



Wisconsin City/ County Management Association Handbook

2021 - 2022

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WCMA Mission

The Wisconsin City/County Management Association exists to promote professional and ethical local government management by providing an inclusive, collegial environment for its members' pursuit of public service excellence.



WCMA *Bylaws*



ARTICLE 1. NAME:

The name of this organization shall be the Wisconsin City/County Management Association.

ARTICLE 2. PURPOSE:

The purposes of the Association are to increase the proficiency of city, village, town, and county managers and administrators; to strengthen the quality of local government through professional management; and to accept charitable donations and contributions for the educational improvement of local government managers and administrators.

ARTICLE 3. MEMBERSHIP:

Section 1. Categories of Membership.

The Association shall include Voting and Non-Voting Members. Voting Members are designated as Full Members (including Life Members) and Retired Members. Non-Voting Members are designated as Affiliate Members, Corporate Members, Honorary Members, Academic Members, and Student Members. The privilege of voting is limited to Voting Members.

Section 2. Voting Membership: Full Members.

- a. Qualifications. Any person whose professional conduct conforms to the Code of Ethics of ICMA, as outlined in Article 8, is eligible to be a Voting Member if that person meets the qualifications in either subsection i or subsection ii, as follows:
 - i. The person serves as the full-time administrative head of a local government in a position operating in accordance with Section 2 of this Article.
 - ii. The person serves as a full-time administrative assistant, assistant city/county manager/administrator, management analyst, assistant to the manager/administrator, however designated, having significant general administrative responsibility in a local government position, and was appointed to that position by the city or county manager or chief administrator.

- b. Application. The application for Voting Membership shall be accompanied by payment of the proper dues. Upon receipt of the application and dues, the Executive Director shall, upon verification of compliance with Section 2.a., admit the member. If the Executive Director cannot verify compliance with Section 2.a., the application shall be submitted to the Board of Directors where the affirmative vote of two-thirds of the eligible voting members of the Board of Directors shall be necessary for the applicant to be admitted.

- c. Life Members. Upon retiring from active service with a local government, any Voting Member who has completed twenty-five years as a voting member of WCMA, or other ICMA affiliated state association shall become a Life Member. Also, any Voting Member who has been a voting member of WCMA at least fifteen years and retires from active service with a local government at age sixty-five or older shall become a Life Member. In addition, any Voting Member who has retired from active service with a local government and who, in the opinion of the Board of Directors, has made an outstanding contribution to the development of the profession may be granted a Life Membership by a majority vote of the Board of Directors.
- d. Retired Members. Former full member now retired from active professional life who does not qualify to be a Life Member.

Section 3. Resignation of Members.

Any member may resign his or her membership by providing written notice to the Executive Director.

Section 4. Voting Membership: Continuity.

Any Voting Member who leaves active service with a local government may retain his or her status as a Voting Member provided, he or she continues to pay dues, except that dues payment may be waived by the Executive Director because of resignation or removal from his/her position with a local government thereby becoming a member-in-transition. Voting membership continuity may be allowed if there has been no violation of the ICMA Code of Ethics which caused the removal from the position. Dues will be waived for up to three fiscal years.

Section 5. Non-Voting Memberships:

a. Affiliate Members.

Any person who has an interest in professional local government management but is not eligible to apply for membership as a Voting Member shall be eligible to apply for this classification.

b. Honorary Members.

The basis for Honorary Membership is distinguished public service; however, no person who is eligible to be a Voting Member shall be elected an Honorary Member. An Honorary Member shall be proposed by a Voting Member and shall be elected upon a three-fourths vote of all eligible voting members of the Board of Directors and a majority vote of the Voting Members present at an annual conference (see Article 8). The election of an Honorary Member shall be canceled if acceptance of the membership is not received within six months after the candidate has received notice of his or her election.

c. Consulting Members.

Any employee working for a firm that works with local governments and who does not wish to be a corporate sponsor under the WCMA Corporate Sponsor program.

d. Corporate Sponsor Members.

Employees of firms working with local government who take an interest in the advancement of professional management for local government managers and administrators and are part of the WCMA Corporate Sponsor Program.

e. Student Membership.

Any person enrolled in an academic program at any college or university pursuing a degree in public administration, public finance, political science, or related field of study is eligible for a student membership in the Association. Open to full-time and part-time students; however, one must not have been a previous voting member of WCMA.

f. Academic Membership.

Any university or college professor or academic professional is eligible for this membership.

Section 6. Eligibility.

All questions on the eligibility of any person for membership in any grade shall be referred to and determined by the Board of Directors.

Section 7. Membership: Non-transferability.

Membership is not transferable; membership is in the name of the individual and shall not attach to the position.

ARTICLE 4. OFFICERS AND COMMITTEES:

Section 1. Executive Committee.

The Executive Committee of the Board of Directors of the Association shall be the President, President Elect, Vice President, Executive Director (who shall be a non-voting member of the Committee), The duties of the officers of this Association shall be such as by general usage are indicated by the title of office. The Executive Committee shall act in the capacity of directors and shall supervise and control the affairs of the Association. The Vice President shall also serve as the treasurer of the Association.

Committee members shall attend either in person or electronically. Members attending via electronic communications shall count towards quorum and their respective votes shall be considered valid. A quorum consists of a simple majority of voting members of the body.

Members serving on the Executive Committee will generally serve a term of three years, ascending annually from Vice President to President Elect and then to President. If any officer retires from corporate service and retains residence within the state, the officer may be permitted to finish the term of office by majority vote of the remaining members of the Board of Directors; otherwise, the resulting vacancy shall be filled by a majority vote of the Board of Directors within 30 days after such vacancy occurs.

Section 2. WCMA Board of Directors.

The Board of Directors shall consist of the President, President Elect, Vice-President, Past President, each Regional Coordinator, and a County Representative. Only Voting Members are eligible to serve on the Board of Directors.

Meetings of the Board of Directors shall occur quarterly, and when possible be held in conjunction with the semiannual conferences, and additionally as needed. Committee Members may attend either in person or electronically. Members attending via electronic communications shall count towards a quorum and their respective votes shall be considered valid. A quorum consists of a simple majority of voting members of the body.

Section 3. Appointments.

The President shall appoint, with the approval of the Executive Committee, Regional Coordinators and the County Representative whose appointment shall be for three years beginning on January 1 and running through December 31 of that three-year period. Regional Coordinators may be reappointed to multiple terms, but an open process for considering candidates for the Regional Coordinator position shall be followed prior to reappointment. The President will appoint members to an Ethics Committee, Membership Development and Services Committee, Professional Development and Conference Planning Committee, Emerging Leaders Committee, Women's Leadership Committee, Diversity, Equity, and Inclusion Committee, and Scholarships and Awards Committee and such other standing or ad hoc committees as the majority of the Board of Directors may deem advisable. Voting and Non-Voting members are eligible to serve on committees, with the exception of the Ethics Committee. Only Voting Members shall be allowed to serve on the Ethics Committee. All committee appointments will be confirmed by a majority of the Board of Directors.

Section 4. Executive Director.

The Executive Director shall administer the affairs of the Association, subject to the provisions of the Constitution and to such policies as the Board of Directors or Executive Committee may adopt. The Executive Director shall annually prepare a budget for the Association and, upon its approval by the Board of Directors, shall have the authority to disburse the sums appropriated, with the Treasurer providing an electronic approval for disbursement as set forth in the Financial Policy as established by the Board of Directors. The Executive Director shall be responsible for any monies of the Association that come into his/her possession; for the keeping of the accounting records; and for preparation of such financial statements and reports, including an annual audit, as the Board of Directors or Executive Committee may require. The Executive Director shall keep a record of the minutes of all meetings, give proper notice of meetings to the membership and perform other duties as may be delegated to the Executive Director by the Executive Committee or Board of Directors.

The Executive Director shall be hired by a majority vote of the Board of Directors.

ARTICLE 5. NOMINATIONS AND VOTING:

Section 1. Annual elections.

At the annual meeting held each year either in conjunction with the summer conference or virtual, the Voting Members of the Association shall elect a Vice President to a three-year term, the first year as Vice President, then automatically ascending to President Elect the next year, and then President the final year. At the time the nominating committee makes the nomination for Vice President, additional nominations shall be permitted. Once the vice-president nomination is approved, this completes the slate of officers for WCMA.

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Section 2. Nominations.

Nominations of the vice president shall be made by a nominating committee of not less than five members, appointed by the President, with the approval of the majority of the Board of Directors. The five members shall include the three most recent past presidents and two members of WCMA.

Section 3. Voting.

Voting by eligible members on all matters, may be conducted at the annual meetings, by mail, secure web-based voting, or electronic media, provided however, that a single medium shall be employed for each vote. If a vote does occur at the annual meeting of WCMA, then no proxy vote is allowed, and the threshold for voting shall be based upon the number of voting members present at the meeting, for all other votes the threshold for voting shall be all eligible voters casting votes. Voters shall be given at least 30 days to vote, except for votes occurring at the annual meetings.

ARTICLE 6. DUES AND FISCAL YEAR:

Section 1. The fiscal year shall be from January 1 through December 31. Dues shall be payable January 31st of each year.

Section 2. The annual dues shall be set by the Board of Directors.

Section 3. Any Voting Member whose dues are in arrears for a period of three months shall be suspended from membership and notified by the Executive Director in writing of the suspension.

ARTICLE 7. MEETINGS:

Meetings of this Association shall be held in conjunction with the Conferences. If an in-person conference is not held, the meeting of the association can be held virtually. Notice of the time and place of all meetings shall be sent by the Executive Director to all members not less than ten (10) days in advance of the date of such meetings. At the annual meetings of the Association, the order of business shall be as follows, but may be suspended by a majority vote of the voting members present: (1) Report of the Executive Director; (2) Report of the Executive Committee; (3) Reports of Committees; (4) Business for Consideration; (5) Election of Officers; and (6) Adjournment.

ARTICLE 8. CODE OF ETHICS:

The Association hereby adopts the Code of Ethics of the International City/County Management Association. Upon appointment as a member of this Association, the member agrees to adhere to and abide by the ICMA Code of Ethics. Failure to do so or violation of the Code of Ethics may result in a private censure, public censure or expulsion, or other action from the Association after a thorough investigation by the Association Ethics Committee and upon action by two thirds vote of the Board of Directors on any recommendation presented by the Ethics Committee. The procedure for an alleged violation of the ICMA Code of Ethics by a WCMA

member who is not an ICMA member will be handled according to the WCMA Rules of Procedure for an Ethics Violation. The Association shall carry liability insurance as a means of protection in the event of any legal action because of any investigation, expulsion, or action of the Association.

ARTICLE 9. AMENDMENTS:

These Bylaws may be amended through a ballot, which may be electronic, as directed by the Board of Directors. All articles, except for Articles 5, 8, and 9 may be amended by a simple majority of the corporate members voting. Articles 5, 8, & 9 must receive a 2/3 majority vote of the corporate members voting to be amended. All Bylaw amendments shall be distributed to the membership at least thirty (30) days before ballots are due. Members may vote on each proposed amendment or all proposed amendments on the ballot.

ARTICLE 10. DISSOLUTION OF ASSOCIATION:

The Wisconsin City/County Management Association may be dissolved by a three-fourths vote of Voting Members. In the event the Wisconsin City/County Management Association is dissolved, all remaining assets after all liabilities have been satisfied shall be distributed to either an institution of higher education to educate and train municipal managers/administrators or they shall be distributed to one or more local governments in Wisconsin, who shall use such assets exclusively for a public purpose.

If for any reason, the assets of the Association are not disposed of in a timely manner, the assets shall be disposed of by the circuit court of the county in which the Association's main office was located immediately prior to its dissolution. The circuit court shall distribute the assets to any organization that qualifies under and shall use the assets for any purpose within the meaning of Section 501(c)(3) of the Internal Revenue Code or corresponding section of any future federal tax code.

ARTICLE 11. ADOPTION:

This constitution shall be in full force and effect from and after its approval by the majority of those eligible and exercising Voting membership.

Adopted: June 21, 1958

Amended:

June 30, 1971	May, 1980	June, 1999	June, 2015
May 12, 1972	April, 1981	June, 2003	June, 2018
December, 1972	June, 1992	June, 2005	March, 2021
June, 1978	May, 1993	June, 2009	
November, 1979	June, 1997	June, 2012	

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ICMA Code of Ethics

with Guidelines

The ICMA Code of Ethics was adopted by the ICMA membership in 1924, and most recently amended by the membership in June 2018. The Guidelines for the Code were adopted by the ICMA Executive Board in 1972, and most recently revised in June 2019.

The mission of ICMA is to advance professional local government through leadership, management, innovation, and ethics. To further this mission, certain principles, as enforced by the Rules of Procedure, shall govern the conduct of every member of ICMA, who shall:

Tenet 1. Be dedicated to the concepts of effective and democratic local government by responsible elected officials and believe that professional general management is essential to the achievement of this objective.

Tenet 2. Affirm the dignity and worth of the services rendered by government and maintain a constructive, creative, and practical attitude toward local government affairs and a deep sense of social responsibility as a trusted public servant.

GUIDELINE

Advice to Officials of Other Local Governments. When members advise and respond to inquiries from elected or appointed officials of other local governments, they should inform the administrators of those communities.

Tenet 3. Demonstrate by word and action the highest standards of ethical conduct and integrity in all public, professional, and personal relationships in order that the member may merit the trust and respect of the elected and appointed officials, employees, and the public.

GUIDELINES

Public Confidence. Members should conduct themselves so as to maintain public confidence in their position and profession, the integrity of their local government, and in their responsibility to uphold the public trust.

Influence. Members should conduct their professional and personal affairs in a manner that demonstrates that they cannot be improperly influenced in the performance of their official duties.

