairlift.com

Our cloud software reflect the joy of simplicity. We help you get things done. Effective, affordable, delightful solutions you can trust and will grow with your business needs. Proudly made in the great state of Washington.



1420 Fifth Ave, Ste 1200, Seattle, WA 98101
 206-467-4627 | aon.com

Aon is a global leader in human resource consulting. We help employers to develop, assess and maximize their health & benefits, retirement, investments, and human resource programs.



Western WA – 425-599-9354 | Eastern WA – 509-821-0379
 apollosolutionsgroup.com

Apollo Solutions Group provides turn-key, guaranteed outcome energy efficiency solutions for municipalities that reduce operating costs of your building(s) and systems while improving their social, environmental, and financial performance.

2018 AWC CONFERENCE EXHIBITORS



327 E Pacific Ave, Spokane, WA 99202
888-534-2427 | biassoftware.com

Bias Software, based in Spokane, provides a comprehensive BARS-compliant Software Suite that is easy to use and meets all WA State financial requirements, including annual reports.



1700 Civic Dr, DuPont, WA 98327
253-964-8121 | www.dupontwa.gov

The City of DuPont is a growing community of approximately 10,000 residents located in Pierce County. Known for its history, trails, and golf, DuPont has plenty to offer.



15815 25th Ave W, Lynnwood, WA 98087
comcast.com

Comcast Corporation is the nation's leading provider of entertainment, information, and communications products and services.



PO Box 75688, Seattle, WA 98175
800-554-1907 | deltadentalwa.com

We are the industry leader in dental benefits featuring the largest network, local customer service, and innovative online tools. We work to transform the industry, remove barriers to care and improve oral health for all. No one cares for your healthy smile like Delta Dental.



1055 NW Maple St, Issaquah, WA 98027
888-809-4609 | ednetics.com

Ednetics provides broadband, wired and wireless network, unified communications, physical security and support solutions to the public sector. We work closely with organizations to enhance customer environments while conserving resources.



19125 Northcreek Parkway, Ste 120, Bothell, WA 98011
425-212-1235 | www.executech.com

Executech provides award-winning IT services with a personal touch. We provide enterprise-quality technology services such as IT support, Office 365, Cybersecurity, and Cloud Backup. Call to learn about no contracts and 24/7 support!



7525 166th Ave NE, Ste D-215, Redmond, WA 98052
(425) 867-1802 | www.fcsgroup.com

Building financially sustainable communities through utility rate/fee consulting, asset management consulting, financial planning/analysis and economic services.



PO Box 94669, Seattle, WA 98124
206-233-2513 | filelocal-wa.gov | filelocal.org

Your one stop for local business licensing and tax filing.

FileLocal is a web portal for business license applications and filing local taxes with one easy payment across multiple participating cities.

2018 AWC CONFERENCE EXHIBITORS



2815 Second Ave, Ste 540 Seattle, WA 98121
206-724-0616 | flo-analytics.com

We provide GIS solutions that increase efficiency and save money for communities across Washington State. Whether you are just beginning to implement GIS, or are looking for the best ways to increase your GIS capacity, we can help you reach your goals.



253-620-6639 | gth-gov.com

GTHGA is now offering project development services to help cities take projects from vision to reality through project framing, funding strategies, and identifying external funding sources. Make your project a reality with us!



www.seattle-riskmanagement.com
contact@seattle-riskmanagement.com | 206-795-4646

Dedicated to independent, impartial, objective and professional pursuit of the facts. We specialize in personnel investigations and independent police oversight and review. Our work is conducted with confidentiality and integrity.



22745 29th Dr SE, Suite 100, Bothell, WA 98021
206-475-1005 | jci.com

Reduce energy and operating costs with guaranteed savings. Self-funded improvements address sustainability goals, promote local jobs, improve efficiency, upgrade infrastructure, address deferred maintenance and increase occupant comfort/safety.



601 Union St, Ste 3100, Seattle, WA 98101
800-542-6312 | kp.org/wa

Kaiser Permanente exists to provide high-quality, affordable health care services and to improve the health of our members and the communities we serve. Our coordinated and connected care is now available throughout Washington.



201 S Jackson St, Ste 200, Seattle, WA 98104
206-477-4415 | kingcounty.gov/gis

We operate the most capable GIS in the Pacific Northwest. Every day we deliver innovative GIS business solutions that provide value for great cities. For GIS consulting, programming, mapping, or training, let KCGIS help you put GIS to work!



PO Box 44607, Tacoma, WA 98448
888-539-1535 | mcdonaldservices.com

McDonald & Associates is the region's premier investigative firm. We provide a wide range of services to a diverse clientele including self-insured employers, attorneys, TPAs, and governmental agencies. Need questions answered? We can help!



