



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

**WCMA Board Meeting Agenda**

Thursday, March 26, 2026

10am – Noon

*Virtual Meeting*

ZOOM LINK:

<https://us06web.zoom.us/j/81347855916?pwd=mb687kAaroSEW4E8acqk6X7blhSnO3.1>

Meeting ID: 813 4785 5916

Passcode: 950019

1. Approval of the Agenda
2. Approval of the Board Meeting Minutes for January 22, 2026
3. Membership Report (& “Dialing for Members” updates) – Laura Philpot
4. Financial Report – Melanie Harding
5. Strategic Plan Implementation – Laura Philpot
  - Review of Strategic Plan Document
  - Committee “Statements of Purpose”
    - Communications – Leslie Harris
    - Conference – John Mauro
    - Governance/Organizational Structure – Heidi Behrends Cerniwey
    - Membership – Mathew “Selby” Selby
6. ICMA Region A Nominating Committee Report – Laura Philpot
7. “WCMA Board Commitment to Equity and Inclusion” Statement - Amy Buckler
8. Conference Committee Updates
  - Summer 2026 – John Mauro
  - Spring 2028 – Laura Philpot
9. WCMA Scholarship Program - John Mauro

10. PNW Meeting Effectiveness Study - Laura Philpot

11. Census of the Profession Survey – Stephanie Lucash

12. NWWLA Updates – Stephanie Lucash

13. Senior Advisor Program

- Eastern Washington Senior Advisor Vacancy – Andrew Neiditz
- Evaluation Process Update – Stephanie Lucash
- Regional Updates

14. Other items of Interest

15. Adjournment



**WCMA**  
**Washington City/County**  
**Management Association**  
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**WCMA Board Meeting Minutes**

Thursday, January 22, 2026  
*Association of Washington Cities*  
*1076 Franklin Street SE, Olympia*  
*(VIRTUAL OPTION AVAILABLE)*  
1:30-3:30pm

**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  
Leslie Harris  
Amy Buckler  
Scott MacColl  
Bucoda Warren  
Torie Brazitis  
Deanna Dawson  
Carolyn Hope  
Mathew "Selby" Selby

**Senior Advisors:**

Marilynne Beard  
Andrew Neidtz  
Lloyd Halverson  
David Cline  
Ray Corpuz

**1. Welcome**

President Laura Philpot called the meeting to order.

**2. Approval of the Agenda**

The agenda was unanimously approved by the Board as presented.

**3. Approval of Board Meeting Minutes**

The meeting minutes for November 4, 2025; December 8, 2025; and January 7, 2026 were unanimously approved by the Board as presented.

**4. Membership Report**

Laura Philpot covered the membership numbers for 2025 as well as the initial report for January. Laura noted the work in 2024, under the leadership of Stephanie Lucash, to “dial for members” and reach out personally to those who had not yet renewed. There was consensus to renew the effort and engage the full Board in making membership calls. The full Board expressed interest in participating.

Melanie will facilitate creating a shared spreadsheet in the Google drive for call assignments. Stephanie offered to share the scripts that were used for the calls in 2024.

## **5. Financial Report**

Melanie shared year-end financials for 2025. Due to the Board meeting occurring earlier in the calendar year, a few items remained outstanding and were expected to be finalized in coming weeks.

## **6. 2028 Conferences & Location Selection**

**Summer 2028 Conference:** John Mauro noted the vast amount of information that had been combed through in the process of evaluating conference locations. In the cover memo, the committee had worked to summarize the criteria considered and cost highlights for the full board. He noted that the committee had not made a final recommendation, as they felt the Board may weigh the criteria differently.

Deanna stated that AWC is not currently hosting events in Yakima as their host sites are contingent on AWC membership. She added that Sun Mountain Lodge is not located within an incorporated city.

Appreciation was expressed for the cost-conscious options put forward. There was general support to not consider a Yakima location at this time. Bristol noted WCMA’s support of both cities and counties, eliminating the need to consider whether a location falls within city limits. There was a motion and second to select Wenatchee as the Conference location in 2028. The motion was approved unanimously.

In response to questions from Selby, it was noted that locations like Quincy and Moses Lake could be considered in 2029.

**Spring Conference:** John Mauro shared the committee’s questions on the value of hosting a second regional conference in same year. Discussion included the timing of the Spring 2025 conference was difficult for Oregon attendees, extensive time was needed to plan and host two conferences, limits on time and/or finances made it difficult for some members to attend two conferences, and fiscal constraints resulting in declining funding for professional development. He noted questions arose on whether there were alternatives that would better serve the goals of the strategic plan.