Length of Service. For chief administrative/executive officers appointed by a governing body or elected official, a minimum of two years is considered necessary to render a professional service

to the local government. In limited circumstances, it may be in the best interests of the local government and the member to separate before serving two years. Some examples include refusal of the appointing authority to honor commitments concerning conditions of employment, a vote of no confidence in the member, or significant personal issues. It is the responsibility of an applicant for a position to understand conditions of employment, including expectations of service. Not understanding the terms of employment prior to accepting does not justify premature separation. For all members a short tenure should be the exception rather than a recurring experience, and members are expected to honor all conditions of employment with the organization.

Appointment Commitment. Members who accept an appointment to a position should report to that position. This does not preclude the possibility of a member considering several offers or seeking several positions at the same time. However, once a member has accepted a formal offer of employment, that commitment is considered binding unless the employer makes fundamental changes in the negotiated terms of employment.

Credentials. A member's resume for employment or application for ICMA's Voluntary Credentialing Program shall completely and accurately reflect the member's education, work experience, and personal history. Omissions and inaccuracies must be avoided.

Professional Respect. Members seeking a position should show professional respect for persons formerly holding the position, successors holding the position, or for others who might be applying for the same position. Professional respect does not preclude honest differences of opinion; it does preclude attacking a person's motives or integrity.

Reporting Ethics Violations. When becoming aware of a possible violation of the ICMA Code of Ethics, members are encouraged to report possible violations to ICMA. In reporting the possible violation, members may choose to go on record as the complainant or report the matter on a confidential basis.

Confidentiality. Members shall not discuss or divulge information with anyone about pending or completed ethics cases, except as specifically authorized by the Rules of Procedure for Enforcement of the Code of Ethics.

Seeking Employment. Members should not seek employment for a position that has an incumbent who has not announced his or her separation or been officially informed by the appointive entity that his or her services are to be terminated. Members should not initiate contact with representatives of the appointive entity. Members contacted by representatives of the appointive entity body regarding prospective interest in the position should decline to have a conversation until the incumbent's separation from employment is publicly known.

Relationships in the Workplace. Members should not engage in an intimate or romantic relationship with any elected official or board appointee, employee they report to, one they appoint and/or supervise, either directly or indirectly, within the organization.

This guideline does not restrict personal friendships, professional mentoring, or social interactions with employees, elected officials and Board appointees.

Conduct Unbecoming. Members should treat people fairly, with dignity and respect and should not engage in, or condone bullying behavior, harassment, sexual harassment or discrimination on the basis of race, religion, national origin, age, disability, gender, gender identity, or sexual orientation.

Tenet 4. Serve the best interests of the people.

GUIDELINES

Impacts of Decisions. Members should inform their governing body of the anticipated effects of a decision on people in their jurisdictions, especially if specific groups may be disproportionately harmed or helped.

Inclusion. To ensure that all the people within their jurisdiction have the ability to actively engage with their local government, members should strive to eliminate barriers to public involvement in decisions, program, and services.

Tenet 5. Submit policy proposals to elected officials; provide them with facts and advice on matters of policy as a basis for making decisions and setting community goals; and uphold and implement local government policies adopted by elected officials.

GUIDELINE

Conflicting Roles. Members who serve multiple roles – working as both city attorney and city manager for the same community, for example – should avoid participating in matters that create the appearance of a conflict of interest. They should disclose the potential conflict to the governing body so that other opinions may be solicited.

Tenet 6. Recognize that elected representatives of the people are entitled to the credit for the establishment of local government policies; responsibility for policy execution rests with the members.

Tenet 7. Refrain from all political activities which undermine public confidence in professional administrators. Refrain from participation in the election of the members of the employing legislative body.

GUIDELINES

Elections of the Governing Body. Members should maintain a reputation for serving equally and impartially all members of the governing body of the local government they serve, regardless of

party. To this end, they should not participate in an election campaign on behalf of or in opposition to candidates for the governing body.

Elections of Elected Executives. Members shall not participate in the election campaign of any candidate for mayor or elected county executive.

Running for Office. Members shall not run for elected office or become involved in political activities related to running for elected office, or accept appointment to an elected office. They shall not seek political endorsements, financial contributions or engage in other campaign activities.

Elections. Members share with their fellow citizens the right and responsibility to vote. However, in order not to impair their effectiveness on behalf of the local governments they serve, they shall not participate in political activities to support the candidacy of individuals running for any city, county, special district, school, state or federal offices. Specifically, they shall not endorse candidates, make financial contributions, sign or circulate petitions, or participate in fund-raising activities for individuals seeking or holding elected office.

Elections relating to the Form of Government. Members may assist in preparing and presenting materials that explain the form of government to the public prior to a form of government election. If assistance is required by another community, members may respond.

Presentation of Issues. Members may assist their governing body in the presentation of issues involved in referenda such as bond issues, annexations, and other matters that affect the government entity's operations and/or fiscal capacity.

Personal Advocacy of Issues. Members share with their fellow citizens the right and responsibility to voice their opinion on public issues. Members may advocate for issues of personal interest only when doing so does not conflict with the performance of their official duties.

Tenet 8. Make it a duty continually to improve the member's professional ability and to develop the competence of associates in the use of management techniques.

GUIDELINES

Self-Assessment. Each member should assess his or her professional skills and abilities on a periodic basis.

Professional Development. Each member should commit at least 40 hours per year to professional development activities that are based on the practices identified by the members of ICMA.

Tenet 9. Keep the community informed on local government affairs; encourage communication between the citizens and all local government officers; emphasize friendly and courteous service to the public; and seek to improve the quality and image of public service.

Tenet 10. Resist any encroachment on professional responsibilities, believing the member should be free to carry out official policies without interference, and handle each problem without discrimination on the basis of principle and justice.

GUIDELINE

Information Sharing. The member should openly share information with the governing body while diligently carrying out the member's responsibilities as set forth in the charter or enabling legislation.

Tenet 11. Handle all matters of personnel on the basis of merit so that fairness and impartiality govern a member's decisions, pertaining to appointments, pay adjustments, promotions, and discipline.

GUIDELINE

Equal Opportunity. All decisions pertaining to appointments, pay adjustments, promotions, and discipline should prohibit discrimination because of race, color, religion, sex, national origin, sexual orientation, political affiliation, disability, age, or marital status.

It should be the members' personal and professional responsibility to actively recruit and hire a diverse staff throughout their organizations.

Tenet 12. Public office is a public trust. A member shall not leverage his or her position for personal gain or benefit.

GUIDELINES

Gifts. Members shall not directly or indirectly solicit, accept or receive any gift if it could reasonably be perceived or inferred that the gift was intended to influence them in the performance of their official duties; or if the gift was intended to serve as a reward for any official action on their part.

The term "Gift" includes but is not limited to services, travel, meals, gift cards, tickets, or other entertainment or hospitality. Gifts of money or loans from persons other than the local government jurisdiction pursuant to normal employment practices are not acceptable.

Members should not accept any gift that could undermine public confidence. De minimus gifts may be accepted in circumstances that support the execution of the member's official duties or serve a legitimate public purpose. In those cases, the member should determine a modest maximum dollar value based on guidance from the governing body or any applicable state or local law.

The guideline is not intended to apply to normal social practices, not associated with the member's official duties, where gifts are exchanged among friends, associates and relatives.

Investments in Conflict with Official Duties. Members should refrain from any investment activity which would compromise the impartial and objective performance of their duties. Members should not invest or hold any investment, directly or indirectly, in any financial business, commercial, or other private transaction that creates a conflict of interest, in fact or appearance, with their official duties.

In the case of real estate, the use of confidential information and knowledge to further a member's personal interest is not permitted. Purchases and sales which might be interpreted as speculation for quick profit should be avoided (see the guideline on "Confidential Information"). Because personal investments may appear to influence official actions and decisions, or create the appearance of impropriety, members should disclose or dispose of such investments prior to accepting a position in a local government. Should the conflict of interest arise during employment, the member should make full disclosure and/or recuse themselves prior to any official action by the governing body that may affect such investments.

This guideline is not intended to prohibit a member from having or acquiring an interest in or deriving a benefit from any investment when the interest or benefit is due to ownership by the member or the member's family of a de minimus percentage of a corporation traded on a recognized stock exchange even though the corporation or its subsidiaries may do business with the local government.

Personal Relationships. In any instance where there is a conflict of interest, appearance of a conflict of interest, or personal financial gain of a member by virtue of a relationship with any individual, spouse/partner, group, agency, vendor or other entity, the member shall disclose the relationship to the organization. For example, if the member has a relative that works for a developer doing business with the local government, that fact should be disclosed.

Confidential Information. Members shall not disclose to others, or use to advance their personal interest, intellectual property, confidential information, or information that is not yet public knowledge, that has been acquired by them in the course of their official duties.

Information that may be in the public domain or accessible by means of an open records request, is not confidential.

Private Employment. Members should not engage in, solicit, negotiate for, or promise to accept private employment, nor should they render services for private interests or conduct a private business when such employment, service, or business creates a conflict with or impairs the proper discharge of their official duties.

Teaching, lecturing, writing, or consulting are typical activities that may not involve conflict of interest, or impair the proper discharge of their official duties. Prior notification of the appointing authority is appropriate in all cases of outside employment.

Representation. Members should not represent any outside interest before any agency, whether public or private, except with the authorization of or at the direction of the appointing authority they serve.

Endorsements. Members should not endorse commercial products or services by agreeing to use their photograph, endorsement, or quotation in paid or other commercial advertisements, marketing materials, social media, or other documents, whether the member is compensated or not for the member's support. Members may, however, provide verbal professional references as part of the due diligence phase of competitive process or in response to a direct inquiry.

Members may agree to endorse the following, provided they do not receive any compensation: (1) books or other publications; (2) professional development or educational services provided by nonprofit membership organizations or recognized educational institutions; (3) products and/or services in which the local government has a direct economic interest.

Members' observations, opinions, and analyses of commercial products used or tested by their local governments are appropriate and useful to the profession when included as part of professional articles and reports.

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Executive Committee and Executive Board

Duties & Responsibilities

The Executive Board holds the corporate power of the organization and is made up of the 9 Regional Coordinators, a county representative, the Past President, plus the members of Executive Committee (14 voting members total). All directors and officers must be voting members of WCMA. The Executive Committee shall also take care of the day to day needs of the organization and is made up of the President, President Elect, Vice-President and Executive Director (as a non-voting member). Vacant positions shall not count toward a quorum. Those attending via electronic communication shall count towards the quorum.

What is the job description of a Board President?

- Oversee executive committee and board meetings
- Work in partnership with the Executive Director to make sure board resolutions and strategic plan goals are carried out
- Call special meetings if necessary
- Appoint, with the approval of the Executive Committee, Regional Coordinators whose appointment shall be for two years, but may be reappointed. The President will appoint members to an Ethics Committee, Membership Committee, Professional Development and Conference Planning Committee, and such other standing committees as the majority of the Executive Board may deem advisable. All appointments will be confirmed by a majority of the Executive Board.
- Assist Executive Director in preparing agenda for board meetings
- Assist Executive Director in conducting new board member orientation
- Act as a spokesperson for the organization
- Oversee searches for a new Executive Director
- Attend the annual ICMA Conference as a WCMA Representative
- Serve on the Midwest Regional Nominating Committee

What is the job description of a President Elect?

- Attend all executive committee and board meetings
- Provide general assistance to the President
- Understand the responsibilities of the board President and be able to perform these duties in the President's absence
- Participate as a vital part of the board leadership
- Carry out special assignments as requested by the board President
- Attend the ICMA Conference Planning Meeting as a WCMA Representative

What is the job description of a Vice-President/Treasurer?

- Attend all executive committee and board meetings
- Provide general assistance to the President & President Elect
- Participate as a vital part of the board leadership
- Carry out special assignments as requested by the board President
- Serve as Treasurer of the organization
 - Work with the Executive Director to ensure that appropriate financial reports are made available to the board on a timely basis
 - Approve/co-sign financial transactions
 - Assist the Executive Director in preparing the annual budget and presenting the budget to the board for approval
- Assume responsibilities of the president in the absence of the board President or President Elect
- Serve on committees as may be assigned by the President

What is the job description of a Past President?

- Attend all executive board meetings
- Chair the Nominating Committee

Individual Board Member Responsibilities

- Attend all executive board meetings and assigned committee meetings
- Be informed about the organization's mission, services, policies, and programs
- Review agenda and supporting materials prior to board and committee meetings
- Serve on committees or task forces and offer to take on special assignments.
- Inform others about the organization
- Suggest possible nominees to the board who can make significant contributions to the work of the board and the organization
- Keep up-to-date on developments in the organization's field
- Follow conflict of interest and confidentiality policies

Executive Board

Executive Committee

Caitlin Stene	President Deputy Administrator / Village Clerk – Village of Waunakee
Sharon Eveland	President Elect City Administrator – City of Clintonville
Gaylene Rhoden	Vice-President/Treasurer Town Administrator – Town of Rib Mountain
Dawn Peters	WCMA Executive Director Wisconsin City/County Management Association

Regional Coordinators

Region 1	Roy Atkinson,	Management Analyst, Altoona
Region 2	Richard Downey,	Village Administrator, Kronenwetter
Region 3	Joel Gregozeski,	Village Administrator, Ashwaubenon
Region 4	Brad Hanson,	City Administrator, Tomah
Region 5	Matt Schuenke,	Village Administrator, McFarland
Region 6	Jennifer Keller,	Village Administrator, Jackson
Region 7	Tyler Burkart,	Assistant Village Manager, Shorewood
Region 8	Casey Griffiths,	Administrator/Clerk-Treasurer, Wind Point
Region 9	Kevin Lahner,	City Manager, Waukesha
Past President	Dave DeAngelis,	Village Manager, Elm Grove

County Representative

Kathryn Schauf	County Administrator, Eau Claire County
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Committees

Ethics Committee

- Review and make disciplinary recommendations regarding ethics complaints filed against members;
- Answer ethics questions that members may have (work with ICMA as necessary);
- Work to ensure high quality ethics amongst members; and
- Make recommendations to the Professional Development Committee on ethics training sessions.