5005 Third Ave S, Seattle, WA 98134
206-762-3311 | mckinstry.com

McKinstry is an integrated consulting, construction, energy and facility services firm that advocates sustainable solutions to improve building efficiency, reduce operational costs, and optimize profitability "For The Life of Your Building."

2018 AWC CONFERENCE EXHIBITORS



1-800-933-6772 | mrsc.org | fb: /munigov | t: mrsc_wa

The Municipal Research and Services Center (MRSC) supports local government success by providing legal and policy guidance, and other services to all cities, counties, state agencies, and hundreds of special purpose districts.



net-tech.com | 425-452-8324

Net-Tech provides outsourced IT services on public, private, and hybrid cloud for organizations between 30 and 250 employees. All of the hardware is provided "as a service" to convert IT budgets to an operational cost and enforce standards.



206-462-6368 | productstewardship.net

We are a coalition of government agencies in Washington & Oregon that advocates for product stewardship policies that require manufacturers to share in the responsibility and costs of safely managing that product throughout its lifecycle.



3200 Sunset Way SE, Olympia, WA 98504-0031
360-902-0370 | sao.wa.gov

The Office of the Washington State Auditor provides an objective, independent accounting of the use of public money at all levels of government. The Office also offers financial analysis tools, process improvement and cybersecurity testing.



Website & Social Media Archiving

Pagefreezer.com

- Meet Washington State Open Records Requirements
- Reduce Information Request Costs
- Provide Complete Self-Service Transparency to Your Digital Records

We take compliance off your plate.



PO Box 97034, Bellevue, WA 98009
1-888-225-5773 | pse.com

As Washington's largest utility, Puget Sound Energy provides custom incentives, rebates and technical assistance for energy improvements for government facilities, as well as renewable energy programs for cities, residents and businesses.



678-965-4814 | radarsign.com

Radarsign offers armored radar speed signs in AC, solar, & portable battery models. Access the signs via Wi-Fi, or remotely with cellular modem service. 100% MUTCD-compliant. Certified Quality System ISO 9001:2015. Manufactured in the USA.



Regence BlueShield is an Independent Licensee of the Blue Cross and Blue Shield Association

1501 Market St, PO Box 2915, Tacoma, WA 98401
253-382-7731 | regence.com

As a nonprofit independent licensee of the Blue Cross and Blue Shield Association, Regence and our 1.1 million members is part of a family of companies dedicated to transforming health care by delivering innovative products and services that change the way consumers experience health care.

2018 AWC CONFERENCE EXHIBITORS



1621 114th Avenue, Suite 219, Bellevue, WA 98004
206-550-0561 | SAFEbuilt.com

SAFEbuilt is a US leader in community development services. With SAFEbuilt, cities complete timely building plan and zoning reviews, inspections and code enforcement. We are fully certified and bring extensive training and experience.



14431 Ventura Blvd, #575, Sherman Oaks, CA 91423
818-906-1212 | securitylines.us

Security Lines US offers a Portable 4-Camera Surveillance System with 2TB Onboard Storage that's easy to move, requires no infrastructure and costs only \$7495.



2021 E College Way, Suite 214, Mount Vernon WA 98273
360-419-5684 | strategicemergencyeducation.com

SEE specializes in Disaster and Emergency Services to include Plan Writing; Grant Writing & Management; NG911; Emergency Operations Center Development & Assistance, Staff Training (i.e. active shooter, situational awareness); Drills & Exercises; and CPR & first aid training.



PO Box 40901, Olympia, WA 98504
360-586-1140 | tib.wa.gov

The TIB provides funding from the state gas tax to cities and urban counties through grant programs that target street construction, resurfacing, and sidewalks.



uscommunities.org
720.441.9739 | mphelps@uscommunities.org

U.S. Communities is a national cooperative purchasing program, providing government procurement resources to local and state government agencies, school districts K-12, higher education institutions and nonprofits providing best overall supplier government pricing.



509-315-8845
info@visionms.net | visionms.net

Vision is a Local Government Software Leader that provides Office Automation from Financials to Permitting, making your jobs more efficient! We are proud to offer affordable solutions with cutting edge technology, integration and support second to none in the industry.



Visit www.wastate529.wa.gov or call
GET: 1.800.955.2318 | DreamAhead: 1.844.529.5845

Washington's 529 plans help families plan ahead for college expenses. Learn more about how the Guaranteed Education Tuition program and the DreamAhead College Investment Plan can help you start saving towards a brighter future.



