Recommendations to Improve City Communications

Blue Ribbon Communications Committee
September 18, 2010
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Background
The Blue Ribbon Committee was created by the Mayor to assess various city communication methods and recommend opportunities to improve communications with residents, businesses and other organizations.

Purpose
To develop a set of recommendations to help the city of DuPont to establish more clear and consistent communication practices.

Process
The committee began with an inventory and assessment of existing communication methods and procedures. The following documents were reviewed:
1. Summary of communications tools utilized to inform the public about activities; and

Analysis and Recommendations to Improve Existing Communication Methods
The City uses multiple methods to communicate with the public and provides considerable opportunities for sharing information. Existing communication methods include: the city website, local television broadcasts of City Council meetings, city reader boards, press releases, general media relations, city newsletter, Facebook and Twitter.

However, the use of multiple communication methods can also be less effective, overly time-consuming on staff resources, and confusing to the public and the media when specific strategies, processes and policies are not in place to guide decision-making. The most significant opportunity to improve existing communication methods is to create and adopt a Communications Plan to serve as the strategic blueprint to guide and enhance all communications between the city, current and future residents, and organizations throughout the community and region.

The next step and second most significant opportunity to improve existing communication methods would be to adopt policies and best practices for each communication method to implement the Communications Plan. Examples of Communication Plans, policies and best practices are provided in the Appendix.

This report also includes recommendations from communication professionals, as well as the ideas and suggestions of DuPont community members. Public input was requested in the form of an open question to help generate additional ideas to improve the city’s communications with residents and local organizations. The suggestions were anonymous and all comments are included in the Appendix of this report.
CITY WEBSITE

Background
The City website, www.ci.dupont.wa.us, provides detailed information about the City Administration, City Departments, boards and commissions, and the City Council. The City website also includes a calendar of meetings, public notices, and the ability to download Council packets, Planning Agency Agendas, and permit applications.

Recommendations
• **Improve the city website:** One tool that has proven effective to improve a city’s website is the establishment of a citizen advisory panel to participate in a usability analysis. The analysis will solicit community needs and ideas to guide necessary improvements to the functionality and layout of the city website. Once needs have been identified, the city can research costs and budget funds to make necessary improvements.

• **Simplify city domain name:** The domain name is the gateway to a city’s website—the primary information portal. The domain name should be easy for residents and organizations to remember and access. Many local governments have changed their domain name to simplify and clearly communicate the listing of the website. For example, the city of Seattle’s website is: www.seattle.gov; the city of Puyallup’s website is: www.cityofpuyallup.org; and the city of Tacoma’s website is: www.cityoftacoma.org.

• **Webpage Linking Policies and Procedures:** The City of DuPont may want to include links on the City website that connects to websites outside of the control of the City of DuPont. Including outside links on the City of DuPont web site is often beneficial and convenient way to help the public obtain timely information about a specific topic. It is recommended that a policy be adopted outlining the scope, type of content and context for external site content to ensure it meets the purposes of the City of DuPont web site *(See policy example in Appendix).*

• **Provide opportunities for email and mobile notification:** The most effective technological tool for informing residents and organizations is the establishment of list-serves for city activities and community events. Establishing electronic mechanisms for email and mobile phone notification would enable interested parties to be able to sign up to receive information on topics they are interested in, such as town hall meetings, public notices regarding code changes, City Council meetings, agency meetings, recreation information, tourism updates etc.
• **Community ideas and suggestions:** Specific suggestions from residents that could be utilized to improve communications include: “Place new or updated items on homepage, not buried in the website where information needs to be searched for; An occasional policy piece shared on the website which provides deeper information would be a nice touch; Have a website that addresses city happenings and a view of city council meetings; Share event dates ASAP, so all participants (ROA, schools, city, etc.) can coordinate dates and not have conflicting events on the same date; Provide a menu of services, steps to access those services, and a timeline of what to expect when service is requested, for people who live or conduct business within the city of DuPont; Have a sign up on the city website for distribution of information; Post meeting minutes in a more timely manner; Make the city’s website more user friendly and update it more often; Be proactive about sending information out instead of the other way around; Send e-mails after each business meeting with points accomplished; Offer mobile service reminders to the effect of a DuPont Calendar application for your mobile; People need to know there is something new to read on a website; Facebook has limited value because the city is using a page and you have to pay attention to the news feed. It would be better to email everybody that is signed up on the page; More information would be helpful about Parks and Recreation community activities.”

**TELEVISION BROADCASTS**

**Background**
The City is a member of the Rainier Media Center (RMC), which broadcasts the first Council meeting of the month over government access channels. Audio recordings are made for all other City Council and agency meetings.

**Recommendations**

• **Improve accessibility:** Television broadcasts and audio recordings of Council meetings should be more prominent on the City website and linked to meeting agendas to improve accessibility and navigation. Both City Council meetings should be broadcast on the Public Access Channel, if the budget allows.

• **Community ideas and suggestions:** Specific suggestions from residents that could be utilized to improve communications include: “Record all city council meetings for broadcast on cable and internet; Establish a Weblink on the City’s homepage to connect to video and audio broadcasts; Have both city council meetings filmed.”
READER-BOARDS

Background
The City uses the reader-board through the Rainier Media Center (RMC) to provide useful information to the public throughout the county, including: dates and times of meetings. The City also has two manual reader boards: one in the Historic Village and one on the corner of McNeil and Center Drive. No policy or process was identified that guided the utilization or content of the reader-boards.

Recommendations
• **Manage content in a consistent and predictable manner:** Several benefits could be derived from the adoption of a specific policy and process to guide the use and content of the reader-boards. Reader Boards also present an opportunity for revenue generation for specific funds i.e. Parks and Recreation *(See policy examples in Appendix).*

• **Community ideas and suggestions:** Specific suggestions from residents that could be utilized to improve communications include: “The reader board needs to promote programs and events, as opposed to meetings; Buy wireless electronic reader boards. Format: 1. City Operations. 2. PW 3. Parks and Rec. 4. Events 5. Other: Schools, Library.”

PRESS RELEASES

Background
The City Administrator works informally with the Management Team to provide information to media representatives. No policy or process currently exists to guide the development, content and priorities for the City Council to issue press releases. The potential consequences of not having a coordinated process could be very confusing if multiple perspectives of the same issue are communicated from the city.

Recommendations
• **Establish a formal press release policy or process for the City Council:** Adoption of formal process regarding the development and distribution of news releases would be beneficial to provide a framework to publicize actions, promote accountability and reflect or affect public opinion. The process should include posting press releases on the website and creating a distribution list for print, email, and electronic delivery of press releases. *(See policy example in Appendix).*
MEDIA RELATIONS

Background
Effective communication is a challenge under any circumstances. Today, traditional communication practices are not fully compatible with twentieth-century technologies. Local governments must have strategies to utilize traditional, non-traditional, and new media to be successful in communicating in this modern environment.

Recommendations
• **Create a Communications Plan:** To communicate effectively, every organization must have a coordinated strategy for deploying the most appropriate communication resources. A Communications Plan is a blueprint intended to enhance communications between the municipal government and its citizens, throughout the community and region. The Plan includes communications goals and actions guided by Council priorities. It specified the utilization of communication methods and is updated to incorporate new and emerging communications technologies. Residents, businesses and other organizations would most significantly benefit from the city answering the following questions below, incorporate the answers into a communications strategy, and formally adopting a communications plan:

1. What do you want/need to communicate?
2. Who do you need to communicate with?
3. How does your intended audience best receive information?
4. What is the most effective way to communicate with them?
5. How can they communicate with you?

• **Adopt a media relations policy:** It is imperative that the Mayor, City Manager, City Council, and all city personnel work together to ensure the accurate, consistent and prompt exchange of information with the news media. Adopting a policy could include guidance for responding to media inquiries in order to ensure city elected officials and the appropriate personnel are informed of the facts and communication messages. Another option would be include guidance for reporting incidents to ensure the city elected officials and the appropriate personnel are informed about certain incidents in a timely and accurate manner. This is especially the case for public safety issues and others in which the media may be requesting information. Examples include, but are not limited to: an event or incident involving the injury or death of a City representative, actual or potential damage to City property, major crime(s), as well as other potential significant risk to the community *(See policy examples in Appendix)*.

• **Utilize best practices for media relations:** The three most important elements of effective media relations are—building informal, pro-active dialogues with your local reporters before a story emerges; know how your media messengers want to be contacted when you have a story idea; and be prepared with the message you want to deliver, that includes answers to likely questions. The media always work on deadline and usually can’t wait for your schedule. Being proactive pays significant dividends. Attached are generic guidelines to prepare and respond to inquiries from media representatives.
• **Explore the utilization of other communication methods:** Op-Editorials, Guest Editorials, messages in the utility bill, press kits, and public speaking engagements are some of many often-underutilized communication methods in the city. Each should be explored and as appropriate, incorporated into the implementation of the Communications Plan.

• **Designate or employ a communications point person:** A primary point of contact should be identified to manage messages and communications. Options include: employing a public information officer (PIO), sharing PIO resources with emergency services, employing an intern from a local college, or utilizing AmeriCorps members to provide community outreach services and communications.

• **Community ideas and suggestions:** Specific suggestions from residents that could be utilized to improve communications for this topic area include: “The city is missing a huge opportunity with water bills that go to all households. The city could create a campaign to get people to sign up for an email newsletter; Make flyers and fact sheets available to businesses and at community meetings; The city needs a public relations spokesperson perhaps an intern from a local university; Consider creating small calendar of events that can be posted on a refrigerator; Direct emailing residents that sign up for that option.”

**NEWSLETTER**

**Background:** A two page newsletter is created on a monthly basis and distributed to the list serve e-mail system, website, and to local businesses.

**Recommendations:**

• **Continue newsletter and broaden distribution:** Currently, the last newsletter was posted in February 2010. It is recommended that the newsletter continue to be produced and circulated using broader distribution channels (*as an insert in the Clipper, through the ROA, email etc.*) The key is to not overwhelm residents and local organizations with an abundance of communications—especially when using the same distribution channel. Additionally, the relationship between the Newsletter and the City Administrator’s weekly Friday Letter is confusing. The City should decide on a single communication tool for each distribution channel. Another option would be to give residents the option to sign-up on a list serve to receive the newsletter or the Friday Letter from the City Administrator.

• **Public Education About City Services:** The Association of Washington Cities has multiple examples of “snapshots of city services” that are useful tools to educate residents and local organizations, and are easily replicated and adapted into city newsletters. More information at: [http://tinyurl.com/2brspej](http://tinyurl.com/2brspej)
• **Public Education About City Budget:** The Association of Washington Cities has multiple examples of communication tools to help education the public about the city budget. Each tool can be creatively tailored to the particular budget details of our city and will help demonstrate the amount and distribution of sales, property and other tax rates that are at work for the benefit of our citizens. These communication tools also help provide a springboard for conversations about budget priorities, decision-making processes and opportunities for public involvement in the budgeting process. More information at: [http://tinyurl.com/2brspej](http://tinyurl.com/2brspej)

• **Community ideas and suggestions:** Specific suggestions from residents that could be utilized to improve communications for this topic area include: “The city is missing a huge opportunity with water bills that go to all households. The city could create a campaign to get people to sign up for an email newsletter I would like to see the City of DuPont continue to send out the newsletter. Perhaps a one-page newsletter inserted with the utility billing. The City could also do a monthly newsletter and mail it through the ROA distribution at not cost or as an insert in the Clipper; Somehow post citizen ‘s questions and concerns along with the answers or solutions. Their questions are never resolved. It seems you listen and do nothing; Get the information to us sooner on the sites and repeat the info periodically; Serve the community with access to the complete story behind changes to services, details behind new spending priorities, or new levy requests. Examples: Fire levy, EMT service changes, business planner hire decision changes, OWLOM spending priority. Reprioritizing park agency. Who decides what and why? Very little accountability being communicated.”

**FACEBOOK & TWITTER**

**Background**

The City recently created a Facebook page and Twitter account to provide official information and another point of access to citizens for City Government. The use of social media is an add-on to traditional communication methods and should not be viewed as a replacement, as not everyone in the community receives information electronically.

**Recommendations**

• **Create a Communications section in Council Rules and Procedures and establish administrative policies to guide Web 2.0 utilization:** The increasing complexity of the environment in which today’s organizations exist is paralleled by a growing complexity and interdependence among new communication methods. Cities should be committed to open and progressive communications between elected officials and constituents within the limits of the law. To assist in this effort, a Communications section should be created in Council Rules and Procedures to establish policies for the utilization of electronic, written and social media (Web 2.0) communication resources. A policy should be established that clearly outlines the roles, responsibilities, and best practice recommendations for the use of social media/new media. The new Communications section could also combine existing policies regarding the use of technology resources, including but not limited to: email use, internet use, and personal use, the Open Public Meetings Act and requirements for the retention of electronic records *(See policy examples in Appendix).*
• **Community ideas and suggestions:** Specific suggestions from residents that could be utilized to improve communications for this topic area include: “All updates should go on twitter, the web site does not allow easy access to locate updates in one place; What Friday Letter, email updates, etc? I also didn't know you were on Facebook. I would recommend giving the info with the water bill; Facebook has limited value because the city is using a page and you have to pay attention to the news feed. It would be better to email everybody that is signed up on the page.”

**Additional Recommendations to Improve City Communications**

• **Methods of outreach assessment:** There are multiple communication methods available to communicate with the public, businesses, organizations and other interested parties. Approaches most commonly under-utilized include: utility bill inserts, fact sheet/handouts on specific issues, focus groups and speaking engagements. A Methods of Outreach Assessment is the recommended tool for guiding communications policies and decisions. The assessment includes a summary of every available method, as well as the audience it is most effective to inform, the time requirements, cost, process, opportunities and constraints, as well as the recommended best use of each communication method (*See policy example in Appendix*).

• **Communications placemat:** The recommended tool for guiding preparation and delivery of media messages and public outreach is the Communications and Services Placemat. The placemat is a single point of reference summarizing the key messages of each city department, description of the community benefit, and a quick reference to the related elements of the strategic plan and communication plan (*See policy example in Appendix*).

• **Tools to increase accountability and create community consensus:** The Association of Washington Cities has electronic voting technology available for use at no cost to cities at any meeting where people are sharing opinions. It is an out-of-the-box approach for giving citizens a voice for budgeting priorities and other community issues. With individual keypads, audience members can respond to questions, rank issues and determine priorities, and see their answers displayed immediately in a power point format.

• **Join the National League of Cities:** The National League of Cities is the nation’s oldest and largest organization devoted to strengthening and promoting cities as centers of opportunity, leadership and governance. NLC is a resource and advocate for more than 1,600 member cities and the 49 state municipal leagues. There are many benefits to membership, including federal legislative information and a connection to the National City Network with resources to local government officials and their staff across the country.
• **Technology security policy**: The purpose of an Information Technology Security Policy is to establish standards to maintain system security, data integrity and privacy by preventing unauthorized access to data and by preventing misuse of, damage to, or loss of data. The city’s dependence on local area networks (LANs), wide area networks (WANs) and the Internet for conducting vital public business has highlighted the following security concerns: Information Integrity, Employee Education and Awareness, Network access points etc. *(See policy example in Appendix).*
Committee Members
This document was developed with the expertise, feedback and guidance of the following communication professionals:

Sabra Schneider, Webmaster and Director of Social Media—King County
Erin Leonhart, Intergovernmental Relations Director—City of Kirkland
Joy Johnston, Public Information Officer—City of Bothell.
Jennifer Gregerson, Councilmember—City of Mukilteo
Ron Rice, Marketing and Communications Manager—Association of Washington Cities

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APPENDIX 1

SUMMARY OF DuPONT COMMUNICATIONS TOOLS
City Communications

The City uses a variety of tools to inform the public about activities. The Council and media are provided with additional updates and background. The following are current communication methods and some general information on media relations:

- **Website**
  At [www.ci.dupont.wa.us](http://www.ci.dupont.wa.us) the City website provides detailed information on the Council, City Departments, boards, and commissions, a calendar of meetings, public notices, and the ability to download Council packets, Planning Agency Agendas, and permit applications.

- **PEG Channel**
  The City is a member of the Rainier Media Center (RMC) which broadcasts the first Council meeting of the month over government access channels.

- **Reader-board**
  The City uses the RMC (County-wide) reader-board to provide useful information such as, meeting dates and times to the public. The City also has two manual reader boards: one in Iafrati Park and one on the corner of McNeil and Center Drive.

- **Press Releases**
  The City Administrator works with the Management Team to provided background information to media representatives to facilitate more in depth reporting on issues.

- **Media Relations**
  Being contacted by the media for “background” on issues comes with the territory. Attached are some generic guidelines to help if you find a media representative on the other end of the phone.

- **Newsletter**
  A two page newsletter is created on a monthly basis and distributed on the list serve e-mail system, website, and to local businesses.

- **Facebook & Twitter**
  The purpose of the City of DuPont's Facebook page and Twitter account is to provide official information and another point of access to citizens for City Government.
APPENDIX 2

DuPONT COUNCIL RULES OF PROCEDURE
CITY OF DuPONT
WASHINGTON

CITY COUNCIL RULES OF PROCEDURE
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1. **General Rules**

1.1 **Meetings to be Public:** The meetings of the Council shall be open to the public with the exception of executive sessions for certain limited topics (as defined in RCW Chapter 42.30). The journal of proceedings (minute book) shall be open to public inspection.

1.2 **Quorum:** A simple majority of Councilmembers shall be in attendance to constitute a quorum and be necessary for the transaction of business. If a quorum is not present, those in attendance will be named and they shall adjourn to a later time, but no adjournment shall be for a longer period than until the next regular meeting.

1.3 **Attendance, Excused Absences:** RCW 35A.12.060 provides that a Councilmember shall forfeit his/her office by failing to attend three (3) consecutive regular meetings of the Council without being excused by the Council. Member of the Council may be so excused by complying with this section. The member shall contact the Chair prior to the meeting and state the reason for his/her inability to attend the meeting. If the member is unable to contact the Chair, the member shall contact the City Clerk or Deputy City Clerk, who shall convey the message to the Chair. The Chair shall inform the council of the member’s absence, state the reason for such absence and inquire if there is a motion to excuse the member. Upon passage of such motion by a majority of members present, the absent member shall be considered excused and the Recorder will make an appropriate notation in the minutes. If the motion is not passed, the Recorder will note in the minutes that the absence is unexcused.
1.4 **Journal of Proceedings:** A journal of all proceeding of the Council shall be kept by the City Clerk and shall be entered in a book constituting the official record of the Council.

1.5 **Right of Floor:** Any councilmember desiring to speak shall be recognized by the Chair and shall confine his/her remarks to one subject under consideration or to be considered.

1.6 **Rule of Order:** *Robert’s Rules of Order Newly Revised* shall be the guideline procedures for the proceedings of the Council. If there is a conflict, these rules shall apply.

1.7 **Council Member Seating:** A City Council Member’s seat at the dais will be determined as follows or as mutually agreed upon by Council:

1. (1) The Mayor shall sit in Chair #4, the center seat at the dais, and the Deputy Mayor shall sit to the Mayor’s right, in Chair #3; and
2. (2) The remaining Council Members will be seated north to south by position #1 through #4 respectively.

2. **Types of Meetings**

2.1 **Regular Council Meetings:** The Council shall meet on the 2\textsuperscript{nd} and 4\textsuperscript{th} Tuesday of each month at 7 p.m. If at any time, any regular meeting falls on a holiday or a primary, general, or special election day, wherein any matter is on the ballot in the City of DuPont, such regular meeting shall be held the next business day.

The Council may reschedule regular meetings to a different date or time by motion. The location of the meetings shall be the Council Chambers at City Hall, unless specified otherwise by a majority vote of the Council. All regular and special meetings shall be public.

2.2 **Special Meetings:** Special meetings may be called by the Mayor or any two (2) members of the Council. The City Clerk shall prepare a notice of
the special meeting stating the time, place and business to be transacted. The City Clerk shall attempt to notify each member of the Council, either by telephone or otherwise, of the special meeting. The City Clerk shall give at least 24 hours’ notice of the special meeting to each local newspaper of general circulation and to each local radio and/or television station, which has filed with the Clerk a written request to be notified of special meetings. No subjects other than those specified in the notice shall be considered. The Council may not make final disposition on any matter not mentioned in the notice.

2.3 **Study Session and Workshops:** The Council may meet informally in study sessions and workshops (open to the public), at the call of the Mayor or of any two or more members of the Council, to review forthcoming programs of the city, receive progress reports on current programs or projects, receive other similar information from city department heads or conduct procedures workshops, provided that all discussions and conclusions thereon shall be informal and do not constitute official actions of the Council. Study sessions and workshops held by the council are “special meetings” of the council, and the notice required by RCW 42.30.080 must be provided.

2.4 **Emergency Meetings:** An Emergency meeting is a Special Council meeting called without 24-hour notice. An Emergency meeting deals with an emergency involving injury or damage to persons or property or the likelihood of such injury or damage, when time requirements of a 24-hour notice would make notice impractical and increase the likelihood of such injury or damage. Emergency meetings may be called by the City Administrator or the Mayor with the consent of a majority of Council members. The minutes will indicate the reason for the emergency.

2.5 **Executive Sessions:** An executive session is a Council meeting that is closed except to the Council, City Administrator and authorized staff members and/or consultants authorized by the Mayor. The public is restricted from attendance. Executive sessions may be held during Regular or Special council meetings and will be announced by the Mayor.
Executive Session subjects are limited pursuant to Chapter 42 RCW, including considering real property acquisition and sale, public bid contract performance, complaints against public officers and employees, public employment applications and public employee evaluation, elective office appointments, and attorney-client discussions.

Before convening in executive session the Chair shall publicly announce the purpose for excluding the public from the meeting place and the time when the executive session will be concluded. If the Council wishes to adjourn at the close of a meeting from executive session, that fact will be announced along with the estimated time for the executive session. The announced time limit for executive sessions may be extended to a stated later time by the announcement of the Chair.

2.6 **Continued and Adjourned Sessions:** Any session of the Council may be continued or adjourned from day to day, or for more than one day, but no adjournment shall be for a longer period than until the next regular meeting. Regular Council meetings shall adjourn at or before 10:00PM; except the time may be extended to a later time certain upon approval of a motion by a Councilmember.

2.7 **Council Contact Outside an Official Meeting:** Generally councilmembers have the same freedoms of association as any other citizen. Councilmembers must take great care when present at the same social, unofficial functions, or in any public setting to refrain from engaging in any activity which could be interpreted as de facto deliberation or action on a matter of city business.

3. **Chair and Duties**

3.1 **Chair:** The Mayor, if present, shall preside as Chair at all meetings of the Council. In the absence of the Mayor, the Deputy Mayor shall preside. In the absence of both the Mayor and Deputy Mayor, the Council shall elect a Chair.
3.2 **Call to Order:** The meetings of the Council shall be called to order by the Mayor or, in his absence, by the Deputy Mayor. In the absence of both the Mayor and Deputy Mayor, the meeting shall be called to order by the City Clerk or Clerk’s designee for the election of a temporary Chair.

3.3 **Preservation of Order:** The Chair shall preserve order and decorum, prevent attacks on personalities or the impugning of members’ motives and confine members in debate to the question under discussion.

3.4 **Points of Order:** The Chair shall determine all points of order, subject to the right of any member to appeal to the Council. If any appeal is taken, the question shall be “Shall the decision of the Chair be sustained?”

3.5 **Questions to be Stated:** The Chair shall state all questions submitted for a vote and announce the result. A roll call vote may be taken on any question.

