



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

WCMA Board Meeting Agenda

Wednesday, February 7, 12:30 pm – 2:00 pm
Rainier Room, AWC Offices, 1076 Franklin Street SE

[Click here to join the meeting](#)

1. Approval of October 25, 2023 Board Retreat Minutes
2. Board Committee Reports
 - a. Regional Board Responsibilities - Eric Holmes
 - b. AWC/WCMA Partnership – Laura Philpott, Deanna Dawson
 - c. Communications and Member Value – Leslie Harris
 - d. Sponsorship – Rich Huebner
3. Summer Conference Planning – Rich Huebner
4. Update on the New Website and Membership Renewals – Tracy Burrows and Stephanie Lucash
5. Census of the Profession Update – Stephanie Lucash
6. NWWLA Capstone Project Update – Stephanie Lucash and Laura Philpot
7. Feedback on Priorities for the AWC Legislative Committee – Eric Holmes
8. WADEPS – Intro and Dr. Makin’s Request for Briefing with City/County Managers and Administrators
9. Emerging Leaders Committee – Rich Huebner
10. Local Government Certificate Program at Evans School - Stephanie Lucash
11. ICMA Update: Governance Task Force, Veteran's and Tribal Initiatives - Pat Martel
12. Senior Advisors - Members in Transition
13. International Report
14. Other Business



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WCMA Board Retreat Minutes
Wednesday, October 25, 10:00 am – 3:00 pm
Kenmore City Hall

Attendees:

Stephanie Lucash, President
Rich Huebner, Incoming President
Laura Philpot, Vice President
Kristi Rowland, Past President
Tracy Burrows, Exec. Coordinator
Tom Glover
Leslie Harris
Brent Kirk
Tyler Christian
Katrina Knutson
Albert Tripp
Eric Holmes

John Mauro
Deanna Dawson
Marilynne Beard
Andrew Neiditz
Ray Corpuz
Lloyd Halverson
Jodie Sandfort
Bucoda Warren
Joe Franco
Bob Harrison
Maritza Davis

1. Approval of the Minutes: The Board approved the August 18, 2023 minutes
2. **UW Evans School Graduate Certificate Program**

Evans School of Public Policy & Governance Dean Jodi Sandfort described the origin of the proposed Local Government Certificate Program. Dean Sandfort has heard from local government leaders of the need for continuing professional development for local government staff who want to develop their critical leadership competencies. The Dean's request is that WCMA commit to a year-long process to build out a curriculum that emphasizes project-based learning in an environment that is accessible to people who are working full-time. This outcome would be an 8-month program that confers credits that could be applied to a graduate degree. The anticipated cost of the certificate program is \$13,500 with one model being that the individual pays one-third, the local jurisdiction pays a third, and a third covered by Evans School scholarships. The initial program could be a prototype that could bear some off-shoots – perhaps shorter, more intense offerings on specific topics.

The WCMA Board approved continuing to work in partnership with the Evans School to develop the certificate program. Dean Sandfort laid out a schedule of formalizing this partnership with an MOU in the spring.

3. Incoming President Vacancy

With Will Ibershof having moved to Oregon, Rich Huebner is moving into the Incoming President role per the WCMA By-Laws. The Board appointed Laura Philpot as the WCMA Vice-President. The Board appointed John Mauro to fill the Board seat vacancy.

4. Centering the Importance of our Profession

Stephanie Lucash is working with Amy Ockerlander to develop a session at the AWC conference that highlights scenarios on the working relationship with appointed leadership. This session is part of an effort to educate elected officials about the role of professional leadership from city and county administrators/managers. Katrina Knutson would like to help out with that session. Deanna Dawson talked about the Elected Official Essentials training in early December and the Board discussed the importance of emphasizing the respective roles of elected officials and the CAO's.

