



Wisconsin City/County Management Association Handbook

2023 - 2024

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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.



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.

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 | |



WCMA Value Statement On Diversity, Equity, Inclusion and Belonging

As approved by the WCMA Board of Directors on September 29, 2022

The Wisconsin City/County Management Association is committed to fostering, cultivating, and preserving a culture of diversity, equity, inclusion and belonging where all board members, staff, volunteers, and members feel respected and valued regardless of gender, age, race, ethnicity, national origin, sexual orientation or identity, disability, education, or any other bias.

Definitions

- **Diversity** includes all the ways in which people differ.
- **Equity** is the fair treatment, access, opportunity, and advancement for all people.
- **Inclusion** is the act of creating environments in which any individual is respected, supported, and valued.
- **Belonging** is the act of feeling safe, welcomed, accepted and a place where you can be yourself.

All members of WCMA have a responsibility to always treat others with dignity and respect. All members are expected to exhibit conduct that reflects inclusion at WCMA functions.



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 April 2023. The Guidelines for the Code were adopted by the ICMA Executive Board in 1972, and most recently revised in June 2023. 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. We believe professional management is essential to effective, efficient, equitable, and democratic local government.

Tenet 2. Affirm the dignity and worth of local government services and maintain 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 in order to uphold local government professionalism.

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.

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.

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.

Conflicting Roles. Members who serve multiple roles – either within the local government

organization or externally – should avoid participating in matters that create either a conflict of interest or the perception of one. They should disclose any potential conflict to the governing body so that it can be managed appropriately.

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 all community members.

GUIDELINES

Effects of Decisions. Members should inform the appropriate elected or appointed official(s) of a decision's anticipated effects on community members.

Promote Equity. Members should ensure fairness and impartiality in accessing programs and services and in the enforcement of laws and regulations. Members should assess and propose solutions to strive to eliminate disparities.

Tenet 5. Submit policy proposals to elected officials; provide them with facts, and technical and professional advice about policy options; and collaborate with them in setting goals for the community and organization.

Tenet 6. Recognize that elected representatives are accountable to their community for the decisions they make; members are responsible for implementing those decisions.

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 and facilitate active engagement and constructive communication between community members and all local government officials.

GUIDELINE

Engagement. Members should ensure community members can actively engage with their local government as well as eliminate barriers and support involvement of the community in the governance process.

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. Manage all personnel matters with fairness and impartiality.

GUIDELINE

Diversity and Inclusion. It is the member's responsibility to recruit, hire, promote, retain, train, and support a diverse workforce at all levels of the organization.

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

| | |
|----------------|---|
| Gaylene Rhoden | President Village Administrator, Village of Rib Mountain |
| William Jones | President Elect City Administrator, City of Mequon |
| Steve Volkert | Vice-President/Treasurer City Administrator, City of Hartford |
| Dawn Peters | WCMA Executive Director Wisconsin City/County Management Association |

Regional Coordinators

| | | |
|----------------|--------------------|---|
| Region 1 | Richard Downey, | Assistant City Administrator, Altoona |
| Region 2 | Steve Barg, | City Administrator, Marshfield |
| Region 3 | Joel Gregozeski, | Village Administrator, Ashwaubenon |
| Region 4 | Joshua Finch, | City Administrator, Hillsboro |
| Region 5 | Matt Schuenke, | Village Administrator, McFarland |
| Region 6 | Jennifer Keller, | Village Administrator, Jackson |
| Region 7 | Tyler Burkart, | Assistant Village Manager, Shorewood |
| Region 8 | Jerry Gabrielatos, | City Manager, Beloit |
| Region 9 | Diana Dykstra, | Village Clerk/Treasurer, Mukwonago |
| Past President | Sharon Eveland, | Village Administrator, Village of Shorewood Hills |

County Representative

| | |
|----------------|---|
| Kathryn Schauf | County Administrator, Eau Claire County |
|----------------|---|

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 Ethics Committee shall consist of nine (9) members nominated by the president and approved by the board of directors. Of the nine members, the president with the consent of the board of directors shall appoint a chairperson and vice-chairperson of the committee. All committee members shall be eligible to serve up to three consecutive two-year terms. The president will nominate individuals from diverse backgrounds to ensure the committee is reflective of our membership.

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

Committee Chair: Aaron Oppenheimer

Vice Chair:

Committee Members: Aaron Oppenheimer, Casey Bradley, Richard Downey, Peggy Steeno, Alex Kaker, Patrick Brever, Kathleen Stewart, Nicola Maurer, Tami Mayzik

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: Scott Kluver

Vice Chair:

Committee Members: Scott Kluver, Adam Sonntag, Brandon Bledsoe, Casey Bradley, Matt Schuenke, Katherine Gehl, Diane Wessel, Matt Giese, Aaron Reeves, Nathan Thiel, Tim Schuenke

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: Brandon Bledsoe, Travis Coenen, Inga Cushman, Kim Egan, Benjamin Krumenauer, Theresa Loomer, John Major, Andy Pederson, Cory Poris Plasch, Aaron Reeves, Mark Rohloff, Adam Ruechel, Caitlin Stene, Jason Stroud, and Diane Wessel

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 Chairs: Kevin Ausman

Committee Members: Kevin Ausman, Travis Coenen, Shawn Murphy, Tim Blakeslee, Katherine Gehl, Casey Griffiths, Adam Sonntag, Aaron Reeves

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: Kathryn Schauf

Vice Chair:

Committee Members: Jennifer Keller, Inga Cushman, Rebecca LeMire, KateLynn Harrigan, Gaylene Rhoden, Diane Wessel, Rebecca Ewald, Sharon Eveland, Nicola Maurer, Jami Gebert, Dawn Wagner, Kayla Thorpe, Robin Ginner, Tracy Carlson, Allyson Brunette

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: Travis Coenen

Vice Chair:

Committee Members: Travis Coenen, Tyler Burkart, Benjamin Polony, Jennifer Keller, Melissa Pingel, Gabe Altenbernd, Jesse Cuff, Lauren Freeman, Emily Blakeslee, Brian Mooney, Erin Hirn

Nominating Committee

Committee Chair: Dave DeAngelis

Committee Members: Dave DeAngelis, Caitlin Stene, Sharon Eveland, two vacancies

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: Kevin Lahner

Vice-Chair: Benjamin Krumenauer

Committee Members: Kevin Lahner, Kathryn Schauf, Brandon Bledsoe, Benjamin Krumenauer, Casey Griffiths, Mark Steward, Elizabeth Yanke, Randy Reeg

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: Bill Chang

Committee Vice Chair: Tyler Burkart

Committee Members: Bill Chang, Travis Coenen, Brian Wilson, Tyler Burkart, Melissa Hunt, Rebecca LeMire, Andy Pederson, Cory Poris Plasch, Inga Cushman, and Tom Skuzinski



Wisconsin City County Management Association

Fiscal Policy and Procedures

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 years’ 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 expenditures 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.

Fraud Risk Assessment Policy

Statement of Policy Purpose: The organization's fraud policy is established to facilitate the development of controls that will aid in the detection and prevention of fraud against the WCMA. It is the intent of WCMA to promote consistent organizational behavior by providing guidelines and assigning responsibility for the development of controls and conduct of investigations.

Policy Goals:

1. Assess and evaluate the likelihood the organization has of the risk of fraud.
2. Minimize the risk of fraud in the organization.
3. Explain new ways to recognize and prevent fraud.
4. Explain what to do if fraud occurs.

To these ends, the following fraud risk assessment policy goal statements are presented:

- I. **Definitions**
- II. **Financial reports**
- III. **Mail**
- IV. **Fraud risk reviews and assessments**
- V. **Fraud response plan**
- VI. **Administration**
- VII. **Approval**

I. Definitions

1. The terms fraud, misappropriation, and other fiscal irregularities refer to, but are not limited to:
 - i. Any dishonest or fraudulent act.

