



**WCMA**  
**Washington City/County**  
**Management Association**  
A State Affiliate of **ICMA**

## WCMA Board Meeting Agenda

Thursday, January 22, 2026

*Association of Washington Cities  
1076 Franklin Street SE, Olympia*

ZOOM LINK:

<https://us06web.zoom.us/j/81470679897?pwd=nudjZPQ0g1hFPEcs2Y6JIKXe5QUUEP.1>

Meeting ID: 814 7067 9897

Passcode: wcma

1. Approval of the Agenda
2. Approval of the Board Meeting Minutes for November 4, 2025; December 8, 2025; and January 7, 2026
3. Membership Report – Laura Philpot
4. Financial Report – Melanie Harding
5. 2028 Conferences & Location Selection (Spring & Summer) – John Mauro, Katrina Knutson, Leslie Harris
6. Strategic Plan Outcomes & Next Steps – Laura Philpot
7. Board Guidance “WCMA Board Commitment to Equity and Inclusion” Statement - Amy Buckler
  - Committee Requests: 1.) Board review to ensure action bullets are aligned with the WCMA strategic plan, and 2.) Participation from 1-2 Board Members from Eastern Washington in a future focus group to ensure balance of East/West perspectives.
8. WCMA Scholarship Program - John Mauro
9. PNW Meeting Effectiveness Study - Laura Philpot
10. NWWLA Updates - Stephanie Lucash

11. Senior Advisor Program

- Confirmation of new King County Senior Advisor
- Eastern Washington Senior Advisor Vacancy – Andrew Neiditz
- Senior Advisor Program Support Roles & Confirmation of Lead Senior Advisor – Stephanie Lucash
- Evaluation Process Update – Stephanie Lucash
- Regional Updates

12. International Report – Lloyd Halverson

13. Other items of Interest

- 2026 Salary Survey – Melanie Harding

14. Adjournment



# WCMA

## Washington City/County Management Association

A State Affiliate of **ICMA**

### WCMA Board Meeting Minutes

Tuesday, November 4, 2025  
Lake Wilderness Lodge – Maple Room  
Maple Valley, WA

9am – 10am Business Meeting  
10:00am – 4pm WCMA Strategic Planning Retreat

#### Attendees:

Laura Philpot, President  
Katrina Knutson, Incoming President  
John Mauro, Vice President  
Stephanie Lucash, Past President  
Melanie Harding, Exec. Coordinator  
Heidi Behrends Cerniwey  
Bristol Ellington  
Elizabeth Chamberlain (Business Meeting)  
Leslie Harris  
Scott MacColl  
Bucoda Warren  
Torie Brazitis  
Deanna Dawson  
Carolyn Hope

#### Senior Advisors:

Marilynne Beard  
Andrew Neiditz  
Lloyd Halverson (Business Meeting)  
Ray Corpus

#### Strategic Planning Facilitator:

Una McAlinden, Creative Strategy Solutions

#### 1. Welcome & Introductions

Following a welcoming activity and recognition of Una McAlinden offering her services to facilitate an updated WCMA Strategic Plan, a motion to formally appoint Stephanie Lucash as the Immediate Past President was unanimously approved by the board.

#### 2. Approval of the Agenda

The agenda was unanimously approved by the board as presented.

#### 3. Approval of Board Meeting Minutes

The meeting minutes of August 15, 2025 were unanimously approved by the board as presented.

#### **4. Membership Report**

Laura Philpot covered the membership numbers for 2025, including a slight reduction on the heels of the 2024 membership drive. In response to questions, Stephanie Lucash described the membership packages and active 2024 engagement to drive membership. In response to questions on whether there were patterns in what members had not renewed, it was noted that additional analysis had not been completed.

#### **5. Financial Report**

Melanie Harding presented the Financial Report, noting ongoing work to reflect programmatic revenues and expenditures in the reporting. Additionally, she noted that conferences sponsorship revenues had well exceeded goals for the year and shared her understanding that the unspent ICMA line items were items that were invoiced once annually.

#### **6. 2026 Budget & Financial Policies**

In response to questions, Melanie shared that taxes would be collected on conference registrations in the coming year to align with changes in State law. Because those would be paid by the registrants, it was not reflected as an additional expense in the coming annual budget.

In response to John Mauro's questions about a higher goal for conference sponsorships in the coming year, Laura noted that there will just be one conference in 2026. Katrina Knutson shared that the dual conference deals were not as effective as the continued sponsorships for the summer conference.

Carolyn Hope provided an overview of the NWWLA budget, which remained to be approved by their board.

Scott MacColl asked about reinvestment of the cash balance for member benefit versus maintaining a foundation of fiscal solvency year-over-year. Katrina seconded the need for a policy both for sponsorships and for use of fund balance.

John asked about a policy for whether WCMA would subsidize the cost of conferences because of the value offered to members. Deanna noted that AWC had been subsidizing conferences due to the costs of production, however as a lessening rate each year.

A motion was made and seconded to update the annual inflation rate and 2026 membership dues as presented, while maintaining the current student and retired rates. The motion was unanimously approved.

A motion was made and seconded to approve pass through of credit card payment fees as a charge to the card holder, effective January 1, 2026. It passed unanimously.

A motion was made and seconded to authorize the President to sign a 2-year contract with MRSC for professional services on behalf of WCMA, up to the amount authorized in the Board-approved budget. The motion was approved with one abstention (Melanie Harding).

A motion was made and seconded to approve the proposed 2026 Budget as presented. The motion was unanimously approved.

## **7. 2028 Conference Locations (Spring & Summer Conferences)**

Katrina Knutson opened a conversation on future conference locations, outlining historic WCMA conference locations and locations where AWC would be hosting. Katrina noted the opportunity offered by Deanna to look at partnership in bidding locations with AWC.

Andrew Neiditz provided some additional locations in the history of WCMA. Marilynn Beard noted the prior consideration of attendance and proximity to members in selecting a location. Stephanie Lucash spoke about her experience of working with certain locations and vendors that operated with hidden costs and spoke in favor of a centralized location given the service of a statewide organization.

Deanna talked about the affordability of various-sized conferences in different areas of the State (with locations in Tri-Cities and Yakima being most affordable), and she offered to have AWC staff share information on location costs for events the scale of the WCMA Conference. Scott spoke about the higher seasonal costs at some locations during the month of August. Torie Brazitis spoke to the practices of the Washington County Administrators group as well as the Colorado State City/County Management Association in choosing one affordable location and sticking with it.

Bucoda Warren and Amy Buckler spoke to relative affordability of location and hotel costs being of interest for students and lesser-resourced cities as well.

Katrina summarized the Board's feedback as favoring Central Washington, specifically a potential location in Yakima or Wenatchee, and she indicated that the conference committee would bring back more options/prices in January. Deanna described continued conversations between Yakima and AWC, and a possible tie-in to negotiations for a conference location.

Questions were raised about the Spring conference, and it was indicated that additional discussions could occur in January.

## **8. Senior Advisors Report – Recognition of Marilynn Beard**

On behalf of WCMA, Laura Philpot presented Marilynn Beard with a recognition for her six years of service as a Senior Advisor and the impacts that she made over that time.

Andrew Neiditz noted the opportunity offered by the opening created by Marilynne's retirement. He and Marilynne answered questions about the criteria for Senior Advisors.

Given the value of the Senior Advisor program, John Mauro mentioned the benefits of transparently posting the opening for consideration by all who may be interested.

**9. Evans School Building Resilient Local Governments Memorandum of Understanding (MOU) Renewal**

Stephanie Lucash provided an overview of the program and partnership with WCMA, and she noted that the annual MOU was up for renewal. In response to questions, Stephanie noted that the first cohort was challenging to fill; she added that this was part of building the program and gaining momentum. She has heard interest from students in courses she was teaching.

A motion was made authorizing the President to sign a renewed MOU on behalf of WCMA with similar scope. It passed unanimously.

**10. "WCMA Board Commitment to Equity and Inclusion" Statement Member Survey Results**

Amy Buckler presented the results of the survey conducted during the summer conference. She noted the contributions of I-NAPA members Tacoma Chief Policy Analyst Bucoda Warren and Lakewood Assistant to the City Manager Michael Vargas, in completing the survey analysis, as well as Stephanie and John's participation on the committee.

In addition to the formal responses, Amy noted the following feedback received from respondents:

- The current statement was too long
- DEI work should be visible, practical, and ongoing – not just inspirational
- The topic was polarizing, and some language choices could be divisive

Amy solicited feedback from the full Board. John Mauro spoke about "Being inclusive about inclusivity" and focusing on the benefits and the 'why' verses anchoring to divisive language. Carolyn Hope spoke about the work just completed by Montlake Terrace and offered to assist by sharing their lessons learned.

The topic will return in January for deeper discussion and board guidance.

**11. Census of the Profession**

Stephanie Lucash noted the work in 2024 to complete the first-ever Census of the Profession with Tripepi Smith. She noted the intention for the initial study to be a baseline. Additional survey data was intended to be collected on a regular cadence, with the board to decide on the frequency. While not a formal proposal, Stephanie walked

through three options provided by Tripepi Smith for structuring this work going forward, with or without student support.

