



# **WCMA**

## **Washington City/County Management Association**

A State Affiliate of **ICMA**

### **WCMA Board Meeting Agenda**

Tuesday, November 4, 2025

Lake Wilderness Lodge – Maple Room

Maple Valley, WA

#### **8:45am Arrival & Refreshments**

9am – 10am Business agenda

10:00am – 4pm WCMA Retreat

1. Welcoming & Introductions (5-10 mins)
2. Approval of the Business Agenda (1 min)
3. Approval of August 15, 2025 Board Meeting Minutes (1 min)
4. Membership Report – Laura Philpot (1 min)
5. Financial Report – Melanie Harding (2 mins)
6. 2026 Budget & Financial Policies (10 mins)
  - a. Consider a motion updating the WCMA Annual Dues Inflation Rate
  - b. Consider a motion to approve pass on credit card payment fees effective January 1, 2026
  - c. Consider a motion to approve the proposed 2026 Budget
  - d. Consider a motion authorizing President Laura Philpot to sign a 2-year contract with MRSC for professional services, up to the annual amount authorized by the Board-approved budget
  - e. NWWLA 2026 Draft Annual Budget (*informational purposes only*)
7. 2028 Conference Locations (Suggestions for Spring & Summer) – Katrina Knutson, Leslie Harris, John Mauro (5 mins)
8. Senior Advisors Report (5 mins)
9. Evans School Building Resilient Local Governments Memorandum of Understanding (MOU) Renewal – Stephanie Lucash (5 mins)
  - a. Consider a motion authorizing President Laura Philpot to sign onto a renewed MOU with similar scope

10. Census of the Profession – Stephanie Lucash (5 mins)
11. WCMA Equity Statement Survey Results – Amy Buckler (5-10 mins)
12. PNW Meeting Effectiveness Research Study – Laura Philpot (5 mins)
13. WCMA Retreat, Facilitation & Materials by Una McAlinden, Creative Strategy Solutions –  
10am – 4pm. Board Materials:
  - a. Retreat Agenda/Overview
  - b. Strategic Planning Worksheets
14. Adjournment – 4pm



# **WCMA**

## **Washington City/County Management Association**

A State Affiliate of **ICMA**

### **WCMA Board Meeting Minutes**

Friday, August 15, 2025 – 9:30 – 11:30am

Marcus Whitman Hotel & Conference Center  
Walla Walla, Washington  
*Explorer Ballroom*

#### **Join Zoom Meeting**

<https://us06web.zoom.us/j/84728357425?pwd=yr5D3qnI0VQu1IZ9NHEodAX6HHUcN8.1>

Meeting ID: 847 2835 7425

Passcode: 382890

#### **Attendees:**

Laura Philpot, President  
Katrina Knutson, Incoming President  
John Mauro, Vice President  
Rich Huebner, Past President  
Melanie Harding, Exec. Coordinator  
Heidi Behrends Cerniwey  
Bristol Ellington  
Matthew “Selby” Selby  
Elizabeth Chamberlain  
Leslie Harris  
Scott MacColl  
Stephanie Lucash  
Bucoda Warren  
Torie Brazitis

#### **Senior Advisors:**

Marilynne Beard  
Andrew Neidtz  
Lloyd Halverson

#### **Guests:**

Pat Martel  
David Cline  
Kristi Rowland  
Derek Mathison  
Wally Bobkiewicz  
Charlie Bush  
Rob Gelder  
Dick Zais

#### **1. Approval of the Agenda**

President Laura Philpot suggested two amendments to the agenda: Moving the Senior Advisor Program reports closer to the top of the agenda and adding “ICMA Update” after the committee reports. The agenda was unanimously approved by the board as amended.

#### **2. Approval of June 25, 2025 Board Meeting Minutes**

The Meeting Minutes of June 25, 2025 were unanimously approved by the board as

presented.

### **3. Installation of Officers and Introduction of Newly Elected Board Members**

A motion was made, seconded, and approved to install the new officers and members according to the bylaws and as elected by members; and the meeting was turned over to Laura Philpot as President.

Laura Philpot (President)  
Katrina Knutson (Incoming President)  
John Mauro (Vice President)  
Rich Huebner (Past President)  
Carolyn Hope (Board Member)  
Matthew “Selby” Selby (Board Member)  
Leslie Harris (Associate Board Member)  
Bucoda Warren (Associate Board Member)

### **4. Senior Advisor Reports and Updates**

Marilynne Beard recapped yesterday’s Senior Advisor Meeting, including recent changes in the Oregon program. Marilynne noted that she will be submitting her resignation from her senior advisor role and noted that David Cline would be interested in taking her place in service.

Andrew Neiditz recognized the mentorship program that Stephanie Lucash has stood up to compliment the work of the Senior Advisor program.

Stephanie Lucash noted she would be working with Senior Advisors on an evaluation process revamp this fall. She noted that the reporting Senior Advisors submit to ICMA would be reviewed to see if it could be included in this process.

Discussion and identification of the roles and responsibilities of the Immediate Past President, Lead Senior Advisor, and MRSC were continuing. Lloyd Halverson noted that Senior Advisors support Andrew Neiditz being installed in the Lead Senior Advisor role.

### **5. Recognition and appreciation for Board Member service**

Rich Huebner recognized the Board service of Tyler Christian, Michael Jones (Service concluded in February 2025), Mike Rizzitiello (Service concluded in June 2025), and Stephanie Lucash. Rich Huebner noted that Stephanie’s mentorship and support was critical as he moved swiftly into WCMA leadership due to unexpected vacancies on the board.

### **6. Member Survey on “WCMA Board Commitment to Equity and Inclusion” Statement**

Amy Buckler provided a summary of the committee work done leading up to the survey that was distributed to the WCMA membership at the conference. She will provide a report to the full board following the end of the survey period. She requested email distribution of the survey to membership. There was agreement to send a draft communication to Laura and Melanie Harding to help facilitate that request.

## **7. NWWLA Updates**

Stephanie Lucash noted that the first-ever Northwest Women's Leadership Summit took place on the Tuesday before the conference this year. The event sold out at 50 attendees. It was an engaging day that was highly rated by attendees.

Stephanie Lucash shared the jurisdictions of the incoming Cohort 7, noting how difficult the decisions were due to high interest from qualified applicants.