The Code of Ethics can be found on [page 10](#) of this manual.

Committee Chair: Tamara Mayzik
Vice Chair: Diane Wessel

Committee Members: Steve Barg, Casey Bradley, Patrick Brever, Cameron Clapper, Bradley Hanson, Michael Hawes, Will Jones, Alex Kaker, Scott Kluver, Shawn Murphy, Aaron Oppenheimer, Aaron Reeves, Peggy Steeno, Kayla Thorpe, and Brian Wilson

Membership Development & Services Committee

- Work with Senior Advisors to assist Members in Transition (MIT);
- Assist in recruitment and retention of new and existing members;
- Monitor web site and make recommendations for changes;
- Collaborate with Emerging Leader Committee and Women's Leadership Committee to ensure success of coaching program for WCMA;
- Develop high quality professional development sessions;
- Assist Regional Coordinators with meeting educational needs;
- Partner with other public sector associations if it is beneficial to both associations;
- Monitor ICMA programs that would be of assistance to organization;
- Increase the use of PARC system;
- Make recommendations on who may use the PARC system;
- Conduct member survey on programs and services; and
- Explore other forms of social media for use by organization.

Committee Chair: Nathan Thiel
Vice Chair: Noah Wiedenfeld

Committee Members: Brandon Bledsoe, Casey Bradley, Bill Chang, Sharon Eveland, James Fenlon, Scott Kluver, Adam Ruechel, Matt Schuenke, Tim Schuenke, and Diane Wessel

Conference Planning & Development Committee

- Work with the Executive Director to plan the annual conferences and professional development events;
- Develop list of topics;
- Develop a list of speakers/presenters;
- Assist at the conferences as needed;
- Assist Regional Coordinators with educational needs for regions;
- Provide webinars for training;
- Work with other Professional Organizations to conduct joint training sessions/topics;
- Provide education, resources and/or volunteers to local schools and colleges & universities; and
- Develop a communications plan for organization.

Committee Chair: Matt Heiser

Committee Members: Pallin Allen, Steve Barg, Brandon Bledsoe, Travis Coenen, Richard Downey, Benjamin Krumenauer, Sam Liebert, John Major, Andrew Mayo, Cory Poris-Plasch, Gerianne Prom, Mark Rohloff, Adam Ruechel, Brian Ruechel, and Chris Swartz

Scholarships, Awards & Recognitions

- Market, review and make recommendations for intern programs;
- Develop a communications plan for success stories, bios and management;
- Review nominations for and make awards at summer conference;
- Institute a recognition program for best practices; and
- Assist in the recognition of members who have reached milestones in their careers.

Committee Co-Chairs: Todd Schmidt, Awards
Matt Giese, Scholarships

Committee Members: Kevin Ausman, Tim Blakeslee, Cameron Clapper, Travis Coenen, Shawn Murphy, Aaron Reeves, and Brian Wilson

Women's Leadership Committee

- Provide leadership, growth and development opportunities for women across the state to come together and support & learn from each other;
- Promote professional development/training/support for women in the profession;
- Collaborate/support the Emerging Leaders Committee;
- Plan opportunities for women leaders to build and develop relationships;
- Assist Regional Coordinators with meeting educational needs of women leaders;
- Develop high quality professional development sessions;
- Partner with other public sector associations if it is beneficial to both associations;

- Mentoring and support for women leaders facing challenges in the profession;
- Collaborate with Membership Development and Services and Emerging Leader Committee to ensure success of coaching program for WCMA.

Committee Chair: Sharon Eveland
 Vice Chair: Kathryn Schauf

Committee Members: Inga Cushman, Sara Danz, Rebecca Ewald, Jami Gebert, KateLynn Harrigan, Jennifer Keller, Rebecca LeMire, Lori Luther, Nicola Maurer, Kelsey McElroy-Anderson, Gaylene Rhoden, Sara Shnoor, Tori Straw, Kayla Thorpe, Michelle Tucker, Dawn Wagner, and Diane Wessel

Emerging Leaders Committee

- Collaborate with Women's Leadership and Membership Services Committee to establish coaching program for WCMA;
- Assist with the development of educational programs and conference sessions at both conferences;
- Assist Regional Coordinators with meeting educational needs of Emerging Leaders;
- Plan opportunities for Emerging Leaders to build relationships;
- Develop high quality professional development sessions;
- Partner with other public sector organizations if it is beneficial to both associations;
- Assist in recruitment and retention of new and existing Emerging Leaders; and
- Provide education, resources and/or volunteers to local schools and colleges and universities to promote professional local government management as a career option.

Committee Chair: Erin Hirn
 Vice Chair: Travis Coenen

Committee Members: Benjamin Andrew, Roy Atkinson, Kevin Ausman, Tyler Burkart, Travis Coenen, KateLynn Harrigan, Tom Harrigan, Jennifer Keller, Sam Liebert, Kelsey McElroy-Anderson, Caz Muske, Zach Navin, Mike Pederon, Eric Ryer, and Justin Schoenemann

Nominating Committee

Committee Members: Aaron Oppenheimer, Kayla Thorpe, and Dave DeAngelis

Professional Development Committee

- Work with the Executive Director to plan professional development events
- Develop list of topics
- Develop a list of speakers/presenters
- Assist at the conferences as needed
- Assist Regional Coordinators with educational needs for regions
- Provide webinars for training
- Work with other Professional Organizations to conduct joint training sessions/topics
- Provide education, resources and/or volunteers to local schools and colleges & universities
- Develop a communications plan for organization.

Committee Chair: Randy Reeg
 Vice-Chair: Kevin Lahner

Committee Members: Brandon Bledsoe, Inga Cushman, Aaron Jenson, Benjamin Krumenauer, Gaylene Rhoden, Kathryn Schauf, Michelle Tucker, and Brian Wilson

Diversity, Equity, and Inclusion Committee

WCMA's Diversity, Equity, and Inclusion (DEI) Committee was formed in early 2021 by Board vote and the recommendation of the DEI Task Force (Aaron Oppenheimer, Chair), formed in 2019. The committee's mission is to improve the promotion of the profession to diverse populations and prioritize inclusiveness within the Association and the profession.

The goals of the committee include:

1. Learning and Listening
2. Engaging
3. Reforming

Committee Chair: Sam Liebert

Committee Members: Tyler Burkart, Bill Chang, Travis Coenen, Sharon Eveland, Michael Hall, Alli Hoebing, Melissa Hunt, Abigail Monrroy, Rebecca LeMire, Sam Liebert, Andy Pederson, Cory Poris-Plasch, Thomas Skuzinski, and Bridget Souffrant

Wisconsin City/County Management Association

Fiscal Policy and Procedures





Wisconsin City County Management Association

Memo to the Board of Directors

This memo will provide a brief overview of the main topics from the Fiscal Policy that apply directly to the Board of Directors. The overall goal is to clarify roles and responsibilities and ultimately ensure that the organization's financial data is an accurate and reliable basis for organizational decision making.

- I.** **Appropriate Documentation of Transactions:** All transactions must be clearly documented. For the Financial Administrator to start processing a check request the individual must provide an invoice or receipt with a short summary of the business purpose.
- II.** **Approvals, Authorization, and Verification:** Each expenditure requires authorization from the Executive Director. The Financial Administrator cannot remit payment without this approval. Any expenditure over the amount of \$10,000 requires approval of both the Treasurer and the Executive Director. Allow appropriate processing time for each check request.
- III.** **Invoice and Approval Process:** Payments shall not be distributed until services are performed to the reasonable expectations of WCMA. All invoice approvals of expenditures should be in accordance with the approved budget for the year. Expenditures not approved through the budget process will need Board approval.
- IV.** **Financial Planning:** Each year, WCMA will prepare and adopt a balanced budget. Revenue and expenses will be based off an analysis of prior years' amounts, with the goal of paying for recurring expenses with recurring revenue. The budget should be presented to the Board for input no later than last Board meeting before the end of the fiscal year.
- V.** **Reserve Policy:** WCMA will maintain a fund balance designation for fiscal cash liquidity purposes, (i.e., fiscal reserve), that will provide enough cash flow to adequately cover short-term and long-term financing needs.

Undesignated fund balances, plus the designation for fiscal cash liquidity purposes, at the close of each fiscal year, should be equal to no less than 50% of annual operating expenses. WCMA will maintain appropriated contingencies to provide for unanticipated expenditures.

- VI.** **Debit/Credit Cards:** WCMA has a check card for the Executive Director of the association. This check card is to be used on an 'as-needed' basis for pre-approved expenditures that would make the standard check-writing procedure inconvenient - in terms of time and necessity. All credit card purchases should be reported to the Financial Administrator for record-keeping, and subsequently approved by the Treasurer and the Executive Director.

Conclusion: These are just the main topics that pertain to the executive committee, but the following policy can be referred to for explanations and clarification. By having this fiscal policy and procedures set in place it should mitigate confusion and risk within WCMA



Wisconsin City/County Management Association

Fiscal Policy Q&A

What is a fiscal policy?

A Fiscal Policy ensures appropriate spending and collection of revenue. The following policy will help:

- Protect the assets of the organization.
- Ensure the maintenance of accurate records of the organization's financial activities.
- Provide a framework for the organization's financial decision making.
- Establish operating standards and behavioral expectations.
- Serve as a training resource for staff.
- Ensure compliance with federal, state, and local legal and reporting requirements.

What are internal controls?

Internal controls are policies and procedures designed to help WCMA detect and prevent errors. Strong internal controls are important to provide a reasonable level of assurance that WCMA's plan is operating properly.

What is the goal of creating a fiscal policy?

To clarify roles and responsibilities and ultimately ensure that the organization's financial data is an accurate and reliable basis for organizational decision making.

What kind of document is this?

This document is a fiscal policy. A fiscal policy is not legally binding and is considered more of a plan or guideline.

Can this policy be changed?

The fiscal policy is determined to set the best practices for financial management, which can constantly be changing. Therefore, it can be updated as need be or when reviewing the systems/processes from the previous year. The best practice is to update the policy at the same time the annual budget is approved.

Who is involved?

A combination of the decision makers (Board members) and those who will be implementing them daily (staff, officers, etc.). Although, the Board has the final approval of the fiscal policy.

How should this document be used?

To reduce confusion and risk within WCMA. This document can be referred to for explanations and clarification on the different processes that WCMA uses.

MISSION STATEMENT

The Wisconsin City Management Association will promote and support professional local government management. Its members will adhere to the highest ethical standards and promote those standards within their jurisdictions. WCMA will foster continuing professional development for its members. It will serve to maintain linkages among professionals in local government and provide support and counsel to them. In cooperation with other associations, WCMA may lobby on behalf of local government to state and federal agencies and legislatures.

STATEMENT OF POLICY PURPOSE

Wisconsin City/County Management Association (“WCMA”), and its governing body, the Board of Directors, (the “Board”), is responsible to the membership to carefully account for all public funds, to manage WCMA finances wisely, and to plan for the adequate funding of services desired by the membership. These policies of the Board are designed to establish guidelines for the fiscal stability of WCMA, and to provide guidelines for the administrative support service of WCMA.

These policies will be reviewed and updated periodically and will be presented to the Board for approval as part of the Annual Operating Budget.

Policy Goals

This fiscal policy is a statement of the guidelines and goals that will influence and guide the financial management practices of WCMA. A fiscal policy that is adopted, adhered to, and regularly reviewed is recognized as the cornerstone of sound financial management. Effective fiscal policy:

Contributes significantly to WCMA’s ability to insulate itself from fiscal crisis,

- Promotes long-term financial stability by establishing clear and consistent guidelines,
- Directs attention to the total financial picture of WCMA rather than single issue areas,
- Promotes the view of linking long-term financial planning with day-to-day operations, and
- Provides the Board and the membership a framework for measuring the fiscal impact of desired services against established fiscal parameters and guidelines.

To these ends, the following: controls, accounting, revenue, expenditure, and investment guidelines will help adhere to these goals.

I. Controls

A. Duties

Segregation of duties between custody, authority, and record keeping are crucial. Since WCMA is a small non-profit, the Executive Director and Treasurer are heavily involved in the cash inflow/outflow of the association

Executive Director – The Executive Director is responsible for signing all checks, reviewing monthly expenditures and income, recommending, updating, and implementing financial policies, and preparation of the yearly budget.

Treasurer – The Treasurer is responsible for the safeguard of WCMA's assets by approving expenditures over \$2,500 before payment is made and representing the financial interest of WCMA at Board meetings. If the Treasurer is unable to provide approval in a timely fashion, the President shall also have approval authority over expenditures over \$10,000. The Treasurer assists in the creation of the budget.

President – The President presents the budget to the Board for approval.

Financial Administrator – The Financial Administrator is responsible for recording all revenues and expenses, preparing checks, depositing payments, preparing necessary financial statements for Board meetings, managing online services, conference financial analysis and financial reports, and reconciling bank statements to the QuickBooks records at the end of each month.

Board – The Board oversees the ultimate stewardship of financial assets – including purpose, planning, and execution of financial policies. The Board is to review each month's financial statements, approve the following year's budget, and approve management contracts.

B. Approvals, Authorization and Verifications

All expenditures are to be authorized directly by the Executive Director any expenditure over \$2500 must also be approved by the Treasurer. The Financial Administrator cannot remit payment without their approval.

