

2024 CENSUS OF THE PROFESSION

State of Washington

July 2024



TRIPEPI SMITH
TALENT SOLUTIONS



WCMA
Washington City/County
Management Association
A State Affiliate of ICMA

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I INTRODUCTION

City administrators and managers hold the pivotal role of chief executive officers in numerous municipalities throughout Washington, deeming them one of the most important local government groups in the state. In some municipalities, clerks and/or treasurers serve as the most senior executive. For the purpose of this report, all these roles will be characterized as the “most senior executives,” and the terms “city” or “cities” include both cities and towns.

The State of Washington consists of 281 municipalities, 227 of which hold a **mayor-council** form of government and 54 hold a **council-manager** form of government¹.

Mayor-Council

Rooted in democratic tradition, the **mayor-council form of government** is the oldest and most prevalent across the state. Power is divided between an elected mayor and a separately elected city council, mirroring the separation of executive and legislative powers at the federal level.

The mayor, serving as the municipality’s chief executive and overseeing the administration of the municipality, presides over council meetings but does not typically vote on matters except in the case of a tie. Mayors often wield significant influence through veto powers, making most Washington municipalities strong mayor systems. In most municipalities, mayors and councilmembers serve on a part-time basis, delegating day-to-day operations to administrative personnel.

In recognition of the benefits of both strong mayoral leadership and professional management, many Washington municipalities have adopted a hybrid approach, employing

city administrators to assist elected mayors in the administration of day-to-day operations. In these cases, the mayor retains responsibility for policy development and overall leadership, while the city administrator focuses on administrative functions. This arrangement allows for a division of labor, with the mayor setting the vision and the administrator executing it efficiently. In mayor-council cities that do not have a city administrator, the clerk or clerk-treasurer typically takes on the lead administrative role; these tend to be the smallest towns in Washington state.



¹ <https://mrsc.org/research-tools/washington-city-and-town-profiles>

Council-Manager

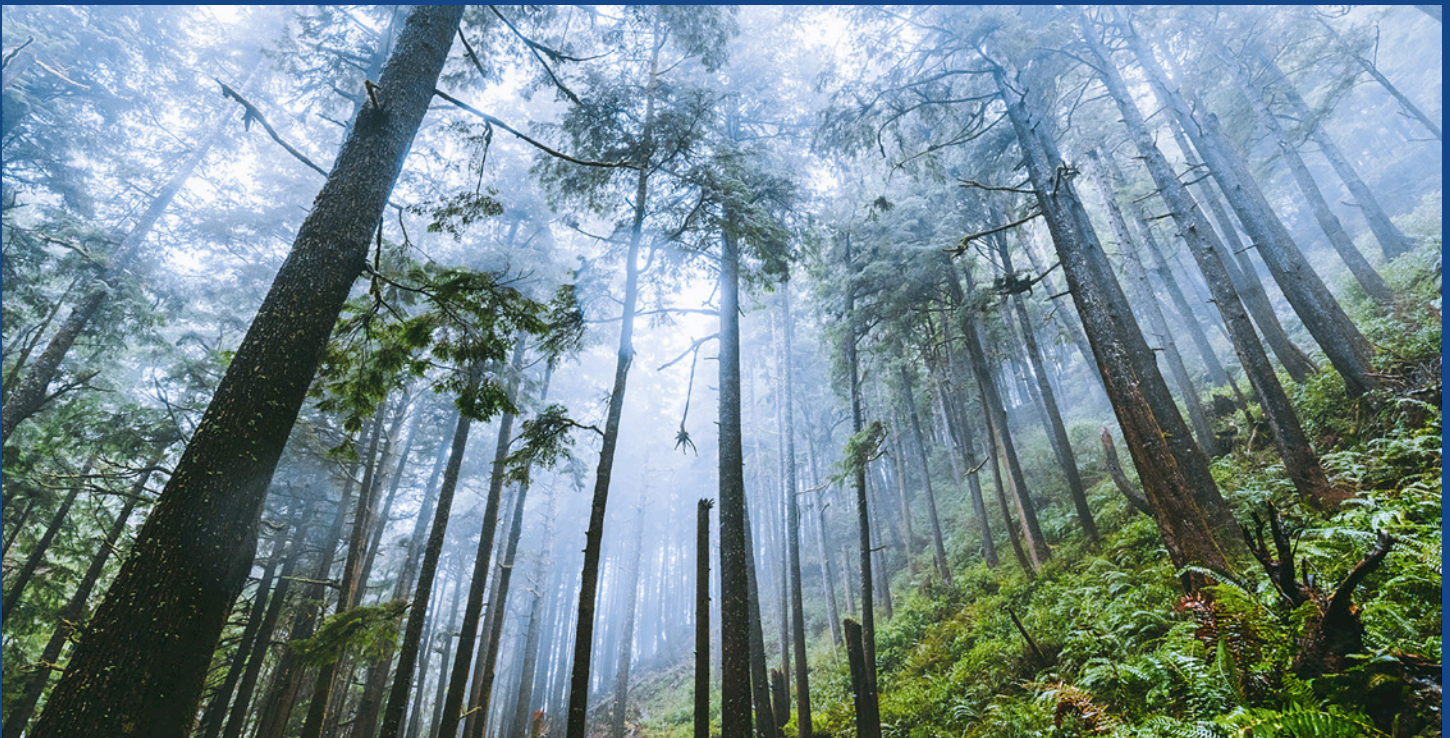
Emerging from the reforms of the Progressive Era in the early 20th century, the **council-manager form of government** emphasizes enhancing the efficiency and professionalism of government administration. Under the council-manager form of government, an elected council assumes all policy-making powers, while delegating administrative functions to an appointed city manager. The city manager is appointed by a majority vote of the city council and may be removed at any time.

