



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

WCMA Board Meeting Agenda

Weds, June 24, 2026

8am – 10am

AWC Conference

DoubleTree by Hilton Hotel Spokane City Center

SALON II

322 N Spokane Falls Ct, Spokane, WA 99201

ZOOM LINK:

<https://us06web.zoom.us/j/84354831035?pwd=3gl92ltWrbmt7lOeSdM6MFaEwJ9T9v.1>

Meeting ID: 843 5483 1035

Passcode: 896337

1. Approval of the Agenda
2. Approval of the Board Meeting Minutes for March 26, 2026
3. Membership Report (& “Dialing for Members” updates) – Laura Philpot
4. Financial Report – Melanie Harding
5. Strategic Plan Implementation – Laura Philpot
 - Review & Approve Strategic Plan Document
 - Committee “Statements of Purpose”
 - Communications – Leslie Harris
 - Conference – John Mauro
 - Governance/Organizational Structure – Heidi Behrends Cerniwey
 - Membership – Mathew “Selby” Selby
 - Discuss Roll Out of Strategic Plan at Conference
6. “WCMA Board Commitment to Equity and Inclusion” Statement - Amy Buckler
7. Nominating & Awards Committee Updates

8. Conference Committee Updates
 - Summer 2026 – John Mauro
 - Spring 2028 – Laura Philpot
9. WCMA Scholarship Program - John Mauro
10. Letter of Support for Polish Delegation – Lloyd Halverson
11. Census of the Profession Survey – Stephanie Lucash
12. NWWLA Updates – Leslie Harris & Carolyn Hope
13. Senior Advisor Program
 - Eastern Washington Senior Advisor Vacancy – Andrew Neiditz
 - Regional Updates
14. Other items of Interest
15. Adjournment



WCMA

Washington City/County Management Association

A State Affiliate of **ICMA**

WCMA Board Meeting Minutes

Thursday, March 26, 2026

Virtual Meeting

10am – Noon

Attendees:

Laura Philpot, President
John Mauro, Vice President
Stephanie Lucash, Past President
Melanie Harding, Exec. Coordinator
Heidi Behrends Cerniwey
Leslie Harris
Amy Buckler
Scott MacColl
Bucoda Warren
Torie Brazitis
Mathew “Selby” Selby
Elizabeth Chamberlain

Senior Advisors:

Andrew Neidtz

1. Welcome

President Laura Philpot called the meeting to order.

2. Approval of the Agenda

The agenda was unanimously approved by the Board, with moving Senior Advisor topics to Item 4.

3. Approval of Board Meeting Minutes

The meeting minutes for January 22, 2026 were unanimously approved by the Board as presented.

4. Senior Advisor Program

- **Eastern Washington Senior Advisor Vacancy** – Andrew Neidtz noted that recruitment for this is in progress and new leads are being pursued by Past President Stephanie Lucash and Senior Advisors. There is interest in having

female representation on the Senior Advisors if possible.

- **Evaluation Process Update** – Stephanie Lucash gave an update on the Senior Advisor evaluation process, noting it would now occur every even year in January. Laura Philpot provided an overview of the Senior Advisor evaluation process, noting that the one remaining is Dave Zabell. There were extensive learnings that would continue to be explored once the process would be complete – including ways for people to get to know their Senior Advisors before their services were needed. Andrew thanked Laura and Stephanie for the value provided by the evaluation conversations on behalf of all the Senior Advisors.
- **Regional Updates** – Andrew noted that Tacoma appointed City Manager Hyun Kim. Snoqualmie is looking for an interim while seeking a permanent City Manager. He noted ongoing form of government conversations, including Edmonds having a community group advocating for a change to the Council-Manager form.

5. Membership Report

Laura noted that membership enrollment is a bit behind compared to prior years and encouraged everyone to participate in the dialing for members campaign by the end of April. At Laura's request, MRSC will ensure the spreadsheet is updated with new members.

6. Financial Report

Melanie Harding presented the financial report. She noted that the ICMA Coaching program had been discontinued, eliminating a planned expense of \$1,000. However, insurance costs had increased considerably. A motion was made by Selby and seconded by Scott to amend the budget, shifting the ICMA Coaching Program expense to cover increasing insurance costs. It was approved unanimously.

