Cityvision

THE ASSOCIATION OF WASHINGTON CITIES MAGAZINE

LEADING THE WAY

COLLABORATION AS A KEY TO CIVIC PROGRESS

AWC ASSOCIATION OF WASHINGTON CITIES

MAY/JUN 2019

wacities.org

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CITYVISION MAGAZINE VOL. 11 / NO. 3

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FROM THE PRESIDENT

Leadership. It means different things to different people. As I write my last *Cityvision* column as your president, I would like to share my thoughts on what leadership means to me. My hope is that everyone who decides to run

for office will do so out of service to their community, and not to promote personal agendas or ideology.

Leaders lead by example; they can be quiet and let their actions speak for themselves, or they can be vocal and demonstrative. Whatever their style, community leaders, especially elected officials, do what is best for their communities. Leaders make decisions that do not always align with their personal ideology but that do align with the majority they represent and benefit the greater community they serve. True leaders are flexible, have the ability to compromise, and see all positions on issues.

Leaders develop partnerships with other community leaders. Ten years ago in Kennewick, we lacked the kinds of partnerships needed to do good for the community. But through strong leadership, the City of Kennewick has developed great partnerships with the Port of Kennewick and Benton County government; we've worked together to redevelop and reinvigorate our Columbia Gardens Urban Wine Village, Vista Field, Clover Island, and Downtown Kennewick. It will be my pleasure to show the results of our great partnerships to all of you in June 2020 when Kennewick hosts the AWC annual conference.

We cannot be successful and grow as community leaders, and as elected officials, if we are not willing to work with each other for positive results. Leadership is not cheap, it is not easy, and it is not without risk. How you lead, and how your constituents view your leadership, will define you as a leader and, more importantly, as a person.

It has been an honor to have served as your AWC president for this past year. AWC is a wonderful organization that has great leadership and supporting staff. AWC is a leader to be proud of.

Sincerely,

Don Britain
Mayor, Kennewick

Cityvision

5/6.19

A folk dancer performs in downtown Pasco at the city's 2019 Cinco de Mayo Celebration
ALL INCLUSIVE, P. 14

KIM FETROW PHOTOGRAPHY

Sustainability is not a new concept for us.

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Waste Connections' sustainability efforts extend beyond the environment; we also measure the positive impacts we have on the communities we serve, the development and welfare of our employees, and the financial health of our company.

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Whidbey Island Disposal, *Island County*
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Olympic Disposal, *Jefferson & Clallam Counties*
Silver Springs Organics, *Thurston & Pierce Counties*
Vancouver Hauling, *Clark County*
Yakima Waste, *Yakima County*
Mason County Garbage, *Mason County*

Contact: Eddie Westmoreland, Western Region VP of Governmental Affairs - 253.896.3275 / EddieW@WasteConnections.com

Citybeat

A Tale of Two Cities

How a brush with terminal apathy brought Bingen and White Salmon back to life

IT'S A FEUD SHAKESPEARE HIMSELF could have conjured: Two cities—Bingen and White Salmon—locked in a bitter rivalry dating back to their founding in the late 1800s. The issue? Access to the Columbia River.

The founding families—the Suksdorfs of Bingen and the Jewetts of White Salmon—were at loggerheads over water access, and no one would budge. The ferry landing was accessible only through Bingen, and things reached such a fever pitch that the Suksdorfs blocked the right of way to the river, completely isolating White Salmon from its lifeline of goods. White Salmon responded by building its own road and dock, but issues continued to fester. When the railroad came to the area, neither town would cede on the station name, so it has borne the names of both cities to this day.

White Salmon City Administrator Pat Munyan recalls that the tension was still palpable over a century later, when he started the job in 2010. "There was a long-term standing of mistrust between the two cities," he says, "partly due to a 'good ol' boy' system in which if there's always been dispute, there's always going to be one." But geo-

CONTINUED ON P.10 ▶

NOTED ▶ A PRIMER ON MUNICIPAL ELECTIONS LAW **THE QUESTION** ▶ WHAT'S BEEN DIFFERENT FROM WHAT YOU EXPECTED? **TRAINING** ▶ AWC ANNUAL CONFERENCE AND MORE

FRESH IDEA

Party Line

Mill Creek stages alfresco summer soirees to engage with its community.

BY ISABELLE JOHNSON

IN AN AGE WHEN INFORMATION exchanged via email and social media often takes the place of face-to-face communication, the City of Mill Creek has adopted an old-school approach to connecting its citizens with one another and to their city: it has assumed the role of civic *saloniste*.

About a year ago, municipal staff were brainstorming ways that they, their families, service providers, and local businesses could come together, share ideas, and enjoy some fresh air. The result has been two related programs: Party in the Parks, a summer civic open house staged at rotating Mill Creek parks, and the Pop-Up Block Party, a city-owned utility trailer stocked with games and supplies that drops in on neighborhood gatherings.

"We're not asking people from community organizations to stand behind a booth at Party in the Parks events," says Joni Kirk, Mill Creek's director of communications and marketing. "We want them to offer things that are fun for kids and families to do." While some volunteers from civic groups like the local Lions Club (which serves food at the events) actually prefer to stand behind a booth at Mill Creek's Party in the Parks, the city and civic partners—from firefighters to Boy Scouts—provide a bevy of activities to encourage partygoers to mix and mingle. And in addition to setting up giant parachutes and cornhole boards, at one Party in the Park last summer the city distributed surveys soliciting detailed feedback about Mill Creek's proposed biennial budget.

THE CITY AND CIVIC PARTNERS—FROM FIREFIGHTERS TO BOY SCOUTS—PROVIDE A BEVY OF ACTIVITIES TO ENCOURAGE PARTYGOERS TO MIX AND MINGLE.

"We went through every survey we had," says Kirk, noting that the city actually used responses from the surveys to guide decision making about the budget. "We want people to come and have fun, but we can also use it as an opportunity to help the city do better."

Mill Creek adopted a more laissez-faire approach with its Pop-Up Block Party, a 7-by-14-foot utility trailer stocked with games, folding tables and chairs, coolers, a bubble machine, first aid supplies, and road closure materials (purchased with $9,808 donated from local businesses and nonprofits and a $300 ante from the city). Residents reserve the trailer online, free of charge, with only two stipulations—that they pay a $150 refundable deposit with proof of insurance, and that they agree to invite the entire neighborhood to participate in the event they are hosting.

"When people connect in a neighborhood, they are safer," explains Kirk, who notes that the city, which will reprise its Party in the Parks and Pop-Up Block Party this summer, has fielded information requests from several cities seeking to emulate the program. "They are able to share information, and it really strengthens the bond within that community."

For more information:
cityofmillcreek.com

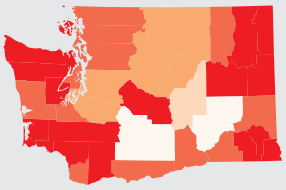
A STATE OF RACE

The unique character of Washington's 281 cities and towns is shaped in part by the state's demographic makeup.