Stephanie highlighted the value of knowing how the profession was changing as WCMA seeks to serve local government managers and administrators. In response to questions, Stephanie indicated that Clerk/Treasurers participated in the initial survey at a higher rate than Administrators/Managers and more work could be done to increase engagement. John Mauro asked about the potential uses of the report and evaluating that alongside costs going forward. Stephanie outlined specific datasets within the report, how some might be changed to improve utility, and how similar reports were utilized in other states as trendlines were established.

Scott noted that the strategic planning work current underway could inform revisiting the value of this report with clear questions in mind of “what problems are we trying to solve” and how it could serve to measure progress. Stehanie agreed, adding her desire for data-driven solutions and sharing her experience that past information driving WCMA direction had been anecdotal.

## **12. PNW Meeting Effectiveness Research Study**

Laura Philpot shared an overview of work that Una McAlinden was engaging in across Washington and Oregon to study meeting effectiveness in local government, including the Oregon City/County Managers Association.

In response to Laura’s questions, there was general consensus. More information to be shared with the board as the project progresses.

## **13. WCMA Retreat**

Following the business meeting, the WCMA Board moved into facilitated activities and discussion related to strategic planning. The group reflected in the past, present, and future of WCMA; engaged in activities focused on a shared future; and identified barriers that could limit future success of the organization.

The retreat focused on big-picture thinking and the following focus question: “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?”

The meeting adjourned at 4:05pm.



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## WCMA Board Strategic Planning Meeting Minutes

Monday, December 8, 2025

*Virtual Meeting hosted on Zoom*

1pm – 4pm

### **Attendees:**

Laura Philpot, President  
Katrina Knutson, Incoming President  
John Mauro, Vice President  
Stephanie Lucash, Past President  
Melanie Harding, Exec. Coordinator  
Matthew “Selby” Selby  
Bristol Ellington  
Elizabeth Chamberlain  
Amy Buckler  
Leslie Harris  
Scott MacColl  
Bucoda Warren  
Carolyn Hope

### **Senior Advisors:**

None in attendance

### **Strategic Planning Facilitator:**

Una McAlinden

### **Strategic Planning Session #2**

Building on work completed in November, the WCMA Board moved into facilitated activities and discussion with the following objectives:

- Develop creative, engaging, and innovative solutions, group these into strategies and higher level strategic directions, and
- Generate shared ownership and individual commitment to continue the momentum for action.

The meeting adjourned at approximately 4pm.



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## WCMA Board Strategic Planning Meeting Minutes

Wednesday, January 7, 2025

*Virtual Meeting hosted on Zoom*

9am – 12pm

### **Attendees:**

Laura Philpot, President  
John Mauro, Vice President  
Stephanie Lucash, Past President  
Melanie Harding, Exec. Coordinator  
Elizabeth Chamberlain  
Matthew “Selby” Selby  
Bristol Ellington  
Heidi Behrends Cerniwey  
Leslie Harris  
Scott MacColl  
Bucoda Warren  
Carolyn Hope

### **Senior Advisors:**

Andrew Neiditz  
Lloyd Halverson  
Dave Zabell

### **Strategic Planning Facilitator:**

Una McAlinden

### **Strategic Planning Session #3**

Building on work completed in November and December, the WCMA Board moved into facilitated activities and discussion with the following objectives:

- Aligning all board members on the strategic plan and implementation roles, and
- Developing implementation recommendations for each strategic direction, with success indicators and deliverables.

The meeting adjourned at approximately 4pm.

## WCMA Membership Report, January 12, 2026

Year	Number of Members					
	January	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
2026	130					

*January 2026 total includes "Additional Members" who are a part of a membership package but do not have individual dues, even if the package's primary member has not yet renewed.*

**Washington City/County Management Association (WCCMA)**  
**YTD Actual as a Percentage of Annual Budget**  
**For the Year Ending December 31, 2025 - DRAFT**

REVENUES	2025 APPROVED BUDGET	ACTUAL 12/31/25	YTD BUDGET %	NOTES
Membership Dues	50,000	46,956	94%	
NW Regional Conference	80,000	36,980	46%	
Summer Annual Conf-meals/reg	50,000	44,115	88%	
Conference Sponsorships	45,000	75,010	167%	
ICMA Senior Advisor Reimbursement	3,750	2,230	59%	Half of Q4 SA Expenses \$227.20 pending
NW Women's Leadership Academy	35,000	40,525	116%	
NWWLA Summit Registration		4,000		
NWWLA Sponsors/Donations		5,440		
<b>Total Revenues</b>	<b>263,750</b>	<b>255,256</b>	<b>97%</b>	

**EXPENSES**

Summer Annual Conference	60,000	69,576	116%	
NW Regional Conference	85,815	71,271	83%	
Scholarships	5,500	5,190	94%	
Board of Directors Meetings	1,000	1,943	194%	
NW Women's Leadership Academy	35,750	48,177	135%	
Senior Advisors	7,500	6,240	83%	Need to file Q4 - \$454.39
ICMA Student Chapter (UW Evans School)	2,000	2,000	100%	
Awards Programs	1,800	1,215	68%	
ICMA Professional Management Fund	1,000	1,000	100%	
Travel Support-ICMA Conference	2,000	2,000	100%	
ICMA Coaching Program	1,000	0	0%	Was not invoiced; update address?
International Contingency	1,000	0	0%	LH made contact, but no expenses
Office Supplies	500	0	0%	
Insurance	1,500	842	56%	
Professional Services	45,885	43,160	94%	
Bank Service Charge	10,000	7,577	76%	
State and City Taxes	1,500	1,207	80%	Need to file 2025; approx \$1,300
<b>Total Expenses</b>	<b>\$263,750</b>	<b>\$261,398</b>	<b>99%</b>	

**EXCESS REVENUES (EXPENSES)** (\$6,141)

**Beginning Balance on 01/01/25** \$151,016

**Ending Balance on 12/31/25** \$144,875

WCCMA Cash \$106,486  
 NWWLA Cash \$32,439

Prepaid Expenses

Summer 2026 Meeting - 3 Rivers CC	\$3,250
Summer 2027 Meeting - Historic Davenport	\$2,700
	<b>\$5,950.00</b>

## MEMORANDUM

TO: WCCMA BOARD OF DIRECTORS

FROM: 2028 Conference Subcommittee

DATE: January 16, 2026

SUBJECT: 2028 Summer Conference Site Selection

In accordance with guidance provided by the WCMA Board provided at the November WCMA Board Meeting, the current and immediately-past Conference Chairs reviewed five potential Conference sites for August 8 – 11, 2028 using the following criteria:

- Overall cost (both for the WCMA and attendees)
- Site capacity/configuration
- Geography/access (travel time, airport access, etc.)
- Geographic \equity year-to-year
- Potential project examples/tours to highlight in the selected community that may promote learning/best practices
- Sponsorship considerations

Based on these criteria, the workgroup eliminated the options of Suncadia (overall cost) and Icicle Village Resort (site capacity/configuration).

The workgroup provides the remaining options for full Board Consideration:

- **SUN MOUNTAIN LODGE (WINTHROP)**  
Room rate: \$210 - \$299  
Food/Bev Minimum: \$25,000  
Other: \$8,500 (+tax), Complimentary basic A/V package (some rentals needed)
- **WENATCHEE CONVENTION CENTER**  
Room rate: \$110-\$169  
Food/Bev Minimum: \$21,000  
Other: Meeting Room Rental approximately \$2,078 after credits for food purchase, All in-stock A/V provided at ~\$1,500 (+ tax)
- **YAKIMA CONVENTION CENTER**  
Room rate: \$100 - \$159  
Food/Bev Minimum: No minimum. Breakfast buffet + plated lunch ranges \$49-60/person/day (at 200 people = \$20,000-\$24,000 for 2 days). Outside catering available.  
Other: Room rental fee \$6560

## Attendance for WCMA-hosted Conferences

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
<b>NW Regional</b>	100		120	Oregon								112
<b>West Coast Reg. (w/ICMA)</b>					199				167			
<b>WCMA Summer</b>	103	No data*	116	133	110	135	Cancelled	99	104	150	202	146

\* = Could not locate these records in time for publication, will conduct another search