7. Strategic Plan Implementation

- **Review of the Strategic Plan Document**
Laura credited Katrina Knutson taking the first draft for transitioning the strategic plan work from presentation to a report format that can be distributed. Appreciation was expressed for the work to put this draft in place. There was a consensus to delay a formal motion on the Strategic Plan until the June meeting to give more time to review.
- **Committee Statements of Purpose**
There was a suggestion to wait to adopt these until the Strategic Plan was finalized to ensure alignment in the content to the documents.

- Leslie Harris stated that the Communications Committee is getting a meeting on the calendar to discuss an initial draft document.
- John Mauro shared that the Conference committee had participated in crafting a Statement of Purpose that represented a compiling of institutional knowledge on conference planning.
- Heidi Behrends Cerniwey noted that their committee has shifted the name slightly to “Governance and Board Operations Committee” and reviewed the statement provided.
- Selby noted that he has drafted a statement of purpose for the Membership Committee review, but that scheduling the group had been difficult.

John asked about whether there was any desire to standardize representation on the committees, and Laura noted that would be a great topic once every committee had met to discuss their statement of purpose. Amy Buckner noted there is an opportunity to review both the strategic plan and the committees with the lens of the I-NAPA Commitments and the Commitment to Inclusive Leadership and Belonging Statement.

Laura noted that all documents would be added to the WCMA Google drive so that folks could add their edits and comments before the June Meeting.

8. ICMA Nominating Committee Report

Laura gave an overview of the ICMA Nominating Committee work to date, noting her goal to keep in alignment with Oregon and Alaska. Votes on the new agreement would be taken before the next WCMA board meeting. A motion was made and approved unanimously to give Laura the authority to approve the new regional nominating committee agreement on WCMA’s behalf.

9. “Commitment to Inclusive Leadership and Belonging” Statement

Amy gave an overview of the work to date on updating the statement, noting past discussions to include a focus group of Eastern Washington participants. In response to barriers in connecting with additional people and the thoroughness of the committee’s work, the committee is now suggesting moving forward with the review of statement as it exists to date the June meeting. Appreciation for Amy’s leadership and the committee’s efforts was expressed, and there was consensus to move forward as recommended.

10. 2028 Conferences & Location Selection

- **Summer 2026 Conference**

John provided an update on the committee's work, revealing the proposed theme of "Stronger Together: Leadership, Service, Trust." He noted that the theme could be applied within organizations, with communities and local government leaders, and to the work that WCMA does to bring leaders together. They are discussing sponsorship levels. He described the golf tournament that had been driven by people with a personal interest – If that were to continue, it would need a champion. The committee is shifting their focus to a fun, low barrier to entry event, such as a mini golf event, with this conference location having an indoor, climate controlled, glow-in-the-dark mini golf facility.

Leslie added that the Northwest Women's Leadership Academy (NWWLA) will be hosting a half-day summit on Wednesday morning of the conference parallel to the Welcome to Washington session for a small additional fee.

In response to a request for sessions or speakers, a number of ideas were provided by the Board.

- **Spring 2028 Conference**

Laura provided an update, indicating that Alaska registration numbers have been very low and they would like to consider discontinuing. Oregon has not replied. Laura has shared the idea that once every three years, each State's annual conference could be amplified as the regional conference. It is unlikely that a regional Spring Conference will continue.

11. Scholarship Committee Report

John noted the work underway to update documents and materials as well as how to incorporate intentional mentorship for the selected student. The list of schools contacted for outreach is being expanded, and they are seeing a testimonial from last year's scholarship winner. There was a request to acknowledge the winner at the President's reception (as well as in a formal program) so that WCMA members could connect with them throughout the conference.

12. PNW Meeting Effectiveness Study

Laura Philpot provided a refresher on the study as discussed in prior meetings. She encouraged everyone who has not yet to participate and share a personal invitation to a neighboring city or peer that is not on the board.

