That’s why Waste Management is a champion for military veterans — and among the nation’s top employers of veterans. In fact, one of every 14 Waste Management employees is a veteran, spouse of a vet or current reservist.

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We’re grateful to our military vets for their service to our country. We are also proud to have them on the Waste Management team, serving our community.

For more information, contact Mary Evans
Director, Public Sector Solutions
425.814.7844 or mevans4@wm.com
So just what does sustainability mean? I thought I knew, but just to be sure I checked with Merriam-Webster online. It said: “relating to or being a method of harvesting a resource so that resource is not depleted or permanently damaged.” I was happy to find that I was spot on!

Since the birth of our nation, we have been a land of plenty. When the West was settled, there seemed to be an endless supply of land, water, trees, and the many riches the land provided; today, we realize that those riches will not last forever. Who would have thought 150 years ago that there would be over 2 million people living in King County in 2016? I am sure it never crossed the minds of my great-grandparents, who came here around the turn of the last century from Wisconsin to be dairy farmers in Osceola, just outside of present-day Enumclaw.

So how do we harvest our resources so as not to deplete or permanently damage them, especially if you are a small city with limited resources to begin with?

My city was very fortunate to receive a grant from the Transportation Improvement Board several years ago to change all of our streetlights to LED lighting, making Buckley one of the first cities to go through this transformation. An official from Puget Sound Energy told me at the time that the best and cheapest form of “new power” was conservation. That statement totally changed how I look at conserving the resources that I have, from recycling everything I can to conserving land and lowering my thermostat.

As a small city, we know that our neighbors depend on us, and we depend on them, to share resources, expertise, knowledge, equipment, and help in emergencies. Our residents are one of our most valuable resources, and we sometimes overlook the number of hours they volunteer within our communities.

You may not think that as individuals we can make much of a difference, but as we all try to sustain our communities, added together, we can.

Sincerely,

Pat Johnson
Mayor, Buckley
Welcome note

CityBeat
Cities’ pathways to sustainability lead through innovation, collaboration, perseverance, and sacrifice. And in our popular NOTED feature, we plot the coming Road Map to Washington’s future.

Renewed Frontiers

Two of Washington’s most calamity-struck cities draw on underappreciated, and sometimes literally hidden, assets and heritage to envision a thriving, sustainable future.

By Ted Katauskas

Feature

CityWise
Expert perspectives on principle-based policy, resilient systems, and a legal snag on water rights. Plus, Bremerton clears an equitable path to an AWC Municipal Excellence Award.

CityScape
Consultation and collaborative action can help cities foster long-term vitality.
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FOR DECADES, CARBONADO knew it had a serious problem with its sewer system, a failing network of fragile clay pipes dating from its founding on the flanks of Mt. Rainier as a company-owned coal-mining town in 1890. Dailene Argo first became aware of it when she started filling in for the town clerk in 1992: part of the job involved helping unclog blocked sewer lines with a hose from a fire truck.

“When they started flushing the system, I would have to go down to the next manhole and wait for water to come through,” says Argo, a Carbonado native who has worked for the town for 30 years and also serves on the volunteer fire department. “If it did, good, we’d continue flushing, and I’d go on to the next manhole. And if it didn’t, that meant it was backing up into somebody’s house.”

In 2012, the year Argo became the clerk/treasurer, another red flag was raised when the town’s new sewage treatment plant went online, and engineers noticed that the town didn’t have

continued on page 10 ➞
THE YOUNG PEOPLE out knocking on doors all around Stanwood, at the gateway to Camano Island on Puget Sound, aren’t soliciting signatures, raising funds, or asking, “Dude, where’s my car?” Instead, the students from Western Washington University—through the Sustainable Communities Partnership (SCP), which brings students into communities to help local officials solve longstanding issues—are taking data points and measurements of residents’ houses to help reduce homeowners’ flood insurance premiums.

After Hurricanes Katrina and Sandy, the federal government ordered the National Flood Insurance Program (NFIP) to stop subsidizing the cost of flood insurance. This shift, coupled with the Biggert-Waters Flood Insurance Reform Act of 2012, which requires rates in high-risk areas to reflect the true risk of flooding, caused premiums to skyrocket for property owners in high-risk areas. Many of the businesses and homes in Stanwood’s historic downtown were affected—insurance premiums for the area increased from $2,000 or $3,000 annually to closer to $12,000.

In response, Stanwood has been working since 2014 to get certified with a Community Rating System (CRS), which will help provide discounts on premiums by meeting NFIP requirements for an accurate rating system and promoting awareness of flood insurance. The city partnered with Western Washington University to gather data and create a report that will bolster its application for a CRS.

“It’s great: the city’s hands in this program are to guide the students, the students will do 99.9 percent of the work, and professors will manage the students,” says Ryan Larsen, interim city administrator and community development director of Stanwood.

The data collected by the students through the surveying will be compiled by mid-October and reviewed by the city. Then, the students will work throughout the school year to create a report and an app. The report will be sent in with the city’s CRS application, and the app will give home and business owners an interactive way to see the elevation of their property, elevation certificates from previous surveys, and economic estimates for what it would cost to raise their structures above the flood level—and how their insurance premiums would likely be affected.

The SCP collaboration has wide-ranging benefits: students gain valuable surveying and reporting experience, homeowners could see their flood insurance premiums reduced by 10 percent, and the city is able to complete a sizable project at a much lower cost. Larsen estimates that this project, if done with a consultant, would cost at least $100,000; the current cost projection with university participation is about $32,000.

Stanwood isn’t the first city to partner with a local university to get projects done—the City of Edmonds, for example, used Western students for a separate SCP project in 2016. But it shouldn’t be the last, says Larsen: “It’s a creative solution for cities to use. It’s good for everyone.”

—Rachel Sandstrom Morrison
Pool Party

Battle Ground combines resources with others to fund large-scale projects.

THE WASHINGTON STATE

Department of Ecology has been busy lately. Over the past five years, they have completed 10 large-scale projects, each costing anywhere from $100,000 to $500,000. Over the next five years, they hope to keep up the pace on large-scale, long-term projects with the help of cities, counties, and agencies throughout the state.

Much of the activity owes impetus and funding to the Stormwater Action Monitoring (SAM) program, composed of 93 entities (cities and counties throughout the state, as well as the ports of Seattle and Tacoma) that are collectively pooling their money to monitor stormwater. With pooled resources, they can do regionally relevant work and bigger and longer studies than could be accomplished through a single grant program.