3.6 **Mayor – Powers:** The Mayor may not make or second motions, but may participate in debate to the extent that such debate does not interfere with chairing the meeting. If the mayor wishes to participate vigorously in the debate of an issue, the mayor shall turn over chairing of that portion of the meeting to the Deputy Mayor, or to another councilmember if the Deputy Mayor is absent. The mayor’s voting rights and veto power are as specified in RCW 35A.12.100.

3.7 **Privilege of Council:** Any Councilmember may bring forth a resolution or ordinance by submitting a timely request to the City Administrator for inclusion on the City Council Agenda. At the request of the Councilmember(s) sponsoring the proposed legislation their name(s) shall appear at the top of the legislation indicating such sponsorship.

4. **Order of Business and Agenda**
4.1 **Order of Business:** The order of business for all regular meetings shall be transacted as follows unless the Council, by a majority vote of the members present, suspends the rules and changes the order:

1. **Call to Order:** The Mayor calls the meeting to order and will announce the attendance of Council Members, indicate any Council Member who is not in attendance and whether the Council Member has requested an excused absence. Excused absences will be handled as stated in 1.3.

2. **Pledge of Allegiance**

3. **Proclamations and Presentations:** A proclamation is defined as an official announcement made by either the City Council or the Mayor.

4. **Approval of Agenda.** The Mayor may, with the concurrence of the Council Members, take agenda items out of order. Agenda items may be added pursuant to Section 4.2 of these Rules.

5. **Comments from Citizens:** Members of the audience may comment on items relating to any matter. Citizen comment sign-ups will be available at each regular council meeting for the use of those citizens wishing to address the Council. Comments are limited to three (3) minutes, except that a person whose property is the subject of a condemnation ordinance then pending before the City Council, or a person speaking on behalf of a group, comments are limited to five (5) minutes. The allotted time may be modified in accordance with Ordinance No.__________. No speaker may convey or donate his or her time for speaking to another speaker.

6. **Consent Agenda:** The Consent Agenda may contain items which are of a routine and non-controversial nature which may include, but are not limited to, the following: meeting minutes, payroll, claims, budget amendments, park use requests and any item previously approved by Council with a unanimous vote and which is being submitted to Council for final approval. Any item on the Consent Agenda may be removed and considered separately as an agenda item at the request of any Councilmember.

7. **Public Hearings:** See Section 6.

8. **Discussion Items**

9. **Mayor’s Report**
4.2 Council Agenda: The Mayor and City Administrator shall prepare the agenda for Council meetings. Subject to the Council’s right to amend the agenda, no legislative item shall be voted upon which is not on the Council agenda, except in emergency situations (defined as situations which would jeopardize the public’s health, safety or welfare). An item may be placed on a Council meeting agenda by any of the following methods: 1) by any two or more councilmembers, 2) by a council committee, and 3) by a Department Director with the approval of the City Administrator.

5. Consensus and Motions

5.1 Consensus Votes: When a formal motion is not required on a Council action or opinion, a consensus voice vote will be taken. The Chair will state the action or opinion. The Council as a group will indicate concurrence or nonconcurrence.

5.2 Motions: No motion shall be entertained or debated until duly seconded and announced by the Chair. The motion shall be recorded and, if desired by any Councilmember, it shall be read by the Recorder before it is debated and, by the consent of the Council, may be withdrawn at any time before action is taken on the motion.
5.3 **Votes on Motions:** each member present shall vote on all questions put to the Council except on matters in which he or she has a conflict of interest. If a conflict of interest exists, such member shall disqualify himself or herself prior to any discussion of the matter and shall leave the Council Chambers.

5.4 **Failure to Vote on a Motion:** Any Councilmember present who fails to vote without a valid disqualification shall be declared to have voted in the affirmative on the question.

5.5 **Motions to Reconsider:** A motion to reconsider must be made by a person who voted with the majority on the principal question and must be made at the same or succeeding regular meeting. No motion to reconsider an adopted quasi-judicial written decision shall be entertained after the close of the meeting at which the written findings were adopted.

5.6 **Council Relations with City Staff**

1. There will be mutual respect from both City staff and Council Members of their respective roles and responsibilities when, and if, expressing criticism in a public meeting.

2. Council Members shall not attempt to coerce or influence City staff in the selection of personnel, the awarding of contracts, the selection of consultants, the processing of development applications or the granting of City licenses or permits.

3. No Council Member shall direct the City Administrator to initiate any action or prepare any report that is significant in nature, or initiate any significant project or study without the consent of a majority of the Council. New initiatives having policy implementation shall be directed to a Council Committee for consideration.

4. Individual requests for information can be made directly to the Department Director unless otherwise determined by the City Administrator. If the request would create a change in work assignments or City staffing levels, the request must be made through the City Administrator.
5. To provide staff the necessary preparation time, Council Members will provide staff advance notice of any questions or concerns they may have regarding an agenda item prior to a public meeting, if possible.

5.7 **Council Representation:**

1. If a Council Member appears on behalf of the City before another governmental agency, a community organization, or through the media, for the purpose of commenting on an issue, the Council Member shall state the majority position of the Council, if known, on such issue. Personal opinions and comments which differ from the Council majority may be expressed if the Council Member clarifies that these statements do not represent the Council’s position.

2. Council Members need to have other Council Members’ concurrence before representing (1) another Council Member’s view or position, or (2) the majority of Council’s view or position with the media, another governmental agency or community organization.

3. As a matter of Courtesy, letters to the editor, interviews or other communication by a Council member of a controversial nature, which do not express the majority opinion of the Council, should be presented to the full Council prior to publication so that the Council members may be made aware of the impending publication, when practical.

6. **Public Hearing Procedures**

6.1 **Definition of Public Hearing:** There are two types of public hearings: legislative and quasi-judicial. Legislative hearings focus on broad policy with general application. Quasi-judicial hearings focus on the rights of specific parties and decisions must be based on a formal record. The Mayor will state the public hearing procedures before each public hearing. Citizens may comment on public hearing items.

6.2 **Speaker Sign-In:** Prior to the start of a public hearing the Chair may require that all persons wishing to be heard sign in with the City Clerk or Deputy City Clerk, giving their name and whether they wish to speak as a proponent, opponent or from a neutral position. Any person who fails to sign in
shall not be permitted to speak until all those who signed in have given their testimony. The Chair, subject to the concurrence of a majority of the Council, may establish time limits and otherwise control presentations. (Suggested time limit is three minutes per speaker or five minutes when presenting the official position of an organization or group). The Chair may change the order of speakers so that testimony is heard in the most logical groupings (i.e. proponents, opponents, adjacent owners, etc.).

6.3 **Conflict of Interest/Appearance of Fairness:** Prior to the start of a public hearing, the Chair will ask if any Councilmember has a conflict of interest or Appearance of Fairness Doctrine concern which could prohibit the Councilmember from participating in the public hearing process. A Councilmember who refuses to step down after challenge and the advice of the City Attorney, a ruling by the Mayor or Chair and/or a request by the majority of the remaining members of the Council to step down is subject to censure. The Councilmember who has stepped down shall not participate in the Council decision nor vote on the matter. The Councilmember shall leave the Council Chambers while the matter is under consideration, provided, however, that nothing herein shall be interpreted to prohibit a Councilmember from stepping down in order to participate in a hearing in which the Councilmember has a direct financial or other personal interest.

6.4 **The Public Hearing Process:** The Chair introduces the agenda item, opens the public hearing and announces the following Rules of Order:

1. All comments by proponents, opponents or other members of the public shall be made from the podium; any individuals making comments shall first give their name and address. This is required because an official recorded transcript of the public hearing is being made.

2. No comments shall be made from any other location. Anyone making “out of order” comments shall be subject to removal from the meeting. If you are disabled and require accommodation, please advise the City Clerk.

3. There will be no demonstrations during or at the conclusion of anyone’s presentation.
These rules are intended to promote an orderly system of holding a public hearing, to give every person an opportunity to be heard, and to ensure that no individual is embarrassed by exercising his/her right of free speech.

- The Chair calls upon city staff to describe the matter under consideration.
- The Chair calls upon proponents, opponents and all other individuals who wish to speak regarding the matter under consideration.
- The Chair inquires as to whether any Councilmember has questions to ask the proponents, opponents, speakers or staff. If any Councilmember has questions, the appropriate individual will be recalled to the podium.
- The Chair continues the public hearing to a time specific or closes the public hearing.

7. **Duties and Privileges of Citizens**

7.1 **Meeting Participation:** Citizens are welcome at all Council meetings and are encouraged to attend and participate prior to the deliberations of the Council. Recognition of a speaker by the Chair is a prerequisite and necessary for an orderly and effective meeting, be the speaker a citizen, Councilmember or staff member. Further, it will be expected that all speakers will deliver their comments in a courteous and efficient manner and will speak only to the specific subject under consideration. Anyone making out-of-order comments or acting in an unruly manner shall be subject to removal from the meeting. Use of cellular telephones is prohibited in the Council Chambers.

7.2 **Subjects Not on the Current Agenda:** Under agenda item “Comments from Citizens” citizens may address any item they wish to discuss with the Mayor and Council. They shall first obtain recognition by the Chair, state their name, address and subject of their comments. The Chair shall then allow the comments, subject to a three (3) minute limitation per speaker, or other limitations as the Chair or Council may deem necessary. Following such comments, if action is required or has been requested, the Chair may place the
matter on the current agenda or a future agenda or refer the matter to staff or a Council committee for action or investigation and report at a future meeting.

7.3 **Comments and Suggestions to Council**
When citizen comments or suggestions are brought before the City Council not on an agenda, the Chair shall first determine whether the issue is legislative or administrative in nature and then:

a) If legislative, and a comment about the letter or intent of legislative acts or suggestions for changes to such acts, and if the Council finds such comment suggests a change to an ordinance or resolution of the City, the Council may refer the matter to a committee, Administration or the Council of the whole for study and recommendation.

b) If administrative and a comment regarding administrative staff performance, administrative execution of legislative policy or administrative policy within the authority of the City Administrator, the Chair should then refer the complaint directly to the City Administrator for his/her review if said complaint has not been so reviewed. The City Council may direct that the City Administrator brief or report to the Council when his/her response is made.

c) The Chair will provide an opportunity for public comment on all Ordinances prior to their final adoption.

7.4 **Personal and Slanderous Remarks:** Any person making personal, impertinent or slanderous remarks or who shall become boisterous while addressing the Council may be requested to leave the meeting and may be barred from further audience before the Council during that Council meeting by the Chair or Presiding Officer.

7.5 **Written Communications:**
1.) Interested parties, or their authorized representatives, may address the Council by written communication in regard to any matter concerning the city’s business or over which the Council had control at any time.
2.) The written communication may be submitted by direct mail or by addressing the communication to the City Clerk who will distribute copies to the Council members. The communication will be entered into the record without the necessity for reading as long as sufficient copies are distributed to members of the audience/public.

7.6 Comments in Violation of the Appearance of Fairness

**Doctrine:** The Chair may rule out of order any comment made with respect to a quasi-judicial matter pending before the Council or its Boards or Commissions. Such comments should be made only at the hearing on a specific matter. If a hearing has been set, persons whose comments are ruled out of order will be notified of the time and place when they can appear at the public hearing on the matter and present their comments.

7.7 “Out of Order” Comments: Any person whose comments have been ruled out of order by the Chair shall immediately cease and refrain from further improper comments. The refusal of an individual to desist from inappropriate, slanderous or otherwise disruptive remarks after being ruled out of order by the Chair may subject the individual to removal from the Council Chambers. These rules are intended to promote an orderly system of holding a public meeting and to give every person an opportunity to be heard.

8. Filling Council Vacancies and Selecting Deputy Mayor

8.1 Notice of Vacancy: If a Council vacancy occurs, the Council will follow the procedures outlined in RCW 42.12.070. In order to fill the vacancy with the most qualified person available until an election is held, the Council will widely distribute and publish a notice of the vacancy and the procedure and deadline for applying for the position.

8.2 Application Procedure: The Council will draw up an application form which contains relevant information that will answer set questions posed by
Council. The application form will be used in conjunction with an interview of each candidate to aid the Council’s selection of the new Councilmember.

8.3 **Interview Process:** All candidates who submit an application by the deadline will be interviewed by the Council during a regular or special Council meeting open to the public. The order of the interviews will be determined by drawing the names. Exact interview times can accommodate the schedules of the candidates. In order to make the interviews fair, applicants will be asked to remain outside the Council Chamber while other applicants are being interviewed. Applicants will be asked to answer questions submitted to them in advance of the interview and questions posed by each Councilmember during the interview process. The Councilmembers will ask the same questions of each candidate. Each candidate will then be allowed two (2) minutes for closing comments. Since this is not a campaign, comments and responses about other applicants will not be allowed.

8.4 **Selection of Councilmember:** The Council may recess into executive session to discuss the qualifications of all candidates. Nominations, voting and selection of a person to fill the vacancy will be conducted during an open public meeting.

8.5 **Selecting Deputy Mayor:** The Deputy Mayor will be selected by a majority the Councilmembers.

9. **Creation of Committees, Boards and Commissions**

9.1 **Citizen Committees, Boards and Commissions:** The Council may create committees, boards and commissions to assist in the conduct of the operation of city government with such duties as the Council may specify not inconsistent with the city code.

9.2 **Types of Committees:** There shall be four types of committees in the City of DuPont.
1. Standing Committees. Such Committees are established to conduct business delegated by the legislative body and may be authorized by either state statute or city ordinance. An example would be the Planning Agency.

2. Special Committees. Such Committees are to investigate a specific subject and report back to the City Council. Such a group may be chaired by a councilmember. Typically such a Committee would focus on a policy issue or legislative matter.

3. Citizen Advisory Committee. Such Committees are formed to promote citizen participation on a particular subject and provide guidance on community views on a subject.

4. Mayor’s Committee. Such Committees are formed to investigate a specific operational issue and report back to the Mayor and City Council.

9.3 **Membership and Selection:** Membership and selection of members shall be as provided by the Council if not specified otherwise in the city code. Any committee, board, or commission so created shall cease to exist upon the accomplishment of the special purpose for which it was created, or when abolished by a majority vote of the Council. All City Standing Committees shall sunset every even numbered year and may continue only upon the adoption of a Resolution of the Council restating or modifying the purpose of the body. No committee so appointed shall have powers other than advisory to the Council or to the mayor except as otherwise specified in the city code.

9.4 **Removal of Members of Boards and Commissions:** The Council may remove any member of any board or commission which it has created by a vote of at least a majority of the Council (this rule does not apply to the civil service commission or any other such body which has statutory procedures concerning removal).

10. **Suspension and Amendment of These Rules**
10.1 **Suspension of These Rules:** Any provision of these rules not governed by the city code may be temporarily suspended by a vote of a majority of the Council.

10.2 **Amendment of These Rules:** These rules may be amended or new rules adopted by a majority vote of all members of the Council, provided that the proposed amendments or new rules shall have been introduced into the record at a prior Council meeting.

11. **Public Records**

11.1 **Public records** created or received by the Mayor or any Council Member should be transferred to the City Clerk’s office for retention by the city in accordance with the Public Records Act, Chapter 42.17 RCW. Public records that are duplicates of those received by, or in the possession of the city, are not required to be retained. Questions about whether or not a document is a public record or if it is required to be retained should be referred to the City Attorney.

11.2 **Electronic mail** communications that do not relate to the functional responsibility of the recipient or sender as a public official, such as meeting notices, reminders, telephone messages and informal notes, do not constitute a public record. All other messages that relate to the functional responsibility of the recipient or sender as a public official constitute a public record.

11.3 **Open Public Meetings Act regarding electronic mail:** e-mails between elected officials of a governing body can implicate the Open Public Meetings Act. If discussing city business with a quorum of fellow Councilmembers via e-mail, it can constitute a meeting and all the requirements for a public meeting would have to be met or a violation of the Act could occur.
APPENDIX 3

WEB PAGE LINKING POLICY AND PROCEDURES

City of Kirkland, Washington
A. PURPOSE
This policy recognizes that it may be desirable to include links on the City of Kirkland Websites to other websites that are outside of the control of the City of Kirkland. The inclusion of such links on the City of Kirkland web site is for the convenience of visitors to the site or to help the public obtain timely information about a specific topic, and is primarily intended to be directly in context to specific site content.

B. SCOPE
This policy applies to the City of Kirkland official Web site and all pages and subsidiary websites operated and maintained by the City including, but not limited to, the following:

http://www.ci.kirkland.wa.us
http://www.kirklandpermits.net
http://www.kirklandparks.net

The City also participates in several regional initiatives listed below and web-based projects in which the City has shared control over what links are provided:

http://www.ecitygov.net
http://www.mybuildingpermit.com
http://www.myparksandrecreation.com
http://www.nwmaps.com
http://www.nwproperty.com
http://www.sharedprocurementportal.com

C. DEFINITIONS

Department Web Lead: is a representative from a City department who assists in uploading content to webpages associated with the department he/she supports.

Content Creator: is the staff person who develops (writes) content for a webpage.

Webmaster: is the person tasked with the management, administration and operation of the City of Kirkland website and other city owned web technologies. The Webmaster is in the Applications Division of the Information Technology Department.

D. POLICY

Some examples of links to outside agencies which might be posted on City of Kirkland websites:

- Other governments, special purpose districts, hospitals and public educational institutions in the State of Washington, including individual school websites.
- Human service agencies that receive direct financial support from the City of Kirkland via contracted services.
- Approved sponsors of City sponsored projects or events that are available only inside the promotional or descriptive material about those projects or events provided they meet the requirements of the Business Sponsorship Policy.
- Community partners or collaborative non-profit organizations actively participating in one or more public
service programs such as those that support human services, disaster preparedness, literacy, or domestic violence prevention.

- Websites created by a project applicant(s) or their representative(s) whose development or redevelopment proposal
  - will receive review by the Planning Commission, Design Review Board, Planned Unit Development Review Team, or other city sanctioned advisory board; and
  - is anticipated to generate significant public interest; and
  - for which the City has created an informational page on its official website.

These are meant to be examples and not to be an inclusive list. In general, the City does not intend to maintain lists of links to local for-profit businesses, local weblogs, or other generalized links that are well-served through use of commercial search engines.

Any information obtained from an external website is not guaranteed by the City of Kirkland and the user should review the accuracy of any information before relying upon it. The inclusion of any link does not imply endorsement by the City of Kirkland or any association between the City and the operators of the site. Refer to the City’s Site Privacy & Security Notice.

Links to external content on web pages operated by the City of Kirkland will be permitted at the City’s sole discretion and placed appropriately as determined by the City of Kirkland.

E. PROCEDURE

1. **Content Guidelines:** In determining whether to allow external content links on the Web site it operates, the City of Kirkland will be guided by the purpose of the City’s Web site.

   - **Website Purpose:** The City of Kirkland web site is intended to provide a broad range of useful information that enhances the connection between City government and local citizens, and to serve as a resource for people who are interested in, or need the details of our organization, community, and region.

2. The departmental web representative in consultation with the webmaster (will determine whether external content meets the purposes of the City of Kirkland web site.

3. Generally, external content does not meet the purposes of the City of Kirkland web site if the content contains, suggests, or infers any of the following. (This list is a nonexclusive list.):
   - Disparaging or promoting any person or class of persons.
   - Content not suitable for visitors of all ages, or links to or other promotion of businesses whose products or services are not suitable for persons of all ages.
   - Promoting or inciting illegal, violent, or socially undesirable conduct.
   - Promotion or availability of alcohol or tobacco products.
   - Promotion or availability of illegal drugs.
   - Promotion or availability of adult or sexually oriented entertainment or materials.
   - Promotion, opposition, or availability of weapons.
   - Promotion, opposition, or availability of gambling.
   - Promotion of any religion or religious viewpoint.
   - Advocacy of or opposition to any political candidate(s).
   - Claims of efficacy, suitability, desirability, or other non-objective statements about businesses, products, or services.
   - Content that is primarily directed at sales of any specific service or product that is not in context to an article. For example, a link to a retail establishment’s main page would probably not be included, but a developer’s page about a particular development under...
consideration for Kirkland might appear in context to an article or page about development.
a. Content that infringes on any trademark, copyright, or patent rights of another.
a. Claims or representations in violation of advertising or consumer protection laws.
a. Content that a reasonable citizen may not consider to maintain the dignity and decorum appropriate for government

4. **Oversight and Monitoring:** If there is a question about interpretation of this policy, it will go to the Webmaster first to be resolved. If the Webmaster can’t resolve it, then it will go to the Chief Information officer, and if Chief Information Officer can’t resolve it, then it will be resolved by the City Attorney’s Office.

The Webmaster, Department Web Lead or Content Creator for any page which has external links is required to review the links at least quarterly for applicability and functionality.

Additionally the webmaster and web production staff will do periodic site wide reviews of link policy compliance.

**For more information, contact:**

Kirkland Webmaster
webmaster@ci.kirkland.wa.us
(425) 587-3063
123 5th Ave Kirkland, WA 98033
APPENDIX 4A

READER BOARD SIGN POLICY

City of Friendswood, Texas
Reader Board Sign
Policy

The Reader Board Sign located at Stevenson Park, 1100 S. Friendswood Dr., is to be used solely for City sponsored activities, programs, events, announcements, etc… as deemed appropriate by the City Manager. The City Manager will direct the use of the Reader Board Sign and may assign the responsibility of placing information on the sign to his/her approved designee. In special circumstances such as, emergency situations, national or state recognition, school information may be placed on the Reader Board sign with written authorization of the City Manager or his/her designee.

All approved sign messages will run (appear on the sign) no longer than two weeks in duration. All requests must be submitted in written form to the office of the City Manager or to his/her designee.

This policy may be altered or amended by the City Manager at any time to facilitate the Mission of the City of Friendswood.

Approved By: ____________________

Date: ___________________________
APPENDIX 4B

READER BOARD PUBLICITY POLICY

City of Campbell, California
Purpose
The purpose of this policy is to establish guidelines for the placement of allowable publicity on the Community Center site, including, but not limited to use of the Reader Board, banners, posters, and flyers that will be both effective and attractive, while not being a nuisance or distraction or otherwise detract from the aesthetics of the Community Center.

Multimedia Reader Board Sign
The Reader Board sign is available to publicize the following activities:
1. City events and activities;
2. Public events occurring in the Heritage Theatre;
3. Major events occurring at the Community Center;
4. Notices of upcoming Campbell High School reunion activities;
5. Major community events that are co-sponsored (officially recognized, approved and/or subsidized) by the City;
6. If/when space permits, messages regarding youth sports league sign-ups;
7. When space permits, messages regarding other events occurring at the Community Center and open to the public;
8. The total number of separate messages appearing on the Reader Board shall not exceed 8 during any one cycle;
9. Messages may appear no more than 3 weeks in advance of the event date. Actual appearance time may be less if there are more message requests than allowed at any one time; or messages may be scheduled to appear on alternate days to avoid having too many active messages on the board at one time.
10. Messages from all outside agencies are subject to a minimum $25 processing fee. Changes to a previously submitted message are subject to an additional $15.

Banners & Signs
1. All signs and banners must be approved, in advance, by the Community Center Manager.
2. Signs and banners are allowed only on the day of the event to help guide patrons to the activity, and they are allowed only in the specific location(s) approved by the Community Center Manager. Banners may not be hung or attached to existing fences and signs. The only building that may be used to display banners is the Concession Stand building and only for events that are being held in the Stadium and/or Athletic Fields.

3. Signs must be hung in a manner that will cause no permanent damage. Nails and tape shall not be used to hang banners or signs. Penetrations in landscaped areas shall be approved, in advance, by the Community Center Manager so as to avoid irrigation and other underground piping. If City staff hangs signs or banners the organization is subject to a $15 Banner Hanging Fee to cover the cost of putting it up and taking it down. If/when organization chooses to hang their own banner, a $25 refundable deposit is required upon approval of sign/banner. This deposit will be held until the sign is removed and the area is inspected for damage. If any damage has resulted the deposit shall be forfeited to cover cost of repair; if cost of repair exceeds amount on deposit, sponsoring organization will be invoiced for the balance.