13. Census of the Profession

Stephanie Lucash gave an overview of the Census of the Profession conducted in

partnership with Tripepi Smith in 2024, and the concept of building on this first survey as a baseline. She recalled the three scale/cost options originally provided in the fall workshop. In response to questions, Stephanie noted high Clerk/Treasurer participation and that City Manager/Administrator participation would need to be increased in future years. She added that California has done this for years and finds great value in tracking trends. Amy spoke in favor of it, advocating for including the Evans school students in the work.

In response to questions from Laura, there was consensus to send the work to the Membership Committee. There will need to be consideration of the expense in the 2027 budget.

14. NWWLA Updates

Stephanie Lucash noted that applications are opening on April 24th and asked all to consider who they will ask to apply for this next cohort. A personal invitation makes the most difference when candidates consider whether to apply. Credit was given to Leslie as co-chair of the curriculum committee and her role in the graduation event for the most recent co-hort.

Leslie noted that NWWLA is hosting three Women's Leadership Summits this year:

- May 1 – Mercer Island
- A half-day Summit held in conjunction with the Summer Conference
- Fall – Ellensburg

Registration is open now for the May event, which costs \$200 for a full day of training. Leslie described the value and requested the board's support in promoting the May 1 event.

15. Other items of Interest

April 10th Central Washington Event – Heidi noted work with Selby to host a 4-hour regional event for Managers and Administrators. Others shared out their upcoming regional gatherings.

Legal Consultation – John spoke to transitions and other state associations offering a set number of hours for legal counsel for members. He thought it may be a service that offered member value if it is something WCMA is interested in exploring.

Regional Nominating Committee – On Katrina's behalf, Stephanie shared that her name has been forwarded for consideration as an ICMA Regional Vice President.

The meeting adjourned at 11:29am.

WCMA Membership Report, Jun 16, 2026

	Number of Members					
Year	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		165	188		

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
January 1 - May 31, 2026

REVENUES	2026 APPROVED BUDGET	ACTUAL 05/31/26	YTD BUDGET %	NOTES
Membership Dues	50,000	42,630	85%	
Summer Annual Conf-meals/reg	50,000	200	0%	
Conference Sponsorships	50,500	7,140	14%	
ICMA Senior Advisor Reimbursement	3,750	281	7%	
NW Women's Leadership Academy	46,800	0	0%	
NWWLA Summit Registration	7,700	13,200		
NWWLA Sponsors/Donations	3,500	6,857		
Total Revenues	212,250	70,308	33%	

EXPENSES

Summer Annual Conference	70,000	1,788	3%	Conference App
Scholarships	5,500	0	0%	
Board of Directors Meetings	1,350	300	22%	Room Rental
NW Women's Leadership Academy	58,000	15,705	27%	
Senior Advisors	7,500	562	7%	
ICMA Student Chapter (UW Evans School)	2,000	0	0%	
Awards Programs	1,400	0	0%	
ICMA Professional Management Fund	1,000	0	0%	
Travel Support-ICMA Conference	2,500	0	0%	
International Contingency	1,000	0	0%	
Office Supplies / Printing	500	0	0%	
Insurance	2,000	1,613	81%	
Professional Services	58,300	14,575	25%	\$51k WCMA / \$7,300 NWWLA
Bank Service Charge	7,000	1,958	28%	
State and City Taxes / Business License	1,500	727	48%	
Total Expenses	\$219,550	\$37,227	17%	

EXCESS REVENUES (EXPENSES)	(\$7,300)	\$33,081
Beginning Balance on 01/01/26		\$144,875
Ending Balance on 05/31/26		\$141,164
WCCMA Cash		\$104,373
NWWLA Cash		\$36,791

Prepaid Expenses

Summer 2026 Meeting - 3 Rivers CC	\$3,250
Summer 2027 Meeting - Historic Davenport	\$2,700
	\$5,950

Washington City/County Management Association (WCMA)

Strategic Plan 2026–2031

Executive Summary

The Washington City/County Management Association (WCMA) exists to support, connect, and strengthen local government professionals across Washington State. Building on recent momentum, stronger member engagement, and increased programmatic impact, this Strategic Plan establishes a clear, disciplined framework to guide WCMA's work over the next three to five years.