White Race and Ethnicity by County

Whites (non-Hispanic) as a percentage of the population (%):

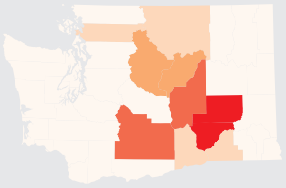
35% 47% 58% 70% 81% 93%



Hispanic Race and Ethnicity by County

Hispanics (excluding black and Asian Hispanics) as a percentage of the population (%):

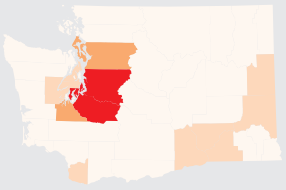
2% 15% 26% 38% 50% 62%



Black Race and Ethnicity by County

Blacks as a percentage of the population (%):

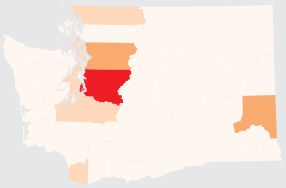
0.0% 1.3% 2.7% 4.0% 5.3% 6.7%



Asian Race and Ethnicity by County

Asians as a percentage of the population (%):

0.5% 3.7% 6.7% 9.8% 12.9% 16.0%



Source: statisticalatlas.com/state/Washington/Race-and-Ethnicity

Note: Because of limited space, the categories of "mixed" and "other" are not represented on the maps above.

SLICE OF LIFE

FAITH HEALERS

Local law enforcement and clergy commune to make Lynnwood a safer place.

BY ISABELLE JOHNSON

A PRIEST, AN IMAM, and a rabbi walk into … the local police department. And it's no joke: they're there to learn from public safety officers about topics like natural-disaster prevention and drug awareness as part of the City of Lynnwood's Cops and Clergy program.

When Lynnwood Chief of Police Tom Davis came to the city as its interim chief three years ago, he realized that law enforcement and faith leaders dealt with a lot of the same issues, and that the police department couldn't solve all of the community's challenges on its own. So the department created Cops and Clergy within its Community Health and Safety section, led by Sergeant Cole Langdon.

Around 50 faith-based organizations participate in the program, and the quarterly meetings regularly draw crowds of 30 to 60 or more. The gatherings always begin with a coffee klatch, where faith leaders and beat cops mix and mingle for about 20 minutes before Davis briefs the room with any community updates. The rest of the meeting is devoted to a particular topic like active shooter training, a topic of keen interest in light of recent shootings targeting mosques and synagogues. "It's our role as clergy to be a refuge for these people," says Ihab Bouanani, a board member of the Dar Al-Arqam Mosque. "We want our community to come to us whatever the situation."

While trainings may be the primary agenda item, Langdon says that it's those first 20 minutes of casual conversation where the most progress happens. "What we've seen is relationships start to form," he notes. "We're seeing members from our Jewish faith, our Muslim faith, coming together and interacting with Christians where they might not otherwise have a reason to intersect."

"IF WE HAVE ISSUES GOING ON IN A GIVEN AREA, WE CAN CALL A FAITH LEADER UP AND HAVE THEM BE A CONDUIT TO SPEAK TO THEIR CONGREGATION."

The budding relationships extend to the city's law enforcement as well, with whom clergy previously interacted largely when they had a problem to address. As Davis puts it: "The first phone call to me shouldn't be in the middle of a crisis." Now, Langdon says that faith leaders help law enforcement by serving as an early warning system for crime and providing context from within their respective communities. "If we have issues going on in a given area, we can call a faith leader up and have them be a conduit to speak to their congregation," says Langdon, who notes that occasionally, different houses of worship even let officers train in their buildings during the week.

Looking forward, Langdon and Davis hope to build a community emergency response team that draws on the connections being formed. "This is something that's ongoing, just like any other relationship," Langdon says. "We're constantly trying to build it and make it better and nurture it."

For more information:
lynnwoodwa.gov

MUNICIPAL ELECTIONS

The statutes for towns and second-class cities are similar. First-class cities may have additional filing or residency requirements in their city charter.

Towns: RCW 35.27.080 – Eligibility to hold elective office.

No person shall be eligible to or hold an elective office in a town unless he or she is a resident and registered voter in the town.

Code Cities: RCW 35A.12.030 – Eligibility to hold elective office.

No person shall be eligible to hold elective office under the mayor-council plan unless the person is a registered voter of the city at the time of filing his or her declaration of candidacy and has been a resident of the city for a period of at least one year next preceding his or her election. Residence and voting within the limits of any territory which has been included in, annexed to, or consolidated with such city is construed to have been residence within the city. A mayor or councilmember shall hold within the city government no other public office or employment except as permitted under the provisions of chapter 42.23 RCW.

For more information: AWC's "So you want to be an elected official," wacities.org; "Getting into Office," mrsc.org; Public Disclosure Commission candidate resources, pdc.wa.gov.

The one-year residency requirement is unique to code cities, as is the reference to annexed territory. Council-manager code cities requirements are substantially similar.

The filing deadline for 2019 municipal elections was May 17.

RCW 29A.24.031 – Declaration of candidacy.

A candidate who desires to have his or her name printed on the ballot for election to an office other than president of the United States, vice president of the United States, or an office for which ownership of property is a prerequisite to voting shall complete and file a declaration of candidacy. The secretary of state shall adopt, by rule, a declaration of candidacy form for the office of precinct committee officer and a separate standard form for candidates for all other offices filing under this chapter. Included on the standard form shall be:

(1) A place for the candidate to declare that he or she is a registered voter within the jurisdiction of the office for which he or she is filing, and the address at which he or she is registered;

(2) A place for the candidate to indicate the position for which he or she is filing;

(3) A place for the candidate to state a party preference, if the office is a partisan office;

(4) A place for the candidate to indicate the amount of the filing fee accompanying the declaration of candidacy […];

(5) A place for the candidate to sign the declaration of candidacy, stating that the information provided on the form is true and swearing or affirming that he or she will support the Constitution and laws of the United States and the Constitution and laws of the state of Washington.

[…]

All city and town offices are nonpartisan.

The registered voter requirement means that candidates must be over 18 years of age, reside within the state of Washington and the district, and be a US citizen

RCW 29A.36.201 – Names qualified to appear on election ballot.

The names of candidates certified by the secretary of state or the county canvassing board as qualified to appear on the general election shall be printed on the general election ballot.

If a primary for an office was held, no name of any candidate shall be placed upon the ballot at a general or special election unless it appears upon the certificate of either (1) the secretary of state, or (2) the county canvassing board.

Excluding the office of precinct committee officer or a temporary elected position such as a charter review board member or freeholder, a candidate's name shall not appear on a ballot more than once.

Prohibits dual office holding in some circumstances. Candidates may not run for two city positions (such as mayor and council) within the same year. Current elected officials not up for election can run for other offices.

Cities that have adopted districts also require the candidate to reside in that district.

For more information: wacities.org

THE QUESTION

HOW HAS THE REALITY OF BEING AN ELECTED OFFICIAL DIFFERED FROM WHAT YOU EXPECTED?

I am having much more fun than I expected. I find council meetings energizing, and I wish we had more time to brainstorm as a group. I have met some amazing people and am more hopeful for our city now than I was before being elected. It turns out our community is really good at collaboration. As a lifelong bus rider, it is also pretty exciting to be a board member for our local transit agency.

—KATE DEXTER
Deputy Mayor, Port Angeles

Being an elected official has been more rewarding than I expected. Moving issues forward requires time and persistence outside of our bimonthly meetings, and while that can be time-consuming, seeing the results is motivating. I have also appreciated the power of hearing vs. listening: when citizens feel like they are genuinely heard and acknowledged, it creates space for conversations that move issues forward while respecting all viewpoints.

—MARLA KEETHLER
Councilmember, White Salmon

It was surprising to see how much time and effort were required to implement priorities and complete projects. A budget was already in place when I joined the council, which meant that for the first year and a half I was managing the priorities of a previous council. Implementing change required that I slow down and hear the perspective of residents, conduct feasibility studies, and seek grant opportunities for important projects.