## Past Conferences

### 2025 Summer Conference

August 13-15

Marcus Whitman Hotel, Walla Walla, WA

### 2025 NW Manager Conference

March 19-21, 2025

Vancouver Hilton, Vancouver WA

### 2024 Summer Conference

August 13-16, 2024

Wenatchee Convention Center - Wenatchee, WA

### 2023 Summer Conference

August 15-18, 2023

The Davenport Grand - Spokane, WA

### 2022 Summer Conference

August 9-12, 2022

Yakima Convention Cent, Yakima WA

### 2022 West Coast Regional Conference

March 15-18, 2022

Skamania Lodge, Stevenson WA

### 2021 Summer Conference

August 10-13, 2021

Semiahmoo Resort, Blaine WA

### 2020 Summer Conference

August 11 - 14, 2020: WCMA Summer Conference - CANCELLED

### 2019 Summer Conference

August 13-16, 2019

Three Rivers Convention Center, Kennewick WA

### 2018 Summer Conference

August 14-17, 2018

Sun Mountain Lodge, Winthrop WA

### 2018 West Coast Regional Conference

May 1-4, 2018

Skamania Lodge, Stevenson

### 2017 WCMA Summer Conference

August 22-25, 2017

The Davenport Grand, Spokane

### 2016 NW Regional Management Conference

March 29-April 1, 2016

Skamania Lodge, Stevenson

### 2014 Summer Conference

August 19-22, 2014

Suncadia Resort, Cle Elum

### 2014 NW Regional Management Conference

March 25-28, 2014

Skamania Lodge, Stevenson

### 2013 Summer Conference

August 13-16, 2013

Northwest Maritime Center, Port Townsend

### 2012 Summer Conference

August 21-24, 2012

Sun Mountain Lodge, Winthrop

### 2011 Summer Conference

August 16-19, 2011

Semiahmoo Resort, Blaine

### 2011 NW Regional Management Conference

March 22-25, 2011

Skamania Lodge, Stevenson

### 2010 Summer Conference

August 17-20, 2010

Sun Mountain Lodge, Winthrop

### 2009 NW Regional Management Conference

March 24-27, 2009

Vancouver Hilton Hotel & Convention Center, Vancouver

### 2008 Summer Conference

August 19-22, 2008

Sun Mountain Lodge, Winthrop

2017 NW Regional Management Conference

April 11-14, 2017

The Resort at the Mountain, Welches

2016 WCMA Summer Conference

August 16-19, 2016

Marcus Whitman Hotel, Walla Walla

## WCMA 2028 Summer Conference Location Options

Event Dates: Aug 8, 2028 to Aug 11, 2028

### Venue Information

Venue Name	Suncadia Resort   A Destination by Hyatt	Sun Mountain Lodge	Icicle Village Resort	Wenatchee Convention Center	Yakima Convention Center
Venue Photo					
Venue Website	<a href="#">View website</a>	<a href="#">View website</a>	<a href="#">View website</a>	<a href="#">View website</a>	<a href="#">View website</a>
Proposed Dates	Aug 8, 2028 to Aug 11, 2028	Aug 8, 2028 to Aug 11, 2028	Aug 8, 2028 to Aug 11, 2028	Aug 8, 2028 to Aug 11, 2028	Aug 8, 2028 to Aug 11, 2028
Guest Room Dates	Aug 7, 2028 to Aug 10, 2028	Aug 7, 2028 to Aug 10, 2028	Aug 7, 2028 to Aug 10, 2028	Aug 7, 2028 to Aug 10, 2028	Aug 7, 2028 to Aug 10, 2028
Peak Guest Room Nights	85	85	85	0	0
Total Guest Room Cost	86,715 USD	56,821 USD	44,415 USD		
Guest Room Rates - Any (Run of House)	369.00 USD (235 rooms)		189.00 USD (235 rooms)	Variety of Hotels	Holiday Inn
Guest Room Rates - Single (1 Bed)		210.00 USD (116 rooms)		Rates \$110-\$169	Rates not provided
Guest Room Rates - Double (2 Beds)		260.00 USD (80 rooms)			
Guest Room Rates - Suite		299.00 USD (39 rooms)			
Additional Meeting Room Details	Centrally located in our Lodge, all conference center space is on one floor to optimize program flow and minimize disruption. Outdoor venues for meals, receptions and activations are located adjacent to the Lodge and throughout the Resort.		We are happy to offer all event spaces including an outdoor tented area for meals on a complimentary basis.	Full meeting room Rentals are \$34,250.00, plus tax. The meeting room Rentals have been discounted to \$6,300.00, plus tax. In addition to this discount, we will credit 20% of your food purchases towards your meeting room rentals. Your estimated food purchase is \$21,114.00++. \$4,222.80 would be credited towards your meeting room rentals. <b>This would reduce your meeting room to \$2,077.20, plus tax.</b> These amounts are estimates and may change. If government per diem menus are used, meeting room rentals would be \$5,000.00 plus tax. No food credit will be given.	Complimentary wifi and parking.

Audio/Visual Information		Complimentary Basic AV Package Includes: screens, projectors, 2 microphones per room, podium, WiFi.		Audio Visual New Price List 2024	AV 2026
<b>Total Food and Beverage Minimum</b>	50,000.00 USD	25,000.00 USD	25,000.00 USD	21,000.00 USD	
AM Break Estimated Cost	35.00 USD per person (+0.00% tax and service charge)	15.00 USD per person (+8.40% tax and service charge)		6.50 USD per person (+0.00% tax and service charge) This is an average amount.	
PM Break Estimated Cost	35.00 USD per person (+0.00% tax and service charge)	15.00 USD per person (+8.40% tax and service charge)		6.50 USD per person (+0.00% tax and service charge)	
Continental Breakfast Estimated Cost		26.00 USD per person (+8.40% tax and service charge)		25.00 USD per person (+0.00% tax and service charge)	
Buffet Breakfast Estimated Cost	55.00 USD per person (+0.00% tax and service charge)	32.00 USD per person (+8.40% tax and service charge)		25.00 USD per person (+0.00% tax and service charge)	
Plated Breakfast Estimated Cost		N/A		25.00 USD per person (+0.00% tax and service charge)	
Buffet Lunch Estimated Cost	65.00 USD per person (+0.00% tax and service charge)	38.00 USD per person (+8.40% tax and service charge)		34.95 USD per person (+0.00% tax and service charge)	
Plated Lunch Estimated Cost				36.95 USD per person (+0.00% tax and service charge)	
Buffet Dinner Estimated Cost	90.00 USD per person (+0.00% tax and service charge)	88.00 USD per person (+8.40% tax and service charge)		47.95 USD per person (+0.00% tax and service charge)	
Plated Dinner Estimated Cost	105.00 USD per person (+0.00% tax and service charge)	94.00 USD per person (+8.40% tax and service charge)		49.95 USD per person (+0.00% tax and service charge)	
Reception With Food Estimated Cost	50.00 USD per person (+0.00% tax and service charge)			20.00 USD per person (+0.00% tax and service charge)	
Reception With Beverages Estimated Cost	40.00 USD per person (+0.00% tax and service charge)			10.00 USD per person (Includes 0.00% tax and service charge)	
Gallon Coffee Estimated Cost		Included in package			
Break With Only Drinks Estimated Cost		10.00 USD per person (+8.40% tax and service charge)			
Break With Snacks and Drinks Estimated Cost		20.00 USD per person (+8.40% tax and service charge)			
Boxed Lunch Estimated Cost	45.00 USD per person (+0.00% tax and service charge)	28.00 USD per person (+8.40% tax and service charge)			
Service Charge Estimated Cost	26.00%	24.00%	22.00%		
Applicable Tax Estimated Cost	8.10%	10.04%	8.60%		
Internet, Guest Rooms, and AV Estimated Cost Information					

Guest Room Internet Estimated Cost	Included in package	Complimentary		Complimentary	
Resort Fee	16% of room rate	23.00 USD per day (+8.40% tax)		N/A	
Meeting Room Internet Estimated Costs	Included in package	Complimentary		Complimentary	
Exhibit Space Estimated Cost				1,200.00 USD per day (+0.00% tax) Lobby space and parking lot will be provided free of charge.	
General Session Estimated Cost	Included in package			12.00 USD per day (+8.60% tax)	
Total Breakout Estimated Cost	Included in package			500.00 USD per day (+0.00% tax)	
Total Meeting Rooms Estimated Cost	2,000.00 USD total (+8.10% tax and service charge)	8,500.00 USD total (+8.40% tax and service charge) Pasayten Ballroom package		2,077.20 USD total (+0.00% tax)	
Miscellaneous Estimated Cost Information					
Self Parking Fee	Included in package	Complimentary		Complimentary	
Valet Parking Fee	18.00 USD per day (+0.00% tax)	N/A		N/A	
Service Charge Estimated Cost	26.00%	24.00%			
Applicable Tax Estimated Cost	8.10%	10.04%			
Attachments					
Attachment (1)	Suncadia - Group Fact Sheet	SML Meetings		OVERALL - LEVEL 1 MAIN FLOOR	AV 2026
Attachment (2)	Suncadia Group Golf 2025			Room Capacity Sheet ONLY	
Attachment (3)	Activities Guide			OVERALL - UPPER LEVEL 2	
Attachment (4)	Suncadia Group Sales Brochure			2025 Menu REDUCED SIZE	
Attachment (5)	360 Tour			WA City County Managers Assn. Aug. 2028 RFP Rate S	
Attachment (6)	Banquet Menu			We Are Wenatchee	
Attachment (7)	Audio Visual Pricing			WA City County Managers Assn. Aug. 2028 RFP Rate S	
Attachment (8)	Suncadia - Capacity Chart The Inn			Meet in Wenatchee - Our City is Freakin Awesome!	
Attachment (9)	Suncadia Capacity Chart Lodge			Audio Visual New Price List 2024	
Attachment (10)	Suncadia Capacity Chart Outdoor			OVERALL - LEVEL 1 MAIN FLOOR	
Attachment (11)				Wenatchee Convention Center Video	
Attachment (12)				Audio Visual New Price List 2024	

Additional Questions

**Can you meet all of the meeting room needs? If Yes- we are the perfect match! there are any limitations, please list them here.**

Most, if not all, meeting rooms should be able to be accommodated. Breakfast, directly followed by a general session of 120 guests could result in a longer flip for staff as our ballroom is the best place for rounds of 120. We could consider closing our restaurant for breakfast for your attendees or having breakfast available in a smaller event space like our Methow with a longer time for guests to flow at their own pace. Happy to talk about options for this!

Yes we can.