This plan is the result of a multi-session strategic planning process led by the WCMA Board of Directors between November 2025 and January 2026. Through facilitated discussions, reflection on WCMA's past and present, and candid examination of challenges to success, the Board identified a shared vision for the future, key strategic directions, and early implementation priorities.

The Strategic Plan is designed to:

- Deepen member value and connection;
- Strengthen organizational clarity, focus, and sustainability;
- Expand and diversify the pipeline of future local government leaders; and
- Ensure WCMA remains a trusted, relevant, and impactful professional association.

This document is intended to be both aspirational and practical. It articulates clear strategic directions while emphasizing accountability, alignment, and follow-through.

Vision Framework

In 3–5 Years, as a Result of Our Work, We Will See:

- **Clear roles, responsibilities, and structures** that support organizational continuity and reduce reliance on informal or ad hoc systems.
- **Strong resources and support systems** that help members advance good governance, build trust, and uphold the value of the profession.
- **A dynamic, engaged peer network** that promotes collaborative learning, mentorship, and professional growth.
- **Active and engaged members in every Washington city and county**, with increased participation across regions and organization types.
- **A strengthened pipeline into local government management** that is attractive, obtainable, and diverse.
- **Durable partnerships** that help WCMA accomplish its strategic goals and extend its reach.

Strategic Directions (2026–2031)

To achieve our vision, WCMA will focus on five strategic directions:

1. Strengthen Governance, Roles, and Organizational Infrastructure

WCMA will establish clear, sustainable systems that support continuity, accountability, and effective decision-making.

Key Outcomes:

- Clearly defined board and committee roles aligned with strategic priorities.
- Consistent onboarding and leadership development for board and committee members.
- Improved transparency and follow-through in governance and decision-making.

2. Deepen Member Value, Engagement, and Connection

WCMA will strengthen its role as a trusted professional home by increasing meaningful engagement opportunities and clearly communicating value.

Key Outcomes:

- Increased membership participation across regions, disciplines, and career stages.
- Expanded opportunities for peer learning, mentorship, and connection between conferences.
- Improved understanding among members of WCMA programs, resources, and benefits.

3. Build and Sustain a Strong Leadership Pipeline

WCMA will intentionally support the next generation of local government leaders by expanding pathways into the profession and strengthening professional development.

Key Outcomes:

- Stronger connections with academic institutions, students, and early-career professionals.
- Increased participation in mentorship, Senior Advisor, and leadership development programs.

- Greater diversity of experience, background, and geography represented within WCMA leadership.

4. Elevate the Profession and Strengthen Recruitment

WCMA will proactively shape the narrative around local government management, highlighting its impact, relevance, and public value.

Key Outcomes:

- Clear, compelling messaging that articulates the value of the profession.
- Practical tools and resources to support recruitment and retention.
- Increased visibility of positive stories, innovations, and leadership successes across Washington.

5. Align Capacity, Priorities, and Partnerships for Long-Term Sustainability

WCMA will align its workload, partnerships, and financial resources with its strategic priorities to ensure long-term organizational health.

Key Outcomes:

- Focused annual work plans aligned with strategic directions.
- Strong partnerships that enhance program delivery and reduce duplication.
- Financial sustainability that supports innovation while maintaining fiscal responsibility.

Implementation and Accountability

Initial Implementation Focus (2026)

To build momentum and ensure accountability, the Board will prioritize these early actions:

- Confirm mission, vision, and strategic priorities.
- Launch a coordinated communications plan to articulate WCMA's purpose and value.
- Conduct a member survey to inform program refinement and engagement strategies.
- Clarify committee structure, roles, and expectations aligned with the Strategic Plan.
- Develop an annual work plan tied directly to strategic directions.

Measuring and Communication Success

Progress will be monitored through:

- Annual review of strategic priorities and work plans with a commitment to communicating progress to the general membership.
- Membership trends, participation metrics, and survey feedback.
- Board self-assessment and regular check-ins on implementation progress.

The Strategic Plan is intended to be a living document, revisited and refined as conditions evolve.

Conclusion

This Strategic Plan reflects WCMA's shared commitment to clarity, focus, and collective leadership. By aligning purpose with action, and values with systems, WCMA is positioned to strengthen its impact, better serve its members, and advance the local government management profession across Washington State.