## **8. Fall Retreat Agenda**

Laura Philpot noted that many topics have been submitted, but that the focus would need to be narrowed in order to fit the time allotted. Potential topics suggested for discussion included:

- Overall WCMA Mission and Vision
- Update of the WCMA Strategic Plan
- Creation of a 2026 work plan
- Conversation of increased WCMA involvement with AWC
- Developing criteria for subgroups/affiliates
- Building board relationships and bonding

She notes that multiple individuals and groups had offered to facilitate, and that she would discuss those options with the Executive Committee. Knowing that calendaring was complex, she asked all boardmembers to look for a poll to be emailed out soon with date options.

## **9. WCMA Scholarships – Update on 2025 Scholarship & Assignment of Future Duties**

Rich Huebner reflected on the recognition of this year's recipient as part of the conference. He highlighted Mike Rizzitiello's role in leading this process in past years and asked for a volunteer. John Mauro and Leslie Harris offered to lead this process in future years.

## **10. Membership Report**

Rich Huebner provided an overview of the membership numbers to date, noting that they fell slightly behind the prior year. There was a membership drive and push last year that added 30 members in the final months of 2024. Rich did not expect that we would see this same growth in the months ahead.

## **11. Financial Report**

Melanie Harding provided an overview of the financial report as presented as well as a summary of the new sales tax law for conferences and training. She also described the credit card fees being paid by WCMA and the option of passing those on to those who paid by credit card. In response to questions, Katrina Knutson provided an overview of the work done by the Conference Committee to balance revenues and expenditures across both of the year's conferences.

The board requested that the topic of credit card fees for sponsorships and conference registrations be brought back with consideration of the 2026 budget.

There was a note that MRSC's contract ends in December and that service levels and affiliates should be evaluated for the coming year's contract.

## **12. Committee Reports**

- a. Spring/Summer Conference Planning & Sponsorships – Katrina Knutson & Leslie Harris
  - Katrina recognized Leslie Harris and Aimy Enriquez for their work to make the conference a success and Heidi Behrends Cerniwey for bringing the day of innovation to the conference.
- b. Nominations/Awards Committee – Laura Philpot
  - Laura reflected on those awarded and appointed in the most recent days and noted that the work of the committee had concluded for the year.
- c. I-NAPA Affiliate
  - In addition to the subcommittee work with WCMA, Bucoda Warren noted that there would be additional focus on professional development opportunities.
- d. Veterans' Committee
  - There is a vacancy in leadership with Tyler's rotation off the board. Leslie has been assisting in this work and noted that leaders from Kelso and Covington kicked off their first meeting on Tuesday. Follow-up reports are expected to come at a later date.
- e. WCMA/AWC Partnership
  - Laura noted the expansion of AWC collaboration, noting the sessions provided at this conference and the tracks offered at the AWC Conference.
- f. Others
  - County Engagement
    1. Katrina noted that conversations regarding County representation were continuing with Washington State Association of Counties as well, with future discussions to take place between the two Executive Committees.
    2. Torie affirmed these efforts and offered her assistance as a County administrator.
  - HR Affiliate – Heidi provided an update following on last month's discussion with the HR Affiliates: The HR group has since received their own non-profit status. They remain strongly interested in increased collaboration, such as a dedicated WCMA sub-committee.
  - Communications/Engagement Subcommittee – John Mauro noted that the committee continued to have regular connection points discussing the ongoing dynamics of civic discourse. More direction is needed from the board on the vision of this committee and how it can best add value

to WCMA. Members of the board noted that the intent in the prior year was to establish a community of practice. Given many changes since then, there was a suggestion to consider this work alongside an update of the WCMA vision and strategic plan.

### **13. ICMA Update**

Pat Martel noted yesterday's update on ICMA realignment. She added that the rotational agreement for board representation and affiliate agreements with State associations would need to be renegotiated. Pat will share information with all state associations as it becomes available. Next steps will be for state association presidents to decide who engages in that process.

### **14. Other Business**

#### ***Building Resilient Local Government Program***

Stephanie Lucash noted that the agreement with Evans School expires on September 30, 2025, and it would need to be renewed for an additional year.

#### ***Upcoming Meetings***

Laura noted that future meetings dates would be added to board calendar's soon, including the Retreat Date when finalized.

#### ***General Membership Comments***

Dick Zais noted that he first began attending WCMA conferences 52 years ago, and that there has been changing demographics to be more inclusive both on conferences and the board. He noted the value of AWC and the need to keep members engaged and suggested the addition of an elected official on the board. He advocated for the new City Administrator of Yakima Vicky Baker.

David Cline noted that the final projects in the Evans School Building Resilient Local Government program are policy papers written for local governments themselves. He described the projects completed in the past and asked that members of the board submit project ideas that could use student assistance. He will email the board with a request to participate.

Wally Bobkiewicz advocated for increased city administrative advocacy during the Washington State Legislative Session and noted the success of a similar Illinois model. He described how professional associations that represent narrower city specialties have activated in past sessions, sometimes at odds with AWC's position.

At Laura's prompt, the meeting concluded with a round of gratitude.

The meeting adjourned at 11:18am.

## WCMA Membership Report, October 2025

### Number of Members

Year	February	March	June	August	October
2020	118		144	156	
2021	94		136	172	
2022	129		149	195	
2023	135	180		194	
2024	140	208	242	269	298
2025	186	200	245	249	251



