

Member Services Survey Summary 2024

for
WCMA

Prepared by
The Center for Governmental Studies

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Contents

Overview 3

 Introduction 3

 Utility of Survey Results 3

 The Survey Tool..... 3

Section Results 4

 Services Provided 4

 Salary Survey 5

 Conferences and Professional Development 7

 Topics for Conferences/Webinars/Regional Meetings 10

 Website/Listserv WCMA Connected Community 12

 ICMA Coaching Program..... 17

 WCMA Regions 20

 Senior Advisor Program..... 24

 Members in Career Transition..... 26

 Affiliations With Other Organizations 28

 Diversity, Equity, nclusion and Belonging 30

 ICMA 33

 Demographics..... 35

 Service to WCMA..... 40

 General/Other 42

Overview

Introduction

WCMA surveyed its members to receive feedback on how things are going, what went well or needed improvement, as well as gather valuable information for the organization for subsequent conferences and services. **The survey was sent to 329 members with 159 responding to the survey which is a return rate of 48 percent.**

Utility of Survey Results

Results of the survey are intended to be used by the WCMA both as a tool and as a potential springboard for action. Using the survey results, the Association can:

- Encourage strengths to the advantage of the Association and its members.
- Identify areas of weakness or opportunity, and plan strategies for how best to address these areas.
- Become cognizant of specific recommendations from members in areas of overall Association performance, conferences, services, training and support.

The Survey Tool

The survey was separated into the following sections:

- Services Provided
- Salary Survey
- Conferences and Professional Development
- Topics for Conferences/Webinars/Regional Meetings
- Website/Listserv WCMA Connected Community
- ICMA Coaching Program
- WCMA Regions
- Senior Advisor Program
- Members in Career Transition
- Affiliations With Other Organizations
- Diversity, Equity, Inclusion, and Belonging
- ICMA
- Demographics
- Service to WCMA
- General/Other

Section Results

Services Provided

Members were asked to rate how well they think WCMA is meeting their expectations by ranking each item listed below on a scale from Excellent to Poor. See Table 1.

Table 1

Services	Excellent	Good	Fair	Poor	Total
<i>Conferences and Professional Development</i>					
Networking opportunities	36%	53%	10%	1%	154
Regional meetings	19%	53%	24%	5%	148
Summer Conference	35%	58%	6%	0%	141
Winter Conference	39%	53%	8%	0%	141
ICMA Coaching Webinars	16%	56%	25%	3%	104
Professional Development webinars/seminars	21%	63%	15%	1%	135
<i>Periodicals and Information</i>					
Website	13%	56%	25%	6%	151
Salary Survey	47%	45%	7%	1%	153
Quarterly newsletter	26%	59%	15%	0%	145
Online membership directory	25%	58%	17%	0%	138
Social media (Facebook and LinkedIn)	10%	38%	35%	17%	104
<i>Programs and Services Provided</i>					
ICMA Coaching Program	17%	60%	19%	4%	83
Internship program	19%	58%	22%	1%	85
Job posting service	51%	43%	7%	0%	138
WCMA Awards Program	25%	59%	15%	1%	123
WCMA Connected Community Listserv	39%	45%	14%	1%	143
Senior Advisor Program	28%	56%	13%	3%	113
Member in Career Transition Program	18%	63%	15%	4%	73
Promotion of professional local government management	18%	53%	23%	6%	133

Services	Excellent	Good	Fair	Poor	Total
Services provided by the Executive Director and NIU Center for Governmental Studies	37%	47%	15%	2%	129
Coffee Chats	13%	57%	26%	4%	108
Adherence to ICMA Code of Ethics	42%	51%	6%	0%	139

Additional programs or services members would like to see WCMA provide are listed below:

- I think there needs to be more support for regional meetings. Could there be a budget amount allocated to each region to use for speakers or to rent space, if needed?
- I would like to see more in the area of education on what an administrator can bring to your community. Maybe a renewed video; life well run.
- We need to reach the youth before they get to college. Many people don't know about careers they could get with a MPA. Getting into the high schools is where we should be.
- Some of my N/A answers are because I haven't used the service and I'm not familiar with it enough to rate it.
- Some of these things I am not even sure what they are...
- Document resources
- Josh Finch does a great job for our region.
- More advocacy for form of government. Only UWO does it in this area.
- More on housing and economic development.
- Perhaps a link to logo items such as a mug or a sweatshirt? We had them when I was in Illinois for an event.
- None

Salary Survey

WCMA issues an annual salary survey and there is concern that the survey is too long. With the goal of shortening the survey to increase participation, members were asked to indicate the categories they feel are MOST useful. They could select all that applied. See Table 2 below. 152 responded to this question.

Table 2

Categories	Percentage	# of Responses
Population	90%	137
Years in current position	88%	134
Annual Salary as of Aug. 1	84%	128
Years in professional local government management	80%	121
Annual Budget	72%	110
Paid Severance Duration (months)	72%	110

Categories	Percentage	# of Responses
Highest degree earned	68%	104
Annual Paid leave vacation (days)	66%	100
Do you have an employment contract	60%	91
Annual Paid sick leave (days)	57%	87
Annual Paid leave holidays (days)	53%	80
Annual Paid leave other (days)	49%	74
Health Insurance	48%	73
Wisconsin Retirement System	46%	70
Employee Contribution Amount (annual)	36%	55
Other compensation NOT covered in survey	36%	54
Retirement other employer contribution %	36%	54
Personal Vehicle Use Allowance	35%	53
Municipal Vehicle	33%	50
Insurance Premium Amount (annual)	32%	48
Payment in lieu of health insurance amount?	29%	44
Annual Conference Allowance Amount	27%	41
Payment in lieu of health insurance	27%	41
Dental Insurance?	26%	39
Life Insurance provided	26%	39
Organizations for which Employer Pays Dues	25%	38
Conference Allowance In-state	22%	33
Conference Allowance Out of State	21%	32
Retirement other – list	15%	23
Life Insurance provided value amount	14%	22
Reimbursement per mile (in cents)	14%	21
Retirement ICMA Mission Square	14%	21
Life Insurance Employer Contribution Annual Amount	13%	19
Life Insurance annual Premium Amount	11%	17
Conference Comments	8%	12

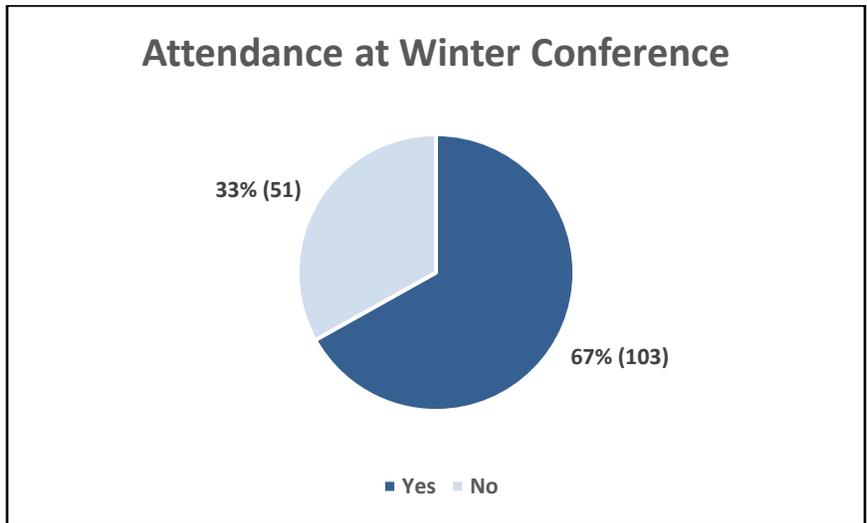
Categories	Percentage	# of Responses
Vehicle comments	8%	12
Carrier WI State	7%	10
Carrier Self?	3%	5
Name of other Carrier?	3%	4
Other Carrier?	1%	2

Conferences and Professional Development

Winter Conference

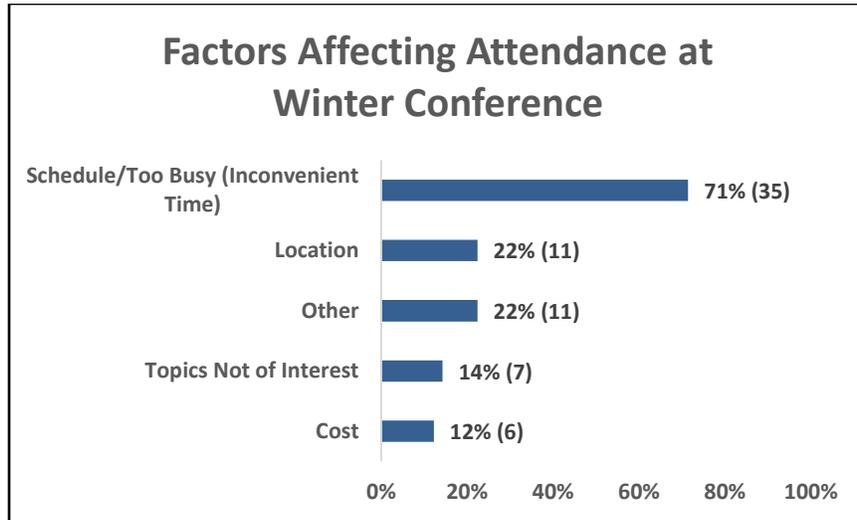
Sixty-seven percent (103) of the respondents have attended a WCMA Winter Conference in the past three years. See Chart 1 below.

Chart 1



For those that indicated “No” they have not attended a Winter Conference over the past three years, Chart 2 below shows the reasons why. They could select all that applied. **Schedule/Too Busy (Inconvenient Time)** came in as the top reason. 49 responded to this question.

Chart 2



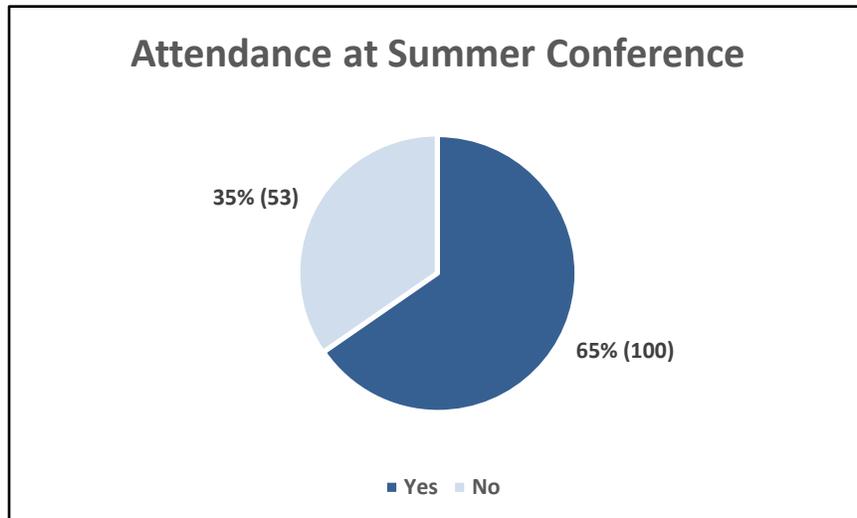
The "Other" responses were:

- When CAs wear multiple hats, you are competing with other conferences. You can only attend so many in a year.
- Too busy, but not that it is an inconvenient time.
- I was not aware they existed.
- Childcare
- New to position/role/profession (3)
- Last winter was my first winter in my position
- I've only been a member for a year
- Retirement
- I really just haven't

Summer Conference

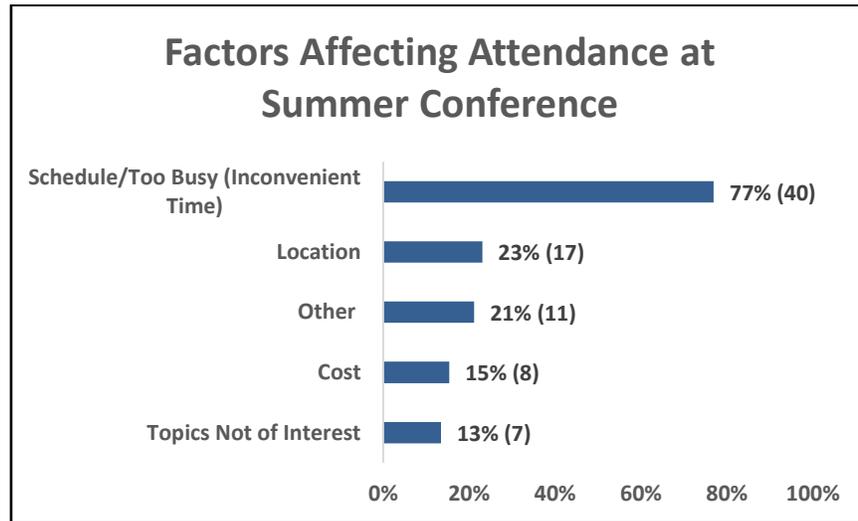
Sixty-five percent (100) of the respondents have attended a WCMA Summer Conference in the past three years. See Chart 3 below.