“Their separate study is very helpful,” says Uhazz, who was skeptical of SAM’s efficacy when the projects were announced. “Whether you’re in Puget Sound or down here in Battle Ground, if they come up with a good bioretention mix that treats storm runoff, that’s going to work for us down here and for Puget Sound.”

A project investigating stormwater treatment at this scale could easily cost $400,000 or $500,000, making it cost-prohibitive for a city of Battle Ground’s size to implement. The pooled resources allow both large and small cities and counties—Phase I and Phase II—to reap the benefits of these large-scale projects. “Even though all of the first-round projects were in the Puget Sound area, the recommendations and effects of these projects are relevant, useful, and felt throughout the state,” says Uhazz, whose city was initially skeptical of SAM’s efficacy because of the projects’ location. “Whether you’re in Puget Sound or down here in Battle Ground, if they come up with a good bioretention mix that treats storm runoff, that’s going to work for us down here and for Puget Sound.”

The financial impact of the SAM program can be profound: Battle Ground contributed $7,736 a year for four years, totaling about $31,000; the total fund was about $10 million over 10 years. The city’s return on the investment was thus huge—it essentially cost Battle Ground $31,000 to get the results of a $500,000 project.

Sources: EPA June 2015 Advancing Sustainable Materials Management; Pew Research Center, October 2016

WASTE CASE

The realities of recycling across the US

28% Of Americans say community social norms strongly encourage reuse

48% Say norms encourage, but not overly concerned

22% Say norms do not encourage

99% Of lead-acid batteries recycled

88.5% Of corrugated cardboard boxes

67% Of newspapers, directories

28.2% Of high-density polyethylene containers (milk jugs)

13% Of plastic bags, wraps

6.2% Of small appliances

60.2% Of yard trimmings composted

5% Of food waste composted

1.51 Pounds of waste recycled or composted by average American daily (2013)

4.4 Pounds per capita daily waste generation (2013)

4.7 Pounds per capita daily waste generation (2006)

87.2M Tons of materials recycled or composted (2013)

186M Metric tons in equivalent reduced CO2 emissions

3 Rank of WA among states for recovery of municipal solid waste (2011)

For more information: cityofbg.org

SEPTEMBER/OCTOBER 2017 | CITYVISION MAGAZINE | 7
The Legislature invited AWC and others to collaborate on a statewide vision for Washington and help build a road map to that future. The state Legislature this session appropriated $600,000 for the project.

$300,000 of the general fund – state appropriation for fiscal year 2018 and $300,000 of the general fund – state appropriation for fiscal year 2019 are provided solely for the William D. Ruckelshaus Center to collaborate with groups and organizations, including associations of local governments, associations of the business, real estate and building industries, state agencies, environmental organizations, state universities, public health and planning organizations, and tribal governments, to create a “Road Map to Washington’s Future.” The road map shall identify areas of agreements on ways to adopt Washington’s growth management framework of statutes, institutions and policies to meet future challenges in view of robust forecasted growth and the unique circumstances and urgent priorities in the diverse regions of the state. The center shall, in conjunction with state universities and other sponsors, conduct regional workshops to:

(a) Engage Washington residents in identifying a desired statewide vision for Washington’s future;

(b) Partner with state universities on targeted research to inform future alternatives;

(c) Facilitate deep and candid interviews with representatives of the above named groups and organizations; and

(d) Convene parties for collaborative conversations and potential agreement seeking.

The center must submit a final report to the appropriate committees of the Legislature by June 30, 2019.

The project scope is the State of Washington’s planning framework of laws, policies, and institutions. Road maps will identify redundancies and pinpoint areas of conflict, gaps, or confusion. While the primary focus will be the Growth Management Act (RCW 36.70A), the planning framework also consists of other statutes:

- Local Project Review Act – RCW 36.70B
- Regional Transportation Planning – RCW 47.80
- Land Use Petition Act – RCW 36.70C
- Water-Sewer Districts – RCW 57
- Planning Enabling Act – RCW 36.70
- Water System Coordination Act – RCW 70.116
- Port Districts – RCW 53
- School District Property – RCW 28A.335
- Shoreline Management Act – RCW 90.58
- Cities and Towns – RCW 35
- State Environmental Policy Act – RCW 43.21C
- Optional Municipal Code – RCW 35A
- Plats, Subdivisions, Dedications – RCW 58.17
- Counties – RCW 35

Conversations focused on interests rather than positions and better long-term outcomes as well as near-term gains are more likely to build understanding and find areas of agreement.

For more information: ruckelshauscenter.wsu.edu/projects/current-projects
The Question

How do you stay focused on long-term sustainability?

LONDI LINDELL
City Administrator, North Bend

North Bend is blessed with gorgeous natural resources of mountains and streams, and one of our council’s primary goals is preservation, but development puts pressure against this goal. The city has increased park impact fees, adopted new bike/trail SEPA fees, and allows telecommuting for employees to promote sustainability. Any sustainability program (e.g., solar panels) must be balanced against rate of return on investment.

DAVID FUTCHER
Mayor, Kelso

Kelso focuses on conservative budgeting to achieve sustainable results. We commit non-recurring revenue only to one-time projects, not to recurring expenses like additional staff (which also prevents staff from being unnecessarily uprooted when temporary funding disappears). Only when we have met our fund balance goals and expect income to be consistent over several years do we expand services.

KEITH VRADENBURG
Mayor, Entiat

The City of Entiat is creating an Economic Development Plan, with input from volunteer members of the Economic Development Committee and Planning Commission along with city staff. This plan will include goals and a timeline for implementation. When this plan is finished, it will be adopted by the city council, with a follow-up process for keeping the plan updated and moving forward.

For more information: awcnet.org
Water Wait continued from page 5

a problem with infiltration during rain storms. That was the good news. The bad news: the town’s contaminated stormwater was leaking out of broken sewer pipes and flowing directly into Carbonado’s sandy soil.

“Whenever it rains, gray water just leaches out all over the place,” Argo says. “It’s in the streets, in the schoolyard; it’s in residential yards. But when you’re little like we are, and low-to-moderate income, how can you dream of completely rebuilding your entire infrastructure?”