Laura volunteered to raise this issue with the other states at the next regional meeting. If Oregon and others were open to consideration, there was a follow up request to survey the WCMA membership on their preferences.

There was a review of the conference attendance in past years, with a dip in summer conference attendance when Washington also hosted the spring regional conference.

Deanna noted that the attendance numbers didn't show the proportion of Washington members at this conference. To maintain cross-state partnerships efficiently, she suggested that the Summer conference could also serve as a regional conference every third year (with the same approach being taken by Oregon and Alaska).

## 7. **Strategic Plan Outcomes & Next Steps**

**Aligning the Mission Statement:** Laura summarized the work to date on the strategic plan, noting the action items from the last session included confirmation of the Mission Statement. Laura displayed and reviewed the existing mission statement and sought feedback. There was general agreement that the existing mission statement felt current and aligned with the new strategic plan.

Bristol asked about the inclusion of 'administrators' in the mission statement. The question sparked thorough discussion, concluding with a consensus to retain current language.

A question was raised on the abbreviation for the association as WCCMA or WCMA. Following conversation about the inclusion of counties and other practices across the nation, there was agreement to keep the WCMA abbreviation, with the "C" standing for both city and county members similar to ICMA. Stephanie provided background that the website was wccma.org because Wisconsin reserved the 'wcoma.org' website first.

In response to questions, Torie spoke in favor of the WCMA abbreviation, noting that it would be more impactful to be conscientious of not using 'City' as the only form of government in ongoing communications.

**Formation of Committees:** With the mission statement newly affirmed, Laura noted that many of the strategic plan action items generated in the last session were not necessarily linear or cohesive. She suggested prioritizing the formation of committees – and their scopes – as a next step in the process.

John Mauro spoke in favor of consideration of different kinds of tasks needing different structures, with some work being ongoing and other tasks being best handled as an ad hoc assignment.

Laura noted the Strategic Planning Meeting feedback including strong support of a Communications committee and asked if there should be others. Heidi reflected on

Strategic Plan meeting conversation related to committee focused on Membership Value to ensure that it was well defined and supported. Carolyn and Stephanie spoke in favor of Communications committee, with Stephanie adding that expectations for social media posts could be set as a part of that work, ensuring all members knew what was going on. Carolyn added that a Strategies and Structures committee could be helpful for advancing that category of work. Heidi agreed, indicating that work to establish governance systems would help create efficiencies, establishing roles and assignments that can be carried over and renewed year-to-year.

Amy Buckler noted the assignments of the I-NAPA subcommittee in place, with Stephanie adding that the I-NAPA agreement called for an ongoing work plan. There was consensus to continue the I-NAPA work under an ad hoc work group, establishing an annual work plan and engaging the standing committees as needed.

Stephanie Lucash spoke to liaison roles for work like Northwest Women's Leadership Academy. There was general consensus that the Veterans Committee could also be a liaison role with ICMA and not a formal committee.

It was confirmed that committee membership could extend to WCMA members outside of the board.

There was a motion to establish committees for Communications, Membership, Governance/Organizational Structure, and Conference Planning. It was unanimously approved.

Stephanie followed up with a request that the Governance and Organizational Structure committee include financial sustainability.

Consensus was reached to create small Board working groups that could define each committee's initial "Statement of Purpose" before recruiting additional members.

The following working committee working groups were established:

- Communication – Chair Leslie, Carolyn, Laura, John
- Conference – Chair John (in VP role), Amy, Leslie, Heidi, Laura, Stephanie, Katrina
- Governance/Organizational Structure – Chair Heidi, Laura, Stephanie, Carolyn, Bucoda, Scott, Melanie
- Membership – Chair Selby, Bristol, Deanna, Katrina, Torie

For the March Board meeting, Laura asked for the committees to compose a "Statement of Purpose" based on conversations and outcomes of the strategic planning meetings. The "Statement of Purpose" should include both the committee scope and the expected time commitment.

The existing I-NAPA members will stay on as their ad hoc work continues and the work finds their place in the overall structures.

There was a suggestion that the Governance Committee should also look at the support for Awards, Nominations, and other annual tasks. Under awards, it was noted that an opportunity to recognize retirements would be welcomed.

In response to questions, it was stated that the Strategic Plan formalization and finalization will be taken on by the Executive Committee. Katrina offered to put together a first draft for the Executive Committee.

Appreciation was expressed to Laura for taking on the leadership of developing the new Strategic Plan.

**8. Board Guidance “WCMA Board Commitment to Equity and Inclusion” Statement**

Amy Buckler introduced the item, noting that the I-NAPA subcommittee who has been working on this statement has been meeting since spring of last year. She gave a reminder of the summer survey response and Board discussion last November.