Chart 3



For those that indicated “No” they have not attended a Summer Conference over the past three years, Chart 4 below shows the reasons why. They could select all that applied. **Schedule/Too Busy (Inconvenient Time)** came in as the top reason. 52 responded to this question.

Chart 4



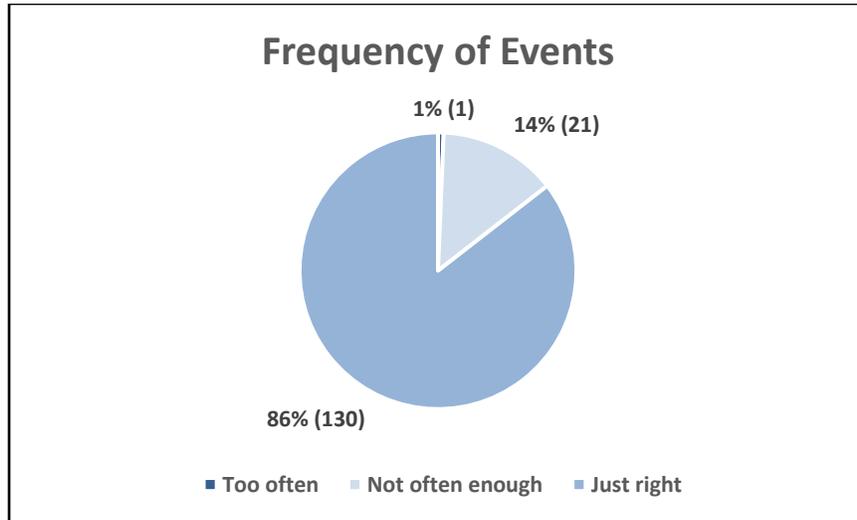
The “Other” responses were:

- Busy with family when not at work.
- New to the position/role (3)
- Will come next time
- Too busy, but not that it is an inconvenient time.
- Didn't know that this existed
- Retirement
- Going this summer
- Limited budget
- I can generally make one or the other. Winter tends to be easier.

Professional Development

Members were asked how they feel about the frequency of professional development events such as webinars, seminars, and access to virtual recordings. Eighty-six percent (130) selected “**Just Right**”. See Chart 5 below.

Chart 5



The 15% of members who indicated “Too often” or “Not often enough” responses are listed below:

- I think it would be ideal to have one offering per month (12 for the year) or at least a couple for each quarter (8 for the year).
- Something on a quarterly basis and an easily accessible library of previous recordings.
- Monthly (7)
- Monthly? and maybe they are, but they are not obvious in lengthy emails.
- Biweekly or monthly. More focus on virtual opportunities.
- Every other month - 6 times a year. (2)
- Offer to archive/record the training opportunities so that folks who cannot make it have an opportunity to watch.
- Once per month to once per quarter, they seem to be hit or miss and scattered.
- Twice every quarter.

Topics for Conferences/Webinars/Regional Meetings

Members were asked to identify topics they would like to see WCMA provide training for in the future. Their responses are shown in Table 3 below. 150 responded to this question.

Table 3

Topics	Percentage	# of Responses
Legislative Issues/League Update	59%	89
Board/Counsel Relations	59%	88
Leadership	55%	82
Labor Relations/Labor Law	54%	81
Artificial Intelligence	53%	79
Succession Planning	50%	75

Topics	Percentage	# of Responses
Best Practices	50%	75
Strategic Planning	49%	73
Economic Development	49%	73
Performance Measurement	48%	72
Alternative Revenue Sources	48%	72
Capital Improvement Planning	45%	68
Team Building	44%	66
Budgeting	44%	66
Zoning and Development Issues	43%	64
Grant Writing	41%	62
Innovation	36%	54
Ethics	36%	54
Media Relations	35%	53
Technology	33%	50
Social Media	32%	48
Alternative Service Delivery/Consolidation	31%	47
Cybersecurity	29%	44
Emergency Management	24%	36
Mental Health	23%	34
Sustainability	17%	25
Elections	13%	19
Health Care	11%	17
Diversity and Inclusion	10%	15
Other	3%	4

The “Other” responses were:

- Admin/local government best practice policies, procedures, and processes.
- Enough of Diversity and Inclusion.
- New technology trends include a new water meter system, new record retention software, and new open records request software.
- Union negotiations.

Topics that members feel have been sufficiently covered or are better covered by other organizations are listed below:

- Diversity and Inclusion
- Please, no more DEI or Ethics
- Elections (2)

- Elections; budgets; routine filings; board of review
- Legislative issues best delivered by League. Getting DOR to assist with understanding Innovation grants would be helpful.
- Legislative issues by the LWM
- Mental health, Emergency management, Technology topics best covered by trade organizations for those service areas
- Need to take a break from AI for right now
- TIF is handled better by Ehlers
- Social media, media relations, strategic planning, grant writing, ethics
- WPELRA has a great annual conference that includes a lot of information about HR, Labor Relations, and Labor Law.
- DEI and Social Media have been covered sufficiently
- Planning, zoning, economic development, emergency management, elections, technology, and cybersecurity are more specialized fields and are often done by non-administrator employees or contracted. Other organizations better suited to train these specialties.

Website/Listserv WCMA Connected Community

Website

Members were asked to rate the current WCMA website. See Table 4 below.

Table 4

WCMA	Excellent	Good	Fair	Poor	Total
Website	10%	64%	21%	5%	147

Members were asked for what purpose do they **most often** visit the website. They could check all that applied. See Table 5 below. 144 responded to this question.

Table 5

Categories	Percentage	# of Responses
Conference/Event Information	72%	103
Job Ads	59%	85
WCMA Connected Community listserv	59%	85
Member Directory	44%	63
Information about WCMA	18%	26
View Corporate Sponsors	3%	5
Other	1%	2

The “Other” responses were:

- Knowledge resource
- I rarely use the website. Maybe a good conference session to show us what's available on the website.

Suggestions for how the WCMA website could be improved are shown below.

- I think the navigation to the various pages should be reviewed and the homepage cleaned up.
- Enough Diversity & Inclusion.
- The directory needs someone to contact the member and update their contact information. I have found some that are incorrect and I end up either doing other research or being unable to contact the member.
- Yearly send out an email to members to check their directory entry and correct any errors.
- Add document resources.
- Connected Community needs to be more user-friendly.
- Easier access to Connected Communities...need to get more responses.
- Although a heavy lift, I wish there was more participation on the Connected Community listserv.
- Listserv needs more participation by membership to be more valuable.
- I find it difficult to use the listserv to find if questions I'm interested in have been previously discussed.
- Get a professional logo. Website has too much white/dead space. Website should look more active/current.
- Better design
- The website seems clunky and hard to find anything useful without scrolling. The homepage needs to be reworked and refreshed. The tabs aren't distinguishable from the header.
- More modern look, feel, functionality needed. Information about current Board members, pictures etc. Let's engineer this in a way that it is comparable (simply) to what other non-profit organizations and professional associations do.
- It is graphically aged, as is the content in some ways. For example, the homepage has a YouTube module integrated that features a video from 11 years ago. There are also outdated links. For example, I navigated to "programs and services" page and selected "newsletter" on blue side-bar menu. That took me to the 2016 newsletter sometimes instead of the page that offers the current newsletter and past editions.
- It needs to be kept up-to-date from both a content and functionality POV.
- Instead of clerks having to ask or reinvent for themselves, request sample RFP, Ordinances, Resolutions, etc., for all to be able to use.
- I haven't really used the website.

Connected Community Listserv

How often members utilize the WCMA Connected Community listserv can be seen in Table 6 below. 153 responded to this question.

Table 6

Frequency	Percentage	# of Responses
Yes, daily	18%	27
Yes, once a week	19%	29
Yes, once a month	18%	27
Yes, bimonthly	7%	10
Yes, a few times a year or less	21%	32
No, rarely if at all	16%	25

Frequency	Percentage	# of Responses
No, I was not aware of this member benefit	2%	3

How satisfied members are with the Connected Community listserv overall can be seen in Table 7 below.

Table 7

Listserv	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Total
Satisfaction level	18%	43%	36%	3%	0%	149

For those that indicated they were dissatisfied with the WCMA Connected Community, they were to select the reason(s) why. They could select all that applied. See Table 8 below. Seven responded to this question.

Table 8

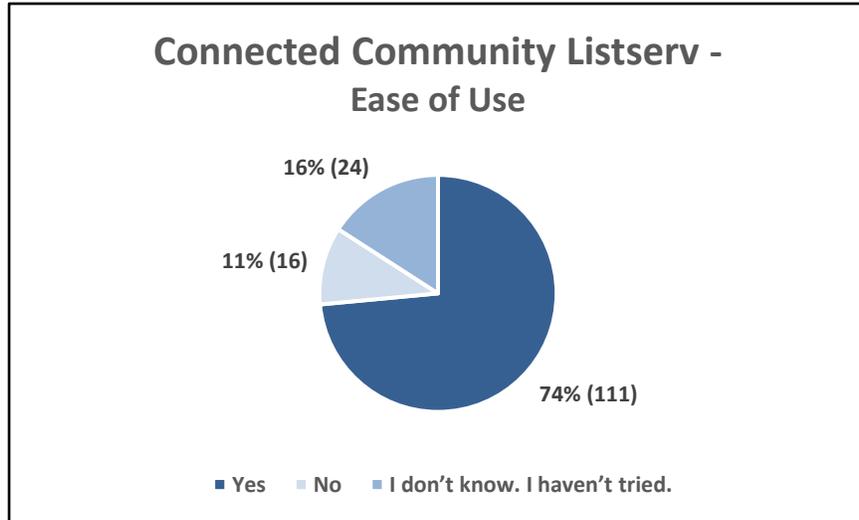
Reasons	Percentage	# of Responses
Too difficult to use.	57%	4
I don't get responses when I ask a question.	57%	4
Topics are not of interest.	14%	1
Other	57%	4

The "Other" responses and comments were:

- Getting to it isn't easy or quick and thus I feel very few people are responding.
- I don't think enough members are utilizing it. I often can't decide if I am posting my questions in the right location or not.
- I haven't used it.
- I don't use it.

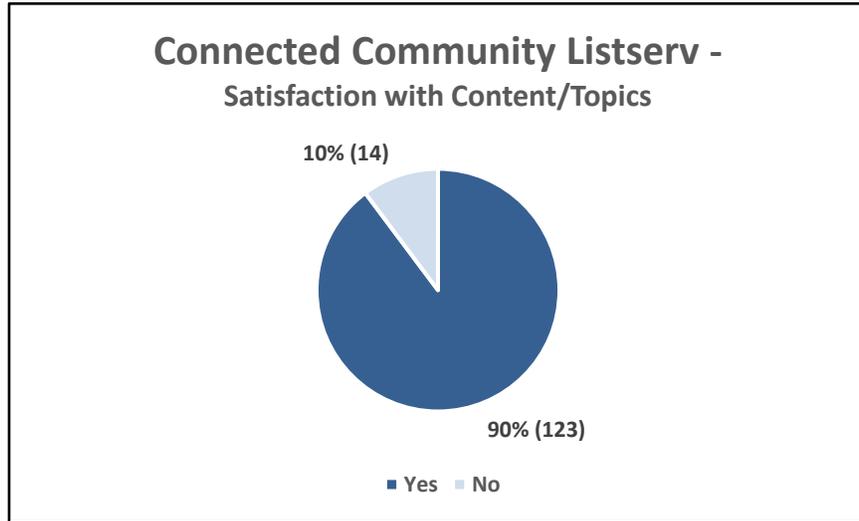
Chart 7 below shows members' degree of ***ease of use*** for the Connected Community listserv.