WASHINGTON CITY/COUNTY MANAGEMENT ASSOCIATION							
2025 BUDGET UPDATE							
	2025 Budget as of October 21, 2025						
	2025 Budget	General	NWWLA	NW Managers Conference (Vancouver)	Summer Conference (Walla Walla)	Total	Budget %
<b>REVENUES</b>							
Membership Dues	50,000	45,649				45,649	91%
NW Managers Meeting	80,000			36,980		36,980	46%
Summer Conference	50,000				41,965	41,965	84%
NWWLA Summit Registration			4,000			4,000	
NWWLA Registration	35,000		37,275			37,275	107%
Conference Sponsorship	45,000			36,720	36,720	73,440	163%
NWWLA Sponsors/Donors			5,440			5,440	
ICMA Sr Advisors	3,750	1,110				1,110	30%
<b>Total Revenues</b>	<b>263,750</b>	<b>46,759</b>	<b>46,715</b>	<b>73,700</b>	<b>78,685</b>	<b>245,859</b>	<b>93%</b>
<b>EXPENSES</b>							
Summer Conference	60,000				69,516	69,516	116%
NW Managers Meeting	85,815			71,271		71,271	83%
Conference Scholarships	5,500	5,190				5,190	94%
Board of Director Meetings	1,000	1,359				1,359	136%
NWWLA (Speaker, Supplies, Catering)	35,750		33,851			33,851	95%
Senior Advisors	7,500	3,312				3,312	44%
ICMA Student Chapter (UW Evans Schoc	2,000	2,000				2,000	100%
Awards Program	1,800	1,148				1,148	64%
ICMA Endowment Fund	1,000					0	0%
ICMA Coaching Program	1,000					0	0%
ICMA Conference - Travel Support	2,000					0	0%
International Contingency	1,000					0	0%
Office Supplies	500					0	0%
Insurance Coverage	1,500			643	199	842	56%
Professional Services	45,885	32,370				32,370	71%
State & City Taxes	1,500	246				246	16%
Bank / Merchant Service Fee	10,000	7,101				7,101	71%
<b>Total Expenses</b>	<b>263,750</b>	<b>52,726</b>	<b>33,851</b>	<b>71,914</b>	<b>69,715</b>	<b>228,207</b>	<b>87%</b>
<b>Income - Expenses</b>	<b>-</b>	<b>(5,967)</b>	<b>12,864</b>	<b>1,786</b>	<b>8,970</b>	<b>17,652</b>	
<b>EXCESS REVENUES (EXPENSES)</b>	<b>\$ 17,652</b>						
<b>Beginning Balance on 01/01/25</b>	<b>\$ 151,016</b>						
<b>Balance on 10/21/25</b>	<b>\$ 168,668</b>						
Total Cash on hand	\$ 162,718						
NWWLA Cash Balance	\$ 38,773						
WCCMA Cash Balance	\$ 123,945						
<u>Prepaid Expenses</u>							
Summer 2026 Meeting - 3 Rivers CC	\$ 3,250						
Summer 2027 Meeting - Historic Davenpo	\$ 2,700						
	<b>\$ 5,950</b>						

### WCMA Membership Rates CPI-U Calculations

Packaged Membership	2024 Rate	Adjusted West Coast B/C CPI-U 2.6%	Proposed 2025 Rate (Rounded)	Adjusted West Coast B/C CPI-U 2.4%	Proposed 2026 Rate (Rounded)
<b>6 Member Package - \$950</b> Includes Two Full Members and Four Associate Members	\$950.00	\$974.70	\$975.00	\$998.40	\$999.00
<b>5 Member Package - \$900</b> Includes Two Full Members and Three Associate Members	\$900.00	\$923.40	\$920.00	\$942.08	\$945.00
<b>4 Member Package - \$800</b> Includes Two Full Members and Two Associate Members	\$800.00	\$820.80	\$820.00	\$839.68	\$840.00
<b>3 Member Package - \$450</b> Includes One Full Member and Two Associate Members	\$450.00	\$461.70	\$460.00	\$471.04	\$470.00
<b>2 Member Package - \$400</b> Includes One Full Member and One Associate Member	\$400.00	\$410.40	\$410.00	\$419.84	\$420.00
<b>Individual Membership</b>					
<b>Full Member - \$365 (Salary \$100K or Higher)</b>	\$365.00	\$374.49	\$375.00	\$384.00	\$385.00
<b>Full Member - \$200 (Salary \$100K or Less)</b>	\$200.00	\$205.20	\$205.00	\$209.92	\$210.00
<b>Associate Member - \$75</b>	\$75.00	\$76.95	\$77.00	\$78.85	\$79.00
<b>Cooperating Member - \$250</b>	\$250.00	\$256.50	\$256.00	\$262.14	\$263.00
<b>Student Member - \$50</b>	\$50.00	\$51.30	\$50.00	\$51.20	<i>Evaluated Individually</i>
<b>Retired Member - \$50</b>	\$50.00	\$51.30	\$50.00	\$51.20	<i>Evaluated Individually</i>
<b>Honorary Member - No Dues</b>	0	0	0	0	0
<b>Life Member - No Dues</b>	0	0	0	0	0

With the exception of Student and Retired members, ICMA Dues are set up to be increased annually between 0-3% based on **average CPI-U between September of prior year to September of current year for all regions across Washington State**. In December 2024, the Board indicated approval for the President to round the rates.

**November 4, 2025 Business Decision:** Last December, the WCMA Board established that dues will increase annually between 0-3% based on average CPI-U between September of prior year to September of current year for all regions across Washington State (with the exception of Student and Retired members). It was discovered that there is not a statewide CPI-U. Last year, the President elected to go with the smaller CPI-U “West – Size Class B/C data.” Laura has asked for this to return for full board approval.

WASHINGTON CITY/COUNTY MANAGEMENT ASSOCIATION (WCCMA)				
2025 Budget, Estimated Actual, and 2026 Proposed Budget				
	2025 APPROVED BUDGET	2025 ESTIMATED ACTUAL	2026 PROPOSED BUDGET	NOTES
<b>REVENUES</b>				
Membership Dues	50,000	46,000	50,000	
NW Regional Conference	80,000	36,980	-	Alaska in 2026
Summer Annual Conf-meals/reg	50,000	42,000	50,000	
NWWLA Summit Registration		4,000	7,700	
WCCMA Conference Sponsorships/Donations	45,000	73,440	50,500	'25 Includes HTF \$1,600
NWWLA Sponsorships/Donations		6,440	3,500	
ICMA Senior Advisor Reimbursement	3,750	4,500	3,750	Fully staffed; increase with ICMA?
NW Women's Leadership Academy	35,000	37,275	46,800	
Total Revenues	263,750	250,635	212,250	
<b>EXPENSES</b>				
Summer Annual Conference	60,000	70,000	70,000	200 attendees
NW Regional Conference	85,815	71,271	-	Alaska in 2026
Board of Directors Meetings	1,000	1,359	1,350	
Senior Advisors	7,500	7,500	7,500	
ICMA Student Chapter (UW Evans School)	2,000	2,000	2,000	
Scholarships	5,500	5,190	5,500	
Service Awards	1,800	1,150	1,400	
International Contingency	1,000	500	1,000	
Travel Support-ICMA Conference	2,000	2,000	2,500	
NW Women's Leadership Academy	35,750	33,851	58,000	NWWLA Budget Expense
ICMA Professional Management Fund	1,000		1,000	
ICMA Coaching Program	1,000	1,000	1,000	
Professional Services	45,885	43,160	51,000	MRSC Contract
Office Supplies / Printing	500	100	500	
Insurance	1,500	842	1,000	
Bank Service Charge	10,000	8,000	7,000	Pass through of 4% to customer
State and City Taxes	1,500	1,300	1,500	
Total Expenses	263,750	249,224	212,250	
<b>EXCESS REVENUES (EXPENSES)</b>		\$ 1,411	\$ -	
<b>Beginning Fund Balance on 01/01/25</b>		\$ 151,016		
<b>Balance as of 10/21/25</b>		\$ 152,427		