- ii. Misappropriation of funds, securities, supplies, or other assets.
- iii. Impropriety in the handling or reporting of money or financial transactions.
- iv. Profiteering as a result of insider knowledge of organization activities.
- v. Disclosing confidential and proprietary information to outside parties.
- vi. Disclosing to other persons securities activities engaged in or contemplated by the organization.
- vii. Accepting or seeking anything of material value from contractors, vendors, or persons providing services/materials to the organization.
- viii. Destruction, removal, or inappropriate use of records, furniture, fixtures, and equipment; and/or
- ix. Any similar or related irregularity

II. Financial Reports

1. Definitions. Financial reports are defined as monthly profit/loss summaries, bank statements and reconciliations, accounts payable records, income and expense reports, and a list of total check requests per account held by the organization.
2. Review. The organization shall employ a segregation of duties model for creation and review of financial reports and incoming checks. A segregation of duties model consists of two or more Secretariat staff members creating and reviewing monthly financial reports.
 - i. Segregation of Duties. The organization shall employ this model when writing and receiving checks for the organization. The process shall be completed by at least two Secretariat staff members:
 1. Writing the check
 2. Signature
 3. Review deposit record
 4. Record checks
 5. Distribution

6. Deposit

3. Accounts Receivable. Each month the Executive Director shall review an accounts receivable report to monitor outstanding accounts. Follow-up invoices will then be sent to eliminate past due accounts (if any).

III. Mail

1. A Secretariat staff member shall receive, open, and record the checks received on an Excel spreadsheet and record the totals by association.
2. A different Secretariat staff member shall create the deposit slip and make the deposit.
3. The Executive Director shall sign the proof of deposit once it is confirmed that the recorded and deposited totals match.

IV. Fraud Risk Reviews and Assessments

1. Each Secretariat staff member, as an employee of Northern Illinois University, must complete annual ethics training.
2. A Secretariat staff member shall perform a fraud risk assessment every two years by using these questions as a guide:
 - i. Which individuals in the organization have the opportunity to misappropriate assets?
 - ii. Are there any known pressures that could cause an employee to misappropriate assets?
 - iii. Which assets of the organization are susceptible to misappropriation?
 - iv. Are there any known internal control weaknesses?
 - v. How could assets be stolen?
 - vi. How could potential misappropriation of assets be concealed?
3. A formal review shall be distributed to the Executive Committee with the annual audit informing of the results of the risk assessment.

4. Employee Behavior Red Flags. Examples of employee behavior red flags include but are not limited to:

- i. Spending beyond one's means
- ii. Aggression
- iii. Possessiveness of job duties
- iv. Taking too much time off
- v. Refusing to take vacation

5. Asset Inventory. The Executive Director shall maintain a current inventory of the capital and other assets belonging to WCMA more than \$500. Capital assets shall be marked with appropriate identification tags, marks, or other identifying marks. Other capital assets, kept at the business premises of WCMA but not belonging to WCMA, shall be similarly marked to identify the owners thereof.

- i. Annually with the adoption of the final budget, the Executive Director shall provide an Asset Inventory identifying items of capital equipment and other property and assets by general category, owned by WCMA. The President may require such other information, titles or records as may be deemed prudent and appropriate to identify and keep an accurate inventory of WCMA property and assets. The Executive Director shall separately identify each capital asset and other property and assets, by general category, kept at the WCMA business premises not belonging to WCMA.

V. Fraud Response Plan

1. Great care must be taken in the investigation of suspected improprieties or irregularities to avoid mistaken accusations or alerting suspected individuals that an investigation is under way.

2. Investigations Unit. Irregularities concerning moral, ethical, or behavioral conduct shall be investigated by an Investigations Unit established through the Ethics Committee.

- i. The Investigations Unit shall consist of members nominated by the Executive Board. Members of the Investigations Unit shall be granted:

1. Free and unrestricted access to all organization records and premises, whether owned or rented; and

2. The authority to examine, copy, and/or remove all or any portion of the contents of files, desks, cabinets, and other storage facilities on the premises without prior knowledge or consent of any individual who might use or have custody of any such items or facilities when it is within the scope of their investigation.

3. A member who discovers or suspects fraudulent activity shall contact the President of the Association immediately. The complainant may remain anonymous. All inquiries concerning the activity under investigation from the suspected individual, his or her attorney or representative, or any other inquirer should be directed to the Investigations Unit or the organization's legal department.

i. No information concerning the status of an investigation will be given out. The proper response to any inquiries is, "I am not at liberty to discuss this matter." Under no circumstances should any reference be made to "the allegation," "the crime," "the fraud," "the forgery," "the misappropriation," or any other specific reference.

4. The reporting individual shall be informed of the following:

i. Do not contact the suspected individual to determine facts or demand restitution.

ii. Do not discuss the case, facts, suspicions, or allegations with anyone unless specifically asked to do so by the legal department or Investigations Unit.

5. The individual found to be guilty of fraud in the organization shall be banned from contact with the organization and appropriate legal measures taken against the individual, if necessary, determined by the Executive Board.

VI. Administration

1. The Executive Director is responsible for the administration, revision, interpretation, and application of this policy. The policy will be reviewed annually and revised as needed.

VII. Approval

Signature

Date



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.



Internship Grant Program

Revised October 17, 2022

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 \$2,500, 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 \$5,000, based on the duration and budget of the host organization; however, the WCMA funded sponsorship shall not exceed \$2,500 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. Priority will be given to new internship positions in an 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 up to \$10,000 based on hours worked per week with the expectation that the community will provide matching funds.

Average 20 hours per week per year (\$10,000)

Average 15 hours per week per year (\$7500)

Average 10 hours per week per year (\$5,000)

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. Priority will be given to new internship position in an organization. Managers are encouraged to secure matching funds prior to applying.

II. Award of Grant Funds

Award of the grant will be based on the following:

- Matching funds are required to receive a grant award
- WCMA fiscal year is Jan. 1 – Dec. 31; you can submit an application anytime during the budget year; however, WCMA has limited funds available, and grants will be awarded on a first come, first serve basis.
- 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 Policy on Recording of Board Meetings

As approved by the WCMA Board of Directors on June 14, 2023

To capture the intent of board discussion for policy development and committee work, the WCMA Board meetings will be recorded when done virtually. The recorded meeting will be kept by the executive director for 90 days or until the meetings of the minutes of said meeting have been approved, with any discussions from the Ethics Committee not recorded.



Member Awards Program

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

WCMA Scholarship and Awards Policy

October 17, 2022

The Wisconsin City/County Management Association (WCMA) Awards program 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. Profound service to the profession by enabling the advancement and growth of the local government management profession and WCMA, and 3. 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 Lifetime Achievement Award (presented to someone who is retired or retiring within the coming year and has had an exemplary career), a Meritorious Service Award (presented to a mid-career WCMA member in professional local government management), President’s Award (for any WCMA member who has made contributions above and beyond normal to the Association), and Emerging Leaders Award (presented to a WCMA member early in the professional local government management career).

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 ethical public censures by WCMA and/or ICMA.
- Nominee for Emerging Leaders Award are limited to members early in their professional local government management career.

Lifetime Achievement Award (retirement award)

Criteria to consider:

1. Is retired or announced retirement within the coming year
2. The nominee’s professional contributions to the communities in which they have served.
3. The nominee’s personal contributions to the communities in which they have served.
4. The nominee’s contributions to the advancement of the local government management profession through leadership, advocacy, and the development of other professionals.

5. The nominee's exemplary service to the Wisconsin City/County Management Association.
6. A clear indication that the nominee has, throughout their career, dedicated himself/herself to public service above and beyond the organizations in which they served.

