

spring 2016

wcma

NEWS

Wisconsin City/County Management Association

DEAR WCMA MEMBERS:

Spring is springing and that means many of our organizations are in the process of ramping up for the summer season or should I say construction season. How is your summer hiring going? And, oh yes, with a new season perhaps you're having to research and pull together new policy proposals. The work of local government management is never done.

In Waupaca we're moving forward on the development and implementation of a Downtown Master Plan. This plan will result in an extensive downtown reconstruction project slated for 2018. This is a first of my career so to say I'm excited would be an understatement. It's scary, exciting if you know what I mean. There's a broad cross section of stakeholders so the development and execution of the project will be a challenge. I will be reaching out to many of you who have taken on similar projects in your communities. What worked and didn't work? What did you do, if anything, to assist downtown business owners during construction? Did you special assess any of the project costs to property owners? Being able to lean on WCMA members will bring huge value to this project, really for everything I do professionally. The level of knowledge and experience of our members is incredible.

That's my segue to discussing the value of WCMA membership. I know your board of directors and committee members all have this in mind as we work to bring you the learning, networking and information resources you seek. Please make sure to take advantage of every opportunity to provide feedback on how we're doing. If you have an idea, don't hesitate to seek out a board or committee member to discuss.

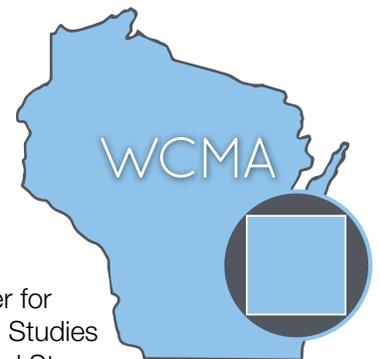
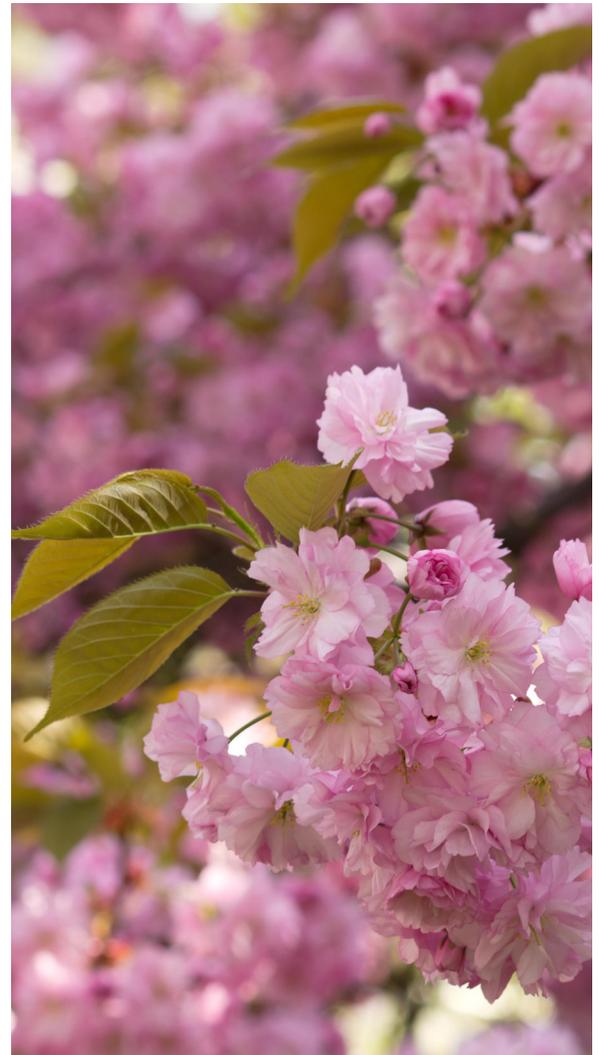
This newsletter includes for the first time the reports of our standing committees and region coordinators. In the past, these reports were given orally at the membership meetings we hold at each conference. The reports provide a written record of the work being done in support of our strategic plan. We hope to reach additional members and non-members in this way.

The redesign of our website is progressing which will be another outlet for the reports mentioned above. Our goal is to have the new website up and running by the fall. We're also working on integrating social media into our services and offerings as well as a new WCMA logo. Thanks to those members making a submission on the logo redesign.

Another exciting project that all our members have been invited to participate in is the Local Government Institute's Future of Local Government in Wisconsin project. The WCMA is one of seven local government organizations that were asked to participate. For those of you participating, thus far I want to say "Thank you". For those that haven't, I would encourage you to do so. Your opinion matters.

Happy reading. Take care. I look forward to seeing you in Lake Geneva in June.

Henry Veleker
City Administrator/Clerk, City of Waupaca



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WCMA SUMMER CONFERENCE

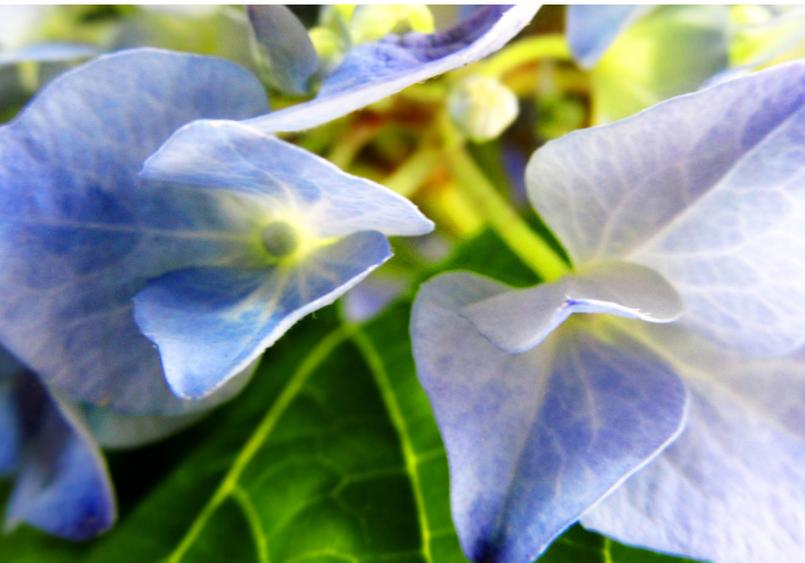
The 2016 Joint ILCMA/WCMA Summer Conference Registration is OPEN!! The WCMA Professional Development and Conference Planning Committee and the ILCMA Summer Conference Committee have been working together for the past eight months to plan an outstanding educational event on June 22 – 24, 2016 at The Abbey in Fontana, WI. Join your colleagues from Illinois and Wisconsin in this exciting joint conference event!