4. All banners must be professional vinyl banners with side sleeves for side posts or metal grommets for plastic ties or carabineers. The banner and all hanging devices must be completely removed immediately following the event (same day). The City is not responsible for banners left more than 10 days after the event.

**Posters and Flyers**

1. Posters or flyers advertising events/programs of general public interest relating to recreational, cultural, athletic, community education, or social services available, may be submitted from public agencies, non-profit organizations and Community Center tenants to be hung in the Community Center’s display case at the west end of Building E. All posters/flyers are subject to the approval of the Community Center Manager and must be professional in appearance. Posters will be hung as space and time permit. Posters/flyers for activities and events sponsored by for-profit entities and held off-site, will not be posted.

2. Posters regarding events occurring in the Heritage Theatre or at the Community Center may be submitted for display in the (3) kiosk directory signs. Posters shall not exceed 12” wide x 17” length, must be professionally printed (not hand-written) and will not be returned to the provider.
3. Flyers regarding events provided by the City of Campbell or events occurring in the Heritage Theatre or at the Community Center may be submitted for display in the various (5) pedestrian kiosks on-site. These signs shall be laminated and finished size shall be exactly 8½” x 11”. Flyers shall be delivered to the Community Center Manager at least one week in advance of desired posting date and no more than one month in advance of the event date.

4. Posters, flyers, and directional signs shall not be attached to the exterior of any building, post, wall, fence, sign, kiosk or other structure of any type. When they are found they will be immediately removed and any costs for repair of damage (paint removal) will be billed to the sponsoring agency.

Directional Signs

1. The signage program at the Community Center is sufficient to direct visitors to any room on campus, provided the visitor has the correct name or room number of their intended destination.

2. Informational and directional signs for events being held at the Community Center are allowed only when scheduled in advance with the Reservations Clerk and posted in/on the provided plastic A-frame signs. When customer provides the sign(s) there is no charge for this service. If we provide signs, cost is $25 to cover staff time to prepare signs. Signs must be computer-generated and attractive; hand-printed signs will not be allowed.

Fees

Readerboard Messages $50/message/week
Modifications to Readerboard Messages $15/message
Banner Hanging $15/banner
Banner Hanging Refundable Deposit $25/banner
Directional Signs created by City staff $25/set

All fees are payable, in advance, to the City of Campbell.
Please place the following message on the readerboard

Beginning: ___________________________ Ending: ___________________________

(Date) (Date)

Message need to be short and simple. I will size type as best I can to fit in the screen
MAXIMUM CHARACTERS/SCREEN = 40 Including spaces and punctuation

Answer the questions: Who, What, When, Where and How to get more info.

1st screen

2nd screen

3rd screen

4th screen

When complete return by hand or fax (408-374-6965) to Linda Klemczak at the Campbell Community Center office

NOTE: All Readerboard messages are subject to a $50/week display fee. The fee is payable by cash, check, VISA, MasterCard, Discover card, or guaranteed Money Order (payable to the City of Campbell).
APPENDIX 5
PRESS RELEASE POLICIES & PROCEDURES

City of Bothell, Washington
#1.5.2

CITY OF BOTHELL
Administrative Orders

TITLE: Media Relations Policies & Procedures

EFFECTIVE DATE: June 5, 2009

REPLACES ORDER: A.O. #1.5.2 – Effective January 3, 2008

APPROVED BY:
Name: Robert S. Stowe
Title: City Manager

1.0 PURPOSE:

The City of Bothell recognizes the right of the public to be fully and accurately informed on matters of City business and that the news media performs an important service by reporting this information to the public. The City consistently works to develop and maintain successful working relationships with members of the media.

The City shall maintain a working relationship with the news media based upon trust, cooperation, courtesy and mutual respect. This type of relationship will permit the flow of information between the City and the news media. To accomplish this, the City will provide complete and accurate information to the news media as quickly as practicable and within legal and investigative limitations. The news media will, at their discretion, provide information to the public on matters of public interest, including the activities of departments, officials, and employees of the City government.

2.0 DEPARTMENTS/DIVISIONS AFFECTED:

All.

3.0 REFERENCES:

City Public Information Officer
4.0  DEFINITIONS:

*City Public Information Officer* is defined as the person who oversees the coordination of media relations via print, television, radio and other media outlets regarding City issues, events and information.

*Fire and E.M.S. Public Information Officer* is defined as the person who oversees the coordination of media relations via print, television, radio and other media outlets regarding Fire and E.M.S. issues, events and information.

*Police Public Information Officer* is defined as the person who oversees the coordination of media relations via print, television, radio and other media outlets regarding Police issues, events and information.

*Public Information Officer Team* is defined by the City Manager or as the team consisting of the City Public Information Officer, Fire and E.M.S. Public Information Officer, Police Public Information Officer and/or City Manager designees.

*News release* is defined as information prepared for dissemination to the news media, reproduced on letterhead identifying the City of Bothell government as the source. A news release should be timely and complete, and should be distributed expeditiously and impartially.

*News conference* is defined as a scheduled media gathering, planned by the Public Information Officer Team, of key City officials or their designees when an emergency, event, announcement or other significant information must be disseminated in a timely, coordinated fashion to multiple media outlets.

5.0  ORDER:

The following procedures and standards will be used by all departments as applicable to media relations within the City of Bothell.

6.0  PROCEDURE:

Section 1

1.  *Response to News Media Inquiries:* The City will respond promptly and through proper channels to requests for information. Generally, the City Manager, department directors or their designee and the Public Information Officer should respond to the news media when information is requested.
• **Response to News Media Inquiries specific to City of Bothell Police and/or City of Bothell Fire and E.M.S. Departments:** Should news media request information regarding Police or Fire and E.M.S. issues, requests will be routed to appropriate department Public Information Officer or department designee as appropriate for each department.

• **Non-routine Nature of Information:** Responses that require the interpretation of policy shall not be made without prior approval of the City Manager or designees.

• **Routine Nature of Information:** Support staff members may respond to matters of a routine, incidental or inconsequential nature (i.e., special event schedule or recreation activity).

• **Referral to Public Information Officer:** When in doubt about the nature of information, whether it is considered routine or otherwise, City staff will refer the member of the media to the Public Information Officer.

• **Inquiries Involving Personnel Matters:** All inquiries regarding personnel matters shall be directed to the Human Resources Director or City Manager in advance of any reply.

2. **Request for Materials or Documents:** For those issues that require significant staff time to respond to media inquiries or as a response to requests for documents, the requesting party will be referred to the City Clerk Division to submit a request for materials or documents in accordance with the administrative regulation entitled Public Records Policy.

**Section 2**

**News Releases**

As newsworthy information becomes available or events occur, staff shall notify the Public Information Officer (PIO) through established chain of command. The PIO will prepare and issue all news releases. In instances concerning City of Bothell Police and/or City of Bothell Fire and E.M.S. matters, each department’s PIO will prepare and issue all releases pertaining to appropriate departments. The City Manager or designee will inform the City Council as appropriate.

1. **City Manager’s Authority:** The City Manager has overall authority and responsibility to ensure dissemination of public information. The Public Information Officer shall work with the City Manager as necessary when releasing information to the public and to the media.

2. **Non-routine News Release:** A news release of a non-routine nature (i.e., policy issues, sensitive community matters, issues affecting multiple agencies, issues involving personnel matters) shall be reviewed by the City Manager prior to release. The Public Information Officer will coordinate the release of non-routine information with the Office of the City Manager and the appropriate departments.
3. **Routine News Release**: The Public Information Office may issue routine news releases directly without consultation with the City Manager, with the City Manager receiving copies of each news release. Examples of routine matters include, but are not limited to:

- Street closures,
- Recreation news,
- Meeting times,
- Routine news about employees as appropriate,
- Special events,
- Other information considered routine in nature.

4. **Follow-up**: Members of the media are asked to contact the Public Information Officer with follow-up questions.

### Section 3

**News Conferences**

At the direction of or in consultation with the City Manager, the Public Information Officer (PIO) may call a news conference to announce an issue of significance or controversy. A news conference usually revolves around a specific topic or current issue. Generally speaking, a news conference will be called when:

1. The issue to be announced will be best conveyed at a news conference.

2. A news conference is the most effective way to highlight the participation of the major participants in a project, and to make them available to the media for questions.

3. The issue is likely to produce controversy.

   - A news conference will be more convenient for City officials to field questions from many reporters at one sitting rather than spending several hours talking to reporters individually.
   
   - A news conference enables government officials to address issues personally and conveys the impression that officials have nothing to hide, and are willing to defend their decisions, however unpopular it may be.

News conferences will consist of the following:

1. **Spokesperson**: Depending on the topic of the news conference, a spokesperson will be selected. Additional personnel may be required to attend who can provide background information and details the designated spokesperson may not be able to cover.
2. **Supporting Material**: The Public Information Officer will provide news releases, background information, and any other appropriate materials, including photos or video (if available), which will help reporters develop their stories after the news conference.

3. **Question and Answer Session**: During the news conference, the PIO will manage the pace and the flow of questions asked, by individually recognizing reporters during the Q&A session.

4. **Refreshments**: When practical, refreshments may be made available for news media attending the news conference.

5. **News Briefings**: The City Manager may meet with reporters on a regular basis to discuss issues currently on the local agenda, or likely to surface over the next week or several weeks. Compared to news conferences, a broader agenda and more general information will be provided.

**Section 4**

**Emergency Media Relations.**

In the event of a disaster or emergency that requires the City of Bothell Emergency Operations Center (EOC) to be activated, the City of Bothell PIO (or designee), City of Bothell Fire and E.M.S. PIO (or designee) or City of Bothell Police PIO (or designee) will be responsible for primary media relations.

- Upon the Proclamation of a Local Emergency by the Bothell City Council, the Mayor, Deputy Mayor or designee may conduct the first News Conference announcing such Proclamation.
- The Policy Group will work with the City Manager and PIO to prepare for a news conference.
- Contact with the media by elected officials shall be arranged by the City Manager and PIO.
- Emergency Media Relations and Communications are outlined in the City of Bothell Emergency Operations Plan (EMERGENCY SUPPORT FUNCTION #32: PUBLIC INFORMATION).

**Section 5**

**Media Relations Training**

Media Relations Training will be given to elected and appointed officials and supervisory staff as appropriate (i.e. incoming elected officials and executive leadership team members), with more intensive training provided on an “as needed” basis.
APPENDIX 6

COMMUNICATIONS STRATEGY

City of Bothell, Washington
Communications Plan
Developed by City of Bothell Public Information Officer
Joyce Goedeke

The City of Bothell Communications Plan is a blueprint plan intended to enhance communications between the municipal government and its citizens as well as regionally and beyond. The Plan includes communications goals based on Bothell City Council priorities and plans that will build upon the ever-changing communications methods. The Communications Plan will guide the City and is administered through the City Public Information Officer (PIO).

Introduction
In 1999/2000, City of Bothell took the initiative to create a full-time Public Information Officer position. Prior to the position, City communications were decentralized. Each department and division handled their communication efforts presenting a disjointed and misrepresented brand. In June 2000, the first-ever City Public Information Officer was in place to guide the communications efforts for the City. The Public Information Officer is responsible for managing public relations, marketing, media relations, and community relations/outreach for non-public safety departments and divisions.

This position is in the City Manager’s Office in the Executive Department and reports to the Deputy City Manager, with a direct connection to the City Manager. This placement in the organization is key in making this office an effective tool in City government. Successful communication must be supported by the top of an organization, in order for it to flow smoothly through the organization as well as disseminate throughout the City via citizens and various media tools. Additionally, the City PIO works closely with department directors as well as public safety public information officers in the Fire and E.M.S. and Police departments. The City Public Information Officer is also responsible for providing backup support to public safety PIOs as necessary.

The Public Information Office consists of one full-time equivalent (FTE) employee and is funded by the General Fund in the Executive Department budget. The annual budget is approximately $400,000 that includes programs, wages and benefits. It is during the biennial budget process that the PIO will establish a workplan that aligns with the overall City of Bothell goals and simultaneously recognizing that priorities change daily that will affect the proposed workplan.

Each budget process, the Bothell City Council creates focus areas to drive the overall goals for the City. The Council continually places communications and community involvement as a top focus area for the City. Specifically, in its biennial budget, the Council identifies the following focus area:

- Community Connections/Involvement: Engage in ongoing dialogue with the public to increase citizens' understanding of and engagement in City issues and to build strong partnerships.

With this focus area receiving direction through the Public Information Office, the office is responsible for managing public relations, marketing, media relations, emergency
communications, and community relations/outreach for the City of Bothell. Communication tools include (but are not limited to) print, radio, online and television media sources, news releases, City Web site, Bothell Community Television (BCTV) 21/26 (Comcast/Verizon), the Bothell Bylines bi-monthly newsletter, and social media outlets such as Twitter and Facebook.

It is extremely important for the City to continue to open its lines of communication to its external customers (population 33,240) and its internal customers (314). The Communications Plan will guide the Public Information Office, with the understanding that it is ever-evolving based on technology and need, and must be constantly reviewed as ideas emerge.

**Goal**
The goal of the Communications Plan is to act as a diverse, flexible, and evolving blueprint guide to enhance the City’s image and identify ways to communicate with local, state, national and global citizens as well as its City Council and staff. Constant communication from the City will simply create transparency and trust that the City not only provides high quality public service, but offers services that are beyond citizen expectation.

Included in the goal of the Communications Plan are as follows:
- Educate citizens in Bothell about its municipal government processes, programs, events, services, and issues
- Enhance two-way lines of communication between the City as a municipal corporation and its citizens
- Actively seek new methods of communication to inform public
- Utilize the City’s best resource, its employees, to promote and educate citizens about City activities
- Continue to build strong and credible relationships with the media and enable media to be partners in the communications effort
- Find ways to outreach to regional citizens.

**Image, Identity and Perception**
City of Bothell has been known as historic, suburban residential city since its incorporation in 1909. With the celebration of the City Centennial in 2009, City of Bothell has emerged a cutting-edge, innovation and progressive city that is capturing much attention regionally and nationally. Lead by a Council-City Manager form of government, its accolades include, but not limited to:
- recognition by Washington State Gov. Chris Gregoire for the City’s Capital Facilities Plan, a seven-year financial strategy for capital projects
- its financial and resource management with no increase in the City property tax levy included in the past biennium (2007-2008) or in the current biennium (2009-2010)
- named Tree City annually by the Arbor Day Foundation
- eight years straight without a financial audit finding from the State Auditor’s Office.

These positive images of Bothell ring true, and from these accolades, the perception and reality is that Bothell is an excellent place to live, work, do business in, and raise a family. The perceived high quality of life in Bothell is a reality. Positive news releases, coverage in local, state, national and international media outlets (print, TV, radio, and online) have highlighted City of Bothell as an open and innovative government.

It is important to keep top-of-mind that the Communications Plan cannot completely overcome
the identity of the City organization, but a strong Plan can enhance the City’s image. In the age of meeting and exceeding the expectation of immediate communication and availability of information, the citizens’ perception of public service may become their reality. The Communications Plan will guide the information flow so perception and fact are reality.

**Target Audiences**
There are various diverse target audiences as outlined below.

**Primary Target Audiences**
**Citizens within Bothell city limits:** Targeting the 33,240 citizens plus the daytime business population of approximately 15,000 in two counties is essential to the success of the Communications Plan. By utilizing the most appropriate and available tools to ensure a high level of communication to Bothell citizens, the City has credibility and citizens can trust the provided information in daily and emergency situations. The PIO is responsible for continually building community relationships and partnerships that will benefit the overall goals of the City.

**Media:** The media is a high priority audience. The expectation of immediate and available information for media outlets is higher in this technology age than ever before. Because of the onslaught of social media elements and the equipment in which to use them, it is vital for the City to ensure that all media arms (such as, but not limited to, print, television, radio, online) are well-informed.

**City staff:** There are 314 City of Bothell employees. Because a large amount of those employees are frontline staff and act as the City’s connection to its citizens, it is especially important for those staff members to have appropriate intel on City issues, events and programs and/or know where to find the information as well as direct citizens to communication resources.

**Businesses:** With hundreds of businesses in Bothell city limits and a daytime population of approximately 15,000, the necessity to communicate with businesses creates an additional connection to their customers. The network becomes larger than ever as businesses and their customers learn about Bothell.

**Secondary Target Audiences**
**Public agencies:** Because Bothell city limits are in both King and Snohomish Counties, the lines of communication to our regional partners double. Additionally, with two state colleges in Bothell (Cascadia Community Colleges and University of Washington Bothell) that bring in approximately 10,000 students, there is an opportunity for the City government to connect to its higher education audiences via the colleges. Furthermore, agencies such as State of Washington must be informed of City activities. There are multiple public agencies that fall into this category and are communicated to as appropriate. With this public network, the City is well-known throughout the Puget Sound region and western Washington.

**Citizens in the Planned Annexation Area (PAA) and Municipal Urban Growth Area (MUGA):** As the City considers annexation in all areas of its PAA and MUGA, communications are vital to create consent-building, establish relationships and determine the needs and impacts of both this audience and City services.

**Tourists:** Under the direction of the City Tourism Coordinator, this audience is one that is a reverse target as the goal is to bring in visitors to Bothell. Targeting this group is important as the marketing efforts in this category do affect the image and perception of Bothell.
Tactics
The tactics that are outlined in the Communications Plan are intended to drive the program for the entire City. It is essential that all departments understand their roles as part of the communications effort. The following tactics are flexible and appropriate for various target audiences:

Publications
The 16-page, full-color bi-monthly *Bothell Bylines official City newsletter* has a total print run of 21,000 and is direct mailed to approximately 17,000 addresses covers City activities, programs and current issues. *Bothell Bylines* is combined with the Recreation Guide and is published six times/year, January/February, March/April, May/June, July/August, September/October and November/December. The newsletter includes a regular “Council Corner” column by an assigned council member as well as a City Manager Message providing citizens insight directly from their City leaders.

P.R.I.D.E. Post is an online, monthly staff newsletter that provides a connection amongst the employees. City departments and services are currently scattered in 10 public buildings that increase a disconnection both professionally and personally for staff. The P.R.I.D.E. Post is an outlet for staff to share kudos, event promotion, program updates, health and wellness information, welcome new employees and congratulate those that have reached yearly service milestones.

Public Information Officers from the City Manager's Office and public safety departments will issue news releases on behalf of the City on a regular or as-appropriate basis. The City PIO is responsible for all non-public safety news releases. Public Information is to be the main media contact working with all departments to keep the media informed on City issues. This includes providing news releases relating to citywide issues and programs to all local and regional contacts.

Welcome Packets consist of City and community information intended to help familiarize a new citizen to Bothell. These are provided to the Greater Bothell Chamber of Commerce as a public service and the online version is also available on the City Web site.

City of Bothell Electronic Media
The official City Web site is [www.ci.bothell.wa.us](http://www.ci.bothell.wa.us). The City PIO is responsible for its overall content and is a site administrator along with a designated IS Analyst. Content for City departments and divisions is maintained by appointed Web site Team representatives who are fully-trained on Orchestrate, the content management system.

Bothell Community Television (BCTV) 21/26 (Comcast/Verizon) is the City’s official government TV channel as provided by franchise agreements. BCTV 21/26 provides live and taped coverage of City Council and Planning Commission meetings, in addition to special video productions and public service announcements on City events, issues, special projects, and public education programming. Original shows include City Manage Focus, City News Desk and Bothell City View.

Social media tools including Twitter and Facebook are available in the City’s communications toolbox. They are managed by the City PIO and only considered official posts if provided by the City PIO or designee.
At the direction of or in consultation with the City Manager, the Public Information Officer (PIO) may call a news conference to announce an issue of significance or controversy. A news conference typically revolves around a specific topic or current issue.

**Media and listserv email distribution lists** will be maintained by the City PIO and shared with and utilized by public safety PIOS.

**COBnet** (City of Bothell Intranet) is currently maintained by Information Services and is another outlet to communicate with staff that regularly accesses a City computer.

**Community Posting Boards**

**Posting boards** are available for posting City news releases and other information. They are located at City buildings (City Hall, Police Department, Municipal Court, Dawson), other public agencies (Bothell Regional Library, Bothell Post Office) and community sponsored areas (Canyon Park QFC).

**Onsite Outreach Collateral**

By working with various City of Bothell departments, the Public Information Officer is able to provide public relations and marketing management and offer internal services to best enhance a department's outreach effort by creating collateral such as, but not limited to, table displays, flyers, postcards, fact sheets, promotional giveaways, and brochures. The PIO will also provide onsite community outreach on various programs, issues and events.

**Emergency Communications**

The Public Information Officer is the communications lead in the event of a citywide disaster or crisis. An integral part of Incident Command Staff (ICS) in the Emergency Operations Center (EOC) and interdepartmental Emergency Preparedness Team, the Public Information Officer is responsible for all internal and external communications utilizing media resources throughout and following any emergency event. Tactics mentioned above are available for information dissemination. Additional tactics in emergency situations include the general public Emergency Update Hotline at 425.487.5132 and the Employee Update Hotline at 425.487.5135.

**Costs**

Staff time plus materials (latter varies).

**Authorizations**

- Media inquiries: In order to assure consistent, accurate and cohesive responses to media inquiries, all calls from the media shall be redirected to the City Public Information Officer. The PIO will either be interviewed or select a city spokesperson with the most current and reliable information on the subject.
- Spokesperson: The Public Information Officer and public safety PIOS serve as the main spokespeople and will determine the Subject Matter Expert (SME) to provide information as appropriate.
- Public speaking: Any request for public speaking should be routed through the city PIO. All city officials are encouraged to participate in this role, but materials will need to be reviewed by PIO and key messages/boilerplate statements included for consistency.
- Marketing: The PIO and public safety PIOS manage outreach efforts for the purpose of consistency and transparent communication.
Graphics: City logos are to be used as described in the Graphics Standards & Usage Guide. Other City-produced pictures, graphics, maps, and purchased stock photos will be utilized and provided as appropriate by the PIO and City staff. No clip art will be used in City business communications.

**Conclusion**
The Public Information Office is an essential tool in government that is the conduit to its citizens and is the brand manager to ensure business communications are consistent and accurate. This Communications Plan is intended to allow the PIO to flourish with innovative communication methods.

**Related Documents**
Administrative Order 1.5.1 BCTV 21/26 (Comcast/Verizon)
Administrative Order 2.3.1 Citywide Distribution E-mail Communication
Administrative Order 2.0.1 City Logo
Administrative Order 1.5.2 Media Relations
City of Bothell Logo Graphics Standards & Usage Guide
City of Bothell Social Media Overview
APPENDIX 7

COMMUNICATIONS PLAN FOR PROJECTS AND EVENTS

City of Chandler, Arizona
Document History

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1. Purpose and Scope

This Communication Plan provides a framework to ensure successful execution of the project. All Project Stakeholders and Project Team Members are the targeted audience for this Communication Plan. This Plan covers the period of time for which the audience is involved in the project.

This Communication Plan provides the following:

- Documentation of methods used to gather and store information.
- A distribution structure detailing to whom the information will flow and what methods will be used to distribute it.
- A description of the information to be distributed including specific document names and standard formats to be used.
- Production schedules showing when each type of information will be produced.
- Updates to track latest document versions and dates

1.1. Communication Assumptions

Include any assumptions regarding effective communications on this project. For example, does everyone have access to email? Does everyone have access to a common network drive?