—CARMEN MÉNDEZ
Councilmember, Yakima

TRAININGS

JUNE

18 **Retro Law Enforcement & Hearing Protection** Webinar
20 **Designated Employer Representative** Auburn
25–28 **AWC Annual Conference** Spokane

AUG

13 **RMSA Public Records Act** Naches
22–23 **Municipal Budgeting & Financial Management** Leavenworth
28 **RMSA Public Records Act** Yelm

SEPT

3 **RMSA Public Records Act** Harrington

TRAINING HIGHLIGHTS

AWC ANNUAL CONFERENCE

JUNE 25–28 Spokane

This year's Annual Conference theme is "**Building Comm*unity***," a concept that communicates the importance of emphasizing our collective strengths and focusing on our similarities as a critical part of good governance.

Washington's city leaders have a tough job. They have been entrusted to represent a diverse group of residents—individuals with a wide range of beliefs and backgrounds. In a time of increasing polarization when common ground is harder to find, elected and appointed officials and city staff are uniquely positioned. As the government closest to the people, they have the best chance to build community, foster unity, and create opportunity in the cities they serve.

MUNICIPAL BUDGETING & FINANCIAL MANAGEMENT

AUGUST 22–23 Leavenworth

More than a bunch of numbers, a local government's budget document is your primary tool for prioritizing and addressing your community's needs. It's how your residents learn what community investments to expect and how funds will be divided among various services.

This popular annual workshop is designed for elected officials and staff from local governments, from novices to experts, who have a role in developing or implementing the budget. It gives them the skills to enhance their budget document, from incorporating performance measures to engaging residents in the process.

For more information: wacities.org

A Tale of Two Cities continued from page 5

graphically, at least, the cities have always been close. "I mean, you pretty much have to go through Bingen to get to White Salmon," Munyan explains.

Several years ago, though, a make-or-break situation forced the neighbors to cooperate. Both towns, unable to field enough candidates to fill vacant city council positions—"I was going to be down to only two councilmembers," Bingen Mayor Betty Barnes says, "and you don't have a government with two councilmembers"—considered a merger, and even commissioned a study on the most efficient way to

TODAY, BINGEN AND WHITE SALMON PEACEFULLY COEXIST, AND THE WAR OVER COLUMBIA RIVER ACCESS IS SO MUCH WATER UNDER THE BRIDGE. BOTH COUNCILS ARE FULLY STAFFED, AND THEY'VE EVEN ADOPTED AN UNOFFICIAL MOTTO: TWO CITIES, ONE COMMUNITY.

make consolidation happen. But the locals wouldn't countenance it; instead, candidates came out of the woodwork to run for the open positions. "Something good came of it," Barnes says. "We walked away from that conversation with everyone having a better understanding of the situation and of each other."

Today, Bingen and White Salmon peacefully coexist, and the war over Columbia River access is so much water under the bridge. Both councils are fully staffed, and they've even adopted an unofficial motto: Two Cities, One Community. The mayors collaborate on decision making, share airtime each month on their local radio station, and even trade VIP appearances in each other's town parades—Barnes rides in White Salmon's Spring Fest, while White Salmon Mayor David Poucher joins Bingen's Huckleberry Festival.

The communities also swap public services—Bingen contracts White Salmon's police department and purchases drinking water from its sister city, while White Salmon uses Bingen's water treatment plant. Recently, Bingen residents even passed a tax levy to help finance White Salmon's new public pool, which locals from both towns hope to dip their toes into soon. Barnes says relations have never been better. "We get valuable assistance from them and vice versa," she adds. "Everyone's getting a fair shake."

The moral of this story? It's best to look forward, not back.

—Tracy Howard Garton

For more information:
bingenwashington.org, white-salmon.net

Cityscope

Twisp Mayor Soo Ing-Moody

Q&A

Will of the Twisp

Mayor Soo Ing-Moody talks about how evaluating a town's weaknesses can be a source of strength.

INTERVIEW BY KIRSTEN DOBROTH

You were born and raised in Niagara Falls, Canada, and earned earned dual master's degrees at Germany's Freiburg University. What brought you to Twisp?
I met my husband while working on a project for the German government in Mongolia. He's from Twisp, and we decided to move back there [and open a bed-and-breakfast] because I loved the area, and it just felt like home to me.

What got you involved with local government?
Initially, I didn't run for mayor. I ran for council because it was a time in my life where I felt like I could contribute more and volunteer, and the town needed people to step up for service. Nine months after I was chosen for the town council, I was appointed to the position of mayor by the rest of the council in 2010.

Since then, Twisp has been designated as a high-risk area for future wildfires.
We've been identified by a recent Forest Service study as one of the most wildfire-vulnerable communities in Washington state, and as one of the dozen most wildfire-vulnerable communities in the US, because **CONTINUED ON P.12** ▶

PHOTOGRAPHS BY RYAN BELL

Q&A

of climate change predictions and the fuels we have around us for fire.

The 2014 Carlton Complex Fire and the Twisp River Fire, which was part of the much larger Okanogan Complex Fire that killed three firefighters in 2015, are obviously incredibly devastating examples of that.
It was a miracle our town survived. New fires would flare up even as the known ones were not yet out—all while the power was out, radios were down, and cell service jammed when it was needed most.... There's nothing like a disaster to make you step up, regardless of where you are or how large your community is: you suddenly realize that there's another level of responsibility. The health and well-being of your citizens and making sure that no harm comes to them is no. 1. I don't think that even as a mayor you become as acutely aware of that until you're in that position.

What was Twisp's biggest takeaway from that experience?
The one thing I can say for all municipalities is that your community's weakest link is going to be one of the paramount impediments to your ability to manage through an emergency.

What was the weakest link in Twisp?
Communications: the emergency operations center was identified as a facility that was critically missing in our area.... We couldn't even communicate properly about evacuations the first year. We literally had to go door to door. The biggest lesson was that when times are good, all communities should be assessing where their respective weaknesses lie—and in doing so, focus on how to improve those areas prior to any kind of event.

"WHEN TIMES ARE GOOD, ALL COMMUNITIES SHOULD BE ASSESSING WHERE THEIR RESPECTIVE WEAKNESSES LIE—AND IN DOING SO, FOCUS ON HOW TO IMPROVE THOSE AREAS PRIOR TO ANY KIND OF EVENT."

For Twisp, that means starting construction next year on a $3.3 million Civic Building/Emergency Operations Center. How did you make that happen?
Through an accumulation of grants and four state capital appropriations—including $1.25 million from the budget the state Legislature just passed—and years of working together with legislators at all levels of government.

Speaking of legislators, you were honored in 2015 as a Woman of Valor by Senator Maria Cantwell.
Senator Cantwell came to our community in 2014 as the fires were still raging and the power was still out in our area, and I held an economic forum for all affected communities that had been impacted by the Carlton Complex Fire. Chaos really stretches you to be innovative as a manager, since you have no choice but to manage potentially life-and-death situations with no modern tools and very limited staff. We had just barely been through our second wildfire disaster in 2015 when I got the phone call.

Why should leaders at the statehouse and the US capitol pay attention to local electeds?
Local government is the one closest to the people, and ultimately we're the ones who see and experience the impacts of policy, so we need to be at the table, along with other stakeholders and economic drivers at the region, county, and state levels. And outside of emergency management, that leads to even greater collaboration and growth in times of community health.

How does that empower small, rural communities like Twisp?
Even though we come from different towns and municipalities, we're all really connected. What's happening with my neighbor affects me, and vice versa, and I truly believe that we have to lift each other up. Being small often means we are used to doing a lot with very little—usually we have no choice but to give our all if we are going to make anything happen.