Yet Carbonado did more than just dream. With help from the civil engineering firm Gray & Osborne, the town’s council and staff developed a comprehensive sewer replacement plan. Sewer lines would have to be rerouted from private yards and into the public right of way, and water lines made of fragile asbestos cement pipe also would have to be replaced. The price tag: as much as $14 million, for a town with a $1.5 million budget. Even that didn’t stop Carbonado. With Gray & Osborne’s assistance, the town secured preliminary approval for a $4.5 million USDA Rural Development grant and a $5 million grant from the Washington Department of Ecology (to qualify for the former, Carbonado’s 217 ratepayers agreed to an increase in sewer and water rates, which now average over $200 a month per household). Argo then filed a formal request with the Legislature, asking House members to fund the balance of the project with an appropriation from the state’s capital budget in the 2017 legislative session.

In March, the results of a video inspection of the town’s sewer lines—revealing breaks, cracks, root intrusions, and blockages due to cave-ins and congealed grease—confirmed the extent to which the town’s sewer system had deteriorated.

“The sewers in Carbonado are by far in the worst condition of any sewer system that I have ever seen,” says Gray & Osborne project manager Lance Stevens. “It absolutely has to be replaced.”

Over summer, with a shovel-ready project in place and funding secure, Carbonado was prepared to send out a request for proposals. But when the state Legislature adjourned for the year on July 20 without passing a two-year capital construction budget (tied to a legislative fix for the Hirst decision, a Supreme Court ruling impacting statewide water rights), funding from the state was withheld, and the town’s sewer replacement plan was put on hold.

“We expected to be moving dirt before the end of the year,” Argo says. “We’ve been working on this since 2012. The plan now is to sit and wait. We’re ready. All we need is money.” —Ted Katauskas
You’ve been a professional firefighter for 31 years. What drew you to the job?
I was in veterinary school at WSU and was looking for a way to pay for college, so I signed up for the student firefighter program. Once I tried it, I loved the fact that if you’re really good at your job, you can make a difference that is measured right away.

Do you find that’s also true in your job as mayor?
The same concept exists—the more you put into it, the more you get back—but the rewards are a little more delayed.

What attracted you to local government?
I very much appreciated, when I worked for the city, how the council and administration for the city looked out for the employees and held us accountable. When I had the opportunity to get on council, I wanted to pay that back.… If we support and develop staff and hold them accountable, great things can happen.
What’s one great thing that’s happened in Ellensburg during your time in office?
My tenure on the city council bridged the recession, and we didn’t lay anybody off. We didn’t reduce city services, and we gave raises to people during a very difficult time for local government.

What else?
We have public transportation services that you usually don’t see in a small isolated community like ours. The city also is making strides in affordable housing.

And Ellensburg became the first city in the nation to build a community solar project in 2006. How did the Renewable Energy Park happen?
Our previous energy services director took advantage of opportunities that were coming nationally and said, “Hey, we want to make this available to the community, so we’ll build it and let them buy shares in the system.” It sold out almost immediately. Since 2006, the park, which is located at milepost 107 on the north side of I-90, has expanded output from 53,000 kWh annually to 427,000 kWh.

What’s the city’s Renewable Energy Rate Program?
The next step we took was to offer all residents the option to purchase energy generated at the park by voluntarily adding $3 to their monthly utility bill. The proceeds go to maintenance of the Renewable Energy Park and renewable energy education.

What other sustainability initiatives has the city adopted?
Up to 97 percent of the power the city purchases comes from renewable resources. We have hybrids in our fleet, and since Ellensburg is on a major transportation route, we assist and install charging stations on public property to facilitate the use of e-vehicles.

You mentioned that Ellensburg has an unusually robust public transportation system for a city of 20,000? Two years ago, we passed a transportation benefit sales tax that allowed us in July to start expanding our public transit system. It’s a partnership between the city, the university, Washington State DOT, and a local nonprofit that’s heavily subsidized and offers low-cost commuter service to and from Yakima, with full-size buses running four or five times a day. That’s nothing compared to Seattle’s Metro, but it’s effective, and it gets used.

Why is investment in public transit a priority for Ellensburg?
Infrastructure and roads are a liability for any government. By the time they’re built, roads start to deteriorate, and you have to pay for upkeep, and ultimately they need to be replaced…. If we can provide alternatives to people, they can use money they would have spent on that on other things that improve quality of life.

Talk about the city’s partnership with Central Washington University.
From our perspective, CWU and the city are synonymous. When you think of one, you think of both. We meet with their administration and encourage constant communication. They are a large customer for many of our utilities, and they partner with us and share the cost of providing infrastructure.

Half your city’s population are students at CWU. Are they involved with local government?
We have had CWU students run for seats on our city council. We have 14 boards and commissions that citizens can serve on, and students participate in those. Our student population is very integrated into this community.

And ultimately, that helps Ellensburg’s long-term sustainability. A lot of college students who come here end up staying and raise families here. We want to be a college town, but if people have a sense that they’re going to be here for 15, 20, or 30 years, they make decisions differently than if they were only looking at what’s in it for them for the next year. They’ll invest in parks and transit and the types of things that make a community what it is, what we have right here.
Cityvision looks at how Ellensburg gets energized by water, the sun, and students.

### Population

<table>
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<tr>
<th>Year</th>
<th>Population</th>
</tr>
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<td>2017</td>
<td>19,550</td>
</tr>
<tr>
<td>2010</td>
<td>18,174</td>
</tr>
</tbody>
</table>

2017 SOURCE: WA OFM

### Power Points

- **97%** Carbon-free energy from Bonneville portfolio
- **3%** Other
- **10%** Nuclear
- **86%** Hydro

### Demographics

- **79.6%** White
- **10.3%** Hispanic or Latino (of any race)
- **3.7%** Two or more races
- **3.5%** Asian
- **1.8%** Black/African American
- **1.1%** Native American

### In the Black

105 Amps 3Ph at 9:10 a.m. on Aug. 21 at city solar park

5 Amps 3Ph at 10:25 a.m. (solar eclipse)

170 Amps 3Ph at 11:40 a.m.

### Student Bodies

10,559 Undergraduates

15% Increase in fall enrollment

13.3% Hispanic students

### Sun Spots

41 Privately owned solar systems on home roofs

100% Retail value of utility-sold power to private owners

700,000 kWh per year generated

SOURCE: CITY OF ELLensburg

*Population data from the 2010 US Census, unless otherwise indicated.*

*Source: City of Ellensburg*
Two of Washington’s most calamity-struck cities draw on their assets and heritage to envision a thriving, sustainable future.

