

WCMA Mission Statement

The mission of WCMA is to advance the profession, support local government managers, and promote excellence in local government management.

Our values include:

- **Professionalism** - Demonstrating competence, knowledge, impartiality, and efficiency in our work
- **Public service** - Serving the public with respect and fairness, challenging inequitable policies and systems
- **Ethics** - Maintaining the highest standards of conduct and upholding the public's trust
- **Leadership** - Moving one's organization forward in a positive direction to achieve its goals and objectives
- **Collaboration** - Building positive partnerships by sharing ideas and experiences
- **Innovation** - Encouraging creative solutions that successfully address local issues

Matrix of WCMA Strategic Plan Goals, Objectives and Actions - Draft

Goal A. Facilitate Communication and Connections for WCMA Members			
<u>Objectives</u>	<u>Actions</u>	<u>Who?</u>	<u>When?</u>
1. Proactively enable Peer-to-Peer Interaction	<p>Action: Explore the capacity of WCMA website to display photographs and general contact information.</p> <p>Action: Promote the use of the WCMA listserv.</p> <p>Action: Review the listserv platform.</p> <p>Action: Explore “members only” information for personal contact information, such as address and cell phone number</p>	Board	S-T S-T / O S-T M-T
2. Assist regional networking opportunities	<p>Action: Create a list of regional group facilitators and post it on the WCMA website.</p> <p>Action: Actively monitor the frequency of existing small regional groups’ meetings (which are intended to provide support, mentoring, training, and encouragement).</p> <p>Action: Encourage regional groups to meet regularly and publicize their meetings via the WCMA listserv and website.</p> <p>Action: Coordinate WCMA networking opportunities to occur in conjunction with AWC’s Regional Meetings; invite local Board members and Senior Advisors.</p> <p>Action: For parts of the State currently without small regional meetings, actively identify whether there is interest</p>	Board	I I / O I / O S-T M-T

	in such meetings and support formation of new groups when interest is expressed.		
3. Effectively Utilize Senior Advisors	<p>Action: Have regular discussions with Senior Advisor about how best to use them.</p> <p>Action: Notify Senior Advisors about members potentially or actually “in transition.”</p> <p>Action: Regularly solicit newsletter articles about the activities of the Senior Advisors.</p> <p>Action: Coordinate with Senior Advisors on sending “Welcome to Washington” letters to new managers/administrators. [see Objective C.1]</p>	Board / Senior Advisors	<p>O</p> <p>O</p> <p>O</p> <p>O</p>
4. Provide Helpful Information to Members (including using technology), such as:	<p>Actions - <u>Website:</u></p> <ul style="list-style-type: none"> Establish a Task Force to propose and discuss a list of desired/optimal functions of the website; list to be approved by Board of Directors and then implemented by a designated Committee. <p>Actions - <u>Newsletter:</u></p> <ul style="list-style-type: none"> Discuss potential improvements to the WCMA newsletter. Activate the Newsletter Editorial Committee, whose primary objective will be to generate timely and relevant content for the newsletter. <p>Actions – <u>Other Materials:</u></p> <ul style="list-style-type: none"> Decide whether an existing “Members in Transition” Handbook should be identified and promoted for use by WCMA members (such as Colorado City/County Management Association’s Walking on Thin Air 	<p>Board</p> <p>Newsletter Editorial Committee</p>	<p>S-T</p> <p>S-T</p> <p>O</p> <p>M-T</p>

	<p>manual), or a new Handbook should be prepared by WCMA members.</p> <ul style="list-style-type: none"> • Discuss whether White Papers on specific topics are needed. <p>Action – WCMA Listserv:</p> <ul style="list-style-type: none"> • See actions under A.1. 		<p>L-T</p> <p>S-T / O</p>
5. Strengthen partnerships with other state associations (such as AWC, MRSC, etc.)	<p>Action: Coordinate with AWC on training for elected officials on such topics as “How to Hire (and Fire) and Work Cooperatively with a Manager/ Administrator.”</p> <p>Action: Maintain strong partnership with MRSC.</p>	Board	<p>M-T</p> <p>O</p>
6. Assist “Managers in Transition”	<p>Action: Prepare a "members in transition" packet and checklist.</p> <p>Action: Identify and provide ICMA materials that would be helpful to those in need.</p> <p>Action: Develop a pro-active program for identifying and reaching out to members potentially or actually “in transition.”</p>	Board	<p>S-T</p> <p>S-T</p> <p>S-T</p>

Goal B. Support WCMA Membership:			
<u>Objectives</u>	<u>Actions</u>	<u>Who?</u>	<u>When?</u>
Professional Development Education and Training			
1. Provide high quality conferences	<p>Action: Emphasize more interactive sessions at WCMA conferences.</p> <p>Action: Balance sessions with networking opportunities at WCMA conferences.</p> <p>Action: Explore the pros and cons of continuing with two major conferences per year, vs. holding one major conference per year.</p> <p>Action: Re-examine the timing of WCMA’s major conferences.</p>	Conference Committee	<p>O</p> <p>O</p> <p>M-T</p> <p>M-T</p>
2. Identify and develop other training opportunities.	<p>Action: Develop ½-day and full-day workshops, to be held in different locations throughout the State.</p> <p>Action: Promote other relevant training opportunities (e.g., workshops and webinars/other online learning programs) through the listserv and website, from such groups as ICMA, MRSC, AWC, WSAC, and GPC.</p>	Conference Committee	<p>S-T</p> <p>O</p>