Meritorious Service Award – Mid-career recognition

Criteria to consider:

1. The nominee has demonstrated concern for the support, well-being and growth of other professionals and those aspiring to a career in professional local government management.
2. The nominee has actively promoted the profession to the community at large including, but not limited to university programs, League of WI Municipalities, and other organizations.
3. The nominee has demonstrated exemplary service as a professional manager having displayed the characteristics of integrity and leadership in order to provide exceptional service.
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.

President's Award for Service to the Association – Open to all members of WCMA

1. The nominee has actively served the Wisconsin City/County Management Association through exemplary service to an WCMA committee, the executive board, or has made other significant contributions to WCMA.

Emerging Leaders award – open to manager/administrators, assistants, department head members, interns.

Criteria to consider:

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.

5. 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.

****WCMA Scholarship and Awards Committee has the discretion to issue more than one award in any given category or none.***

Awards Nomination Form

THE WCMA MEMBER AWARDS PROGRAM NOMINATION FORM NOMINATIONS DUE BY MAY 1!

AWARD CATEGORY (check one):

Lifetime Achievement Award _____ Meritorious Service Award _____

Emerging Leader Award _____ President's 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.

Name of Individual Submitting Nomination: _____

Title / Organization: _____

Address: _____

Phone: _____ E-Mail: _____

Nominator Signature: _____ Date: _____

| | 2023 Budget | 2022 Actual | 2022 Budget | Actual 2021 | 2021 budget | 2020 Actual | 2020 Budget |
|---|-------------------|-------------|-------------|----------------|----------------|----------------|---------------|
| Income | | | | | | | |
| Program Income | | | | | | | |
| Dues | | | | | | | |
| Membership Dues | 55,000.00 | 55,843.01 | 56,000.00 | 57,195.70 | 52,000.00 | 50,385.81 | \$ 51,000.00 |
| Total Dues | 55,000.00 | 55,843.01 | 56,000.00 | 57,195.70 | 52,000.00 | 50,385.81 | 51,000.00 |
| Professional Development Event Women's Leadership Conference | 5,000.00 | 4,765.00 | 5,000.00 | 3,430.00 | 5,000.00 | 0.00 | 5,000.00 |
| Summer Conference | 38,000.00 | 108,741.33 | 68,000.00 | 37,735.00 | 35,000.00 | 0.00 | 63,000.00 |
| Winter Conference | 24,000.00 | 23,635.00 | 32,000.00 | 1,840.00 | 3,000.00 | 30,815.00 | 28,000.00 |
| Total Program Income | 122,000.00 | 192,984.34 | 161,000.00 | 100,200.70 | 100,000.00 | 81,200.81 | \$ 148,500.00 |
| Other Income | | | | | | | |
| Convenience fee | 900.00 | 1,224.07 | 600.00 | 853.64 | 450.00 | 468.40 | 450.00 |
| Interest Income | 10.00 | 9.23 | 10.00 | 9.25 | 100.00 | 92.55 | 160.00 |
| Job Advertising-Website Senior Advisor Income-ICMA Reimb. | 3,500.00 | 3,800.00 | 3,500.00 | 5,450.00 | 2,500.00 | 2,800.00 | 2,700.00 |
| Sponsorship Income | 3,000.00 | 727.66 | 3,000.00 | | 2,000.00 | 986.15 | 2,500.00 |
| ICMA Dinner | 1,500.00 | - | 1,500.00 | - | 1,500.00 | 0.00 | 1,500.00 |
| Internship Grants | 9,900.00 | 20,495.00 | 15,130.00 | 14,630.00 | 8,905.00 | 17,020.00 | 13,385.00 |
| Newsletter Advertising | 7,000.00 | 8,170.00 | 8,355.00 | 8,095.00 | 7,000.00 | 8,050.00 | 6,585.00 |
| Summer Conf Sponsorship | 49,875.00 | 50,620.00 | 42,855.00 | 38,350.00 | 22,495.00 | 41,340.00 | 34,410.00 |
| Summer Conf Social Event | 1,500.00 | 38,000.00 | 1,500.00 | 1,500.00 | 1,500.00 | 0.00 | 1,500.00 |
| Summer Conf 5K run/walk | 200.00 | 200.00 | 200.00 | 400.00 | 200.00 | 0.00 | 200.00 |
| Winter Conf Social Event | 1,500.00 | - | 1,500.00 | | | 0.00 | 1,500.00 |
| Winter Conf Sponsorship | 31,475.00 | 24,040.00 | 18,445.00 | 15,050.00 | 9,900.00 | 17,940.00 | 14,770.00 |
| Total Sponsorship Income | 102,950.00 | 141,525.00 | 89,485.00 | 78,025.00 | 51,500.00 | 84,350.00 | \$ 73,850.00 |
| Total Other Income | 110,360.00 | 147,285.96 | 96,595.00 | 85,194.30 | 56,550.00 | 93,068.40 | \$ 79,660.00 |
| Total Income | 232,360.00 | 340,270.30 | 257,595.00 | 185,395.00 | 156,550.00 | 174,269.21 | \$ 228,160.00 |
| Gross Profit | 232,360.00 | 340,270.30 | 257,595.00 | 185,395.00 | 156,550.00 | 174,269.21 | \$ 228,160.00 |
| Expense | | | | | | | |
| Accounting Fees | \$ 1,200.00 | \$ 1,176.00 | \$ 1,200.00 | 1,025.00 | \$ 1,100.00 | 1,000.00 | \$ 1,000.00 |
| Audit | 14,000.00 | 7,450.00 | 14,000.00 | 13,752.51 | 10,000.00 | 6,750.00 | 6,750.00 |
| Awards | 1,100.00 | 1,077.85 | 875.00 | 831.90 | 875.00 | 105.95 | 875.00 |
| ICMA Coaching Program | 1,000.00 | 1,000.00 | 1,000.00 | 1,000.00 | 1,000.00 | 1,000.00 | 1,000.00 |
| Contract Services | 45,036.00 | 43,936.00 | 43,936.00 | 42,865.00 | 42,865.00 | 41,616.00 | 41,616.00 |
| ICMA Conference Scholarship | 1,500.00 | 0.00 | 1,500.00 | - | 1,500.00 | 0.00 | 1,500.00 |
| ICMA Dinner at ICMA Conf | 3,600.00 | 2,099.14 | 3,600.00 | - | 3,600.00 | 0.00 | 3,600.00 |
| Insurance | 1,370.00 | 1,235.00 | 1,370.00 | 1,170.00 | 1,370.00 | 1,110.00 | 1,370.00 |