BY THE NUMBERS

Twisp

Cityvision looks at how Twisp meets the challenges of a rural community consumed by the risk of wildfire.

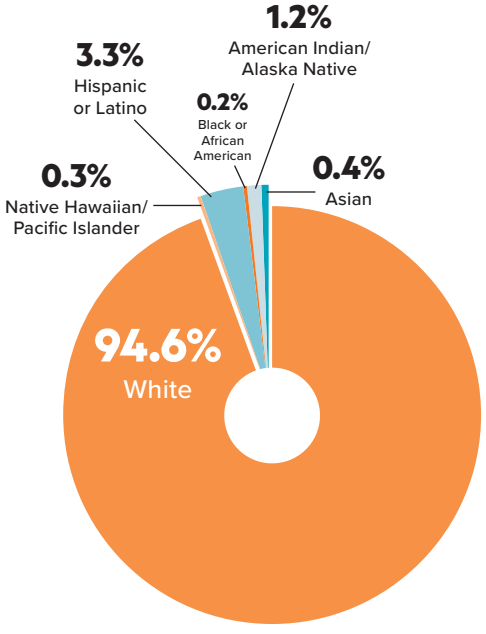
POPULATION

2010 **919**

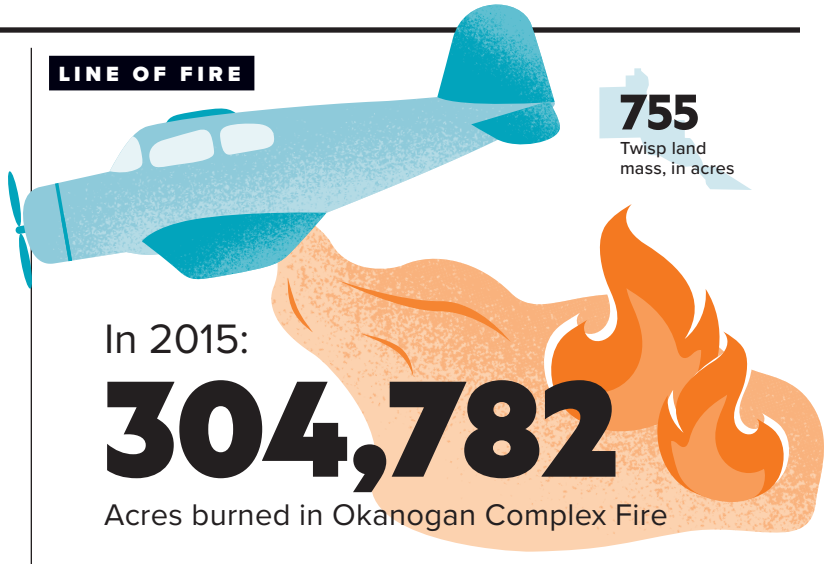
2017 **956**

SOURCE: US CENSUS BUREAU

DEMOGRAPHICS



LINE OF FIRE



755
Twisp land mass, in acres

In 2015:

304,782

Acres burned in Okanogan Complex Fire

1,300+
Residents (Twisp + Winthrop) evacuated

1,713
Firefighting personnel deployed

297
Structures lost

$10.9M
Assessed value of losses

SOURCES: TOWN OF TWISP, INCIWEB INCIDENT INFORMATION SYSTEM, *METHOW VALLEY NEWS*

FORMER FLAMES

Twisp's first conflagration:

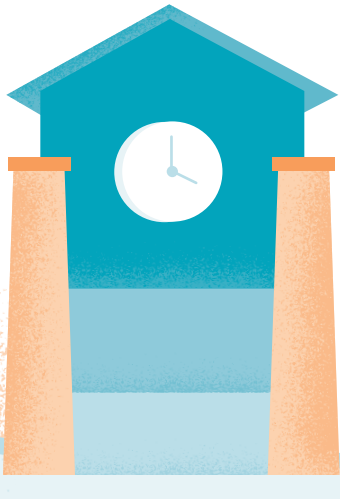
1924

25 Downtown structures destroyed

2 Left standing

SOURCES: HISTORYLINK.ORG

STANDING STRONG



$3.3M
Cost of Twisp's new Civic Building/Emergency Operations Center

$1.95M
State funding

$750k
Federal Community Development Block Grant

$600k
Town of Twisp contribution

SOURCE: TOWN OF TWISP

ALL INC

PHOTOGRAPH BY KAYLA KELLY

CLUSIVE

HOW PASCO IS STEERING AWAY FROM ACRIMONY AND TOWARD HARMONY BY ELEVATING DIVERSE VOICES

by KIRSTEN DOBROTH
photographs by KIM FETROW

Dancers take the stage in downtown Pasco at the city's 2019 Cinco de Mayo Celebration.

When *Cityvision* last visited Pasco council chambers four years ago, the city was roiling in crisis following the fatal officer-involved shooting of Antonio Zambrano-Montes, a Mexican immigrant worker who, while high on meth, had been hurling rocks in the middle of a busy downtown street. Addressing a large crowd filled with emotion, Mayor Matt Watkins encouraged restraint, understanding, and patience.

"I'd like to be able to tell everybody what's going to happen in the coming weeks, exactly what council is going to do and what we should do, but I'm not going to have an answer to that tonight," he said at a city council meeting in February 2015. "I do know that myself and my fellow councilmembers are going to sit and listen to you tonight, and staff is going to listen to you, and we are going to listen together."

Pasco's seven-member council (one Latino and six Caucasians representing a majority-minority community where 56 percent of the population identifies as Hispanic) sat attentively for more than 30 minutes as citizens filed up to the podium and aired their grievances. One after another, they demanded that their city take action not just to address the shooting, but to confront a fundamental inequality many believed had contributed to the tragedy: the demographic disparity between Pasco's elected leaders and an increasingly diverse population.

"One of the things that's unique about Pasco is that it doesn't try and put down the negative things that happen in the community," Watkins observed at the time. "It doesn't sugar-coat things. If we have a challenge, we talk about it, we work through it."

And that they did.

In May 2015, three months after the shooting, Pasco's council passed Resolution 3635, declaring its intent to lobby the state Legislature to pass the Washington Voting Rights Act to allow the city to establish an election-by-district system, enabling five of the city's seven council positions to be chosen by voters within electoral districts instead of by citywide general election as the current law required. A year later, when that effort proved fruitless, the American Civil Liberties Union (ACLU) sued, asserting that Pasco's election system was in violation of the federal Voting Rights Act. Instead of contesting the suit, the city partnered with the ACLU, taking the case to federal court, which ultimately greenlighted an election-by-district plan for the November 2017 ballot that brought profound changes to Pasco's council, and to the city itself, when only two incumbents—the city's sole Hispanic councilmember, Saul Martinez, and Mayor Watkins—were reelected.

"The change in the election process brought on five new councilmembers, and in my case I went from being the second-youngest councilmember to literally the oldest overnight," says Watkins, who describes himself as the "50-year-old white guy" who led Pasco through both the tumult of the Zambrano-Montes shooting and the process of revising the city's election rules after the ACLU lawsuit. "So, the council representation matches the age of our community much more closely, and we also went from one Latino councilmember to three."

ONE OF THE NEW COUNCIL'S first actions was the adoption of Resolution 3820, creating an Inclusivity Commission, a seven-member panel of grassroots community members who would hold city leaders and staff accountable for "embracing diversity and promoting equality among our workforce, residents, businesses, and visitors." It would also help advance the difficult, ongoing process of communitywide dialogue and soul-searching that the Zambrano-Montes shooting had initiated.