WCMA approves a detailed budget annually, and almost all expenditures should be accounted for. If the expenditures were not already budgeted, further approval will need to be made before making the purchase. Contact the Treasurer and the Financial Administrator with the business purpose of each expenditure and the amount. This requested will need to be approved by the Board.

Only the Executive Director has check-signing authority.

C. Appropriate Documentation of Transactions and Internal Control

All transactions and other significant events must be clearly documented, and the documentation should be readily available for examination.

Check Requests

Payments will not be made out to vendors without proper documentation received by the Financial Administrator. Proper documentation includes:

1. Cover page that clearly defines the check number, amount, purpose, payee, and signature of the Executive Director.
2. Invoice for the requested payment with a short summary of the purpose.
3. Document showing the Treasurer's approval for amounts over \$2500, which normally occurs through e-mail.
4. Part of the voucher check.

To ensure easy access to documentation the above will be filed after check disbursement and kept for seven years.

Deposits

WCMA accepts checks, cash and credit card payments made through the WCMA website. All Deposits should be made on a timely basis. The processes to ensure adequate documentation are as follows:

2A. Cash

Check and credit card payments are encouraged for all transactions, on the occasion that WCMA accepts cash a receipt should be issued to the payee and retained for records and delivered to the financial administrator with the corresponding currency. The receipt should be initialed by at least two people to confirm the accuracy. The receipt is then attached to the deposit documentation.

2B. Checks

Voucher checks are typically received.

WCMA shall employ a separation of duties triangle as it pertains to mailed payments 1) recording 2) depositing and 3) confirming deposit receipt. A different employee shall complete each step of the process and the employee who confirms the deposit receipt must confirm that the amount recorded and the final deposit receipt are absent of any discrepancies.

2C. Proper documentation of a cash and/or check deposit:

1. QuickBooks deposit slip summary.
2. Deposit receipt from the bank.
3. Initialed payments received log
4. receipt for cash if deposit includes cash

All deposit documentation will be filed and kept for seven years.

All checks should be restrictively endorsed "For Deposit Only Wisconsin City/County Management Association."

2D. Online Services

WCMA processes credit card transactions through PNC Bank. Credit card payments are then transferred to the WCMA checking account through PNC Merchant Services. These transactions are to be reconciled monthly with the statement from PNC.

Bank Statements

Bank statements are reconciled monthly by the Financial Administrator. The Executive Director reviews the bank reconciliations prepared by the Financial Administrator and crosschecks them against supporting documentation for approval. Once completed, the Executive Director will sign off on the bank reconciliation. The Proper documentation of WCMA's checking and savings account:

1. Monthly checking account bank statement.
2. Monthly money market account bank statement.
3. QuickBooks reconciliation summary.
4. QuickBooks reconciliation detail.
5. Initial and date from the Financial Administrator from the day the reconciliation was completed and the initial and date from the Executive Director from the day the reconciliation was reviewed and approved.

Write-Offs

At the end of each month, the Financial Administrator shall review and create a report of both the organization's receivables and Quickbooks general journal ledger for each account. The Executive Director will then approve of and sign off on these reports.

The Executive Director, Treasurer, and Financial Administrator shall discuss any transactions overdue for a time period of one year or more. In this review period, the collectability of the accounts should be discussed while referring to the historical collection experience of the customer's previous accounts. If many of the past receivables were outstanding for more than a year, it can be determined that the accounts be written-off. If decided that these receivables are not able to be collected, they should be written-off by the Financial Administrator after proper authorization from the Executive Director and Treasurer.

Budgeted Request

Expenditures already included in the budget should be reasonable, acceptable, and within the budgeted amount.

The person initiating a request for payment should submit the request to the Executive Director and Financial Administrator, along with a description of the expense which would indicate the line item of the budget. An electronic signature is accepted. The Financial Administrator will prepare a check request form and check. The executive director will approve the request, sign the check and return to the Financial Administrator for mailing and filing.

Unbudgeted Request

If an expense has not been budgeted, Board members should adhere to these guidelines: Before making the purchase- further approval will need to be made. Contact the Treasurer and the Financial Administrator with the business purpose of each expense and the amount. This requested reimbursement will need Board approval. If the purchase is made without first receiving approval there is a possibility of not receiving reimbursement.

D. Data Security

Sensitive information is protected from unauthorized access. Each account that WCMA maintains will undergo a change of password no less than once per year.

To gain initial access to WCMA's records and documentation, a request will have to be made to the system administrator at the Center for Governmental Studies. To update or download additional systems or records (as needed), requests will also need to go through the system administrator.

E. Physical Asset Security

Assets (such as laptops) are secured to protect against theft and unauthorized users. These assets will always be in a locked room when not in use. Keys will be maintained by the Center for Governmental Studies WCMA staff.

F. Performance Reviews and Supervision

Performance reviews and supervision are needed to ensure that adequate organizational goals are achieved. The Financial Administrator is responsible for providing the necessary financial statements at Board meetings- Profit & Loss Budget vs. Actual, and the Balance Sheet. Board meetings are held quarterly and that is when the Financial Administrator's work will be reviewed. Once the reports are completed, they will be sent out for review by the Executive Director and Treasurer. After approval, they will be made available to the entire Board to view, discuss, and approve at their meetings. It is important that these documents are reviewed for their current performance when compared to the budget to monitor any unexpected irregularities that could have occurred and need to be followed up with.

G. Insurance

Carrying liability insurance is an option that is exercised for the Association's own protection. Board members and the Executive Director are responsible for exercising reasonable care over the assets of their association. Therefore, every year WCMA purchases Directors and Officers Liability coverage to protect itself and its officers and directors. WCMA also maintains a Fidelity Bond and General Liability coverage.

II. Accounting**A. General**

WCMA has an operating interest-bearing checking account and three money market accounts and maintains accounting records through QuickBooks. The Executive Director receives

monthly bank statements for both accounts, which are to be reconciled to the QuickBooks file each month by the Financial Administrator. All payments should be made by check or credit card, never cash.

B. Reserve Policy

WCMA will maintain a fund balance designation for fiscal cash liquidity purposes, (i.e., fiscal reserve), that will provide enough cash flow to adequately cover short-term and long-term financing needs.

Undesignated fund balances, plus the designation for fiscal cash liquidity purposes, at the close of each fiscal year, should be equal to no less than 50% of total annual operating expenses. WCMA will maintain appropriated contingencies to provide for unanticipated expenditures.

If a circumstance arises that results in the possible use of the reserve, the Treasurer will submit a request to the Board for approval. This request should include the amount, a detailed plan of how the reserves will be used, and how they will be replenished. The Board will analyze the current amount of the reserve, the overall likelihood of the reserve being replenished, and whether the request is consistent with the reserve's purpose. The reserve should be replenished back to the target minimum balance within six months unless expressly directed otherwise by the board of directors.

C. Financial Planning

Each year, WCMA will prepare and adopt a balanced budget that will cover the calendar year January 1 through December 31. Revenue and expenses will be based off an analysis of prior years' amounts, with the goal of paying for recurring expenses with recurring revenue. The budget process should ensure *all* aspects of operations and expenditures are reviewed to determine whether needed and delivered to the membership at a level that will meet real needs as efficiently and effectively as possible. The budget should be presented to the Board for input no later than last Board meeting of the fiscal year. The goal of the budget is to allocate resources that will effectively and efficiently serve WCMA's stakeholders.

D. Financial Reporting

WCMA operates on a calendar year ending December 31 under a modified accrual method of accounting. All reports are compiled under the practices best suited to a small not-for-profit organization. WCMA's reporting system will also provide monthly and yearly information on the total cost of specific services by type of expenditure and revenue.

WCMA will hire an independent CPA to compile the yearly Form 990. WCMA will engage an independent firm of certified public accounts to perform a financial and compliance audit every two years and a financial review in the off-years according to Generally Accepted Auditing Standards, (GAAS), and will have these accountants publicly issue an opinion which will be incorporated in the Comprehensive Annual Financial Report. If there are financial concerns, the Executive Board can call for an audit at any time.

III. Revenue

A. General

Revenue will be conservatively estimated and regularly reviewed to ensure accuracy and completion. It is the responsibility of the association to design and implement effective processes for revenue collection for its customers. All checks received should be deposited in a timely manner.

B. Job Ad Revenue

Job ad posting fees are to be invoiced at the time of posting.

C. Dues

The Executive Director, and Financial Administrator will document and analyze the members, member type, and monetary amounts compared to prior quarters.

D. Conference

WCMA members are required to register as paid attendees for WCMA's conferences and register at member rate.

Speakers at WCMA conferences who are WCMA members and plan to attend the WCMA conference sessions outside of the one at which they are speaking are required to register as paid attendees for the conference and register at the member rate

Speakers that are non-members speakers are also eligible to register for the conference at the WCMA member rate.

IV. Expenditures**A. General**

Expenditures for WCMA will be spent on items/services that further our mission. All expenditures shall be paid in the form of a check or credit card never with cash.

B. Invoice & Approval Process

Payments will not be made out to vendors without proper documentation received by the Financial Administrator, and approval by the Executive Director and the if over \$10,000, approval of the Treasurer. Payments shall not be distributed until services are performed to the reasonable expectations of WCMA. All invoice approvals of expenditures should be in accordance with the approved budget for the year. Expenditures not approved through the budget process will need Board approval.

The Board will monitor expenditures throughout the year. Any check made out to vendors not cashed within 8 weeks of it being sent, will be followed up with phone call to vendor to check on the status of the check, and void check if necessary.

C. Debit/Credit Cards

WCMA possesses a credit card for use by the Executive Director. This card is to be used on an 'as-needed' basis for pre-approved expenditures that would make the standard check-writing

procedure inconvenient - in terms of time and necessity. All debit/credit card purchases should be reported to the Financial Administrator for record-keeping, and subsequently approved by the Treasurer and the Executive Director. The Executive Director should not be approving his/her own expenses, and therefore, only the Treasurer will approve of expenses when relating directly to the debit card for the Executive Director.

D. Reimbursement Policy on the reimbursement for board, scholarship and speaker expenses

WCMA will reimburse board members, scholarship winners, and speakers for reasonable travel expenses. It is the responsibility of the individual to make their own travel arrangements, including hotel reservations. Board members, speakers, and scholarship winners are encouraged to use the most economical means of travel and all expenses must follow the guidelines below. Receipts must be submitted for all expenses. Please submit reimbursement requests to WCMA. Expenses submitted after 30 days of being incurred will not be reimbursed.

Air Travel

Whenever possible, please arrange round-trip coach airfare at least 30 days before the event. WCMA will reimburse air travel at the "coach" rate.

Ground Travel

If you are driving to the conference, automobile mileage will be reimbursed at IRS per mile rate. If a rental car is needed, all receipts must be submitted to WCMA as part of the reimbursement request.

Lodging

Hotel reservations for scholarship winners and board members traveling on WCMA business will be reimbursed. Hotel reservations for WCMA conference speakers will be placed on the master account. Board members and scholarship winners must make their own hotel reservation.

Board members and scholarship winners will pay all hotel expenses upon checkout and will be reimbursed per receipt records. Please note that alcohol, movies, telephone calls and other amenities will not be reimbursed for any speakers, board members, or scholarship winners.

Meals

Meals not provided at the conference will be reimbursed at the following per diem rates:

Breakfast: \$15 Lunch: \$20 Dinner: \$45.

E. Investment Guidelines

WCMA will conduct an analysis of cash flow needs on an on-going basis. Disbursements, collections, and deposits of all funds will be scheduled to insure maximum cash availability and investment potential.

The Board will invest WCMA revenue to maximize the rate of return while maintaining a low

level of risk. All investments will be only FDIC or NCUA insured investments. WCMA will periodically review contractual consolidated banking services.



Wisconsin City/County Management Association

Nomination of Officers Policy

Statement of Policy Purpose

As an organization that values integrity, transparency, professionalism and ethics, WCMA views the nomination of its officers as the highest responsibility of our board of directors. Candidates forwarded for our memberships' consideration should be vetted through an open, comprehensive and transparent process. To ensure this occurs, the board of directors has approved a policy governing the nominating committee's review and selection process.

I. Posting/Interview Process

Each year, the nominating committee will distribute a request for interested candidates to submit their letter of interest for vacant positions on the executive committee to WCMA's Executive Director. The Committee will, to the best of its ability, ensure that this communication reaches all the eligible members of our organization.

After the deadline to submit letters of interest has expired the applicant names will be distributed by the executive director to all board members. In addition to providing each person's name, the executive director will include how many times each applicant has submitted their letter of interest in the past.

The nominating committee shall meet to review the candidates. Each candidate will be interviewed by the members of the committee. The interview questions will be the same for all candidates and will be approved by the executive director prior to conducting the interviews.

II. Selection Criteria

The nominating committee will base their scoring on the following criteria:

- Proven leadership ability
- Personal Integrity/Professional ethics
- Previous experience
- Regional Coordinator
- Chair/Vice-Chair of a WCMA Committee

- Active contributor on a WCMA Committee
- Level of commitment to the organization and availability
- Diversity-including age, gender, ethnicity, race, disabilities
- Membership and/or participation in affiliate organizations such as International City/County Management Association (ICMA), League of Wisconsin Municipalities, etc.

III. Nomination

After the completion of all the interviews the nominating committee shall rate the candidates in order of preference. The candidate that has been selected by the nominating committee will be presented to the board of directors during their meeting at the Summer Conference. This shall occur prior to the nominee being presented for approval at the annual business meeting.