In response to survey feedback, she reviewed the updated statement provided in the agenda packet, noting it was shorter and more actionable. The subcommittee is now seeking the following: 1.) Board review to ensure alignment with the WCMA strategic plan, and 2.) Participation from Board members from Eastern Washington in a future focus group to ensure balance of East/West perspectives.

There was an acknowledgement of the work on the committee, including Michael Vargas and Joe Franco, as well as additional input of Heidi and Ray Corpuz.

Heidi offered to recruit one or two leaders to participate in the focus groups from Eastern Washington.

Carolyn complimented the work and asked clarifying questions about the kinds of backgrounds that are welcomed while maintaining a document that aligned with feedback. Bucoda and Amy offered some background on the subcommittee conversations in the lead up to the statement as drafted.

The Committee plans to return to the full Board at the June meeting for adoption with roll out at the summer conference.

## **9. Senior Advisor Program**

- a. **Eastern Washington Senior Advisor Vacancy** – Andrew Neiditz provided an overview of the new vacancy in the Eastern Washington Senior Advisor role as well as his early efforts to begin recruiting.
- b. **New King County Senior Advisor** – Stephanie Lucash noted that the sole applicant for the opening for a new King County Senior Advisor was the highly qualified David Cline, outlining his experience. A motion and second was made to confirm David Cline as the new King County Senior Advisor. It was approved unanimously. Appreciation was shared for Marilynne Beard for her prior service in this role.
- c. **Senior Advisor Program Support Roles & Confirmation of Lead Senior Advisor** – Stephanie provided an overview of the work to memorialize the roles supporting the Senior Advisors and spoke to the value of Andrew Neiditz taking on the Lead Senior Advisor role.
- d. **Evaluation Process Update** – Stephanie Lucash gave an update on the Senior Advisor evaluation process and updating the cadence and forms. That work is currently underway. The President and Past President would connect to review the self-evaluations after the January 30<sup>th</sup> deadline.
- e. **Regional Updates** – Andrew Neiditz noted that he is tracking City of Tacoma as they finalize their City Manager process. Lloyd noted that Southwest Washington is experiencing a period of relative stability. The Northwest regional managers group is now meeting regularly, including administrators and some county appointed officials – Every other month, led by Charlie Bush, with the last one taking place in mid-January. Ray will be attending.

## **10. WCMA Scholarship Program**

John Mauro provided an overview of next steps and asked about volunteers to review materials before publication and also to review and rate applications. Stephanie, Carolyn, Scott, Amy, and Melanie volunteered.

## **11. PNW Meeting Effectiveness Study**

Laura Philpot provided a refresher on the study as discussed in prior meetings. There will be a survey coming out soon that she encouraged everyone to participate in and to help share out.

## **12. NWWLA Updates**

Stephanie Lucash provided an update on the current cohort in progress.

Building on the inaugural Women's Leadership Summit hosted in conjunction with the conference last summer, there will be three events this year:

- Spring/May 1 – Mercer Island
- Fall – Ellensburg

- A half-day Summit held at the Conference during the Welcome to Washington session.

Recruitment will begin in April for the next cohort. A signed attendance commitment is being considered for future cohorts.

There was recognition to AWC for ongoing support of NWWLA Scholarships, along with donors and sponsor Homan Capital.

Compliments were expressed for NWWLA's communications work, and the committee structure behind that work other tasks like curriculum and scholarships was described.

### **13. International Report**

Lloyd Halverson provided an outline of the partnerships in Eastern Europe, indicating that they were flourishing. He would like two Polish partners to visit the summer conference. Additionally, he solicited one or two volunteers from the Board to be a visitor to Poland and gave a brief description of what they would experience.

### **14. Other items of Interest**

**2026 Salary Survey** – Melanie noted that the Salary Survey was still a part of the 2026 work plan, with the intention to begin that work when a key staff person returned from family leave. Initial inquiries were underway to potentially expand the survey to the County Administrators if desired as well.

**Mentorship program** – Stephanie noted that the mentorship program is a responsibility of the Past President. She is seeking volunteer mentors and is considering a survey to evaluate and help refine the program.

**Past Presidents Council** – Stephanie will be returning with more information on the Past Presidents Council in a future meeting.

**City Action Days** – Appreciation was expressed to Deanna and the AWC Team on a successful City Action Days.

**Board Photo** – Deanna offered the AWC photographer to take an official Board photo following adjournment of the meeting.

The meeting adjourned at 3:25pm.