Chart 7



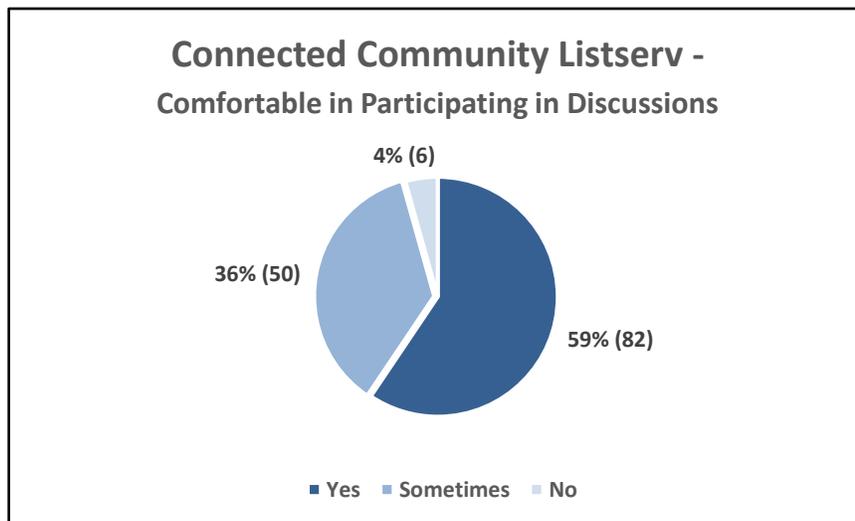
Members were asked if they are **satisfied with the content** and topics discussed on the Connected Community listserv. See Chart 8 below.

Chart 8



Members were then asked if they feel **comfortable participating in discussions** on the Connected Community listserv. See Chart 9 below.

Chart 9



For those who indicated “No” and other comments are shown below.

- Confidentiality
- Not sure who can all see it (can elected officials get access?)
- Reserved in confidence that solutions are best fit
- I'm cautious with anything I post online.
- There are a certain number of people who always respond and seem to know everything. It can be intimidating to share responses.
- Often similar individuals participating.
- Haven't tried.

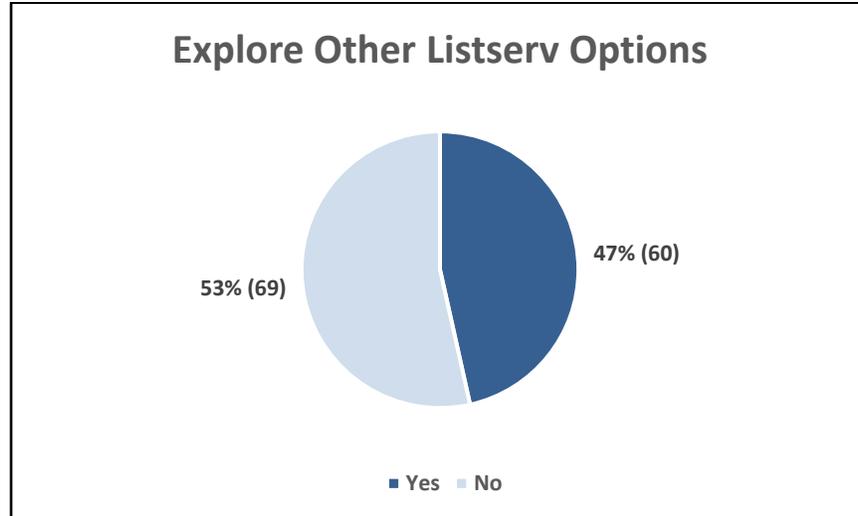
Suggestions for improving the Connected Community listserv are listed below.

- It would be great if WCMA had general knowledge topics pre-loaded and answered in the system for common issues/questions administrators have.
- It would be nice to have more participation, but I like that it has the ability to search for previous questions and responses.
- I wish there was an option to stay logged in. I find myself clicking on a topic from the emails, it requires me to login because I haven't been in for a week, and if I don't remember my password, I just close the site and move on with my day.
- My only problem is I have to login to connect and, frankly, I never remember my login. That is a "me" problem.
- This would be great if we could interact with the listserv without having to use a third-party site. In other states that I've been in, the listserv could be utilized strictly through email.
- Connect with out-of-state community listserv.
- Lack of participation. I don't know how you fix it, though. I actually liked the old one better, but I'm not sure why. Just easier to see old subjects, etc., maybe.
- Different listserv option. This version actually discourages me from asking for help or replying.
- I wish it was easier to track through subjects. Sometime too repetitive. Organization could be better.
- The auto log-out after 5 days.
- Make it easier to get to.
- It seems that only a small number of members participate, so spreading.

- Maybe there is a similar feature embedded within a web software program designed for associations?
- Lots of repeat questions, requests to share what was received, etc., bogs down my inbox. A list of most requested documents would be handy on the website so folks are not constantly emailing asking for them.
- Better management of the topics. Sometimes the same topic is covered in 3 or 4 different threads.
- Establish broad categories and allow subscriptions to follow topics that interest us.
- I wish there was an easier way to seek out answers to topics before posting questions.
- Incentivize managers to respond to posts, there are plenty of excellent questions with no answers!
- Better search functionality to find prior post topics.
- Searching for past questions doesn't net good results...is cumbersome.
- Not enough member participation. Topics fizzle out quickly.
- The past history and threads are difficult to find. It works best only in the moment.
- Past history of topics is difficult to find. The listing is not organized well. It only seems to work well for the moment.
- Not enough member participation. Topics lose steam quickly.
- There is a lack of use. That may be due to availability of other resources.

Members were asked if they would like to see WCMA explore other listserv options. See Chart 10 below.

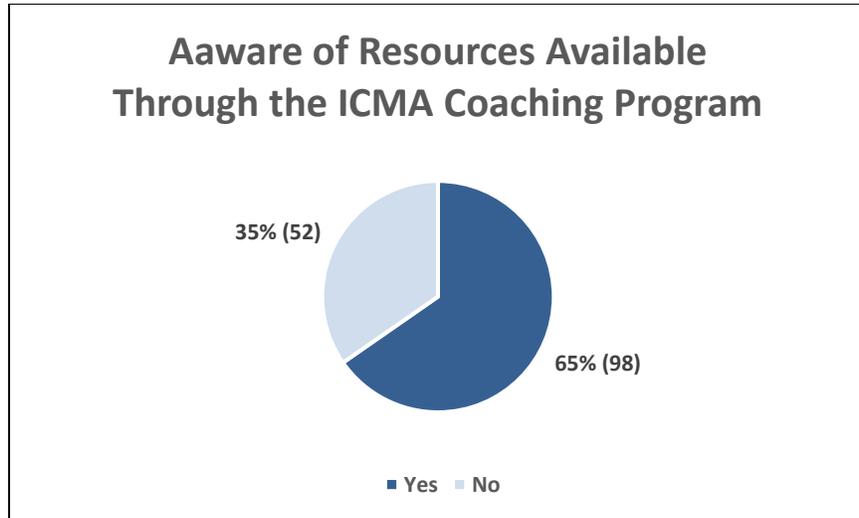
Chart 10



ICMA Coaching Program

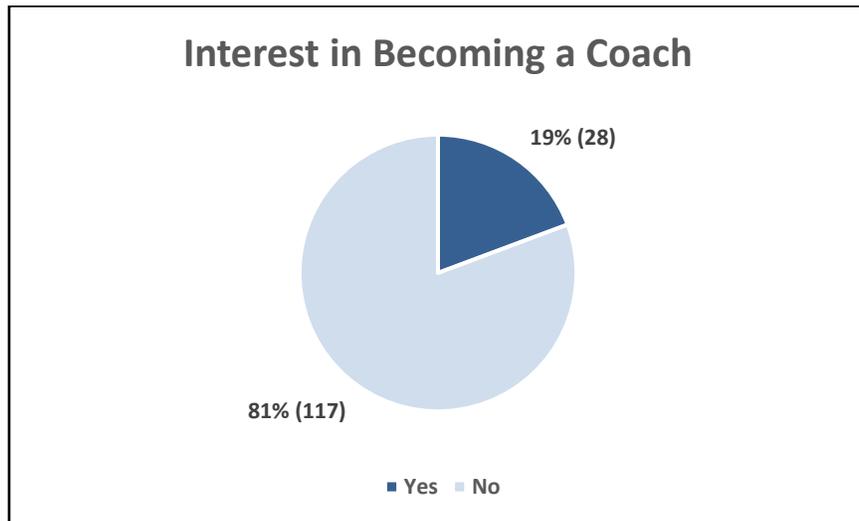
Members were asked if they are aware of the resources available through the ICMA Coaching program. See Chart 11 below.

Chart 11



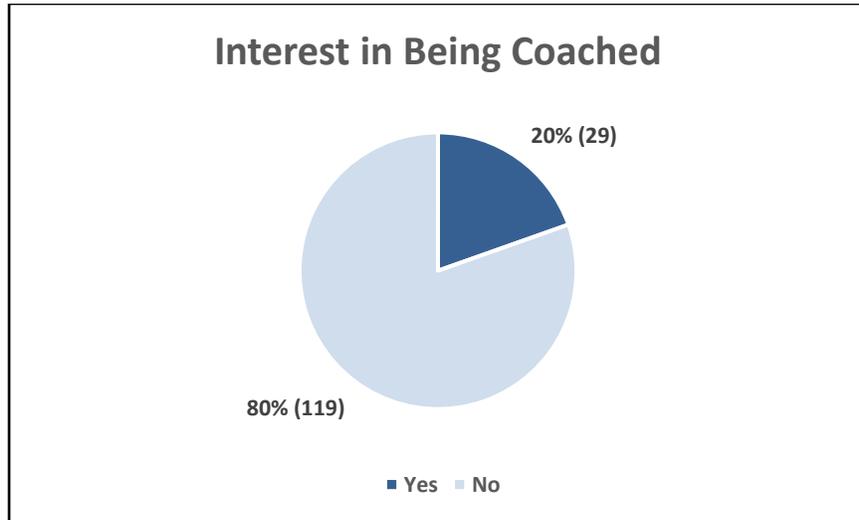
Then they were asked if they would be interested in **becoming** a coach. See Chart 12 below.

Chart 12



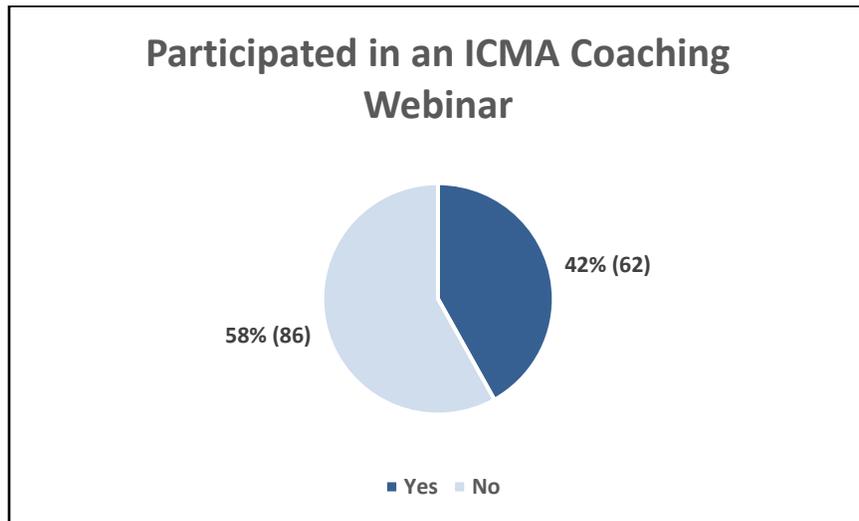
Then members were asked if they are interested in **being coached**. See Chart 13 below.