- [Assumption]
- [Assumption]
- [Assumption]

1.2. Communication Constraints

List any constraints to communication on this project. For example, are the Subject Matter Experts in the same location as the Project Team? Are there any time conflicts within the group?

- [Constraint]
- [Constraint]
- [Constraint]
2. **Means of Communication**

When to use:

- **Verbal**
  - Face-to-face: any mission critical information related to project success (schedule, budget, performance)
  - Telephone: backup to face to face

- **Written**
  - Correspondence: used primarily to provide backup to verbal or telephone communications.
  - E-Mail: used for low priority communications and as backup to verbal or telephone communications.
3. Team Directories
4. Communication Matrix
5. Project Organization Chart
6. Meeting Management

Meetings are an important form of communication among project teams. Types of meetings include:

- Kick-off meeting
- Planning meetings
- Weekly status meetings
- Management review meetings
- Issues resolution meetings
- Others

In order to guarantee a successful meeting, the following items should be considered during meeting preparation:

- Prepare an agenda to distribute among attendees ahead of time to set their expectations and stimulate interest.
- State the purpose of the meeting clearly and do not deviate from it. If any issues arise outside the purpose of the meeting, address it in a later meeting or follow-up as needed.
- Encourage participation among the team by allowing participants to share ideas, concerns and solutions while promoting team building.
- Finalize the meeting with a summary of accomplishments, any issues raised and assignments of action items.
- After the meeting, promptly provide meeting minutes and distribute to all attendees. Be sure to follow-up on any outstanding issues and track the progress of any tasks assigned.

6.1. Agendas

Agendas should be prepared for every meeting. Agendas provide attendees the opportunity to plan for the meeting and aid the facilitator in staying on track. Managing a meeting is similar to managing a small project. The approach taken to plan for a meeting should be similar to that of planning for a small project.

Agendas should include at a minimum, the meeting objective, scope, approach, start and end time, location and attendees. Only those individuals that can contribute to the meeting should attend.
6.2.  

Meeting Minutes

Meeting minutes provide an excellent history of meeting topics and discussions, primarily for post implementation. Even more important than taking minutes, is the capture of action items and issues. Both must be noted and managed.

6.3.  

Action Items

Action items are steps that must be accomplished. However, failure to accomplish them will not affect the project’s cost, schedule and/or quality of the final project. Securing meeting space, ordering refreshments are some examples of action items. Action items are captured in an Action Item Log, which is reviewed during each meeting.
7. Issues Management

An issue is any action or lack of action that will impact one or more of the project variables that a project manager is managing including cost, schedule and performance. It is important that issues are captured immediately upon being raised. A successful technique is to post each issue on a wall as they are raised. This will allow other team members to see the issue and perhaps come up with a solution or additional insight.

Once raised, the impact of the issue must be determined and someone takes ownership to ensure that the issue is resolved. Each identified issue should be tracked in an issue log.
8. **Project Repository**

A project repository of lessons learned for use as a reference for present and future projects. The program manager is responsible for developing and distributing the lessons learned to the repository. Lessons learned will be created throughout the life of the project and finalized at the end of the project. This repository will be maintained in the following location:
9. **Process Repository**

The process repository will be managed by the Project manager and will be located in the following directory:
10. **Reviewing and Revising the Communication Plan**

The project manager will determine how often the communication plan should be reviewed. The information needs and methods should be re-evaluated as to their relevancy and value. Any modifications to the project team, updates to information produced, or revisions to the methods of communicating; warrant a review and revision to the communication plan.
APPENDIX 8

MEDIA RELATIONS POLICY

City of Kirkland, Washington
Media Relations Policy  
Chapter 2  

Policy 2-2  
Effective Date: November 1, 2008  
Revised January 28, 2009  

PURPOSE: 
1. To provide useful and accurate information in a timely and professional manner regarding City operations, services, events, personnel and projects. 
2. To present information in a manner that is consistent with Kirkland City Council’s policies and philosophies. 
3. To ensure that consistent information is being disseminated by the organization. 
4. To ensure that the City Council, staff, media and general public are aware of any communications issues. 
5. To foster a cooperative working relationship between the City of Kirkland and the media. 
6. To use the media as a resource, particularly in emergency, disaster or crisis situations. 
7. To establish procedures for responding to media inquiries, including identifying a City spokesperson. 
8. To clarify the difference between being a spokesperson on behalf of the City of Kirkland and the expression of individual opinions of employees. 

GOAL: 
To the best of its ability, the City of Kirkland will ensure the accurate and prompt exchange of information with the news media in accordance with this policy. 

SCOPE: 
This policy applies to staff in all City departments. 

DEFINITIONS: 

City Council Policy Group is comprised of the Kirkland City Council and the City Manager and other key personnel and is convened when the City activates its Emergency Operations Center in response to a major disaster or emergency. 

City staff is defined as regular and temporary employees of the City of Kirkland and City volunteers, excluding elected and appointed officials. 

City Spokesperson is defined as the person most knowledgeable and informed about a particular subject matter. In the event of a televised news conference, the spokesperson may be the Mayor, Deputy Mayor or other City Council members, the City Manager, Assistant City Manager, Communications Program Manager, Intergovernmental Relations Manager or the appropriate Department Director, or his/her designee. 

City Public Information Officer (PIO) is the person who oversees the coordination of media relations via print, television, radio and other media outlets regarding City issues, events and information. The City PIO is the Communications Program Manager. 

Fire Department Public Information Officer (PIO) is the person who oversees the coordination of media relations via print, television, radio and other media outlets regarding Fire Department issues, events and information. The primary PIO for the Fire Department is the Public Information Officer/Public Educator. In the absence of the PIO/Public Educator, the Fire Marshal shall serve as the Fire Department PIO. At incident scenes, the Fire Chief,
Deputy Chiefs or Battalion Chiefs may serve as the Fire Department PIO. (See City PIO and Police Department PIO)

**News Release** is information prepared for dissemination to the news media, reproduced on letterhead identifying the City of Kirkland as the source.

**News Conference** is a scheduled media gathering, planned by the City Public Information Officer or designee when an emergency impacting the public occurs, or when an announcement or other significant information must be disseminated in a timely, coordinated manner to multiple media outlets.

**News Briefings** are an opportunity for the City spokesperson to grant interviews with media representatives on an individual basis. Typically news briefings provide an opportunity for in-depth questioning by the media.

**Non-routine Media Requests** are requests for information that are complex, require interpretation or opinion, involve sensitive or confidential information pertaining to controversial or emergency situations, or require considerable research. (See Routine Media Request)

“**On Background**” is a media relations term that refers to the person providing information which creates an understandable context for the media person with the understanding that it will not be used in the story.

**Police Department Public Information Officer** (PIO) is defined as the person who oversees the coordination of media relations via print, television, radio and other media outlets regarding Police Department issues, events and information. The Chief of Police, Captains, and Lieutenants are authorized to release information to the media and assist news personnel at the scene of an incident. (See City PIO and Fire Department PIO)

**Public Information Team** refers to the personnel assigned to public information duties when the City’s Emergency Operations Center is activated in response to a major disaster or emergency.

**Routine Media Requests** are requests for simple, factual information of a non-controversial or sensitive nature. (See Non-Routine Media Requests)

**Sensitive and Controversial Issues** as that term applies to this policy may include, but are not limited to:

1. Personnel issues related to any city employee, such as performance evaluation, reasons for termination, reasons for not hiring, harassment claims.
2. Legal claims or lawsuits filed against the City of Kirkland or any of its employees or agents.
3. Existing or potential threats to public safety, welfare or property.
4. Issues that may affect the City’s public image or citizen confidence.

**REFERENCES:**

Kirkland Police Department Media Relations Policy (General Order No. 54.1: Public Information)
Administrative Policy: “Incident Reporting: Internal Notification” (12/1/07) [Rev 1/28/09]
Administrative Policy 7-1: Electronic Communications (8/98)
City Council Resolution 4669: Public Records Act Rules
Comprehensive Emergency Management Plan (CEMP), Public Affairs, ESF#15 (draft)

**POLICY:**

The following procedures and standards will be used by all departments as applicable to media relations within the City of Kirkland.

1. **Spokesperson.** In most cases there will be one spokesperson designated for response to each inquiry. For citywide inquiries, the spokesperson will most often be the City Public Information Officer (PIO). For Fire and Police Department related issues, the spokesperson will most often be the department’s designated PIO. For other departments, the spokesperson will most likely be the Department Director. Depending on the issue or availability, the Director may appoint a spokesperson. With the exception of the Fire and Police Departments, the spokesperson
may coordinate with the City PIO as needed.

II. **Primary City Contact.** The Communications Program Manager (City PIO) will serve as the primary source of City information, providing background information about City issues, projects and services.

a. The Intergovernmental Relations Manager serves as the City PIO in the absence of the Communications Program Manager.

b. The Assistant City Manager or appointed designee serves in the absence of the Communications Program Manager and the Intergovernmental Relations Manager.

III. **Priority attention** should be given to all media inquiries. Every effort should be made to meet media deadlines and ensure that all information released is accurate. Media inquiries should be responded to the same day and within 2 to 4 hours whenever possible. Accuracy of information takes precedence over media deadlines. If another priority prevents an immediate response, a courtesy call should be made to the reporter confirming what information is requested and advising when the requested information will be available.

IV. **Routine media requests** may be responded to by any employee if the response is of a factual, incidental or inconsequential nature (e.g. special event schedule). If the employee is unsure whether information requested is "routine," he/she will confirm it with more senior staff regarding whether to respond or to refer the inquiry to the City PIO.

V. **Non-routine media requests** should be forwarded to the appropriate department Public Information Officer (City, Fire, Police) prior to responding. Responses may require the interpretation of policy, information about a City employee(s) and information about emergency situations.

a. Staff members who are contacted by the media regarding non-routine matters should report the contact to his/her Department Director or supervisor. The Director/Supervisor may report the contact to the appropriate PIO.

b. Responding staff will make every effort to have the appropriate department PIO or designee present at all person-to-person interviews with reporters for support and assistance.

c. Errors in reporting will be brought to the attention of the appropriate department PIO and City PIO.

VI. **Sensitive and controversial issues.** The following provides the framework for the City’s public information staff to respond appropriately and as soon as possible to sensitive and controversial issues as described in the Definition Section of this policy.

1. Sensitive and controversial issues should be immediately forwarded to the Public Information Officer or designee in order to prepare for or respond to media inquiries. The City Manager will communicate with the PIO, Department Directors and City officials as necessary, including the City Attorney, to develop appropriate strategies for each issue and determine an appropriate spokesperson.

a. All City staff are expected to consult with their department director or the City Manager before speaking to a reporter or editor about a sensitive or controversial issue. The City Public Information Officer should be made aware of any such contacts.

b. Sensitive and controversial issues of interest to the media may be best assessed by asking the following:

   i. Is the issue a threat, existing or potential, to life, health, or property?

   ii. Could public confidence in the City Council or City of Kirkland government be adversely impacted by this issue?

   iii. Is/will the issue be of great concern to the general public?

   iv. Are there legal ramifications, existing or potential, raised by the issue?

   v. Has more than one member of the media inquired about the same issue?

   vi. Has someone threatened to go to the media about the issue or is some aspect of the issue likely to draw media attention?

VII. **Public Records Requests** from the media or general public for details or other information related to a sensitive
or controversial issue shall be made in accordance with the City’s Public Records Act Rules (City Council Resolution 4669). All such public records requests will be forwarded to the City Clerk immediately upon receipt.

VIII. **News Releases** will be prepared and issued by the Public Information Officer (PIO) or designee as newsworthy information becomes available or as events occur. A news release should be timely and complete. News Releases are to be drafted using the adopted and appropriate news release templates.

IX. **News Briefings** may be conducted to educate the news media about potentially controversial issues and provide reporters an opportunity to ask in-depth questions. In most briefings, the City provides extensive background materials, facts sheets and explanatory materials. The department PIO will be responsible for scheduling any such briefings.

X. **News Conferences** will be held to announce or respond to an issue of significance or controversy.

1. A news conference allows City officials to respond effectively to the media at one sitting rather than responding individually to many media contacts.
2. A news conference enables City officials to address issues personally and conveys willingness to discuss them openly.
3. News conferences typically involve a presentation by a City official.
4. A news conference may be called when:
   i. Major participants of a project are available to highlight their participation and respond to media inquiries together.
   ii. The issue is likely to produce controversy.
      a. News conferences will be planned in advance and coordinated by the Department PIO.
      b. A spokesperson for the news conference will be selected by the City Manager, or if appropriate by circumstances, the Mayor.
   iii. If the issue is directly related to the employment of the City Manager, the Mayor will coordinate with the City PIO for a News Conference.
      a. Additional personnel may be required to attend who can provide background information and details.
5. The sponsoring department shall coordinate with the City Manager’s Office when planning and conducting a news conference.

XI. **Emergency Media Relations.** In the event of a disaster or emergency that requires the Kirkland Emergency Operations Center (EOC) to be activated, the City PIO (or designee) and Public Information Team will be responsible for primary media relations.

1. Upon the Proclamation of a Local Emergency by the Kirkland City Council, the Mayor, Deputy Mayor or designee may conduct the first News Conference announcing such Proclamation.
2. The City Council Policy Group will work with the City Manager and City PIO to prepare for a news conference.
3. Contact with the media by elected officials shall be arranged by the City Manager and City PIO.

XII. **Media Relations Training** will be made available to management/supervisory staff, with more intensive training provided on an “as needed” basis.

XIII. **Guidelines for Employees Acting as Private Citizens**

The following guidelines are offered to employees who may choose to contact the media as a private citizen. Activities not prohibited by state law but encouraged per this policy:

1. Responses or letters shall not include the employee’s official title or imply that the response is on behalf of the City of Kirkland organization.
2. Statements made to the media shall not disrupt public meetings or interfere with the City Manager or designee in carrying out the day-to-day management responsibilities of the City.
PROCEDURE: RESPONDING TO MEDIA INQUIRIES

1. **City Employee Responsibilities and Guidelines**
   a. It is the responsibility of employees to notify their supervisor or Department Director immediately of significant events or issues that occur that may be of major interest to the general public.
   b. Employees may respond directly to a media inquiry regarding routine, factual information relating specifically to their functions and information of inconsequential nature.
   c. If the inquiry involves policy issues, staff members may only respond after direction to do so from their Department Directors and once the Director knows what the response will be.

2. **Department Director Responsibilities and Guidelines**

   It is the responsibility of Department Directors to immediately notify the City Manager and PIO of significant events or issues that occur within their departments and may be of major interest to the general public and media. The City Manager will determine the appropriateness of contacting the City Council. Examples include, but are not limited to:
   a. Critical injury or death of a City representative
   b. Critical injury or death of a citizen(s) that involves City services or property
   c. Major disruption to public services
   d. Significant actual or potential damage to City property, facilities or equipment as a result of natural or manmade circumstances
   e. Fire incidents involving injury or significant damage or destruction of a commercial structure(s)
   f. Major violent crime, arrest or high profile court hearing or other incident that is expected to garner or is garnering significant local or national television, news print or radio interest
   g. Accident or incident involving multiple deaths
   h. Public health threat

3. **Responding to Media Inquiries**

   Upon receiving a media inquiry that requires additional information the City PIO is unable to provide, the inquiry will be immediately forwarded to the appropriate Department Director or senior staff (e.g. Fire Deputy Chief).
   a. The City PIO will work with the Department Director to develop a simple strategy to respond properly.
   b. The Department Director may forward the inquiry to a staff member.
   c. No employee shall provide media interviews unless authorized per this or other department policy or approved by the Department Director and Department PIO.

   Response to news inquiries specific to the City of Kirkland Police and/or Fire Department will be routed to the appropriate department public information officer or department designee.

4. **Media Contact Guidelines**
   a. Respond to inquiries within your purview. Respond only to matters that directly relate to your professional responsibility for the City.
   b. Do not offer personal opinion about the action of the City of Kirkland, particularly about individual Council Members, council actions or official City policy.
   c. Do not offer legal opinions on City policies or activities.
d. Do not discuss employees or personnel actions.

e. Do not speculate about what action the City will take.

f. Draft key messages about the topic prior to participating in the interview. Confer with senior staff or the appropriate department PIO.

g. Respond to media inquiries within 2 - 4 hours of receiving the request, if possible.

h. Find out the story’s focus, the reporter’s deadline and the story publication date.

5. **Preparing news releases.**

a. The City Manager has overall authority and responsibility for the dissemination of public information. The department PIO will work with the City Manager as necessary when releasing information to the public and to the media.

b. The Department PIO/designee should be consulted, when possible, prior to distribution.

c. The City PIO shall maintain a media contact list.

d. City news releases will first be distributed to the City Council and City Manager’s Office, generally through the City PIO.

e. News releases shall be prepared using the appropriate department template.

f. News releases shall contain contact information for the PIO or other City staff as designated.

g. News releases shall be distributed electronically (email) and via facsimile to appropriate media (television, newsprint, radio).

h. News releases shall be posted to the City’s official website.
Incident Reporting: Internal Notification
Community Relations
Effective Date: December 1, 2007
(Revised January 28, 2009)

A. PURPOSE
The purpose of the City of Kirkland's Incident Reporting policy is to ensure timely and accurate notification of key City personnel and City Council members when an event or incident occurs that involves the injury or death of a City representative, actual or potential damage to City property, major crime(s) in the City, the actions of a City representative that puts the City's reputation in jeopardy, critical incident at a City facility, incidents about which the media may question the City Council, City Manager or staff, potential significant risk to the community, and any other situation that City leaders would likely want to know about at the earliest opportunity.

B. DEFINITIONS AND CLARIFICATIONS
For purposes of this policy:

“City Representative” shall mean the City Council, commission and board members, Department Directors, employees of the City of Kirkland, City volunteers and approved independent contractors of the City of Kirkland performing services commissioned by the City.

“City facility” shall mean any property, structure, or equipment maintained or under the ownership of the City of Kirkland.

“Department Directors” shall mean the City Manager, Assistant City Manager, City Attorney, Police Chief, and Directors of the Fire & Building, Public Works, Parks & Community Services, Human Resources, Planning & Community Development, Finance & Administration and Information Technology Departments or their designees.

“First responder” shall mean a City representative(s) who is first on the scene of the incident or the first to hear about an incident that may require internal notification as defined in this policy. First responders include, but are not limited to, firefighters, police officers, and Parks or Public works maintenance personnel.

“Major police incident(s)” shall mean those in which the Special Response Team (SRT), Critical Response Team (Negotiators) are initiated or when a violent crime or significant arrest occurs and when a major injury or fatality(s) is involved.

“Media” shall mean local or national television, news print, Internet and/or radio.

C. POLICY
To ensure that the City Manager, Department Directors, appropriate department personnel, and City Council are informed about certain incidents in a timely manner, the following procedures shall be followed.

D. PROCEDURE
1. Who Should Report Incidents: Department personnel who are “first responders” will quickly and appropriately assess the situation and will be responsible for initiating internal departmental notification protocols.

2. Types of Incidents That Should Be Reported: The following types of incidents are listed below as a means to better identify when management personnel should be notified:

Incidents that require notification of the City Manager/designee within one (1) hour or as soon as reasonably possible include:
   a. Critical injury or death of a City representative
   b. Critical injury or death of a citizen(s) that involves City services or property
   c. Major disruption to public services

Incidents that should be communicated to the City Manager/designee as soon as possible during normal working hours or by 8 a.m. the latest include:
   d. Significant actual or potential damage to City property, facilities or equipment as a result of natural or manmade circumstances
e. Fire incidents involving injury or significant damage or destruction of a commercial structure(s)
f. Major violent crime, arrest or high profile court hearing or other incident that is expected to garner or is garnering significant local or national television, news print or radio interest
g. Accident or incident involving multiple deaths
h. Public health threat
i. Any incident that the City Manager or City Council members may be questioned about by the media or public; including an incident involving a city representative

3. Procedures During Incident: To ensure timely and inclusive sharing of information regarding an incident the following shall apply:
   a. First responders shall quickly and appropriately assess the incident and notify the Department Director/designee within one (1) hour of arriving on-scene.
      1) If possible, photographs/video of the incident should be captured.
   b. When a Department Director/designee is notified of an incident he/she shall:
      1) Contact the City Manager/Assistant City Manager directly and the Communications Program Manager OR
      2) Contact the Communications Program Manager who will contact the City Manager/Assistant City Manager
   c. Information to report shall include:

      1) Type of incident
      2) Location
      3) Date/time of incident
      4) Explanation of injury/death/threat/other situation
      5) Status of investigation
      6) Number of personnel on-scene
      7) Damage assessment (estimate)
      8) Lead department/agency, contact name and phone number
      9) Media interest
      10) Recommendations for further response

d. Media relations will be coordinated between the lead department and City Manager’s Office (Communications Program Manager)
   1) News releases shall be forwarded to the City Manager, Assistant City Manager and Communications Program Manager.

4. Incident Follow-up: To ensure the continuation of accurate and timely information, the following shall occur:
   a. If the incident involves an injury/death of a City representative or actual or potential damage/destruction of City property, the Department Director shall notify the City’s Risk Manager (Human Resources Department) immediately but no later than within two (2) hours of being notified of the incident.
   b. The City Manager or Assistant City Manager may request that an Incident/Status Report be created and distributed to key personnel and the City Council.

5. Pre-Incident Responsibilities: To ensure that communication takes place as outlined in this policy:
   a. Department Directors and key managers’ 24-hour phone numbers shall be included in the Emergency Contact Card
      1) Contact the City Manager’s Office to submit information and obtain cards
      2) Directors, Managers, City Public Information Officers and potential “first responders” shall carry current cards while performing City business, and at all other times, as practicable.
   c. Department Directors shall ensure “lines of succession” are established within respective department
protocols and made known to all department personnel

APPROVED BY: __________________________

City Manager
APPENDIX 10A

SOCIAL MEDIA GUIDELINES

Wake County, North Carolina
**Facebook**
Facebook is a free-access social networking website that users can join to connect and interact with other people or organizations.

- Wake County will place appropriate messages and information online using Facebook.
- Wake County maintains an organizational Facebook account that is branded with the County logo.
- Wake County’s Facebook account will be used for the purpose of sharing timely information with citizens about County government.
- The PAO and Web Team will be the only staff with access to post content on Facebook.
- E-mail requests to place programmatic information on Facebook to pao@co.wake.nc.us.
- Public Affairs Office must review and approve all Facebook content prior to posting; please allow three business days for review. Facebook content will be reviewed for quality, consistency with overall County messages, priority goals, etc. Additional time may be needed to edit or upgrade the content, if needed.
- Facebook content will follow content guidelines in the Web Policy document located at www.wakeemployees.com/support.

**Twitter**
Twitter is a free social networking and micro-blogging service that enables users to send and read other user’s updates, known as “tweets.” Tweets are text postings which are displayed on the user’s profile page and delivered to other users who have subscribed to them (known as followers). Tweets can be also sent and received with cell phones, which may incur phone service provider fees.

- Wake County will place appropriate messages and information online using Twitter.
- Wake County will use two Twitter accounts; one for the purpose of sharing timely information with citizens about County government, and another for emergency communications only.
- The PAO and Web Team will be the only staff with access to post tweets.
- Wake County tweets will link users back to the WakeGOV site for more information.
- Related content must be on www.wakegov.com before posting a “tweet”.
- E-mail requests to post information on Twitter to pao@co.wake.nc.us.
- Public Affairs Office must review and approve all Tweets prior to posting; please allow three business days for review. Tweets will be reviewed for quality, consistency with overall County messages, priority goals, etc. Additional time may be needed to edit or upgrade the content, if needed.
- Twitter content, or tweets, will follow content guidelines in the Web Policy document.
YouTube/Granicus Web video
YouTube is a free video-sharing website on which users can upload, share and view videos. Granicus is the software application currently in use on WakeGOV to stream audio or video broadcasts to the Internet and archive them for future viewing and reference.