The city manager is responsible for overseeing all of the municipality's day-to-day operations, making all personnel decisions and managing the

implementation of policies outlined by the city council. Reflecting another modern organizational structure, the council-manager form of government operates akin to a corporate board appointing a chief executive officer.

The council may designate a qualified administrative officer, such as an interim city manager, to perform the duties of manager when there is a period of time pending the appointment of a new manager or during the absence of the manager².

This study aims to profile the professionals occupying the top executive roles across the state, shedding light on their demographics and experiences. Conducted in partnership between the Washington City/County Management Association (WCMA) and Tripepi Smith Talent Solutions (TSTS), this report, developed by TSTS, presents survey findings and provides insights into Washington's municipal management landscape. It is the hope that this study can be used to track evolving trends and changes in the profession in Washington and frame and inform future WCMA programming and priorities.



II | SURVEY METHODOLOGY

In early February 2024, the WCMA sent an email to its full list of all the most senior executives of each municipality in the State of Washington, explaining the purpose of the survey and when they should expect it.

Tripepi Smith Talent Solutions (TSTS) developed the survey in collaboration with WCMA³. On February 12, 2024, WCMA distributed the survey via email. The survey was open for 18 days and closed at 3 p.m. on Friday, March 1, 2024.

TSTS conducted the survey through Google Forms. With a total of 27 questions, the survey took respondents about 15 minutes to complete. Following the initial launch of the survey, WCMA sent follow-up emails to non-respondents while the survey was open to encourage participation and remind them of the deadline. As a final push to obtain responses, TSTS called all remaining nonrespondents up to two times and provided follow up information via email, if requested. A total of 181 municipalities responded for a response rate of 65%⁴.

Some respondents did not answer every question. Although every question required an answer, some respondents listed “N/A,” “prefer not to answer,” “not sure,” etc. These answers were excluded from the datasets throughout this report.

The TSTS research team supplemented the survey response data with information from publicly available sources such as LinkedIn and municipal websites. The research team gathered information on non-respondents, including current position, prior positions, highest education level, major field of study, start of local government career locations and experience in the public and private sectors. The research team was unable to fill in this data for every non-respondent as some information for individuals was not publicly available. In addition, the supplemental research did not collect information related to age, gender, race and ethnicity or place of origin.

In addition, the research team gathered municipal-specific research for all non-respondents, including the number of Council seats, mode of election and whether mayors are directly elected, leveraging credible sources such as the Census for data related to municipal size and population size.