Chart 13



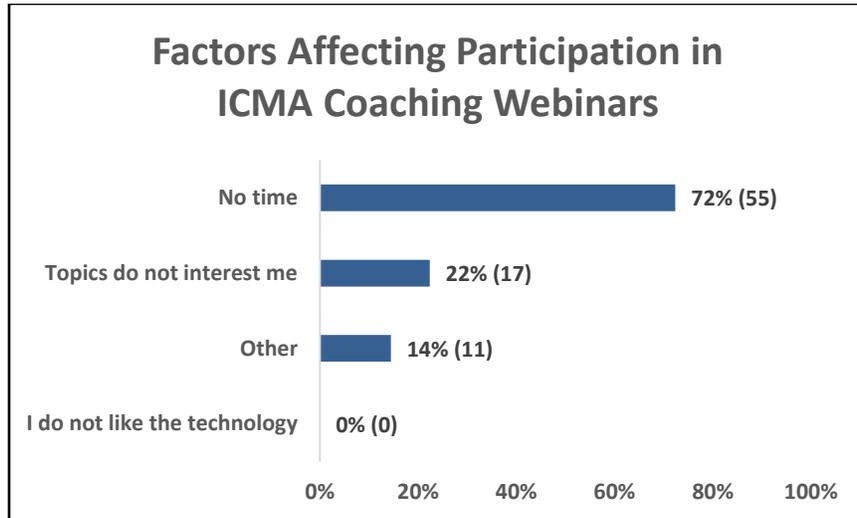
Then they were asked if they have participated in one of the ICMA Coaching webinars. See Chart 14 below.

Chart 14



For those that responded with "No", they were asked why they have not participated in an ICMA Coaching webinar. They could select all that applied. See Chart 15 below. 76 responded to this question.

Chart 15



The “Other” responses were:

- Don't feel as though I need it.
- I feel that I have plenty of coaching from within community and region
- Schedule conflicts (2)
- Didn't know these existed (2)
- Just unfamiliar with them
- Didn't know what it was
- Just hasn't been a focus for me as of yet
- I am not an ICMA member
- I think it's timing with topic.

WCMA Regions

Members were asked to identify the region to which they belong. In selecting their region, they were asked to view the Membership-Regional-Map-2020 which can be seen below. Chart 16 beneath the map shows where members identified the regions they belonged. 85 responded to this question.

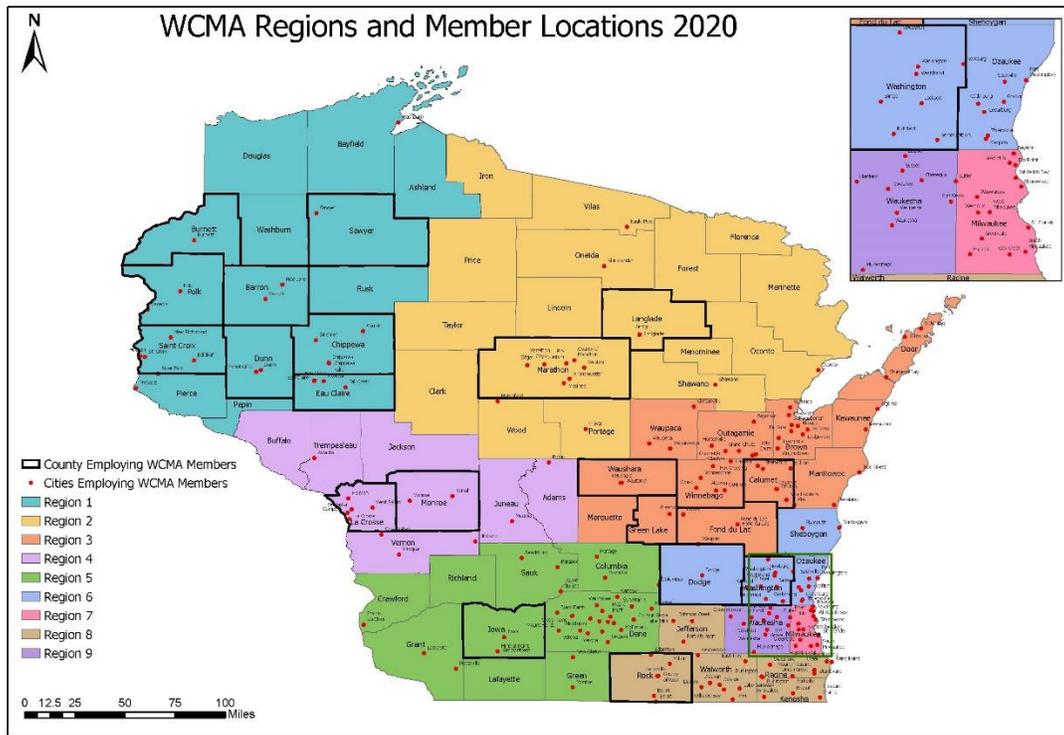
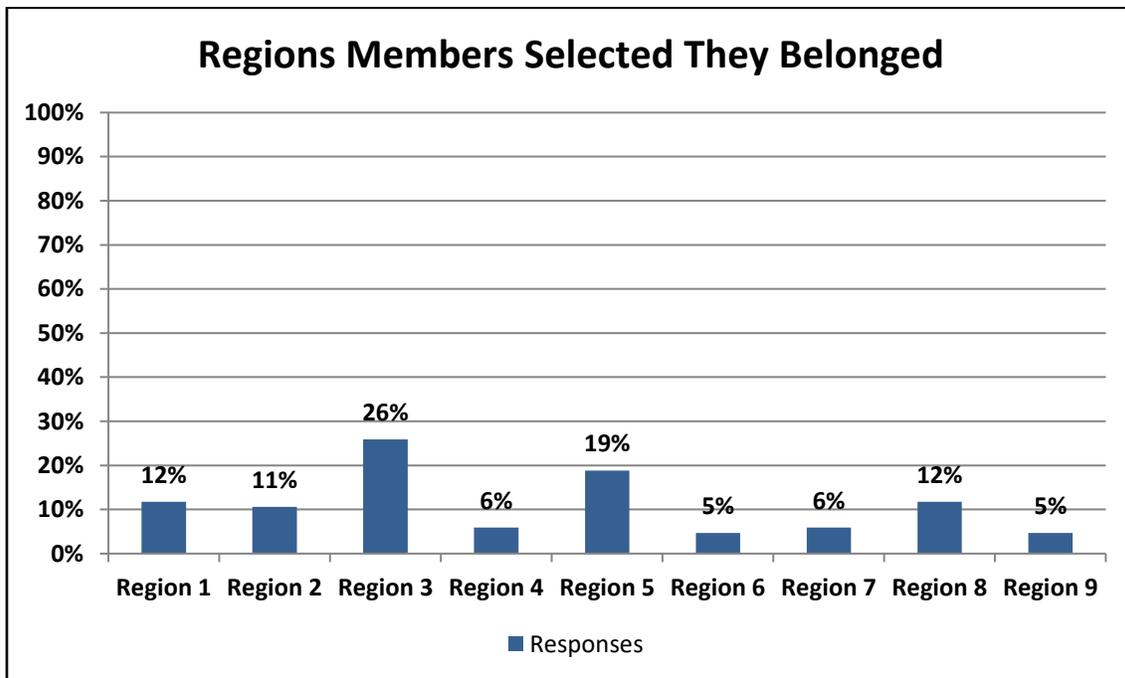
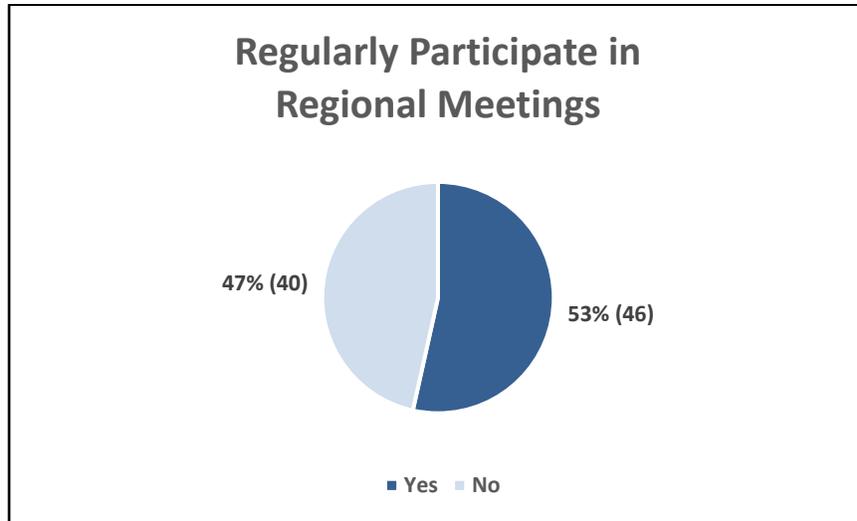


Chart 16



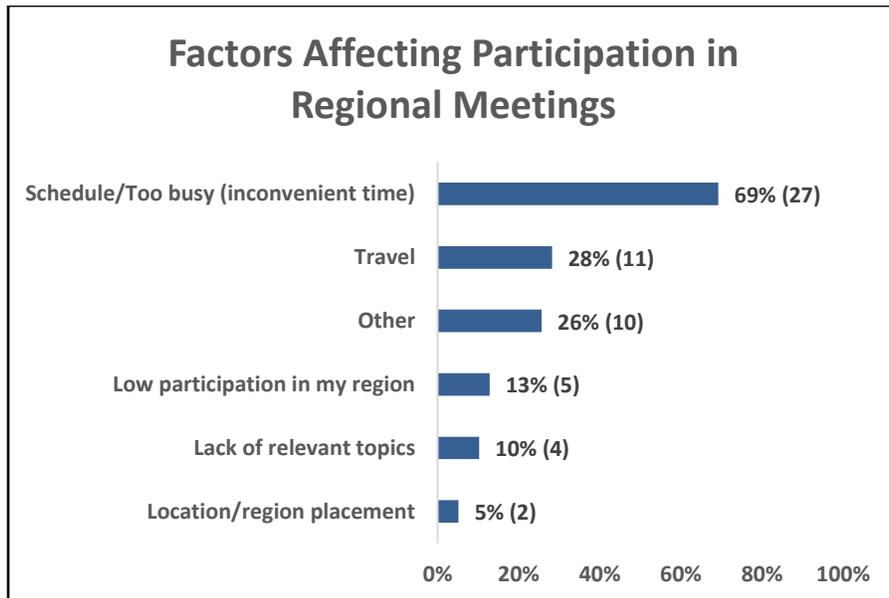
Members were asked if they regularly participate in their regional meetings. See Chart 17 below. 86 responded to this question.

Chart 17



Members were asked to indicate the challenges their region faces with participation. They could select all that applied. See Chart 18 below. 39 responded to this question.

Chart 18



The "Other" responses were:

- Infrequent meetings
- I don't recall being invited to any.

- Not aware of meetings.
- I didn't know that these existed.
- Time
- Always on my day off
- Just beginning new position
- Did participate in a previous community; not sure I have had an opportunity in current community
- Schedule/too busy - the time is fine, I just am not able to attend at this time.
- At this time, not regularly scheduled.

Table 9 shows how often members expect to meet for their region. 80 responded to this question.

Table 9

Region	Frequency	%	Frequency	%	Frequency	%	# of Responses
1	Quarterly	90%	Twice/year	10%			10
2	Quarterly	88%	Twice/year	12%			8
3	Quarterly	90%	Twice/year	5%	Once/year	5%	20
4	Quarterly	80%	Monthly	20%			5
5	Quarterly	73%	Monthly	27%			15
6	Monthly	100%					4
7	Twice/year	60%	Quarterly	40%			5
8	Twice/year	60%	Quarterly	40%			10
9	Quarterly	100%					3

Table 10 below shows the preferred format for regional meetings for their region.