The conference opens with Vernice Armour, the First African American Female Combat Pilot, who will present the opening keynote address titled “Driving Diversity Deep into the DNA of Your Organization! One Mission, One Goal, One Team!” After the opening, there will be four concurrent breakout sessions at each time slot which will provide many options for every level of experience from emerging leader to senior manager! On Friday morning there will once again be four concurrent sessions offered prior to the closing keynote by Ross Shafer, 6-time Emmy Award Winning Comedian and Writer, who will close with “Accelerate Your Destiny!” The registration brochure provides complete session information.

Of course, there are a number of social events planned as well including 18 or 9 hole golf, a Wednesday evening BBQ on the lakefront, and a Thursday evening boat cruise on Lake Geneva. The Committee has also arranged for some fun Children’s activities.

Hotel registrations can be made directly with The Abbey by calling 800-709-1323. Be sure to mention the ILCMA/WCMA room block!

[Click here for more info and to register](#)



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Welcome New Members

- Charlie Carlson, Carlson Dettmann
- Tom Duncan, BoardDocs
- Melissa Hilke, Associated Appraisal Consultants, Inc.,
- Zeke Jackson, Village Administrator, Village of Sister Bay
- Andrea Jerrick, Deputy County Administrator/Employee Relations Director, Polk County
- Benjamin John, Administrative Intern, City of Middleton
- Bob Kazmierski, Clerk/Treasurer, Village of Clayton
- Shawn Lanser, Finance Director, Assistant to the City Administrator, City of Glendale
- Adam Lehmann
- Daniel Lindstrom, AICP, Principal, Vierbicher Associates, Inc.
- Gerald Peterson, City Administrator, City of Oak Creek
- Amy Reuteman, Assistant City Administrator, City of West Bend
- Adam Ruechel, Assistant to the Administrator, Village of Hobart
- Clark Wantoch, Executive Director, Wisconsin Concrete Pipe Association

PARTNER SPOTLIGHT

So You're Thinking About Switching Health Plans?

By Michael Schwitzer, WEA Trust

Most counties and municipalities offer medical coverage to their employees. Thus, it is likely one of your most important employee retention tools and it's important that you get the best options available. This article covers some basic aspects of shopping for health benefits.

Is switching insurance carriers right for me?

In order to determine if making a switch is right, you should start with why. Why are you considering changing to a different insurance provider or benefit plan? To help with answering this question, the four most common reasons are described below.

Cost Savings

With budget constraints, nearly everyone is interested in saving money on their health plan. If saving money is the only reason you are shopping for a new insurance plan, it's important to understand the following:

1. The simplest way to achieve initial premium savings is by adjusting your plan design to allow for more employee cost-sharing.
2. The size of your group will often affect not only how you're rated, but also to what degree those rates can lead to cost savings.
3. Switching to a narrow network of providers (doctors) will often result in savings.

Access to Value-Added Services

One of the things often promoted during the buying process is a carrier's value-added services. For example, the WEA Trust offers the Amwell telehealth product—only \$5 for most members for live video doctor visits. WEA Trust is also launching Vitality, a world-class wellness solution, July 1, 2016. These services are available to customers at no additional cost.

If you don't feel your current plan is offering competitive value-added services, this would be a good reason to look at other options.

Access to Providers

Carriers often differ in their provider networks and coverage options. If your employees are struggling with access, switching to a new carrier with a broader network may alleviate this.

Improved Service

Customer service quality can vary dramatically between companies. Better service can mean a better benefit for your employees and less hassle for your administration. Objective reports like the Consumer Assessment of Health Plans (CAHPS) can help you investigate most Wisconsin carrier's service performance before you make a switch.

The Process of Shopping

Now that you know why you want to switch, consider your options. Most employers choose to work with an insurance broker, as a broker can help make the purchasing process easier. WEA Trust recommends employers work with a broker when making a switch.

What does a carrier need from you to provide a quote?

Every carrier has initial paperwork. For example, an employee census (age, gender, zip code, and coverage type), the current benefit design, current employee contribution, current rates, and renewal/projected rates are all typically required. If you're not currently in the Wisconsin State Group Insurance Program (State Plan), there are several more specific documents that your current carrier must provide. You can find a list of these documents at WeaTrust.com/WCMA.

When should I start the process?

We recommend starting the process of getting a quote from a new carrier at least 90 days before your effective date (the date your benefits renew on). If your coverage is currently through the State Plan, the process involves some different steps. You'll need to provide the State's renewal rates when rates are released in early September.

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PARTNER SPOTLIGHT

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To best accommodate the full State Plan timeline, you should begin the process of getting a quote no later than September 1, 2016.

Additional Questions

If you have additional questions, the WEA Trust sales team would be happy to answer them. You can go to WeaTrust.com/WCMA to find the representative in your area.

Note: *Michael Schwitzer is an Account Executive for WEA Trust, which offers health insurance exclusively to Wisconsin Public Employers. The information in this article does not constitute legal counsel. WEA Trust recommends working with an insurance broker when looking for an insurance company.*

SERVE ON A COMMITTEE!

Have you wanted to get more involved with WCMA, but just haven't gotten around to it? Well, now's your chance as the following 2016-2017 Committees are in need of members:

- WCMA Professional Development and Conference Planning Committee
- Ethics Committee
- Intergovernmental Relations Committee
- Membership Development and Services
- Scholarships, Awards, Recognition, Best Practices and Innovation Committee
- Emerging Leader Committee

If you are interested in serving on any of the above committees please contact Cory Poris Plasch by June 10, 2016 at cporis1@niu.edu or call her at 815-753-0972.