<u>Resources</u>			
3. Develop an inventory of educational documents, materials, and other information about successful management of local government.	Action: Identify “best management practices” that can be used by Washington Managers/Administrators.	New Committee	M-T
	Action: Create links to high quality resource materials on the WCMA website (such as template employment contracts).	New Committee	M-T
	Action: Encourage members to use the resources of ICMA.	Board	O
Goal C. Grow and Sustain WCMA’s Membership			
<u>Objectives</u>	<u>Actions</u>	<u>Who?</u>	<u>When?</u>
1. Market to managers/administrators who are new to Washington	Action: Send a “Welcome to Washington” letter (or email?) to all new managers/administrators, in coordination with Senior Advisors (see Objective A.3).	Membership Committee	O
	Action: Call new managers/administrators, in coordination with Senior Advisors, soon after the “Welcome to Washington” letter/email has been sent out.	Senior Advisors	S-T / O
	Action: Conduct "Welcome to Washington" sessions for managers new to Washington or the profession, to be done at the summer conference and at other venues periodically as needed.	Conference Committee	O
2. Promote the Profession to Emerging Leaders/Next Generation (e.g., mentoring, etc.)	Action: Inform WCMA members about the benefits of mentoring “high potential” staff already working for your organization.	Next Generation Committee	S-T

	<p>Action: Promote “job shadowing” for interested individuals, both inside and outside your organization.</p> <p>Action: Establish a Municipal Internship Network with Washington’s colleges and universities.</p> <p>Action: Develop an “in the classroom” program to promote good government to K-12 students, such as:</p> <ul style="list-style-type: none"> ○ “Career night” PowerPoint ○ Interactive, “in the classroom” program that addresses different aspects of local government (perhaps similar to the efforts of the APA-WA Chapter’s Youth in Planning Task Force) <p>Action: See actions under Objective C.4.</p>		<p>I</p> <p>M-T</p> <p>L-T</p> <p>--</p>
<p>3. Encourage more diversity in the profession</p>	<p>Action: Create a new Board committee to address this objective and develop a diversity plan, which could include the following:</p> <ul style="list-style-type: none"> ○ Promote training opportunities on how to successfully increase ethnic and cultural diversity in your organization. ○ Encourage ethnically and culturally diverse students to apply for the WCMA scholarship. ○ Assist WA’s universities and colleges’ public administration/public policy programs in their efforts to increase the diversity of their student bodies. [see Objective C.4] 	<p>New Committee</p>	<p>S-T</p>

	<ul style="list-style-type: none"> ○ Reach out to recruitment firms and emphasize the importance of attracting diverse candidates. 		
4. Increase connections to public administration programs at Washington’s universities and colleges	<p>Action: Contact the key staff/faculty at all public administration/public policy programs in Washington (and Oregon and Idaho?) and discuss ideas for incorporating “real life” local government situations/projects into class assignments/studio courses.</p> <ul style="list-style-type: none"> • UW • WSU • EWU • CWU • Evergreen • Seattle University • PSU • U. of Idaho <p>Action: Continue the introductory course in local government management at the UW’s Evans School [which is taught by experienced WCMA members and was added to the Evan’s School curriculum in 2014.]</p> <p>Action: Promote the idea of having WCMA members create and teach an “Introduction to Local Government Management” class, similar to the Evans School course, in the rest of Washington State’s administration/public policy programs.</p>	Board / New Committee?	M-T
		Board	O
		Board	M-T
5. Reach out to appointed County leaders	Action: Contact every appointed County Administrator and ask them their thoughts about what WCMA could/should be doing to assist them.	Executive Committee	I

Goal D. Advance the Profession			
<u>Objectives</u>	<u>Actions</u>	<u>Who?</u>	<u>When?</u>
1. Demonstrate the Value of Professional Local Government Management	Action: Promote participation with the ICMA Voluntary Credentialing Program.	Executive Committee	S-T
2. Promote Ethics in Government	Action: Ensure that ICMA ethics presentations are a regular conference feature.	Conference Committee	O
3. Recognize “good government” service and leadership	Action: Revamp the service recognition and awards program for WCMA members.	Board	S-T
4. Promote the profession to the general public	Action: Establish a task force to develop ideas.	Board	M-T / O
Goal E. Ensure WCMA’s Organizational and Financial Health			
<u>Objectives</u>	<u>Actions</u>	<u>Who?</u>	<u>When?</u>
1. Communicate and Connect with WCMA members	<p>Action: Proactively reach out to membership on a regular basis about topics of relevance/interest.</p> <p>Action: Ensure that WCMA communications are compatible with mobile devices.</p> <p>Action: Increase use of social media to communicate with WCMA’s membership.</p> <p>Action: Identify and cultivate potential WCMA Board members.</p>	Board	<p>O</p> <p>S-T</p> <p>S-T</p> <p>I / O</p>

2. Sustain and expand services/programs	<p>Action: Review dues structure and membership to ensure that WCMA remains financially viable, while ensuring that dues and conference costs remain affordable.</p> <p>Action: Identify additional funding mechanisms.</p>	Board	O M-T
3. Ensure that WCMA consistently “adds value” to its members	<p>Action: Review services offered by WCMA to determine their long-term needs and sustainability.</p> <p>Action: Review service options to assess if they meet the diverse needs of the membership and implement programs to meet respective needs, taking into account such factors as:</p> <ul style="list-style-type: none"> • Large vs. small governments; • Geographic differences; and • City vs. county issues. <p>Action: Regularly survey the membership to ask their views on the appropriate services that should be offered by WCMA.</p>	Board	I / O M-T S-T / O

Key:

- O = Ongoing
- I = Immediate (within 3-6 months)
- S-T = Short-term (within 1 year)
- M-T = Medium-term (within 2-3 years)
- L-T = Long-term (within 4-5 years)