## WCMA Membership Report, March 18, 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			

*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 - March 11, 2026**

REVENUES	2026 APPROVED BUDGET	ACTUAL 03/11/26	YTD BUDGET %	NOTES
Membership Dues	50,000	34,612	69%	
Summer Annual Conf-meals/reg	50,000	200	0%	Unpaid 2025 Registration
Conference Sponsorships	50,500	0	0%	
ICMA Senior Advisor Reimbursement	3,750	227	6%	Q4/2025
NW Women's Leadership Academy	46,800	0	0%	
NWWLA Summit Registration	7,700	688		
NWWLA Sponsors/Donations	3,500	100		Lead from Center
<b>Total Revenues</b>	<b>212,250</b>	<b>35,827</b>	<b>17%</b>	

**EXPENSES**

Summer Annual Conference	70,000	0	0%	
Scholarships	5,500	0	0%	
Board of Directors Meetings	1,350	300	22%	City Action Days - Room Rental
NW Women's Leadership Academy	58,000	287	0%	
Senior Advisors	7,500	454	6%	Q4/2025
ICMA Student Chapter (UW Evans School)	2,000	0	0%	
Awards Programs	1,400	0	0%	
ICMA Professional Management Fund	1,000	1,000	100%	
Travel Support-ICMA Conference	2,500	0	0%	
ICMA Coaching Program	1,000	0	0%	Program Sunset
International Contingency	1,000	0	0%	
Office Supplies / Printing	500	0	0%	
Insurance	1,000	1,538	154%	Annual D&O
Professional Services	51,000	0	0%	
Bank Service Charge	7,000	1,426	20%	
State and City Taxes / Business License	1,500	397	26%	2025 & 2026 Tacoma BL
<b>Total Expenses</b>	<b>\$212,250</b>	<b>\$5,403</b>	<b>3%</b>	

<b>EXCESS REVENUES (EXPENSES)</b>	\$30,424
<b>Beginning Balance on 01/01/26</b>	\$144,875
<b>Ending Balance on 03/11/26</b>	\$175,299
WCCMA Cash	\$136,409
NWWLA Cash	\$32,941

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.

# DRAFT

## **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

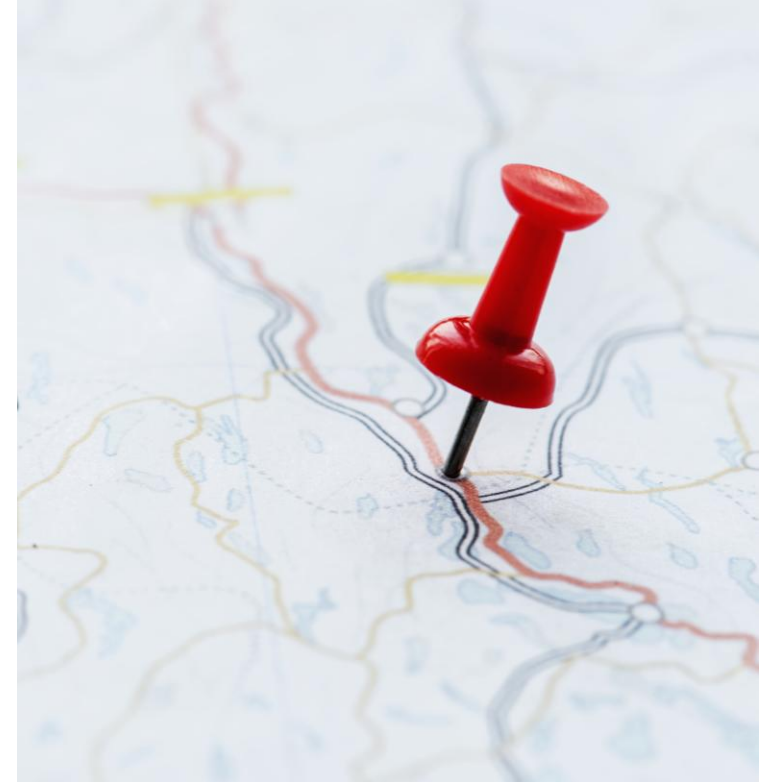
- Succession and continuity tools for officer and committee transitions