## Draft NWWLA 2026 Budget

Chart of Accounts	Account No.	2026
Beginning Fund Balance		\$ 33,740
<b>REVENUES</b>		
Registration - Academy	51500	\$ 46,800
Registration - Spring Conf		\$ -
Registration - Summer Conf		\$ 7,700
Registration - Women's Leadership Summits		\$ -
Donations & Sponsorships	52000	\$ 3,500
<b>TOTAL REVENUES</b>		<b>\$ 58,000</b>
<b>EXPENSES</b>		
General (G&A)	71500	\$ 4,728
Speaker	71501	\$ 12,605
Facilities	71502	\$ 18,381
Mailing & Copying	71503	\$ 473
Supplies	71504	\$ 2,625
Catering	71506	\$ 6,315
Merchant Account Fees	76000	\$ 2,488
Professional Services	75900	\$ 4,523
Misc.		\$ 500
<b>TOTAL EXPENSES</b>		<b>\$ 52,637</b>
<b>Over/Under</b>		<b>\$ 5,363</b>
<b>Ending Fund Balance</b>		<b>\$ 39,103</b>
<b>Reserve (16%)</b>		<b>\$ 5,865</b>

THE UNIVERSITY OF WASHINGTON  
EVANS SCHOOL OF PUBLIC POLICY AND GOVERNANCE

MEMORANDUM OF UNDERSTANDING

Partnership for Building Resilient Local Governments

This Memorandum of Understanding ("MOU") sets forth our understanding and serves as the agreement between the Evans School of Public Policy and Governance at the University of Washington ("Evans School" or "UW"), and the Washington City/County Management Association (WCMA) ("Collaborator") (collectively "Parties") regarding Parties' collective interest in equipping local government officials with the knowledge, skills, and tools needed to build organizational resilience and respond to the increasingly complex challenges they face.

**BACKGROUND & CONTEXT**

The Evans School's purpose is to inspire public service and democratize public policy and it envisions inclusively built societies powered by collective wisdom, brave leadership, and rigorous action. However, the Evans School has also identified a skill and capacity mismatch between legacy management and leadership practice and what is needed now. The partnership described in this MOU will assist the Evans School in realizing its purpose and vision as well as benefit its programs and students, while also providing value and strengthening local, state and regional public affairs agencies.

The Collaborator recognizes the need for its leaders and managers to build skill and capacity in current innovation practices, as well as recognizing the benefit of the work of Evans School students that can be more effectively leveraged with closer partnership between the Parties.

**COLLABORATION OPPORTUNITIES**

The Evans School has identified the below initial partnership opportunities, which Collaborator has opted into as indicated:

       **Student Internships**

The Evans School's Master of Public Administration (MPA) degree for early career students requires a 400 hour internship to gain hands-on skills in applying their classroom knowledge to real-world organizational problems. As part of the partnership, the Evans School Student Affairs team supports Collaborator in posting and promoting the internship opportunity and, if desired, screening potential applicants. Collaborator commits to posting and hiring at least one paid internship position each calendar year and to working with any selected candidate to support their success.

  
RJH

       **Student Consulting Labs**

The Student Consulting Lab (SCL) is a collaboration between small teams of Evans School students pursuing their MPA degree, faculty advisors, and Collaborators to co-create solutions to policy and organizational problems. Under the guidance of faculty advisors, teams of three to five skilled, second-year MPA students dedicate approximately 10-12 hours per week to their selected projects over a five-

month period. Annually there is significantly more demand among public and nonprofit clients for Student Consulting Labs than can be met. As part of this partnership, the Evans School will prioritize at two project per year, providing support to Collaborator in scoping projects, offering priority in the selection process, and reducing the fee (from \$5,000 to \$4,000). Collaborator commits to submitting at least two project per year and to working with the students and advisors to successfully complete the projects.

#### \_\_\_\_\_ **Evans Policy Innovation Collaborative (EPIC)**

EPIC is a policy lab at the Evans School that brings together researchers, designers, and community engagement specialists with practitioners, policymakers, and the public to co-design actionable solutions to complex societal problems. Professionals work to apply insights from social science and human-centered design methodology to policy and management challenges, helping organizations more effectively adapt to the needs of the communities they serve. Building on the other elements of this partnership, the Evans School EPIC team commits to working with senior leaders in the Collaborator to scope projects and secure financing for project implementation if this resource is necessary to support particular change projects.

#### \_\_\_\_\_ **Career Services**

Each year, Evans graduates and alumni are actively seeking and applying for full-time work. Using the School's platforms and working with the Career Development Team, the Collaborator develops a recruitment strategy for candidates ranging from entry- to executive-level. In addition, opportunities like on-site or on-campus interviews for Seattle-area employers can be coordinated, as requested.

RJH  
RJH

#### \_\_\_\_\_ **Development of Graduate Certificate Programs (GCP)**

Graduate Certificates equip students with a combination of analytical content and practical knowledge to help them strategically navigate complex environments. Certificates are offered part-time and in a hybrid-learning format to complement professional and personal schedules. The Collaborator will provide input on course content. As part of the partnership, Collaborator commits to working with the Evans School to implement a certificate program. Applicants who are current members of the WCMA will receive a scholarship covering 1/3 of tuition costs. Further provisions regarding GCP are described below.

\_\_\_\_\_ Graduate Certificate in Building Resilient Local Governments. This 4-course certificate is designed for working professionals and focused on key learning objectives that include: Building a tool kit of practices that enable local government leaders to understand differences, overcome barriers, engage diverse stakeholders, and identify and implement relevant equity-centered approaches to move towards inclusivity within their communities. The graduate certificate deploys active, practice-based learning throughout all courses, delivered in schedules accessible to working professionals that utilize face-to-face sessions with technology-enhanced learning.



No provision of this MOU affects the terms under which the University of Washington admits students or guarantees an employee the right to participate in a GCP. All individuals seeking a GCP must apply to the program and meet Evans School and University of Washington requirements.

Nothing in this agreement affects Collaborator's rights to set internal conditions governing sponsorship of its own employees for GCP.

Notwithstanding this Agreement, each employee/GCP attendee will be liable for payment to the UW of all UW charges (including fees, costs, tuition, and/or other University-imposed costs, where applicable).

Signing the MOU does not guarantee a specific number of sponsored participants, nor guarantee the participation of a specific number of staff from the organization.