WCMA Internship Grant Program

Revised June 24, 2020

Statement of Policy Purpose

The WCMA Board of Directors has identified the importance of preparing the next generation of public managers for the responsibility of leading our public institutions. Preparation through internships within local governments will inspire students to learn about the profession and potentially devote their careers to public service. In addition, the valuable experience provided through internships will prepare these individuals for the challenges and opportunities of a career in public service.

WCMA will provide funding for both summer and year-round internship programs which must be matched by the local county or municipality. The summer internship program is established with the goal to create a sustainable undergraduate or graduate summer internship program to attract top talent into the profession. However, the county or municipality that is applying does not have to create an ongoing internship program to qualify for the grant. This could be for a onetime internship within a county or municipality.

The second program is designed as a year-long program-based internship targeted at graduate students, but undergraduate internships will be considered. WCMA will provide funding in its annual budget to assist counties and municipalities with creating internship programs that continue beyond the tenure of an individual student. The funding would be greater in the initial year and decrease in each sequential year to assist the municipality with phasing the program into their annual budget.

I. Internship Programs

Summer Internship

WCMA will provide the host agency with a check in the amount of the grant award, not to exceed \$2,000, to be matched by the host organization. The host agency and the intern will determine the appropriate start and end dates for the internship, work schedule, and pay rate, based on the total internship budget (which may be greater than \$4,000, based on the duration and budget of the host organization; however, the WCMA funded sponsorship shall not exceed \$2,000 regardless of the overall host organization budget). WCMA funds are to be used solely for this program. Payment to the organization by WCMA will be made upon verification to WCMA that the successful county or municipality has hired an intern.

The internship program can be used to sustain an existing internship position; however, priority will be given to new internship positions in the organization. Summer internships can be designated for graduate or undergraduate students. Managers are encouraged to secure

matching funds prior to applying. Internships shall take place during the calendar year in which the scholarship grant has been provided.

Year-Round Internship

While WCMA grant funding for year-round internships are mostly designed and targeted towards graduate level work, WCMA will still consider applications for year-round undergraduate internships. WCMA will provide the host agency a check per the following schedule:

Year 1 allotment will be \$4,000
 Year 2 allotment will be \$3,000
 Year 3 allotment will be \$2,000
 Year 4 internship will be fully funded by organization

The host agency and the intern will determine the appropriate start and end dates for the internship, work schedule, and pay rate, based on the total internship budget (which may be greater than allotted funds, based on the duration and budget of the host organization; however, the WCMA funded sponsorship shall not exceed the budgeted amount in any given year regardless of the overall host organization budget). The county or municipality must demonstrate in the application the desire to use the intern for at least one full year. WCMA funds are to be used solely for this program. Payment to the organization by WCMA will be made upon verification to WCMA that the successful county or municipality has hired an intern. The internship program can be used to sustain an existing internship position; however, priority will be given to new internship positions in the organization. Internships shall start their year-round internship during the calendar year in which the scholarship grant has been provided. Managers are encouraged to secure matching funds prior to applying.

WCMA Scholar Internship Program Timeline

March 1: Internship grant proposals due from cities, villages, towns, and counties interested in hosting a WCMA Scholar Internship.

March 15: Scholarship and Awards Committee selects and ranks cities, villages, towns, and counties. Based on the quality or number of applicants, it is possible in any given year that no intern scholarship will be awarded.

April 1: Finalist municipalities/counties are contacted in the order of ranking to determine funding availability. Organizations will be contacted until all grant funds are awarded.

June 1 (for summer interns): Finalist cities, village, towns, or counties notify WCMA of funding for matching share and the time-period for the grant.

August 1 (for year-round interns): Finalist cities, village, towns, or counties notify WCMA of funding for matching share and the time-period for the grant.

If the budgeted amount of grant funding is not distributed to the grant-winning organizations due to the inability to secure an intern or if there is money left over after grant awards are made, other organizations may submit an internship grant proposal for unspoken funding if they identify the need for an intern. The organization must submit a proposal per the guidelines above.

II. Award of Grant Funds

Award of the grant will be based on the following:

- Matching funds are required to receive a grant award
- A grant submittal must include a position description containing the type of work to be completed by the intern and a plan detailing how the county or municipality will contribute to the intern's education and exposure to the different aspects of county or municipal management
- Applicants who have not received a previous award will be given preference

There will be an agreement between WCMA and the organization receiving the graduate level program grant. The amount of a grant award is determined by the number of applicants and availability of funds. The Association has the right to terminate the agreement for any reason upon ninety (90) days advanced written notice of intention to terminate. The Association has the right to terminate the agreement for any reason upon ninety (90) days advanced written notice of intention to terminate.

WCMA Member Awards Program

“An award honoring and acknowledging outstanding achievement as a local government management professional in the State of Wisconsin.”

Guidelines

A. Purpose

The Member Awards Program Award serves to honor and acknowledge outstanding individual achievement in local government management in the State of Wisconsin. Individual achievement may be described as anyone or combination of the following:

1. Recognizing significant positive and dignified career contributions to the profession of local government management and to the communities for which we serve.
2. Recognizing significant contributions by creating innovation, demonstrating dedication and/or implementing successful programs and services to the betterment of Wisconsin communities.
3. Profound service to the profession by enabling the advancement and growth of the local government management profession and/or WCMA.
4. Recognizing efforts that facilitate the development of new talent and/or career development programs for local government employees interested in pursuing the profession of local government management.

B. Award Categories

1. Meritorious Service Award - This award shall be presented to a WCMA member who qualifies as a full WCMA member and whose service speaks to any or all of the four purposes identified in Item A above.
2. Futures Award - This award shall be presented to a WAMCAM member (who qualifies as a full or student WAMCAM member) or WCMA member and whose service speaks to any or all of the four purposes identified in Item A above. (will change pending board approval)
3. Outstanding Program Award – This award is designed to recognize outstanding programs that a member has been responsible for creating and/or implementing. Members may nominate their own programs for this award.

C. Administration & Process

1. Nominations

a. Who may nominate?

Nominations shall be actively sought from WCMA members, local elected officials, and other local government professionals (i.e., department heads, supervised staff, etc.). With the exception of the Outstanding Program Award, members are not eligible to self-nominate. The Awards Committee is also allowed to provide nominations. The Awards Committee shall utilize various

publications and state associations to advertise the request for nominations, such as newsletter, website, regional meetings, e-mail broadcast, League of Wisconsin Municipalities, Wisconsin Towns Association, Wisconsin Counties Association, Wisconsin Clerk's Association, Wisconsin Governmental Finance Officers Association, etc.

b. Minimum Award Eligibility Qualifications

In order to be eligible to receive an Award, the nominee must meet all of the following minimum criteria:

- Nominee is a member in good standing of WCMA, as applicable to the Award Categories identified in item B above.
- Nominee has no pending ethical inquiries or ethical public censures.
- Nominee has not received the same Award within the past 10 years.
- Nominee for Futures Award are limited to members in their first 5 years of local government management.
- Nominee for Meritorious Service Award must have a minimum of 20 years of local government management.

c. Nomination Form - See Attached

2. Schedule

- Mid-February - Awards Committee meets to prepare for upcoming nomination process.
- March - Nominations open and promoted at March Conference
- April 10 - Nominations closed
- April - Awards Committee meets to prepare recommendation to WCMA Board.
- May - WCMA Board receives recommendation from Awards Committee and considers approval of award recipients.
- June - Awards announced and presented at the Annual Conference.

3. Awards Committee

The nine regional coordinators shall serve as members of the Awards Committee. The WCMA President shall appoint a chair from amongst the regional coordinators. The purpose of the committee is to promote the awards program, coordinate the nomination process, review nominations, provide award recommendations to the Executive Board, annually determine the physical nature of each award, and carry out detailed tasks related to administration of the awards program (i.e., press releases, etc.). If any member of the committee is nominated for an award, he or she shall be dismissed from the committee for that particular year.

4. Final Selection

The final selection of award recipient(s) shall be completed by the Executive Board prior to the June Annual Conference. In any given year, no more than one (1) award from each award category shall be presented. The Executive Board may make a determination, in the case of special circumstances, to allow multiple awards from a

specific award category. However, such practice shall not be regular practice and should be carefully determined. If the nominations provide no justifiable award recipient(s) based on the review of the Awards Committee and/or Executive Board, it is within reason for no awards to be granted.

5. Presentation

Presentation of the awards shall occur during an Annual Conference event. The recipient(s) shall be provided a plaque or similar item to memorialize their award. A running list of all past and current award recipients shall be posted on the WCMA website and published in the annual membership roster. A representative(s) of the Awards Committee and/or the Executive Board shall also present the award during a meeting of the recipients governing body.

The Wisconsin City/County Management Association (WCMA) is asking for nominations for its annual Awards program.

The Award honors and acknowledges outstanding individual achievement in local government management. Individual achievement may be described as anyone or combination of the following: 1. Recognizing significant positive and dignified career contributions to the profession of local government management and to the communities for which we serve, 2. Recognizing significant contributions by creating innovation, demonstrating dedication and/or implementing successful programs and services to the betterment of Wisconsin communities, 3. Profound service to the profession by enabling the advancement and growth of the local government management profession and WCMA, and 4. Recognizing efforts that facilitate the development of new talent and/or career development programs for local government employees interested in pursuing the profession of local government management.

The Award categories are Meritorious Service Award (presented to a WCMA member with a minimum of 20 years of local government management), Futures Award (presented to a WCMA member in their first 5 years of local government management), and Outstanding Program Award (presented to a WCMA member to recognize an outstanding program that a member has been responsible for creating and/or implementing.)

To submit an Award nomination, send the following nomination form by April 30 to Todd Schmidt, Scholarship, Awards, and Recognition Committee Co-Chair at tschmidt@waunakee.com.

Nomination Form

The WCMA MEMBER AWARDS PROGRAM NOMINATION FORM

“An award honoring and acknowledging outstanding achievement as a local government management professional in the State of Wisconsin.”

AWARD CATEGORY (check one): Meritorious Service Award Futures Award Outstanding Program Award

Name of Nominee: _____

Title / Organization: _____

Address: _____

Phone: _____ E-Mail: _____

Qualifications for Award Nomination

Attach a narrative no longer than 1 - 2 pages describing why the nominee is deserving of the award, based on the award purpose shown below.

The WCMA Awards Program serves to honor and acknowledge outstanding individual achievement in local government management in the State of Wisconsin.

Individual achievement may be described as anyone or combination of the following:

1. Recognizing significant positive and dignified career contributions to the profession of local government management and to the communities for which we serve.
2. Recognizing significant contributions by creating innovation, demonstrating dedication and/or implementing successful programs and services to the betterment of Wisconsin communities.
3. Profound service to the profession by enabling the advancement and growth of the local government management profession and/or WCMA.
4. Recognizing efforts that facilitate the development of new talent and/or career development programs for local government employees interested in pursuing the profession of local government management.

Name of Individual Submitting Nomination: _____

Title / Organization: _____

Address: _____

Phone: _____ E-Mail: _____

Nominator Signature: _____ Date: _____

Thank you!

Todd Schmidt
Scholarship, Awards, and Recognition Committee Co-Chair

	<u>2021</u> <u>WCMA</u> <u>Approved</u> <u>Budget</u>
Ordinary Income/Expense	
Income	
Program Income	
Dues	
Coming Year Membership Dues	
Membership Dues	52,000.00
Total Dues	52,000.00
Professional Development Event	
Women's Leadership Conference	5,000.00
Govapalooza	5,000.00
Summer Conference	35,000.00
Winter Conference	3,000.00
Total Program Income	100,000.00
Other Income	
Convenience fee	450.00
Interest Income	100.00
Job Advertising-Website	2,500.00
Miscellaneous	
Senior Advisor Income-ICMA Reimb.	2,000.00
Sponsorship Income	
ICMA Dinner	1,500.00
Internship Grants	8,905.00
Newsletter Advertising	7,000.00
Summer Conf Sponsorship	22,495.00
Summer Conf Social Event	1,500.00
Summer Conf 5K run/walk	200.00
Winter Conf Social Event	
Winter Conf Sponsorship	9,900.00
Total Sponsorship Income	51,500.00
Total Other Income	56,550.00
Total Income	156,550.00
Gross Profit	156,550.00
Expense	
Accounting Fees	\$ 1,100.00
Audit	10,000.00

Awards	875.00
ICMA Coaching Program	1,000.00
Contract Services	42,865.00
ICMA Conference Scholarship	1,500.00
ICMA Dinner at ICMA Conf	3,600.00
Insurance	1,370.00
Internship Grants Award	20,000.00
Joint Summer Conference Expense	
League of Municipalities Conference	470.00
Miscellaneous Expenses	500.00
Officer Travel & Meeting Expense	2,750.00
Operations	
Postage, Mailing Service	100.00
Printing and Copying	150.00
Supplies	250.00
Taxes & Fees	<u>1,250.00</u>
Total Operations	1,750.00
Professional Development Events (via Zoom)	
Women's Leadership Conference	\$ 7,500.00
Senior Advisor	\$ 4,000.00
State Secretariat Travel Reimbu	\$ 4,000.00
Strategic Planing Initiatives	
Diversity and Inclusion Task Force	\$ 5,000.00
Regional Professional Development	\$ 1,000.00
New Initiatives	\$ 1,500.00
WCMA Committee Intiatives	\$ 2,500.00
Summer Conference Expenses	\$ 54,000.00
ICMA Donation to Fund for Prof	\$ 500.00
Emerging Leaders	\$ 2,000.00
Listserve	\$ 12,600.00
Website Charges	\$ 4,500.00
Website Credit Card Processing	\$ 1,200.00
Strategic Plan	
Winter Conference Expenses	\$ <u>5,000.00</u>
Total Expense	\$ <u>193,080.00</u>
Net Ordinary Income	\$ <u>(36,530.00)</u>
Carryover 2020 Surplus	\$ <u>28,377.58</u>
Net Income	\$ <u><u>(8,152.42)</u></u>

Need for
2022

WISCONSIN CITY/COUNTY MANAGEMENT ASSOCIATION

Strategic Plan

2019 – 2021

FINAL: APRIL 25, 2019

I. Introduction

The Wisconsin City/County Management Association's Board of Directors in September 2018 authorized an update to the Association's 2014 – 2017 Strategic Plan. The Board approved developing a three-year plan to chart the Association's course through mid-2021. The process began in October 2018, kicked off with two emailed exercises, and culminated in a retreat held November 29th.