# ICMA REGION A NEW REGIONAL NOMINATING AGREEMENT

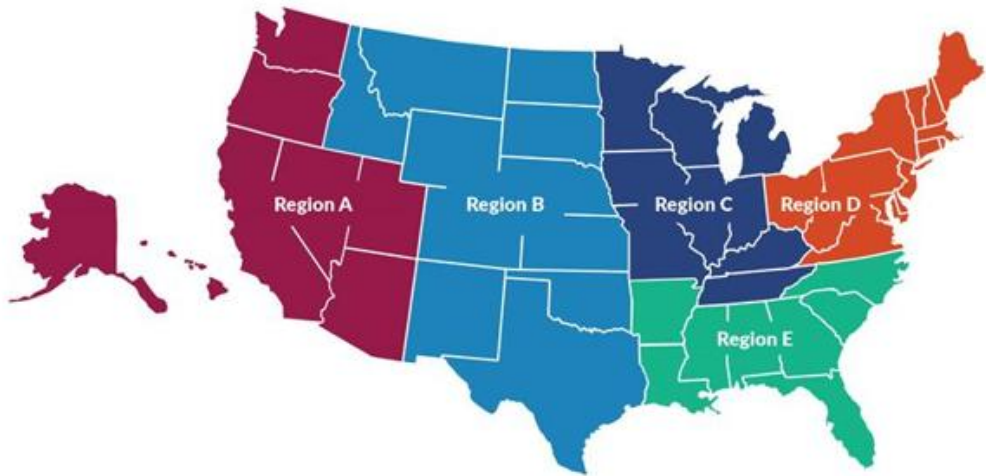
February 26, 2026

# WHAT WE WILL COVER

1. Welcome and Introductions
2. Why ICMA is updating regional nominating agreements
3. What has changed and what remains a regional decision
4. How the new nominating/rotational framework works
5. Regional roles in shaping state groupings
6. Region B considerations and preliminary concepts
7. Next steps and timeline



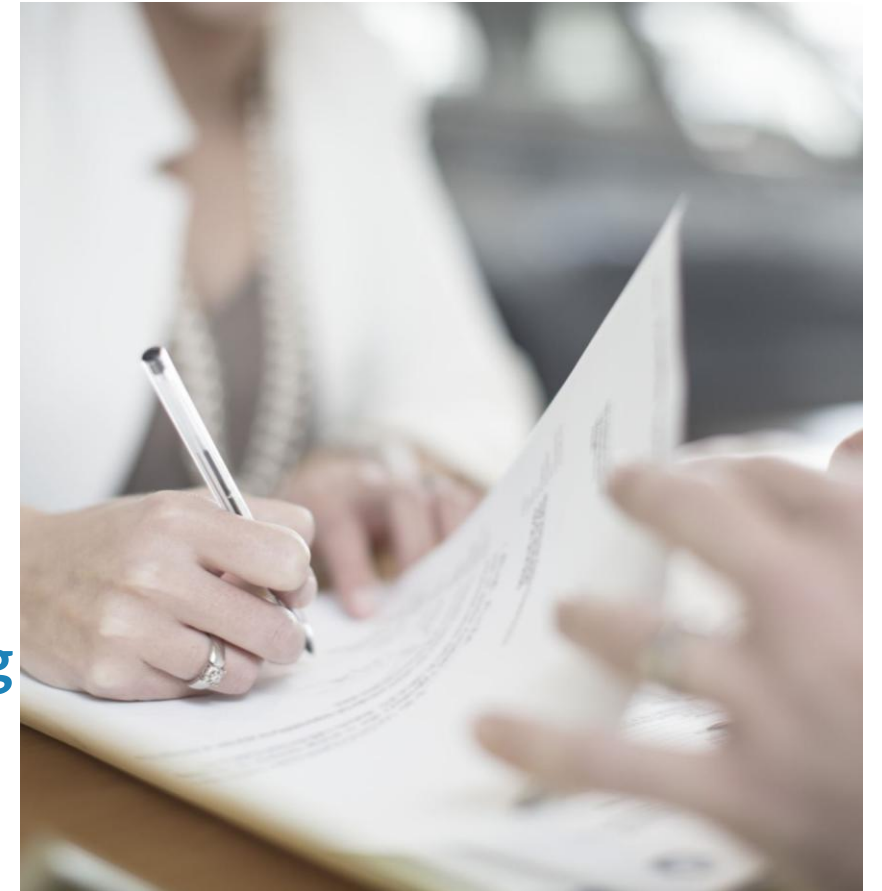
# WHY THIS WORK IS HAPPENING NOW



- ICMA approved U.S. regional realignment July 2025
- Regions balanced by voting member composition
- New regions take effect with 26/27 nominations and elections cycle, which starts this summer
- Each region must adopt an updated regional nominating agreement aligned with new structure

# PURPOSE OF REGIONAL NOMINATING AGREEMENT

- Establish clear geographic protocols
- Define which of the three state groups are eligible to submit candidates in a given year
- Promote equitable representation regardless of state size, to the extent possible and feasible
- Ensure consistency across regions while allowing regional flexibility
- Provide clarity and transparency for members and potential candidates