Yes.

Yes.

Past Conference Costs

\$22,000 food/beverage

2024 - Food/bev, Meeting room rental and AV: \$36,660.40 - split out, food/bev approx \$20,000

Couldn't find final bill, food/beverage was \$15,000 and pre-budgeted expenses were \$49,000

Past Conference Survey

[WCMA 2018 Conference Survey Feedback](#)

[WCMA 2024 Conference Survey Feedback](#)

[WCMA 2022 Conference Survey Feedback](#)



**WCMA**  
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# Strategic Plan 2026-2031

## Focus Question:

**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?**

**Developed by the WCMA Board of Directors**

November 4th, 2025

December 8th, 2025

January 7th, 2026

**Adopted and approved: January 22, 2026**

Design & facilitation  
provided pro bono by  
certified Technology of  
Participation Facilitator:  
**Una McAlinden, CTF**



Creative  
Strategy  
Solutions



**WCMA**  
Washington City/County  
Management Association  
A State Affiliate of **ICMA**

# Strategic Plan 2026-2031

## Index of Work:

- Executive Summary & Overview
- Vision Framework
- Contradictions + Obstacles
- Strategic Directions
- Crosswalk, Strategic Directions to Vision Framework & Contradictions
- Draft Implementation Plan: 2026

## Appendix 1: Supplementary Materials

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Over the next 3-5 years, and building on our current momentum, we work together to strengthen WCMA, deepen member value and connection, and ensure our long term sustainability and impact by focusing our energy on:

Practical Vision	Obstacles	Strategic Directions
3-5 years from now, as a result of our efforts, we will see in place:	We recognize that we are blocked from our vision by:	We will address our contradictions and advance our vision by:
<p><b>Clear Roles, Responsibilities, and Structures</b> <b>Support Organization Continuity</b></p> <p><b>Support/resources for members to advance good governance, trust, and value of profession.</b></p> <p><b>Dynamic Network of Peers, Engaged in Collaborative Learning + Mentorship</b></p> <p><b>Active &amp; Engaged Members in every WA City &amp; County</b></p> <p><b>Pathways to Local Government Management are Attractive, Obtainable &amp; Diverse</b></p> <p><b>Strong Partnerships that help Accomplish our Strategic Goals</b></p>	<p><b>Unclear path - chasing squirrels without systems &amp; structure</b></p> <p><b>Few do most, many show up</b></p> <p><b>Unbalanced focus on negative</b></p> <p><b>Outdated view of the role &amp; Outdated recruiting strategies</b></p> <p><b>Failure to define and / or communicate value</b></p> <p><b>Poor articulation of value means we don't compete well for money</b></p> <p>2026-2031 Strategic Plan developed by WCMA Board of Directors</p>	 <p><b>Enhancing Value to Drive Membership</b></p> <p><b>Engaging with Members to Build Community + Connection</b></p> <p><b>Strengthening + Supporting the CM/CA Career Cycle</b></p> <p><b>Building + Maintaining a Highly Effective Board</b></p> <p>Facilitated by Una McAlinden, Creative Strategy Solutions</p>

# In 3-5 years, as a result of our work, we see in place:

Clear Roles, Responsibilities, and Structures Support Organization Continuity	Support/resources for members to advance good governance, trust, and value of profession	Dynamic Network of Peers, Engaged in Collaborative Learning + Mentorship	Active & Engaged Members in every WA City & County	Pathways to Local Government Management are Attractive, Obtainable & Diverse	Strong Partnerships that help Accomplish our Strategic Goals
<p><b>We have S.O.P.s!</b></p> <p>Board follows clear SOPs for continuity</p> <p>clear roles = alignment = strategic opportunities =&gt; Impact</p> <p>Clearly defined board roles</p>	<p>City Government 101</p> <p>Rebuilt trust in neighbors and democracy</p> <p>Our population understands City Manager / City Administrator Role</p> <p>WCMA Robust communication plan with social media</p>	<p>Information sharing of best practices</p> <p>Increased opportunities for collaboration &amp; learning</p> <p>Hot tops resource / support</p> <p>Improve resources on website</p> <p>Online portal for information sharing</p> <p>Self-care assistance program</p> <p>Mentor / support program</p> <p>Nobody gets lost in the shuffle</p> <p>Spaces for members to get support between conferences</p>	<p><b>100% Membership</b></p> <p>Membeship grows (support)</p> <p>Periodic surveys reflect member satisfaction and interest</p> <p>Scholarship program from WCMA members</p> <p>Practice of seeking + acting on member feedback</p> <p>Membership package expansion for counties &amp; students</p> <p>More County Admins as Members</p> <p>We have a robust volunteer program</p> <p>Opportunities for membership engagement beyond board service</p>	<p>Diverse City Manager / City Administrators demographics leader in US (tracked biannually)</p> <p>Diverse and talented pipeline</p> <p>More people applying for every City Manager job</p> <p><b>Ethos: Grow People</b></p> <p>Collaborative statewide leadership program</p> <p>partnerships are pipelines to City Manager / City Administrator roles</p>	<p>Partnerships being modeled by other states (NWWLA/INAPA)</p> <p>Strengthen &amp; Update Partnership with ICMA</p> <p>Census of Profession partnerships with Evans School + Tripepi Smith</p>



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## In examining our obstacles, we recognize...

We are blocked from our Desired Future by

....

	Unclear path - chasing squirrels without systems & structure	Few do most many show up	Unbalanced focus on negative	Outdated view of the role & Outdated recruiting strategies	Failure to define and / or communicate value	Poor articulation of value means we don't compete well for money
	Roles + responsibilities not clear	How to create meaningful networks with limited time?	It's a hard job! (Lack of civility, attacks, bad working conditions, etc)	Exclusivity in recruiting & hiring (outdated model)	Value is unclear	Limited budget
Partner criteria	Volunteer based - limited capacity	Pathways positive messaging (not all the war stories)	Tradition & Stereotypes	Lack of interest in organization	Limited city / county budgets, they don't prioritize the membership cost	
Partnerships: How to evaluate shared values	System depends on volunteers	Isolation - geographics + of the roles	Targeted recruitment of diverse associate members	Limits membership	Flat revenues	
Too many opportunities for partnerships, lack of clarity on what strategic goals are	Gap in systems / delayed progress	Need time and space to build org structures and policies	WA law makes it challenging to have "safe space" to share			
Not Forward focus	No accountability Feedback loop	Lack of capacity to create peer network				
Too many priorities	Board unaware of exec decisions	Clarify of purpose and priorities				
Clarity + focus						

WHAT IS BLOCKING US  
FROM MOVING TOWARD  
OUR VISION?

&

Creative  
Strategy  
Solutions



## Strategic Directions

**Over the next 3-5 years, and building on our current momentum, we work together to strengthen WCMA, deepen member value and connection, and ensure our long term sustainability and impact by focusing our energy on:**

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### A. Develop a pipeline for future board growth and expanded capacity

- Assign tasks to WCMA general membership to ensure the Board is not doing all the work.
- Establish student/Associate member role to post on social media about value of WCMA and profession - worth a free membership
- Develop pathways for new members to become Board members

### B. Align our work with our priorities

- Align committees to steward and drive delivery of strategic priorities
- Create committees based on board priorities.
- Limit the number of subcommittees for the board at any one time

### G. Drive Membership

- Create 1 page business cards that can quickly be shared with other members
- Call all CM's and CA's to garner membership
- Launch monthly "subscription" for individuals to pay for membership

### I. Offer trainings + resources for members

- Host conversation series on topics related to strategic goals
- Host quarterly lunch and learns.
- Provide more fee-based training or networking offerings
- Create conference features specific to City/Co./Role type
- Develop a Civics Academy Tool Kit
- Host a conference session to promote ethos of speaking about problems into positive stories

**Enhancing Value to Drive Membership**

### E. Build community and connection

- Create Opportunities for members to have fun together
- Create WIN stories to counteract WAR stories
- Create opportunities for members to be involved outside conferences
- Create more social opportunities for members to connect

### C. Ramp up our presence and communications to members

- Advertise WCMA Listserv (or change model)
- Communication committee with guidelines
- Post two LinkedIn posts a month celebrating great work and sharing info/training.
- Create a communication plan that highlights the value of WCMA
- Profile practitioners who tangibly articulate the joys of the job and the 'why' in short videos to accompany each e-news

**Engaging with Members to Build Community + Connection**

### D. Elevate innovative recruiting practices/Provide CM perspective to improve recruiting

- Work with our partner orgs & recruiters to think differently about recruitment
- Launch webpage w/ Recruiting practices (borrow ICMA manual?)
- Create a best practices CM/CA recruiting tool kit/templates for city councils

### H. Provide resources for effective career advancement

- Develop a practical job seeking tool kit
- Create a resource page with example CM/CA contracts
- Utilize WCCMA website member portal for exclusive resources

**Strengthening + Supporting the CM/CA Career Cycle**

# Strategic Plan Crosswalk

Over the next 3-5 years, and building on our current momentum, we will work together to strengthen WCMA, deepen member value and connection, and ensure our long term sustainability and impact by focusing our energy on:

**In 3-5 years, as a result of our work, we will see in place:**

Clear Roles, Responsibilities, and Structures  
Support Organization Continuity



Support/resources for members to advance good governance, trust, + value of profession