- Wake County will place appropriate videos online using YouTube and/or Granicus.
- Wake County is a registered user on YouTube, meaning that we can upload videos, and the Wake County YouTube “channel” is branded with the County logo.
- Wake County will use a single YouTube account – departments, divisions or individual staff members will not be allowed to establish individual YouTube accounts representing any part of Wake County Government.
- E-mail requests to place programmatic videos online to pao@co.wake.nc.us.
- The Public Affairs Office must review and approve all videos prior to posting; please allow three business days for review (depending upon the length of the video). Videos will be reviewed for quality, consistent overall County message, priority goals, etc. Additional time may be needed to edit or upgrade the video project, if needed.
- The Web Support Team will only post videos to WakeGOV as directed and approved by PAO.
- Online video content must follow guidelines in the Web Policy document located at www.wakeemployees.com/support.

Blog
A blog is a type of website, usually maintained by an individual with regular entries of commentary, descriptions of events, or other material such as graphics or video.

- Departments must complete and submit an application for a blog. Blog applications can be found on the Web Support site at www.wakeemployees.com/support.
- Blog owner reads and agrees with the Web policy document related to blog communications.
- Wake County WordPress will be the only blog tool used for external communication blogs.
- SharePoint will be used for internal communication blogs.
- County logo must appear in the blog banner.
- Blogs will use approved County-selected template.
- Blogs must be used as “blogs” and cannot replace content posted on WakeGOV or become departmental Web pages.
- Comment posts are moderated by blog owner.
- Please submit all blog applications to the Web Support Team at wwwadmin@co.wake.nc.us or send through Interoffice mail to “Web Support Team – WCOB Room 346”
- Contact the Web Support line at 919-856-7340 for any questions related to blogs.
APPENDIX 10B

SOCIAL MEDIA POLICIES

*City of Seattle, Washington*
LEGISLATIVE DEPARTMENT
POLICY

Effective Date:
Replaces:
Refers also to:
Policies

Approved by:
Richard Conlin

POL D## USE OF SOCIAL MEDIA BY CITY COUNCILMEMBERS
This policy outlines the roles, responsibilities, and best practice recommendations for the use of social media/new media by individual Councilmembers in their capacity as elected officials. The Legislative department is committed to open and progressive communications between elected officials and constituents within the limits of the law. To the extent possible all forms of communication will be embraced and all online technologies are eligible for consideration.

DEFINITIONS
Social Media, aka Web 2.0 is defined here as the use of third-party hosted online technologies that facilitate social interactions and dialogue. These online technologies are operated by non-city hosted services and are used by the Legislative Department and/or individual Council members to communicate, with the public. Such third party hosted services/tools may include, but are not limited to: social networking sites (MySpace, FaceBook, Linked-In), micro-blogging tools (Twitter, RSS feeds), audio-visual networking sites (YouTube, Flickr), blogs, etc.

These guidelines apply to any social media site or tool used by individual Councilmembers in their official capacity to communicate with constituents or the general public. It is the individual Council Member’s responsibility to ensure compliance with this policy.

"Councilmember" here includes Councilmembers and any staff working on a Councilmember's behalf to represent him or her using a social media tool.

GENERAL POLICY
While social media, with its use of popular abbreviations and shorthand, does not adhere to standard conventions of correspondence, the content and tenor of online
conversations, discussions, and information posts should model the same professional behavior displayed during Council sessions, and community meetings.

Social media are not to be used as mechanisms for conducting official city business other than to informally communicate with the public. Examples of business that may not be conducted through social media include making policy decisions, official public noticing, and discussing items of legal or fiscal significance that have not previously been released to the public. Councilmembers’ social media site(s) should contain links directing users back to the Council’s official website for in-depth information, forms, documents or online services necessary to conduct official city business.

At the discretion of the Council President or Administrative Services Director, social media applications, tools or sites may be limited or banned if they are not or cannot be used in compliance with this policy.

ETHICS AND ELECTIONS RULES COMPLIANCE
All content posted on individual Councilmember social media sites shall comply with Seattle Ethics and Elections ordinances and administrative rules and Washington State law regulating elected officials.

No content that promotes or advertises commercial services, entities, or products may be posted.

Councilmembers shall not post comments or links to any content that endorses or opposes political candidates or ballot propositions, including links to a Councilmember’s campaign site (RCW 41.06.250; RCW 42.17.130; SMC 4.16.070; SMC 2.04.300; RCW 42.17.190).

RECORDS RETENTION ACT COMPLIANCE
State and local records retention laws and schedules apply to social media content. All social media content with retention value must be maintained for the required retention period on a City server in an easily accessible format that preserves the integrity of the original record to the extent possible. Prior approval of the retention format and procedures for each social media tool being used must be received from the Legislative Department Retention Team, comprised of the City Records Manager, City Archivist, and Legislative Department IT staff. It is the responsibility of each Councilmember to maintain current, approved retention procedures and to ensure that those procedures are followed.

As with any correspondence sent in his or her capacity as a Councilmember, Councilmember postings to social media sites maintained by others must be retained by the posting Councilmember. Printouts of postings to others’ sites may suffice for retention purposes. Councilmembers should consult with the Legislative Department Retention Team for the applicable retention schedule and method.

PUBLIC RECORDS ACT COMPLIANCE
Any content maintained in a social media format, i.e., FaceBook, YouTube, Twitter, etc., that is related to City business, including communication between an individual Councilmember and constituents or the general public, and a site’s listing of “friends” or “followers”, may be considered a public record subject to disclosure under the state Public Records Act.

Any social media tools used should clearly state that all content submitted by members of the public is potentially subject to public disclosure pursuant to the Public Records Act RCW 42.56. If it is not possible to display this notice prominently on the site, Councilmembers must notify users by including a link from the site to the Public Records notice set out in Exhibit B, notify new users via response to posts, and/or periodically notify existing users via broadcast message.

Under the state Public Records Act, the Legislative Department is responsible for responding accurately and completely to any public records request including a request for public records on social media maintained by individual Councilmembers. Therefore it is critical that records have been retained according to approved procedures.

Users and visitors to social media sites shall be notified that public disclosure requests must be directed to the Legislative department’s public disclosure officer pursuant to Legislative Department Policy POL 309.

**OPEN PUBLIC MEETINGS ACT COMPLIANCE**

Communication between Councilmembers via social media, as with telephone and email, may constitute a “meeting” under the Open Public Meetings Act. For this reason, Councilmembers are strongly discouraged from “friending” other Councilmembers.

In addition, receiving or making comments regarding quasi-judicial matters via social media may violate the Council Rules for Quasi Judicial Proceeds (Resolution 31001). To avoid receiving any constituent comments on quasi-judicial matters that may violate the Appearance of Fairness Doctrine, Councilmembers are strongly encouraged to maintain social media sites with settings that can restrict users ability to post content.

**CONTENT GUIDELINES**

Users of social media sites who submit comments should be clearly notified that the intended purpose of the site is to serve as a mechanism for informal communication between Councilmembers and the public regarding the topics discussed. If the public is allowed to post comments to a Councilmember’s site, the Use Policy set out in Exhibit A must be displayed or made available by hyperlink. Any content removed in compliance with the Use Policy must be retained, including the time, date, and identity of the poster when available. See above Records Retention Act Compliance.

To avoid any concern regarding the content submitted to social media sites, Councilmembers are strongly encouraged to maintain social media sites with settings that can restrict users ability to comment.

**EQUAL ACCESS**
Sites requiring membership or subscription should be avoided. When posting
information or soliciting feedback on such a site, always provide an alternate source for
the same information or mechanism for feedback on the City's public web site, so that
those who are not members of the social media site may have equal access. Sites
should use the most open settings possible to allow the public to view content without
requiring membership or login.

APPENDIX

General Approach
Maintain data online as long as possible.

Use retention processes and tools approved by the Legislative Department Retention
Team.

Maintain current documentation of the approved method and schedule for preserving
social media content.

Ideally this process will store data in searchable electronic formats and will store
information about transmissions, subscribers, and other metadata associated with the
site.

Maintain original appearance and layout when needed to capture contextual relevance.

Maintain separate usernames and passwords for all sites to minimize the potential for
cross site hacks and malicious mischief.

Keep site content relevant with the site identity.

Consistently monitor activity and posts. Avoid stale or outdated information, respond to
questions or responses, quickly remove inappropriate or spam content.

Notify visitors that correspondence conducted by way of a Councilmember social media
site will be considered public records and may be released per RCW Chapter 42.56.

Notify visitors that individual Councilmember social media sites are not intended to be
used to conduct official city business and any public records request must be made with
the Legislative Department’s Public Disclosure Officer.

Special Notes about text messaging and cellular phones:
Regardless of whether the device used is paid or reimbursed by public funds, business
conducted in the official capacity as a Councilmember is a public record. Care should
be taken to ensure that records created are maintained and can be provided if
requested. Know your device’s capabilities and devise a strategy for archiving texts,
call logs, and other communications.

Use of electronic devices during Council meetings is discouraged. At the discretion of
the Council President or Administrative Services Director certain types of devices or use
may be banned or limited.
**Blog use policy:**
Council Members are strongly encouraged to adopt The City of Seattle Blog Use policy for their "personal" blogs used to communicate with constituents and/or the general public.

**Video Posts**
Videos posted by Councilmembers are likely to be of historical interest and archival value, as well as being public records. Consult with the Legislative Department Retention Team regarding storage method and format of these videos so that they can be provided in response to public records requests and later transferred to the Municipal Archives video collection. Because screen capture will not include dynamic content, keep a record of which videos were posted, including dates and host site.

**Exhibit A**
The following content will be removed from this site: (1) comments not related to the topics for discussion; (2) comments in support of or opposition to political campaigns or ballot measures; (3) profane language; (4) discriminatory comments; (5) solicitations of commerce; (6) sexual content or links to sexual content; (7) encouragement of illegal activity; (8) information that may tend to compromise the safety or security of the public; and (9) content that violates a legal ownership interest of any party.

**Exhibit B**
All comments or other content posted to this site may be considered public records subject to public disclosure under the Washington State Public Records Act (RCW 42.56).
CITY OF MUKILTEO

CITY COUNCIL RULES OF PROCEDURE
Approved by Resolution 2009-23
September 8, 2009

City of Mukilteo, Washington
Mukilteo, Washington  98275
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INTRODUCTION

A. Effect/waiver of rules
These rules of procedure set forth herein and/or by other ordinance or resolution, are adopted for the sole benefit of the members of the City Council to assist in the orderly conduct of Council business. These rules of procedure do not grant rights or privileges to members of the public or third parties. Failure of the City Council to adhere to these rules shall not result in any liability to the City, its officers, agents, and employees, nor shall failure to adhere to these rules result in invalidation of any Council act. The City Council may implicitly or by a majority vote, determine to temporarily waive any of the provisions herein. Council action taken in disregard or non-conformity with these rules shall be construed as an implicit waiver thereof. Only a sitting councilmember shall enforce these rules.

RULE 1 - MEETINGS

A. Regular Meeting. The regular meeting of the City Council shall be held at 7:00 p.m. on the first and third Monday of each month in Mukilteo City Hall.

1. If Monday of any week is a legal holiday, the regular meeting of that week shall be held at 7:00 p.m. on the next business day.

2. If Monday of any week shall fall on Christmas Eve or New Year’s Eve, the regular meeting of that week shall be held at 7:00 p.m. on the next business day.

The Council, by a majority vote, may by motion continue any regular or special meeting to a time specified in the motion.

B. Work Sessions. The work sessions of the City Council shall be held from 6:00 p.m. – 8:00 p.m. on the second Monday of each month in Mukilteo City Hall. These meetings are either video and/or audio taped. This meeting is open to the public. The public is welcome to visit and observe. If time allows, the presiding officer can invite public comment on the work session discussion items. If time does not allow, citizens are welcome to address Council and the Mayor by phone, email, mail or at a future regular meeting.

C. Special Meetings. Special meetings, or any change in the time or location of a regular meeting, shall be called by the City Clerk on the written request of the Mayor or by a majority of the members of the Council by delivering personally or by mail, by fax, or by electronic mail written notice to each member of the Council; and to each local newspaper of general circulation and to each local radio or television station which has on file with the City Clerk a written request to be notified of such special meeting or of all special meetings. At least 24 hours before the time of such meeting, notice must be delivered personally or by mail, by fax, or by electronic mail. The call and notice shall specify the time and place of the special meeting and the business to be transacted. Final disposition shall not be taken on any other matter at such meetings by the Council. Such written notice may be dispensed with as to any member who, at or prior to the time the meeting convenes, files with the City Clerk a
written waiver of notice. Such waiver may be given by mail, by fax, or by electronic mail. Such written notice may also be dispensed with as to any member who is actually present at the meeting at the time it convenes. The notices provided in this section may be dispensed with in the event a special meeting is called to deal with an emergency involving injury or damage to persons or property or the likelihood of such injury or damage, when time requirements of such notice would make notice impractical and increase the likelihood of such injury or damage. (Ref. RCW 42.30.080)

D. Quorum. Four Councilmembers shall be a quorum for the transaction of business, but in the absence of a quorum, the members present may adjourn the meeting to a later date.

E. Open Public Meetings Act. All Council meetings shall be conducted in conformity with the Open Public Meetings Act (RCW 42.30).

F. Appearance of Fairness/Conflict of Interest. In all its dealings, the Council and its individual members shall be governed by RCW 42.36 (Appearance of Fairness Doctrine), RCW 42.20 (Misconduct of Public Officers) and RCW 42.52 (Ethics in Public Service).

G. Executive Sessions. The Council may hold Executive Sessions during a regular or special meeting to consider matters allowed under RCW 42.30.110 as it now exists or is hereinafter amended including:

(a) consideration of acquisition or sale of real property if public knowledge would adversely affect the price;

(b) discussion with legal counsel of City enforcement actions or potential or pending litigation in which the City is, or is likely to become, a party;

(c) to receive and evaluate complaints against a public employee, unless the employee requests the consideration to be held in an open meeting;

(d) evaluate the performance of an employee or qualifications of an applicant for City employment, so long as the final decision to hire and terms of employment, and decisions to terminate or discipline, are taken in an open meeting;

(e) to review negotiations on the performance of publicly bid contracts when public knowledge regarding such consideration would cause a likelihood of increased costs; and

(f) to evaluate the qualifications of a candidate for appointment to elective office.

See RCW 42.30.110 for complete itemization of executive session topics.

Before convening in Executive Session, the presiding officer shall announce the purpose of the session and the anticipated length of such session, and whether further action is anticipated. Should the session require more time, a public announcement shall be made that the session will be extended. The Council will return to Council Chambers, as applicable, for adjournment of the meeting. Confidential discussions during Executive Sessions shall not be disclosed by any Councilmember or City official in attendance to any person unless
confidentiality is waived by the majority of the Council. Violation of confidentiality may result in a censure motion by the Council during a regular meeting.

H. Telephonic Appearance. Councilmembers may appear at a Council meeting via telephone under limited circumstances. Telephonic appearances are for the benefit of the City of Mukilteo and not for the benefit of an individual Councilmember. Telephonic appearances may occur as follows:

(a) The Council President may approve a Councilmember’s appearance at a Council meeting via telephone when action on a measure to be voted on cannot be delayed but rather requires immediate action or remedy and one or more of the following circumstances exists:
   i. Due to fire, flood, earthquake, or other emergency, there is a need for action by a governing body to meet the emergency;
   ii. A vote of the Council of the whole is required for action; or
   iii. A unanimous vote of the whole Council is required for passage of a measure.

(b) In the event that subsection H(a) of Rule 1 of the Mukilteo City Council Rules and Procedures has been satisfied and more than one Councilmember is absent, reasonable efforts shall be given to provide all absent members an opportunity to appear via telephone. In no event shall the Council President approve a Councilmember’s telephonic appearance unless satisfactory equipment is available. Satisfactory equipment shall mean any telephone equipped with a speakerphone function capable of broadcasting the Councilmember’s voice attending via telephone clearly and sufficiently enough to be heard by those in attendance at the meeting. The telephone must allow the Councilmember to take and answer questions as posed from time to time.

(c) During any meeting that a Councilmember is attending via telephone, the Council President or presiding officer shall state for the record that a particular Councilmember is attending via telephone and the reasons for such attendance.

(d) Councilmembers appearing via telephone may participate and vote during the meeting as if they were physically present at the meeting.

(e) Councilmembers appearing via telephone shall comply with all rules and procedures as if they were physically present at the meeting.

I. City Staff. Any officer or employee of the City, when requested, shall attend and remain at the meeting for such length of time as the majority of Councilmembers present may direct.

J. Attendance of Media at Council Meetings. All official meetings of the Council and its committees shall be open to the media, freely subject to recording by radio, television and photographic services at any time, provided that such arrangements do not interfere with the orderly conduct of the meetings.
K. **Attendance of City Attorney at Council Meetings.** The City Attorney should attend all regular and work sessions except for work shops planned to last longer than six hours. A majority of the City Council may request the attendance of the City Attorney at its discretion for those meetings.

**RULE 2 - PRESIDING OFFICER - DUTIES**

A. **Conduct of Meeting.** The presiding officer at all meetings of the Council shall be the Mayor, and, in the Mayor’s absence, the Council President, who shall conduct the business and deliberations of the Council under these rules. In the absence of the Council President, the Council Vice President shall conduct the business and deliberations of the Council under these rules. The Council President and Council Vice President shall be elected by a majority of the Councilmembers at the start of the first Council meeting following the new year. If both the Council President and Council Vice President are absent and a quorum is present, the Council shall, by motion, appoint one of its members to serve as presiding officer of the Council until the return of the Mayor, Council President, or Council Vice President.

The presiding officer shall:

1. Preserve order and decorum in the Council Chambers;

2. Observe and enforce all rules adopted by the Council for its government;

3. Decide all questions on order, in accordance with these rules, subject to appeal by any member to the Council; and

4. Recognize members of the Council in the order in which they request the floor. No member shall be recognized and given the floor to speak on the same matter more than once until after all other members of the Council have had an opportunity to be recognized and be heard.

5. Retain the authority, during Public Comment and Citizens’ Forum, to determine whether a speaker’s remarks fail to comply with these Rules or exceed the scope of the designated forums, and the presiding officer shall have the authority to suspend such person’s right to speak, subject to the Council’s right to overrule such decision.

When the presiding officer is a member of the Council, s/he shall have only these rights, and shall be governed in all matters and issues by the same rules and restrictions, as other Councilmembers. When the presiding officer is a member of the Council, s/he does not lose the right to vote.

B. **Questioning.** Any member of the Council shall have the right to question any individual, including members of the staff, on matters germane to the issue properly before the Council for discussion.
RULE 3 - REMARKS AND DEBATES

A. **Courtesy.** All meeting participants should be focused on the meeting agenda. Councilmembers should use personal electronic devices and computers only in support of the agenda at hand, or council-related business. Councilmembers expect professional and courtesy behavior from each other. Side-discussions or notes between councilmembers during a meeting are discouraged. All speakers, including members of the Council, in the discussion, comments, or debate of any matter or issue, shall be courteous in their language and deportment and shall not engage in contumacious or disorderly behavior, or discuss or comment on personalities, or indulge in derogatory remarks or insinuations in respect to any other member of the Council, the Mayor, or any member of the staff or the public, but shall at all times confine their remarks to those facts which are germane and relevant, as determined by the presiding officer, to the question or matter under discussion.

B. **Interruption.** No member of the Council shall interrupt or argue with any other member while such member has the floor.

C. **Customs of Formality.** The Mayor, President and Vice President shall be referred to by title as described in Roberts Rules of Order; and address individual Councilmembers as Councilmember _____________.

D. **Questioning.** Any member of the Council shall have the right to question any individual or staffmember on matters germane to the issue before the Council.

E. **Information Requests.** A Councilmember may seek clarification or additional information before voting on an issue. If such request delays consideration to another date, approval of a majority of the Council is required.

F. **Transgression.** The Council has power under state law to impose punishment on its members, short of removal of office, for violation of state law or Council rules. If a member of the Council shall transgress these rules, the presiding officer shall call such member to order, in which case such member shall be silent except to explain or continue in order. If the presiding officer shall transgress these rules or fail to call such member to order, any other member of the Council may, under a point of order, call the presiding officer or such other member to order, in which case the presiding officer or such member, as the case may be, shall be silent except to explain or continue in order. Additional consequences may include a verbal admonition, written reprimand, censure, expulsion from the meeting at which the conduct is occurring, removal of the Councilmember from the Council committee chair positions or committee memberships, or removal of intergovernmental duties, based on an affirmative vote of a majority of the Council. Expulsion for such behavior in the Council’s presence shall require the affirmative vote of a majority of the Council, specifying in the order of expulsion the cause thereof.
G. **Challenge to Ruling.** Any member of the Council shall have the right to challenge any action or ruling of the presiding officer, or member, as the case may be, in which case the decision of the majority of the members of the Council present, shall govern.

H. **City Administrator.** Once recognized by the presiding officer, the City Administrator shall have the right to enter into a discussion of any matter coming before the City Council.

**RULE 4 – COUNCIL AGENDA**

A. **Agenda Planning Committee.** All matters to be presented to the City Council at its regular meetings are reviewed by the Agenda Planning Committee. The Mayor, Council President and City Administrator comprise the Agenda Planning Committee. The Vice President can attend for observation purposes only to preserve continuity and all other members shall be invited at the discretion of the Mayor and Council President when needs arise.

B. **City Council.** A Councilmember may request an item be considered on a future agenda either by making an oral request at a City Council meeting or submitting the request in writing to the City Administrator, Mayor or Council President at least ten working days prior to the meeting for which the item is requested to be placed on the agenda. The item shall be presented to the Agenda Planning Committee to schedule the item. Items may be scheduled at the next available meeting, or later, if deemed necessary by the Committee.

The City Council may review the extended agenda document at all regular meetings and agree to change the extended agenda if a majority chooses to do so.

Once an item is placed on the agenda, if a Councilmember wishes to make a formal presentation during that item, that Councilmember will coordinate with and bring materials (powerpoint, handouts, etc.) to the City Administrator or appropriate staff designee at least by the Wednesday preceding the scheduled meeting date.

Within four months of an election date where Councilmembers positions are up for election, presentations by these Councilmembers should be limited, at the discretion of the Agenda Planning Committee.

C. **Members of the Public.** A member of the public may request an item be placed on a future agenda while addressing the City Council during a regular meeting and/or by submitting the request in writing to the City Council, through the City Clerk’s office.

The Agenda Planning Committee and/or City staff will review and research the request within 15 working days. The City Clerk will notify the requester if the item has been placed on the agenda. The Council President will notify the requester if the item has not been accepted.

D. **Emergency Items.** Emergency items may be added to an agenda in accordance with state law. Emergency items are only those matters immediately affecting the public health, safety
and welfare of the community, such as widespread civil disorder, disasters, and other severe emergencies. The reason(s) for adding an emergency item to the agenda shall be announced publicly at the meeting, and the issue shall be included in the minutes of the meeting.

E. **Removing Items.** During the “Agenda Order” portion of the meeting, any item may be removed from the agenda for any reason upon the request of any Councilmember. However, two Councilmembers may demand the item be reinstated to the agenda. The item shall be brought before the Council as regular business on the agenda and only tabled, continued or rejected by a majority vote.

F. **Adding Items.** Items should be added through a request to the Agenda Planning Committee. If absolutely necessary, during the “Agenda Order” portion of the meeting, any Councilmember can request that an item be added to that night’s agenda. A majority of the Councilmembers present must approve the addition of the item through an affirmative motion. At a Special Meeting, items may be added for discussion but no action may be taken.