# GUIDING PRINCIPLES ACROSS ALL REGIONS



- Voting-member parity as foundation
- Predictable and transparent rotation
- Geographic diversity over time with mandatory evaluation of region voting membership every 10 years
- Shared “additional considerations” applied consistently nationwide

# WHAT HAS NOT CHANGED

- Regional representation on the ICMA Executive Board remains a core principle
- States continue to play central role in identifying and supporting candidates
- Regional judgment and context matter
- Goal is fair opportunity over time
- States with large membership will continue to qualify for their own state rotation group



# WHAT HAS CHANGED



- Regions have been rebalanced by voting-member composition
- Designated assistant seat has been removed
- 10 Year rule has been eliminated
- Additional considerations included in current regional agreements have been reviewed and incorporated into model agreement for consistency
  - No state may succeed itself unless no qualified candidates
  - No more than one person from same state

# ROLES AND RESPONSIBILITIES

## Regional Directors

- Convene meetings, develop state grouping concepts, answer questions on process

## Regional Vice Presidents

- Provide historical context, share insights, help convey rationale to Executive Board

## Region Leadership

- Review data; consider and discuss state group options, rotation order, fairness, and equity; vote on final structure

## Executive Board

- Review agreements for fairness and alignment, formally ratify agreements at June 2026 meeting



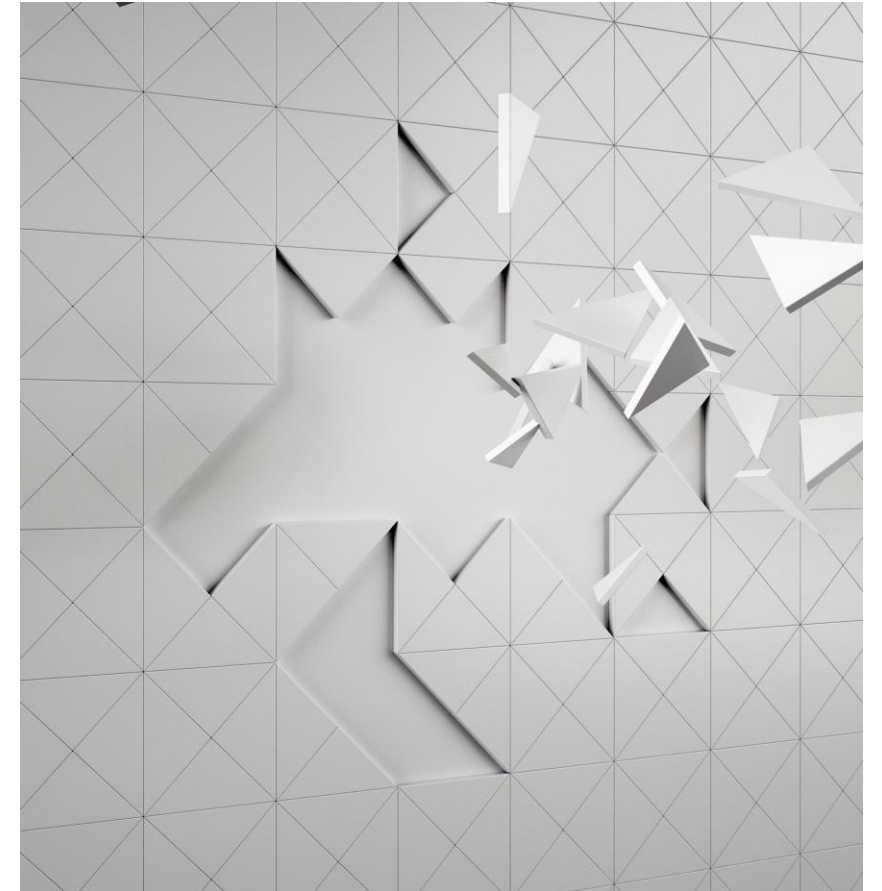
# REGION A CONSIDERATIONS

- Region A is welcoming AZ and UT
- CA qualifies as its own state group
- Outside of CA, highest voting membership is in AZ, OR and WA
- HI currently has no voting members
- VP seats expiring: 2026 – non-CAO, 2027 – CA, 2028 – AK

State	Voting Members
AK	26
AZ	193
CA	879
HI	0
NV	41
OR	188
UT	113
WA	193
<b>TOTAL</b>	<b>1633</b>