"I think [the shooting] was a flashpoint in 2015, and the way that it was handled here and that it didn't turn into a Ferguson is a story in and of itself," says Michael Morales, Pasco's deputy director of Community & Economic Development. "But the impetus for the Inclusivity Commission was really related to the changes in government brought about by the Voting Rights Act lawsuit, and the new members that emerged and ran for office really were interested in not just being able to represent their districts, but getting their districts more engaged—because they [hadn't been] for many years."

Pasco City Manager Dave Zabell tasked Morales with serving as the city's staff liaison to the Inclusivity Commission. Morales, who was born to migrant farmworker parents in Grandview (a community of 11,000 45 minutes west of Pasco with an 82 percent Hispanic or Latino population), had first cut his teeth in community development while trying to build migrant Head Start centers in Franklin County. A self-described "jack of all trades when it comes to municipal government," Morales also had concerns about creating an effective group to handle an issue like inclusivity. "We didn't want it to implode," he adds. "The goal was: Don't let it turn into a political axe that doesn't serve any purpose."

As mayor, Watkins was to appoint the seven-member panel following interviews with the entire council, and Morales was asked to coalesce a broad spectrum of Pasco residents willing to serve and speak on behalf of their communities. They picked leaders from the Latino community: Jesse Campos, director of the local Boys & Girls Club; Delia Tobon, a Pasco School District teacher and parent advocate; and Maria Torres Mendoza, a Deferred Action for Childhood Arrivals (DACA) beneficiary with a degree in mechanical engineering who's president of the local Dreamers Club. But they also tapped a variety of other community figures like Peter Rieke, the first paraplegic to summit Mount Rainier under his own power; Kyle Saltz, a veteran and an officer with Hanford Patrol; Jeffrey Robinson, a hotel worker who is also autistic and gay and an LGBTQ advocate; and Abraham Regunta, a representative from Pasco's Indian American community who works as a project manager at a faith-based service provider.

"It's a group of more natural leaders and also not-so-classic leaders," explains Watkins. "We felt like each person didn't need

KIM FETROW PHOTOGRAPHY

"IT'S A GROUP OF MORE NATURAL LEADERS AND ALSO NOT-SO-CLASSIC LEADERS. WE FELT LIKE EACH PERSON DIDN'T NEED TO BE SOMEONE WHO COULD BE THE CHAIR OF THE GROUP, BUT SOMEONE WITH A VISION OR A PERSPECTIVE THAT THEY COULD ARTICULATE."

—**MATT WATKINS** MAYOR, CITY OF PASCO

Members of Pasco's Inclusivity Commission (from left) Delia Tobin, Kyle Saltz, Jesse Campos, Jeffrey Robinson, and Community & Economic Development Deputy Director Michael Morales in downtown Pasco

(from left) Michael Morales; youth attending the 2019 Pasco Cinco de Mayo Celebration; Delia Tobin at the Inclusivity Commission's outreach booth

to be someone who could be the chair of the group, but someone with a vision or a perspective that they could articulate."

About a month before the group's inaugural meeting in July 2018—when it was still in the process of establishing its basic structure—the Inclusivity Commission's purpose was tested after the Pasco Police Department faced backlash for engaging US Border Patrol instructors to provide free crisis Spanish language training for its officers. Some Latinos, while supportive of the department's efforts to better connect with residents since 2015, viewed that decision as insensitive to the community, given the current state of immigration policy implementation and fears of deportation that had already had a chilling effect. The Latino Civic Alliance (a statewide civic engagement organization that lobbies for the Latino community) sent a letter to the mayor demanding the termination of the department's chief, a request Watkins deemed "out of touch," noting, as many observed, that the alliance was headquartered 80 miles away in Yakima and did not represent the concerns of local residents. Some members of Pasco's Hispanic community cried foul over what they saw as more intimidation from local law enforcement, and both opponents and supporters confronted Pasco's city council, demanding that the new Inclusivity Commission step into the fray.

"It was controversial," recalls Morales. "Someone had the idea to use the Inclusivity Commission to discuss the issue, and we kind of laid out 'here's why it's not appropriate to do this' and asked what could be the alternative." Ultimately, Pasco's council debated the letter and decided to take no action, defusing the controversy.

That trial by fire helped clarify the group's mandate, which starts at the municipal level with both educating city staff about the fundamentals of inclusivity and learning from city staff about the challenges they face in realizing that goal. The police department proved to be a natural—and important—place to start. "You can't have an Inclusivity Commission weigh in on a police department's training or training practices when you don't understand all the training that goes into the police department," says Morales. "We had a really good overview with them on all their training programs, the commission offered suggestions for improvement, and we have continued to support each other from there."

"WE REALLY WANT TO HEAR FROM PEOPLE WHO ARE GOING TO BE VOTING IN A FEW YEARS AND UNDERSTAND THAT MY EXPERIENCE AS A MEXICAN AMERICAN GROWING UP IN EASTERN WASHINGTON IS NOT NECESSARILY THE SAME AS SOMEBODY IN MIDDLE SCHOOL OR HIGH SCHOOL RIGHT NOW."

—MICHAEL MORALES CITY OF PASCO COMMUNITY & ECONOMIC DEVELOPMENT DEPUTY DIRECTOR/ INCLUSIVITY COMMISSION LIAISON

The commission has also identified youth outreach as an important goal, both by connecting the area's young population to their municipal leaders and by including them in local decisions. "At least two of our departments are heavily involved with our city's youth, both in Parks and Recreation and the police since we have school resource officers, so there's a lot of contact there," explains Morales. "It's important to get that perspective if we're going to be looking at suggestions on how we can improve the service and delivery of our programs into the future. An added benefit is that we cultivate new talent and leadership for city boards, commissions, employment, and even city council."

AT A SEDATE CITY COUNCIL WORKSHOP on April 22, 2019, after Watkins gave a report about a VIP taco crawl of the city's taquerias, he invited Inclusivity Commission Chair Jesse Campos to kick off the meeting by unveiling the group's freshly minted workplan.

"It's an honor to be in front of you today," said Campos. "We have a great group of people who are passionate to impact the City of Pasco. I am really honored to be in this position and excited to be a part of that."

Morales took the stand and walked the council through a 15-minute PowerPoint presentation. After revealing the Inclusivity Commission's motto ("Where diversity and equity are goals, inclusion is the path"), mission ("A strategic partner of Pasco's city council, which promotes inclusive policies and programs"), and vision ("Creating, improving, and sustaining an inclusive organization, i.e., the City of Pasco, which empowers and unifies the people"), Morales outlined the primary goals and objectives committee members intend to pursue over the next two years.

To realize its first goal ("Foster an environment that includes, accepts, respects, and appreciates all members of the community"), the commission plans to create a youth subcommittee for middle and high schoolers.

"In trying to create something different, we used the same process we did before: voting-age residents of Pasco going through the application process, being interviewed by the city council," Morales explained. "Nothing's wrong with that, but if we're going to be talking about policies and programs that are going to be sustainable, we really want to hear from people who are going to be voting in a few years and understand that my experience as a Mexican American growing up in eastern Washington is not necessarily the same as somebody in middle school or high school right now."

Next, to make its work accessible to the community, the commission will have a portal on the city's website and its social media channels, staff an "inclusivity booth" at city-sponsored festivals

KIM FETROW PHOTOGRAPHY

At Your Service

Q&A MAURICIO GARCIA

Cities of Service Deputy Director Mauricio Garcia discusses the importance of citizen engagement and how city leaders can build trust at the local level.