BY TED KATAUSKAS

The town of Skykomish as seen from the Maloney Rock scenic overlook
Tony Grider still recalls the day he drove across Skykomish’s namesake river, as a young man who had taught school in Idaho and Washington and on a whim relocated to this remote town of 200 in the northeast corner of King County to start a new life as a photographer.

“I remember coming across the bridge the first time and seeing this massive environmental work and thinking, ‘This poor little community,’” says Grider, now a father of seven who teaches arts and social studies at Skykomish’s 60-student K-12 public school—and for the last six years has served as the town’s mayor. The photography career may not have panned out, but everything else did.

“This is its own little oasis,” says Grider. “We are so completely isolated that you have to drive through another county to even get here. The nearest grocery store is 40 minutes away. We have a bar, a gas station, a candy store, a deli, and a hotel/restaurant. We’ve got some pieces of civilization, but really, we’re on our own up here.

“From my house, you can literally throw a rock into the river, and we have mountain views from every single window. It’s picturesque, almost like a Rockwell painting. You go outside and see buildings from the boomtown era and storefronts out of the Old West and just kind of forget that it’s 2017. It could be 1950; it could be 1930. That heritage is what led me to stay here.”

But when Grider arrived a dozen years ago, Skykomish was at a crossroads, facing a challenge more dire than the one that had almost killed the town in 1974. That was the year Burlington Northern abandoned the maintenance and refueling depot that had served as the town’s economic lifeblood since its founding in 1890 along the Great Northern Railway. In 2005, three decades after it had forsaken Skykomish, the railway now known as BNSF was back, this time to deal with the environmental legacy of nearly a century of railroad operations: all six blocks of Skykomish centered on Railroad Avenue, the town’s main street, were sitting atop a pool of toxic bunker oil laced with heavy
from Seattle who bought, then restored and reopened Skykomish’s historic Cascadia Inn just before the cleanup began. “With all of our old buildings intact, and most of those on new foundations, now you have a town that is ready to remake itself…. That was the general feeling of the community from the beginning: you’d rip the Band-Aid off, and once that’s done, you start feeling better.”

But the pain proved to be a lot more intense than anyone could have imagined. Over seven years, two of the town’s three hotels closed, never to reopen, and other businesses also shuttered as metals that over decades had migrated from the railyard down to the riverbank, where, instead of rainbow trout, a spectrum of oil shimmered on the surface.

The $100 million Skykomish Cleanup, financed and orchestrated by BNSF and overseen by the state Department of Ecology, was unprecedented. Essentially, it involved moving the entire town, removing contaminated soil, replacing it with clean fill—rebuilding streets, sidewalks, and foundations in the process—and then putting everything back just as it was. The project, to be completed in stages, would last more than a dozen years.

“People were worried that with all the traffic cones and dirt and rubble, the town would lose its identity,” recalls Grider. “The community wanted to pull itself together and talk about what it wanted to be in the future.”

FOR THREE MONTHS DURING THE SPRING AND SUMMER OF 2005, as the first three homes along the river were moved and workers built a cofferdam to divert water and begin scraping the Skykomish bare, the town gathered in the school gymnasium and convened a series of long-term planning and brainstorming sessions and workshops, funded by the Department of Ecology and facilitated by the University of Washington’s Northwest Center for Livable Communities. The sessions culminated that August with the publication of “A Community Defined Vision for the Future of Skykomish,” a 45-page blueprint for a post-cleanup revival as an oasis for outdoor recreation enthusiasts from the big city, leveraging the town’s proximity to Stevens Pass Ski Area.

“We went through the public process of visioning and trying to focus on what the town wanted to be, acknowledging that the cleanup would be disruptive, but when it was done, we’d have clean soil and new infrastructure—sewers, streets, and sidewalks,” says Councilmember Henry Sladek, a former Deloitte & Touche CPA from Seattle who bought, then restored and reopened Skykomish’s historic Cascadia Inn just before the cleanup began. “With all of our old buildings intact, and most of those on new foundations, now you have a town that is ready to remake itself…. That was the general feeling of the community from the beginning: you’d rip the Band-Aid off, and once that’s done, you start feeling better.”

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“PEOPLE WERE WORRIED THAT WITH ALL THE TRAFFIC CONES AND DIRT AND RUBBLE, THE TOWN WOULD LOSE ITS IDENTITY.”
—TONY GRIDER, MAYOR OF SKYKOMISH
tourists from Seattle crossed the Skykomish River bridge, saw the construction cones and barricades, and U-turned back onto the highway toward Leavenworth. Enrollment at the public school shrank by a third as longtime residents left town. In April 2012, barely six months after the Whistling Post, a bar that had been open for 99 years and served as Skykomish’s social hub, was moved back onto its foundation, vandals burned it to the ground.

“Nobody wants to live through that,” says Grider. “It was a mess—literally. The house I am in now was moved, and it was full of dust every day. I have a great picture of one of my children out in the yard looking through a chain-link fence into a construction pit…. It was a challenging time, a really dark time.”

By the summer of 2013, the worst was over. With freshly paved and striped streets, just-cured concrete curbs, sidewalks decorated with planters and streetlights, and century-old landmark buildings on new foundations—including a fully refurbished Great Northern depot used as a visitor center and museum, with a kiddie railroad around its perimeter—Railroad Avenue resembled Disneyland’s Main Street, USA. And the tourists came, dozens of cars driving over the bridge from the highway to park, ride the town’s sole attraction, and walk around downtown.

But with little else to do, most of them soon drove on. One visitor passing through town ducked into Skykomish Toot Sweet, a candy store and gift shop, and told the proprietor, Debbie Koch, “You have a little piece of heaven here,” adding, “Someday people are going to come here on purpose!”

And that got town leaders thinking. In 2014, Mayor Grider met with Charlie Raines, director of forest conservation at Forterra, a Seattle-based nonprofit descended from the Cascade Land Conservancy, to talk about Skykomish’s dilemma. He hoped to devise a partnership that might realize Skykomish’s vision as a destination for outdoor recreation and fulfill Forterra’s mission of “connecting urban, rural, and wild communities.”

“Our mission evolved to look at sustainability in the region,” explains Raines, who became familiar with Skykomish as a Forest Service ranger in the Sultan Valley during the 1970s. “Just protecting greenspace and parks, wetlands and forests isn’t enough to have a sustainable region. You need to have really great cities and towns for people to live in and working farms and forests to provide food and lumber.”