This report identifies the participants in the plan's development, and outlines the process, steps and methodology used in creating the 2019 – 2021 Strategic Plan. Finally, this report contains the Plan itself, outlining the Association's goals, objectives and actions it will undertake in the next three years.

II. Participants

- A. There were several opportunities for WCMA Board members, regional coordinators and committee chairs to participate in the development of the plan. The first exercise conducted via email resulted in the identification of internal and external stakeholders. The second exercise was the analysis of the Association's internal strengths and weaknesses, and its external opportunities and threats. That exercise was also done through email.
- B. Participating in the November 29, 2018 retreat were the following WCMA members, staff and retreat facilitator. Board Members included: Kayla Chadwick, David DeAngeles, Mitchell Foster, Ed Geick, Mike Golat, Casey Griffiths, Darrell Hofland, Sam Liebert, Jennifer Lopez, Ed Madere, Tami Mayzik, Aaron Oppenheimer, Denise Pieroni, Tim Schuenke, Jeremy Smith, Adam Sonntag, Henry Veleker, Steve Volkert, and Dawn Wagner. WCMA staff included Dawn Peters. The retreat was facilitated by GovHR USA Senior Vice President Lee Szymborski and Vice President Katy Rush, both of whom wrote this report.

III. Steps followed in creating the 2019– 2021 Strategic Plan

The development of the plan entailed several steps which are summarized below. In brief, the steps included:

- A. Development of a list of internal and external stakeholders.
- B. Based on the stakeholders identified, an environmental scan and analysis of the Association's internal strengths and weaknesses, along with its external opportunities and threats (SWOT analysis) was completed.
- C. Participants envisioned what the Association would look like in 2021
- D. Participants identified how WCMA should conduct itself and under what system of values it wanted to work under with its stakeholders.
- E. The mission statement was reviewed and revised.
- F. Participants reviewed the SWOT analysis and identified key strategic issues.
- G. A master list of key strategic issues was developed.
- H. Participants, having identified the key strategic issues the Association should address, wrote goal statements, developed objectives and drafted tactics for achieving the goal.

IV. The 2019 – 2021 Strategic Plan

- A. Vision 2021 - Participants were asked to envision a picture of the Association three years from now. In other words, what does WCMA look like to its stakeholders in 2021? What positive changes have occurred since 2018? How does the Association differ from what it is today?

Accordingly, Vision 2021 looked like this:

- WCMA is an **action-focused, engaged-member organization**.
 - Is adaptable to changes as “the business” of public service changes
 - Has increased its membership.
 - Has increased its use of technology
 - The Association enjoys 100% participation of its members
 - The value proposition to the members is readily addressed
 - The Regions' activities increase and more robustly utilized
- WCMA **embraces its diversity**.
 - The mix of professionals in the Association are highly engaged with one another
 - Internship programs are robust and add to the profession's and Association's diversity
 - More entry level positions are created and available
 - Has engaged a broader demographic in terms of:

- Age
 - Gender
 - Non-traditional entrants into the profession
 - Greater county representation
- WCMA has raised the **awareness** and **strengthened the public’s perception of the profession.**
 - Is more recognizable to the public, and its mission is better understood
 - Has achieved higher visibility
 - Communities see the value in professional municipal management
- WCMA provides **quality programs, connections, and professional development offerings.**
 - Improved partnership with ICMA
 - Better connected with peer organizations
 - Offers continuous training opportunities
 - Peer-to-peer assistance has grown beyond PARC
 - Provides programs that generate excitement
 - Leadership training opportunities increased
- WCMA is a **welcoming organization.**
 - Positive and friendly energy
 - Collaborative and cooperative atmosphere
- WCMA is a resource **in public policy development.**
 - Is respected and recognized as a public policy advisor

B. Values – Values are the behaviors by which the Association desires to operate. They are the key components to a system of values WCMA wants to work under with its internal and external stakeholders. Those values are captured in these terms:

- Developing New Members
 - Building the next generation
 - Emphasize “grow your own”
 - Mentorship
- Inclusive
 - Diversity
 - Representative
 - Welcoming
- Support Members
 - Emphasize relationship building
 - Camaraderie
 - High quality membership
 - Provide for more on-line training

- Provide more education
- Leadership
 - Advocate and promote the profession
 - Promote good government
 - Consistency
 - Equity in results and delivery
 - Help build strong communities
 - Lead by example
- Progressive and strategic action
 - Nimble and responsive
 - Future-oriented
 - Innovative
 - Energetic
 - Assertive
- Collaboration and Partnerships
- Ethical and Professional
 - Respectful
 - Honesty
 - Accountable
- Steward of the Association's Resources
 - Fiscal responsibility
 - Efficient
 - Quality of deliverables
 - Effective

C. Value Statements – With these values declared, the Association stands for the following:

- WCMA members value ethical, professional local government management, and the promotion of same.
- WCMA members value each other by fostering a collegial, inclusive, engaging, and supportive environment in its Association.
- WCMA members value professional development, self-improvement, and networking.
- WCMA members value collaborating and partnering with other organizations in addressing and advancing issues of common interest.

D. Stakeholders – The Association considers the following groups as stakeholders, or constituencies, having the potential to place a claim on the Association's attention or resources, or being affected by WCMA's actions:

1. *Internal Stakeholders*

- a. Managers/Administrators (Current Members)
- b. New Members and new Managers and Administrators

- c. Mid-career and “Seasoned” Members
- d. Women in the Profession
- e. Next Generation (Assistants, Interns, Students)
- f. Managers in Transition (MITs)
- g. Senior Advisors
- h. Executive Director/WCMA Secretariat
- i. Corporate Sponsors

2. *External Stakeholders*

- a. ICMA, and other professional Associations
- b. Elected Officials
- c. League of Wisconsin Municipalities, Towns Association
- d. Citizens of our communities
- e. Potential Members/Next Generation/ELGL
- f. Academia
- g. Media

E. Mission Statement

Participants, having identified the Association’s key values, and bearing in mind its internal and external stakeholders, reviewed and revised the Association’s mission statement accordingly:

The Wisconsin City/County Management Association exists to develop and support professional and ethical local government management in pursuit of public service excellence.

F. SWOT Analysis

In early November 2018, participants were emailed an exercise seeking an assessment of the Association’s environment in terms of identifying WCMA’s strengths, weaknesses, opportunities, and threats. The feedback was based, in part, on a report regarding stakeholders, i.e., WCMA’s constituencies who had the potential of seeking the Association’s attention or resources. The exercise resulted in a hearty list of strengths, weaknesses, opportunities, and threats, accompanied by options for how to deal with those issues. That analysis was summarized in a November 26, 2018 memo, which is appended to this report.

- G. Key Strategic Issues – Based on a discussion and review of the SWOT analysis, participants identified these eight key issues (not listed in any order of priority) needing the Association’s attention in the next three years:

- Partnerships
- Communications
- Value of the Profession
- Strengthen Regions
- Return on Investment
- Professional Development
- Future Leadership Development
- Diversity

H. Burnishing the Key Strategic Issues – At a February 25, 2019 meeting with the Executive Committee, Executive Director and the consultants, the key strategic initiatives were revisited. It was agreed that a list of eight issues may be too ambitious for the association to tackle in three years and saw that there were opportunities to combine and fine-tune the list of eight to three initiatives, while assuring that the overall issues will still be addressed in the pared-down list and/or through a set of operating principles that were drafted at this session.

a. Revised Key Strategic Issues:

1. Professional Development
 - a. Strengthen Regions
 - b. Future Leadership Development
2. Partnerships
 - a. Value of the Profession
3. Diversity and Inclusion

b. The two remaining key issues – Communications and Return on Investment – are addressed by the following operating principles that will be part of the strategic plan or otherwise folded into the goals and objectives of the plan.

c. Operating Principles drafted from the Executive Committee’s meeting work include:

- WCMA will offer activities, professional development and services ensuring a return on investment of their membership dollars.
- WCMA values effective communications in every method and form it uses and will ensure that clear and concise information guides internal and external outreach.
- WCMA as an association and membership will operate in compliance and alignment with the ICMA Code of Ethics.
- WCMA operations will be guided by cost-consciousness, fiscal responsibility and the membership’s value mind.
- WCMA will foster and engender collaboration among its members, as well as with other stakeholder organizations and associations.

I. Vision Statement

WCMA represents professional, ethical, and excellence in local government management.

2019 – 2021 STRATEGIC ISSUES, GOALS, OBJECTIVES AND ACTION STEPS

STRATEGIC ISSUE: PROFESSIONAL DEVELOPMENT

Goal: Provide exceptional professional development offerings for the membership, recognizing and tailoring offerings to meet the diverse needs and interests of the membership.

Objectives:

1. Strengthen regional activities and professional support.
2. Foster and advance future leadership opportunities.
3. Offer high quality training opportunities.

Objective #1: Strengthen regional activities and professional support.

Key Actions or tactics:	Time Frame for Completion	Responsible Party
Explore regional meeting format - consider providing technology assistance (Skype, microphones and cameras)	June 2020	Executive Director
Consider a guidebook/structure and establish expected meeting outcomes (minimum meeting agenda - network, training, regional issues, strategic plan efforts; topics suggested by Exec team); consider providing funding for speakers.	January 2020	Vice President
Consider State/Regional legislator engagement or other invite key stakeholders/partners to region meetings.	On-going	Regional Coordinators
Evaluate/weigh means to ensure accountability of regional efforts.	Annually	Executive Committee

Objective #2: Foster and advance future leadership opportunities.

Key Actions or tactics:	Time Frame for Completion	Responsible Party
Consult ELGL for Skills and Technical knowledge needs; incorporate needs into conference programs.	January 2020	ELGL liaison
Market the scholarships and internship program.	On-going	Scholarship, Awards and Recognition Committee, or

		Development and Services Committee
Develop solutions to address the impediments of attendance at conferences and professional development events.	January 2020	Executive Committee to create a task force.

Create an emerging leader's certification program that offers critical skills for local government managers potentially work with other associations/affiliations. Focus on partnerships to offer professional development	June 2021	Professional Development Comm.
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Objective #3: Offer high quality training opportunities.

Key Actions or tactics:	Time Frame for Completion	Responsible Party
Address the training needs identified in the Survey (strategic planning, et al).	January 2020	Executive Director; Professional Development and Conference Planning Committee
Offer 30 hours of credentialing training.	June 2020	Board of Directors, or Professional Development and Conference Planning Committee (?)
Commit to survey membership at the end of 2020.	December 2020	Executive Committee; Executive Director and Membership Services and Development Committee
Plan for at least one high quality recognized speaker at each conference.	Annually	Executive Committee; Executive Director and Professional Development and Conference Planning Committee

Performance Measures:

- Acceptability to internal stakeholders
- Consistency with vision, mission and values
- Coordination or integration with other goals
- Financial feasibility
- Cost-effectiveness
- Long-term impact
- Staff requirements

STRATEGIC ISSUE: PARTNERSHIPS

Goal: Develop partnerships with other local government professional organizations that will enhance our profession and advance ways for WCMA to serve as a resource for policy development.

Objectives:

1. Leverage and enhance WCMA's connections with the League of Wisconsin Municipalities so that WCMA is seen as an indispensable resource for the League.
2. Explore joint partnerships with the Wisconsin Policy Forum and the League of Women Voters.

Objective #1: Leverage and enhance WCMA's connections with the League of Wisconsin Municipalities so that WCMA is seen as an indispensable resource for the League.

Key Actions or tactics:	Time Frame for Completion	Responsible Party
Identify a group of retired and currently working city managers and administrators to serve as subject-matter experts on State policies and legislation affecting municipalities.	January 2020	Executive Committee
Consider additional formal opportunities with the League to establish a city manager/administrator-focused advisory committee.	January 2020	Board President
Secure formal reports from League representative(s).	Every Board meeting	Designated representative (s)

Objective #2: Explore joint partnerships with the Wisconsin Policy Forum, League of Wisconsin Municipalities, and other Public Sector Professional Associations.

Key Actions or tactics:	Time Frame for Completion	Responsible Party
Host two cross-organizational training opportunities.	June 2021	Executive Director and Professional Development and Conference Planning Committee
Develop a Speaker's Bureau on specific topics that would be available for other organizations' events and/or to serve as a liaison to these organizations.	January 2020	Executive Committee

Performance Measures:

- **Acceptability to internal stakeholders**
- **Acceptability to external stakeholders**
- **Consistency with vision, mission, and goals**
- **Technical feasibility**
- **Political feasibility**
- **Long-term impact**

STRATEGIC ISSUE: DIVERSITY AND INCLUSION

Goal: Improve the promotion of the profession to diverse populations and prioritize inclusiveness within the Association and the profession.

Objectives:

1. Establish a Task Force charged with advancing opportunities within the Association to increase diversity and inclusion. (Internal objective.)
2. Examine best practices on how communities address issues of diversity. (External objective.)

Objective #1: Establish a Task Force charged with advancing opportunities within the Association to increase diversity and inclusion (Internal objective).