Why is local government the place to start with citizen engagement?
From a local level, the city mayor, the chief executive, the head of sanitation, etc., all see their citizens every day and interact with them. It's a very colloquial approach, and there's a partnership and trust that needs to be there because of that. It's a great model for the state and national levels to emulate; if it's not happening locally, chances are it's not bubbling up to higher levels of government.

Cities of Service is a national nonprofit that helps local governments connect with citizens; how does it do that?
We support a coalition of more than 270 cities across the Americas and Europe. (In Washington, Lynnwood, Marysville, and Seattle are members.) In some cases, we provide grants to cities to design and implement initiatives with citizens. In addition, we provide grantee cities (like Seattle) two AmeriCorps VISTA volunteers to serve as on-the-ground representatives for connecting citizens, neighborhood associations, and nonprofits with city hall.

Then what happens?
We'll jump on the phone every other week, providing assistance in terms of program design and metrics to track impact. We might ask questions you may not have thought of before—or you haven't wanted to think about—but we ask for the benefit of the program and the benefit of the citizens. We also help problem-solve specific challenges.

In 2018 Cities of Service launched its Engaged Cities Award; what was the idea behind it?
The award gives credibility to the work cities are doing alongside their citizens and helps other cities see different ways of tackling issues that citizens can tackle with them. We know cities are often strapped for resources, so when they're able to do a lot with very little, that needs to be recognized—not only so the citizens see the value that the city provides, but so they feel a sense of pride and develop a level of trust with leaders.

Who received the award last year?
Tulsa, Oklahoma, did

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Members of Renton's Mayor's Inclusion Task Force (from left): Violet Aesquivel, Benita Horn, Dr. Linda Smith, Caleb Mayberry, Preeti Shridhar, Balwant Singh, Hamdi Abdulle

MAJORITY REPORT

In Renton, serving diverse communities keeps city government relevant.

PASCO, OF COURSE, ISN'T ALONE in its quest to court a diversifying population for leadership positions in local government. In Renton, a westside majority-minority city that's grown by 150 percent in the past three decades (from 41,688 residents in 1990 to 104,100 in 2018), a dedicated Mayor's Inclusion Task Force has been a part of the fabric of local government since 2008. That's not surprising, given that Renton's nonwhite population has expanded by over 165 percent in the past 20 years, a trend that's driven by growth in tech jobs in nearby Seattle and at companies like Kaiser Permanente and Boeing's Commercial Airplanes Division, which are headquartered within the city.

"There is no doubt we are one of the fastest-growing minority cities in the country," says Renton Deputy Public Affairs Administrator Preeti Shridhar, who notes that 85 different languages are spoken by students in the city's school district. Renton's Mayor's Inclusion Task Force—originally called the Community Liaison Group—was formed in the wake of the Hanukkah Eve windstorm of 2006 that devastated western Washington and left 14 dead. In Renton, some residents in minority communities brought barbecues and propane heaters inside their homes to stay warm during the widespread power outages that followed the storm, resulting in two cases of carbon monoxide poisoning. To Shridhar, that was unacceptable.

"Communication was key, and that was kind of an eye-opening thing: that we really needed to have better ways to reach out to our communities," she says. Vowing to do more than just translate and distribute safety information pamphlets that might never get read, she collaborated with the city's emergency management department, brought an AmeriCorps volunteer on board, and launched the Community Liaison Group.

Shridhar, who came to the US from her native India in the mid-1980s and has been involved in municipal management in King County for the past 25 years, has helmed the Mayor's Inclusion Task Force since its inception. While the group may have been inspired by shortcomings in the city's response to a natural disaster, its mission has evolved into a more introspective evaluation of how effectively the city interacts with its quickly growing and changing population. "How do you make sure that we as government are relevant and meeting the needs of the communities who are now calling Renton home?" Shridhar asks. "That was the launch point."

More than a decade later, the Mayor's Inclusion Task Force contains various subgroups led by one of more than 30 Task Force members representing 14 different demographics, ranging from Sikhs to seniors. She points to a range of successes—from free blood sugar and blood pressure screenings held at the city's various places of worship to the Renton Police Department's recent hiring of a Vietnamese patrol officer—as examples, small and large, of where the task force has influenced local decision making.

King County, which is becoming increasingly ethnically and racially diverse (248,000 of the 451,000 residents who moved to the area between 2000 and 2017 are foreign-born), has been following Renton's example. "We formed a group with other city leaders that are doing similar things called Governing for Regional Equity and Inclusion, and we actually had our first conference last year," says Shridhar. "We have monthly meetings to share our progress on different topics."

The community's embrace of the Mayor's Inclusion Task Force is on display every September at the Renton Multicultural Festival, which last year was awarded a Certificate of Excellence from the Puget Sound Chapter of the Public Relations Society of America. The event celebrates the city's diversity with cultural performances—and subtly highlights the continued importance of city leaders connecting with all of Renton's cultural groups.

"I'm from an immigrant community," says Shridhar. "So there's this understanding of, on the one hand, wanting to hold on to my cultural roots, and at the same time wanting to belong."

PHOTOGRAPH BY JOSHUA HUSTON

and events, and invite residents to attend quarterly meetings that will rotate between electoral districts and include a cultural component, like ethnic foods and performances. The group will also work to improve the accessibility of council meetings by providing translators when significant issues emerge, and it will investigate and mitigate any barriers that might discourage attendance, such as residency status. The commission will assign liaisons to represent it at meetings of city boards, commissions, and committees. Finally, the commission will introduce an annual "inclusion audit and scorecard" to rate the inclusivity, equity, and diversity of all city-sponsored events, staff hires, and contracts put out to bid.

"That sounded a little scary to me when I first heard from the commission," said Morales. "But if you're going to make recommendations for change, you want them to be backed up by data."

With that, councilmembers were invited to comment.

"You folks ate the elephant one bite at a time," said Councilmember Pete Serrano, an attorney for the US Department of Energy in Richland and an adjunct professor at WSU's Tri-Cities campus. "Give yourselves a hand: we gave you two pieces of paper and said, 'Go and do!' and you went and did and came back with recommendations. . . . Thank you. I see a lot of great opportunity to reach people we had hoped to reach with this."

PASCO'S INCLUSIVITY COMMISSION had its official public debut two weeks later, at the city's Cinco de Mayo celebration. The event, which draws more than 10,000 spectators from around the Tri-Cities each year, kicks off with a Friday night parade that sees folk dancers in vibrantly colored garb and mariachi marchers twirl and weave their way through Pasco's downtown. And Pasco's mayor, the self-described "50-year-old white guy" who led the city through one of the most tumultuous periods in its history, was twirling and weaving with them, doing his best not to look uncomfortable as he cloaked himself in this freshly unfurled banner of inclusivity.

Watkins, who will step down as the city's longest-serving mayor this fall, says his 10 years on the job—which spans 16 if you include his service on city council before being elected mayor in 2010—has given him unique perspective he'd like to share with local officials who might be struggling to bridge the gap between local government and increasingly diverse demographics that are changing and challenging cities across the state. "Pasco has had this history of being a bit insular, and we've got some of the bigger socioeconomic challenges of our peers in the Tri-Cities, but being able to talk about that is important because it's a part of our history," he says. "I think being a student of history has probably helped me out the most as a leader."