Department of Commerce

1011 Plum St SE, Olympia, WA 98504
360-725-4000 | commerce.wa.gov

How can we help strengthen your community? Find funding and assistance to serve communities, build infrastructure, and grow your economy at commerce.wa.gov

2018 AWC CONFERENCE EXHIBITORS



360-407-2200 | des.wa.gov
customerrelations@des.wa.gov

Best Value for Our Customers

We manage services governments need: Goods & Services Contracts, Energy, Mail, Print, Project Management, Surplus Property, and Workforce Learning.



WASHINGTON STATE
Public Works Board
Infrastructure is Fundamental

pwb.wa.gov | 360-725-2744

Infrastructure is Fundamental

Thirty-one years ago, the legislature created the Public Works Board in partnership with local governments to finance critical infrastructure projects. We are still your partners today, and together we can build your ideal Washington of tomorrow.



Washington State Department of
Labor & Industries
Division of Occupational Safety and Health

7273 Linderson Way SW, Tumwater, WA 98501
1-800-423-7233 | Lni.wa.gov/safety

DOSH—a national leader in occupational safety and health—offers on-line materials and other resources including free on-site consultations to help keep Washington State workers safe and healthy.



wmacclerks.org

Safeguard your community by ensuring the Municipal Clerk's Office is informed on current legislation, cutting edge electronic solutions, and emerging issues. Join the Washington Municipal Clerks Association and take advantage of the numerous professional development opportunities.



**Metropolitan Center for
Applied Research & Extension**

WASHINGTON STATE UNIVERSITY
EXTENSION

206-219-2400 | metrocenter.wsu.edu

Client Centered – Research Based – Outcome Driven

World class expertise working for your city to create innovative, sustainable solutions to local issues.



Mary Evans, Director, Public Sector Services
425-814-7844 | mevans4@wm.com

Cities choose Waste Management for innovative and cost-effective sustainability solutions. Let's talk about what partnering with WM could mean for your city!

wmnorthwest.com | sustainability.wm.com

Cityvision

509 Olive Way, Suite 305, Seattle, WA 98101
206-454-3058 | wacities.org

Cityvision, the official AWC magazine, keeps its' members informed on best practices, fosters strategic planning, and encourages creative problem-solving. It showcases innovative projects and reports on legislation that affects communities across the state. *Cityvision* is distributed bimonthly to over 4,200 partners involved in state projects and policies, providing an unmatched opportunity to reach government decision-makers in the state of Washington. Contact Carol Cummins today to get your advertising message in front of this important audience. ccummins@sagacitymedia.com

Cityscape

Heavy Lifting

In the face of workforce upheaval, cities can help lay the groundwork for community prosperity.



A WORKFORCE THAT STAYS in its accustomed lane and doesn't explore beyond the beaten path isn't going to prosper. While some traditional tasks may still be best performed in traditional ways, others can benefit from creative approaches—and accomplishing new tasks requires even more innovation. The pathway to stability and growth, for both communities and their workers, is rarely straight.

As employers, cities can lead by example. Align education and training programs with city services to prepare staff for new or future projects. Empower employees to open up space for their own professional growth. Look at how the city can model responsible management for private-sector employers, offering wages and benefits that reflect a rising cost of living and ensure financial stability. Make a commitment to inclusion and diversity.

Beyond city hall, city leaders who take stock of a transitioning workforce can help enhance economic mobility for their residents. Bring together the community and industry players to create accessible career pathways and training pipelines. Partner with local public schools and colleges to align degree or certificate programs with growing job sectors, and help set up apprenticeship and youth employment programs. Work with nonprofit and community-based organizations that deliver workforce services or employment navigators to reach people who most need support services.

The labor market is changing dramatically. How cities respond, both inside city hall and within the community, can help their residents navigate a world poised for change and challenge. **C**

Congratulations 2018 Advocacy All-Star Award winners!



Jessica Bateman, Councilmember, Olympia

In appreciation of her advocacy efforts to gain state support for cities to address affordable housing and homelessness issues.

Kimberly Hendrickson, Project Manager, Poulsbo

In recognition of her help in securing city tools to address severe mental illness and substance abuse issues in our communities.

Jim Rioux, Project Manager, Olympia

In appreciation of his public works policy assistance, including work on legislation that provides cities new authority to utilize unit priced contracts.

Elana Zana, Attorney, Ogden Murphy Wallace

In recognition of her work to help client cities and others develop local ordinances to facilitate small cell infrastructure deployment.

AWC Advocacy All-Star Awards recognize and celebrate the actions of those who advocate for all 281 cities and towns.

Strong Cities, Great State



wacities.org

We are here for you.

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



1-800-562-8981
wacities.org/Trust

choice | health | service