Together, we will advance with intention, accountability, and optimism for the future.

Communications Committee Members:

Leslie Harris
Carolyn Hope
Laura Philpot
John Mauro

WCMA Communications Committee Statement of Purpose

The Communications Committee advances the mission, visibility, and impact of the Washington City-County Management Association (WCMA) through strategic communication and outreach efforts. The Committee supports and connects local government professionals across Washington State by providing timely, relevant, and engaging information through a variety of communication platforms.

The Committee works to ensure WCMA communications are consistent and aligned with Association priorities and member needs while strengthening member engagement, supporting professional development, promoting the value of professional local government management, and fostering opportunities for networking, collaboration, and recognition.

The Committee enhances the member experience by providing information and opportunities to expand professional knowledge and connections through a variety of communication methods, including but not limited to:

- Developing and implementing a communications strategy utilizing multiple platforms, including newsletters, website consent, email communications, and social media. The Committee will evaluate communication methods annually to ensure tools and channels remain effective, inclusive, and relevant.
- Collaborating with the Board and other committees to support association initiatives, outreach efforts, and event promotion.
- Curating and producing content such as best practice articles, member features, and promotion of programs and events.
- Maintaining and enhancing multimedia communication and information sharing tools to connect members, expand professional networks, and provide resources that help educate stakeholders about the value of professional local government management.
- Recognizing and celebrating member achievements, including milestone service anniversaries.
- Encouraging member participation in communications efforts and association activities across regions.

Committee Structure

The Committee is a standing WCMA Board Committee appointed annually by the board and consists of at least four members. One of the members will serve as the chair of the committee. Committee membership may also include committee members from the general WCMA membership. The committee will work throughout the year and strive to meet monthly.

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WCMA Conference Committee Statement of Purpose

The mission of WCMA is to advance the profession, support local government managers, and promote excellence in local government management. The WCMA Strategic Plan focuses on five strategic directions for the years 2026-2031:

1. Strengthen Governance, Roles, and Organizational Infrastructure
2. Deepen Member Value, Engagement, and Connection
3. Build and Sustain a Strong Leadership Pipeline
4. Elevate the Profession and Strengthen Recruitment
5. Align Capacity, Priorities, and Partnerships for Long-Term Sustainability

As a result, WCMA expects to see, among other things, strong resources and support systems for members, a dynamic and engaged peer network that promotes collaborative learning and growth, active and engaged members, and a strengthened pipeline into local government management.

Integral to the delivery of WCMA's strategic vision and purpose is the WCMA Annual Conference. To ensure that the conference continues to be successful in providing value to the mission and organization, WCMA has formed a Conference Committee.

Every third year, the WCMA Conference Committee will plan two conferences, both the Annual Conference in August and a spring conference in March. Hosting of the spring conference rotates between the states of Alaska, Oregon and Washington. Washington hosted the spring conference in 2022 and 2025 and is scheduled to host the spring conference in 2028 and 2031 and every third year thereafter.

On behalf of and in coordination with the WCMA Board, the Committee will advance the planning, delivery, assessment, and ongoing refinement of the annual conference. This includes but is not limited to:

- Developing a meaningful and inspiring conference theme that grounds the conference program, speakers, and sessions in the Washington State municipal management zeitgeist.
- Attracting a compelling (and affordable) keynote speaker.
- Developing the conference program and organizing sessions and presenters that align with the keynote speaker and theme.

- Driving sponsorship to support the conference and organization through direct contact, new strategic approaches, and across-the-board collective participation.
- Working with MRSC to coordinate logistics, including conference logo, website, registration, the conference app, materials, and hotel and conference center reservations.
- Providing continuity across years by documenting systems, timelines and milestones, and processes to hand to future committees and guarantee ongoing success.
- Work with the WCMA Executive Board to confirm annual conference registration fees and ensure those fees are keeping pace with inflation and are sufficient to cover attendee costs.
- Liaising with the WCMA Executive Board and Communications and Membership Committees to generate buzz and registration numbers and with the Scholarship Subcommittee to integrate the announcement, awareness, and celebration of the WCMA scholarship recipient.
- Assessing the conference, including surveying attendees, considering feedback for refinements, and providing a summary to the WCMA board.