Dynamic Network of Peers, Engaged in Collaborative Learning + Mentorship



Active & Engaged Members in every WA City & County



Pathways to Local Government Management are Attractive, Obtainable & Diverse



Strong Partnerships that help Accomplish our Strategic Goals



**In examining our obstacles, we recognize that we are inhibited by:**

Unclear path - chasing squirrels without systems & structure



Few do most, many show up



Unbalanced focus on negative



Outdated view of the role & Outdated recruiting strategies



Failure to define and / or communicate value



Poor articulation of value means we don't compete well for money



**We will advance our vision and overcome our obstacles by focusing our attention on:**

Enhancing Value to Drive Membership

Engaging with Members to Build Community + Connection

Strengthening + Supporting the CM/CA Career Cycle

Building + Maintaining a Highly Effective Board



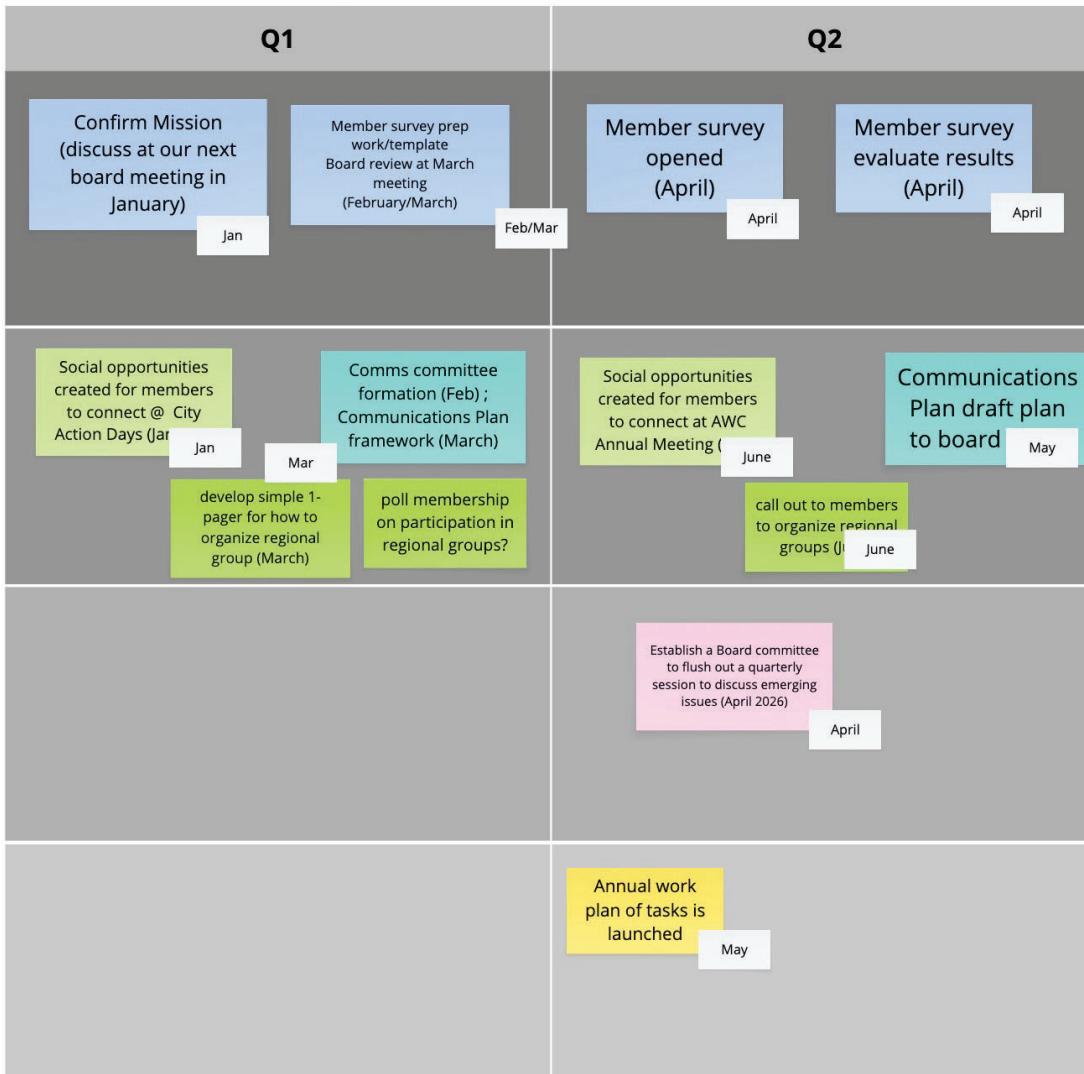
## Draft Implementation Plan: 2026 Q1 + Q2

Deanna	Heidi
Leslie	Dave

Selby	John
Steph	Lloyd
Bucoda	Melanie

Scott
Andrew
Elizabeth

Bristol
Laura
Carolyn



**Enhancing Value to Drive Membership**

**Engaging with Members to Build Community + Connection**

**Strengthening + Supporting the CM/CA Career Cycle**

**Building + Maintaining a Highly Effective Board**



Deanna	Heidi
Leslie	Dave

Selby	John
Steph	Lloyd
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Scott
Andrew
Elizabeth

Bristol
Laura
Carolyn

## Draft Implementation Plan: 2026 Q3 + Q4

		Q3	Q4
Articulate Purpose	"one page"/ elevator speech of clear purpose is distributed to all board		Launch communication plan
board members attend regional groups and/or help model others (August)	Communications Plan Developed & Implemented (August)	August	YEAR 2 create distinct pathways (partnership with affiliates)? make pathways visible (NWWLA)
Create a member only resource page with example CM/CA contracts and other resources (July 31, 2026)	Develop practical job seeking tool kit	July	YEAR 2 Student/Associate member role is created with social media responsibilities (about value of WCMA and profession - worth a free membership) Needs the communication plan
New committee structure is launched (to steward and drive delivery of strategic priorities)	Clear protocols for committee function are established: statement purpose (AWC model)	August	Assign tasks to WCMA general membership to ensure the Board is not doing all the work.
			September
			Board responsibilities handbook is developed
			December

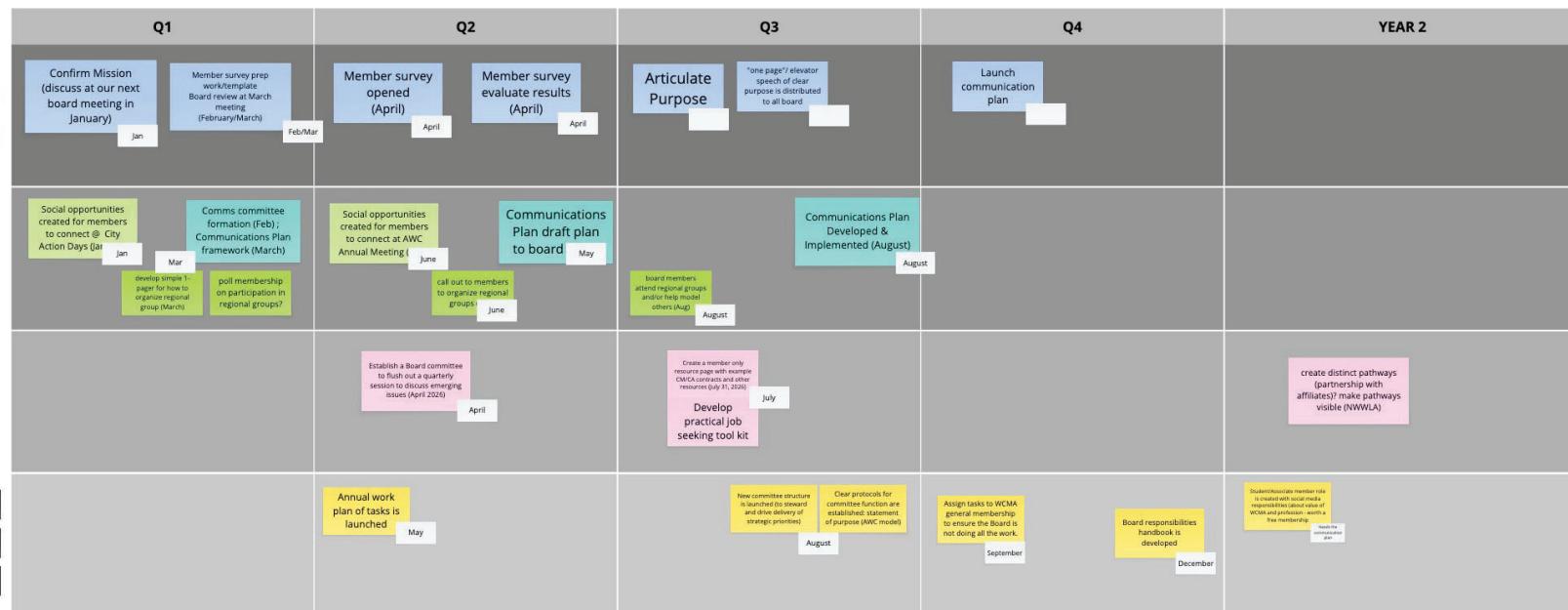
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Enhancing Value to Drive Membership

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## Enhancing Value to Drive Membership

## Engaging with Members to Build Community + Connection

## Strengthening + Supporting the CM/CA Career Cycle

## Building + Maintaining a Highly Effective Board



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# Strategic Plan 2026-2031

## Appendix 1: Index of Supplementary Materials

- Contextual Scan, Board retreat 2025

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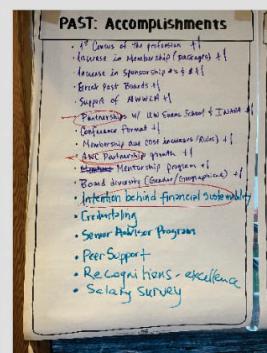
# PAST

## What - from our past - can help inform our planning?

### Accomplishments

What have been important milestones and results?  
Describe some significant efforts of the last 5-10 years.  
What are important areas of progress?