| | | | | | | | |
|--|----------------------|----------------------|----------------------|-------------------|-------------------|-------------------|----------------------|
| Internship Grants Award | 20,000.00 | 9,000.00 | 20,000.00 | 6,000.00 | 20,000.00 | 12,332.79 | 20,000.00 |
| Joint Summer Conference Expense | 0.00 | 182,912.59 | 70,000.00 | | | 657.00 | 70,000.00 |
| League of Municipalities Conference | 100.00 | 0.00 | 200.00 | 21.09 | 470.00 | 0.00 | 470.00 |
| Miscellaneous Expenses | 500.00 | 1,122.74 | 500.00 | 1,148.68 | 500.00 | 140.52 | 500.00 |
| MIT Support (Mental Health and Attorney) | 2,000.00 | 0.00 | 1,000.00 | | | | |
| Officer Travel & Meeting Expense | 6,000.00 | 6,158.50 | 3,500.00 | 372.40 | 2,750.00 | 3,035.63 | 5,500.00 |
| Operations | | | | | | | |
| Postage, Mailing Service | 100.00 | 0.00 | 100.00 | 69.21 | 100.00 | 16.95 | 100.00 |
| Printing and Copying | 350.00 | 340.51 | 150.00 | - | 150.00 | 0.00 | 150.00 |
| Supplies | 250.00 | 0.00 | 250.00 | - | 250.00 | 64.78 | 250.00 |
| Taxes & Fees | 600.00 | 4,247.96 | 1,250.00 | 531.00 | 1,250.00 | 54.00 | 1,250.00 |
| Zoom Meeting & Webinar Fees | 430.00 | | | | | | |
| Total Operations | 1,730.00 | 4,588.47 | 1,750.00 | 600.21 | 1,750.00 | 135.73 | \$ 1,750.00 |
| Professional Development Events | | | | | | 0.00 | 1,000.00 |
| Women's Leadership Conference | \$ 7,500.00 | \$ 5,330.00 | \$ 7,500.00 | 7,069.37 | 7,500.00 | 0.00 | 7,500.00 |
| Senior Advisor | \$ 6,000.00 | \$ 1,455.28 | \$ 6,000.00 | 882.79 | 4,000.00 | 2,374.08 | 5,000.00 |
| State Secretariat Travel Reimbu | \$ 3,500.00 | \$ 1,814.53 | \$ 3,500.00 | 798.98 | 4,000.00 | 199.52 | 4,500.00 |
| Strategic Planning Initiatives | | | | | | | |
| Regional Professional Development | \$ 1,000.00 | \$ - | \$ 1,000.00 | - | 1,000.00 | 0.00 | 1,500.00 |
| WCMA Professional Development Support | \$ 5,000.00 | | | | | | |
| WCMA Committee Initiatives | \$ 5,000.00 | | \$ 7,500.00 | 1,500.00 | 2,500.00 | 0.00 | 2,500.00 |
| Summer Conference Expenses | \$ 60,000.00 | \$ - | \$ - | 71,132.52 | 54,000.00 | 2,796.80 | - |
| ICMA Donation to Fund for Prof | \$ 1,000.00 | \$ - | \$ 1,000.00 | 500.00 | 500.00 | 0.00 | 500.00 |
| Emerging Leaders | \$ 3,500.00 | \$ 421.12 | \$ - | | 2,000.00 | 2,000.00 | |
| Listserve | \$ 9,000.00 | \$ 9,163.80 | \$ 9,000.00 | 7,500.00 | 12,600.00 | | |
| Website Charges | \$ 6,200.00 | \$ 4,500.44 | \$ 4,500.00 | 4,665.94 | 4,500.00 | 4,474.07 | 4,500.00 |
| Website Credit Card Processing | \$ 1,500.00 | \$ 1,731.04 | \$ 1,500.00 | 1,866.73 | 1,200.00 | 1,151.43 | 1,500.00 |
| Strategic Plan | \$ - | \$ 9,300.00 | \$ 10,000.00 | | | 0.00 | |
| Winter Conference Expenses | \$ 47,000.00 | \$ 48,483.40 | \$ 48,000.00 | 3,698.95 | 5,000.00 | 47,314.34 | 38,000.00 |
| Total Expense | \$ 255,336.00 | \$ 343,955.90 | \$ 263,931.00 | 168,402.07 | 186,580.00 | 128,193.86 | \$ 222,431.00 |
| Net Ordinary Income | \$ (22,976.00) | \$ (3,685.60) | (6,336.00) | 16,992.93 | (30,030.00) | 46,075.35 | \$ 5,729.00 |



WCMA Strategic Plan and Goal Development

Strategic Issues, Goals, Objectives, and Action Steps

May 2022

Prepared by project coordinators and workshop facilitators:

Melissa (Mel) Henricksen

Assistant Director

*Team Leader: Strategic Management,
Policy and Community Development*

Alli Hoebing

*Research Specialist, Association and Public
Management*

NIU Center for Governmental Studies

Executive Summary

Strategic planning is a preferred approach to guiding an organization’s future rather than making decisions issue by issue. As an organization, the Wisconsin City/County Management Association (WCMA) has followed a regular process of establishing goals for the Association and membership it serves. In December 2021, Association leadership engaged the Northern Illinois University Center for Governmental Studies (NIU-CGS) to facilitate a strategic planning process including a leadership workshop with the WCMA Board in March 2022.

The strategic planning workshop provided a positive atmosphere for the Board to collaboratively review and develop its vision for the Association’s future. Ultimately, workshop participants created strategic goals focusing on where the Association wants to go as an organization in both the short- and long-term. As was discussed and reviewed during the workshop, executive-level strategic planning sessions are a staple of good governance and leadership for progressive organizations and is recommended to be done routinely - every other year or every 3-5 years.

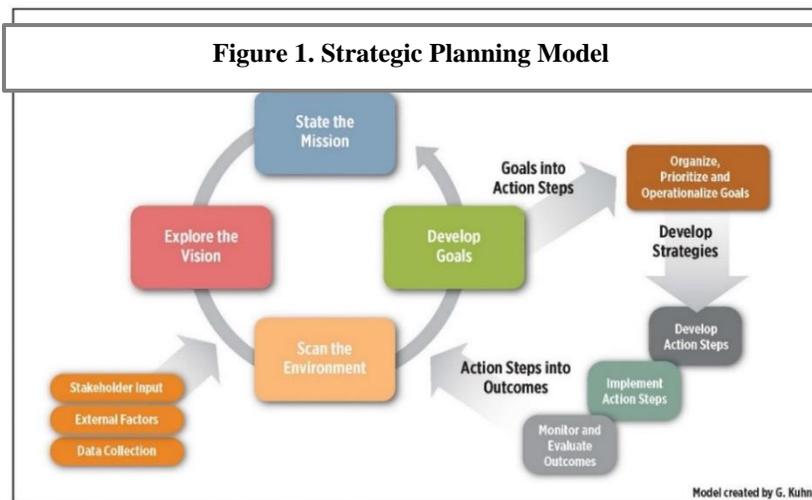
Introduction

As an organization, the WCMA has followed a regular process of establishing goals for the Association and the membership it serves. The Board of the Association gathered in 2022 to review the progress made and continue moving towards the future vision expressed for the Association. As part of the 2022 process, the Board reviewed the previous strategic plan’s outcomes and results and evaluated the current operating environment. The value of such processes continues to be recognized by policy-making boards and executive staffs in both private and public organizations and as an organization, WCMA is among the special class of organizations that engage in formalized strategic planning and goal setting (Figure 1).

The 2022 workshop provided another positive setting to set aside time to methodically, strategically, determine where it is the Association wants to go. This important undertaking will again work to serve the Association’s Board, members and other stakeholders well into the coming years

As was shared with the Board at the conclusion of the workshop, the Association should resist the temptation to rearrange priorities as the fiscal year moves along. It is important to adhere to the results of the Board’s efforts throughout this process and the Association’s budgeting process.

Keep in mind that the judicious use of the WCMA’s limited resources (including financial



* Model generally represents the steps that are taken for this type of Initiative.

resources and professional staff time) will be the key to good results. These high standards can place a strain on the organization, as excellence requires adequate staff time, expertise, and resources. Only a limited number of goals and objectives can be effectively managed and implemented at any given time. In a very realistic sense, clear and stable priorities must be maintained if the Association desires to stretch its resources as far as they can go.

Pre-Workshop: Taking Stock, Stakeholder Engagement Process

The stakeholder engagement process is an important piece designed to help ground the process as listening is vital to planning. The project team used various techniques for gathering background data ranging from desktop review of documents to interviews and preparatory group discussions. These steps were an important part of taking stock by the project team to help understand current Association policy and operational perspectives, perceptions, and preferences as well as membership's future vision and expectations.

The documents and input collected to gain stakeholder feedback prior to the leadership workshop included WCMA's previous strategic plan, interviews with the Association leadership, an online survey of Board members regarding the current vision, mission, and values (administered by NIU-CGS), and the online WCMA 2021 Member Survey (administered by the Association).