#### **MISCELLANEOUS PROVISIONS**

1. Authority. Each party represents and warrants to the other party that it has the requisite authority, capacity, and power to enter into and perform this MOU.
2. Confidential Information.
  - a. The parties shall comply with all federal and state laws and regulations, as currently enacted or revised, regarding the sharing, use, and disclosure of Confidential Information.
  - b. The parties understand and agree that if federal and state law allows the sharing of Confidential Information between the parties and the parties intend to share such information, the parties will enter into a data share agreement as required by [RCW 39.34.240](#).
  - c. For purposes of this MOU, "Confidential Information" means information, data, or materials that may be exempt from disclosure to the public or other unauthorized persons under chapter 13.50 RCW, RCW 43.17.410, chapter 42.56 RCW, or other state or federal laws. Confidential Information may include, but is not limited to, Category 3 and Category 4 data as described in the Office of the Chief Information Officer (OCIO) Data Classification Standard. The Data Classification Standards may be accessed [here](#) and the OCIO Data Sharing Policy may be accessed [here](#).
3. Term and termination.
  - a. The initial term of this agreement starts on the date of last signature below ("Effective Date") and ends on September 30, 2025. Unless a written notice of termination is delivered by a party to the other party in advance of termination, the MOU shall automatically extend for an additional 12-month period, not to exceed 5 additional 12-month periods.
  - b. A party may terminate this MOU by delivering to the other party a written notice of termination at least 90 days prior to the date of termination.
  - c. Termination of this MOU does not affect, waive, or discharge any party's obligations under this Agreement that arose on or prior to the date of Termination.
  - d. Termination of this MOU does not affect any other agreement Collaborator may have with the University or the Evans School.
4. Amendment. This Agreement may be amended only in a writing duly executed by the parties.

5. Independence of Parties. In entering into, and performing their duties under this Agreement, the parties are acting as independent contractors and independent employers. No provision of this Agreement creates or is to be construed as creating a legal partnership, joint venture, or agency relationship between the parties. No party has the authority to act for or bind the other party in any respect.

SIGNATURES

*Jodi R Sandfort*

12/17/2024|

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Signature

Date

Jodi Sandfort, Dean, Evans School of Public Policy & Governance, University of Washington

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Printed Name and Title

*Rich Huebner*

Rich Huebner (Dec 16, 2024 16:44 PST)

Dec 16, 2024

---

Signature

Date

Rich Huebner

WCMA President

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Printed Name and Title



**From:** Sydni Overly <[sydni@tripepismith.com](mailto:sydni@tripepismith.com)>  
**Sent:** Thursday, October 23, 2025 12:51 PM  
**To:** Stephanie Lucash <[slucash@kenmorewa.gov](mailto:slucash@kenmorewa.gov)>  
**Subject:** WA Census of the Profession

Hi Stephanie,

Thank you for the check-in today, always good to see you! To recap, here are the 3 options we talked about:

- Option 1 - complete report, including project management, survey development and data processing, content development, graphic design and pre- and post-outreach: \$33,253
- Option 2 - project management, graphic design and pre- and post-outreach: \$17,831
- Option 3 - project management and pre- and post-outreach: \$8,712

We're anticipating outreach to include 2 rounds of calls, 4 rounds of emails, 1 SM post for LinkedIn and a post-survey web article.

Let me know if you have any questions on this before the Board Retreat. Have the best time at ICMA and the Retreat!!

Thank you,  
Sydni

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Sydni Overly  
[sydni@tripepismith.com](mailto:sydni@tripepismith.com)  
(909) 955-3670  
844-TS-COMM-1 x724



[Website](#) | [Facebook](#) | [Twitter](#) | [YouTube](#) | [LinkedIn](#)

# Statement of Commitment to Equity and Inclusion - Survey Memo

## Background

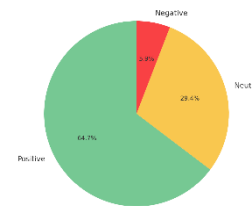
- WCMA is revisiting its Statement of Commitment to Equity and Inclusion to ensure it reflects the organization's shared values and aligns with strategic priorities.
- A WCMA/I-NAPA Equity Statement sub-committee was formed, with a 1-month survey launched at the WCMA summer conference to inform their work.
- 41 respondents total, with most (70%+) aware of the current equity statement

## Initial thoughts

- Responses show broad support for the DEI statement, emphasizing equity, inclusion, and commitment as core values.
- A smaller subset shared constructive feedback, encouraging the statement to translate into tangible actions and results.

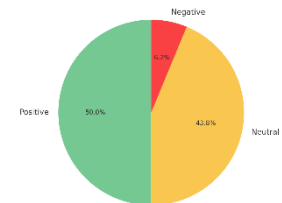
## How important are DEIB concepts to the workplace

- **A strong majority** of respondents expressed *positive sentiment* when explaining why DEI concepts matter in the workplace.
- The themes centered around “*DEI Principles*”, “*Community & Inclusion*”, and “*Government & Leadership*”, suggesting that respondents see DEI not just as a policy, but as a **value-driven imperative** for how a workplace should operate.



## How important are DEIB concepts to the profession

- Half of respondents see DEI as vital to the integrity and effectiveness of the profession.
- They emphasize that city management and public service professions **must reflect and serve diverse communities**, and that DEI must move from principle to consistent professional practice.



## How to make these concepts more broadly accessible within the profession

- Respondents want DEI to be **visible, practical, and ongoing** — not just aspirational.
- They advocate for **embedding DEI** in training, leadership communication, and organizational materials, while maintaining clear, inclusive language and **regular accountability updates**.

## Top 5 Areas of Focus for WCMA:

- 1) Professional Leadership Development (26)
- 2) Community Engagement and Participation (25)
- 3) Inclusive Governance & Culture (23)
- 4) Celebrating Diversity & Fostering Belonging (21)
- 5) Inclusive Hiring & Workforce Development (21)

## How to involve membership

- Responses included focus groups, presentation/session at the WCMA conference, and DEIB training opportunities
- Around half of responses indicated interest in participating in a focus group

## **Survey Questions**

Aug 13-Sept 9, 41 responses

### **Question 1:**

Are you aware of WCMA's Statement of Commitment to Equity and Inclusion?

(Yes or No)

### **Question 2:**

Read the current statement [here](#). What are your initial thoughts regarding the purpose, tone and direction of this statement?

[Open-Ended]

### **Question 3:**

How important are concepts such as diversity, equity, inclusion, and/or belonging at your workplace?

(Rate on scale of 1-5 with 5 being highest)

### **3B. Tell us why?**

[Open ended]

### **Question 4:**

How important are concepts such as diversity, equity, inclusion, and/or belonging to our profession?

(Rate on scale of 1-5 with 5 being highest)

### **4B. Tell us why?**

[Open ended]

### **Question 5:**

What are your suggestions for how to make these concepts more broadly accessible within our profession?