Grider and Raines catalogued the town’s primary assets: a revitalized historic town on the Highway 2 National Scenic Byway.

Q&A WITH TOM FISHER

Tom Fisher, professor at the University of Minnesota’s College of Design and director of the Minnesota Design Center, explains why cities large and small need to reinvent themselves—and prepare for a future where cars may not fly, but they will be driving themselves.

What’s the mission of the Minnesota Design Center?
It was initially established to do urban design, although we’re increasingly doing what we call rural design, using the same thinking and methods for small towns. Small towns across America are all facing very similar problems where the old agricultural-based economy can no longer sustain them, and they’re all having to look more creatively at what their assets are.

Do you have an example of that?
We worked with a small town in Minnesota that was dying with an agriculturally based economy that had largely disappeared. Yet they had a park with cliffs, and there were a lot of young people coming up from Minneapolis to do rock and ice climbing. And we asked them about that, and they said, “Those are a bunch of people that we don’t even know who they are.” So we got them to recognize that all these young people were their economic future.

Why couldn’t they see that?
Some of the people in charge of the community had been there for decades, and they were still thinking in very 20th-century terms. They had been talking about buying a farm and building a road and putting in an industrial park, until we showed them that every community is thinking about doing that, and frankly, that rarely works.

Are the same principles applicable to big cities?
Absolutely, particularly for shrinking cities—the Buffalos, the Detroits, the St. Louises struggling with large infrastructure and declining population—they too have to reinvent themselves. I grew up in Cleveland. It used to be a steel town and a manufacturing town, and now it’s made a switch to largely being a medical town.

What are some best practices when it comes to reimagining a future? It’s usually better to build on something you already have or something that

continued on page 19 →
along the banks of a restored wild and scenic river, ripe for paddling and fishing; an old-growth forest in its backyard that was set to be logged; in the heart of that forest, crystalline alpine lakes that fed a stream called Maloney Creek; and, connected by a road, Maloney Rock, a scenic overlook that Raines knew from his days as a ranger.

“It had a fire lookout on it, so you know it has a good view,” says Raines. “It’s one of the most spectacular vistas in the entire Skykomish Valley that you can drive to. Downvalley, you look up and see the tip of Glacier Peak, then behind you, alpine lakes and wilderness.”

And down below, the town of Skykomish. Just eight miles up the road, Stevens Pass had begun opening the resort’s terrain to mountain bikers, a subculture always hungry for new terrain to conquer and for a town to serve as base camp.

Using the town’s vision statement as a template, Forterra drafted legislation—the Skykomish Economic Development, Recreation, and Natural Resource Conservation Initiative—which the King County Council unanimously adopted in April 2014. And that summer, Grider and Raines began taking potential stakeholders—King County councilmembers, US Representative Suzan DelBene, the Forest Service district ranger, nonprofits like the Evergreen Mountain Bike Alliance—up to the site, explaining their vision: a wilderness preserve with a trailhead from downtown leading up to the vista, connected to a network of mountain bike and hiking trails.

“The idea is to make Skykomish an outdoor recreation hub that will pull people off the highway and have them stopping to have a drink and some food and stay the night,” Grider says. “They’ll take pictures that they’ll share with their friends and say, ‘This is the little piece of heaven I’ve found.’ . . . We have a unique heritage. We’re not going to go with a theme other than what we are and always have been: a railroad town. Even though the railroad was the root cause of the environmental cleanup, we still embrace it as our future.”

ROUGHLY FIVE HOURS EAST OF SKYKOMISH ON THE IDAHO STATE LINE, the City of Palouse, a farming hub of 1,050 with a six-block business district surrounded by wheat and barley fields, is something of a poster child when it comes to small cities that leverage their assets to chart a sustainable future. Like Skykomish’s, Palouse’s bootstrapped reinvention was born from calamity—a 500-year flood in 1996 that inundated the entire town—and a community-wide commitment to turn what should have been a setback into a historic chance for economic renewal.

“It was pretty devastating, but we didn’t have a lot to lose,” says Mayor Michael Echanove, a Washington State University computer systems specialist who has served on Palouse’s council since 1994 and been its mayor for the past 16 years. “Our grocery store was displaced; our bank was displaced; our city hall had floodwater up to our knees. We rolled up our sleeves, started cleaning up and inventorying what we had, and that turned out to be the beginning of the life after. It was a golden opportunity to morph into what we wanted to be.”
“WE ROLLED UP OUR SLEEVES, STARTED CLEANING UP AND INVENTORYING WHAT WE HAD, AND THAT TURNED OUT TO BE THE BEGINNING OF THE LIFE AFTER.”

—MICHAEL ECHANOVE, MAYOR OF PALOUSE

In a nutshell, that was a historic prairie town that celebrated its deep agrarian roots—dating to its founding in 1888—but was modernized for the 21st century. Like a century-old Victorian farmhouse, Palouse had good bones and a sturdy foundation, but a century of deferred maintenance had robbed the town of the curb appeal it had in its heyday; travelers from Spokane or Tri-Cities transiting the Palouse Scenic Byway tapped the brakes, then kept going, as they drove through downtown. With that in mind, the top post-flood priority was a sewer-to-streetlights infrastructure makeover for the entire business district. Landing $2.5 million in state, county, and federal grants, over time Palouse restored its business district to its frontier-era appeal, with new sidewalks, streets, underground utilities, and amenities like benches, lushly landscaped with flowers and shade trees, and modern lighting.

“Our theory was that if we made our infrastructure the very best it could be, and we made it pedestrian- and business-friendly, people would come back,” says Echanove. “That’s been our motto: make ugly an asset. If it’s broken, fix it and make it better; if something doesn’t work, get rid of it, because if it didn’t work before, why would it work in the future?”

Since then, the city has been doing the civic rendition of a spring cleaning, clearing out all of the useless artifacts from its musty basement, garage, and attic while fixing anything that’s valuable and putting it to work.

When the city couldn’t find the money to restore its flood-damaged printing press museum, the chamber of commerce used the building’s dilapidated state to its advantage, sponsoring a DIY haunted house that raised $3,000 in its first year. It’s since become a regional Halloween destination that over the past 15 years has raised $530,000, supporting projects throughout the city from construction of a new community center to public restrooms and events like Palouse Days.