His immediate plans include traveling the world—starting in Southeast Asia and working his way west—and taking a sabbatical from his day job as a software engineer. Asked about his reasons for leaving now, just as the Inclusivity Commission embarks on this next phase of Pasco's history, his logic is simple. "It's important to finish your term up and be able to say, 'Hey, community, this is your challenge now,'" he explains. "And I feel good about doing that and about my time in Pasco."

As members of the community begin to meet and be inspired by a new generation of leaders, emerging in part because of the work of the city's Inclusivity Commission, they seem to be responding in kind: *Challenge accepted*.

something that was very low-cost and very innovative: they were sitting on tons of data, but didn't have the in-house capacity to bump data sets against each other, so they created a program called Urban Data Pioneers to have citizen volunteers help them dissect data as it relates to priorities the mayor set out.

How does the program work?
It groups citizens and city staff in different fields of expertise (like data science and project coordinating), then they use data sets to inform particular issues (like blight, or whether trucks of a certain weight and size were causing potholes) to help inform both policy and how the city could invest more money in their particular budget.

What's another city to watch when it comes to engagement?
The city of Detroit is doing a great job. They have a Department of Neighborhoods that serves as unelected representatives for communities and does everything from capturing complaints to setting up different resources to supporting the different neighborhood associations. They really are the engagement ambassadors, and they have the commitment from the mayor, which drives this kind of energy.

What innovative strategies are on the horizon when it comes to engagement and action?
I think there's a lot of untapped opportunity with technology data to really plug citizens into that conversation. There's a spectrum of engagement—on one end you have the traditional volunteerism of putting a shovel in the ground and planting trees, but on the other end you have the design of policy and services, and I think there's a lot of opportunity for the tech space to really leverage the entire spectrum.

How does the current climate of dissatisfaction with leadership at the national level impact citizens' engagement with their local electeds?
I think you're seeing the role of the mayor, the role of the city being elevated. You might be checking out at the grocery store and see the mayor, chief of staff, or local councilmember; at the national level, that's not the case. Just by the nature of it being that localized, you're on the hook—or should be—for having a level of genuineness, sincerity, and trust.

What inspires you most about the engagement work you're doing with city government?
As a city leader, you can be involved in so many different ways. The change that local government can make in partnership with its citizens is real. You can see it, and in many cases, it can inform statewide and national policy. Or at least it should. There's a capability for democracy to exist and thrive on the local level, and that's what we're seeing from our work.

Citywise

Why are people so important? Because the social ties that exist within a community aren't the result of economic success. Rather, they are its precondition.

—CITY 101 P.26 ▶

SKILLMONGER

Cultivating the tools for collaborative leadership

JENNIFER PHILLIPS CITY MANAGER, BOTHELL

Flaws & Fortes

Leaders who are aware of their own strengths and weaknesses, and who can assess why projects aren't succeeding, can avoid common pitfalls and become more effective.

5 Leadership Derailers

1. Difficulty with interpersonal relationships
2. Difficulty building a team
3. Difficulty changing or adapting to change
4. Failure to meet goals and objectives
5. Overly narrow functional orientation (i.e., lack of vision)

5 Collaborative Leadership Skills

1. Work well with others.
2. Build strong teams.
3. Lead and adapt to change.
4. Meet business objectives.
5. See the big picture.

LEADERSHIP. It's a common topic for trainings, articles, and countless books with a wealth of information. Each source offers a new perspective, technique, or skill to ponder (and if we are feeling particularly adventurous, to even try out). However, despite our best intentions, dealing with day-to-day issues and fire drills seems to consume our focus and energy, leaving little time to think about improving our own leadership skills or mentoring those around us.

Years ago, I participated in an International City/County Management Association webinar titled "Collaborative Leadership." The first part of the webinar shared results from a study conducted by the Center for Creative Leadership, which surveyed more than 13,500 private and public managers to identify the top five reasons people promoted into leadership positions were not successful, which they coined "leadership derailers" (see "Flaws & Fortes," at left). Then the webinar laid out the five skills of collaborative leaders, which truly resonated with me, and having them on a simple list made them easy to remember. Whenever I faced a leadership challenge, I could refer to these skills and see what area I need to bolster to lead my way through.

Strong collaborative leadership skills are the foundation to working well with others: building strong teams, leading and adapting to change, meeting business objectives, and seeing the big picture. Developing and enhancing these five skills can help a leader navigate almost any challenge. The key to being a collaborative leader is to examine what personal characteristics and abilities need to be bolstered while effectively using your strengths.

For me, working well with others and building strong teams meant I had to develop a thick skin, be resilient, and find the courage to make very difficult decisions. I also needed to improve my conflict management skills. My strengths are that I thrive on change, am a workhorse who gets things done, and can see a big and bright picture. Over the years, I have strengthened my ability to work well with others and to build strong teams. As a result, I have a balanced approach to collaborative leadership.

STRONG COLLABORATIVE LEADERSHIP SKILLS ARE THE FOUNDATION TO WORKING WELL WITH OTHERS: BUILDING STRONG TEAMS, LEADING AND ADAPTING TO CHANGE, MEETING BUSINESS OBJECTIVES, AND SEEING THE BIG PICTURE.

When I am faced with a leadership challenge or find myself struggling with a problem, I reflect upon these five collaborative leadership skills and try to identify which one may be contributing to the issue and what I can modify in my approach or response to find an effective resolution. Sometimes a minor adjustment, based on a recognition of what is impacting the situation, can shift your perspective enough to see things more clearly and resolve the issue.

Jennifer Phillips *teaches workshops on the topic of collaborative leadership. She is also the city manager of Bothell, a position she's held since 2016.*

For more information:
ci.bothell.wa.us

ELECTORAL COLLEGE

Learn from these resources to do the right thing in election season.

LINDA GALLAGHER MUNICIPAL RESEARCH & SERVICES CENTER

WHETHER WE ARE elected officials, first-time candidates, supporters, or onlookers, we all want to do the right thing, especially with respect to election laws. But how?

The PDC & SOS Are Our Friends The Public Disclosure Commission (PDC) is the ultimate authority on campaign finance and rules, offering manuals, financial disclosure forms, candidate instructions, guidelines, and interpretations. The Secretary of State (SOS) has additional resources (see "Find More," below).

Use of Public Resources RCW 42.17A.555 prohibits the use of public office or facilities to directly or indirectly support a campaign for election or any ballot proposition. This law provides several exceptions, including when a governing body of a municipality expresses a collective decision on a ballot measure, when an individual elected official may make a statement of support or opposition to a ballot measure, and when activities of a public agency are part of its normal and regular conduct.

Campaign Buttons Campaign buttons may be worn by councilmembers, employees, and the public. PDC Interpretation No. 92-01 stated that "an elected official or public employee is not acting in violation of RCW 42.17A.555 when he or she wears a typical campaign pin or button during normal working hours."

Yard Signs and Campaigns We may display campaign signs in our yards; there are local and state regulations for campaign signs in public places. As a private citizen, an elected official may participate in political campaigns and promote or oppose a ballot proposition: WAC 390-05-271(1), clarifies that RCW 42.17A.555 does not restrict the right of any individual to express personal views supporting or opposing any candidate or ballot proposition, so long as there is no use of a public office or facilities.

Coffee Meetings I think elected officials running for reelection may continue to hold regular coffee meetings with constituents, as long as such meetings are not city-sponsored and there is no use of public resources.

Public Service Announcements A state or municipal elected official may not speak or appear in a public service announcement (PSA) that is broadcast, shown, or distributed during the period from January 1 through the general election in a year the official is a candidate for office. See RCW 42.17A.575.