Table 10

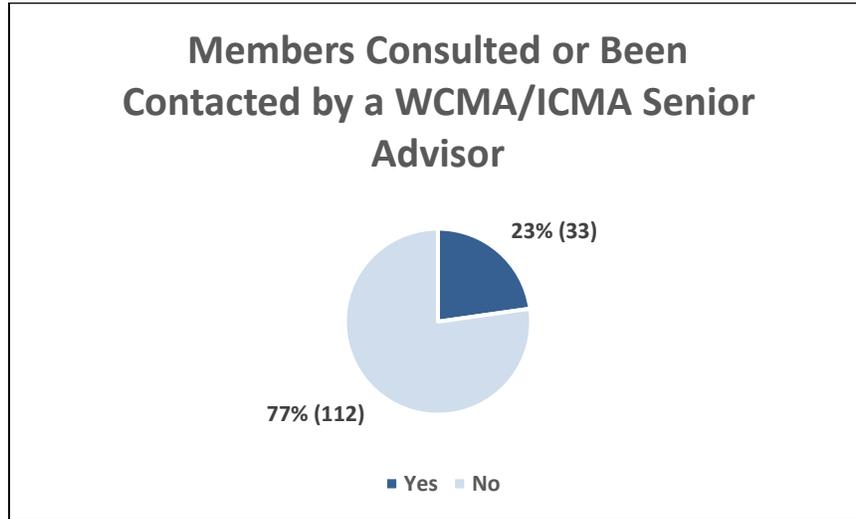
Region	Format	%	Format	%	Format	%	Format	%	# of Resps.
1	A mix*	50%	Virtual	30%	In person	10%	Hybrid	10%	10
2	A mix	67%	In person	33%					9
3	In person	60%	A mix	30%	Hybrid	10%			20
4	A mix	100%							2
5	A mix	73%	In person	20%	Virtual	7%			15
6	In person	50%	Virtual	25%	A mix	25%			4
7	A mix	40%	Virtual	20%	In person	20%	Hybrid	20%	5
8	In person	60%	A mix	40%					10
9	In person	67%	Hybrid	33%					3

* A mix of some in-person and some virtual

Senior Advisor Program

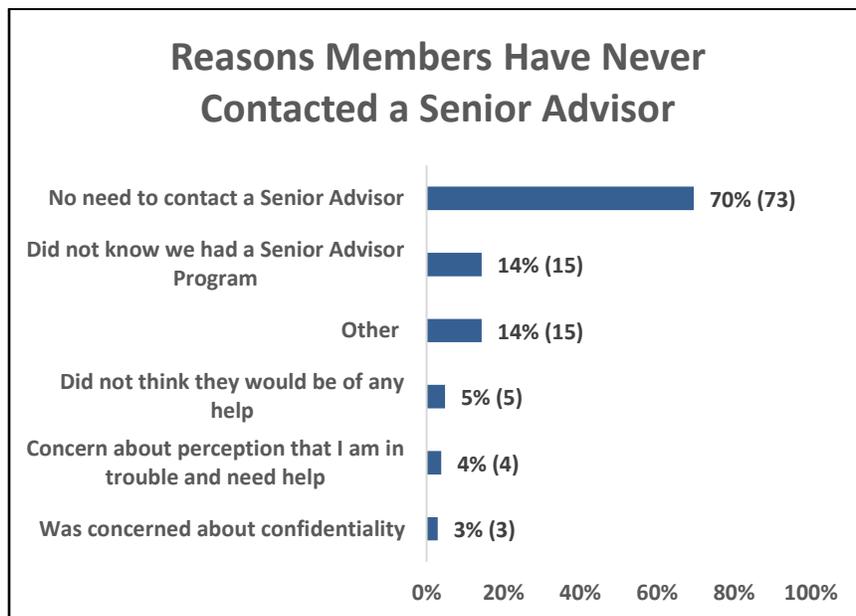
Members were asked if in the past three (3) years, have they consulted or been contacted by a WCMA/ICMA Senior Advisor. See Chart 19 below.

Chart 19



For those that indicated they have not contacted a Senior Advisor, they were asked why. They could select all that applied. See Chart 20 below. 105 responded to this question.

Chart 20

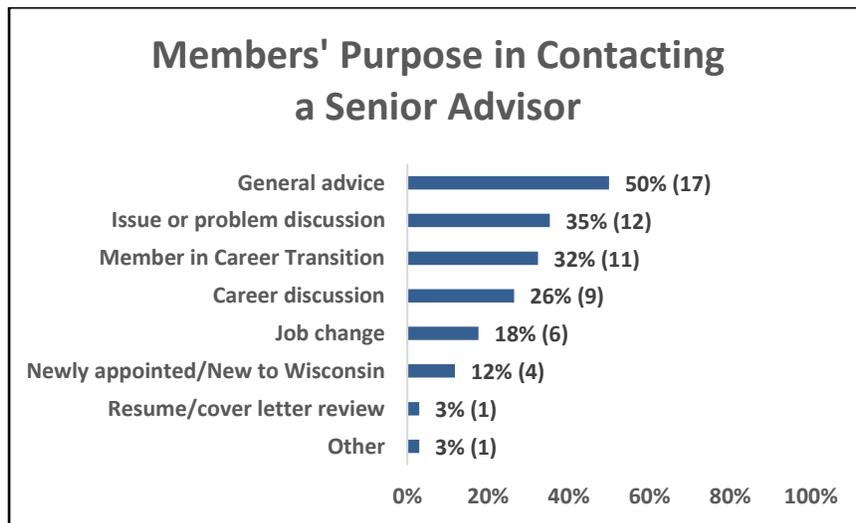


The “Other” responses and comments were:

- Time
- Not enough hours in the day; I’m barely treading water.
- Unsure of what the program really is
- I am one :)
- Retired, I could be a Senior Advisor! LOL
- Confidentiality within my own office
- Never really thought about it, but this is a good reminder
- Figured they were too busy to reach out or attend regional meetings.
- I have contacted a Senior Advisor in the past, but not in the last 3 years.
- Relied on other mentorship
- Remain in contact with a mentor in the industry
- I knew the Senior Advisor existed but was not aware exactly how they were to be used as a resource. Thought they were focused on coaching a region as a whole.
- A mix of no need to contact, not sure if I should contact.
- Survey is too long
- I don’t know.

For those that indicated they have contacted a Senior Advisor, they were asked what the purpose of their contact or consultation was. They could select all that applied. See Chart 21 below. 34 responded to this question.

Chart 21



The “Other” response was;

- Alerting Senior Advisor on a peer who was going through some challenges.

For those who contacted a Senior Advisor, they were asked who they connected with. They could select all that applied. See Table 11 below. 31 responded to this question.

Table 11

Senior Advisors	Percentage	# of Responses
Dianne Robertson	58%	18
Linda Kutchenriter	48%	15
Shawn Murphy	13%	4
Tim Schuenke <i>(served 2014 through June 2024)</i>	42%	13

They were then asked to rate the advice or feedback they received. See Table 12 below. Comments follow the table.

Table 12

Senior Advisors	Excellent	Good	Fair	Poor	Total
Advice/Feedback Received	56%	41%	0%	3%	32

Comments were:

- Not very helpful. Seemed disinterested.
- We walked through an issue I was having with my elected body and the Senior Advisors helped me through it.

Comments or suggestions for improvement are listed below:

- We should do more Senior Advisor calls for new/younger admins.
- Have some key tools to assist members in transition. Connect with interested mentor, tools, assistance with network openings.
- Keep the genders balanced so as to make them more approachable.

Members in Career Transition

Member were asked if they have ever been a member in career transition. If yes, were you in transition in Wisconsin or in another state? See Charts 22 and 23 below.

Chart 22

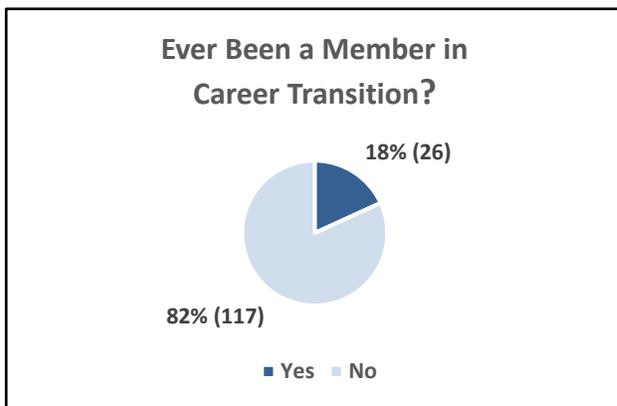
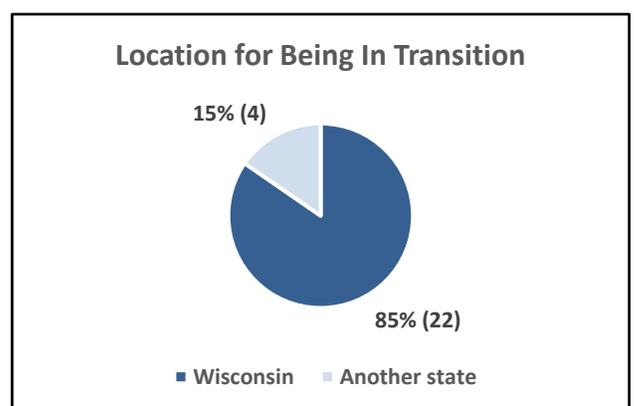


Chart 23



For those who indicated they have been a Member in Career Transition, they were asked if they utilized the WCMA Member in Career Transition Guide, Legal Assistance, and/or free Conference Registration. See Table 13 below. Comments follow the table.

Table 13

Services	Yes	No	# of Responses
WCMA Member in Career Transition Guide	52%	48%	27
- Did you find the Guide helpful?	86%	14%	14
Legal Assistance	26%	74%	27
Free conference registration	31%	69%	26

WCMA Member in Career Transition Guide comment was:

- Too broad, would like more information on specific people to contact and skills.

Did you find the Guide helpful comment was:

- Too broad, would like more information on specific people to contact and skills.

Legal Assistance comments were:

- I think the lawyer had retired.
- Wasn't aware
- Not applicable
- I had a personal attorney
- I contacted my own labor attorney. If any assistance is available through ICMA/WCMA, I was not aware of it.
- I should have used legal assistance, but didn't.
- Was not available when I was in transition. It's a newer offering.

There were not any comments for "free conference registration".

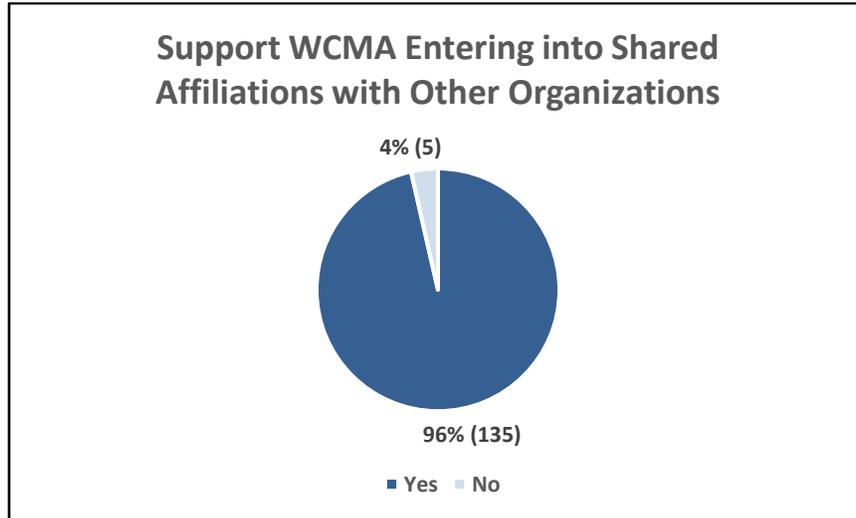
Members were asked what services they wish they had during their time in transition. Responses are listed below:

- Free legal assistance/legal advice (2)
- Legal assistance. I'm glad we added it!
- Nothing really
- More of career coach to discuss options, ideas and cover letter, resume input.
- Career coaching would have been great then. I was really considering leaving the profession and finding something else at the time.
- Connections to temp/contract opportunities and people who were specifically able to help given my circumstances.
- More communication from the Senior Advisors - just to check-inoffer resume reviewoffer cover letter review....just to listen. Reminders about legal assistance and other services offered.