[Open ended]

### **Question 6:**

Where do you think WCMA should focus its efforts with regard to these concepts? [check all that apply]

- Community Engagement and Participation
- Inclusive Hiring & Workforce Development
- Inclusive Governance & Culture
- Professional Leadership Development
- Celebrating Diversity & Fostering Belonging
- Collaboration with affinity groups and networks
- Racial Equity & Anti-Racism
- Equitable Resource Allocation & Service Delivery
- None of these
- Other [Open Ended]

### **Question 7:**

How would you like WCMA to involve our membership in the review and update to our commitment (for example, presentations at conferences, focus groups, etc.)?

[Open Ended]

### **[Tentative] Question 8:**

Would you be interested in participating in a future focus group about this topic?

(Yes or No)

If answer Yes, please provide your name and email address [Open Ended]

- **15 people said yes**
- **14 from western Washington, 1 from eastern**
- **13 people gave 5 star support, 2 people gave 1-2 star support**



# Meeting Effectiveness Research Initiative: Pacific Northwest Study

## Every High-Functioning Municipal Organization Needs a Culture of Collaboration: That Starts with Effective Meetings

### The Hidden Engine of Local Government

Meetings are where government happens. Behind every public service, policy decision, and community improvement lies countless hours of people gathered around tables—physical or virtual—working to solve problems. In a typical city, those in leadership roles regularly spend between 15-25 hours weekly (if not more) in meetings, representing a significant amount of their available work time and totaling thousands of staff hours annually. These meetings are the invisible infrastructure of governance, yet they remain one of the least reviewed aspects of municipal operations.

**Research Overview:** Creative Strategy Solutions is conducting a comprehensive quantitative and qualitative research study on meetings at the city leadership team level in the Pacific Northwest region.

The focus will be on Washington and Oregon municipalities and will be conducted in partnership with Washington City Managers Association (WCMA) and Oregon City and County Managers Association (OCCMA). The data gathered will be shared with the research partners, WCMA and OCCMA, to guide ongoing support, learning opportunities, and programs for their members.

Although there are meetings across all levels of the city organization, this research will focus on two things:

- the meeting load on the City Manager or Administrator and how this impacts their work
- the regular recurring meetings that take place among the city's "first team" (called different things by different cities) and its alignment with and efficacy in advancing the work of the city organization.

While cities meticulously measure numerous performance indicators—from emergency response times to permit processing efficiency—the effectiveness of the very forums where decisions are made remains largely unexamined. The quality of these collaborative sessions directly impacts policy development, resource allocation, staff morale, and ultimately, the services delivered to communities.

By examining meeting practices across Washington and Oregon municipalities, we will identify patterns, best practices, and practical strategies that enhance decision-making, collaboration, and outcomes in the unique context of local government.

### Research Objectives:

- Quantify the current state of meeting effectiveness among city first teams
- Identify significant pain points and challenges in these meetings
- Illuminate best practices and patterns that help make these meetings work
- Segment findings by key municipal demographics for actionable, comparative insights
- Establish a baseline dataset for future trend analysis

This data will fill a significant gap in city management knowledge, providing local government leaders with concrete standards against which to measure and improve their own meeting practices.

### Deliverables for Participating Municipalities:

1. Confidential, Customized Report: Showing the municipality's specific results benchmarked against the overall study average and similar municipalities (subject to a minimum participation of the Leadership Team)
2. Full Benchmarking Report: Comprehensive report detailing overall findings from across the region

**Una McAlinden, Creative Strategy Solutions**



# Board Retreat & Strategic Planning Launch

Maple Room, Lake Wilderness Lodge, Maple Valley  
9:00 am–4:00 pm Tuesday, November 4<sup>th</sup>, 2025

Hello WCMA Board & Senior Advisors!

I'm happy to be your facilitator at the November 4th Board retreat and gift my professional services to an organization I believe in and support.

It's been some time since WCMA last developed a strategic plan and so much has changed! WCMA's role in advancing the profession, supporting managers, and promoting excellence in the field is more important than ever and it's time to chart a new course for your work. The retreat will be an important opportunity for you, as the association leadership, to identify the shared future you want to create.

This retreat is a chance to step back from your own day-to-day work as local government leaders while bringing those essential perspectives and experiences to reflect on the WCMA current reality and lean into what's next – with honesty and purpose.

What you'll get out of this session is a shared understanding of where the association is today and the opportunity to dream a little about where we need to go next – before identifying what barriers block our progress. It's an opportunity to shape what's ahead for WCMA alongside others who care deeply about this profession.

What I need from you is your presence, curiosity, and your honest perspective. This is a moment to pause, reflect, challenge assumptions, and realign on what matters most.

Please see below for how our time will flow. I look forward to spending a valuable and meaningful day with you and creating something important together.

In anticipation, **Una McAlinden | Facilitator**

## Focus: Launching Strategic Planning

### Objectives:

- Develop a comprehensive picture of WCMA's current landscape; have confidence that we are clear on the realities
- Identify specific goals and accomplishments for the next 5 years, crafting a shared vision of success
- Consider the barriers and root issues that limit our success
- Foster a shared sense of energy and clarity about our collective leadership role.

**Board:** Laura Philpot, Katrina Knutson, John Mauro, Stephanie Lucash, Torie Brazitis, Amy Buckler, Scott MacColl, Heidi Behrends Cerniwey, Elizabeth Chamberlain, Bristol Ellington, Carolyn Hope, Leslie Harris, Bucoda Warren, Melanie Harding, Deanna Dawson.

**Senior Advisors:** Marilynne Beard, Ray Corpuz, Andrew Neiditz, Dave Zabell, Lloyd Halverson, George Herkimer.

How We'll Spend our Time Together	
8:45	<b>Breakfast</b> <b>Opening Activity:</b> Values in Action
9:00	<b>Business Meeting</b> – see separate agenda
10:00	<b>Health Break (10 mins)</b>
10:10	<b>Calibrating our Focus Question: Why are we planning?</b> Clarifying the scope and purpose of our planning process
10:20	<b>Mapping a Shared Landscape: What key information will help inform our planning?</b> Gathering individual knowledge, perspectives, and insights to compile a shared understanding of the current context for the association and our work, identifying key factors that should inform our planning.
11:30	<b>LUNCH</b>
12:00	<b>Imagining our Shared Future</b> Looking to the future together, creating robust, shared goals as a framework for success.
1:45	<b>Health Break (15 mins)</b>
2:00	<b>What is Blocking us from Reaching our Desired Future?</b> Acknowledging and naming the internal and external obstacles that limit our success.
3:45	<b>Closing &amp; Reflection</b> Insights and Next Steps
4:00	<b>Retreat Ends</b>

\* Timings are approximate and may shift, as needed.