Key Actions or tactics:	Time Frame for Completion	Responsible Party
Examine how to leverage internships, mentorships and scholarships; look at how to coordinate and use these tools to achieve the goals. Within this tactic, consider an additional scholarship program to attract diverse students.	January 2020	Board establishes a Task Force chaired by the Immediate Past President or have the Scholarship and Awards Committee review
Monitor marketing materials (website, conference materials) to assure it is representing diversity within the profession.	On-going	Executive Director and Membership Development and Services Committee.
Develop a plan that outlines how the Association will support and encourage MPA student chapters.		ELGL representatives; Emerging Leaders Committee
Explore changing the board structure to support and reflect the Association's diversity goal.	January 2021	Executive Committee

Examine establishing a requirement for diversity/inclusion offering at conferences - either speaker, or topic.	January 2020	Executive Committee, Immediate Past President, Executive Director and Professional Development and Conference Planning Committee
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Objective #2: Examine best practices on how communities address issues of diversity, and how Association members may want to advance this issue in their community (External objective).

Key Actions or tactics:	Time Frame for Completion	Responsible Party
Host an on-going conversation/round table discussion about diversity at one of the Association conferences that focuses on how members can engage their communities on issues of diversity and inclusiveness.	On-going	Professional Development and Conference Planning Committee
Each of the Association's regions will develop a program/roundtable discussion on the topic.	At least once/year	Regional Coordinators
Examine how partnerships with organizations such as the ACLU, National League of Cities, Urban League, and Boys/Girls Clubs, could assist the Association in advancing this goal.	January 2021	Past President

Performance Measures:

- **Acceptability to internal stakeholders**
- **Acceptability to external stakeholders**
- **Consistency with vision, mission and goals**
- **Number of educational offerings achieved**
- **Number of scholarships and internships created and filled**

WCMA Regions

- **Region 1:** Roy Atkinson, City Administrator, Altoona - Coordinator
Counties of: Douglas, Bayfield, Burnett, Polk, Rusk, Dunn, Pierce, Pepin, Sawyer, Ashland, Washburn, Barron, St. Croix, Chippewa, Eau Claire
- **Region 2:** Richard Downey, City Administrator, Kronenwetter - Coordinator
Counties of: Iron, Vilas, Price, Lincoln, Marathon, Wood, Langlade, Oneida, Taylor, Clark, Portage, Shawano, Florence, Forest, Marinette, Menominee, Oconto
- **Regions 3:** Joel Gregozeski, Village Manager, Ashwaubenon - Coordinator
Counties of: Waushara, Marquette, Fond du Lac, Manitowoc, Winnebago, Green Lake, Calumet, Waupaca, Brown, Door, Outagamie, Kewaunee
- **Region 4:** Brad Hanson, City Administrator, Tomah - Coordinator
Counties of: Buffalo, Jackson, La Crosse, Vernon, Trempealeau, Adams, Monroe, Juneau
- **Region 5:** Matt Schuenke, Village Administrator, McFarland - Coordinator
Counties of: Dane, Crawford, Columbia, Grant, Green, Sauk, Richland, Iowa, Lafayette
- **Region 6:** Jennifer Keller, Village Administrator, Jackson - Coordinator
Counties of: Sheboygan, Washington, Dodge, Ozaukee
- **Region 7:** Tyler Burkart, Assistant Village Manager, Shorewood - Coordinator
County of: Milwaukee
- **Region 8:** Casey Griffiths, Administrator/Clerk-Treasurer, Wind Point - Coordinator
Counties of: Jefferson, Walworth, Rock, Kenosha, Racine
- **Region 9:** Kevin Lahner, City Administrator, Waukesha - Coordinator
County of Waukesha

WCMA Regional Directors

Roles and Responsibilities

1. Connect with WCMA members in your region annually. Every director should contact via phone, e-mail, in person, etc. every WCMA member in their District at least once annually. Business or Affiliate members need not be contacted each year although it is encouraged. The goal is to have consistent personal contact between our members and the organization.
2. Be aware of new managers coming into the region to the best of your ability and reach out to them or have a WCMA member within your district contact them within 30 days of their appointment if possible. Invite them to the next regional meeting, provide those who are not current WCMA members with information about the benefits of WCMA membership and make them aware of the ICMA Code of Ethics and member responsibility to abide by the Code. Notify the Senior Advisors and the Executive Director of the new hire so contact can be made from them as well.
3. If managers leave your region attempt to find out where they might be headed, and if in a new district let that regional director know, if in transition let the Senior Advisors and Executive Director know, and if move out of State let the Executive Director know.
4. If a community in your region is looking to add a new position reach out to the Senior Advisors and Executive Director so that contact from the profession can occur.
5. If you become aware of a manager facing difficulty in your region reach out to the manager, or contact a Senior Advisor, or a fellow peer who may be closer to that manager to provide assistance as the manager may wish.
6. Serve as a voting member of the WCMA Board of Directors, being available for the two business meetings (via phone) and the two meetings at the Annual Winter and Summer Conference. There may be an occasional meeting or electronic vote on other matters throughout the year.
7. Hold at least quarterly gatherings for training, networking within your region. A meeting agenda should include the opportunity to network, provide training, discuss regional issues, strategic plan efforts; or other topics suggested by Exec team.
8. Prepare an annual report for the June board meeting that includes the meeting dates, meeting locations, number of attendees, and issues/topics covered.
9. Be a resource for managers in your region about professional development and code of ethics.
10. Serve as the regional Director for three-year terms. 1/3 of directors up each year.

11. Submit an annual report for the June board meeting that provides the date, location, number of attendees, and issues/topics discussed at the meeting.
12. For the hard work and giving back of your profession, WCMA will cover the cost of registration for one WCMA conference per year for each Regional Director.



Wisconsin City/County Management Association

Regional Meeting Sponsorship Policy

Approved June 27, 2018

Statement of Policy Purpose

The Wisconsin City/County Management Association (WCMA) is divided into regions for the purpose of providing professional development and networking opportunities to members in each respective region. The purpose of the Regional Meeting Sponsorship Policy for the WCMA is to provide regional directors with guidelines for sponsorship requests of regional meetings.

Policy Goals

This regional sponsorship policy is a statement of the guidelines and goals that will influence and guide regional meetings of WCMA.

- WCMA members should avoid the appearance of something unethical.
- Sponsors may not purchase food or drinks as part of regional programming.
- WCMA will coordinate an annual request of sponsors about their interest in doing regional meeting programming.
- Those companies that sponsor programs at regional meetings should be asked to do so with the emphasis on presenting information and facts about a topic, not on selling a product or peddling influence.
- WCMA shall provide equal accessibility so that one vendor is not receiving special treatment, consideration, or a captive audience at or to the exclusion of other firms that may offer a similar service or product.

Senior Advisor Program Policy

Approved March, 4 2015

I. PURPOSE

The purpose of the Senior Advisor Program is to make the counsel, experience and support of respected, retired managers of the profession available to individual members. The program is designed to help with personal and professional issues and not to provide technical assistance nor to solve substantive problems in a local government.

II. APPOINTMENT OF SENIOR ADVISORS

A. *QUALIFICATIONS* - A Senior Advisor shall have the following qualifications:

- A resident of Wisconsin at the time of appointment.
- At least ten years' experience as an appointed Chief Administrative Officer (CAO) and/or an Assistant/Deputy CAO in local government.
- A willingness to actively participate in the program for the duration of the appointment.
- A commitment to follow the outline of responsibilities for Senior Advisors and the ICMA Senior Advisor Program Guidelines and Manual.
- Be a member of ICMA and WCMA at time of appointment and to maintain such memberships during service as a Senior Advisor.
- Have an active phone number and email address.

B. *APPOINTMENT PROCESS* - The following process shall be used for the appointment of Senior Advisors.

Creation of an open position by the WCMA Board of Directors through the declaration of a vacancy as a result of the departure of an incumbent or by expanding the total number of Senior Advisor positions.

Notice of any vacancy shall be given to all WCMA members, who then shall be given 30 days from the date of notice to recommend candidates to apply or to recommend others to the WCMA President. Potential candidates shall be requested to submit a letter of interest and a resume. The final selection process shall be determined by the Board of Directors.

Appointments shall be made by the President of WCMA with concurrence of the WCMA Board and the Executive Director of ICMA.

C. *TERM OF APPOINTMENT*

The appointment shall be for an initial term of one year. A review is then conducted by the WCMA President and Executive Director to assess whether expectations for the Senior Advisor and for WCMA and ICMA are being met. Senior Advisors must continue to meet the program's qualifications in order to be considered for reappointment. Reappointment can be made for up to two years with a review conducted at least every two years. Any one of the three parties may end the appointment upon written notification to the others.

III. **OUTLINE OF RESPONSIBILITIES FOR SENIOR ADVISORS**

The Senior Advisor is encouraged to make contact by phone, email, or in person with each corporate (voting) member within his/her assigned area as practicable or suitable on an annual basis. The goal is for each member of the association to be contacted at least every 2 years.

The Senior Advisor is encouraged to contact, within the Senior Advisor's assigned area, each newly appointed manager and assistant manager within one month of notice of appointment; and is encouraged upon notification to immediately contact each member in transition within the Senior Advisor's assigned area. Regional Coordinators have a responsibility to let the Senior Advisor's know of new members in their region as soon as possible.

The Senior Advisor is expected to provide confidential counseling to all ICMA and WCMA corporate (voting) members on personal and professional issues when invited to do so by a member within a 48-hour response time if at all possible.

The Senior Advisor is expected to offer support upon request in a private manner directly to members who may be experiencing problems with their elected officials.

The Senior Advisor is encouraged to attend at least one meeting or social event annually of the managers' group within the Senior Advisor's assigned area.

The Senior Advisor is expected to attend at least one of the WCMA conferences each year.

The Senior Advisor is expected to refrain from direct or indirect public criticism of any member and to uphold the standards of the profession as embodied in the ICMA Code of Ethics.

The Senior Advisor shall provide, at least quarterly, a statement of expenses along with a report of activities to the WCMA Executive Director who shall then forward the same to the WCMA President and ICMA Senior Advisor Coordinator.

As requested, assist in recruitment of ICMA and WCMA members and other joint activities and programs with ICMA.

IV. SENIOR ADVISOR EXPENSES

Each year the WCMA Board of Directors shall determine eligible expenses and approve an annual budget for the Senior Advisor Program. Any changes to the budget should be communicated to ICMA.

Eligible Expenses may include:

- Automobile travel at the current IRS mileage rate
- Transportation, meals, lodging, and registration fees while attending managers meetings and the WCMA Annual Conference
- ICMA Annual Conference attendance

Procedure for Expense Reimbursement

Senior Advisors shall send the request for expense reimbursement along with a report of activity required in Section III to the WCMA Executive Director.

WCMA shall submit, at least quarterly, a request for 50% reimbursement to ICMA using the form provided by ICMA.

V. OUTSIDE ACTIVITIES

Senior Advisors may engage in part-time consulting or comparable professional activities as private entities and/or sole proprietors. They may also engage in teaching, consulting, or interim services with state agencies, quasi-public entities, local governments or regional agencies. Such part-time activities shall be in accordance with ICMA Senior Advisor Guidelines. Senior Advisors shall advise the President and Executive Director of WCMA before accepting any consulting agreement with a local government. In no instance shall a Senior Advisor accept a consulting assignment with a community without the expressed consent of the senior ICMA or WCMA member at the same entity.

Senior Advisors may engage in interim manager positions and shall notify the WCMA President and Executive Director of the acceptance of any such position. Such an assignment should not detract from the Senior Advisor's attention to his/her Senior Advisor responsibilities.

Retired administrators who commercially advertise as consultants are not eligible for Senior Advisor appointment. Senior Advisors may be employed by a consulting firm on a part-time basis or as an independent contractor if the focus of the work is on providing technical expertise on individual projects and there is no responsibility for soliciting business or for client development/maintenance for purposes of future business.

VI. SUPPORT FOR AND REVIEW OF SENIOR ADVISOR PROGRAM

The WCMA Board of Directors shall serve as the Oversight Committee for the Senior Advisor Program and accepts by reference the ICMA Senior Advisor Program Guidelines.

The WCMA Board of Directors shall review this Statement of Policy and all aspects of the program at least every two years and shall meet with the Senior Advisors at the WCMA annual conference to discuss the Senior Advisor Program. At least every two years there shall be a formal review and assessment of the performance of all parties in meeting their responsibilities and expectations.

The WCMA President shall recognize the contributions of the Senior Advisors at the annual meeting of the association.

VII. APPROVAL OF AND AMENDMENTS TO THE STATEMENT OF POLICY

This Statement of Policy shall become effective upon majority vote of the WCMA Board of Directors.

This Statement of Policy may be amended using the same process as with its original approval.

WCMA SENIOR ADVISOR (RANGE RIDER)

2008

Outline of Senior Advisor Activities and Responsibilities

Within two weeks of receipt of notice of appointment, make contact with a new manager, assistant, chief administrator in person or via telephone.

Contact members who are in transition within five days of learning of this development and as frequently thereafter as the situation indicates to assure the awareness of continued WCMA support.

Provide confidential counseling to members on personal and professional issues when requested by the member.

Respond to a request for help from a member with a phone call or visit, preferably within 48 hours of receiving a request.

Offer support in a private manner directly to members who may be experiencing problems with their elected officials, staff or community groups.

Attend meetings of the WCMA Board of Directors, WCMA business meetings and other WCMA sponsored events as time permits.

Refrain from direct or indirect public criticism of any member.

Provide quarterly statements of expenses to the WCMA Executive Director chronological report of activities to the WCMA President and Board of Directors. As appropriate or requested contribute information for use in the WCMA Newsletter.

Encourage participation by members in WCMA & ICMA.