5. Summer Conference Planning

Rich Huebner is taking the lead on the conference planning. He is seeking members for the conference planning committee. The planning will kick-off in November. Rich suggested an approach to sponsors by first asking "Tell me what you are looking for in the sponsorship package." WCMA has some flexibility to customize sponsor offerings. Engagement with the conference attendees is one of the most important benefits for the conference sponsors. How do we make the experience positive for both sponsors and attendees? Board members are encouraged to introduce sponsors to the representatives from cities or counties that they want to meet. Board members should also make sure to visit each of the sponsor tables.

6. MemberLeap Transition

'Ula Kamaka from the MRSC staff walked through the features of the new website and membership platform, MemberLeap. Leslie Harris volunteered to help with the transition.

7. 2024 Annual Budget

Tracy Burrows reviewed the proposed 2024 budget. The Board voted to approve the budget.

8. WCMA Board Operating Policy and Board Committees

Eric Holmes introduced the most recent draft of the document that describes the Board responsibilities. The intention is to have a policy that is very clear and explicit about what is expected of Board members

in actively engaging in activities that build cohesion and connection for WCMA members. The Board discussed regional districts and how they should relate to the senior advisor districts. The Board adopted the Regional Board Responsibilities Policy.

Stephanie introduced the potential committees for the next year:

- Regional Board Responsibilities
- WCMA/AWC Partnership
- Membership Value and Communications
- Sponsorships

Eric Holmes brought up the idea of developing a new strategic plan. Stephanie volunteered to align the work of the Board Committees with an eventual strategic plan, perhaps to be developed at the next Board Retreat. Each Committee was assigned a lead and the Board broke out into small groups to begin to develop purpose statements and action items:

A. Regional Board Responsibilities: Eric Holmes Lead

- Stick with a small number of regions, possibly 6
- Be the eyes and ears of what is going on in the region
- Welcome new WCMA members
- Have current Board members participate in/help organize regional city manager meetings

B. AWC/WCMA Partnership: Laura Philpott and Deanna Dawson Leads

- Collaboration on conference sponsorships – perhaps offer co-sponsorship
- Anticipating emerging issues, exchange information
- Opportunities to work with the clerk's association and encourage them to consider management, city administrator roles
- Collaborate on training
- Jointly tell the story of cities
- Continue to support NWWLA
- Support regional groups in getting the word out about trainings, networking opportunities

C. Communications and Member Value: Leslie Harris Lead

- Take advantage of the functionality of the new member portal
- Once members indicate their levels of expertise, we can invite people with a specific expertise to participate in lunch and learns
- Member Lunch and Learns Monthly, open to non-members on a quarterly basis
- Update the salary survey
- Possibly migrate the listserv to the website portal, have a website app

D. Sponsorship: Rich Huebner Lead

- Work closely with potential sponsors to understand their needs and work to design sponsorship opportunities that meet those needs
- During the conference, connect with sponsors and help make their experience positive
- Follow up and make adjustments based on post-conference feedback from sponsors

9. ICMA Manager's Role in Leading Change Initiatives

Wally Bobkiewicz has been involved in the national discussion of the ICMA Manager's role in leading change. This effort kicked off at this year's ICMA conference and is an exploration of whether and when managers who are bound by the ICMA code of ethics have a role in leading change. The charge from the ICMA conference was for the leaders to go back to their states and engage in local conversations that roll up to the national conference next year in Pittsburgh. Wally will facilitate this conversation and would like several WCMA volunteers to help. Next steps include meeting with the WCMA conference committee, and possibly holding a lunch and learn session on the topic.

10. I-NAPA update – Asian Public Administrators Network. Joe Franco and Bucoda Warren

Joe and Bucoda are organizing to create an I-NAPA chapter in Washington State. The purposes of the chapter include development of emerging leaders, and providing resources, support, and networking for Asian administrators. Bucoda and Joe have been holding monthly conversations and have about 30 regular attendees. They have drafted by-laws which name Joe Franco president, Bucoda Warren incoming president. The chapter will partner with WCMA and could have joint membership initiatives and will need some administrative support. They are hoping to formally charter with ICMA at the 2024 ICMA conference. It would be the first I-NAPA chapter in the nation.