Affiliations With Other Organizations

Members were asked if they would support WCMA entering into shared affiliations with other organizations. See Chart 24 below. For those that indicated “No”, they were asked to provide their objections/comments and they follow the chart.

Chart 24



Objections and comments were:

- City Management is its 'own thing' and is uniquely different. Diluting it does not appeal to me - Nor does the fact that those other professions typically have very varied experiences and professional discussions that would likely only apply 'X' amount to our Administrator jobs. That said, I do not dispute there could be some good pollination between possibly Administrators & Clerks -- though I am less so inclined with respect to Treasurers.
- I am unsure at this moment. I would want to learn more information.
- Promotion and awareness of the profession should be a top priority, shared affiliations can help us pursue growth in awareness. Vetting other organizations is important due diligence, however.
- Don't object, but it does need to be carefully reviewed and understood what the roles and responsibilities are.
- Isn't that the League of Municipalities?

For those who indicated “Yes” in support of WCMA entering into shared affiliations with other organizations, they were asked which organizations they would suggest. In the survey, a text block was entered preceding the question and it read:

One area of interest expressed in prior surveys was that WCMA develop a formal working relationship with other professional organizations, such as the Wisconsin Municipal Clerks Association, Municipal Treasurers Association of Wisconsin, or the League of Wisconsin Municipalities. This could be joint memberships in both organizations, reduced membership fees, shared professional development events, or other initiatives.

A detailed list follows.

- All listed/all mentioned.(4)

- All/any of those listed in question 37. Maybe Wisconsin chapter of American Planning Association.
- Any and all of them - collaboration is often discussed in our field so we should actively encourage and engage in collaboration efforts to better ourselves.
- The ones listed in the description would be a great place to start.
- The ones mentioned in the previous question are fine.
- The ones mentioned in the previous questions would work best.
- APAWI
- GFOA
- GFOA, SHRM
- HR, GFOA, Clerks, Planning, Economic Development
- ILCMA-Illinois City Manager Association. The League of Municipalities.
- Illinois CMA
- League of Wisconsin Municipalities (13)
- League and/or Clerks
- League of Municipalities, Towns Association, Finance Directors association, clerk associations.
- League of Municipalities, WI GFOA, WMCA, CHIEFS
- League of Wisconsin Municipalities, WGFOA, WMCA
- League of Wisconsin Municipalities, Wisconsin Towns Association
- League, Counties & Towns associations
- League, ELGL
- LWM, Clerks Association
- LWM, GFOA, SHRM (2)
- LWM, GFOA, SHRM, WI Counties Association
- The League, maybe GFOA
- LWM, Towns Association
- LWM, UW Oshkosh, UW Madison, UW Milwaukee
- UW-Oshkosh and UW-Milwaukee
- Schools in Wisconsin with undergraduate or graduate level Public Administration programs should be included. Connections with APWA, MTAW, WMCA, and WPRA, and Police/Fire organizations are important too. All public service associations are working hard to find and connect with young talent. Why don't we work together?
- Tools that can assist municipalities, that can be trusted
- WCA, WCHA, NAcO
- WGFO, League of WI Municipalities
- WGFOA
- WGFOA Wisconsin APA, Wisconsin AWPA, WPELRA
- WGFOA, WIAPA, LWM, WMCA, WTA
- Wisconsin Counties Association
- Wisconsin Municipal Clerk's Association
- Wisconsin Municipal Clerks Association, Municipal Treasurers Association of Wisconsin, the League of Wisconsin Municipalities, Counties Association, Towns Association.
- Wisconsin Municipal Clerks; League of Wisconsin Municipalities; Treasurers Association
- WMCA
- WMCA, MTAW, WGFOA
- WMCA, Treasurers, Public Works
- WMCA; MTAW; League of WI Municipalities
- WPELRA, League of Wisconsin Municipalities

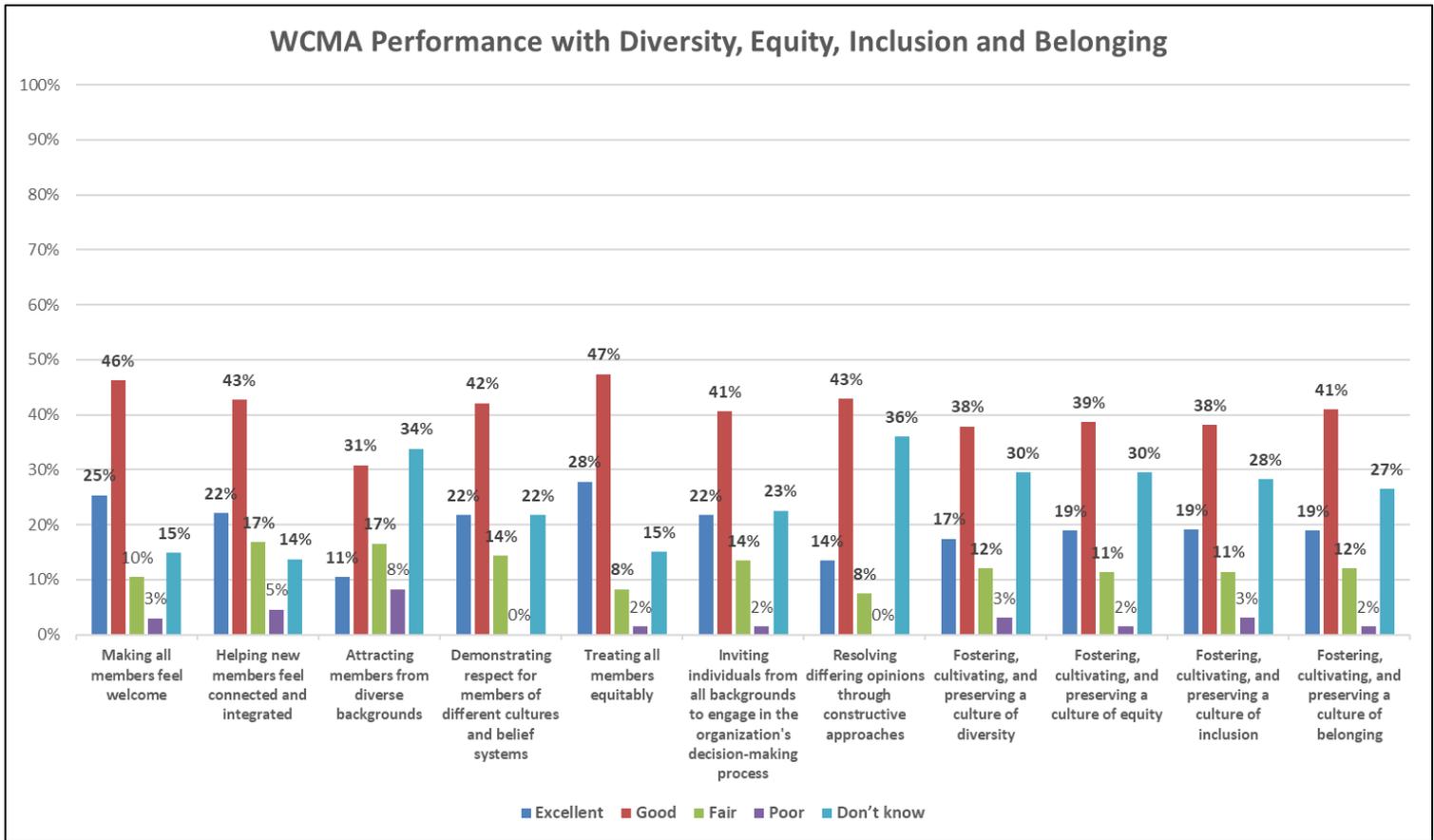
For those who indicated “Yes” in support of WCMA entering into shared affiliations with other organizations, they were also asked if there any organizations with which a shared affiliation should **not** be pursued. A list follows.

- Anything that would conflict with the public interest or is political outside of advocacy for industry policy,
- Private, for-profit organizations or politically partisan entities that lobby to benefit the private industry. I don't find LWM to be a problematic organization to affiliate with.
- WMCA
- Clerks Association (2)
- Clerks and Treasurers Associations (2)
- None (5)
- Not that I am aware of/not sure (2)

Diversity, Equity, nclusion and Belonging

Members were asked to provide their input about how well WCMA is performing at diversity, equity, inclusion and belonging. See Chart 25 below for a detailed breakdown. A range of 131-134 responded to this question.

Chart 25



Members were asked to think about their experience at WCMA events and rate the following regarding diversity, equity, inclusion, and belonging. See Table 14 below.

Table 14

WCMA Events	Excellent	Good	Fair	Poor	Don't know	# of Resps.
Regional meetings	19%	41%	15%	2%	23%	130
Helping new members feel connected and integrated	24%	41%	16%	5%	15%	130
Women's Leadership Committee	18%	26%	3%	2%	52%	129

Comments (positive, negative, or neutral) about diversity, equity, inclusion, and belonging are listed below.

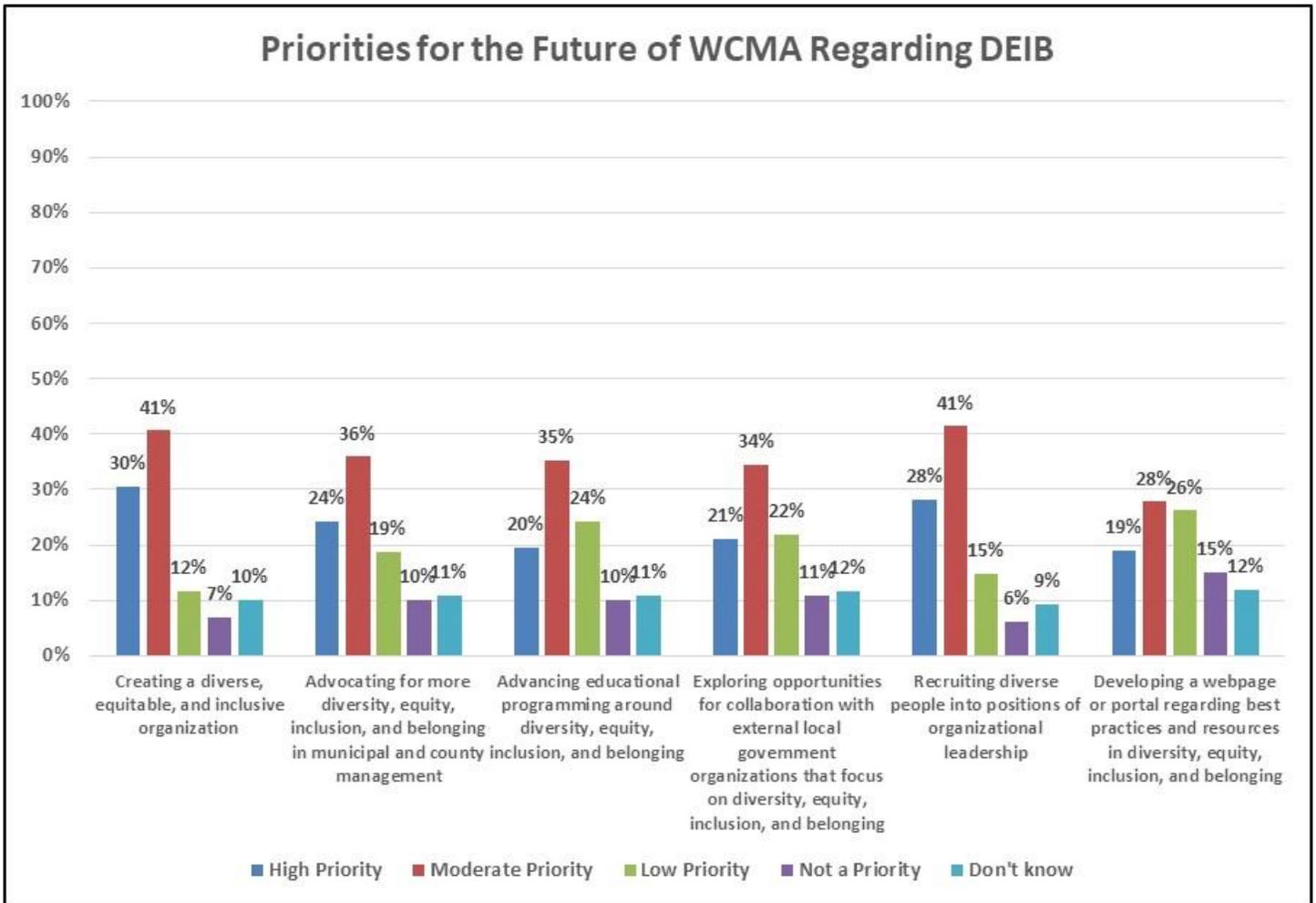
- This is over played. I think we move forward without.
- It seems there is an overarching mindset or approach about these topics which is "acceptable". Any viewpoints that do not align with this narrative are not welcomed....or at least cannot be openly discussed.
- Honestly? I had to actually find WCMA myself -- it was never introduced or given as an option. Good organization that does literally nothing to publicize itself.
- WCMA was way ahead of DEI before it became sexy and now is way over done. Get off the Kick.
- I have not felt excluded.
- There is limited diversity within the profession in Wisconsin which makes diversity within WCMA difficult
- When I was new to my first conference, I attended a first-time attendee event, and it was not planned well and I did not feel welcomed.
- Too much attention is put on this.
- We need to recruit at college level to encourage young people to consider our profession.
- We don't need any more focus on DEI. Stick to nuts and bolts of local government services.
- We as an organization continue to struggle with this issue. Unfortunately, the inclusion of new members and desire to diversity is not a priority.
- Certainly plenty of women are active in WCMA, as are members of different ages. Hard to know how many people of color or nonbinary gender are active in the field, so how well they are represented in WCMA activities.
- This should not necessarily be a focus for WCMA, or at least this needs to be defined for the members to determine if it's really a priority for the WCMA organization.
- Too much focus on this.
- I question the value of discussing and studying this topic. My sense is the majority of us support and value diversity, equity, and inclusion, and those that want to talk about it is because we don't encourage and apply habits, practices, and actions into our conferences and programming. Instead of focusing on teaching and showcasing good behavior, let's practice these behaviors. For instance, culturally how could we further encourage meeting and socializing with someone new and of a different demographic at our conference? Instead of networking with our own region or similar populated communities, what if we mixed it up and had rural coach and problem solve for urban and vice versa. What if we have different generations coaching one