G. **Executive Session/Recess.** The agenda may be interrupted for a stated time to adjourn to Executive Session or recess at the prerogative of the Presiding Officer and/or Council President, unless overruled by a Council majority.

At the call of the presiding officer, or with a majority vote, the City Council may recess to Executive Session to privately discuss and consider matters of confidential concern to the well being of the City. The purposes for which an Executive Session may be held are identified in RCW 42.30.110 and in Rule 1, part G.

H. **Consent Agenda Item.** Matters of business which are routine in nature may be placed on the consent agenda. No discussion shall take place beyond simple questions for clarification. Any Councilmember may request a Consent Agenda Item be moved to the regular agenda, for which no second is required.

I. **Agenda Rearrangement.** During a meeting, the presiding officer may rearrange, change the sequence, or add to or remove items from the Agenda with agreement of a majority of the Councilmembers.

**RULE 5 – ORDER OF BUSINESS**

A. **Order of Business.** The order of business shall be as follows:

1. Call to order.
2. Flag salute.
3. Roll call.
4. Proclamations.
5. **Special Presentations.**

6. **Citizens comment.** See Rule 10 for specific procedures.

7. **Announcements.**
The Mayor and Councilmembers will share current activities on regional, state and federal committees, board or commissions on which they serve.

8. **Consent agenda.**
Approval of the Consent Agenda, consisting generally of one or more of the following items:

(a) Approval of minutes.
(b) Approval of vouchers.
(c) Adoption of resolutions fixing dates for hearings, approving final plats, and other such actions.
(d) Final acceptance of grants, deeds, easements.
(e) Setting dates of public hearings/meetings.
(f) Passage of ordinances which the Council has given directions to place on the agenda.
(g) Other items as necessary.

9. **Regular Agenda.**
(a) **Old Business.**
Items and topics which have been previously brought before the Council, but which do not fit into any of the other categories listed shall be placed under Old Business.
(b) **New Business.**
Includes Ordinances, Resolutions, Public Hearings, and other matters.

10. **Public comment.**
A second opportunity for citizens to address the Council, following the same procedures and rules outlined in Rule 10.

11. **Reports from Council and Mayor.**

12. **Reports from Staff.**

13. **Adjournment.**

**RULE 6 – PRECEDENCE OF MOTIONS**

**A. Precedence of Motions.** When a question is under consideration, no motion shall be entertained except as follows, such motions having precedence in order as stated:
1. To Adjourn. (Not debatable.)

2. To Remove an Item from the Agenda.

3. To Lay on the Table. (Not debatable.)

4. For the Previous Question.
   The “previous question” shall be as follows: “Shall the main question be put?”, and, until such motion has been put and decided, all amendments or debate shall be precluded. The “main question” shall be on the passage of an ordinance, resolution, or motion, but when amendments are pending, the questions shall be taken first upon such amendments, in their order. (Requires two-thirds vote.)

5. To Limit Debate. (Requires two-thirds vote.)

6. To Postpone to a Certain Time.
   Shall be decided without debate only in those instances where the effect of said motion is to postpone or continue a matter for less than 30 days from the time it first appeared on the Council Agenda.

7. To Amend.

8. To Substitute.

9. To Postpone Indefinitely.

11. Main Motion.

12. To Take from the Table. (Not Debatable.)
   A motion to “take from the table” having been put and lost, shall not, during the same Council meeting, be renewed either by the mover or by any other member of the Council. No matter shall be taken from the table after a period of two years from the date that it was laid on the table.

13. Motion to Reconsider.
   No motion to “reconsider” a vote shall be in order except at the following meeting, and by a member who voted with the prevailing side. A motion to reconsider, having been put and lost, shall not be renewed either by the mover or by any other member of the Council. Any member of the Council, including the presiding officer, shall have the right to change his/her vote, in order to be on the prevailing side, at any time before final action is taken on the next ensuring item of business taken up by the Council.

B. Vote. The procedural motions above enumerated shall be decided by a majority vote of Councilmembers present at the meetings, except as otherwise indicated. Ordinances require the affirmative vote of at least four Councilmembers for passage. The Mayor may break a tie
in matters other than the passage of an ordinance, a franchise or license, or resolution for the payment of money."

C. Debate. The motions above enumerated are debatable except where designated otherwise.

D. Questions of Order. All questions of order shall be decided by the Presiding Officer with the right of appeal to the majority of Councilmembers present.

E. Amendments to Motions. All motions to amend must be voted on – there are no “friendly” amendments.

RULE 7 – SUSPENSION OF RULES

No rule shall be suspended except by a two-thirds majority vote of Councilmembers present at the meeting, and a motion to suspend a rule is not debatable. Vote on the motion may be by voice vote of the Council, or by roll call if requested by a member of the Council.

When matters are to be taken out of order, or a particular task can be better handled without formal rules in place, this motion can be approved by a two-thirds vote of the group. However, until the rules are restored, only discussion can occur; no decisions can be made. Second required, not debatable, not amendable.

This may be done when a more open discussion would be valuable.

RULE 8 – ORDINANCES AND RESOLUTIONS

No ordinance or resolution shall be read until reviewed as to form and legality by the City Attorney.

Reading of ordinances and resolutions at all Council meetings shall be deemed sufficient by the reading of a brief synopsis of the title of the ordinance or the purpose of the resolution, and the reading in full of the same shall not be required unless the full reading of any particular ordinance or resolution be requested by any member of the Council, in which event said request shall be complied with if a majority of the Councilmembers present concur in the request.

RULE 9 – MISCELLANEOUS

A. Robert’s Rules of Order. On all questions of practice or procedure not provided for by these rules, the practice and procedure set forth in Robert’s Rules of Order Newly Revised shall prevail.

B. Amendments to Rules. An amendment to these rules shall be made by resolution and shall require two readings.
C. Public Requests for Presentations. It is the policy of the Council to consider requests for presentations of certain events or causes when such presentations pertain to a Mukilteo event, person, organization, or cause with local implications. The Council will consider requests that are timely, have potential relevance to a majority of Mukilteo’s population, and either forward positive messages or call upon the support of the community.

The following guidelines and requirements apply to requests for consideration of presentations:

1. The person(s) or organization making the request to make the presentation must submit a request in writing to the Council President, Mayor or City Administrator.

2. The request should be made 15 working days in advance of the requested Council meeting.

3. The Mayor, City Administrator, and/or staff designee will determine if the proposed presentation meets the intent of this policy. When there is uncertainty in making this determination, the Mayor will consult with the Council President for guidance.

4. The presentation shall not exceed ten minutes in length and the Council will not entertain more than two presentations at one Council meeting.

5. The City retains the right to decide if the presentation will or will not be permitted.

6. Once approved, the presentation will be included on the appropriate Council agenda.

7. If not approved, the applicant will be notified of the decision and the reason(s) for the decision.

D. Quarterly Reports. If requested through a motion passed by a Council majority, quarterly reports from each council-confirmed department head may be submitted to Council by the second regular meeting of each month following a calendar year quarter. Reports are to contain information on past quarter activities, future planned activities and such other information as may be directed by the Council.

RULE 10 – PUBLIC COMMENT/PUBLIC FORUM

A. Public Comment. The City Council appreciates hearing from citizens about items on its agenda, and desires to set aside time at each Council business meeting for Public Comment. At the start and close of each meeting, citizens may address the Council about any matter concerning City operations. Comments regarding items on the agenda will be taken when that agenda item is heard. Comments should not be taken on items subject to quasi-judicial consideration by the Council, unless it is during a specified public hearing. Speakers are
asked to identify the specific agenda items they wish to address, if applicable. Speakers sign-
in cards will be available for persons wishing to address the Council.

1. All comments by proponents, opponents or other members of the public shall be made from the podium; any individuals making comments shall first give their name and address. This is required because an official recorded transcript of the public hearing is being made.

2. No comments shall be made from any other location. Anyone making “out of order” comments shall be subject to removal from the meeting. If you are disabled and require accommodation, please advise the City Clerk. During this portion of the meeting, the Presiding Officer will invite citizens to talk with the Council about topics that are not scheduled for public testimony on the evening’s agenda. Speakers will limit their presentation to 3 minutes, to allow time for all present. No speaker may convey or donate his or her time for speaking to another speaker. If many people wish to speak to a particular issue, Council may limit the total amount of time dedicated to that single issue.

3. During specific agenda items, if the Presiding Officer or City Clerk has received Speaker’s Sign-In cards, citizen comment will be invited. Following the introduction and briefing if any of each item and prior to the beginning of Council discussion or a motion, the Presiding Officer will call for public comment on the issue. A motion made prior to the call for public comment shall be out of order.

4. If many people wish to speak to a particular issue, Council may choose to continue the time for visitor comments on that issue to a future Council meeting. In the event of single subject group comment, at the discretion of the presiding officer, single time allocation for a spokesperson greater than three (3) minutes can be allowed. Groups that qualify for this exception shall submit to the presiding officer, prior to comment, a list of present group constituents or others in agreement so that duplication will not occur.

5. Speakers are asked to complete the “Speakers Sign-in Card” provided.

6. Written comments may be submitted into the record of a Council meeting by presenting the written document to the Clerk at the Meeting. A copy of the document will be provided to each Council Member; the document will not be read aloud unless a motion approved by a majority of Council present requests it.

7. The following language will be printed on the published agenda under “Citizen’s Comment”:

    CITIZEN COMMENTS – Audience participation at Council meetings is encouraged. This is your opportunity to address to the Mayor and Council about any matter concerning City operations.

a) If you wish to speak, please complete a Speaker Card and submit it to the Clerk. If you will be commenting on an item on the Agenda, write the Agenda Item number on the Card. You will be called when that item is heard.
b) You will have three (3) minutes to make your comments. When there are 30 seconds remaining, you will hear a beep to alert you to summarize your comments. At the end of your comments, you will hear a second beep signifying the end of your comment period.

c) Testimony during Public Hearings is generally limited to five (5) minutes and should not be presented during this portion of the meeting.

d) Responses to questions from elected officials will not count towards the time limit. Information offered in response to questions should be kept to the specific question asked.

8. Length of Comment(s).
Where necessary, due to the number of persons who want to address the Council, the presiding officer shall retain authority to limit all persons’ remarks to an equal period of less than three minutes. The exception to this would be during a public hearing. To further ensure equal opportunity for the public to comment, each person may address the Council only one time during the Public Comment portions of the meeting, and at one time each agenda item.

All remarks shall be addressed to the Council as a body and not to any member thereof. No person, other than the Presiding Officer, members of the Council and the person having the floor, shall be permitted to enter into any discussion, either directly or through the members of the Council. No questions shall be asked of the Council members, except through the Presiding Officer.

10. Resolutions and Ordinances.
Comments may be made on resolutions and ordinances. Written comments submitted prior to Council actions shall be considered in the same manner as oral comments.

B. Courtesy. All speakers during Public Comment or Citizen’s Forum, in the discussion, comments, or debate of any matter or issue, shall be courteous in their language and deportment and shall not engage in or discuss or comment on personalities, or indulge in derogatory remarks or insinuations in respect to any member of the Council, or any member of the staff or the public, but shall at all times confine their remarks to those facts which are germane and relevant, as determined by the presiding officer, to the questions or matter under discussion. Courteous behavior may include, but is not limited to, things such as ad hominem attacks or personal insults.

C. Chime-In Sessions – Fourth Monday. As the council meeting schedule allows, Chime-In Sessions are held on the fourth Monday of the month, and are informal meetings for the purpose of communication with elected city officials. No more than three councilmembers may attend any Chime-In Session. Chime-In Sessions:

1. Have no published agenda, and discussion is welcome on a variety of city issues. Chime-In Sessions may be scheduled with a focus on a specific topic to help guide discussion and encourage attendance.
2. Are informal and intended to be conversational. Participants should conduct themselves with respect for each other.

3. Are not intended for discussion of political campaigns and candidates that may appear on upcoming ballots. Elected officials are not allowed by law to engage in debate for or against candidates or other issues that will appear on the ballot on city property.

4. Are open to all residents. Elected officials in attendance shall select amongst themselves a presiding officer who will strive to ensure equitable participation.

5. Council representatives are not authorized to take action at these meetings.

6. These meetings are subject to cancellation if Council special meetings are added to the calendar.

7. Sign-in sheets shall be collected with names of all participants for the record. Councilmembers in attendance shall select amongst themselves a person to take general minutes of topics discussed.

**RULE 11 – COMMUNICATIONS**

**A. Communications – Generally.** All letters, memoranda, and interactive computer communication involving City Councilmembers and members of advisory boards and commissions, the subject of which relates to the conduct of government or the performance of any governmental function are public records. Copies of such letters, memoranda, and interactive computer communication may not be provided to the public or news media without the filing of a public records request with the City Clerk.

**B. Written Communications.** Written letters and memoranda received by the City, addressed to the Council as a body will be photocopied and provided to all City Councilmembers, and a copy kept according to the City’s Records Retention Schedule.

**C. Electronic Communications.**

1. Informal messages with no retention value and that do not relate to the functional responsibility of the recipient or sender as a public official, such as meeting notices, reminders, telephone messages and informal notes need not be retained. Users may delete these messages once their administrative purpose is served.

2. All other messages that relate to the functional responsibility of the recipient or sender as a public official constitute a public record. Such records are subject to public inspection and copying.

   • City Council email accounts will be automatically forwarded to Elected@ci.mukilteo.wa.us.

   • Councilmembers will forward any non-city account e-mail that pertains to City business to Elected@ci.mukilteo.wa.us. If a citizen sends an e-mail to a
Councilmember and requests that it be included in the record of a particular public hearing, the Councilmember will forward said e-mail to the City Clerk at Mukilteo@ci.mukilteo.wa.us.

- If a Councilmember wishes that an e-mail be distributed to a City staffmember, the Councilmember will may send that message directly to the staff member, but shall copy said e-mail to the City Administrator and the Mayor.
- Staff will automatically save the e-mail according to an established retention schedule.
- Staff will not review e-mail unless a public records request is received.

3. Councilmembers should avoid e-mail exchanges which ultimately involve four or more councilmembers. For example, if one Councilmember communicates to two Councilmembers, then that communication is forwarded to a fourth, a quorum has now participated and a meeting subject to the Open Public Meetings Act has occurred. Note that the fourth Councilmember need not reply to participate since a Councilmember may be silent during a regular open meeting without depriving a board of its quorum. This scenario is sometimes referred to as a "rolling quorum."

4. A Councilmember may send an informational e-mail to the entire Council without creating a meeting subject to the Open Public Meetings Act. Make clear in such e-mails that the e-mail is informational only and that no response is desired.

5. E-mail should be used cautiously when seeking legal advice or to discuss matters of pending litigation or other “confidential” City business. In general, e-mail is discoverable in litigation, and even deleted e-mail is not necessarily removed from the system. Confidential e-mail communications should not be shared with individuals other than the intended recipients, or the attorney-client privilege protecting the document from disclosure may be waived.

6. City e-mail accounts will not be used for personal use, since Councilmembers’ conventional e-mail addresses include the City’s “return address”.

7. Councilmembers are encouraged to use city email accounts to respond to email communications. This allows for proper record retention. If councilmembers choose to use personal email addresses, they should copy the City Clerk at mukilteo@ci.mukilteo.wa.us.

**RULE 12 – COUNCIL CONFERENCE ROOM**

During any recess of a regular or special meeting of the Mukilteo City Council, the Council Conference Room shall be reserved solely for the use of member of the City Council and selected staff of the City of Mukilteo, and no other person or persons shall have access thereto, whether they be members of the press or members of the public at large.
RULE 13 – CITY CLERK’S DUTIES

A. Record Votes. As a part of permanent proceedings, the Clerk shall record all votes taken. In those instances where a roll call vote is taken pursuant to a requirement or request, the Clerk shall call the name of each and every member of the Council present, and shall duly record said member’s vote as either an aye, nay, or abstention, whichever may be appropriate. Roll call votes of the Council shall be called alphabetically, except when the Council President (or Council Vice President) is the presiding officer whose vote shall be called last. In subsequent roll call votes, Councilmember names shall be rotated until the entire Council has been called, excluding the presiding officer whose vote shall be called last.

B. Maintain Record. The Clerk shall cause to be recorded electronically all of the regular and special meetings of the Mukilteo City Council and each and every part thereof, and shall maintain the same for a period of six years consistent with state law, RCW 40.14.

C. Prepare Minutes. At the conclusion of each regular or special meeting of the Mukilteo City Council, the City Clerk shall prepare brief and concise minutes and submit the same to the City Council for its approval.

D. Verbatim Transcription. No individual member of the Mukilteo City Council, nor any member of the administrative staff or the City of Mukilteo, shall be authorized or empowered to require the Clerk to insert in said official minutes any verbatim transcript of all or any part of the proceedings. Verbatim transcripts of any part or portion of the proceedings shall be made a part of the minutes only when authorized by a majority vote of the entire Council made at the meeting wherein such request for a verbatim report is made.

RULE 14 – PUBLIC HEARINGS AND APPEALS

A. Time of Hearings. The time for commencing a public hearing or appeal shall be noted in the Council meeting agenda. The presiding officer may modify the order of business under Rule 5 in order to conduct the hearing or appeal at or about the designated time.

B. Quasi-Judicial Body. In hearing appeals, the Council sits as a quasi-judicial body. It shall conduct the hearing on an appeal in accordance with provisions of the Mukilteo Municipal Code and these rules, as applicable.

RULE 15 – CONFIDENTIALITY

Councilmembers shall keep confidential all written materials and verbal information provided to them during Executive Sessions to ensure that the City’s position is not compromised, and to comply with RCW 42.23.070(4), relating to disclosure of confidential information.
RULE 16 – STANDING COMMITTEES

A. **Ad-Hoc Committees.** Council may form ad-hoc committees as needed, by a majority vote of the council.

B. **Standing Committees.** There are established the following standing committees of the Council that shall consist of three members each. The Council as a whole by mutual agreement chooses the membership of each committee. If the Council cannot come to consensus, the Council President can make assignments. Each standing committee shall elect a chair and may elect a vice-chair.

1. Finance
2. Public Safety
3. Transportation
4. Youth Advisory

B. **City Council Committee Charter** (Resolution no. 98-05, Exhibit 1)

**Purpose.** A City Council committee is comprised of not more than three members of the City Council, who have been assigned by the City Council to represent, to more fully investigate or to study specific issues, and/or to evaluate information, when it is inefficient, ineffective, or inconvenient for the entire City Council to be involved. Unless specifically delegated by the City Council, City Council committees shall not act on behalf of the Council or City, conduct hearings, or take testimony or public comment.

**Authority.** The authority of a City Council committee shall be derived solely from the authority granted to it by the City Council.

Committees shall only review, investigate, represent, and/or consider those matters specifically assigned to it by the City Council.

Unless specifically authorized by the City Council, committees shall have no authority to take public testimony, conduct hearings, obligate the City, approve/disapprove any contemplated action, or to direct actions of the City staff or outside agencies.

**Notice of Meetings.** The chairperson of each City Council committee shall ensure that each member of the City Council receives advance notice of any such meeting of the committee along with a list of the topics to be discussed. Meetings of the committee shall not be subject to the Open Meetings Act. If the City Council delegates certain of its duties and powers to the committee, such as taking public testimony, conducting hearings, or authorizing the committee to act on the Council’s behalf, these meetings shall be subject to requirements of the Open Public Meetings Act.

**Report on Activities.** As necessary or as directed by the City Council, each committee shall report its activities to the City Council and may make recommendations regarding its
activities. The Committee Chair shall make these reports to the Council in a timely manner following committee meetings, and may also distribute written minutes.

C. **Quorum.** Two voting members shall constitute a quorum. Pre-assigned alternates may attend if a member of the committee is absent. If a councilmember cannot attend, s/he should make every attempt to inform staff with sufficient notice for the alternate to be notified of the meeting time and date.

D. **Assigning Matters to Committee.** Any Councilmember, during a regular Council meeting, may make a motion to assign a matter to a committee. Said motion, if seconded, shall require a majority vote of the Council.

E. **Staff Assignments to Committee.** The Mayor or City Administrator may designate staff for each standing committee, who shall prepare the agenda, provide proper notice, prepare minutes, and prepare a record of attendance for every meeting.

F. **Mayor.** The Mayor is encouraged to attend council committee meetings. The Mayor will not participate as a member for voting or consensus of committee direction.
APPENDIX 11B

EMAIL MANAGEMENT POLICY

City of Monroe, Washington
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   C. Administrative Inquiries and Risk Management
   D. The City’s E-mail system is for City business use

5.0 RETENTION OF E-MAIL

6.0 RESPONDING TO A PUBLIC RECORDS DISCLOSURE REQUEST

7.0 REFERENCE
1.0 PURPOSE AND SCOPE

It is the policy of the City of Monroe that City provided e-mail accounts are used when City business is conducted with e-mail by Public Officials (appointed and elected). This policy will help to assure retention of public records and compliance with state laws including the Public Records Act “PRA” and Open Public Meetings Act “OPMA”.

The purpose and scope of this policy is to:

A. Ensure that City provided e-mail accounts be used when City business is conducted by Public Officials.

B. Ensure the retention of e-mail as public records and compliance with state law. State laws include PRA and OPMA (and apply equally to other forms of written communications).

C. Provide guidelines and tools for conducting City business in a professional, businesslike, and transparent manner, for easy use of City e-mail for conducting City business, and to provide guidelines for the management and use of e-mail.

D. Provide procedures to facilitate ease and consistency in using the City’s e-mail system and individual e-mail accounts.

2.0 EXPLANATION OF KEY TERMS

A. **E-mail:** Short for electronic mail, the transmission of messages over communications network.

B. **Spam:** Unsolicited "junk" e-mail sent to large numbers of people, often to promote products or services.

C. **OPMA:** Open Public Meetings Act, RCW 42.30.

D. **OWA:** Short for Outlook Web Access, the graphical user interface used for accessing E-mail from a remote location.

E. **PST File:** Short for Personal Store. A .pst-file is a file that is created in Outlook. It is used to store e-mail messages that are no longer on the Exchange server.

F. **PRA:** Public Records Act, RCW 42.56.

G. **Public Official** is both an Elected Official and Appointed Official as defined below:

   **Elected Official** refers to City Council members and the Mayor (who would also be subject to the Network, Internet and E-mail Use Policy #2006-008).

   **Appointed Official** refers to non-employee members of City Boards and Commissions, including the Planning Commission, Board of Ethics, Parks & Recreation Board, and Civil Service Commission if City business is conducted by e-mail.
3.0 MANAGEMENT OF E-MAIL

A. **City Provided E-mail Account:** When using the City provided e-mail account, a Public Official who sends or receives an e-mail message should be aware that a record copy of the message is automatically retained by the City according to the appropriate retention schedule and to comply with the PRA. E-mail is archived (retained) instantly upon sending and cannot be deleted and it cannot be un-sent.

B. **OWA Access to City E-Mail Account:** City e-mail users can access their City e-mail account from a remote location or from a non-City computer that has Internet access, using *Outlook Web Access (OWA)*.

C. **Password Responsibility:** E-mail users are responsible for the security of their e-mail account, including their account password. Users can change their e-mail account password at any time in OWA under the “Options” menu. Passwords are required for security purposes; an e-mail remains a public record subject to PRA disclosure.

D. **Non-City E-mail Account for City Matters:** The use of a personal, private or other non-City e-mail account for City business is discouraged. To facilitate compliance with the PRA when sending or receiving an e-mail using a non-City provided e-mail account, a carbon copy (cc) should be sent to the Public Official's City provided e-mail account. This will ensure all e-mails are captured in the Public Official's repository mailbox and available to PRA disclosure requests, or discovery requests in legal proceedings.