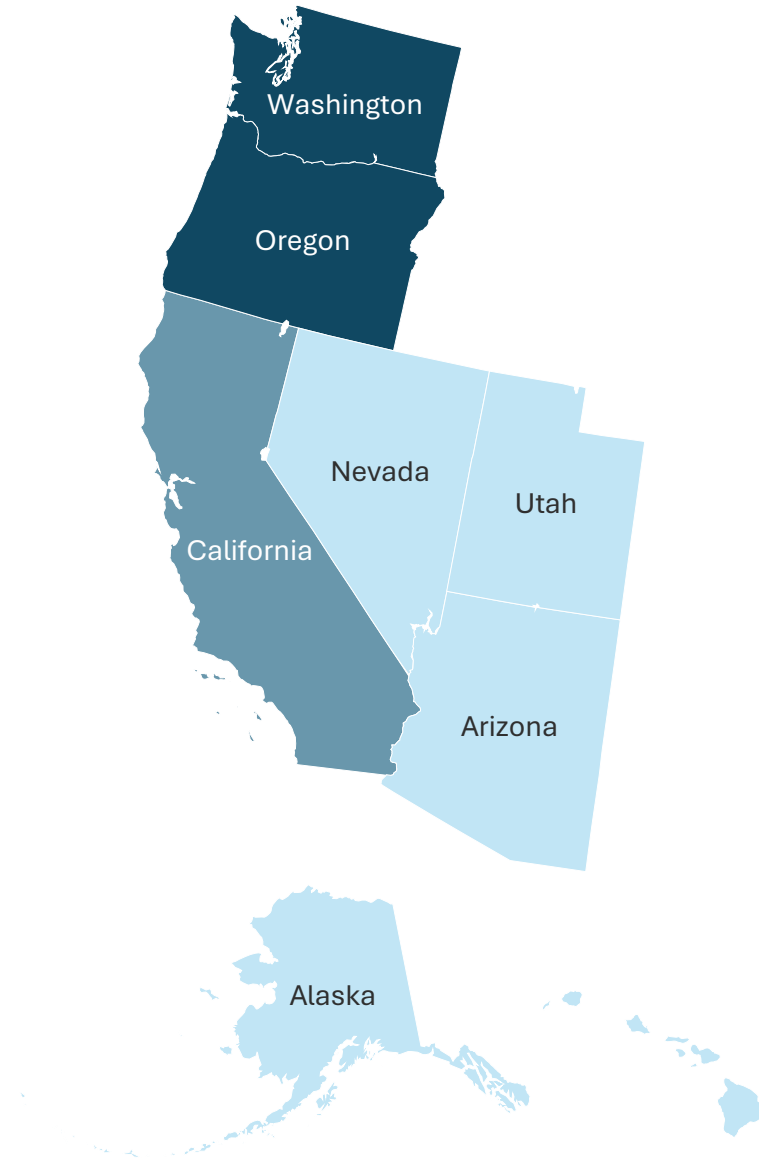
# PRELIMINARY CONCEPTS

- Options on following slides are illustrative only and committee may desire to explore others
- Groupings are reasonably equitable in voting membership, except for CA
- Rotation order shows CA in State Group 2 to coincide with the expiration of the current CA Vice President
- The remaining rotation orders are random and will be decided by the committee.



## Region A – Option 1

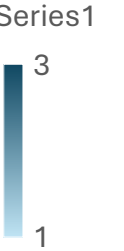
State	Voting Members
AK	26
AZ	193
CA	879
NV	41
OR	188
UT	113
WA	193
<b>TOTAL</b>	<b>1633</b>



Option 1	State Group Size
State Group 1 (OR, WA)	381
State Group 2 (CA)	879
State Group 3 (AK, AZ, NV, UT, HI)	373