11. Census of the Profession

The Board approved a proposal that Tripepi Smith do a Census of the Profession similar to one that was recently done in California. The Board Executive committee will move this forward.

12. Evans School Local Government Management Class

Marilynne Beard is seeking projects for students in the Evans School management class. Board members are encouraged to let Marilynne know if they have a project that 5 or 6 students in the class could work with. Brent Kirk gave the example of a community outreach project in Granite Falls. Marilynne described a project related to embedding public health professionals with police response when appropriate. The projects would start in February and be completed in March. Deliverable is a 10-page staff report.

13. Local Government Hispanic Network

Bob Harrison reported on recent meetings of the group that is forming a state chapter of the Network. There are 6 to 7 cities represented in the meetings and they have drafted bylaws. The group's next step is to form a Board. The group would appreciate a push from the state association to invite people to come to an upcoming organizing meeting. Tracy Burrows agreed to get the word out about an upcoming meeting to be scheduled by Maritza.

14. Emerging Leaders Committee

Rich Huebner reported that the emerging Leaders Committee has been meeting regularly. The group has finalized a draft of the by-laws for the organization. The group is open to anyone interested in advancing their careers in public service and is focused on succession planning.

15. NWWLA Capstone Project at Evans School

Stephanie Lucash and Laura Philpot submitted a project proposal to the Evans School related to the outcomes and impact of the Northwest Women's Leadership Academy. They will hear back soon if accepted.

16. Past Presidents Council

Kristi Rowland reported on updates to the mentorship opportunities section of the WCMA website.

17. Senior Advisors

Andrew Neiditz reported on several transitions in South Sound area. Ray Corpuz reported that the North Sound group has just started meeting again post-COVID. Ray went to the ICMA conference and found that Washington Senior Advisors are one of the most active senior advisor groups in the nation. Lloyd Halverson reported that things are stable in SW Washington and the group meets monthly for mutual support.

18. International Report

Lloyd is seeking board members who are intensely interested in doing professional work in Poland on a pro bono basis. Lloyd has sent an email out about the opportunity to make a real difference.

Washington City/County Managers Association (WCCMA)

Board of Directors Operating Policy

Adopted October 2023

Objective: The Washington City/County Managers Association (WCMA), a state affiliate of the ICMA, is committed to:

- Fostering connection and cohesion among the municipal management professionals within the state through deliberate establishment of a regionally based, statewide network among municipal managers
 - Activating this cohesive network to:
 - Provide opportunities for collegial professional exchanges on shared issues in each region and within the state
 - Memorialize and share emerging, next, and best professional practices statewide
 - Establish statewide practices to host psychologically safe spaces for members to engage colleagues on issues and challenges they are facing in their careers or organizations
 - Actively support development of diversity within the profession, and practice equity and inclusion in association membership, leadership and business.
 - Develop a pipeline of leaders both within the profession generally for succession planning as well as within the association for association leadership roles (board participation/senior advisors).
1. Each year, at the meeting following board elections, the Board will finalize a roster of regional assignments, assigning at least one State Region to each Board member for the purposes noted in this policy.
 2. In the context of these assignments, each member of the Board should engage the following or comparable methods in support of the objectives noted above. In pursuit of this, WCMA recognizes each region is unique in its composition and capacity, and delivery of these activities is expected to reflect those factors; Board Members should endeavor to reflect the spirit of this policy in the engagement with others in the profession.
 - 2.1. Monthly business connection: the Board member assigned to each Region should host a regular professional connection, such as a lunch or coffee, virtually or in person, to facilitate idea exchange, share Association business, welcome professionals new to the region, and solicit participation in seasonal and annual association activities and conferences. Suggested frequency is bi-monthly.
 - 2.2. Periodic socials: the Board member should host (or cause to be hosted) a social event for professionals within their assigned region for the purposes of building regional cohesion, advancing equity and inclusion by introducing next generation leadership candidates to the WCMA, creating psychologically safe spaces for professional decompression and developing social capital within the association. Suggested frequency is quarterly.
 - 2.3. Annual conferences: each Board member should attend the annual conference and should actively solicit attendance by professionals within their assigned region. At the conference, each Board member will make themselves available serve as a “buddy” or informal host for first-time conference attendees, supporting inclusion and serving as a resource to optimize