The Committee is a standing WCMA Board Committee, appointed by the board annually and consisting of at least 5 members, including the WCMA Board Vice President who chairs the committee. The committee includes an I-NAPA representative as part of the WCMA's partnership with that entity. Committee membership may also include two committee members from the general WCMA membership as a way to build capacity, generate interest in the board and conference, and ensure continuity across multiple years/conferences. The committee will work throughout the year, aiming to meet monthly and as needed running up to the conference.

Adopted by the WCMA Board of Directors on xx/xx/2026

DRAFT 3/9/2026 Post Committee Meeting Changes
WCMA Governance and Board Operations Committee
Statement of Purpose

The mission of the Washington City/County Management Association (WCMA) is to advance the profession, support local government managers, and promote excellence in local government management. The WCMA Strategic Plan focuses on five strategic directions for the years 2026–2031:

1. Strengthen Governance, Roles, and Organizational Infrastructure
2. Deepen Member Value, Engagement, and Connection
3. Build and Sustain a Strong Leadership Pipeline
4. Elevate the Profession and Strengthen Recruitment
5. Align Capacity, Priorities, and Partnerships for Long-Term Sustainability

WCMA expects to see, among other outcomes, strong resources and support systems for members, a dynamic and engaged peer network that promotes collaborative learning and growth, active and engaged members, and a strengthened pipeline into local government management.

To advance these outcomes—particularly strengthening governance, clarifying roles, and improving organizational infrastructure—WCMA has formed a Governance and Board Operations Committee.

Purpose

On behalf of and in coordination with the WCMA Board of Directors, the Governance and Board Operations Committee will formalize, maintain, and continuously improve WCMA’s governance structure, board operational policies, and core governance materials. The Committee’s work is intended to strengthen board continuity, improve onboarding and leadership transitions, increase administrative efficiency, and support consistent, effective board meeting operations.

Scope of Work and Responsibilities

The Committee will advance the development, organization, adoption (as appropriate), and ongoing refinement of WCMA governance and board operations materials and practices.

This includes, but is not limited to:

- **Board Structure and Governance Framework**

- Reviewing and recommending improvements to WCMA board governance structures, board committee roles, and board operational practices to support effective oversight and continuity.
- Supporting the board’s alignment of governance practices with WCMA’s Strategic Plan and long-term organizational sustainability.
- **Governance Document Cataloging and Records Organization**
 - Creating and maintaining a clear inventory (“catalog”) of WCMA governance materials, including but not limited to bylaws, policies, standing committee statements of purpose/charters, board officer role descriptions, board calendars, and recurring board actions.
 - Establishing a consistent, user-friendly system for storing, organizing, and retrieving governance documents (including version control, dates of adoption, and review cycles).
 - Document and maintain clear roles and responsibilities for board members, officers, senior advisors, and affiliates.
- **Board Policies and Standard Operating Practices**
 - Drafting, consolidating, and recommending board policies and operational procedures that improve clarity, consistency, and efficiency (e.g., meeting operations, agenda development, action tracking, decision documentation, document retention practices for board materials, and committee reporting expectations).
 - Developing templates and tools that support consistent board operations (e.g., agenda templates, committee report formats, annual work plan templates, and onboarding checklists).
- **Onboarding and Orientation of New Board Members**
 - Developing and maintaining a board member onboarding process and orientation materials that support timely, consistent transitions—particularly for newly elected/appointed officers and first-time board members.
 - Curating an onboarding packet that includes governance documents, role expectations, strategic priorities, annual board calendar, committee structure, and core administrative processes.
- **Succession, Continuity, and Leadership Transition**

- Supporting the WCMA Board in strengthening leadership continuity and succession planning through clear officer transition practices, continuity documentation, and handoff tools.
- Recommending practices that improve continuity across board terms, including “lessons learned” documentation and annual governance reviews.
- **Continuous Improvement and Annual Review**
 - Establishing a predictable cycle for reviewing governance documents and board operational practices, with recommendations to the WCMA Board for updates and adoption as needed.
 - Providing periodic summaries to the WCMA Board regarding progress, recommended actions, and any identified governance or operational gaps.