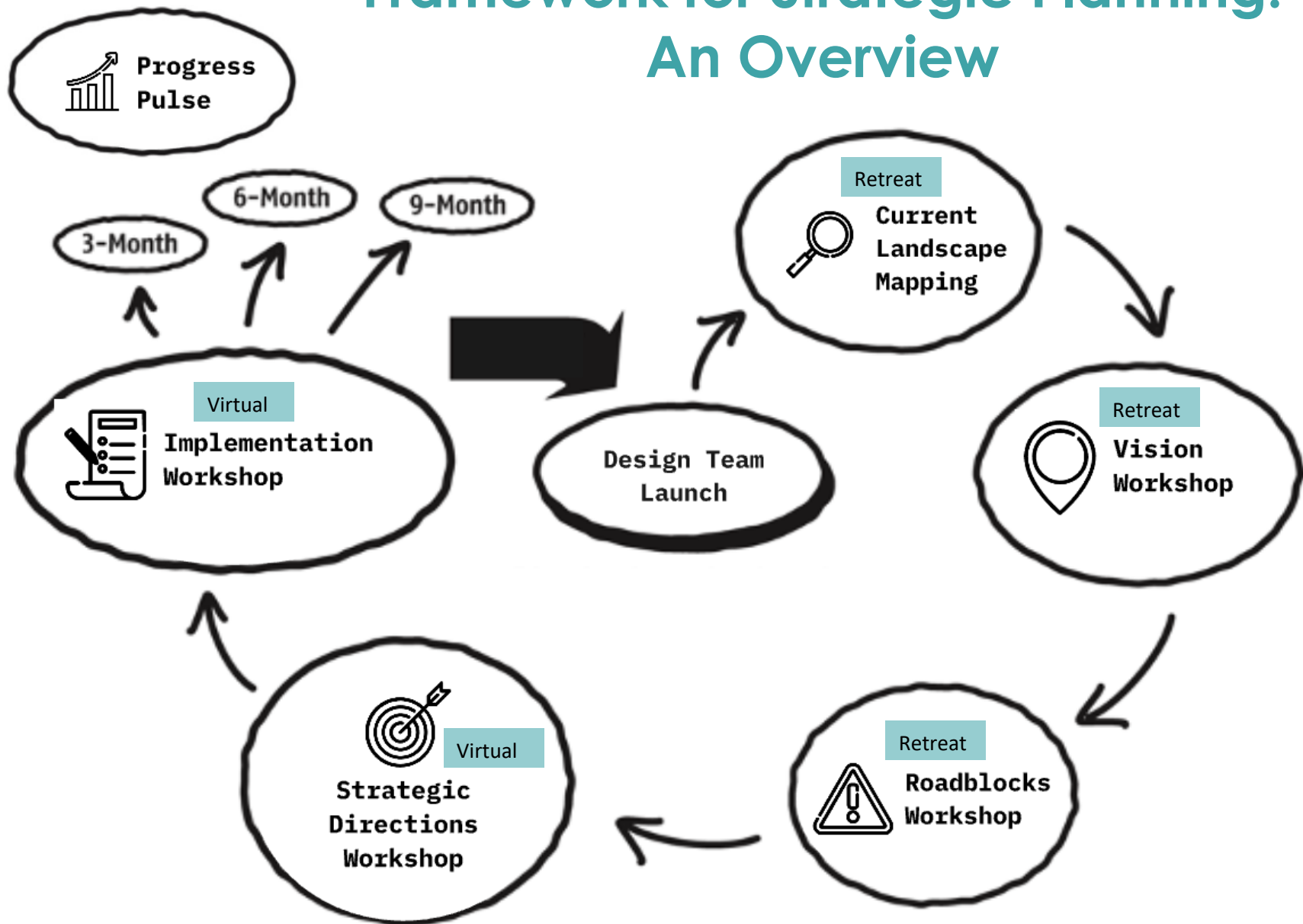
# Board Retreat & Strategic Planning Worksheets

**WCMA Board Retreat  
November 4th, 2025**

**Building on our current momentum, how will we work together over the next 3-5 years to strengthen WCMA, deepen member value and connection, and ensure our long-term sustainability and impact?**

<b>Index of Materials &amp; Worksheets</b>	<b>Page</b>
<b>Overview of Strategic Planning Framework</b>	<b>2</b>
<b>Current Landscape Mapping</b>	<b>3</b>
<b>Vision Prompts &amp; Worksheet</b>	<b>4</b>
<b>Roadblocks Diagnostic Worksheet</b>	<b>6</b>
<b>For Future Sessions:</b>	
<b>Strategic Directions Workshop</b>	<b>8</b>
<b>Additional Notes and Thoughts</b>	<b>10</b>

# Framework for Strategic Planning: An Overview



Designed & Facilitated by Una McAlinden, CTF, Creative Strategy Solutions



# What key information - from our past, present, and anticipated future - will help inform our planning?

*Use these questions for your individual brainstorm. Try to have 1-3 items per column.*

PAST		PRESENT		FUTURE	
Accomplishments	Setbacks	Strengths	Weaknesses	Opportunities	Threats
What have been important milestones and results?	What events and happenings have impeded progress?	Where do we currently have advantages?	What are areas that need growth & development?	What forces are working for us?	What forces are working against us?
Describe some significant efforts of the last 5-10 years.	What caused us to take steps backwards?	What is contributing to momentum forward?	Where are there gaps in effectiveness?	What doors are open to us?	What could “blow up” if not dealt with?
What are important areas of progress?	What factors have intruded on our plans?	What have we built that we do not want to lose?	What are some of the major organizational issues we need to address?	What are some ideas whose time has come?	What other potential dangers lurk in the future?



## VISION THINKING PROMPTS

Imagine it is 5 years from now, and WCMA's work is being highlighted nationally as an outstanding example of a professional association that truly advances local government excellence. You've been selected to meet with representatives from other state associations who want to learn from your success. What would you be proud to showcase about WCMA's evolution and impact?

**On the next page, list what you see in place in that ideal future. Use the questions below to prompt you.**

### **Member Value and Engagement**

- How have our members influenced our work?
- What programs, resources, or services have become indispensable to them?
- How are members connecting, collaborating, and learning from each other that feels new or inspiring?
- What have we done to help members feel more connected — to each other, to the profession, and to WCMA?