To rid downtown of a partially razed grain elevator by the railroad tracks, the council purchased the building and land from you were really good at in the past. Sometimes it’s a natural resource asset or a human or a cultural asset. Some rural communities are ethnically quite diverse; instead of seeing that as a problem, recognize that as an asset you can build on. Even if you have an industry that has disappeared, you still may have a skilled workforce you can leverage. In Akron, Ohio, the rubber industry disappeared, but there still were skilled workers knowledgeable about polymers, so the city reinvented itself around chemistry.

How does this sort of thinking apply to infrastructure, a perennial problem for all cities?
We’re doing quite a lot of work at my center around shared autonomous vehicles, a transportation revolution that will dramatically alter our infrastructure needs. The older model that we built our infrastructure around—where people live in a residential district and commute to an office where they work from 9 to 5—is rapidly disappearing. We should be building it around the new model that caters to the sharing economy, the peer-to-peer economy, the way many younger people are actually living and working now.

What does that mean in practical terms?
Our research shows that one lane in each direction will provide sufficient capacity for shared autonomous vehicles. So the question cities should be asking is not, How do we repair all of the infrastructure we have? but, How do we take infrastructure out? How do we shrink it to a level that we can afford to maintain and repair? Extraneous lanes can be converted into bike and bus lanes or green infrastructure like bioswales, which lessens demand for gray sewer infrastructure.

In planning for the future, how can cities involve younger people in decision-making?
First of all, talk to them. Second, listen to them. Third, don’t just hold a bunch of meetings in the evenings and expect them to come. This is a social media generation that doesn’t communicate by coming to meetings and sitting around and eating cookies and drinking coffee. Go to where they are, and communicate with them the way they like to communicate.

Other advice for Washington electeds?
Stop telling ourselves this myth: that the 20th century had it all figured out, and when these young people grow up, they’ll realize it. That is not how leaders lead. Leadership is about looking out to the future, understanding what is actually changing and coming at us, and defining a new narrative of the future that makes sense to people—that isn’t about making people afraid of it, but about helping them understand it and getting them excited about the opportunities the future holds.
the railroad for $5,000, removed the structure, and transformed the site into an RV park that’s managed by Palouse’s deputy clerk; at a fee of $25 a night, the former eyesore has turned into a handsome investment, generating net revenues of $10,000 to $15,000 a year. Likewise, the city used a state DEQ flood-control grant to buy out a dilapidated mobile home community on the banks of the Palouse River and turn it into a municipal park.

With a $900,000 grant from the Department of Ecology, the city rehabilitated a brownfield—an abandoned truck fueling station contaminated with petrochemicals, benzene, arsenic, and lead—that spanned an entire city block. After a final year of monitoring has passed, the city hopes to attract a developer to rebuild the block as a mixed development with street-level retail and trendy urban lofts upstairs. And with $1.5 million from the state Legislature, the Department of Transportation, and the Transportation Improvement Board, Palouse transformed an active rail line that runs down the middle of Whitman Street in the heart of its business district into a handsomely landscaped multimodal transportation corridor with a skateboard park.

On a hilltop just outside of town is the pièce de résistance, a modern-day yet eminently practical twist harking back to its agrarian roots: a 75-kilowatt solar farm, completed in 2016. For that, the city partnered with Kennewick-based Apollo Solutions Group, a contractor that installs municipal solar arrays and energy-efficiency retrofits funded by the state (through the Washington State Department of Energy Services). With Apollo’s help, Palouse financed the project with a $276,551 solar grant from the Department of Commerce and a $130,000 loan from the state treasury (at 2.1 percent interest); the array supplies power for one of the city’s wells—and on sunny days when the system generates more power than the well requires, excess energy is credited to Palouse’s utility bill—saving the city $8,000 a year.

“We’re the pilot city on this,” says Palouse’s clerk/treasurer, Kyle Dixon. “Everybody was planning to wait and see how this turned out, and now we’ve been getting calls from mayors and councils from small towns in Whitman and Spokane counties, asking how our experience has been with Apollo. I can’t sing their praises enough.”

Adds Echanove: “I’d build 10 more if I had the opportunity.” But he may not get the chance, nor may other cities: that program may disappear in the next biennial budget.

As a testament to the adage that hard workers create their own luck, consider one more bit of Palouse-worthy, calamity-laced kismet: In the middle of the night on April 8, 2014, a fire gutted the Brick Wall, a newly remodeled bar and grill in the heart of downtown. Quick work from fire companies that responded from surrounding communities saved Palouse’s downtown, but the building was destroyed, with all but one wall collapsed into a smoldering heap. A week later, when a crew pulled down the remaining wall, they revealed an advertisement for a pioneer-era newsstand and tobacco shop that had been painted on an adjoining wall and preserved, unseen, for more than a century. The bar’s owners, as part of yet another rebuild, installed a walkway and planted a rose garden, creating a pocket park that’s one of the town’s central draws, where visitors pose for rural-authenticity-laced selfies they share with friends from the city.

“When you see private enterprise coming back and all the people and good things happening, it’s hard to describe,” Echanove says. “I think we’re very blessed.”

**AS IS SKYKOMISH.** On some weekends this summer, Henry Sladek counted as many as 500 cars on Railroad Avenue and in the lot near the historic depot—turned—visitor center, where volunteers offer rides on the miniature railway to parents and kids who’ve come all the way from Seattle. The town and the state Department of Ecology, with oversight from a local nonprofit, just opened an interpretive trail on Maloney Creek, and the city is awaiting Forest Service approval of a trail from downtown Skykomish to Maloney Rock, which would connect the town to upward of 15 miles of proposed mountain bike trails.

Borrowing a theme from Palouse’s reinvention playbook, the town now owns the landmark Skykomish Hotel, which it is restoring with help from a developer that plans to add retail to the ground floor and run the upstairs as a boutique inn. That vision won’t be realized for another few years, but Grider says a bed and breakfast expects to open in the fall, and another permit has been granted for a new hotel on the banks of the restored river. And north of downtown just off the highway, the town hopes to interest a developer in building a 200-unit luxury housing development, marketed to Stevens Pass skiers and future mountain bikers and paddling enthusiasts seeking a refuge from the city.

“What we’re doing isn’t revolutionary,” says Grider. “It’s recognizing where you are and why you like the place, and doing what you can to accentuate what you already have.”