Committee Structure and Operations

The Governance and Board Operations Committee is a standing WCMA Board Committee, appointed by the Board annually. The Committee will consist of at least five (5) members and may include members of the WCMA Board and additional members from the general WCMA membership to build capacity, strengthen continuity, and support leadership development.

The Committee Chair will be appointed by the WCMA Board President (or as otherwise directed by the Board). The Committee will meet on a regular basis throughout the year, with a goal of meeting at least quarterly and more frequently as needed to complete time-sensitive deliverables (including onboarding and annual governance review milestones).

Deliverables

To support clarity and accountability, the Committee’s initial work plan will include deliverables such as:

- A centralized governance document (inventory) catalog and accessible repository structure (with naming conventions)
- Updated onboarding and orientation materials for incoming board members, including role expectations and resources
- Recommended board operations tools (agenda templates, action trackers, comprehensive annual board calendar)
- A governance review schedule and summary schedule (annual or other) of recommended review/updates

- Succession and continuity tools for officer and committee transitions

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WCMA Membership Committee Statement of Purpose

The mission of WCMA is to advance the profession, support local government managers, and promote excellence in local government management. The WCMA Strategic Plan focuses on five strategic directions for the years 2026–2031:

1. Strengthen Governance, Roles, and Organizational Infrastructure
2. Deepen Member Value, Engagement, and Connection
3. Build and Sustain a Strong Leadership Pipeline
4. Elevate the Profession and Strengthen Recruitment
5. Align Capacity, Priorities, and Partnerships for Long-Term Sustainability

As a result, WCMA expects to see, among other things, strong resources and support systems for members, a dynamic and engaged peer network that promotes collaborative learning and growth, active and engaged members, and a strengthened pipeline into local government management.

Integral to the delivery of WCMA’s strategic vision and purpose is a strong, engaged, and growing membership. To support these goals, WCMA has formed a Membership Committee.

On behalf of and in coordination with the WCMA Board, the Committee will advance member recruitment, engagement, retention, and connectivity across the organization. The Committee will support efforts to ensure that WCMA remains responsive, relevant, and valuable to current and prospective members throughout all stages of their careers in local government management.

The Committee’s responsibilities include but are not limited to:

- Developing and implementing strategies to recruit new members and strengthen awareness of WCMA throughout Washington State and the broader local government management profession.
- Supporting member retention through meaningful engagement opportunities, outreach, and communication with current members.
- Promoting opportunities for networking, mentorship, and peer connection among members.

- Collaborating with the Communications Committee to highlight member benefits, celebrate member accomplishments, and increase awareness of WCMA programs and opportunities.
- Working with the Professional Development, Conference, and Scholarship Committees to ensure members are aware of and connected to WCMA events, training, scholarships, and leadership opportunities.
- Identifying and supporting pathways for emerging professionals, students, and first-time members to become active participants in WCMA.
- Encouraging diversity of membership across geography, organization size, career stage, and lived experience to strengthen the profession and organization.
- Gathering member feedback through surveys, outreach, and other engagement efforts and providing recommendations to the WCMA Board regarding member needs and priorities.
- Reviewing membership trends, participation levels, and engagement metrics to inform future recruitment and retention strategies.
- Supporting efforts to maintain accurate membership records and assist with membership renewals in coordination with WCMA administrative support.
- Helping cultivate future WCMA leaders by encouraging member involvement in committees, conference planning, mentorship, and board service.

The Committee is a standing WCMA Board Committee, appointed by the Board annually and consisting of at least five members, including a WCMA Board member who serves as chair or liaison to the Board. Committee membership may include representatives from a variety of local government organizations, career stages, and geographic regions to ensure broad member perspectives and continuity across years.

The Committee will work throughout the year, aiming to meet monthly or as needed to support membership goals and organizational priorities.

Adopted by the WCMA Board of Directors on xx/xx/2026

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
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A State Affiliate of **ICMA**

WCMA BOARD COMMITMENT TO EQUITY AND INCLUSION

Adopted February 19, 2021

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.