Users of non-City e-mail addresses acknowledge that non-City e-mail addresses may be disclosed in the course of responding to public records requests or discovery requests in legal proceedings.

E. **E-mail From or To Private Addresses (Citizens, Business, etc.):** E-mails between non-City e-mail addresses (such as citizens, business, and other non-City parties), and City e-mail addresses (Public Officials) relating to City matters are public records subject to records retention and public records disclosure laws.

The following, or a similar disclosure statement, shall be provided on the City website, including e-mail links to city staff and Public Officials:

*Please be aware that e-mail sent to or received from City Staff or Public Officials is a public record and subject to public disclosure upon request.*

This disclosure notice shall also be automatically (if feasible) inserted into all e-mail originating from staff and Public Officials of the City.

F. **Spam and Virus Filtering:** The City uses a third party spam filtering system (off-site and off-system, currently Postini) that quarantines messages based on language, content, or potential virus hazard. E-mail detected by this service as spam or virus infected are quarantined in a separate off-site account for user review before delivery into the City’s e-mail system. Public Officials should review and clear out their quarantined
messages on a regular (weekly) basis. Please note, while service is very effective in filtering spam and virus hazards, it cannot guarantee that all spam or viruses will be intercepted. **Public Officials must use caution.**

### 4.0 USE OF CITY E-MAIL

E-mail users are responsible for the content of e-mail they send. E-mail users are specifically reminded that ANY e-mail they send is subject to public disclosure. The following guidelines will provide a framework to assist in the use of a City e-mail account.

**A. E-mail Among Public Officials:** E-mail exchanges amongst Public Officials can create an unintended quorum by “serial communication” and violate the OPMA. Public Officials should avoid e-mail exchanges that ultimately involve or create a quorum.

To avoid creating a quorum reply only to sender, Mayor/City Administrator, or appropriate staff. If Public Officials wish to send an informational e-mail to a majority of the respective Public Officials make clear in the e-mail that the e-mail is informational only and that no response is desired.

**B. E-mail Content:**

1. **E-mail Subject Lines:** E-mail should be clearly labeled via the subject line, being as descriptive as possible (i.e., “Quarterly Financial Report” not “Report”, or “City Records Committee Minutes” not “Minutes”).

2. **Subject Matter:** There should only be one subject matter per e-mail.

3. **Carbon Copies:** Carbon copies (cc) are public records and fully subject to the PRA.

4. **Blind Copies - Prohibited:** Blind copying e-mail (bc or bcc) is specifically prohibited, including the use of blind distribution lists. Inadvertent blind copies (bc or bcc) are automatically archived (retained) and cannot be deleted or unsent. A blind copy is a public record and fully subject to the PRA and disclosure.

**C. Administrative Inquiries & Risk Management:** Inquiries are often directed to several Public Officials. More than one Public Official responding to an inquiry can result in an inconsistent “City message” and delays in processing inquiries, requests, or complaints. If Public Officials wish to respond to such inquiries, please keep in mind that assigned staff are currently in a position to resolve the inquiry on your and the City’s behalf.

In instances where an e-mailed complaint, notice, or other communication concerns a safety matter, care should be taken in responding; your response is as a Public Official representing the City of Monroe.
Such inquiries and complaints should be forwarded or copied to the Mayor or City Administrator for coordination, assignment, investigation and resolution.

Nothing in this paragraph is intended to limit communications between citizens and Public Officials of the City of Monroe.

D. **The City’s E-mail system is for City business use.** Personal e-mail should be transmitted via personal e-mail accounts, and not from City e-mail accounts. The state Constitution, state and federal laws, and the City of Monroe Code of Ethics strictly prohibit certain private activity and certain use of City resources. The following are examples of inappropriate or prohibited uses of City e-mail:

1. Any use for the purpose of conducting an outside business or private employment;
2. Use for the purpose of supporting, promoting the interests of, or soliciting for an outside organization or group, including, but not limited to a private business, a nonprofit organization, or a political party;
3. Any use for the purpose of assisting a campaign for election of a person to an office, or for the promotion of or opposition to a ballot proposition;
4. Any use related to conduct that is prohibited by federal or state law or rule, or a City policy;
5. Gambling;
6. Transmission of confidential information to unauthorized persons or organizations.

5.0 **RETENTION OF E-MAIL**

A. **All** e-mails sent to or from City e-mail accounts of Public Officials are automatically archived by an e-mail management service retained by the City (currently Postini, a third party service) for a minimum retention period of seven years. Archived e-mail cannot be modified or deleted. Archived e-mail can be accessed for review, copying, and is subject to PRA disclosure requests. It is specifically noted that e-mail sent to or from Public Officials’ City e-mail account is automatically archived on behalf of the Public Official, thus the Public Official has no duty to retain copies; the Public Official may delete email from their Outlook Inbox and Sent Mail. If a Public Official uses a non-city e-mail account, the Public Official must copy or forward the e-mail to his/her City e-mail account for archiving (retention).

B. E-mail records are kept for not less than the retention period identified on either the state’s general records retention schedule or the City’s specific retention schedule. The retention periods apply regardless of the record’s medium or method of transmission; the content determines how long the record will be maintained.
C. E-mails sent to or from a Public Official’s City issued e-mail account between March 2007 (when City e-mail became available to Public Officials) and 2008 have been archived to a .pst file and can be accessed for review, copying, and are subject to PRA disclosure requests.

D. Current Public Officials will be provided a DVD or CD of their archived e-mail on request during their service. Requests by former Public Officials must be received and handled as routine PRA disclosure requests.

E. Public Officials should be aware of the distinction between public records retention and public records disclosure requirements. Some records, such as a report, must be retained for several years, while notes need not be retained at all. However, once a PRA records disclosure request has been received, all existing responsive documents must be kept and disclosed, as provided by law. When a PRA disclosure request is received, City staff will search the archive for responsive e-mails and documents, and notify the Public Official of the disclosure request and search results. The Public Official must provide other records that have not been archived or retained by the City, such as e-mail from a non-City e-mail account that has not been copied or forwarded to the City. See Public Records Act Policy and Procedure, 2006-003 and the Public Records Act, RCW 42.56 for details and requirements.

6.0 RESPONDING TO A PUBLIC RECORDS DISCLOSURE REQUEST

A. If a public records request is received, it should be assumed that all pertinent documents are subject to disclosure under the PRA. Records requests will be processed in accordance with the City’s Public Records Act Policy and Procedure, 2006-003, as approved and subject to amendment by the City Council under state law.

B. Current Public Officials will perform searches within their OWA in-box and the archive service. Staff will perform searches within the Outlook .pst file located (archived) on the network for current Public Officials, and within the archive service for former Public Officials.

C. On request, staff will provide copies of documents to current Public Officials as soon as possible before the Public Records disclosure release. Former Public Officials will be notified of Records disclosure requests, and release of records by former Public Officials will be coordinated with the City Attorney.

D. At the conclusion of public service, Public Officials are encouraged to return records to the City to facilitate records retention and disclosure requests.
7.0 REFERENCE

A. *Public Records Act Policy and Procedure*, Policy #2006-003
B. *Public Records Act (PRA)*, RCW 42.56
C. *Network, Internet and E-Mail Use*, Personnel Policy # 2006-008
APPENDIX 12

METHODS OF OUTREACH

City of Bothell, Washington
<table>
<thead>
<tr>
<th>Method</th>
<th>Audience</th>
<th>Time Requirements</th>
<th>Cost</th>
<th>Process</th>
<th>Opportunities</th>
<th>Constraints</th>
<th>Best used for</th>
</tr>
</thead>
<tbody>
<tr>
<td>City Website</td>
<td>Citizens with internet access</td>
<td>Instant upload</td>
<td>$0.00</td>
<td>Postings by PIO, IT, web contributors</td>
<td>Unlimited content and graphics, feedback mechanism, real time updates</td>
<td>Website not regularly checked by community, no subscriptions/direct push</td>
<td>Supplemental information for issues otherwise advertised</td>
</tr>
<tr>
<td>[IN FUTURE] Social Media (Twitter, Facebook, Blogs, etc.)</td>
<td>Tech-savvy citizens with internet access [fastest growing audience]</td>
<td>Instant upload</td>
<td>$0-$65/month depending on services</td>
<td>PIO only until other contributors are identified and trained</td>
<td>Unlimited content and graphics, feedback mechanism, real time updates, social media followers also help spread the word to less tech-savvy audiences</td>
<td>Relatively small (but growing!) audience</td>
<td>Drawing audiences to information already posted on City website, engaging audiences in dialog, measuring response and readership</td>
</tr>
<tr>
<td>[IN FUTURE] e-newsletter</td>
<td>Bothell residents who subscribe by email, Council &amp; City Employees</td>
<td>4-8 hours to assemble, instant distribution</td>
<td>minimal printing costs for limited hard copies</td>
<td>Staff submit stories to PIO who assembles and distributes</td>
<td>Direct and immediate distribution, starting point for longer articles and web content, multi-purpose single sheet calling card</td>
<td>Distribution limited to subscribers only, but also posted on website</td>
<td>Immediate news for aware/interested residents and as a starting point for a broader information campaign if needed</td>
</tr>
<tr>
<td>Bothell ByLines</td>
<td>All Bothell households</td>
<td>Min. 4 weeks lead time to allow for layout, printing, and mailing</td>
<td>Approx. ?? each mailing</td>
<td>Staff submit stories to PIO who assembles and distributes</td>
<td>Comprehensive distribution, 8-page format allows for variety of content and references to City website</td>
<td>Long lead time required</td>
<td>General city news, advance publicity for events/projects already in the works</td>
</tr>
<tr>
<td>BCTV Channel 21/26 Slates</td>
<td>Comcast or Verizon Cable subscribers</td>
<td>1-5 days depending on cable operator schedule</td>
<td>minimal staff time</td>
<td>Material coordinated by PIO and contracted video producers/cable operator</td>
<td>Reaches audiences who are not tech-savvy</td>
<td>Unmeasured viewership</td>
<td>General city news, advance publicity for events/projects already in the works, public meetings</td>
</tr>
<tr>
<td>BCTV Channel 21/26 Programs</td>
<td>Comcast or Verizon Cable subscribers</td>
<td>1-2 weeks for editing and programming</td>
<td>$500-$2000 for professionally produced segments</td>
<td>Material coordinated by PIO and contracted video producers/cable operator</td>
<td>Reaches audiences who are not tech-savvy, opportunities to view public meetings from home</td>
<td>Cost, lead time, unmeasured viewership</td>
<td>General city news, advance publicity for events/projects already in the works, public meetings</td>
</tr>
<tr>
<td>Press Releases - Local Media</td>
<td>Bothell residents and surrounding cities</td>
<td>Bothell Reporter printed every Wed, stories submitted one week ahead, other media on weekly and daily schedule</td>
<td>$0.00</td>
<td>Email and/or call</td>
<td>Broad distribution, Bothell Reporter regularly prints City of Bothell news</td>
<td>Lag time between story submittal and printing, less control over accuracy, no guarantee of story reaching print, not all residents reached</td>
<td>Stories of high importance and issues for which there is much public interest</td>
</tr>
<tr>
<td>Press Releases - Regional Newspapers, TV &amp; Radio</td>
<td>Bothell residents who use news sources other local media, people outside of Bothell</td>
<td>Stories can be picked up instantly or will take weeks to reach print</td>
<td>$0.00</td>
<td>Fax/email news releases</td>
<td>Broad distribution, credibility, regional outreach</td>
<td>Bothell not always a high priority for regional news</td>
<td>Stories of high importance</td>
</tr>
<tr>
<td>Newspaper Community Event Listings</td>
<td>Bothell residents and others who scan newspaper calendars for events</td>
<td>Usually 1-2 weeks notice</td>
<td>$0.00</td>
<td>Fax/email event listing</td>
<td>Broad distribution, regional outreach, website reference</td>
<td>Events only, not all residents reached</td>
<td>Major events</td>
</tr>
<tr>
<td>Method</td>
<td>Audience</td>
<td>Time Requirements</td>
<td>Cost</td>
<td>Process</td>
<td>Opportunities</td>
<td>Constraints</td>
<td>Best used for</td>
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</tr>
<tr>
<td>Bothell Reporter Special Column</td>
<td>Bothell residents</td>
<td>Printed every Wednesday, send by Thursday prior</td>
<td>$0.00</td>
<td>Schedule article with editor, write article and email</td>
<td>Broad distribution, delivered directly to homes, chance to speak authoritatively about issues, can be viewed as beneficial city service, website reference</td>
<td>City staff represents entire city by default, not all residents reached</td>
<td>Departments for whom information is a public good (public safety, social services, recreation?)</td>
</tr>
<tr>
<td>Direct Mail - Neighborhood or Issue-Specific</td>
<td>Households within affected neighborhood or those who have expressed interest in an issue</td>
<td>3 to 5 days for printing and mailing</td>
<td>postcards $.25, letters $.39</td>
<td>Develop mailing list and create postcard or letter</td>
<td>Direct to homes, can be tailored for a neighborhood or area, website reference, possible to provide a feedback mechanism (business reply mail)</td>
<td>Mail can be lost within junk mail, not all residents reached</td>
<td>Construction noticing, meeting notices</td>
</tr>
<tr>
<td>Direct Mail - All City</td>
<td>All Bothell households</td>
<td>1 to 2 weeks for printing and mailing</td>
<td>Approx. $7,000?? each mailing, depending on printing costs</td>
<td>Develop mailing list and materials to be mailed, process through printer and mailhouse if possible</td>
<td>Direct to homes, comprehensive distribution, information fully provided by City, website reference, possible to provide a feedback mechanism (business reply mail)</td>
<td>Mail can be lost within junk mail, expensive</td>
<td>Education pieces, newsletters, issues of high importance for which residents need a lot of information</td>
</tr>
<tr>
<td>Utility Bill Inserts</td>
<td>Half of Bothell households/water and sewer customers</td>
<td>Mailed once per month, approx. 5,000 households reached</td>
<td>printing costs for 5,000 pieces</td>
<td>Arrange ahead of time with utility billing</td>
<td>Direct to homes, website references</td>
<td>Long lead time required, only half of Bothell households reached</td>
<td>Information that is not time-sensitive</td>
</tr>
<tr>
<td>Fact Sheet/Handout</td>
<td>Interested citizens, media</td>
<td>1-5 days for compiling and formatting info</td>
<td>printing costs only</td>
<td>Print ahead and make available to city facilities, project managers, media, and meetings</td>
<td>Information at a glance, information can supplement other correspondence, good way to provide information at a meeting, website reference</td>
<td>Limited distribution, limited update possibilities</td>
<td>Project and issue overviews, background information</td>
</tr>
<tr>
<td>Signage</td>
<td>Residents who pass by the signage</td>
<td>1-5 days to create sign and post</td>
<td>cost of sign if purchase required</td>
<td>coordinate with Park and PW?</td>
<td>Brief information, good visibility</td>
<td>Limited outreach, information limited by space</td>
<td>Event notices</td>
</tr>
<tr>
<td>Truck Signs</td>
<td>Residents who see PW trucks</td>
<td>1-2 weeks to print signs</td>
<td>cost of sign if purchase required</td>
<td>coordinate with PW</td>
<td>Diverse audience, visual interest, website reference</td>
<td>Limited outreach, information limited by space</td>
<td>Event notices</td>
</tr>
<tr>
<td>Flyers/Postings</td>
<td>Residents out and about in the community</td>
<td>1 day to 2 weeks to create posters and post</td>
<td>printing costs only</td>
<td>Print and post in city buildings, library, businesses, etc.</td>
<td>Diverse audience, visual interest, website reference</td>
<td>Limited outreach, information limited by space</td>
<td>Project notices, meeting notices, safety notices</td>
</tr>
<tr>
<td>Method</td>
<td>Audience</td>
<td>Time Requirements</td>
<td>Cost</td>
<td>Process</td>
<td>Opportunities</td>
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<tr>
<td>Community Input Forum</td>
<td>Interested citizens</td>
<td>Plan and advertise minimum 2 to 3 weeks ahead of time</td>
<td>some printing costs, possible refreshments and reimbursement for use of space</td>
<td>Plan ahead and advertise through notices, newspaper, coordinate space</td>
<td>Gain public feedback, direct communication with public, educational opportunity</td>
<td>Organization and education plan required ahead of time, public feedback requested is not a good use for projects or plans that cannot change based on public opinion, must be broadly advertised to be fair</td>
<td>Issues for which the public needs to vent, policies and projects that can be shaped by public input</td>
</tr>
<tr>
<td>Public Education Workshop</td>
<td>Interested citizens</td>
<td>Plan and advertise minimum 2 to 3 weeks ahead of time</td>
<td>some printing costs, possible refreshments and reimbursement for use of space</td>
<td>Plan ahead and advertise through notices, newspaper, coordinate space</td>
<td>Direct communication with public, chance for public to ask questions, educational opportunity, some feedback</td>
<td>Organization and education plan required ahead of time, not all residents reached</td>
<td>Complex projects or policies that are completely or almost completely shaped for which the public would benefit from Q &amp; A or detailed background information</td>
</tr>
<tr>
<td>Speaking Engagements</td>
<td>Specific community groups (Kiwanis, Chamber, Rotary, etc.)</td>
<td>Plan 1-2 months (or more) ahead of time</td>
<td>minimal printing costs</td>
<td>Arrange with specific community groups</td>
<td>Direct communication with active citizens, chance for public to ask questions, educational opportunity, focused feedback</td>
<td>Not all residents reached, long lead time needed to schedule</td>
<td>Complex projects or policies for which the City needs support from active/vocal citizens</td>
</tr>
<tr>
<td>Focus Groups</td>
<td>Specific community representatives</td>
<td>Plan 2-4 weeks (or more) ahead of time</td>
<td>$0.00</td>
<td>Select and invite specific community members</td>
<td>Direct dialog with active citizens, chance for citizens to ask questions, educational opportunity, focused feedback</td>
<td>Few residents reached, may not be representative of the community</td>
<td>Complex projects or policies for which more intimate dialog is needed to gauge community sentiment, also a good way to gain support from active citizens</td>
</tr>
<tr>
<td>Direct to home/inspection handouts</td>
<td>Residents who request inspections</td>
<td>Assemble packets ahead of time, limit updates</td>
<td>some printing costs</td>
<td>Assemble information and give to inspectors/Fire/utilities?</td>
<td>Diverse audience, website reference, direct to homes, can be viewed as a beneficial city service</td>
<td>Few residents reached, limited update possibilities</td>
<td>Information that is not time-sensitive, education pieces about water conservation, public safety, city services in general</td>
</tr>
<tr>
<td>Phone Calls</td>
<td>Bothell residents, or specific groups</td>
<td>Avg 1-2 minutes per call</td>
<td>$0.00</td>
<td>Collect phone numbers, write script</td>
<td>Direct to home, most personal way to reach people other than door-to-door, feedback mechanism</td>
<td>Time-consuming, people often inundated with advertising calls</td>
<td>Small group meeting invitations, emergency information</td>
</tr>
<tr>
<td>Emails</td>
<td>Bothell residents with email access, or specific groups</td>
<td>Instant</td>
<td>$0.00</td>
<td>Create email distribution list and content</td>
<td>Instant information distribution, unlimited content, website reference, feedback mechanism</td>
<td>Difficult to create &amp; maintain email distribution list, not all residents reached</td>
<td>Meeting invitations, information to specific groups about relevant issues, emergency information</td>
</tr>
</tbody>
</table>
APPENDIX 13