## Region A – Option 2

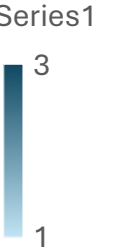
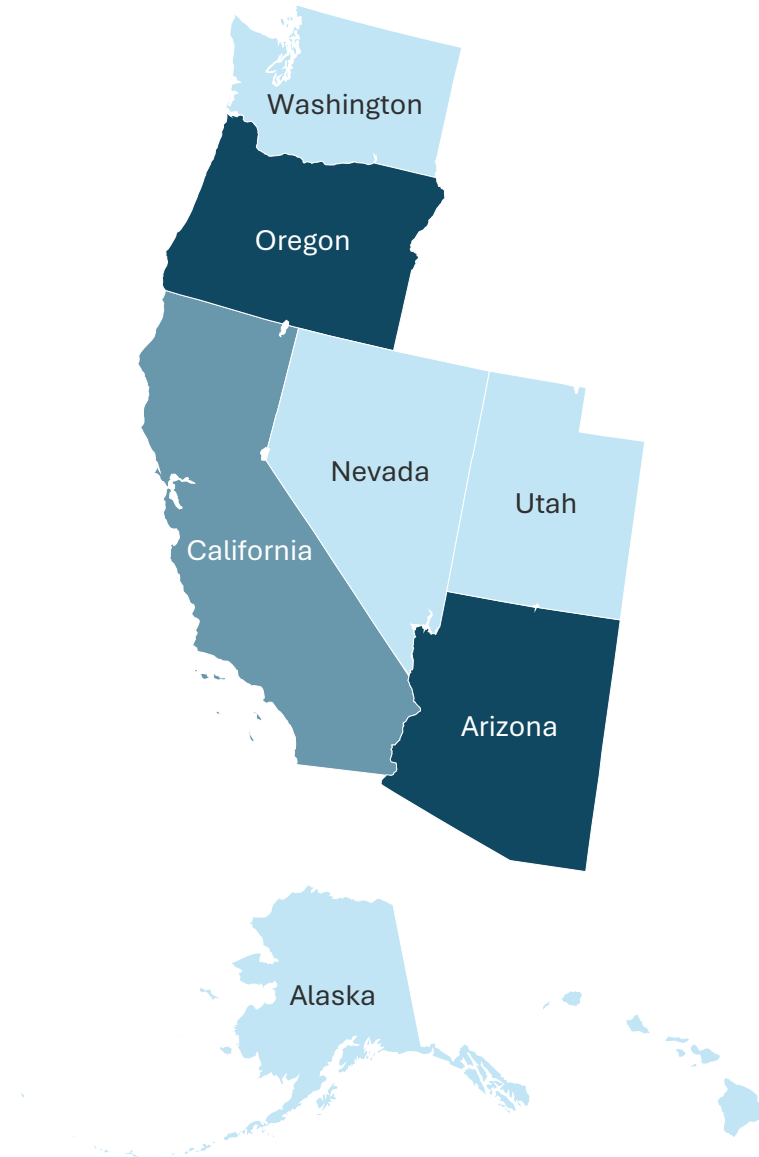
State	Voting Members
AK	26
AZ	193
CA	879
HI	0
NV	41
OR	188
UT	113
WA	193
<b>TOTAL</b>	<b>1633</b>



Option 2	State Group Size
State Group 1 (AK, OR, WA)	407
State Group 2 (CA)	879
State Group 3 (AZ, NV, UT, HI)	422

## Region A – Option 3

State	Voting Members
AK	26
AZ	193
CA	879
NV	41
OR	188
UT	113
WA	193
<b>TOTAL</b>	<b>1633</b>



Option 3	State Group Size
State Group 1 (AZ, OR)	381
State Group 2 (CA)	879
State Group 3 (AK, HI, NV, UT, WA)	347



# NEXT STEPS AND TIMELINE

- Today's slides distributed for state review/discussion
- Schedule 1-2 meetings of committee for discussion and deliberations
- By May 8, committee votes on state groupings and rotation (2/3 approval required)
- ICMA updates agreement template for region
- ICMA Executive Board ratifies all new regional agreements at its June meeting

**QUESTIONS?**

## GEOGRAPHIC REPRESENTATION OF VICE PRESIDENTS – WEST PLUS AZ & UT 2005-2025

This document lists the geographic representation of Regional Vice Presidents elected to the ICMA Executive Board for the West region plus Arizona and Utah for each election over the past 20 years. Regional Vice Presidents serve three-year terms. States with designated seats and designated non-CAO years for each region are noted.<sup>1</sup>

### West Coast Region plus Arizona (Utah had no representatives on the Board)

State	Election Year
California	2005
California	2006
Oregon	2007
California	2008
California	2009
Washington	2010
California	2011
California	2012 (designated seat to CA)
Arizona	2012* (filling unexpired term, designated non-CAO)
Washington	2013
Oregon	2014 (designated non-CAO year)
California	2015 (designated seat to CA)
Oregon	2016
Arizona	2016
California	2017 (designated non-CAO year)
California	2018 (designated seat to CA)
Oregon	2019
Alaska	2020 (designated non-CAO year)
California	2021 (designated seat to CA)
Washington	2022
California	2023 (designated non-CAO year)
California	2024 (designated seat to CA)
Alaska	2025

<sup>1</sup> Non-Chief Executive Officer or Non-Chief Administrative Officer (Non-CEO or Non-CAO) can mean a Full member serving as a deputy administrator or assistant city/county manager or an Affiliate member currently in-service to a local government with 5 years of service to local government and 5 years of ICMA membership, e.g., department head or entry/mid-level management position.