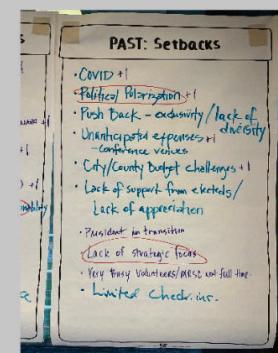
- 1st Census of the profession ★
- Increase in membership (packages) ★
- Increase in sponsorship numbers and funds ★
- Great past boards ★
- Support of NWWLA ★
- **Partnerships** with UW Evans School and INAPA ★
- Conference format ★
- Membership due cost increases (rules) ★
- **AWC Partnership** growth ★
- Mentorship program ★
- Board diversity (gender / geographical) ★
- **Intention behind financial sustainability**
- Credentialing
- Senior Advisor Program
- Peer Support
- Recognitions - excellence
- Salary survey



### Setbacks

What events and happenings have impeded progress?  
What caused us to take steps backwards?  
What factors have intruded on our plans?

- COVID ★
- **Political Polarization** ★
- Push back - exclusivity / lack of diversity
- Unanticipated expenses ★
  - Conference venues
- City / County budget challenges ★
- Lack of support from elected officials
- Lack of appreciation
- President in transition
- **Lack of strategic focus**
- Very busy volunteers / MRSC not full time
- Limited check ins



**Bold = areas we really need to pay attention to**

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# PRESENT

## What - from our present - can help inform our planning?

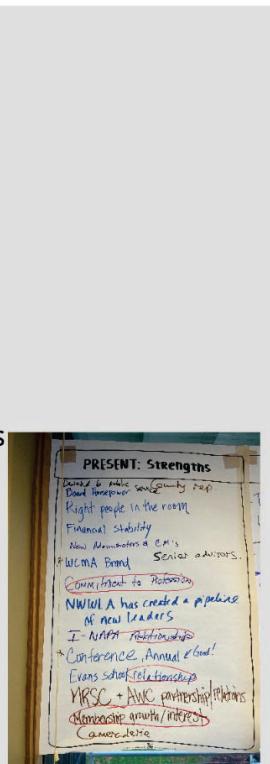
### Strengths

Where do we currently have advantages?

What is contributing to momentum forward?

What have we built that we do not want to lose?

- Devoted to public service
- County representative
- Board horsepower
- Right people in the room
- Financial sustainability
- New administrators and City Managers
- WCMA Brand
- Senior advisors
- **Commitment to profession**
- NWWLA has created a pipeline of new leaders
- I-NAPA **relationship**
- Conference, annual
- Evans school **relationship**
- MRSC + AWC partnerships / relations
- **Membership growth and interest**
- Camaraderie



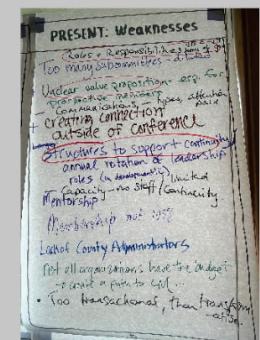
### Weaknesses

What are the areas that need growth and development?

Where are there gaps in effectiveness?

What are some of the major organizational issues we need to address ?

- **Roles and responsibilities**
  - vis a vis forms of government
- Too many subcommittees - diluted ★
- **Unclear value proposition** - especially for prospective members ★
- Communications - types, attention paid
- Creating connection outside of conference ★
- **Structures to support continuity** / annual rotation of leadership roles (in development)
- Capacity - no staff / limited continuity
- Mentorship
- Membership not 100%
- Lack of county administrators
- Not all organizations have the budget to create a path to City Manager
- More transactional than transformative



**Bold** = areas we really need to pay attention to

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# FUTURE

## What - from our likely future - can help inform our planning?

### Opportunities

What forces are working for us?

What doors are open to us?

What are some ideas whose time has come?

- Ethics
- Partnerships
  - INAPA - NWWLA - Vets + Counties WSAC

- Shared challenges bring us together

- Talent - expand learning community

- **Innovation**

- Community isolation brings placemaking interest and role for profess.

- Roles for Associates to build on Board expansion (make the table bigger)

- **Networking expansion**

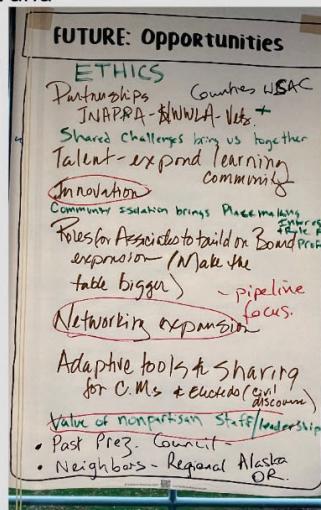
- pipeline focus

- Adaptive tools & sharing for City Managers and elected officials (civil discourse)

- **Value of nonpartisan staff / leadership**

- Past President Council

- Neighbors - Regional, Alaska, Oregon



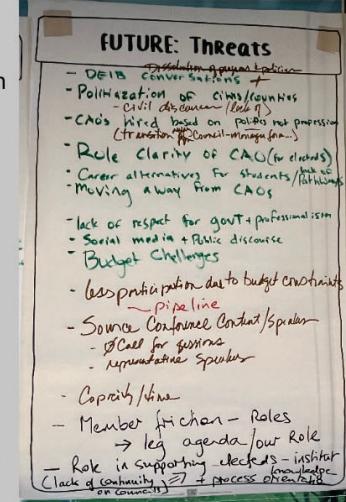
### Threats

What forces are working against us?

What could "blow up" if not dealt with?

What other potential dangers lurk in the future?

- DEIB conversations
- Dissolution of programs and policies
- Politicization of cities / counties
  - Civil discourse (lack of)
- CAO's hired based on politics not profession
  - Transition away from council manager form
- Role clarity of CAO (for elected officials)
- Career alternatives for students / lack of pathways
- Moving away from CAOs
- Lack of respect for government and professionalism
- Social media and public discourse
- Budget challenges
- Less participations due to budget constraints
  - Pipeline
- Source conference content / speakers
  - No call for sessions
  - Representative speakers
- Capacity / time
- Member frictions - roles
  - Leg agenda / our role
- Role in supporting elected officials
  - Institutional knowledge + process orientation
  - Lack of continuity on councils



**Bold = areas we really need to pay attention to**

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## **WCMA BOARD COMMITMENT TO INCLUSIVE LEADERSHIP AND BELONGING**

**Adopted February 19, 2021; Amended: January 9, 2026**

WCMA is committed to strengthening the communities we serve by promoting leadership practices and workplace cultures where people feel respected, supported, and able to thrive. Inclusive leadership and a sense of belonging enhance service delivery, hiring practices, leadership development, community engagement, and organizational effectiveness.

WCMA recognizes that the profession is stronger when leaders from all backgrounds are welcomed, supported and retained. We commit to the following actions:

- Expand pathways into public service so that individuals from all backgrounds can pursue leadership roles.
- Support professional and personal development to help employees succeed and remain in the profession.
- Encourage diverse perspectives and respectful dialogue to promote an environment of civil discourse for community engagement and effective decision-making.
- Advance fair and inclusive governance by identifying and addressing barriers within policies, programs, and practices.
- Recognize and celebrate people, teamwork, and partnerships that build a strong, engaged, and connected workplace.

WCMA and our members affirm this commitment by embedding these principles into our work and supporting environments where everyone can contribute, grow and succeed.



**WCMA BOARD COMMITMENT TO EQUITY AND INCLUSION**

**Adopted February 19, 2021**

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Creating better communities around the world begins with a commitment to equity and inclusion. WCMA strives to ensure that our members and the overall profession reflects the diversity of the people we serve. We work to mitigate the effects of bias in all areas of local government by developing and promoting programs and initiatives in the areas of service delivery, hiring practices, leadership development, community engagement, and workplace culture.

To fulfill the spirit of this commitment, WCMA works to maintain and enhance public trust and confidence in local government, to achieve equity and social justice, to affirm human dignity, and to improve the quality of life for the individual and the community.

Members of WCMA dedicate themselves to the faithful stewardship of the public trust and embrace the following ideals of management excellence, seeking to:

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1. Provide an environment that ensures the continued existence and effectiveness of representative local government and promotes the understanding that democracy confers privileges and responsibilities on each community member.
2. Recognize the right of community members to influence decisions that affect their well-being; advocate a forum for meaningful public participation and expression of the political process; and facilitate the clarification of community values and goals.
3. Take actions to eliminate structural barriers to racial equity in local government policies and practices.
4. Seek balance in the policy formation process through the integration of the social, cultural, and physical characteristics of the community.
5. Advocate equitable regulation and service delivery, recognizing that needs and expectations for public services may vary throughout the community.