their conference experience. “Buddy” assignments for those first-time attendees who wish to be paired with a buddy will be made by the conference planning committee.

- 2.4. Connection with Senior Advisors: Each board member should connect individually with their assigned senior advisor no less than quarterly.

Board members should report out to the full Board at each board meeting on the activities and outcomes resulting from the above.

The Board should consider themes emerging from these reports in developing Board and WCMA strategic plan priorities and work programs.

In planning and engaging these activities, each Board member should deliberately seek approaches that reduce barriers to participation, which may include the location and format of the event, the cost of participation, the time commitment (including travel time), day of week and hybrid options. Social events should take particular care to assure inclusive alcohol-free options.

Board members assigned to each region should explore and identify opportunities for sponsorships of WCMA events on a regional and statewide basis.

3. In support of the above, the WCMA will:
 - 3.1. On request from a Board member and at the discretion of the Executive Committee, provide each current board member with:
 - 3.1.1. The authority to offer free annual conference registration and annual WCMA membership dues to prospective members.
 - 3.2. Develop portable content or curricula to support quarterly meetings and encourage member participation.

Tripepi Smith – Washington City/County Management Association MOU for the 2024 Census of the Profession

For January 1, 2024 – December 31, 2024

The following outlines a working agreement between Tripepi Smith (TS) and the Washington City/County Management Association (WCMA) wherein TS will take lead on producing a Census of the City Manager and City Administrator community in Washington State.

The goal of the Census is to provide a high-level summary on the state of the city management profession in the State of Washington.

TS will retain ownership of the data generated by the Census. A copy of the data will be provided to WCMA.

Tripepi Smith's Obligations

1. TS will perform research and develop a formal report for the 2024 Washington Census of the Profession project, including project management, survey creation, data collection and outreach, data analysis, content development and graphic design.
2. Tripepi Smith Talent Solutions (TSTS) will be listed as a co-author of the report and will have a full page insert advertising space within the Report.
3. TS will lead a presentation about the 2024 Washington Census of the Profession at the WCMA Summer Conference scheduled for August 2024. A WCMA representative will join TS in the presentation.
4. Tripepi Smith will devise a draft survey instrument and the data to be collected with feedback from the WCMA.
5. TS will be available to participate in smaller presentations regarding the report and assist with publishing, distribution and promotions as needed. Any presentation decks delivered that discuss the Report will feature a slide crediting TSTS for the work and support for the Census.

Washington City/County Management Association's Obligations

1. WCMA will provide a list of all city representatives, as well as any supplemental data available to TS. WCMA grants permission for TS to use this list and any additional information provided solely for outreach related to the completion of the Census report.
2. WCMA will use its communication channels to inform its members about the Census and ensure they are comfortable with TS representatives reaching out to contact them.
3. WCMA recognizes one of its primary benefits to TS in this partnership is to convey trust in the Census process and create support for completing the survey instrument.
4. WCMA will be listed as a co-author of the report and will promote the report on its platforms, including its website and social media.
5. WCMA will allow its name to be used when gathering data to prompt trust and support for the Census efforts and increase response rates.
6. WCMA will collaborate with other appropriate association groups in Washington to encourage their members to support the Census effort.

7. This MOU creates an even trade for services (given above stipulated discounts) and results in no money exchanged between TS and WCMA.
8. Should WCMA seek to update the Census in a subsequent year, TS should be given right of first refusal to be the exclusive partner with WCMA on the execution of the Census.