Outline of Workshop Leadership Exercises and Discussion Sessions

Current WCMA Vision Review

Association leadership was asked, via an online survey prior to the workshop, to envision the Association three to five years from now. In other words, what does WCMA look like to its stakeholders in 2025, 2028? What changes have occurred since 2019? How does the Association differ from what it is today? Those comments were shared by CGS facilitators at the workshop and additional thoughts were discussed.

For reference, the 2019-2021 WCMA Vision was as follows:

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

- WCMA is an action-focused, engaged-member organization.
- WCMA embraces its diversity.
- WCMA has raised the awareness and strengthened the public's perception of the profession.
- WCMA provides quality programs, connections and professional development offerings.
- WCMA is a welcoming organization.
- WCMA is a resource in public policy development.

Below were the proposed edits to the 2019-2021 WCMA Vision:

WCMA represents professionalism, ethics, and excellence in local government management.
WCMA is an action-focused, engaged-member organization that:

- embraces its diversity
- raises the awareness of professional local government management.
- provides quality programs, connections, and professional development offerings.
- is a welcoming organization.
- is an essential and innovative resource in public policy development and governance.

The 2022-2025 WCMA Vision is as follows (with all changes accepted):

WCMA represents professionalism, ethics, and excellence in local government management.
 WCMA is an action-focused, engaged-member organization that:

- ✓ Embraces diversity;
- ✓ Promotes and raises awareness of professional local government management;
- ✓ Provides quality programs, connections, and professional development offerings;
- ✓ Is a welcoming organization; and
- ✓ Is an essential and innovative resource in public policy development and governance.

Visioning Exercise

Association leadership engaged in an exercise designed to stimulate conversation regarding the desired future direction and condition of the Association by answering the visioning question: “In 10-15 years when I think of the WCMA, what do I hope to see, or think I will see with regard to the Association and the services it provides?” Participants were asked to think about their ideas ahead of time and then be ready to share them with the group during the workshop. This was a brainstorming exercise—all ideas about the Association’s future were encouraged and shared. No evaluative or judgmental debate was permitted during this session. Below is a summary of those answers.

Hope I will see...

- Robust organization
- Membership actively engaged
- Diverse in age, background, ideology, ethnicity
- Every administrator/manager a member
 - a. ELGL, the League
- Strong partnerships with other organizations
- WCMA involved at the collegiate level
- Effective/played a part in ethical city/village administration
- Quality programs provided
- More county representation
 - a. Events
- Professional development
 - a. We continue to have energy, desire to persevere
- Collaboration with other states
- More positive view/opinion of profession is created
- Membership grows
- Dawn stays
- WCMA helps profession be viewed as noble/passion
- Recruitment-focused
- Opportunities created for younger generation
 - a. Department Heads
- Continue to promote the value of the profession
- Communication of Values statement – also communicate all the good being done in community/ies

Think I will see...

- State of Wisconsin takes over and forces joint services/regionalism
- Technology continues to transform and affect profession
- Fewer attendees/members – political environment/societal issues may arrive out from profession
- More diverse (gender, race, identity)
- Flexibility training options (hybrid/in-person)
- Recruitment (department heads)

WCMA'S VALUES

- Developing New Members
- Promoting Inclusivity, Diversity, and Belonging
- Supporting Members
- Building Leadership
- Advocating and Promoting the Profession
- Establishing a Progressive and Strategic Association
- Embracing Collaboration and Partnerships
- Nurturing Ethical and Professional Conduct
- Maintaining Good Stewardship of the Association's Resources

VALUE STATEMENTS (unchanged)

- 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.

Stakeholder Feedback Summary Presentation

WCMA Member Survey Themes

In winter 2021, WCMA leadership surveyed its members to receive feedback on what the organization is doing well, where improvements can be made, opportunities for the future, and gather valuable information for subsequent conferences and services.

The survey is distributed once a year to all WCMA members (388 in 2021), with 167 completing the 2021 survey (response rate, 43.0%). The survey results and major themes are presented next

RESPONDENT DEMOGRAPHICS

- 77.8% hold full memberships
- 74.6% are administrators in their organization
- 23.0% have been in the profession for over 26 years
 - a. 22.2% have been in the profession between 5 and 10 years
- 47.6% have been continuous members of WCMA for 10+ years
- 47.1% of respondents were never interested in achieving their ICMA Credentialed Manager (CM) status
 - a. 20.7% are current CMs
- 91.3% of respondents originally joined the WCMA for professional development
 - a. 57.9% originally joined to expand their network
- 58.3% plan to retire in 11+ years
- 82.5% of respondents are between the ages of 35 and 54

REGIONAL MEETINGS

- The majority of (76.4%) respondents are satisfied with their regional meetings.
- Regions 3, 5, and 8 make up over 50.0% of responses to the survey.
- The virtual platform is favorable for regional meetings.

DIVERSITY, EQUITY, AND INCLUSION (DEI)

- Members were asked to provide their input about how well WCMA is doing regarding feelings of DEI. The scale used was: Excellent (4), Good (3), Fair (2), Poor (1).
 - a. Approximately 75.0% of respondents believe WCMA is doing “Excellent” or “Good” or at making all members feel welcome.

- b. Respondents believe there is more work to be done attracting members from diverse backgrounds with approximately 40.0% rating this response as “Excellent” or “Good.”
- c. Several comments for this question mentioned how individual communities also need to be focused on diversity in recruitment practices to effectively bring more diversity into the profession.

SERVICES PROVIDED

- The majority of respondents rated WCMA as either “Good” or “Excellent” at meeting expectations with services provided.
 - a. Specifically, services related to networking and connecting members were among the highest rated (“Excellent” or “Good”) including Job posting services (92.3%) WCMA Connect Community (83.9%), and Networking opportunities (83.0%).
 - b. Room for improvement exists for several services rated as “Fair” or “Poor” including social media (41.9%), Internships (30.7%), Regional meetings (29.6%), ICMA coaching (27.0%), and Promotion of professional local government management.
 - c. Respondent comments suggested focusing on advertising the profession to younger professionals and college students.
- Winter Conference attendance is negatively affected primarily by busy schedules (83.0%) and comments indicated more recently by the COVID-19 pandemic.
- Similarly, attendance at the Summer Conference is negatively affected by busy schedules (66.0%) and comments again noted the inability to attend due to COVID-19 concerns.
- Members are happy with the frequency of professional development events with 81.2% the frequency is “just right”.

SENIOR ADVISOR PROGRAM

- Members are generally happy with the Senior Advisor program and almost all respondents (97.5%) rated their feedback/advice as “Excellent” or “Good”.
- Interestingly, approximately 20.0% were not aware of the Senior Advisor program so communicating or highlighting the service may be helpful.

PREFERRED FUTURE TRAINING TOPICS

- Strategic planning (61.2%)
- Alternative revenue sources (59.7%)
- Labor relations/labor law (57.4%)
- Succession planning (55.8%)
- Economic development (53.5%)
- Board/council relations (52.7%)
- Leadership (51.2%)
- Legislative issues/legal update (50.4%)

Environmental Scanning Part I. Surrender or Lead

Participants were introduced to a leadership exercise entitled “Surrender or Lead.” Participants were asked, in small groups, to respond to a series of structured questions designed to initiate discussion and reveal hopes, perspectives, challenges, opportunities, and possible barriers based on the collective view of each participant’s group. The groups’ responses were recorded and are reported below. The bolded and underlined sections are key phrases that the group provided in response to the exercise’s open-ended questions and prompts.

Group 1

1. We want to **be diverse**, but **struggle to attract diversity**.
2. The two most important things to focus on are **membership development** and **promoting the profession** because **it leads to good governance**.
3. If it weren't for **Wisconsin's geographical challenges**, we would **have a higher level of interconnectivity**.
4. We need to finally **stop talking and do it**.
5. **The Executive Director retiring** will have the biggest impact on WCMA over the next 2-3 years.