6. Affirm the intrinsic value of public service and create an environment that inspires excellence in management and fosters the professional and personal development of all employees.
7. Seek a balanced life through ongoing professional, intellectual, and emotional growth.
8. Demonstrate commitment to professional ethics and ideals and support colleagues in upholding these standards.
9. Take actions to create diverse opportunities in housing, employment, and cultural activity in every community for all people.

November 20, 2025

TO: Melanie Harding, Executive Director, MRSC and WCMA Board of Directors

FR: David Cline, Affiliate Associate Professor/Distinguished Practitioner, University of Washington Dan Evans School of Public Policy and Governance

RE: Letter of Interest for WCMA Senior Advisor in Puget Sound Region

I am excited to place my name into consideration for the WCMA Senior Advisor position for the Puget Sound Region. Enclosed is my resume as part of this application. I have a strong desire to help support those in local government and to recruit students into this honorable profession. Ever since I started in local government over thirty years ago, I have been actively engaged in supporting our profession and those who serve in local government through leadership roles on the board, speaking at conferences, coordinating the monthly King County Managers/Administrators meeting, supporting internships, and more recently as a professor at the UW Evans School. I have always been one to reach out to those across the region and state to provide support, advice and encouragement. I have been well served by many Senior Advisors throughout my own career such as Ron Bartells, Anne Pflug, Marilynne Beard, Lloyd Halverson and Andrew Neiditz. They not only provided support and advice along the way, they became good friends. I hope to continue their legacy of service above self to others in this profession.

Over my thirty years of leadership here in Washington State, I have taken the time to call or stop in and meet local professionals along the way in their city halls and at local coffee shops to make sure they are supported in their roles. For example, after the recent King County Manager's/Administrator's meeting and hearing managers discuss council election results, I was calling some of my colleagues to listen to their concerns and offer support for their future decisions.

I would be honored to continue this outreach and support formally as a WCMA Senior Advisor.

**David M. Cline**  
16403 NE 111<sup>th</sup> Street Redmond, WA 98052  
(206) 631-9251 dclinewa@gmail.com

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<b>Affiliate Associate Professor/ Distinguished Practitioner</b>	<b>Dan Evans School of Public Policy and and Governance, University of Washington</b>	<b>December 2021-Present</b>
Serve as Affiliate Associate Professor at UW Evans School, teaching a local government class to students in the master's in public administration program and undergraduates with a focus on skills and abilities to be a successful City Manager/City Administrator and also a professional staff member to elected officials. Guest Lecturer in class from 2015-2021, Teaching Associate Winter 2022		
<b>Local Government Consultant</b>	<b>Civic Compass Consulting, LLC</b>	<b>October 2025-Present</b>
Provide professional services to assist local governments in areas such as financial and criminal justice studies, strategic planning, retreats, city manager evaluations and coaching.		
<b>City Administrator</b>	<b>City of Tukwila, WA</b>	<b>October 2011 – June 2024</b>
Serve as City administrator for full-time elected mayor and seven-member City Council in a full-service community with a diverse residential community and a strong commercial base. Oversee all day-to-day operations and supervise twelve directors including police and fire chief; created a long-term strategic plan which continues to guide city operations, increased safety in neighborhoods, and Annual general fund budget of \$70 million, capital budget of up to \$50 million, with 350 full-time employees.		
<ul style="list-style-type: none"><li><b>Successfully managed local impacts from worldwide pandemic</b> – maintained safe working environment for employees, continued quality public services and support to severely impacted lower income residents, while reducing annual expenditures by 15% due to fiscal impact of COVID-19</li><li><b>Facilitated Fire Service Improvements to create financial sustainability</b> – worked with elected officials and community representatives to move to regional fire services with successful public vote.</li><li><b>Implemented Strategic Plan</b> – created City's first long-range strategic plan with extensive community and employee input which continues to serve as the City's policy document.</li><li><b>Successfully abated crime-ridden hotels</b> – with the support of more than 400 local, state and federal law enforcement officers, successfully abated three crime ridden hotels which reduced violent crime by 40% in first year and now will be site of redeveloped health clinic and affordable housing.</li><li><b>Created Public Safety Bond Measures</b> – successfully managed analysis and creation of City's first public safety bond measure for \$78 million bond measure for new fire stations, police and court facilities and fire equipment. Passed with over 60% community support</li><li><b>Redeveloped underserved areas</b> – successfully negotiated agreements with thirteen property owners and more than twenty-five business owners to redevelop properties for public use and implement city's community vision all through mediation and interest-based negotiations.</li><li><b>Developed Community engagement and communications plans</b> – created award winning program to engage diverse language communities within the city using local leaders with seven different languages.</li><li><b>Managed Strong Financial Plans and adopted budgets</b> – created award winning financial plans and budgets that implemented elected officials' vision for their community, which included newer priority based budgeting models. Continue to receive strong bond ratings and clean financial audits.</li><li><b>Supported regional partnerships</b> – facilitated several countywide and multiple city agreements for providing high quality services for areas such as long-term solid waste contracts and jail services.</li><li><b>Implemented continuous improvement efforts</b> – created new programs to train staff in high performance organization efforts, lean process improvements, technology improvements across systems, and ongoing professional development to improve public services.</li></ul>		

## David M. Cline

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City Administrator

City of Lake Forest Park, WA

May 2007 – October 2011

Serve as City Administrator for elected mayor and seven-member City Council in an established full-service community with a strong environmental and public safety record; implemented long-term strategic planning efforts resulting in improved internal operations, expanded local and regional partnerships, increased state funding for high priority projects, and balanced budget during difficult economic times while maintaining core services. Annual operating budget of \$20 million with 45 full-time employees.

- **Implemented sustainable financial plan** – Effectively maintained core services, sustained public support for high priority projects, and implemented City's first long-term capital plan, while managing budget during difficult economic times through actions such as reducing staff and expenditures by 15%.
- **Crafted successful state and federal legislative initiatives** – Developed long-term strategic legislative initiatives, secured state funding for park & ride improvements and flood control initiatives for City, and advocated change to state audit language that benefited over 50 cities.
- **Facilitated parks and open space planning process** – City adopted visionary 100-year Legacy Plan.
- **Established stable funding source for transportation improvements** - Implemented first Transportation Benefit District in King County to fund critical infrastructure projects.
- **Improved community partnerships** – Facilitated cooperative review of all voluntary boards and commissions and implemented improvements to increase participation and effectiveness.
- **Designed revenue package for voter-approval** – Staffed citizen task force that reviewed City's financial future. Worked cooperatively with Mayor and Council to implement recommendations.
- **Created comprehensive surface water management and flood reduction plans** – Balanced reducing flooding impacts with improving water quality while meeting state and federal requirements.
- **Negotiated long-term water district franchises** – Resulted in improved relationships with districts.
- **Improved City's Emergency Preparedness Plan** – Established new Emergency Operations Center, trained staff to meet new federal requirements and conducted regular exercises to improve readiness.
- **Facilitated cooperative working relationships between criminal justice departments** – Convened regular meetings to improve services and created first Criminal Justice Annual Report.
- **Negotiated long-term union contracts** – Achieved City's financial goals of sustainable labor agreements in new contracts with police guild and teamsters using interest-based bargaining.
- **Initiated new land use regulations** – Successfully implemented new environmental regulations such as a Tree Ordinance, Shoreline Management Plan, and Low Impact development standards.
- **Enhanced successful regional partnerships to improve services** – Managed cooperative agreements and partnerships with surrounding cities on services such as public works, building services, watershed improvements, dispatch services, jail planning efforts, and animal control.
- **Partnered with universities to develop interest in public service** – Designed internships with local universities to provide professional opportunities to assist city on such issues as analyzing effectiveness of speed cameras, creating carbon footprint reduction strategic plan and comparing cities' fiscal capacity.

## David M. Cline

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### City of Burien, Washington

Interim City Manager  
Assistant City Manager  
Assistant to the City Manager  
Senior Management Analyst

### September 2002 – May 2007

January 2006 – November 2006  
October 2004 – Dec ‘05, Dec ‘06- May 2007  
December 2003 – September 2004  
September 2002 – November 2003

Served as Interim City Manager and Assistant City Manager for seven-member City Council in diverse hundred year-old community with a population of 31,000; created strong local and regional relationships and developed funding to advance community's vision and long-range strategic plans. Annual budget of \$50 million and 45 full-time employees.