Date: January 16, 2024



Stephanie Lucash

President,
Washington City/County Management
Association

Ryder Todd Smith

President,
Tripepi Smith & Associates, Inc.

Background on the Washington State Data Exchange for Public Safety (WADEPS)

Excerpt from the Washington Association of Sheriffs and Police Chiefs, Executive Director Update, Nov. 28, 2023

Also at our conference, we had Washington State University Professor David Makin present information and hold focus groups on the ongoing Use of Force Data Collection project. Just to be clear, WASPC is not sponsoring or endorsing this project, but we do want to provide transparency and the best information for our members and for the project as we work through the issues. There are still many questions and concerns about the project and we appreciate Dr. Makin and his colleague, Dr. Matt Hickman of Seattle University being present to talk through and work to address some of those concerns. They sent out information requesting feedback and the breadth of data being requested along with technology issues. I asked Dr. Makin to further explore those questions and here is his response, for your information:

UOF Collection

Thank you for sharing membership questions and concerns about the Washington State Data Exchange for Public Safety (WADEPS) and for the opportunity to provide additional information.

A brief summary:

- o In July 2021, RCW 10.118 established the requirement for agencies to collect use-of-force data and provided funding for development of “a statewide data collection program that creates a publicly accessible database to track metrics, will help to promote openness, transparency, and accountability, [and] build stronger police-community relations.”*
- o An advisory group of law enforcement representatives and experts in policing and data developed recommendations to balance agency and public needs and privacy concerns.*
- o Definitions of use-of-force actions and/or results, and the required data points are included in Section 4 of the law.*

Burden of Minimum Reporting

Under the RCW, agencies may provide the minimum information by tallying each of the 20 required data points including the number of “documented interactions between the police, including but not limited to citizen calls, unit or officer-initiated interactions, and court or Bailiff activities” up to the point of the use of force. For example, a use of force occurring today would require the agency to calculate the number of interactions for the agency from the start of the calendar year to today and provide the number of contacts.

This is likely to create a significant burden for agencies of any size. Most will have to manually identify each use-of-force event, de-identify participants, calculate the data points, and create a format that meets the RCW and public records specifications for each report.

Benefits of Technology

o WADEPS is being designed to extract as much of the required information as possible from existing CAD data from any vendor. Automating the process will reduce the reporting burden for all agencies and provide an equitable resource for all policing organizations and communities.

o Our request for information about each agency's technology will enable us to identify the CAD vendors being used by Washington law enforcement agencies so that we can begin developing technology solutions. We are focused on technology interfaces and will not have any contact or communications with vendors regarding agency contracts or accounts. Additional information in the survey will help us prepare and develop training to meet individual agency needs.

Adding Context

Beyond minimizing the burden of reporting, WADEPS will provide law enforcement agencies and their communities with more than just numbers and data points.

Integrating additional CAD data that is already being collected with population data, policy standards, and the required use-of-force data will enable agencies and their constituents to better understand the context of the information as it pertains to their particular community. Data-informed decisions and evidence-based policing benefit all of Washington and its citizens.

Our team includes experts in criminal justice research, statistics, data analytics, and training development. Our research-based approach has been approved by the Institutional Review Board and meets stringent standards for maintaining privacy of collected data.

Statewide Impact

We are committed to helping improve trust and confidence in policing services across Washington state. We believe WADEPS will enable communities and agencies alike to evaluate specific areas of concern such as biased policing and excessive force and will ultimately improve the quality of policing services.

If you or any of your members have questions or concerns, please feel free to email me at wa.deps@wsu.edu.

Thank you, David A. Makin, PhD

We will continue to provide information and context on this project, and again be aware we just want to provide the best conduit to lead to the best outcomes to improve public trust, ensure the project does not become a political tool but rather an objective and transparent set of data that is meaningful, and to ensure our state's Sheriffs and Chiefs can best communicate with their communities.