another, and practiced being coached or receiving advice. These are the thoughts that come to my mind. I wouldn't recommend trying to do wholesale changes, but rather apply atomic habit principles of modifying 1% change in every aspect of our conferences and programming.

- This is a sore subject to me as I feel that DEI is valuable; yet, ICMA ethics prevent us from championing DEI in our communities as it becomes a politicized issue. I find that ignoring topics because they may be viewed as political (pandemic response, DEI, social services, etc.) to be morally unethical. That's just my opinion on it and I have considered dropping my ICMA membership over it.
- I don't understand why diversity and equity are so emphasized. WCMA's diversity is determined based on individuals who serve in the role of city manager. Are you going to exclude individuals because they are not within a specific community to achieve diversity goals? I understand the importance of inclusion and belonging, but the other two (diversity and equity) don't make sense for this organization.
- I am an African American woman and I attended my first conference last winter and I was shocked that I did not see anyone that looked like me. It did not stop me from going forward, but was noticeable.
- The summer golf outing is pretty gender segregated. I'm not sure how to solve that or if it's solvable, but it's always made me uncomfortable. Many men in this profession network and form bonds at the golf outing, leaving women out. Maybe during the golf outing, WCMA could also hold a golf lesson for anyone interested in learning?
- I've noticed as a semi-new member that not many people tend to participate in the new member social/networking hours, it is easier to meet people when its mealtime than it is to attend those social hours. Additionally, the WCMA Women's Conference did not have a ton of participants of color or of varying ages, etc. I think having more gender specific topics would help to up participation. These seminars should take an intersectional approach and aim to appeal to all different types of female leaders in our state.
- I don't believe there is any outreach to new members. Limited connectiveness.
- DEIB efforts over the last 4 years have been performative for members from liberal communities to present outwardly to other members from liberal communities. Leadership positions are held by the same individuals who have always been in leadership positions which does not foster belonging or cater to new ideas. Focus on the professional manager has been lost.

Members were asked to indicate how much of a priority each of the following should be regarding diversity, equity, inclusion, and belonging. See Chart 26 below. A range of 126-128 responded to this question.

Chart 26



ICMA

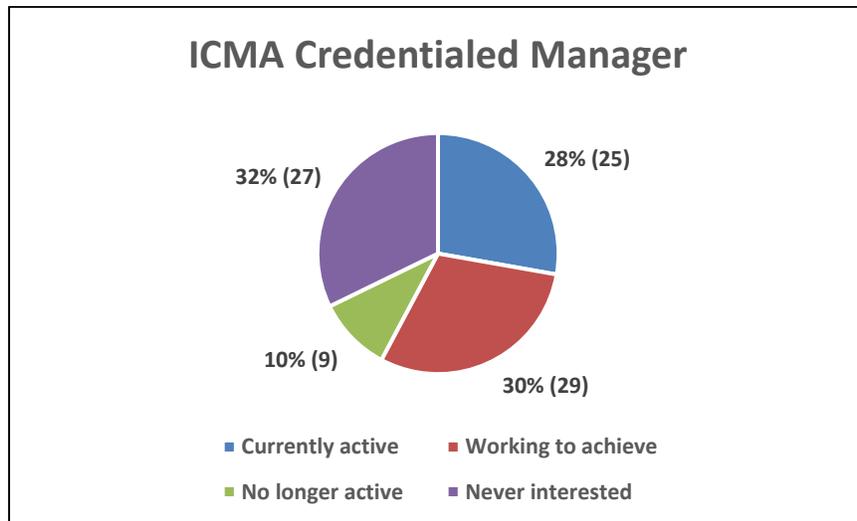
WCMA members were asked if they were members of the ICMA. Out of 142 who responded, 67% (95) indicated they are members of the ICMA. Of the 33% (47) that indicated they were not a member of ICMA, they were asked why. 39 responded to this question.

- Cost (9)
- Budget and time constraints
- Cost for value (2)
- Cost of membership is significant and I'm not sure I would see a return on the investment.
- Cost/benefit
- Too expensive, and don't feel as though it's valuable.
- Too expensive, not enough benefit.
- Formerly a member. No budget for membership.
- Did not get anything usable from it for small communities. Seemed to concentrate on large communities.
- Didn't get much out of it.

- Haven't gotten around to it yet.
- Haven't had the time to dedicate to getting it done, but I need to.
- I am a WCMA and have not been approved yet for ICMA.
- I am not being subjected to a seemingly arbitrarily applied code of ethics.
- I have not explored all of the benefits of membership in some time, but it seems unnecessary.
- I left as a direct result of the Freed case. The actions of ICMA Leadership involved in this case was despicable.
- ICMA does not provide value to me as a professional. They've also become very politically active and no longer prove to be objective and politically neutral.
- Membership lapsed
- Most of the topics did not apply to me. WAY too much communications via email from states with nothing in common.
- My boss is a member. I belong to GFOA instead.
- My supervisor does not believe it's necessary for me to join the ICMA.
- No interest at this time. (2)
- No interest; my focus is on the more local aspects of municipal government.
- No value in membership. Cost is disproportionately expensive. CM program is a scam.
- Not likely to travel to national events, joined the field relatively late in my career (expect to retire in less than 4 years) and don't see need to seek certification.
- Not the main member at my organization - two others are.
- There are only so many organizations that it makes sense to belong to. I feel like I get a good mix between the League and WCMA.
- Want to, looking into program.
- WCMA is enough for me at this point.

For those who indicated they are members of ICMA, they were asked if they are Credentialed Managers. See Chart 27 below. 90 responded to this question.

Chart 27



Demographics

The positions members hold in their organization are shown in Table 15 below. 133 responded to this question.

Table 15

Position Titles	Percentage	# of Responses
Administrator/Manager	77%	102
Assistant Administrator	6%	8
Department Head	3%	4
Administrative Staff	3%	4
Intern	0%	0
Honorary Member	0%	0
Retired/Life Member	7%	9
Academic Member	1%	1
Corporate Partner	1%	1
Other	3%	4

The “Other” responses were:

- Assistant Administrator/Human Resources Manager
- Finance Director/Treasurer
- Management Analyst
- I'm a consultant but serve in local governments as interim administrator.

The length of time respondents have been in the Municipal Management profession can be seen in Table 16 below. 134 responded to this question.

Table 16

Length of Time (Municipal Management Profession)	Percentage	# of Responses
Less than 5 years	16%	22
5-10 years	22%	29
11-15 years	12%	16
16-20 years	16%	21
21-25 years	13%	17
26+	22%	29

Length of time respondents have been a continuous member of WCMA can be seen in Table 17 below. 136 responded to this question.

Table 17

Length of Time (Continuous Member of WCMA)	Percentage	# of Responses
Less than 5 years	28%	38
5-10 years	30%	41
10+ years	42%	57

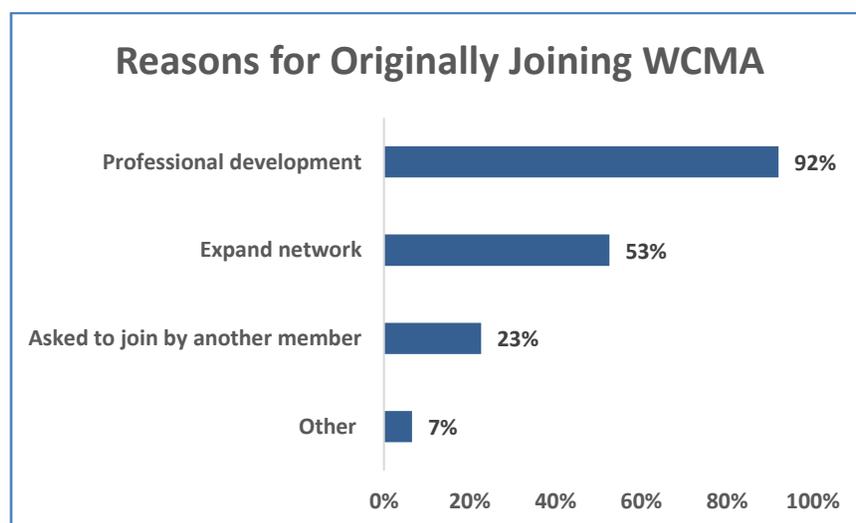
Members were asked to provide the population for their *municipality or county*. See Table 18 below. 130 responded to this question.

Table 18

Population	Percentage	# of Responses
Less than 1,000	0%	0
1,000-5,999	29%	38
6,000-14,999	32%	41
15,000-24,999	19%	25
25,000-49,999	10%	13
50,000+	10%	13

Why members originally joined WCMA can be seen in Chart 28 below. They could check all that applied. 137 responded to this question.

Chart 28



The “Other” responses were:

- Career support
- Stay current on issues and other community's initiatives
- Listserv
- To become part of the Wisconsin fabric after moving in from out-of-state.
- Networking opportunities
- Education
- Was active in and found membership valuable in my previous state's organization.
- New to the profession
- More relevant topics, etc. WCMA does a great job of that. Less fluff.

Then members were asked when they plan on retiring. See Table 19 below. 129 responded to this question.

Table 19

Length of Time (Plan to Retire)	Percentage	# of Responses
Next 12 months	0%	0
1-2 years	5%	6
2-3 years	9%	11
4-5 years	11%	14
6-10 years	15%	19
11+ years	61%	79

Next members were asked to provide their age. Table 20 below shows age ranges that members selected from. 135 responded to this question.