COMMUNICATIONS AND SERVICES PLACEMAT

City of Mercer Island, Washington
<table>
<thead>
<tr>
<th>Department</th>
<th>Campaign or Message</th>
<th>Priority of Government and Community Benefits</th>
<th>Current Means of Outreach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parks</td>
<td>Recreation Program Participation</td>
<td>Priority 5: The community will support a broad range of recreational, cultural, health and educational opportunities. Programs also provide revenue to pay for and continue programs</td>
<td>Recreation guide, website, MI Weekly, flyers and handouts, Mercer Island Reporter announcements, MI-TV Channel 21</td>
</tr>
<tr>
<td></td>
<td>Special Event Participation &amp; Sponsorship</td>
<td>Priority 5: The community will support a broad range of recreational, cultural, health and educational opportunities.</td>
<td>Recreation guide, website, MI Weekly, Mercer Island Quarterly, flyers and handouts, Mercer Island Reporter announcements, 98040 insert, MI-TV Channel 21</td>
</tr>
<tr>
<td></td>
<td>Community Center Usage and Rentals</td>
<td>Priority 5: The community will support a broad range of recreational, cultural, health and educational opportunities. Community Center provides meeting space, recreation programs, childcare, health and fitness, and generates revenue for upkeep, maintenance and staffing of building</td>
<td>Recreation guide, website, MI Weekly, flyers and handouts, Mercer Island Reporter announcements</td>
</tr>
<tr>
<td></td>
<td>Parks Maintenance &amp; Forest Stewardship Public Notification &amp; Volunteerism</td>
<td>Priority 3: The community will support reliable public infrastructure and protect its considerable public investments. Priority 4: The community will support attractive, high quality neighborhood and business environments. Maintaining healthy urban forests also helps sequester carbon.</td>
<td>Recreation guide, website, MI Weekly, flyers and handouts, Mercer Island Reporter announcements, signage, MI-TV Channel 21</td>
</tr>
<tr>
<td>Police</td>
<td>Home Safety</td>
<td>Priority 1: The community will be safe. Citizens who take precautions are not only safer, they assist the Police Dept. in delivering efficient services.</td>
<td>Brochures, website, MI Weekly</td>
</tr>
<tr>
<td></td>
<td>Driver/Cyclist Law Compliance</td>
<td>Priority 1: The community will be safe.</td>
<td>Signage, enforcement</td>
</tr>
<tr>
<td></td>
<td>Boating Safety</td>
<td>Priority 1: The community will be safe.</td>
<td>Website, posters, enforcement, MI Weekly, MI-TV Channel 21</td>
</tr>
<tr>
<td></td>
<td>Emergency Preparedness and Volunteerism</td>
<td>Priority 1: The community will be safe.</td>
<td>Website, MI Weekly, Mercer Island Quarterly, flyers and brochures, direct contact, MI-TV Channel 21</td>
</tr>
<tr>
<td>Fire</td>
<td>Home Fire Safety</td>
<td>Priority 1: The community will be safe.</td>
<td>Website, brochures and flyers</td>
</tr>
<tr>
<td></td>
<td>CPR Class Participation</td>
<td>Priority 1: The community will be safe. Citizens educated in CPR can assist others until emergency medical services arrive.</td>
<td>Recreation guide, website, MI Weekly, flyers</td>
</tr>
<tr>
<td>DSG</td>
<td>Permit Applications and Compliance</td>
<td>Priority 4: The community will support attractive, high quality neighborhood and business environments.</td>
<td>Website, brochures and flyers</td>
</tr>
<tr>
<td>Department</td>
<td>Campaign or Message</td>
<td>Priority of Government and Community Benefits</td>
<td>Current Means of Outreach</td>
</tr>
<tr>
<td>---------------</td>
<td>----------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Code Compliance including Tree Education</td>
<td>Priority 4: The community will support attractive, high quality neighborhood and business environments.</td>
<td>Website, brochures and flyers, enforcement</td>
<td></td>
</tr>
<tr>
<td>Public Input for Programs Such as the TIP, Ped/Bike Plan, Shoreline Master Program</td>
<td>Priority 6: The community will support open and informed public involvement processes within the structure of representative, democratic decision making.</td>
<td>Website, MI Weekly, Mercer Island Quarterly, flyers and brochures, direct contact, MI Reporter advertisements, MI-TV Channel 21</td>
<td></td>
</tr>
<tr>
<td>YFS</td>
<td>Thrift Shop Patronage and Volunteerism</td>
<td>The Thrift Shop generates revenue to support YFS programs and provides a means of recycling and reuse.</td>
<td>Website, YFS newsletter, MI Weekly, Mercer Island Quarterly, flyers, MI-TV Channel 21</td>
</tr>
<tr>
<td></td>
<td>Youth Volunteer Program Participation</td>
<td>Priority 5: The community will support a broad range of recreational, cultural, health and educational opportunities.</td>
<td>Website, MI Weekly, Mercer Island Quarterly, emails, direct contact, other?</td>
</tr>
<tr>
<td></td>
<td>Food Pantry Donations</td>
<td>Priority 5: The community will support a broad range of recreational, cultural, health and educational opportunities.</td>
<td>Website, YFS newsletter, MI Weekly, Mercer Island Quarterly, flyers, MI-TV Channel 21</td>
</tr>
<tr>
<td></td>
<td>Communities That Care Underage Drinking Prevention</td>
<td>Priority 5: The community will support a broad range of recreational, cultural, health and educational opportunities.</td>
<td>Website, YFS newsletter, MI Weekly, Mercer Island Quarterly, flyers, posters</td>
</tr>
<tr>
<td></td>
<td>Counseling Service and Financial Assistance Program Participation</td>
<td>Priority 5: The community will support a broad range of recreational, cultural, health and educational opportunities.</td>
<td>Website, YFS newsletter, MI Weekly, Mercer Island Quarterly, flyers</td>
</tr>
<tr>
<td>Maintenance</td>
<td>Water Conservation</td>
<td>Priority 3: The community will support reliable public infrastructure and protect its considerable public investments.</td>
<td>Website, MI Weekly, Mercer Island Quarterly, utility bill inserts, direct mail, MI-TV Channel 21</td>
</tr>
<tr>
<td></td>
<td>CIP Project and Road Closure Notifications</td>
<td>Priority 3: The community will support reliable public infrastructure and protect its considerable public investments.</td>
<td>Website, MI Weekly, Mercer Island Quarterly, flyers and brochures, direct contact, signage</td>
</tr>
<tr>
<td></td>
<td>Recycling Events and Education</td>
<td>Diversion of solid waste to recycling reduces the community's impact on the environment.</td>
<td>Website, MI Weekly, Mercer Island Quarterly, direct mail, flyers, MI-TV Channel 21</td>
</tr>
<tr>
<td>Department</td>
<td>Campaign or Message</td>
<td>Priority of Government and Community Benefits</td>
<td>Current Means of Outreach</td>
</tr>
<tr>
<td>------------</td>
<td>----------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>---------------------------</td>
</tr>
<tr>
<td>HR</td>
<td>Employee Recruitment</td>
<td>Priority 2: The community will support effective, efficient and legal delivery of public services. Successful recruitment efforts provide a broader selection and higher quality of candidates to choose from.</td>
<td>Website, advertising</td>
</tr>
<tr>
<td></td>
<td>Employee Retention</td>
<td>Priority 2: The community will support effective, efficient and legal delivery of public services. Retaining high quality employees provides continuity and keeps recruitment and retraining costs down.</td>
<td>Various programs, generally communicated directly to individual employees or through mass email</td>
</tr>
<tr>
<td>Finance</td>
<td>Public Input for Budget Process</td>
<td>Priority 6: The community will support open and informed public involvement processes within the structure of representative, democratic decision making.</td>
<td>Website, MI Weekly, advertising in Mercer Island Reporter</td>
</tr>
<tr>
<td>City Council</td>
<td>Public Involvement in Processes and Issues</td>
<td>Priority 6: The community will support open and informed public involvement processes within the structure of representative, democratic decision making.</td>
<td>Website, MI Weekly, advertising in Mercer Island Reporter, MI-TV Channel 21</td>
</tr>
<tr>
<td></td>
<td>Government Transparency</td>
<td>Priority 6: The community will support open and informed public involvement processes within the structure of representative, democratic decision making.</td>
<td>Website, MI Weekly, advertising in Mercer Island Reporter, MI-TV Channel 21</td>
</tr>
</tbody>
</table>
APPENDIX 14
TECHNOLOGY SECURITY POLICY

City of Kirkland, Washington
Technology Security Policy
Chapter 7
Policy 7-4
Effective Date: September 2003

A. INTRODUCTION

1. Security Definition

For the purposes of this policy, security is defined as the ability to protect the integrity, availability, and confidentiality of information held by the City of Kirkland and to protect Information Technology (IT) assets from unauthorized use or modification and from accidental or intentional damage or destruction. It includes the security of IT facilities and off-site data storage; computing, telecommunications, and applications related services purchased from other government agencies or commercial concerns; and Internet-related applications and connectivity.

2. Team Effort

To be effective, information security must be a team effort involving the participation and support of every individual who deals with City of Kirkland information and/or information systems.

3. Applicability/Enforcement

This policy applies to all city offices, departments, officials, employees and all system users (such as contractors, consultants, temporary employees, interns, etc.)

This policy applies to all computer and network systems owned by and/or administered by the City of Kirkland. Similarly, this policy applies to all platforms (operating systems), all computer sizes (personal computers through mainframes), and all application systems (whether developed in-house or purchased from third parties). The policy covers only information handled via computers and/or networks.

The City of Kirkland reserves the right to revoke the system privileges of any user at any time for violation of this policy.

B. PURPOSE

1. Security Concerns

The purpose of this Information Technology Security Policy is to establish standards to maintain system security, data integrity and privacy by preventing unauthorized access to data and by preventing misuse of, damage to, or loss of data. The city’s dependence on local area networks (LANs), wide area networks (WANs) and the Internet for conducting vital public business has highlighted the following security concerns:

- Information Integrity - Unauthorized deletion, modification or disclosure of information;

- Physical Security – Limiting access to servers, network equipment, and workstations.

- Network access points – Limiting access to the City of Kirkland’s network only through entry points approved by IT with security controls in place.

- Misuse - The use of information or systems for other unauthorized purposes;
• Information Browsing - Unauthorized access to sensitive information by intruders or legitimate users;

• Penetration - Attacks by unauthorized persons or systems that may result in denial of service or significant increases in incident handling costs;

• Computer Viruses and Worms – Attacks using viral code that reproduces itself by modifying other programs, spreading across multiple programs, data files or devices on a system or through multiple systems in a network, that may result in the destruction of data or the erosion of system performance;

• Fraud - Attempts to masquerade as a legitimate user to steal services or information, or to initiate transactions that result in loss or falsification of data;

• Component Failure - Failure due to design flaws or hardware/software faults which can lead to denial of service or security compromises through the malfunction of a system component; and

• Employee Education and Awareness – The need to educate City of Kirkland employees about computer systems in order to limit inadvertent corruption, loss, unauthorized access of electronic information.

2. Shared and Trusted Environment

1) Access to sensitive information that can compromise the integrity of the city’s IT systems must be physically restricted to those with a need-to-know. This information must always be protected from unauthorized disclosure. Paper documents that contain information that could jeopardize system security must be locked away in appropriate containers (safes, file cabinets, etc.) when not in use.

2) Each system user accessing multi-user information systems has a unique user-ID and a private password. These user-IDs must then be employed to restrict system privileges based on job duties, project responsibilities, and other business activities. Each system user is personally responsible for the use of his or her user-ID and password and must never share or reveal a password to others, unless requested by an IT staff member for troubleshooting purposes or a supervisor or manager.

3) All in-bound session connections to City of Kirkland computers from external networks (Internet, public dial-up lines, etc.) must be protected with an approved password access control system. Similarly, inbound connections should be controlled by the use of an approved firewall.

In general terms, City of Kirkland system users must not establish connections with external networks (including Internet Service Providers) unless these connections have been approved by IT. Users with computers (on the City’s local area network—not home computers) connected to external networks are prohibited from leaving unattended modems turned on while data communications software is enabled (e.g. PC Anywhere), unless an authorized password system has been previously installed. When not in use, modems must be powered off. Exceptions to this may occur, such as during a system upgrade or installation.

4) Because information technology security planning is primarily a risk management issue, this policy focuses on the creation of a shared and trusted environment, with particular attention to:

• System wide approaches to end-user authentication;

• Consistent and adequate network, server, and data management recognizing the interdependent relationship of city offices;

• Appropriate uses of secure network connections; and
• Closing unauthorized pathways into the network and into data exempted from public disclosure.

5) Information security should be viewed from a city wide approach. In order to succeed, the city offices and departments should adhere to the following principles:

• Require adherence to common security architecture and its related procedures; and

• Recognize an interdependent relationship among departments, such that strengthening security or one strengthens all and, conversely, weakening one weakens all.

C. SECURITY POLICIES AND RESPONSIBILITIES

1. Departments

All Departments will:

1) Ensure that organizational units are operating in a manner consistent with the Information Technology (IT) Security Policy and developed security procedures of the City of Kirkland.

2) Request any system user that leaves the City of Kirkland to be removed from all known systems. This includes, but is not limited to, permanent employees, temporary and project employees, interns, volunteers, and contractors.

3) On request, check system user lists to assure accuracy for current employee access.

4) Request from Information Technology, access for employees only for those systems needed for specific job tasks. Request from Information Technology to have employee’s access removed from systems that are no longer needed for job tasks.

5) Train staff to follow security policies.

6) Train staff on the use of software and hardware to prevent or reduce accidental data loss or corruption.

7) Be responsible for monitoring vendor or service personnel working in their areas to ensure that no unauthorized access to information on the City of Kirkland’s network is obtained.

8) Ensure and oversee compliance with adopted security policies.

9) Ensure all supervisors, working in conjunction with Human Resources, take appropriate disciplinary or other measures to address violations of information security requirements.

2. The Information Technology Steering Team (ITST) will:

1) Approve organization-wide information security standards, guidelines, and procedures.

3. Information Technology Department

Information Technology staff will:

1) Propose security policies for adoption by the ITST including new policies for emerging technologies and business changes.
2) Write detailed security procedures for supporting adopted security standards.

3) Review all IT security policies at least annually and make appropriate updates after significant change in business, computing or computing environment.

4) Communicate security policies to city offices and departments.

5) Ensure and oversee compliance with adopted security policies for Information Technology personnel.

6) Offer training for city staff on adopted security policies.

7) IT staff will investigate system intrusions and other information security incidents.

4. System Administrators

All system administrators (includes IT staff and department/office staff that have specific duties as system administrators) will:

1) Follow the current Information Technology Security Policy.

2) Implement Information Technology Security Policy within the parameters of each system they are responsible for. If a situation arises that is not included in the current security policy, a request to IT should be made to augment or modify the policy.

3) Inform system users of security requirements for each specific system.

4) Provide any training necessary or answer questions to make sure end users understand the security policy and make recommendations to IT and/or department directors to improve security.

5. System Users

All system users will be assigned a unique user login name (User-ID) and password to access the city’s network. Multiple User-IDs and passwords may be required to access additional systems related to specific job tasks. This policy applies to permanent, temporary, project, volunteer, contract or intern staff that needs access to systems. Users of any system at the City of Kirkland will:

1) Maintain security of assigned login names and passwords for various systems. If access to a system is no longer needed, system users need to request from their supervisor to be removed.

2) Be held responsible for any activity transacted under the individual’s User-ID. Take precautions to protect passwords from unauthorized individuals.

3) Ensure against unauthorized access when leaving a workstation unattended by logging off the systems and the network or locking the workstation.

4) Passwords must be at least 6 characters long and changed at least every 90 days. Each system will be set to expire passwords automatically at a 90 day interval (when technically possible). Whenever a system user suspects that a password has become known to another person, that password must be changed immediately.

5) Passwords must not be stored in readable form in batch files, automatic login scripts, software macros, terminal function keys, in computers without access control systems, or in other locations where unauthorized persons might discover them. Similarly, passwords must not be written down in some readily decipherable form.
and left in a place where unauthorized persons might discover them.

6) Unless specifically authorized by IT, City of Kirkland system users must not acquire, possess, trade, or use hardware or software tools that could be employed to evaluate or compromise information systems security. Examples of such tools include those that defeat software copy protection, discover secret passwords, identify security vulnerabilities, or decrypt encrypted files. Similarly, without this type of approval, system users are prohibited from using "sniffers" or any other hardware or software that monitors the traffic on a network or the activity on a computer.

7) System users must not test, or attempt to compromise computer or communication system security measures. Incidents involving unapproved system cracking (hacking), password cracking (guessing), file decryption, bootleg software copying, or similar unauthorized attempts to compromise security measures may be unlawful, and will be considered serious violations of City of Kirkland policy. Likewise, short-cuts bypassing systems security measures, as well as pranks and practical jokes involving the compromise of systems security measures are absolutely prohibited.

8) Report any security compromise or suspected security compromise to a supervisor AND the Information Technology Department immediately.

9) Be prohibited from using unapproved or unauthorized hardware or software designed to compromise or crack (hack) security, passwords or encrypted data.

10) Contact the system administrator or Information Technology Department if security training is needed.

11) If system users suspect infection by a computer virus, they must immediately stop using the involved computer and call the Help Desk. Floppy disks and other magnetic storage media used with the infected computer must not be used with any other computer until the virus has been successfully eradicated. The infected computer must also be immediately isolated from internal networks. Users must not attempt to eradicate viruses themselves; qualified City of Kirkland IT staff will be called in to complete this complex task in a manner that minimizes both data destruction and system downtime.

12) Not take steps to circumvent or avoid system security.

13) Be familiar with the city’s Information Technology Security Policy.
APPENDIX 15

CITIZEN IDEAS AND SUGGESTIONS
3. What could the City do to improve information sharing with residents and local organizations?

<table>
<thead>
<tr>
<th>#</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Place new or updated items on homepage, not buried in the website where info. needs to be searched for. Tue, Sep 14, 2010 9:21 AM</td>
</tr>
<tr>
<td>2.</td>
<td>Stop Roger from putting out his new blast to the community. They are often misleading and 1 sided and get everyone up in arms over nothing, things. Communicating is more than just putting out information. It what you communicate that is important. Tue, Sep 7, 2010 12:25 PM</td>
</tr>
<tr>
<td>3.</td>
<td>Make City’s website more user friendly and update it more often for starters Sat, Sep 4, 2010 5:39 PM</td>
</tr>
<tr>
<td>4.</td>
<td>Offer mobile service reminders—to the effect of a DuPont Calendar application for your mobile. Sat, Sep 4, 2010 12:53 PM</td>
</tr>
<tr>
<td>5.</td>
<td>When information is made available it would help to share this with all parties involved and ask for guidance and ideas that affects the decision making. Sat, Sep 4, 2010 9:22 AM</td>
</tr>
<tr>
<td>6.</td>
<td>Have both city council meetings filmed Wed, Sep 1, 2010 8:30 PM</td>
</tr>
<tr>
<td>7.</td>
<td>I think you all are doing a fine job!! People will only choose what they want to get involved with or have a passion for. The information is out there. But I will say the “Friday Letter” is the best idea ever!!! I’ve been sharing that with others because it is well made and very well thought out. Its just straight forward information. No “poofy” talk. Simply says it like it is. So don't try and improve on that. Just keep doing it the way Mon, Aug 30, 2010 10:49 PM</td>
</tr>
</tbody>
</table>
### 3. What could the City do to improve information sharing with residents and local organizations?

Talk. Simply says it like it is. So don't try and improve on that. Just keep doing it the way it is now.

<table>
<thead>
<tr>
<th>ID</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.</td>
<td>Simple, precise info. Bi-monthly. Without all the fun and games info which appalls me! Wasting money is not news. Prefer not to hear about the waste of financing/underwriting special interest groups. DuPont is not a &quot;cruise ship&quot; to be entertained non-stop. Stick to the basics of running city government, period. Sorry.. many, many outside groups within the city can pay for, plan and execute all the extras to keep the folks entertained. Use our/my money wisely.. What is the matter with city government.. do they not know how to prioritize !!!!</td>
</tr>
<tr>
<td>9.</td>
<td>Make content more readable by shortening length and making certain to speak in non-government speak.</td>
</tr>
<tr>
<td>10.</td>
<td>There is ample information about City Government, however I would like more information about community activities through Parks &amp; Recreation</td>
</tr>
<tr>
<td>11.</td>
<td>A newsletter from the city in email form that catches the eye.. I don't know what a city email update is! If I get it it more than likely goes in my spam box. What is the City Administrator's Friday Letter? Does anybody read that? The city does a crappy job informing the residents. My degree is not in marketing but even I could do a better job. The city has made DuPont a very boring place to live. Try things like &quot;Railroad Days&quot; in Snowqualmie. I hear that there is going to be a State Liquor Store coming here? WHAT? That zoning needs to change. What kind of people do you think will come to DuPont if you put a State Liquor store in? What other types of businesses are going to want to set up shop here? If you don't use tighter zoning on these kinds of businesses I'm afraid of what will be setting up shop next. As to the question, does it really matter? Anytime I've gone to a meeting things seem to fall on death ears. They talk in circles and nothing gets done. Is there a City Planner? If there is where are they?</td>
</tr>
<tr>
<td>12.</td>
<td>Somehow post citizen's questions and concerns along with the answers or solutions. Their questions are never resolved. It seems you listen and do nothing.</td>
</tr>
<tr>
<td>13.</td>
<td>Flyers - Fact Sheets left at businesses, area community meetings - town halls</td>
</tr>
<tr>
<td>14.</td>
<td>Although the city advertises information through many avenues, some information just does not get sent out. And not everyone is able to go to Council meetings.</td>
</tr>
<tr>
<td>15.</td>
<td>Direct emailing residents that sign up for that option.</td>
</tr>
</tbody>
</table>
### 3. What could the City do to improve information sharing with residents and local organizations?

<table>
<thead>
<tr>
<th>Number</th>
<th>Comment</th>
<th>Date</th>
<th>Time</th>
<th>Find...</th>
</tr>
</thead>
<tbody>
<tr>
<td>16.</td>
<td>I would like to see the City of DuPont continue to send out the newsletter. Perhaps a one page newsletter inserted with the utility billing. The reader board needs to promote programs and events, as opposed to meetings. The City could also do a monthly newsletter and mail it through the ROA distribution at not cost.</td>
<td>Thu, Aug 26, 2010</td>
<td>9:14 PM</td>
<td>Find...</td>
</tr>
<tr>
<td>17.</td>
<td>Get the information to us sooner on the sites and repeat the info periodically.</td>
<td>Thu, Aug 26, 2010</td>
<td>11:02 AM</td>
<td>Find...</td>
</tr>
<tr>
<td>19.</td>
<td>They are doing a great job.</td>
<td>Wed, Aug 25, 2010</td>
<td>6:16 PM</td>
<td>Find...</td>
</tr>
<tr>
<td>20.</td>
<td>move toward creating a senior gathering place that is not a business</td>
<td>Wed, Aug 25, 2010</td>
<td>4:32 PM</td>
<td>Find...</td>
</tr>
<tr>
<td>21.</td>
<td>Remember we aren't all in ROA. What Friday Letter, email updates, etc? I also didn't know you were on facebook. I would recommend giving the info with the water bill.</td>
<td>Wed, Aug 25, 2010</td>
<td>3:33 PM</td>
<td>Find...</td>
</tr>
<tr>
<td>22.</td>
<td>An occasional policy piece shared on the website which provides deeper information would be a nice touch. Otherwise, focus on the three above and don't provide too much background noise.</td>
<td>Tue, Aug 24, 2010</td>
<td>5:15 PM</td>
<td>Find...</td>
</tr>
<tr>
<td>23.</td>
<td>this isn't a big deal. have a website that addresses city happenings and a view of city council meetings.</td>
<td>Mon, Aug 23, 2010</td>
<td>7:21 PM</td>
<td>Find...</td>
</tr>
<tr>
<td>24.</td>
<td>You are never going to get participation from those people who merely here and come and go to work. They are not interested in what is going on in the city.</td>
<td>Mon, Aug 23, 2010</td>
<td>3:46 PM</td>
<td>Find...</td>
</tr>
<tr>
<td>25.</td>
<td>Maybe an email when building permits that could effect residents, etc.? Just reminders? I think the City is doing a good job informing residents. Businesses maybe more communication on issues where they would or should have a voice with an email reminder?</td>
<td>Mon, Aug 23, 2010</td>
<td>3:30 PM</td>
<td>Find...</td>
</tr>
<tr>
<td>26.</td>
<td>Drag them out of their houses to meetings! Go door to door. All of which is unrealistic! They are doing everything they can.</td>
<td>Mon, Aug 23, 2010</td>
<td>10:12 AM</td>
<td>Find...</td>
</tr>
</tbody>
</table>
### 3. What could the City do to improve information sharing with residents and local organizations?

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>27.</strong></td>
<td>doing a fine job now</td>
</tr>
<tr>
<td><strong>28.</strong></td>
<td>send e-mails after each business meeting with points accomplished.</td>
</tr>
<tr>
<td><strong>29.</strong></td>
<td>Have a sign up on the city website for distribution of information.</td>
</tr>
<tr>
<td><strong>30.</strong></td>
<td>How are we reaching the large number military renters, new to our community? If their landlord neglects to share community updates &amp; announcements, how are these residents reached? Outreach to non-city organizations is very poor from what I can tell. Seems it's time to hire a community development director?</td>
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<td><strong>31.</strong></td>
<td>I think that the City is doing very well. It is far superior to Northwest Landing in communications. In fact, if Northwest Landing were to disappear from the scene, I probably wouldn't miss it. I'd gladly turn a portion of the $35/month that I presently provide NWL for essentially no service over to the city to fund the few worthwhile communications that NWL provides. NWL is an unnecessary layer of communications that charges far more than it delivers. It's few real functions could be split between the city and the various neighborhood homeowners’ associations, and the only thing that most would notice would be lower costs. City communications are fine.</td>
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<td><strong>32.</strong></td>
<td>Share event dates a.s.a.p. so all participants (ROA, schools, city, etc.) can coordinate dates and not have conflicting events on the same date!</td>
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<td><strong>33.</strong></td>
<td>Serve the community with access to the complete story behind changes to services, details behind new spending priorities, or new levy requests. Examples: Fire levy, emt service changes, business planner hire decision changes, OWLOM spending priority. Reprioritizing park agency. Who decides what and why. Very little accountability being communicated.</td>
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<td><strong>34.</strong></td>
<td>The city is missing a huge opportunity with water bills that go to all households. The city could create a campaign to get people to sign up for an email newsletter. Consider creating small calendar of events that can be posted on a refrigerator. People need to know there is something new to read on a website. Facebook has limited value because the city is using a page and you have to pay attention to the news feed. It would be better to email everybody that is signed up on the page.</td>
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<tr>
<td><strong>35.</strong></td>
<td>The city needs a public relations spokesperson perhaps an intern from a local university.</td>
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### 3. What could the City do to improve information sharing with residents and local organizations?

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<td>36.</td>
<td>Think about it. If your mechanism to communicate is your website (and it is ineffective) then how do you expect to solicit input from the public? You end up cherry picking the same 20 opinions.</td>
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<td>37.</td>
<td>Provide a menu of services, steps to access those services, and a timeline of what to expect when service is requested, for people who live or conduct business within the city of DuPont.</td>
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<td>38.</td>
<td>Be proactive about sending information out instead of the other way around. In the past month, things have improved.</td>
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<td>39.</td>
<td>all updates should go on twitter, the web site does not allow easy access to locate updates in one place</td>
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<td>40.</td>
<td>phone dialer like the school district does all the time.</td>
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<td>41.</td>
<td>Record all city council meetings for broadcast on cable and internet. Post meeting minutes in a more timely manner.</td>
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