### **Strategic Growth and Sustainability**

- What innovations have we rolled out?
- What has made that possible?
- How has the organization's growth been managed?
- Who are some key champions or guardians of our organization?
- What innovative funding sources have we tapped?
- What investments have helped WCMA flourish?

### **Organization Clarity and Structure**

- How are we working together that's different from before?
- What roles have volunteers taken in advancing the work?
- How is information being accessed and shared?
- What technology has become most valuable to us?
- What new alliances or partnerships have emerged?
- Who's involved in our work and organization that wasn't there before?

### **Innovation and Impact**

- What is our "edge" as an organization?
- How have we helped our members thrive and excel?
- What creative approaches have taken root?
- How have our efforts been emulated elsewhere?
- What draws people to join WCMA?

### **Leadership and Professional Growth**

- What have we done to cultivate future leaders and ensure continuity of the profession?
- What programs or services are now signature successes?
- How has WCMA advanced the visibility of the profession?
- What's happening in regional networks that makes them thriving centers of engagement and support?
- How have the Senior Advisor roles evolved to meet member needs at all career stages?

### **Personal and Collective Legacy**

- What stories are being told about WCMA?
- What are we hearing others say about our work?
- What are the shining demonstrations of our commitment to our members?
- What achievements are you most proud of?
- How have we positioned WCMA for the future?
- If this was an article about WCMA, what's the headline?

**What do we want to see in place, 3-5 years from now, as a result of our work together?**

## VISION WORKSHEET

What do we see in place, 3-5 years from now, as a result of our work together?

- Add your ideas here!

*The starting point for a better world is the belief that it is possible. – Margaret Mead*

*You need to aim beyond what you are capable of. You must develop a complete disregard for where your abilities end. Try to do things that you're incapable of. – Paul Arden*

*One's vision is not a road map but a compass. – Peter Block*

*You've got to think about big things while you're doing small things so all the small things go in the right direction. – Alvin Toffler*

**Use this space to brainstorm 10+ ideas. Wildly ambitious and imaginative dreams are welcome!**

## ROADBLOCKS WORKSHOP

***“It is difficult to take a cold and dispassionate look at our current predicament...  
the first act of courage, then, is simply to see things as they are.  
No excuses, no illusions of wishful progress.” – Peter Block***

We only see the future by comparing it to our current reality, and recognizing something could be better. There are reasons why we are where we are now - blocks and barriers, both internal and external, that stand like boulders in our path.

These blocks might be external, like changing societal and workforce trends, changes in policy or legislation, or funding cuts. But often they are internal: attitudes, assumptions, habits and patterns that allow problems to remain in place and quietly sabotage what we say we want. We may not even recognize the blocks impacting us because they have become so normal, unquestioned, and unconscious.

Identifying these can open windows of possibility we never recognized before and illuminate opportunities for breakthrough.

**On the next page, make a list of at least 10 things that might be standing in the way of achieving the vision we outlined. Use the questions below to prompt you.**

- What makes this vision **complicated**?
- What is making it **hard to achieve** this vision now?
- What could **limit our success** in the future?
- What are **external factors** that pose a challenge?
- What **issues** and **obstacles** seem to repeatedly get in our way?
- What's our role in **keeping or allowing** these blocks to stay in place?
- What self-sabotaging **habits or patterns** may undermine us?
- What **beliefs, assumptions, or attitudes** seem to keep us stuck?
- What will we have to **confront or resolve** in ourselves to move forward?

*When patterns  
are broken, new  
worlds emerge.  
– Tuli Kupferberg*

**What is blocking us from moving toward our Vision?**

# ROADBLOCKS DIAGNOSTIC WORKSHEET

What is blocking us from moving toward our Vision?

- Add your ideas here!

*You cannot solve a problem from the same consciousness that created it. You must learn to see the world anew.  
– Albert Einstein*

*We are enslaved by anything we do not consciously see. We are freed by conscious .. ..*

*The greatest challenge to any thinker is stating the problem in a way that will allow a solution.  
– Bertrand Russell*

*Let us not look back in anger, nor forward in fear, but around in awareness. – James Thurber*

*Everything that we see is a shadow cast by that which we do not see. – Rev. Dr. Martin Luther King, Jr.*

Use this space to reflect and name the blocks that are getting in our way.

## STRATEGIC DIRECTIONS WORKSHOP

In order to break through the blocks before us and make progress toward our vision, we need to think strategically about what we do going forward. Looking back at your notes on the environmental scan, your vision, and the blocks you identified...

Where do we need to put our energy in the next 2-3 years to position us for success long term?

**On the next page, list at least 10 specific, concrete actions we could take to respond to our reality, address the blocks and advance the vision.**

*Try to avoid general principles and think at the level of project, initiative, program, event, or activity. Start with a verb.*

*Use the questions below to prompt you.*

- What could we do **right away** that would be a significant step toward an aspect of the vision?
- What could we do to **disrupt** one or more of the obstacles blocking us?
- What's one **obvious but important** action we need to take?
- What's a **creative, out-of-the-box** experiment could we try? Finish the sentence, "What if we just threw caution to the wind and...?!"
- What **catalytic** action could cause a domino effect and make other things more possible?
- How could we **build on what's working** and our existing strengths?
- What could we do **address a gap** or shore up a weak area?
- What interesting **opportunities** could we take advantage of?
- What might we do in the coming few years that could position us to be fully **prepared for a future threat**?
- What specific action could we take to respond proactively to **changes and trends** in our environment?
- What could we try that would build on the work **others** are doing?
- What **programs, projects, or initiatives** could we launch?
- What new **models, systems or practices** could we establish?
- What **events** could we host?
- What can **Board members** do? **Executive Board?** **Members?** **Others?** How could we tap the unique strengths and roles of each?

*Vision without  
execution is  
hallucination.  
– Thomas Edison*

**What innovative, substantial actions will deal with the roadblocks and move us toward our Vision?**

## STRATEGIC DIRECTIONS WORKSHEET

What innovative, substantial actions will deal with the roadblocks and move us toward our Vision?

- Add your ideas here!

*One's philosophy is not best expressed in words. It is expressed in the choices one makes. And the choices we make are ultimately our responsibility.*  
– Eleanor Roosevelt

*When I dare to be powerful – to use my strength in the service of my vision, then it becomes less and less important whether I am afraid.*  
– Audre Lorde

*If we don't change the direction we are going, we are likely to end up where we are heading.*  
– Chinese Proverb

Use this space to brainstorm 10+ possible strategic actions

## ADDITIONAL NOTES AND THOUGHTS

Use this space to take additional notes, or jot down your thoughts throughout the retreat

- Add your notes here!