That sentiment is echoed by Forterra’s Charlie Raines. “Figure out what your assets are and what you can do to capitalize on them,” he stresses, adding that partnering with like-minded organizations with resources is crucial for small cities. “Skykomish is a really great town. They took an environmental cleanup as an opportunity for a fresh start and said, ‘Let’s go!’”
Without seamless systems in place to collect, store, and share information, organizations risk reliance on a few key people.
SMART SPENDING

HOW LEADERS CAN HELP MANAGE INFRASTRUCTURE CHALLENGES.

NORTHWEST COMMUNITIES are grappling with a range of water infrastructure challenges: escalating costs, old and decaying systems, and intensifying health, demographic, and environmental stresses. At the same time, a growing segment of the population is struggling to pay for water services and manage other basic bills. State and local government officials have extensive influence, and their leadership can help optimize water, wastewater, and stormwater infrastructure spending in many ways.

Like utilities, government leaders don’t need to do it alone. A variety of community partners can help pilot innovative approaches, and regional collaboration can enable multiple agencies to invest together, with private capital where appropriate, to achieve efficiencies, resilience, and mutual benefit.

Policymakers need to establish a clear vision and overarching policy principles. By adopting lean management performance goals and metrics, they can steer investment toward integrated infrastructure systems that benefit the most people. Government leaders need to help local communities modernize their infrastructure, train a new generation of water infrastructure workers, and build local capacity to effectively manage and pay for right-sized water systems. State and federal agencies also need to reconsider their regulatory strategies, allowing utilities some flexibility to get better results.

Specific metrics that policymakers might use to target system-wide outcomes include:

- Percentage of utilities using asset management and value planning as core business practices
- Percentage of utilities that consider upstream and micro-infrastructure solutions on a level playing field with traditional gray infrastructure approaches
- Percentage of utilities that are financially healthy, with stable revenues and no serious maintenance and replacement backlog
- Number of people from disadvantaged communities graduating from skill-based worker training pipelines who fill high-priority water infrastructure jobs
- Percentage of neighborhoods that can recover water and wastewater service within three days of a large-scale earthquake or storm
- Percentage of households that pay no more than 1.5 percent of household income (the current California standard) for each water service

An example of a principle-based state policy is California’s Human Right to Water Bill, signed in 2012. It centers on the principle that “every human being has the right to safe, clean, affordable, and accessible water adequate for human consumption, cooking, and sanitary purposes.” The product of compromise complemented by a series of planning, finance, agency authority, and water affordability bills, the bill sets broad strategy outlines toward a sustainable water future.
TAKE A MINUTE to think about the staff at your city with the most experience and expertise. Do you rely on them to provide context for projects and historic knowledge about key assets? Are they your go-to resource for records and data? Do they understand how your internal systems and workflows work—and are they some of the few that do?

If the answer to any of the questions above is yes, you might want to take a look at the organizational sustainability at your city. One of the most common issues I hear about (whether we’re working with city managers, public works directors, or city planners) is how institutional knowledge is stored and shared between staff. Without seamless systems in place to collect, store, and share information, organizations risk reliance on a few key people. A deep and crucial knowledge base is often lost when staff retire—or worse, it becomes inaccessible when unexpected medical emergencies or natural disasters occur.

Here’s an example we often see: a public works department manages water, sewer, and stormwater for a medium-size city. They keep track of their assets using paper maps and notes, and if digital data is available, it is siloed and available to only a few people. Most staff rely heavily on a couple of tenured staff members—often with decades of experience working for the city—for historic knowledge of asset locations, condition, and connectivity.

What happens when the staff members in the example retire? It will be hard for other staff to understand the systems and changes that have occurred over time, find resources, and efficiently manage the system in the immediate future, which can potentially impact service delivery to citizens. If your organization faces similar issues, consider taking these first steps:

- Clearly identify what information should and can be captured and maintained (e.g., asset locations and their associated attributes).
- Identify all your current data sources and their accuracy.
- Establish a process for resolving conflicting data.
- Identify your most experienced staff, and implement a plan that transitions their institutional knowledge from inside their brain to a shared space.
- Create a single source of asset information, and set up workflows that allow you to update it from the field or office as needed.

The bottom line: organizational sustainability is about the endurance of a system and the processes that run that system. Good maintenance, systematic inspections and reviews, and access to information and knowledge about the system for all staff will make your city stronger, more efficient, and more resilient.
DUAL PURPOSE

A BREMERTON PARK SUSTAINS COMMUNITY AND THE LANDSCAPE.

OVER 20 PERCENT of Bremerton’s citizens live below the poverty level, and the number is higher in Anderson Cove—with many living in aged Navy duplexes from World War II. Until recently, the neighborhood did not have public access to its namesake waterfront. In 2009, Bremerton began a seven-year collaboration with the Department of Ecology and (later on) HUD to turn this blighted neighborhood with abandoned houses into both a cutting-edge low-impact development (LID) project and a community gathering place.

In 2011, the city used an $800,000 Ecology grant to purchase private property at the Cove for a stormwater demonstration project. After the homes were demolished and before the public works project started, city staff recognized an opportunity to transform the site into a neighborhood park, combining park amenities with LID features. In 2013, Bremerton Parks received $159,000 in community development block grants; with an additional $45,000 of in-house support from Bremerton’s park staff, the park was funded.

Around this time, the local community proposed naming the new park after Lillian and James Walker, a black couple who arrived in Bremerton during WWII and worked tirelessly throughout their lives to end racially biased hiring practices and advocate for equal access to housing. The Walkers became pillars of the Kitsap County community, with Lillian remaining active in the fight against segregation until her death at age 98 in 2012.

Bremerton’s public works and parks departments worked closely with Ecology, HUD, and local citizens to mesh the two projects. Considerable public outreach, including a neighborhood meeting at the site, defined the park transformation. “Far and away the number one priority was beach access,” says Park Preservation Development Manager Colette Berna. “This is the first waterfront access that the residents of Anderson Cove have had.” The park includes the promised overlook of Anderson Cove and a family picnic area. A walking path leads into the park, featuring educational interpretive signage (including the Walkers’ history) and a small wooden land bridge over lush rain gardens infused with BioSoil. At the center sits a large rustic amphitheater with a perfect view of the cove. A set of stone stairs takes park users down to the beach.

LID features incorporated into the park include bioretention swales adjacent to the trails, pervious sidewalks, Filterra tree planters, groundwater recharge beds along the frontage, and Grasscrete paving at the pump station loading area. Signage explains how the project protects Puget Sound’s water quality. Bremerton’s stormwater utility provides maintenance under contract with a landscape company.