Table 20

Age Ranges	Percentage	# of Responses
18-24	1%	2
25-34	10%	14
35-44	28%	38
45-54	35%	47
55-64	18%	24
65+	7%	10

To help the WCMA evaluate how Origin will enrich the overall depth of our organization, members were asked to select one or all that apply to them from the list below. See Table 21. 128 responded to this question.

Table 21

Origins	Percentage	# of Responses
Hispanic, Latino, or Spanish origin	2%	3
Mexican, Mexican American, Chicano	1%	1
Puerto Rican	1%	1
Cuban	0%	0
Another Hispanic, Latino, or Spanish origin - <i>(For example, Salvadoran, Dominican, Colombian, Guatemalan, Spaniard, Ecuadorian, etc.)</i>	1%	1
White – <i>(For example, German, Irish, English, Italian, Lebanese, Egyptian, etc.)</i>	89%	114
Black or African American – <i>(For example, African American, Jamaican, Haitian, Nigerian, Ethiopian, Somali, etc.)</i>	1%	1
American Indian or Alaska Native, Indigenous - <i>(For example, Navajo Nation, Blackfeet Tribe, Mayan, Aztec, Native Village of Barrow Inupiat Traditional Government, Nome Eskimo Community, etc.)</i>	3%	4
Middle Eastern or North African	0%	0
Chinese	0%	0
Filipino	1%	1
Asian Indian	0%	0
Vietnamese	0%	0
Korean	0%	0
Japanese	0%	0
Other Asian – <i>(For example, Pakistani, Cambodian, Hmong, etc.)</i>	1%	1
Native Hawaiian	0%	0
Samoan	0%	0
Chamorro	0%	0
Other Pacific Islander – <i>(For example, Tongan, Fijian, Marshallese, etc.)</i>	0%	0
Some other race	1%	1
Prefer not to answer	7%	9

The “Other” response was:

- Ashkenazi Jewish

WCMA is looking to recognize and offer a welcoming environment for all gender identities so members were asked to choose, from the list below, all that that applied to them. See Table 22 127 responded to this question.

Table 21

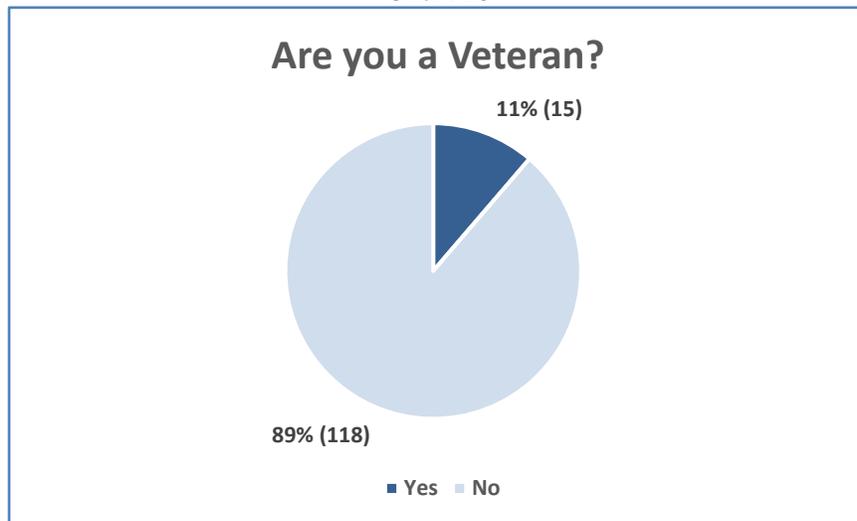
Gender Identities	Percentage	# of Responses
Female	32%	40
Male	61%	77
Lesbian or gay	3%	4
Straight/Heterosexual	25%	32
Transgender	1%	1
Nonbinary/third gender	0%	0
Prefer to self-describe	0%	0
Prefer not to answer	0%	0

Besides English, members were asked to list any other languages they can speak. The languages are listed below.

- Spanish (3)
- Some Spanish
- German (2)
- German and Spanish
- Hmong
- A little French
- Portuguese
- Eine kleine Deutchsh. (A little German.)
- Arabic

Members were asked if they are a veteran. See Chart 29 below.

Chart 29



For those that indicated they are a veteran, they were asked to indicate what branch they served in. See Table 22 below. 14 responded to this question.

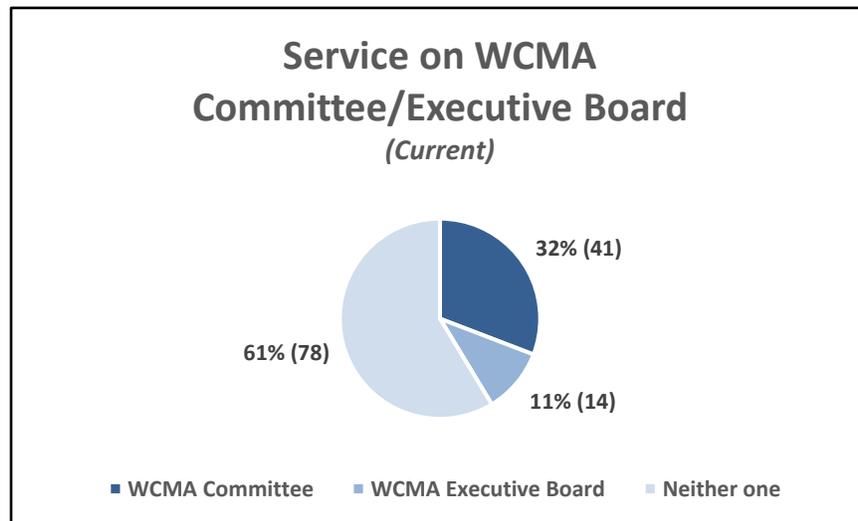
Table 22

Military Branches	Percentage	# of Responses
U.S. Army	71%	10
U.S. Marine Corps	0%	0
U.S. Navy	14%	2
U.S. Coast Guard	0%	0
U.S. Air Force	14%	2
U.S. Space Force	0%	0

Service to WCMA

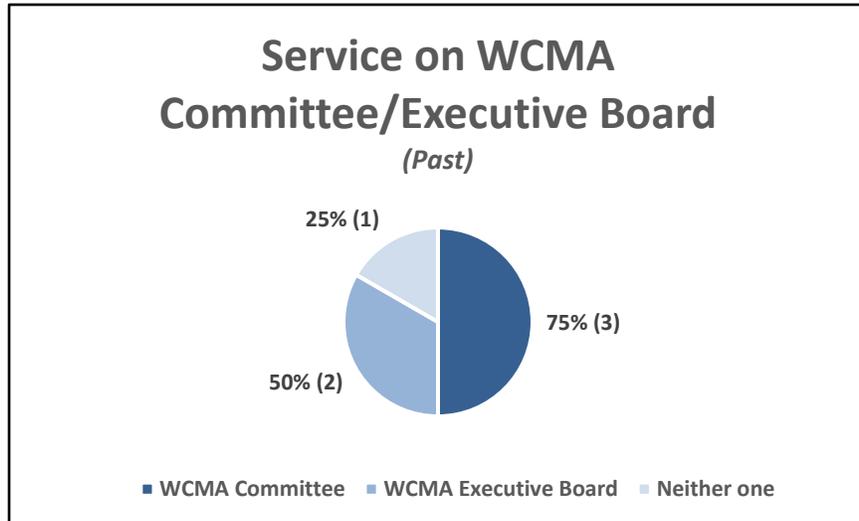
Members were asked if they are **currently serving** on a WCMA Committee and/or the Executive Board. See Chart 30 below for the percentages and numbers. 127 responded to this question.

Chart 30



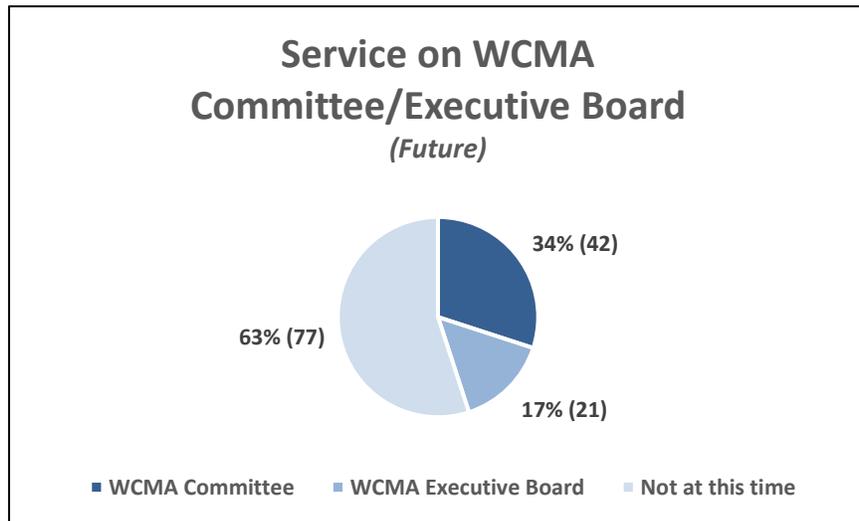
Then they were asked if they have served on either a WCMA Committee or the Executive Board or both. See Chart 31 below for the percentages and numbers. 4 responded to this question.

Chart 31



Then they were asked if they would be interested in serving, or continue to serve, WCMA in either capacity. See Chart 32 below for the percentages and numbers. 122 responded to this question,

Chart 32



For those that indicated they are interested in serving on a WCMA Committee, they were asked to select which committee(s). They could select all that applied. See Table 23. 24 responded to this question.

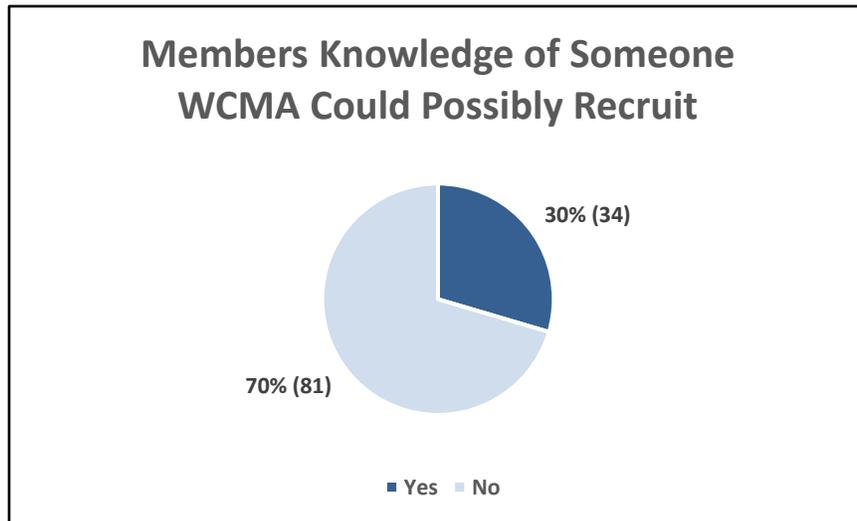
Table 23

WCMA Committees	Percentage	# of Responses
Professional Development Committee	38%	9
Conference Planning Committee	29%	7
Membership Outreach and Services Committee	33%	8
Ethics Committee	25%	6
Scholarships and Awards Committee	21%	5
Talent and Recruitment Committee	21%	5
Women’s Leadership Committee	21%	5
Diversity, Equity, Inclusion, and Belonging Committee	13%	3

General/Other

If there are any managers/administrators or assistant managers/administrators in your area that are not members of WCMA, please provide their contact information. Chart 33 shows the percentage and number of people who indicated they know someone who is not a member of WCMA.

Chart 33



Note: All contact information provided from the appropriate sections were shared with the Executive Director, e.g., Expressed interest in serving on a WCMA Committee, Executive Board, coaching, being coached, etc.

Additional comments or suggestions members would like passed along to the Executive Board regarding WCMA services and programs are shown below.

- Keep up the good work and thank you very much for serving.
- The Executive Director and the Executive Board has failed to be financially transparent to the membership. An annual budget showing revenue sources and expenditure categories should be readily available to the members. NIU has served the organization well for a dozen years. Long term the executive director role should be returned to the State whether through a Wisconsin University or the League as is the case with most manager's organizations.