Group 2

1. We want to **grow and enhance engagement**, but **members may be missing the perceived value**.
2. The two most important things to focus on are **organizational effectiveness impact** and **outreach and connection** because **it's our purpose!**
3. If it weren't for **burnout/fatigue/mental health**, we would **have the ability to commit more to the association**.
4. We need to finally **build better partnerships with other Associations and lose the status quo**.
5. **Executive Director – succession planning** will have the biggest impact on WCMA over the next 2-3 years.

Group 3

1. We want to **appeal to all in our profession**, but **it's hard to find time on our own**.
2. The two most important things to focus on are **community tools** and **professional support** because **our members expect value from membership**.
3. If it weren't for **failure to educate public about local government**, we would **have a more robust and diverse talent pool**.
4. We need to finally **create civil public engagement**.
5. **Supportive and engaged membership** will have the biggest impact on WCMA over the next 2-3 years.

Group 4

1. We want to **be vibrant**, but **are an unknown commodity**.
2. The two most important things to focus on are **communications/promotion** and **networking/mentoring** because **we want to grow and sustain membership**.
3. If it weren't for voices on the Board (e.g., **Gaylene**), we wouldn't **hear about towns and could lose perspective**.
4. We need to finally **fix region urban/rural dynamic**.
5. **Turnover/Executive Director** will have the biggest impact on WCMA over the next 2-3 years.

Environmental Scanning Part II. Large Group SWOC Analysis

The next step of the strategic planning workshop involved reviewing and accounting for the internal and external factors present in the environment that can potentially influence the success of the Association, both negatively and positively. Given the exploratory statements and challenges raised in the Surrender or Lead exercise, participants were then asked to identify what constraints and practical difficulties are likely to be encountered that will make it challenging to achieve the desired future state. These elements included both internal and external factors, conditions, trends, regulations, agencies, resources, etc. Furthermore, participants were asked to identify the Association’s strengths (S) and weaknesses (W). In what areas does the Association regularly excel, and in what areas are there difficulties or shortcomings in terms of expertise, resources, training, etc.? What opportunities (O) are on the horizon that can be used to the Association’s advantage? Conversely, what trends or challenges (C) lie ahead that would be obstacles or hindrances? Those answers are captured next.

| STRENGTHS | WEAKNESSES |
|--|--|
| <ul style="list-style-type: none"> Committed to professional public management | <ul style="list-style-type: none"> Availability of a diverse membership |
| <ul style="list-style-type: none"> Strong structure in place – Board | <ul style="list-style-type: none"> Structure can become a status quo issue |
| <ul style="list-style-type: none"> Social media | <ul style="list-style-type: none"> Social media |
| <ul style="list-style-type: none"> Ethical membership | <ul style="list-style-type: none"> Lack of clear direction for regional directors, need more collaboration, communication, etc. How to get out to membership |
| <ul style="list-style-type: none"> Have best practices with training | <ul style="list-style-type: none"> More onboarding for regions Better utilized/hold accountable |
| <ul style="list-style-type: none"> Membership participation | <ul style="list-style-type: none"> Need to better prepare Regional Directors (as a Board) |
| <ul style="list-style-type: none"> NIU partnership – Dawn as the Executive Director | <ul style="list-style-type: none"> Regions are geographically, not by size |
| <ul style="list-style-type: none"> Follow-through on feedback from members | <ul style="list-style-type: none"> Support and engage new members, interconnected more outside of official capacity |

| OPPORTUNITIES | CHALLENGES |
|--|--|
| <ul style="list-style-type: none"> Availability of a diverse membership | <ul style="list-style-type: none"> Transition of Executive Director – succession planning |
| <ul style="list-style-type: none"> Social media | <ul style="list-style-type: none"> Current state of politics – also at the local level |
| <ul style="list-style-type: none"> Expand definition of member/expand membership | <ul style="list-style-type: none"> Local election cycle |
| <ul style="list-style-type: none"> Value of membership Emphasize value | <ul style="list-style-type: none"> Understanding members’ expectations |
| <ul style="list-style-type: none"> Engage more isolated members through technology | <ul style="list-style-type: none"> Internet connections with remote meetings (some communities) |
| <ul style="list-style-type: none"> Partnerships <ul style="list-style-type: none"> - League, Towns, Clerks, etc. - HR organizations, WGFOA, Assistants | |

Nominal Group Goal Identification

After discussions regarding the participants’ visions for the future, survey results, and their analysis of the Association’s operating environment (e.g., strengths, weaknesses, opportunities, and challenges), the final workshop session was designed for small group work and the development of new or updated goals.

To begin the process, participants returned to the small groups they had worked with during the previous Surrender or Lead exercise. Group members were allotted time to highlight the three or four most important policy and program goals they thought the Association should accomplish in the short-term (1-3 years) and long-term (3-8+ years). Each of the small groups then shared their goals with the aggregate group of participants. Goals that the groups developed could be extensions or refinements of prior goals or could be new goals. Furthermore, the goals that were developed could be very specific or broader, but all goals pointed to important outcomes that leaders hope to see in the years ahead.

In total, the group developed nine (9) short-term and six (6) long-term strategic goals/initiatives at the workshop and are shared next.

Short-Term Goals

1. Create a “must go” reason to attend conferences
 - a. Focus on encouraging high school and college students to attend/engage
2. Formalize and improve WCMA’s online presence and virtual options by leveraging technology resources and continuously exploring what members need/want
3. Increase scholarship opportunities and funding for professional development
4. Explore succession planning for the next executive director
5. Evaluate the regional structure
 - a. Implementing Regional Director and Board Member training programs that set expectations and parameters
 - b. Engage Regional Directors/leadership on a local level including goals setting for each region
6. Work with all committees to align them with the organization’s mission
7. Development and implementation of a communications plan
8. Explore the conference structure and consider if one or two conferences work best, including exploring the time between conferences
9. Create a pipeline for mentorships/coaching

Long-Term Goals

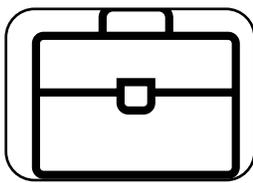
1. Explore replacing one of the two conferences with a “road show tour”,
 - a. Take a mini conference to four locations within the state based on regions using local universities/colleges as partners.
2. Create/enhance a student outreach program to increase interest in the profession and recruit future local government managers
 - a. Jr. High, High School, College levels
3. Leverage technology in order to engage members in both rural and urban communities.
4. Promote the profession and the organization to all levels including city, town, and county to increase membership
5. Improve integration of new members into the organization
6. Create a list of best practices for communities in the areas of workforce, diversity, equity and inclusion (DEI), and other community issues
Establish a program that supports and enhances Diversity, Equity, Inclusion, and adds/explores Belonging (DEIB)

The goals were ultimately reviewed after the workshop by NIU-CGS staff and WCMA Board leadership, condensed where needed and several of the items became objectives and action items. All the goals were

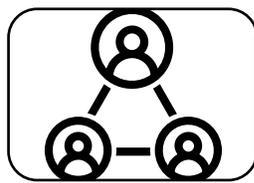
also evaluated within the Association’s overarching strategic priority area framework. Below is a brief overview of the strategic priorities followed by a matrix with all strategic goals/initiatives incorporated into the Association’s overarching strategic priority areas. The matrix is an active working document that the Association can continue to work with as they discussion action items.

Strategic Priority Areas

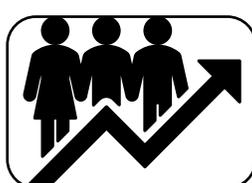
During the strategic planning process, the Board reached consensus to retain the key strategic priority areas developed from the previous 2019-21 strategic plan. The key strategic issue areas frame the strategic goals and action steps and will ultimately help guide the Association’s most strategic activities. The strategic priority areas identified as a result of the strategic planning process are illustrated below [in no particular order].