SCHOLARSHIPS HELP FIRST-TIMERS ATTEND ICMA ANNUAL CONFERENCE

As part of its ongoing commitment to attracting a wide and diverse group of people into the local government management profession, developing and mentoring early-to-mid-career professionals already in the field, and helping members working in smaller communities, ICMA is now accepting applications to its 2016 Conference Assistance and Stene Academic Scholarship Programs. Applications will be accepted from March 16 - May 31, 2016. Full information on ICMA's conference scholarship program may be found on our website.

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- **6 live webinars per year** spotlighting best practices on key topics from local government professionals throughout the U.S. -- invite your whole team to participate. *Register now.* Advance registration is required for each webinar. Simply click on the links below. If your schedule changes and you can't make a session, you'll receive an automatic notice afterwards with details on how to access the materials and digital recordings.

Webinar Topic	Date, Time & Advance Registration Link
Thriving as a High Performance Organization	1:00 – 2:30 p.m. PT, Thursday, March 10 https://attendee.gotowebinar.com/register/2593695524621647105
Building Civic Leadership and Community	10:00 – 11:30 a.m. PT, Wednesday, April 13 https://attendee.gotowebinar.com/register/7654394604042805249
Ethics in Action	1:00 – 2:30 p.m. PT, Thursday, May 19 https://attendee.gotowebinar.com/register/5919256403761304321
Successful Supervision and Leadership	10:00 – 11:30 a.m. PT, Thursday, September 8 https://attendee.gotowebinar.com/register/5010705756474430721
Survival Skills for Managers	11:30 a.m. – 1:00 p.m. PT, Thursday, October 20 https://attendee.gotowebinar.com/register/4379082505805630977
Succession Planning and Knowledge Transfer	1:00 – 2:30 p.m. PT, Thursday, November 17 https://attendee.gotowebinar.com/register/3025118598595013889

- **Digital agendas and archives** with video recordings and extensive presentation materials and examples from dozens of sessions available in a convenient online library--delivering you "professional development in a box"--when you want it and where you want it.
- **Career stories of ICMA leaders** and rising stars offering career insights and tips.
- **Speed Coaching session at the ICMA Annual Conference** and templates for use at local level -- expand your networks.
- **1-1 Coaching resources** to provide personalized support.
- **Career Compass newsletters** that address critical career issues.

Subscribe to the [free email list](#) for program updates. Note: requires an icma.org site login (complimentary).

For more information visit <http://icma.org/coaching> or contact Don Maruska, MBA, JD, Master Certified Coach Director, ICMA Coaching Program, ICMACoaching@donmaruska.com

ETHICS MATTER!

Testimonials, References, and Endorsements

It's the first lesson of Marketing 101: you build market share through references, referrals, and reliable service. Vendors who deliver services and projects for local governments need to leverage their efforts to reach the marketplace. They thrive by promoting their services and sharing success stories.

As a consequence, it's fairly common for vendors to approach local government staff to ask for testimonials, references, and endorsements. Staff may be receptive if they had a good experience because they know that the public good is served when governments select competent and qualified vendors. Equally vital, though, is maintaining the public's confidence that procurement decisions are objective and result in the best use of public resources.

What ethical values are at stake when a staff member responsible for making decisions about the selection of a vendor later appears in the vendor's marketing and promotional materials? ICMA's guideline on endorsements provides helpful advice on the most ethical way to handle common situations.

Q. The lead attorney who prevailed in a difficult lawsuit on behalf of the county asks the assistant county manager to serve as a professional reference. Is this OK?

A. Yes, serving as a reference gives you the opportunity to talk about your experience with the vendor in context and respond to questions. Providing a letter of reference is acceptable, too. The letter should encourage readers to contact you to discuss the company's performance and make it clear that your comments are not to be used for marketing purposes.

Q. The architectural firm that designed the new county library is adding a photo of the facility to its new promotional brochure and asks the county manager for a quote touting the firm's design expertise. Is it ethical for the manager to comply?

A. No. Members should not endorse commercial products or services by agreeing to the use of their photographs, endorsements, or quotations in paid or



Leaders at the Core of Better Communities

other commercial advertisements. Marketing brochures, Web sites, and press releases are all forms of advertising. Providing a blanket endorsement for a firm you hired may lead the public to conclude inappropriately that the local government has placed its seal of approval on the business. This advice holds whether the member is compensated for the effort or not.

Q. While browsing through the exhibit hall at a conference, you had your picture taken with one of the conference sponsors. Several months later, a brochure arrives in the mail touting the firm's work, and it uses that photo on page one. The photo caption clearly identifies you and your position. What should you do?

A. The best course of action is to call the vendor immediately to request that the vendor stop distribution of the brochure. Follow up the call with a letter explaining your commitment to the ICMA Code of Ethics and copy ICMA.

Q. A well-respected colleague is writing the definitive book on community building and has shared drafts for your review and input. She asks you for a testimonial for the back cover. Is this OK?

A. Yes. Recognizing the value of sharing knowledge, the ICMA guideline permits members to endorse books or other publications as well as professional development or educational services provided by nonprofit membership organizations or recognized educational institutions. You should decline any fee if offered.

The guideline also provides an exception so that members can endorse and promote products or services in which the local government has a direct economic interest. You are also free to share in articles or reports for professional publications your observations, opinions, and analyses of commercial products you used or that were tested by the local government.

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ICMA, October 2008



Leaders at the Core of Better Communities



Encourage Your Colleagues to Attend ICMA's 102nd Annual Conference

This year's ICMA Annual Conference, September 25–28, in Kansas City, Missouri, combines a cost-effective, high-quality professional development opportunity with networking, and information sharing—now when you need them most.

Located in the Heartland of the United States, the Greater Kansas City Region is a most appropriate location for ICMA's conference. Its central setting makes it not only easily accessible by interstates and highways, but it's also a quick flight from just about anywhere across the nation.

In the Greater Kansas City Region, the roots of council-manager government extend deep and are strong, gaining increased visibility in 1940 when L.P. Cookingham was hired by Kansas City, Missouri, city reformers and became known as the “dean of the nation’s city managers.”

Kansas City is known for its jazz music, historical sights, art museums, and BBQ. KC has more boulevards than any city except Paris and has been called "Paris of the Plains." Also known as the “City of Fountains” it is second to Rome for having the largest number of fountains in the world.