Provide support for the Council-Manager Plan when requested.

Keep informed about current affairs.

02/04/2008

Conflicts of Interest Policy

Each Director of WCMA will avoid all instances where the Director's personal or financial interests would conflict with the Objects and Purposes of the Association set forth in its Bylaws. Directors of the Association are required to safeguard the Association's confidential information and not use any information of the Association for personal gain or benefit.

While it is not practical to enumerate all situations that might conflict with the Association's Conflicts of Interest Board Policy, the examples given below highlight some of the relationships which must be avoided. It is considered to be a conflict with the Association's interests and a violation of its trust for a Director or officer to:

1. Knowingly engage in any activity or take any position which conflicts with, or has the potential of conflicting with, the Objects and Purposes of the Association.
2. Use confidential information gained in the course of the Director's or officer's relationship with the Association for his or her own benefit or for the benefit of others with whom the Director or officer is associated.
3. Benefit financially as a result of his or her role with the Association to the detriment of the Association or of the title insurance industry.

In furtherance of this Policy, the Association requires that each Director, acting in that capacity or in the capacity of an officer:

1. Disclose to the Association any facts or circumstances which may constitute actual or potential conflicts between the personal or financial interests of the Director that might operate to the detriment of the interests of the Association.
2. Refrain from acting or debating on any Board action or other decision of the Association as noted in the official minutes in which the personal or financial interests of the Director conflict with the Objects and Purposes of the Association.
3. Acknowledge this Policy and agree to all its terms and conditions by signing the Board Policy commitment form.

Signature: _____

Date: _____

Questionnaire on Conflicts of Interest

Please answer fully every question, even if the answer is “no” or “not applicable.”

1. Name:

2. Business Address:

3. Business Telephone Number:

4. Home Address:

5. Home Telephone Number:

6. What position (paid or volunteer) do you hold or what relationships do you have with WCMA?

7. For what dates did you or will you hold this position or have this relationship?

8. Do you serve as a director, officer, or employee or in any fiduciary or other capacity for other corporations (for profit or not-for-profit), partnerships, or other business entities and organizations?

If yes, please describe such position(s) and give a brief description of the entity or entities for which you serve in such capacity.

9. Is there any other information regarding conflicts of interest about which you feel we should be aware?

Signature: _____ Date: _____

Director of: _____

Acknowledgement

The WCMA Board Manual is intended to give you a general overview of the Association and information regarding policies. Because we operate in a dynamic industry, some policies, and programs currently in effect may be revised, suspended, or eliminated by WCMA in response to business needs or changing legal requirements. Please read it carefully and completely.

The listed policies and guidelines are not intended to be all encompassing; rather they are intended to set a tone about how the management of WCMA is intended to function. In all policy matters, the WCMA Board of Directors reserves the right to act with the flexibility required under the circumstances. The WCMA Board of Directors reserves the right to direct and control the operation of Association business including, but not limited to, the management, assignment, scheduling, and direction of the Association as well as termination of the management contract.

Policies included in this manual are subject to unilateral change by the Association from time to time, with or without notice, in writing, orally or in practice. Please sign this acknowledgement of receipt of the WCMA Board Manual.

Date

Manual Updated 9/14/2021

Antitrust Statement

WCMA is a not-for-profit organization. The association's policy is to comply strictly with the letter and spirit of all applicable federal and state antitrust laws. The association is not organized to and may not play any role in the competitive decisions of its members or their employees, nor in any way restrict competition among members or potential members. Rather it serves as a forum for a free and open discussion of diverse opinions without in any way attempting to encourage or sanction any particular business practice.

The association provides a forum for exchange of ideas in a variety of settings including its annual meeting, educational programs, committee meetings, and Board meetings. The Board of Directors recognizes the possibility that the Association and its activities could be viewed by some as an opportunity for anti-competitive conduct. Therefore, this policy statement clearly and unequivocally supports the policy of competition served by the antitrust laws and to communicate the Association's uncompromising policy to comply strictly in all respects with those laws.

While recognizing the importance of the principle of competition served by the antitrust laws, the Association also recognizes the severity of the potential penalties that might be imposed on not only the Association but its members as well in the event that certain conduct is found to violate the antitrust laws. Should the Association or its members be involved in any violation of federal/state antitrust laws, such violation can involve both civil and criminal penalties that may include imprisonment for up to 3 years as well as fines up to \$350,000 for individuals and up to \$10,000,000 for the Association plus attorney fees. In addition, damage claims awarded to private parties in a civil suit are tripled for antitrust violations. Given the severity of such penalties, the Board intends to take all necessary and proper measures to ensure that violations of the antitrust laws do not occur.

In order to ensure that the Association and its members comply with antitrust laws, the following principles will be observed:

The association or any committee, section, chapter, or activity of the Association shall not be used for the purpose of bringing about or attempting to bring about any understanding or agreement, written or oral, formal or informal, expressed or implied, among two or more members or other competitors with regard to prices or terms and conditions of contracts for services or products. Therefore, discussions and exchanges of information about such topics will not be permitted at Association meetings or other activities.

There will be no discussions discouraging or withholding patronage or services from, or encouraging exclusive dealing with any supplier or purchaser or group of suppliers or purchasers of products or services, any actual or potential competitor or group of actual potential competitors, or any private or governmental entity.

There will be no discussions about allocating or dividing geographic or service markets or customers.

There will be no discussions about restricting, limiting, prohibiting, or sanctioning advertising or solicitation that is not false, misleading, deceptive, or directly competitive with Association products or services.

There will be no discussions about discouraging entry into or competition in any segment of the marketplace.

There will be no discussions about whether the practices of any member, actual or potential competitor, or other person are unethical or anti-competitive, unless the discussions or complaints follow the prescribed due process provisions of the Association's bylaws.

Speakers at committees, educational meetings, or other business meetings of the Association shall be informed that they must comply with the Association's antitrust policy in the preparation and the presentation of their remarks. Meetings will follow a written agenda approved in advance by the Association or its legal counsel.

Meetings will follow a written agenda. Minutes will be prepared after the meeting to provide a concise summary of important matters discussed and actions taken or conclusions reached. At informal discussions at the site of any Association meeting all participants are expected to observe the same standards of personal conduct as are required of the Association in its compliance.

Board Officers and Directors will annually sign a confirmation that they have read and will comply with the requirements of the Anti-Trust Statement.

Signature: _____

Date: _____

Observance of Sarbanes-Oxley Act Requirements

Whistleblower Protection Policy

WCMA requires Officers, Staff and Volunteers to observe high standards of business and personal ethics in the conduct of their duties. As representatives of WCMA, it is important to practice honesty and abide by laws and regulations as well as ensure that others within our organization consistently do the same. WCMA has an “open door” policy and encourages anyone to share questions, concerns, suggestions or complaints with their supervisor or the executive director at any time.

Reporting Responsibility

The WCMA Whistleblower Protection Policy applies to all of the Organization’s staff, Board of Directors, Committee members and volunteers, whether full-time, part-time, temporary, paid, or unpaid. It is intended to encourage and enable employees, Board of Directors and volunteers to report concerns about violations (the “violation”) to the code of ethics, organizational regulations, government laws, or improper accounting/auditing internally so that they may be addressed and corrected quickly and appropriately.

Reporting Credible Information

Volunteers, Board of Directors and staff members are encouraged to report information relating to illegal practices, improper accounting/auditing code of ethics violations or violations to the organizational policies that such person in good faith has reasonable cause to believe is credible. Any allegations that prove not to be substantiated and which prove to have been made maliciously or knowingly to be false will be viewed as serious disciplinary offense, and may be subject to disciplinary actions.

Reporting Procedure

Information shall be reported to the executive director, unless the report relates to the executive director, in which the report shall be made to the President. The report may be made to the Vice President or President-Elect, should the report relate to the President and executive director.

WCMA encourages anyone reporting to identify himself or herself when making a report to facilitate the investigation of the violation. Reports may be submitted anonymously by completing a detailed written report that includes the date(s), time, a description of the violation, the name of the individual making the violation, any witnesses to the violation, any immediate impact(s) it may have had to WCMA, and any additional information that may be pertinent. Please provide any other written or photo documentation of the violation as an appendix to this anonymous report. The report may be sealed in an envelope and placed in the executive director’s mailbox, mailed to the president of the Board of Directors or mailed to the President Elect.

Investigating Information

- WCMA will engage the following procedure when implementing the Whistleblower Policy, which may include:
- Documenting all reported violations in writing and when appropriate, through photography. This may include obtaining written documents provided by the reporting individual or documenting discussions with the reporting individual.
- Interviewing other employees and documenting those interviews
- Keeping the Board of Directors informed of the issue and the progress of the investigation.
- WCMA has the authority to work with legal counsel, auditors, and other professionals to assess the WCMA rights and responsibilities, investigate violations, and if necessary, take legal action.
- All interviews, report and related documentation will be retained by WCMA for up to 20 years from the date of the violation and may be used in future legal actions.

Communication

The person to whom initially received the report of the violation, including the executive director, Board of Directors president or the President-Elect, will begin investigation within one week of date of the notification. The investigative party will update the individual who reported the violation about the status of the investigation every two weeks until the investigation is complete. No confidential employee information will be revealed during those updates.

Confidentiality

Reports of violations will be kept confidential, with the understanding that confidentiality may not be maintained where identification is required by law or in order to enable the Organization or law enforcement to conduct an adequate investigation.

Protection from Retaliation

No person reporting credible information in good faith shall be subjected to retaliation, intimidation, harassment or other adverse action for reporting information in accordance with this policy. Any person who believes that he or she is subject to any form of retaliation for such participation should immediately report the violation in accordance with this policy.

Any individual within the organization who retaliates against another individual who has reported a violation in good faith or who, in good faith, has cooperated in the investigation of a violation is subject to discipline, up to and including termination of employment or Board of Director or volunteer status.

Retention of Records

Implementation of this records retention policy means that the records indicated must be kept for the period indicated and should not be kept longer than indicated.

These time periods are in addition to current year.

ACCOUNTING AND FISCAL

Accounts Payable Invoices	3 years
Accounts Payable Ledger	7 years
Accounts Receivable Invoices and Ledger	7 years
Balance Sheets	permanent
Bank Deposits and Statements	3 years
Budgets	3 years
Check Register	permanent
Expense Reports	7 years
Financial Statements, Certified, & Year-End	permanent
Financial Statements, Periodic	2 years
General Ledger Records	permanent-journal
Payroll Records & Summary	7 years
Travel Expense Reports	7 years
Vouchers for Payment to Vendors	7 years

ADMINISTRATIVE RECORDS

Audit Records	permanent
Audit Work Papers- Internal	3 years
Contracts, Expired	7 years
Contracts, Still in Effect	permanent
Correspondence, General	3 years
Correspondence, Directors	permanent
Directives from Officers	permanent
Forms Used, & File Copies	3 years
Insurance Policies (Expired)	3 years
Insurance Records, Current Accident - Reports, Claims, & Policies	permanent
Systems & Procedures Records	permanent

CORPORATE RECORDS

Annual Reports	permanent
Board Meeting Agendas & Supporting Materials	permanent
Board Meeting Minutes	permanent
Board Proposal Books	permanent
Charter, Constitution, & By-Laws	permanent

Executive Committee Minutes	permanent
Incorporation Records	permanent
Legal Memoranda	permanent

OFFICE SUPPLIES AND RECORDS

Office Equipment Records	7 years
Supply Requisitions	1 year

TAXATION

Exemption Certificates	permanent
Tax Bills & Statements	permanent
Tax Returns	permanent

GUIDELINES FOR RETENTION OF FILES IN COMPUTER DRIVE

- 1) **Correspondence** including interoffice communications – final copy only, not multiple versions; no longer than 3 months.
- 2) **Board agenda materials** – most recent edited version; do not retain multiple edits – only most recent. Retain one year.
- 3) **Budget materials** – current copy only; keep until next year when we use as basic document.
- 4) **Reports** – final copy only.
- 5) **E-mails** – mail can be deleted after read and responded to. Only retain if there is a good reason to keep it. If Organization is ever under investigation, no e-mails can be deleted.

Code of Conduct

Members of the Board of Directors agree:

- To act in the best interests of, and fulfill their obligations to, organization and its constituents-members;
- To attend board meetings and be available for phone consultation. If I am not able to meet my obligations as a board member, I will offer my resignation;
- To be fiscally responsible, with other board members, for this organization. To know what the budget is and take an active part in reviewing, approving, and monitoring the budget, and actively supporting the revenue-generating activities to meet it;
- To act honestly, fairly, ethically and with integrity;
- To conduct themselves in a professional, courteous and respectful manner;
- To comply with all applicable laws, rules and regulations;
- To act in good faith, responsibly, with due care, competence and diligence, without allowing their independent judgment to be subordinated;
- To act in a manner to enhance and maintain the reputation of the organization;
- To disclose potential conflicts of interest that they may have regarding any matters that may come before the Board, and abstain from discussion and voting on any matter, in which the director has or may have a conflict of interest;
- To make available to and share with directors any information that may be appropriate to ensure proper conduct and sound operation of the organization's governance and management;
- To respect the confidentiality of information relating to the affairs of the organization acquired in the course of service, except when authorized or legally required to disclose such information;
- To not use information acquired in the course of service for personal advantage;
- To not violate any federal, state or local laws governing the organization and to understand and adhere with all governing documents applicable to the organization.

A director who has concerns regarding compliance with this Code of Conduct should raise those concerns with the President of the Board. In the extremely unlikely event that a waiver of this Code for a director would be in the best interest of the organization, it must be approved by the unanimous vote of the Board.

Board Officers and Directors will annually sign a confirmation that they have read and will comply with this Code.

Signature: _____

Date: _____