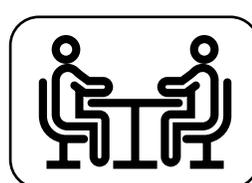
Promote the Profession



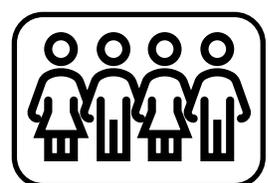
Succession Planning



Professional Development



Collaboration



Diversity, Equity, Inclusion, Belonging

WCMA Strategic Plan Summary Matrix

Strategic Priority Area: Promote the Profession

GOAL: Promote the profession and value of membership to diverse populations.

| Objective | Key Actions or Tactics | Time Frame for Completion | Responsible Party |
|--|---|---------------------------|---|
| Develop an external communications plan for promotion of the profession | Communicate all the good being done in communities; help create a positive view/opinion of the profession; communicate Values Statement; communicate the value of WCMA membership | Short-Term | Executive Committee |
| Create/enhance a student outreach program (such as junior high, high school, and college levels) to increase interest in the profession and recruit future local government managers | Create a pipeline for mentorships/coaching; Contact students and work with universities; Plan/strategize with ICMA student chapters | Long-Term | Emerging Leaders Committee |
| Increase scholarship opportunities | | Short-Term | Scholarship/Awards Committee |
| Work with all committees to align them with the organization's mission of promoting the profession | Develop an internal communications plan | Long-Term; Ongoing | Committee Chairs w/ support from Executive Committee? |
| Leverage technology to engage members in both rural and urban communities | | Long-Term | Regional Directors |

Strategic Priority Area: Succession Planning

GOAL: Create a succession plan for the association

| Objective | Key Actions or Tactics | Time Frame for Completion | Responsible Party |
|---|--|---------------------------|---|
| Explore succession planning for the next Executive Director | | Short-Term | Executive Committee/Board |
| Improve integration of new members into the organization | | Long-Term | Membership Development and Services Committee |
| Create a pipeline into the profession | Consider reaching out to interns, mentors, and coaches | Short-Term | Emerging Leaders Committee |

Strategic Priority Area: Professional Development

GOAL: Continue to provide exceptional professional development offerings for the membership, recognizing and tailoring offerings to meet the diverse needs and interests of the current and future membership.

| Objective | Key Actions or Tactics | Time Frame for Completion | Responsible Party |
|--|--|---------------------------|--|
| Increase funding for professional development events | | Short-Term | Executive Committee/Board |
| Create a “must go” reason to attend conferences | Focus on encouraging high school and college students to attend and engage | Short-Term | Conference Committee |
| Formalize and improve WCMA’s online presence and virtual options | Continue virtual participation in meetings; identify technology applications for the organization | Short-Term | |
| Evaluate the regional structure | Engage Regional Directors/leadership on a local level including goals setting for each region; Implement Regional Director and Board member training programs that set expectations and parameters | Short-Term | Membership Development and Services Committee |
| Explore the conference structure | Survey the membership every 3-5 years to determine whether the organization wants to consider if one or two conferences works best | Short-Term; Ongoing | Executive Committee/Board; Conference Committee; Membership Development and Services Committee |

| | | | |
|--|---|-----------------------|--|
| | Consider/Explore taking a mini conference to four locations within the state based on regions; Host at or near universities; Replace one conference with a “road show tour”; enlist UniverCity as a partner | | |
| Work with all committees to align them with the organization’s mission of providing exceptional professional development | | Long-Term; Ongoing | Committee Chairs with support from Executive Committee |

Strategic Priority Area: Collaboration

GOAL: Develop partnerships with other local governments and professional organizations that will enhance the profession and allow WCMA to serve as a resource for policy development.

| Objective | Key Actions or Tactics | Time Frame for Completion | Responsible Party |
|--|---|---------------------------|---|
| Work with all committees to align them with the organization’s mission of developing partnerships with other organizations and local governments | Development and implementation of an external communications plan for collaboration | Long-Term; Ongoing | Committee Chairs w/ support from Executive Committee? |

Strategic Priority Area: Diversity, Equity, Inclusion, and Belonging

GOAL: To enhance Diversity, Equity, Inclusion, and Belonging within WCMA and provide tools and resources to member communities to assist in their DEIB initiatives.

| Objective | Key Actions or Tactics | Time Frame for Completion | Responsible Party |
|---|--|---------------------------|-------------------|
| Support and enhance Diversity, Equity, Inclusion, and Belonging (DEIB) efforts of the WCMA. | See Appendix A for DEIB Committee Strategic Plan key action items. | Long-Term | DEI Committee |

**** See Appendix A for the Diversity, Equity, Inclusion, and Belonging Strategic Plan that has been approved by the WCMA Board**

Conclusion

The value of the strategic planning process will only be realized if it is used as an active working guide to both the Board and staff leadership as the issues explored during the strategic planning process are pursued. It is designed to capture the content of the discussions and to assist the Association in developing implementation plans for their strategic goals/initiatives.

In the Association's ever evolving operating environment, adapting to the changes in demographics, community trends, technology advancements, best practices, and development opportunities among others will be paramount. The strategic plan is meant to be a road map for the Association with the flexibility to adapt to those changes. Therefore, it is recommended that the Association continue to undertake regular reviews (monthly, quarterly, or semi-annually) of the strategic plan, its goals, and implementation schedule to identify the need for updates or modifications to ensure the Association consistently recognizes and meets the changes in membership needs and expectations. In addition, many communities engage in regular strategic planning process updates/renewals annually or every 2-3 years.

What is apparent from the exchange of ideas and dialogue during the environmental scanning and strategic planning workshop is that the Association is fortunate to have progressive leadership and an Executive Board that is looking ahead and committed to strategic thinking and planning.

We wish you well with the ambitious years that lie ahead.

Mel Henriksen and Alli Hoebing,
NIU-CGS Project Coordinators and Session Facilitators

Appendix A

STRATEGIC PLAN FOR PROMOTING DIVERSITY, EQUITY, AND INCLUSION

Wisconsin City / County Management Association Diversity, Equity, and Inclusion Committee

Membership

Bill Chang, Chair

Tyler Burkart, *Vice Chair*

Travis Coenen

Sharon Eveland

Alli Hoebing

Melissa Hunt

Rebecca LeMire

Sam Liebert

Dawn Peters

Cory Poris Plasch

Tom Skuzinski

Plan prepared by: Thomas Skuzinski and Cory Poris Plasch

Draft completed: February 25th, 2022

PROCESS

The Wisconsin City / County Management Association (WCMA) Diversity, Equity, and Inclusion Committee (DEI Committee) began movement toward developing a strategic plan in Fall 2021. Working from a priorities identification process completed in Spring 2021 through the work of a Task Force that preceded formation of the Committee, we identified two priority areas around which to organize our planning efforts: (1) learning and listening and (2) engaging. These are described in more detail below. Committee members sorted into two subgroups—one for each priority area—and met on January 13th, 2022, with a target of developing for their priority area two to three goals, each with supportive objectives and activities. Subgroups reported back for a robust discussion with the Committee as a whole. The plan below reflects these efforts.

The purpose of this plan is to identify a portfolio of meaningful action items that can organize our time, energy, and WCMA resources and activities over the next three years.

LEARNING AND LISTENING

Subgroup: Sharon Eveland, Alli Hoebing, Rebecca LeMire, Cory Poris Plasch, Tom Skuzinski

The focus of the Learning and Listening subgroup is the current membership of WCMA and answering the question *Who are we as members of the organization and as members of our communities?* The subgroup emphasizes the importance of understanding our baseline so that we can measure where our efforts are successful and where more attention is needed.

GOAL 1: Create an environment both within WCMA and among its member communities in which members feel empowered to speak their truth.