Host Region Discounts

ICMA members from the Midwest region (Illinois, Indiana, Iowa, Michigan, Minnesota, Missouri, Ohio, Wisconsin) and Kansas who are attending their first annual conference are eligible to receive \$200 off the member conference registration fee. Non-members in these states who join ICMA can receive the \$200 registration discount PLUS half-price ICMA membership for a year.

State-Based Conference Scholarship Program

ICMA will provide complimentary conference registrations to state associations that substantially underwrite the cost of conference travel and housing expenses for one or more of their state association members. Scholarship recipients must be (or become) an ICMA member,

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During 2014, Kansas City received outstanding mentions in these national lists and articles:

- In *Travel + Leisure* magazine’s annual survey of “America’s Favorite Cities,” Kansas City placed third.
- *The Huffington Post* cited Kansas City in a list of “7 Off-the-Grid Travel Destinations Definitely Worth a Visit.”
- A *New York Times* report, “Millennials Going to Kansas City, to Live and Work,” cites the influence of the streetcar starter line in attracting hundreds of millions of dollars of new residential and retail projects downtown.
- Kansas City ranked among the top 10 U.S. cities for volunteering efforts in a report called “Volunteering and Civic Life in America.”
- Last year, KC was voted one of the most future-ready cities most poised to grow and thrive in the future based on findings at the 2015 Strategic Innovation Summit, “Enabling Economies for the Future,” hosted by Harvard University and sponsored by Dell.

[Kansas City](#) is considered a top family destination that boasts an abundance of free or affordable attractions for adults as well as children. Kansas City is friendly, fun loving, spirited, and casual. It’s cultural, without being pretentious—a colorful and vibrant city with a heavy dose of Midwestern hospitality. Even if you’ve never been there before, you’ll feel right at home.

The conference program is sure to satisfy your need for the latest information on local government management and leadership and will include top-quality keynote speakers; educational sessions with interactive room sets and presentation styles; inspirational afternoon featured speakers; a “learning lounge,” with short presentations on focused topics in an intimate setting; an “experts bar” for one-on-one advice on social media, digital devices, and resumes; and more.

must be attending their first ICMA conference, and must book a reservation at one of the official conference hotels.

Encourage your state association to establish a state-based ICMA Annual Conference Scholarships this year!

Important Dates

JUNE 2 at 12:00 Noon, EDT
 Online Registration and Housing Bureau Open!

JULY 14: Cutoff for the most affordable, early-bird registration rates.

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COACHING UPDATE FROM ICMA

Your State Association’s partnership helped the ICMA Coaching Program attract over 860 live audience members in the April 13th webinar “Building Civic Leadership and Community” with presenters from ICMA State Association Coaching Partners California, Texas, and Colorado.

The session received high ratings from attendees (4.3 on a scale of 5). The attendees saw excellent value relative to the webinar’s objectives. Thank you for your work to spread the word about the Program and to encourage participation as a value-added benefit for your members. Wisconsin had 11 registrations for the March 10th webinar, and 28 registrations for the April 13th webinar. Results of the post-webinar survey of attendees shows that 53% are interested in training opportunities to learn best practices in being a great coach. Accordingly, we are designing a session for the ICMA Annual Conference. More details will be forthcoming. We also received dozens of suggestions for future webinar topics. There’s a big appetite out there!

The next webinar “Ethics in Action” is scheduled for May 19th from 3:00 to 4:00 CDT. Registration is free, but pre-registration is required. Learn more and register at icma.org/coachingwebinars. If you are unable to make it to the live webinar, register for the webinar and get an automatic email notice when the digital recording is available.

Webinar topics:

1. Why are ethics important in the local government profession?
2. What are common ethical challenges and how can you navigate them?
3. What are best practices for promoting ethics in action?
4. What resources are available to support you?

Presenters:

- Martha Perego, ICMA Director of Member Services and Ethics
- Nick Finan, Director of Management Services, Texas City, TX, and TCMA Ethics Chair
- Steve Schainker, City Manager, Ames, IA

If you have any questions, suggestions, or requests, please forward them to Don Maruska .

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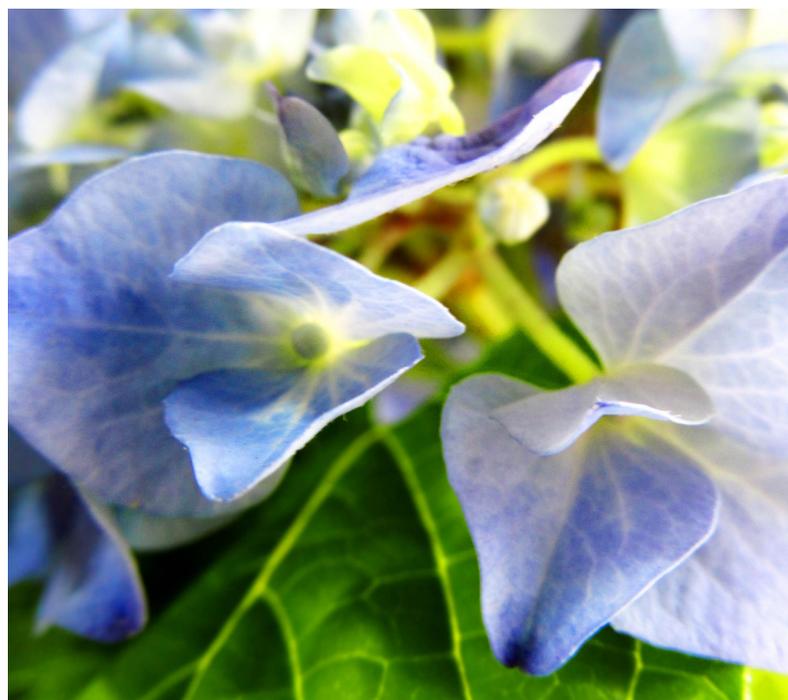
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CALL FOR NOMINATIONS

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

The Award honors and acknowledges outstanding individual achievement in local government management. Individual achievement may be described as anyone or combination of the following:

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

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

To submit an Award nomination, send the following nomination form by May 20 to Darrell Hofland, Scholarship, Awards, and Recognition Committee Co-Chair at Darrell.Hofland@sheboyganwi.gov

NOMINATION FORM IS ON THE NEXT PAGE.