- **Coordinated Burien Town Square redevelopment project** – Broke ground (2006) after creating development agreement for \$193M public-private partnership on 10-acre site including new one-acre park, regional King County Library and City Hall, and 400 housing units above 60,000, sf. of retail, adjacent to new \$8.3M Transit Center (2007) and planned \$12.5M ST2 Transit Oriented Development project. Implemented \$23M re-construction of First Ave S (2006), Burien's auto row.
- **Managed budget and six-year Capital Improvement Plan** – Created City's first award-winning \$22M annual budget with performance measures, including nationally recognized \$41M Capital Improvement Program. Issued \$13M in bonds for parks and downtown development.
- **Negotiated cost-effective contracts** – Saved 37 King County cities \$1million per year with new jail contracts; negotiated long-term contracts for court, solid waste, and police services.
- **In partnerships with other agencies, secured more than \$100 million in funding from regional, state and federal sources** - Funding was used for downtown development, transit, transportation, parks, habitat restoration, and other capital projects.
- **Improved Council/staff/community relationships** – Created nationally recognized community outreach program, implemented cooperative regional effort on annexation, and facilitated council long-range planning workshops.
- **Created and implemented long-range park plans** – Managed design of new Burien Town Square one-acre public park. Oversaw development of Burien's Park and Facility plan, Recreation and Open Space Plan, and Pedestrian and Bicycle Safety Plan.
- **Improved City's disaster preparedness** – Directed City on national certification to new federal requirements and created new SW King County regional emergency cooperative agreement.
- **Developed economic development plans** – Managed 162 acre redevelopment plan in airport buyout area. Developed economic and factual argument for new Federal Aviation Administration amendment supporting commercial development of airport buyout property.
- **Created successful partnerships with school district and non-profits** – Worked together to meet goal of improving school readiness and outcomes for children and families.
- **Managed annexation discussion** – created and implemented successful outreach program in coordination with City Council to more than 30,000 potential residents which would double size of City and significantly increase diversity.

### Criminal Justice/Facility Consultant Burien, WA and USAID Bolivia      July 2000 – July 2002

Facilitated cooperative working relationships with diverse groups to reduce costs and improve services.

- **Significantly reduced jail use/costs and expanded jail sentencing alternatives** for Burien.
- **Created national probation model** in revamped criminal justice system in La Paz, Bolivia.
- **Facilitated inclusive process** to co-locate seven competing health organizations in Bolivia.

# David M. Cline

**Finance Manager                    King County District Court, Seattle, WA                    May 1994 – June 2000**  
Managed operating budget, intergovernmental relationships, and long-term planning efforts in organization with 26 elected judges and 300 staff. Fostered cooperative relationships and initiated process improvements and performance measures across different facilities

- **Developed \$16 million annual budget**, managed committees of elected judges and court administrators, negotiated with other branches of government. Received \$1 million in technology improvements due to cooperative working relationships.
- **Negotiated five-year cost-effective contracts with 18 cities** in King County.
- **Created ten-year strategic plan** in cooperation with Judges, County Executive, and County Council that improved relations and increased operating and capital budget.
- **Improved Court Operations** – Streamlined domestic violence case processing, supported creation of Washington’s first mental health court, created automated payroll functions, improved court appearance rates, improved misdemeanor and subpoena processing, and provided staffing analysis.

**Senior Budget Analyst**      **King County Government, Seattle, WA**      **May 1992 – May 1994**

Provided professional analysis on annual criminal justice agency budgets of more \$70 million each year.

- **Created and revised \$18 million county contract models** for city police services.
- **Created \$1.5 million federal community policing grant** in coordination with Sheriff's dept.
- **Oversaw new cost-effective innovative initiatives** including courthouse security, drug diversion courts, police court overtime, community policing, and automated records systems.
- **Validated revenue collections** from traffic violations to support operations.

**Volunteer Mediator, NW Institute for Restorative Justice, Seattle WA September 1992 – June 2000**

- **Mediated conflicts** between juvenile property crime offenders and their victims.

**Certified Management Training Instructor, King County, Seattle, WA December 1996 – May 1999**

- **Facilitated 5-day management courses** for all King County departments with such topics as: “Basic Principles of Management,” “Managing Change,” and “Team Leadership.”

**University Lecturer, English as a Foreign Language, Indonesia** **June 1989 – June 1991**

- **Taught English for Academic Purposes** to 60 university teachers and 160 students each semester.

## EDUCATION, HONORS, CERTIFICATIONS

- **B.A. in Public Policy with Department Honors and Distinction, Stanford University, CA. (1989)**
- WCMA Statewide award for Excellence in Municipal Leadership (2023)
- ICMA National Award for Community Equity and Inclusion – City of Tukwila (2023)
- ICMA Cohort on Race & Equity, with Kettering Foundation and National Civic League (2022)
- Truman Scholarship for Washington State (1987) – for “leadership and commitment to public service”
- Current and former board member of several associations including Washington Cities Insurance Authority, King County Automated Fingerprint Identification System, Law Enforcement Officer’s and Fire Fighter’s Plan 2 Retirement (WA Governor Appointment) and Past President of Washington City/County Manager’s Association
- Awards for Intergovernmental Relations, Regional Partnerships, and Diversity Champion from state associations
- Emergency management certifications for National Incident Management System
- Citizen Leaders’ Institute Program, Center for Ethical Leadership, Seattle, WA. (1998)
- Zenger Miller, Organizational Management Training Facilitator, Seattle, WA (1996)
- National Coaching Certification – Select and Recreational Youth Soccer Coach (2002-2016)

## WCMA Senior Advisor Program

### Roles and Responsibilities Overview

The Senior Advisor Program and overall roles are outlined in the comprehensive [Guidelines and Senior Advisor Handbook](#), maintained by ICMA. The information below provides an overview of how roles within WCMA serve to support the success of the Senior Advisor program in Washington State.

#### Immediate Past President (IPP) or WCMA Board

##### Responsibilities:

- The Immediate Past President (IPP) serves as a liaison between Senior Advisors & WCMA Board
- The IPP attends regular, quarterly Senior Advisor Meetings
- The President and IPP review Senior Advisor Self-Evaluations + follow up (Even Years)
- Participate in Senior Advisor application process and collection (Board initiates, MRSC coordinates/logistics, IPP and others in network assist)
- Senior Advisor application review/appointment (Coordinate w/IPP & Lead Senior Advisor, Board Appoints, ICMA validates credentials)
- Initiate Senior Advisor Policy/Program Changes w/ Lead Senior Advisor, MRSC, and Board as needed

#### Lead Senior Advisor

##### Responsibilities:

- Onboarding of new Senior Advisors (MRSC train on more technical pieces like reimbursement reports)
- Senior Advisor Meeting Agendas (if desired)
- Chair/Facilitate Senior Advisor Meetings
- Record & report out on Meeting Action Items/follow ups (if desired)
- Outreach to individuals unexpectedly not in attendance (coordinating at time of meeting and/or follow up with those absent)
- Assist with Senior Advisor caseload coverage in times of vacancies, absences, or high volumes of referrals
- Advise Senior Advisors on Rules/Ethics
- When potential ethics violations arise, provide information and advise board of options
- Coordinate Senior Advisor Reports at WCMA Board Meetings
- Consult with Immediate Past President on recommendations for Senior Advisor Policy/Program Changes
- Development of Senior Advisor Strategic Plans/Goals (optional, if desired)

## MRSC

### Responsibilities:

- Schedule Meeting (invite, meeting room, virtual components, logistics)
  - Spring Conf
  - June Conf
  - August Conference
  - December
- Senior Advisor evaluation process/collection. MRSC Track process, distribute and collect and keep record of self-evaluations
- Coordinating turning in Quarterly Reports to ICMA
- Process Reimbursements - MRSC (individual senior advisors must submit reports)
- Consult with Immediate Past President on recommendations for Senior Advisor Policy/Program Changes
- Assist with documenting Senior Advisory Policy Updates
- Store records and program information

## SENIOR ADVISOR PERFORMANCE REVIEW POLICY

In order to ensure that the Senior Advisor Program is of high quality and of continuing value, it is important periodically to review the performance of the providers.

- One year after the initial appointment of a Senior Advisor, a review of his/her performance shall be conducted to identify successes, areas for improvement and to determine if the Senior Advisor should be reappointed.
- The Senior Advisor Performance Review form can be found below and is provided to assist sponsors in establishing a process.
- When it is time for the review process, Senior Advisors will complete a self-evaluation using this form and attach a copy of your most recent ICMA quarterly report, followed by a conversation with the Board President and Immediate Past President. The Senior Advisor and the Board representatives may request your most recent ICMA Quarterly Report or obtain input from members and others who have had experience with the program to insure as thorough of a review as possible.
- If reappointed, a performance review following the same process should be undertaken at least every two years.

**WCMA SENIOR ADVISOR  
PERFORMANCE REVIEW**

**Completed by:** \_\_\_\_\_

**Send to: Melanie Harding at [mharding@mrsc.org](mailto:mharding@mrsc.org) by January 30, 2025**

**Duties and Responsibilities:** Provide a self-evaluation rating for each applicable expectation:

(1) Met      (2) Did Not Meet      (3) N/A

a) Contacts or meetings with members in crisis/ members in transition	
b) Attendance at member area group meetings	
c) Contacts with new managers in my region	
d) Contacts with other members	
e) Attendance at statewide WCMA meetings	
f) Attendance at national and regional ICMA events	
g) Participation in Senior Advisor conference calls	
h) Timely reports	
i) Participation / attendance at other events for members in my region	
j) Maintaining awareness of resources for members	
k) Maintaining general knowledge of current issues facing local governments and members	
l) Other:	

**OVERALL PERFORMANCE REVIEW**

1. What I am doing that I believe makes me an effective Senior Advisor and that I plan to continue?

2. What do I plan to change to be more effective?
  
3. What can be done by WCMA and ICMA to help me and to make the Senior Advisor program more effective?

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## Senior Advisor

Date

**To be completed by WCMA President or Designee:**

I agree. \_\_\_\_\_.

I suggest the following for improved performance. \_\_\_\_\_.

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## WCMA President or Designee

Date