Objective 1.A: Use existing survey evidence to communicate to members that a lack of empowerment and inclusion is a problem in the organization.

The WCMA Member Survey (NIU Center for Governmental Studies) includes a section on Diversity, Equity, and Inclusion and items on membership characteristics. The survey questions are a valuable source of evidence about how WCMA members feel about inclusion in multiple dimensions at events and meetings and what they view as the priorities of the organization regarding DEI. The recent 2020 Welcoming Environment Survey (McKinley Advisors and the Association Forum) provides an additional source of evidence. Much of the data from these surveys demonstrates a lack of empowerment and inclusion is a real problem.

Action item 1.A.i: Create and disseminate news items highlighting this in the WCMA News newsletter and similar communications.

Action item 1.A.ii: Organize and deliver panels at the WCMA Summer and Winter conferences and other key events that highlight the survey results.

Action item 1.A.iii: Revisit and consider adding to the existing member survey items on diversity, equity, and inclusion.

Objective 1.B: Develop and provide training regarding having difficult conversations.

Conversations around issues of diversity, equity, and inclusion—particularly those in which an individual is trying to address intentionally or unintentionally discriminatory language or behavior targeted at them or at someone else—can be difficult to navigate. Opportunities to learn strategies and share positive and negative experiences regarding these difficult conversations would help empower more members to speak their truth in WCMA and their communities.

Action item 1.B.i: Organize and deliver panels at the WCMA Summer and Winter conferences and other key events that focus on strategies and experiences regarding difficult conversations about discrimination.

Objective 1.C: Create informal spaces that are welcoming of individuals from diverse backgrounds, experiences, and attributes who do not currently have access to such opportunities through WCMA.

Action item 1.C.i: Explore development of a “happy hour” type event that would have a focus on DEI broadly, consistent with Goal 2 below.

GOAL 2: Develop and communicate a more comprehensive and nuanced understanding of diversity, equity, and inclusion with regard to WCMA and Wisconsin communities.

Diversity, equity, and inclusion can be misunderstood as being focused on only one or two dimensions of human heterogeneity, such as race and ethnicity. However, these terms expand well beyond that to include gender, age, economic circumstance, education, culture, and sexual orientation, among many others. We want to ensure that we are welcoming in our commitment to DEI of both those members who feel an enthusiastic affinity for supporting it and those who might be more involved if we begin communicating about it and its benefits more broadly.

Objective A: Develop a WCMA Diversity, Equity, and Inclusion values statement.

Action item 2.A.i: Create a values statement that includes a definition of DEI for WCMA.

Objective B: Revise the calls for proposals and evaluation methods for all trainings, including any WCMA Summer and Winter conference trainings, to reflect a more nuanced understanding of diversity, equity, and inclusion.

Action item 2.B.i: Develop calls for panels and other engagements with members at future conferences and other key events that incorporate a broader definition of diversity, equity, and inclusion.

Objective C: Communicate with members to understand the resistance to diversity, equity, and inclusion as a focus or priority for WCMA.

Action item 2.C.i: Revisit and consider adding to the existing member survey a question about the resistance to diversity, equity, and inclusion.

Objective D: Develop a more effective communication strategy that engages all members and communities.

Action item 2.D.i: Develop news items for WCMA News that focus on stories of successful DEI efforts in our communities, especially on the economic benefits of pursuing diversity, equity, and inclusion.

Action item 2.D.ii: Define indicators of effectiveness that will allow WCMA to manage performance in its DEI communication strategy.

Objective E: Establish a program that supports and enhances Diversity, Equity, Inclusion, and adds/explores Belonging

Action item 2.E.ii: Create a list of best practices for communities in the areas of workforce, diversity, equity and inclusion (DEIO)

ENGAGING

Subgroup: Tyler Burkart, Bill Chang, Travis Coenen, Melissa Hunt, Andy Pederson

The focus of the Engaging subgroup is the relationship of WCMA to external stakeholders and answering *What are the collaborations or partnership we should cultivate?* The subgroup emphasizes the need to be outward facing to draw on external relationships and resources and build a durable, collaborative approach to DEI.

GOAL 3: Pursue and establish pipelines for attracting and including individuals from underrepresented and excluded groups into the management profession in Wisconsin and into WCMA.

Objective 3.A: Develop new and strengthen existing pipelines with higher education institutions in Wisconsin and neighboring states, including universities, colleges, and community colleges.

Colleges and universities and their communities are often the places where we see very high levels of diversity along multiple dimensions, but the profession continues to be much more homogeneous, especially in race and gender. WCMA can be much more intentional and strategic in engaging diversity at higher education institutions and developing more diverse pipelines into the profession and organization.

Action item 3.A.i: Provide opportunities for one-on-one mentorship for college and university students interested in field.

Action item 3.A.ii: Explore recruitment in degree programs at the undergraduate and graduate levels beyond the traditional core of public administration, political science, and public policy.

Action item 3.A.iii: Develop a dissemination strategy for sharing recruitment information with high school students.

Action item 3.A.iv: Change bylaws to allow for students to serve as ex-officio committee members of boards, councils, and committees.

Objective 3.B: Develop new and strengthen existing pipelines into the profession with professionals in other lines of work and their professional associations.

Many other professionals have competencies and a commitment to public service that would position them well to be successful and fulfilled local government managers, but may be unaware of it as a viable career path. These professions are often more diverse in their composition, and could help change the face of WCMA.

Action item 3.B.i: Increase the exposure of local government management as a career path at the conferences, forums, and other events of professional associations beyond WCMA, such as those for planners, engineers, and government finance officers.

Action item 3.B.ii: Adjust the promotion and registration strategy for conferences to encourage attendance by non-WCMA members with a public service orientation.

Action item 3.B.iii: Increase the exposure of local government management as a career path with community groups, such as chambers of commerce and nonprofit organizations.

GOAL 4: Strengthen collaborations with other WCMA Committees to further DEI Initiatives.

Objective 4.A: Communicate with other committees to complement existing efforts.

Diversity, equity and inclusion are a focus throughout WCMA, not just for the DEI Committee. To ensure we are being more efficient and effective in our efforts, we need to actively communicate with the other committees and task forces in WCMA. The action items below suggest a few specific directions for this communication.

Action item 4.A.i: Communicate with the Awards Committee to revisit the calls for and evaluative criteria for existing awards, and explore adding new awards in line with Goal 2 (see above).

- Action item 4.A.ii: Communicate with the Emerging Leaders Committee about allowing non-WCMA members to participate.*
- Action item 4.A.iii: Communicate with the Membership Development Committee to consider revisions to the WCMA website that are reflective of insights gained from the WCMA Member Survey and Welcoming Environment Survey and consistent with a broader and more nuanced understanding of DEI (see Goal 2 above).*
- Action item 4.A.iv: Communicate with the chairs of other committees and task forces about developing more active avenues for communication.*

WCMA Regional Directors

- **Region 1:** Richard Downey, Assistant 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:** Steve Barg, City Administrator, Marshfield - Coordinator
Counties of: Iron, Vilas, Price, Lincoln, Marathon, Wood, Langlade, Oneida, Taylor, Clark, Portage, Shawano, Florence, Forest, Marinette, Menominee, Oconto
- **Region 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:** Joshua Finch, City Administrator, Hillsboro – 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:** Jerry Gabrielatos, City Manager, Beloit – Coordinator
Counties of: Jefferson, Walworth, Rock, Kenosha, Racine
- **Region 9:** Diana Dykstra, Clerk/Treasurer, Mukwonago – Coordinator
County of: Waukesha

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.

Regional boundaries in Wisconsin

Cities with WCMA Committee Members, 2014



Center for
Governmental Studies
Date: 1/27/2015

Regional Boundaries Map



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

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 3/3/2022

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: _____