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WCMA HOLDS JOINT EVENT with University of Wisconsin-Milwaukee MPA Alumni Association

On April 26th WCMA and the UWM MPA Alumni Chapter held a joint program, “The Public Administration Silver Tsunami”. Panelists included:

- Steve Kreklow, Milwaukee County
- Douglas Ihrke, UW-Milwaukee
- Lee Szyborski, GovHR USA
- Kevin Brunner, Public Administration Associates, LLC

The panelists looked at the upcoming changes in local government, including the statistic that 25% of the current local government workforce is aged 55 and older. As many of these employees plan to retire in their mid-60’s, a future shortage of qualified professionals in local government must be addressed now. The panel and audience explored opportunities to reduce the impact of these retirements on communities, including: growing local talent, developing succession plans, providing competitive compensation packages, and investing in professional development for staff to build key competencies.

Tyler Burkart of Shorewood also discussed the benchmarking analysis started by several communities. Some of the benchmarks determined by the consortium include expenditures per capita, communications, building permits, and crime clearances. The consortium hopes to open up this project to additional Wisconsin communities starting in 2017.

We look forward to the opportunity to partner with UWM MPA Alumni Association in the future!



Nomination Form

The WCMA MEMBER AWARDS PROGRAM NOMINATION FORM

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

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

Name of Nominee: _____

Title / Organization: _____

Address: _____

Phone: _____ E-Mail: _____

Qualifications for Award Nomination

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

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

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

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

Name of Individual Submitting Nomination:

Title / Organization:

Address:

Phone: _____ E-Mail: _____

Nominator Signature: _____ Date: _____

Thank you! Darrell Hofland
 Scholarship, Awards, and Recognition Committee Co-Chair

INNOVATION EDGE

Recruiting Talent Takes Team Effort

by Julie Underwood, Assistant City Manager, City of Daly City, CA

Small beginnings HUGE dedication

For over the last dozen years, CAL-ICMA and the City Managers Department of the League of California Cities have been engaged in a statewide initiative to prepare the next generation of public servants. They recognized that local government organizations needed to proactively address the significant wave of Boomer retirements. City and county managers across the state committed themselves to training tomorrow's leaders. The primary focus has been twofold: 1) talent development for those already in the pipeline, and 2) attracting new talent, specifically Millennials, to choose local government as a career.

One step at a time

When thinking about how to scale this effort, our advice is to start small. CAL-ICMA started with the Coaching Program. This program was designed to accelerate learning on a wide range of relevant topics from working effectively with elected officials, managing social media, and public engagement, just to name a few.

We are excited that the Coaching Program has gone nationwide! These interactive webinars provide access to real-time learning from highly qualified managers, free of charge.

Partnerships expand the reach

Over time, we have expanded our partnerships with other key stakeholders such as the International Hispanic Network, Municipal Management Association of Northern California (MMANC), Municipal Management Association of Southern California (MMASC), and Emerging Local Government Leaders (ELGL). These partnerships have helped recruit talent and promote the program.

Talent exchange celebrates 10 years

Senior managers in the Bay Area have been actively involved in the Next Generation of Silicon Valley Committee, led by Frank Benest, retired city manager of Palo Alto. One of the most popular programs that the Committee created is the Management Talent Exchange Program (MTEP), which recently celebrated its 10th anniversary!

This program is primarily focused on developing those in the pipeline by rising stars being placed in another



agency for three months. For example, a fellow who works in an operational department such as police or public works would work in the city manager's office. Or someone who works for a county will work for a city. This exposure provides these fellows with an opportunity to work on a special project (or several projects), to shadow executives, and to diversify their local government connections.

Job Shadow Day

The Next Generation of Silicon Valley Committee continually works to broaden the reach into local schools and colleges. To reach high school students, many of the Bay Area agencies offer a "Job Shadow Day," which naturally falls on Ground Hog Day. Students "shadow" department directors in the morning and wrap up their experience with a pizza lunch.

New informal programs on the rise

Some efforts are informal and organic. For example, recently ELGL and MMANC partnered to host an event targeted to undergrad and graduate students. This event titled, "Land your First Local Government Job," was held at a restaurant near transit, during happy hour. ELGL and MMANC connected with the Next Generation of Silicon Valley Committee, who helped recruit local government

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executives. These executives were program speakers and walked students through the hiring process. This event had a nearly one-to-one ratio of students and executives and was free. We're pleased to announce that from that event, a recently graduated master's student landed his first local government job!

Lessons learned

We believe many of these efforts are scalable and can be launched and supported with a team effort. Here are our lessons learned:

- It takes time to create - start small. Consider organizing a "speed coaching" at an upcoming conference by recruiting city/county manager volunteer coaches.
- Recognition and awareness was challenging – unless recruitment and retention is a priority for your city it can be a challenge to obtain and sustain support.
- Champions are needed to constantly poke at peers to make sure this is a priority.
- It's important to make sure that the continued efforts are sponsored at the state and regional level.
- Create committees – it helps to spread the workload, provide diversity, and prevent tunnel vision.
- We continue to see a hesitation of less seasoned staff asking managers to be their coach or mentor – it's actually an honor to be asked and most who are fully committed would love to be asked.

Going forward

Going forward our ultimate challenge is with all managers at all levels in all departments embracing their changing role. Their roles must be redefined to include talent scout, career coach, and mentor. No matter where one falls in the organization, we all have a responsibility to foster the next generation of local government leaders.

About

WCMA and the Alliance for Innovation are partnered in efforts to provide members of both organizations exposure to national innovations along with sharing the innovative initiatives and projects of WI local governments.

The Alliance is a network of local governments driving innovation throughout their organizations. You can learn more about the Alliance for Innovation and or the joint Alliance and ICMA Knowledge Network at www.transformgov.org or contact your Regional Director, Greg Stopka at gstopka@transformgov.org.