Candidate Forums and Debates WAC 390-05-271(2)(a) clarifies that "RCW 42.17A.555 does not prevent a public agency from making its facilities available on a nondiscriminatory, equal access basis for political uses." So, a candidate forum or debate could be held in a city venue as long as there was nondiscriminatory equal access.

Conclusion This overview does not cover all election-season issues. To do the right thing, study the rules—and, when in doubt, ask for help.

Linda Gallagher *is a legal consultant with Municipal Research & Services Center who previously served as a senior deputy prosecuting attorney for King County and as an assistant attorney general.*

Find More

Educate yourself about election-season rules with the following helpful resources.

WASHINGTON STATE ELECTION LAWS
Title 29A RCW Elections
Chapter 42.17A RCW
RCW 42.17A.555

PUBLIC DISCLOSURE COMMISSION (PDC)
pdc.wa.gov

SECRETARY OF STATE ELECTIONS WEB PAGES
sos.wa.gov/elections

ASSOCIATION OF WASHINGTON CITIES
wacities.org

MUNICIPAL RESEARCH & SERVICES CENTER
MRSC.org
See especially topic page "Municipal Elections" and MRSC publication "Getting into Office: Being Elected or Appointed into Office in Washington, Counties, Cities, and Towns" (2018).

For more information:
mrsc.org

COMMUNITY FIRST

Civic engagement provides the foundation for economic development.

SCOTT ANDERSON MAYOR, STEVENSON

Broad Base

The Tupelo Model is represented by a layered pyramid:

The foundation of the pyramid is building the capacity of the people. Work at each level must be ongoing, and the capacity of higher levels is dependent upon the strength of the lower ones.

The key takeaway is that human development and community development are the foundation for economic development—not the other way around.

IN 2016, RURAL Development Initiatives (RDI) was venturing into Washington with their Rural Community Leadership Program, and I was invited to join the first of three cohorts in Skamania County.

The program is based on the belief that vital rural communities develop from a broad base of knowledgeable, skilled, and motivated leaders. Program participants range from high school students to retired seniors, with current or emerging leaders, and across multiple sectors—not just government. As the sessions progress, the cohort learns that there are other organizations much like their own with similar community-minded goals. Although their missions may differ, their rewards and desire to better their community are similar. They see how their efforts and goals fit into a larger community puzzle.

The concept of collaborative leadership can be seen here: leaders working within their organizations, and outside of them, to achieve common community goals. I found the process so valuable that I agreed to return for cohorts two and three as a presenter, and even to accept an invitation to join the RDI board of directors.

A great introduction to the RDI philosophy can be discovered thousands of miles away from the Pacific Northwest in Tupelo, Mississippi. Aside from being the birthplace of Elvis Presley, Tupelo doesn't seem to have much going for it. It's not located on a major body of water. It's not adjacent to a large city. There are no major government projects to provide steady jobs. There's no tourism industry to speak of, and it's not an especially rich area for agriculture.

In fact, the people of Tupelo are about the only resource that the town of Tupelo has to work with. And—in keeping with the RDI philosophy—they represent a key advantage.

Why are people so important? Because the social ties that exist within a community aren't the result of economic success. Rather, they are its precondition. In the words of sociologist Robert Putnam, the communities he studied "did not become civic because they were rich. They became rich because they were civic."

In the case of Tupelo, this dynamic was realized when civic leaders noticed that local cotton farmers were beholden to the punishing economics of a crop that only paid out once per year. Those leaders responded by investing in dairy. Unlike cotton, dairy cows produced a commodity that could be sold every couple of days. By switching to the milk

THIS SEEMINGLY SMALL CHANGE GAVE THE POOREST MEMBERS OF THE TUPELO COMMUNITY THE OPPORTUNITY TO IMPROVE THEIR FINANCIAL POSITION INCREMENTALLY. BUT DAIRY FARMING WASN'T THE END OF TUPELO'S SUCCESS; IT WAS ONLY THE BEGINNING.

business, local farmers began enjoying a steady stream of income as opposed to the high-stakes yearly payout of the cotton crop.

This seemingly small change gave the poorest members of the Tupelo community the opportunity to improve their financial position incrementally. But dairy farming wasn't the end of Tupelo's success; it was only the beginning. Reinvigorated and inspired

For more information:
rdiinc.org

by their new sense of agency, Tupelo instituted a "community development council" to provide organizational structure to the work that was already being done.

Tupelo's community development council took a consciously regional perspective. The city of Tupelo wasn't setting itself up as a competitor against its neighbors; instead, the city understood that its fortunes were tied to those of the other cities and towns in its region. Their fates were connected, and they would rise or fall together.

Tupelo's gamble worked, and over the years they were able to add thousands of jobs and hundreds of millions of dollars in investment to the city and to Lee County. So what lessons can we take from Tupelo?

RDI's leadership courses include highlights such as building social capital, discovering personality types, increasing cultural competence, uncovering community assets, and growing volunteers, alongside collaboration and decision-making tools and communication strategies. The class culminates in a community-based project in which the entire cohort participates.

In Stevenson, we are using the model as a precept for our city mission and goals. Human development includes providing opportunities for affordable apartments and attainable housing for our tourism, beverage industry, and hospitality-based workers, as well as aging-in-place efforts for our experienced class. It also includes deepening our workforce pool with a more diverse selection of skills. Community development involves a recently commissioned downtown plan that will address mobility, parking, land use, and design. As we work on these elements, we will be able to not only prove we are ready for the next opportunity, but also increase opportunities for our existing businesses.

Scott Anderson *is currently serving his first term as mayor of Stevenson. He is also on the board of RDI, the Stevenson Volunteer Firemen's Board, Emergency Service Compensation Board, and the Skamania County Economic Development Council.*

Cityscape

Earth Mover

Remembering a legendary figure who fashioned her own brand of leadership.

Mayor Bertha Landes breaking ground for the Civic Auditorium, Seattle, November 7, 1927

WHEN JENNY DURKAN took office as Seattle's mayor two Novembers ago, she became only the second woman to do so. The first was Bertha Knight Landes.

Just two years after the 19th Amendment gave women the right to vote, Landes made history in 1922 when she was overwhelmingly elected to Seattle's council with 80 percent of the vote. A political novice backed by unpaid volunteers, Landes had declared her intention to run a "woman's campaign to elect a woman to the city council without any entangling alliances, to represent a woman's thought and viewpoint."

Landes often referred to her work in public office as "municipal housekeeping." And clean house she did. As council president and acting mayor in 1924, she famously fired the city's police chief and much of its force for turning a blind eye to widespread corruption. After being elected as the nation's first female big-city mayor in 1926, in a single two-year term she eliminated deficits in the city's parks department, electric utility, and streetcar system, and she helped rein in crime by offering a bounty to citizens who reported reckless drivers and other scofflaws.

Landes also relished the ceremonial duties of the office, greeting dignitaries and celebrities (including Charles Lindbergh), throwing out the first pitch at baseball games, and breaking ground (in November 1927, she turned the first spade at the construction site of Civic Auditorium, now McCaw Hall, pictured above). As a testament to Landes's groundbreaking legacy in local government, the giant boring machine that carved the tunnel replacing the Alaskan Way Viaduct was named in her honor: Bertha.

"Municipal housekeeping means adventure and romance and accomplishment to me," she wrote in *Woman Citizen* in December 1927. "To be in some degree a guiding force in the destiny of a city, to help lay the foundation stones for making it good and great … to spread the political philosophy that the city is only a larger home—I find it richly worthwhile."

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