Lillian and James Walker Park shows how partnerships can result in public amenities that improve a community’s quality of life and promote a sustainable environment. —Jonah Barrett
WATER RIGHTS AND WRONGS

HOW THE FOSTER DECISION HINDERS EFFECTIVE PLANNING.

BENJAMIN FRANKLIN ONCE SAID, “When the well is dry, we know the worth of water.” Like many cities, Sumner has invested a significant amount of time and money in planning and preparing for the future water needs of its citizens so our wells will not dry. Until recently, the costs associated with obtaining water rights were somewhat defined, and the outcomes were fairly certain. In recent years, however, several key water-right decisions have made obtaining or changing water rights much more expensive and far less certain, especially in light of the recent Foster v. Ecology decision.

In Foster, a citizen activist appealed the City of Yelm’s new municipal water permit. As part of the permit application, Yelm submitted an extensive regional mitigation plan (in cooperation with the cities of Olympia and Lacey) designed to offset impacts to the “minimum instream flow water rights” in the Deschutes and Nisqually Basins. Yelm’s mitigation measures included both in-kind mitigation (reclaimed water to recharge aquifers and retirement of irrigation water rights previously acquired by the cities) and out-of-kind mitigation (protection of riparian areas, fish habitat restoration, etc.). This kind of mixed mitigation was common, as was the state Department of Ecology’s use of OCPI (“overriding considerations of the public interest”) findings as a statutory safeguard for out-of-kind mitigation.

Until Foster, the OCPI statute allowed Ecology to make water decisions that affect minimum flows when the public benefits clearly outweigh the environmental impacts. Ecology approved the permits for all three cities based on the same OCPI finding, but only Yelm’s was appealed. It was ultimately struck down by the Washington Supreme Court in the Foster decision.

Ecology describes the ruling as follows: “The Washington State Supreme Court made three key rulings in the case: (1) we [Ecology] cannot use OCPI (‘public interest’) to justify permanent allocations of water; (2) no level of impairment to instream flows is permissible, regardless of magnitude or ecological impact; and (3) we [Ecology] cannot use ‘out-of-kind’ mitigation strategies, such as habitat improvements, to address impairment of instream flows.”

Foster, in an instant, jeopardized all of Sumner’s, and other cities’, planning for future water-right approvals. For several decades, Sumner has acquired seasonal irrigation water rights to use as mitigation for new water rights needed to serve future growth. Sumner also planned and budgeted for significant out-of-kind mitigation projects to improve the riparian and riverine habitat of the White River, which supports many salmon species. However, as a result of Foster, Sumner now depends on legislation to restore authority to Ecology to allow some out-of-kind mitigation for impacts to minimum flows where in-kind mitigation is unavailable.

Under the Supreme Court’s current interpretation of the OCPI, Brett Vinson, Sumner City Attorney, and Tom Pors, Law Office of Thomas M. Pors

CITYWISE

LEGAL AFFAIRS

A Thirst on Hirst

The legislative stalemate that resulted in no capital budget and no fix to the Supreme Court Hirst decision continues, with little hope of a compromise until the next session. The Senate’s proposed Hirst fix, SB 5239, would restore counties’ ability to rely on Ecology’s interpretation of instream flow rules. Unfortunately, the Legislature’s focus on Hirst ignores the equally damaging Foster decision that impacts water availability for both urban and rural areas.

Including municipalities as a constituency would increase awareness of the linkage between Foster and Hirst statewide and could lead to a better solution for instream flows and tribal rights. Ultimately, the state’s waters must be shared by a myriad of interested parties, and legislative fixes should focus on finding a mutually beneficial solution.
A policy shift is not needed so much as a practical application of the state’s existing water policy.

statute, it is virtually impossible to mitigate for all of the minute and diffuse effects of groundwater withdrawals on in-stream flows using year-round water-for-water replacement. Existing year-round water rights, as opposed to seasonal irrigation water rights, are simply not available everywhere that today’s sophisticated computer models can time impacts to minimum instream flows. Creating water recharge basins and storing water in remote areas to achieve year-round mitigation to tributary streams is generally not financially feasible—it becomes a game of chasing molecules of water with buckets of money. Plus, it does nothing to improve the riparian and riverine habitat.

The Legislature needs to take a hard look at the impact on communities of the Supreme Court’s Foster decision and amend the water laws to accomplish the state’s fundamental water policy of making water available for both fish and people (see RCW 90.54.020). A policy shift is not needed so much as a practical application of the state’s existing water policy.

The Foster decision also impacts the flexibility needed by municipal water suppliers to update water sources. Sumner filed water right change applications to permit a new well under its existing water rights because its wells are no longer adequate to meet the city’s needs during the peak summer season. Sumner drilled the new Central Well in a deep aquifer, but after six years of application processing the Foster decision made a permanent water right change decision too risky and expensive for the city. Our legal adviser (Tom Pors) and technical team decided to propose a temporary water right authorizing the Central Well mitigated with existing water rights for the summer and winter seasons. The temporary water right was issued, but it will be in place only until a permanent new water right is granted for the Central Well. That application will involve use of the new regional United States Geological Survey groundwater model, which is still not complete or calibrated for use in site-specific decision-making. It will also, of course, depend on a legislative fix to Foster.
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TREE RINGS ARE A GOOD place to start thinking about the past. The distance between rings basically records a good or bad growing season, whether it was wet or dry or hot or cold, and what was happening with cloud cover. The historical insights preserved by rings also provide a vivid reminder of a community’s long-term sustainability, especially when a tree has lived for hundreds of years.

Over the past decade, Washington cities have taken a strong leadership role in building out their community assets. Leaders are looking for ways to leverage existing capabilities and explore how emerging projects can be reimagined and redesigned with the help of public, private, and community stakeholders. By sharing good ideas and best practices and pushing the innovation envelope, cities can create solutions that scale up or down for communities of all sizes.

Sustainability deepens when cities with lessons to share transfer that knowledge to the next generation of cities working to move the needle. By cultivating connections that recognize the value of diversity and equity, cities make a collective impact greater than the sum of its parts, and their strategic partnerships build stronger regional capacity. That’s the key to long-term sustainability.

When leaders tap into the power of coordinated action, the shape and texture of our community “rings” will provide evidence of a healthier environment, economic prosperity, and increased social equity. It’s not always easy being green, but together we can leave a lasting legacy.
The 2018 legislative session is just around the corner.

01|08|18

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