SENIOR ADVISORS AVAILABLE TO HELP MEMBERS

The Senior Advisors are a tremendous resource for members. Not only are they available for MITs, but also for guidance on less significant issues. As one member noted, "Senior Advisors aren't just for the MITs, but also for new and seasoned managers. Sometimes it helps to have somebody to call upon when you are facing a challenging situation or you need to bounce an idea off of somebody. They [Senior Advisors] probably have faced a similar situation during their career." Some of the issues that Seniors Advisors can assist members with include:

- Within two weeks of receipt of notice of appointment, make contact with a new manager, assistant, or chief administrator.
- Contact members who are in transition within five days of learning of this development to assure the member of continued WCMA support.
- Provide confidential counseling to all members on personal and professional issues when requested by the member. This includes career development and resume review.

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

After every election cycle, new elected officials settle in to learn about their new roles in local government. While most of these transitions go smoothly, at times the new officials desire to have someone new to take the helm as the administrator for a community and ask the current administrator to resign his or her position. While being a Member in Transition (MIT) can be difficult, there are resources available to help.

WCMA provides resources for Members in Transition.

- WCMA membership stays with the individual, not with the employing agency. WCMA offers the following services for Managers in Transition:
 - o Membership dues will be waived up to two years while you are in transition and actively seeking local government employment.
 - o WCMA Newsletter and other WCMA correspondence.

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- o Membership privileges of your current membership category.
- o Complimentary registration to the winter and summer conferences for a period of two years. Lodging expenses are not covered; however, employed members are encouraged to invite managers in transition to share a room to help defer expenses.
- o At your request, you can be listed in the “WCMA Newsletter” as being in transition to let your colleagues know where you are and to receive support from your colleagues.

Resources are also available through ICMA, including:

- Membership dues may be waived for up to three years (in six month increments) while you are in transition and actively seeking local government employment.
- “ICMA Newsletter” and “Public Management” (PM) magazine.
- All membership privileges of your current membership category.
- Complimentary registration to the next annual conference. (Special instructions are on the conference registration form.)
- Access to personal support from the ICMA leadership, senior management staff, senior advisors, and members to deal with issues of severance, relocation and job hunting. ICMA Member Services can direct you to the right place depending on your question.
- A copy of “Notes from Beachcombers” and the January 1992 issue of “PM” magazine dealing with being in transition.
- At your request, you can be listed in the “ICMA Newsletter” as being in transition to let your colleagues know where you are and to receive support from them. While difficult, employment challenges face nearly everyone, in every industry, at some point in time. Using available resources can help the MIT find a new position, and stay involved and engaged in local government during the process.

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WCMA COMMITTEES UPDATES

Emerging Leaders

The WCMA Emerging Leaders Committee met on December 11, 2015 in Sussex, WI to discuss the projects the committee wants to accomplish based on the description of the committee.

Three subcommittees were formed:

- Winter Conference Dinner and Activity Subcommittee
- Summer Conference Session Planning Subcommittee
- Outreach and Education Subcommittee

Winter Conference Dinner and Activity Subcommittee

The subcommittee selected Sprecher's as the location for "Dinner with WCMA Emerging Leaders Committee" Wednesday night of the Winter Conference. The dinner was well attended at about 20 people. The subcommittee also hosted Casino Night at the Winter Conference.

The Emerging Leaders Committee offered two scholarships to first time attendees to cover the registration cost for the WCMA Winter Conference, and awarded one scholarship to Mitch Foster, the Village Administrator of Winneconne.

Summer Conference Session Planning Subcommittee

The subcommittee is working on developing two sessions for the summer conference with the Illinois Association of Municipal Management Assistants (IAMMA). These sessions will be geared toward emerging leaders and represent both Wisconsin and Illinois. The sessions are on succession planning and your last 60 days in a position.

The Emerging Leaders Committee will offer two scholarships to first time attendees to cover the registration cost for the WCMA Summer Conference.

Outreach and Education Subcommittee

The subcommittee has been reaching out to high schools and technical colleges in Milwaukee, Waukesha, Ozaukee, and Washington counties inquiring about dates for career fairs and potential classroom discussions. The subcommittee is also planning to coordinate with the UW-Milwaukee MPA Alumni Association, which already has a list of contacts

for most of the major colleges. The goal is to also have a list of internships and entry level positions to provide to those that are interested in the profession or are looking for those opportunities. The subcommittee will then recruit WCMA members to attend the events. The subcommittee started with only a few counties to keep the process manageable, but will likely expand out into other counties as time permits.

There will be a table for WCMA set up at the career fair at World Affairs Seminar (www.worldaffairsseminar.org), a summer seminar for high school students at Carroll University. Typically the seminar hosts approximately 300 students from all over the world including the Cayman Islands, Norway, England, Mexico, and all across the United States. This is a great opportunity to promote the profession to not only a local audience, but a global audience as well. The topic this year is Water: A Global Resource to Share and Protect.

Membership Services

Membership services is working on a website redesign with Civic Plus. The Committee is excited to be spearheading the redesign of the WCMA logo as part of this project. If you have any ideas for what you would like to see happen with a redesign of the site, please send them to Cory Plasch at cporis1@niu.edu for consideration. Redesigned features on the new website include:

- Life Well Run videos on the homepage
- Lighter color scheme
- Graphic icon buttons for professional development, membership directory, job announcements, and ICMA
- Create a linked in feed to the site. Consider other social media feeds as well.
- Larger drop-down menus.
- More professional development information (league, ICMA, First Time Managers Handbook, CAL- ICMA, SEI, etc.).

The Committee is also working on rolling out a more robust coaching program. Coaching is a short-term, topic-specific item. We are seeking coaches who are willing to walk people through challenging topics that they may not have encountered in the work place before. If you are an expert in any of these areas (or another area

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you think we should consider) and are willing to donate your time for short-term coaching via email, phone, or in-person to a mentee, please send your information to Cory Plasch at cporis1@niu.edu. We need coaches for issues such as: Police, Fire/EMS, general management, IT, Engineering, Refuse/Recycling, Council-Manager Relations, Executive Staff Relations, Teamwork, Community Engagement, Outsourcing Services, and Strategic Planning.

Scholarships, Awards, Recognition, Best Practices & Innovation Committee

Ken Witt has volunteered to succeed Russ Van Gompel as Co-Chair of the Committee.

In July 2015, the Committee forwarded a recommendation to the WCMA Board to award internship grants to Little Chute, Twin Lakes, Wind Point, Menomonee Falls, and Amery. All grants are \$2,000 each, for a total of \$10,000 for the fiscal year of 2015-2016.

All communities that received the grant have been in contact with the WCMA Executive Director. Little Chute (\$2,000), Twin Lakes (\$1,000), and Amery (\$2,000) have completed their internship. Wind Point started their internship program in December. Menomonee Falls will commence their internship program in early summer.

It is the desire of the Committee to give future priority consideration to communities which have not previously received a WCMA internship grant.

Two ICMA Conference scholarships were awarded by the Committee. Awards were given to first time ICMA Conference attendees Kayla Chadwick, Village of Butler and Nick Osbourne, Rock County. The two \$750 scholarships are structured as a reimbursement scholarship. Both scholarship recipients were appreciative of the financial assistance. ICMA provided a complimentary conference registration fee to each of the WCMA scholarship recipients.

The 2016 Awards nomination process is underway. Several state associations including the League of Wisconsin Municipalities were forwarded a press release about the Awards program. Cory Plasch, Executive Director, will include an article in the May WCMA newsletter to promote the Awards program and request nominations.

REGION UPDATES**Region 1 Update**

Region 1 has a series of meetings slated for 2016. In January, the region met in River Falls. The remaining schedule is

- April 22 - Rice Lake
- June - Meeting at WCMA
- August 19 - Annual Picnic at New Richmond
- October 21 - Altoona

Region 3 Update

- Our large region continues to meet on an approximately quarterly basis.
- Our last Regional Meeting was completed on April 14, with about 15 in attendance. Meeting included a presentation and discussion with representatives from our regional DOT office regarding projects in our area, funding of local projects, and how to continue to improve our working relationship with the DOT as Administrators.
- Next meeting is tentatively planned for August.

Region 6 Update

- Wednesday October 14th, 2015, Region 6 met in the Town of Cedarburg. Speaker Lee Szymborski, Senior Vice President, GovHR USA discussed what councils and hiring authorities look for as they seek new managers and how to successfully present your credentials and stand apart in the interview process.
- Wednesday November 11, 2015, Region 6 met in the Village of Germantown. Speaker James Mann, Senior Municipal Advisor/ Director, Ehlers and Associates spoke regarding eight bills that are circulating the legislature and will impact the way municipalities create and operate tax increment districts. He also updated the region as to what the impacts of the changes would be and where the bills currently are in the legislature.
- Wednesday January 13, 2016, Region 6 met at Cedarburg City Hall. Speaker David Bailey, Employment Practices Liability Specialist, Cities and Villages Mutual Insurance Company (CVMIC) discussed "The Bermuda Triangle" - the true connection relating to FMLA, ADA, and Worker's Compensation. Topics included things to consider when addressing these issues within your organization and what your supervisors and managers should consider when communicating with their employees.

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- Wednesday February 10, 2016, Region 6 met at Washington County Government Center to hear Josh Schoemann and Jamie Ludovic discuss Priority Based Budgeting- the case of Washington County. They noted that with continued increasing operating expenses and pressure to keep tax collection minimal, the resources of our citizens are limited. Therefore, if we hope to provide excellent citizen service, we need to direct those limited resources appropriately, being less concerned about the quantity of services we provide and more concerned about the quality of those services. They shared Washington County’s political realities and approach to align tax dollars with priority programs through priority based budgeting.
- Wednesday, April 13, 2016 Andy Pederson, Village Manager of Bayside, discussed B-Bonds, a financing solution to build out a water system when the politicians and citizens did not want to take on the risk. He gave details about what the financing solution looked like and how it could be applied to other communities.

Region 7 Update

- The region coordinated the annual WCMA Brewer Game (46 attendees).
- They hosted a joint region 6 and 7 meeting on April 13th
- Region 7 co-hosted a joint event with UW-Milwaukee MPA program, WCMA, and others in April.
- Village of Shorewood is hosting an event on May 17th.
- The Alliance for Innovation and Village of Bayside are hosting an Ambassador Innovation Lab: Civic Trust and Engagement Panel Discussion on Thursday, May 19, from noon - 2:30 p.m.
- The Public Policy Forum’s Salute to Local Government is being held on June 21.

Region 8

The next Region 8 meeting will be in Johnson Creek at the new Midpoint Eatery and Sports Pub on August 19th from 11:00 a.m. to 1:00 p.m.

The Agenda Includes:

- State Health Plan vs. LWM Health Plan
- Fire/EMS
- Effects of Elimination of Personal Property Taxes

County Government

- Stepping Up Summit is being held in Washington D.C. for counties that will work on pilots to address mental health issues in jails.
- University of Wisconsin Extension continues to work on their nEXT Generation reorganization. More information on the details of that process are here: <http://about.ces.uwex.edu/our-future/>

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REFORM IN GOVERNMENT STRUCTURE IN WISCONSIN

Wisconsin adoption of forms of municipal government differs from the experience in other states. In the United States, the council-manager system has become the most common form of local government in the nation's cities. In Wisconsin, however, the council-manager system has rarely been adopted. Mayor-Council and President-Board forms still predominate in the state's municipalities but in recent years a growing number of municipalities have modified their governance structures with the creation of the position of an administrator who reports to the elected officials. The frequent adoption of this professional adaptation is ongoing in the state's cities and villages.

A charter ordinance is used to adopt the choice of form of government provided by state statutes chapter 61 for villages and chapter 62 or 64 for cities. Chapter 64 provides for the council-manager form and municipal wide election of the city council, the election of a council president by the city council from among its members (no mayor position), and the appointment powers to boards and committees by the city manager. Under the Mayor-Council/President-Board form (Chapters 61 and 62), the city or village can adopt an ordinance creating an administrator position and define the authority of that position for the individual city or village. Cities and villages differ in the authority given to the position from very little authority to a level virtually equal to a city manager. In addition, the Constitution of the State of Wisconsin provides for home rule powers for cities and villages. Home rule allows cities and villages to adopt alternative legislation by charter ordinance for issues that are not of uniform statewide concern.

As noted by the Wisconsin Taxpayers Alliance (2005), the major reason for the limited adoption of the council-manager plan is the feeling that the position as outlined in Chapter 64 is "too strong". An alternative to these features can be a charter ordinance amendment where a municipality can create an office of mayor, have district election of council members and give the mayor the appointment authority of the boards and commissions. However, the flexibility built into the statutes for the mayor-council form are more lenient and "undoubtedly slowed the growth of the manager form....Moreover, local government has been on the whole honest, upright, and moderately progressive, so that campaigns

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to reform the entire system entirely fail to gain steam.” (Donoghue1980:158). In a report for the League of Wisconsin Municipalities by Paddock and Olson in 1993, it was noted that the council-manager form of government in the rest of the United States is “unlike either the manager form established by Wisconsin statute or the administrator form which has evolved in the past several decades in Wisconsin which is not governed by statute.” They note later in their report that “communities choose to create Administrator rather than a Manager position because they do not want to give up the executive power of the Mayor or President.” They concluded that the administrator position has brought professionalism to the cities and villages that added the position.

Wisconsin Forms

The 141 Wisconsin municipalities with over 5000 population were examined and categorized into six forms of government as shown in the table below. The forms without an administrator were refined to distinguish those with a strong Mayor/President and those with a weak Mayor/President based on their defined responsibilities. The refinement was created by reviewing whether the appointment of department heads and recommendation of budget authority was given to the Mayor/President. To ensure that the forms for each municipality were correctly identified, a review of multiple databases was undertaken in 2013. A survey of City Clerks and Managers/Administrators in Wisconsin was conducted for additional clarification of the form in that municipality. Whenever a difference occurred between the sources, the form was further researched for that municipality reviewing the enabling ordinances.

Table 2 – History of Forms of Government in Municipalities over 5000 - 1994 to 2013

Form	1994 Number	1994 Percent	2004 Number	2004 Percent	2013 Number	2013 Percent
Council/Board - Manager	15	12.2%	16	12.9%	18	12.8%
Mayor/President - Council/Board - Administrator	59	48.0%	78	62.9%	93	66.0%
Total with Professional Administrator	74	60.2%	94	75.8%	111	78.8%
Mayor/President – Council/Board without Administrator	49	39.8%	30	24.8%	30	21.2%

As shown in Table 2 above, 78.8% of Wisconsin cities over 5000 population have a manager or administrator. Yet, only 12.8% of those are council-manager forms and the remaining forms (66.0%) are cities/villages with an administrator appointed or approved by the council/board. By contrast nationwide, 53.0% of U.S. municipalities over 5000 population have a council-manager form of government and 69.8% have a manager or administrator. Wisconsin is significantly lower in the manager form of government but higher than the national average for an administrator.

As shown in the table, Wisconsin has seen an increase in administrators in the last twenty years. The number of administrators has increased from 74 in 1994 to 94 in 2004 to 111 in 2013. That represents 78.8% of municipalities over 5000 population. The municipalities without an administrator has dropped to 21.2%.

Wisconsin has seen significant increases in governments with an administrator in the past twenty years. The trend shows that citizens of Wisconsin want professional and also responsive government in the state.

Table 1- Wisconsin Forms of Government in Municipalities over 5000 Population

	Cities	Villages	Total	%
Council/Board-Manager with Mayor/President Selected by Council	8	0	8	5.7%
Council/Board-Manager with Mayor/President Directly Elected by the Citizens	2	8	10	7.1%
Mayor/President-Council/Board - Administrator Appointed by Council/Board	38	28	66	46.9%
Mayor/President-Council/Board – Administrator Nominated by Mayor/President and Approved by Council/Board	20	7	27	19.1%
Strong Mayor/President-Council/Board without Administrator	24	0	24	17.0%
Weak Mayor/President-Council/Board without Administrator	4	2	6	4.2%
Total	96	45	141	

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- City Administrator, City of St. Francis >
- County Manager, Dunn County, WI >
- Village Administrator, Grafton, WI >
- Village Administrator, Hales Corner, WI >
- Village Administrator, McFarland, WI >

Non-Administrator/Other Positions

Click each arrow for more information

- Accounting Clerk (Part-Time), Milton, WI >
- Assistant to the Administrator, Village of Bellevue >
- Deputy County Administrator, Olmsted County, MN >
- Director of Public Works, Wauwatosa, WI >
- Fleet Services Supervisor, Village of Winnetka >
- Internship (Paid), Village of Bayside, WI >
- Utility/Payroll Coordinator, Village of Belleville, WI >

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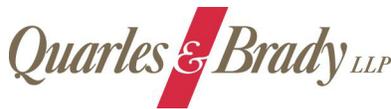
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EVENTS

Wednesday, May 11

WCMA Region 6 Meeting

Wednesday, June 22 - Friday, June 24

2016 WCMA Summer Conference (joint conference with ILCMA)

Wednesday, July 13

WCMA Region 6 Meeting

Friday, August 19

Region 8 Meeting



WCMA Regions

Region 1

Mike Darrow

Ashland Pepin
Barron Pierce
Bayfield Polk
Burnett Rusk
Chippewa Sawyer
Douglas St. Croix
Dunn Washburn
Eau Claire

Region 2

Richard Downey

Clark Oconto
Florence Oneida
Forest Portage
Iron Price
Langlade Shawano
Lincoln Taylor
Marathon Vilas
Marinette Wood
Menominee

Region 3

Angela Gorall

Brown Manitowoc
Calumet Marquette
Door Outagamie
Fond du Lac Waupaca
Green Lake Waushara
Kewaunee Winnebago

Region 4

Cathy Schmidt

Adams La Crosse
Buffalo Monroe
Jackson Trempealeau
Juneau Vernon

Region 5

Aaron Oppenheimer

Columbia Iowa
Crawford Lafayette
Dane Richland
Grant Sauk
Green

Region 6

Darrell Hofland

Dodge Sheboygan
Ozaukee Washington

Region 7

Andy Pederson

Milwaukee

Region 8

Steve Wilke

Jefferson Rock
Kenosha Walworth
Racine

Region 9

Kevin Lahner

Waukesha

See Regional Map on next page

REGIONAL MAP