Once all survey responses and research data points were collected, the TSTS research team analyzed the data for accuracy and consistency. TSTS coded responses for major fields of study, most pressing issues, desired training and the number of years respondents have worked as the most senior executive for any municipality to make datasets more digestible.



³ Appendix A
⁴ Appendix B



Inherent Biases

As the sample size (n , the number of responses we received) was more than half of the population size (N , every single municipality in the state), we can safely assume that no significant group is left out of the results, and the results are generally applicable across the full population. In this particular study, N represents all the possible responses for a question, whereas n represents the actual number of responses we received per answer or category.

An inherent bias to consider is non-response bias. Participants may have decided to respond or not respond based on factors like their current position tenure or overall life experience, potentially skewing the data. For example, someone who hasn't been in local government for long might feel they have little to contribute to a survey about the topic. In this particular survey, females were more likely to take the survey than males. Although the sample size is generally reflective of the actual population size, the imbalanced response rate among females versus males should be taken into consideration when reviewing this data.

Additionally, the research team may not have had the most updated contact information for some municipalities, resulting in a non-response or response from a participant who is not the most senior executive for their organization. The research team attempted to prevent any responses from individuals in

other positions during the outreach process by instructing survey contacts to only participate if they are the most senior executive of their municipality. Therefore, we assume that all respondents who completed the survey are the most senior executives in their organization.

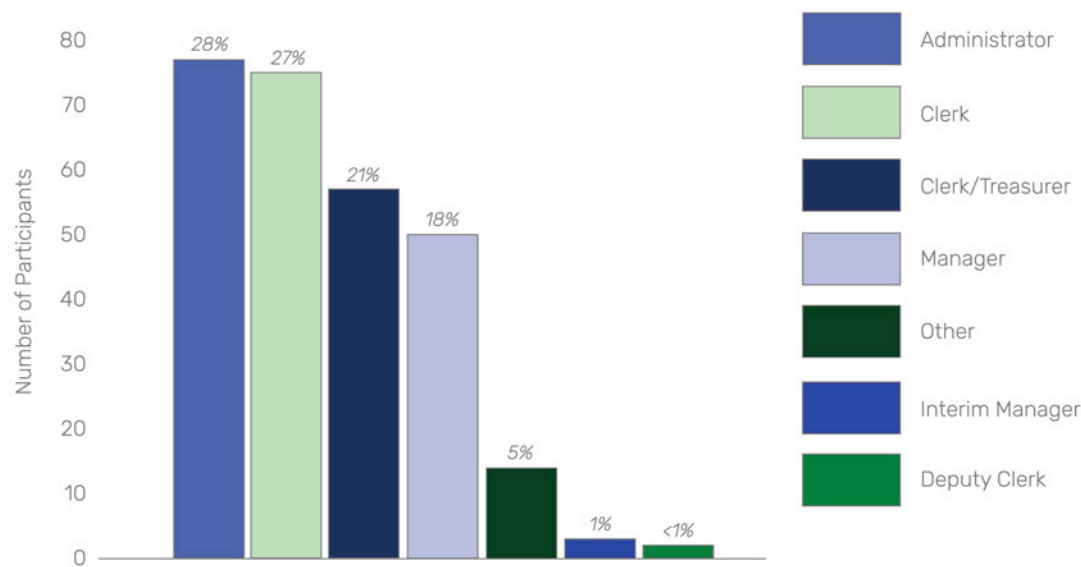
Research was done to supplement the dataset for non-respondents, but it does not account for all questions within the report. In addition, the data found through research is limited to what is available online through LinkedIn profiles and municipal websites.

Overall, bias is impossible to eradicate from statistical research, especially in the case of a survey. To mitigate biases and limit the risks of occurrences, the research team created clear and easy questions for respondents to answer. All conclusions drawn acknowledge the potential presence of bias and that the data may only imply relationships, not necessarily demonstrate causation.

We processed the data after the survey was closed, reformatting some questions to ensure consistency between responses while maintaining the integrity of the original data that we received. This applies to all categorized data, and the original responses and their respective categories can be found in the appendices.

III | PROFILE OF THE PROFESSION

Current Position



Data Source: Survey Responses (180), Research⁵ (98)

Data Total: 278

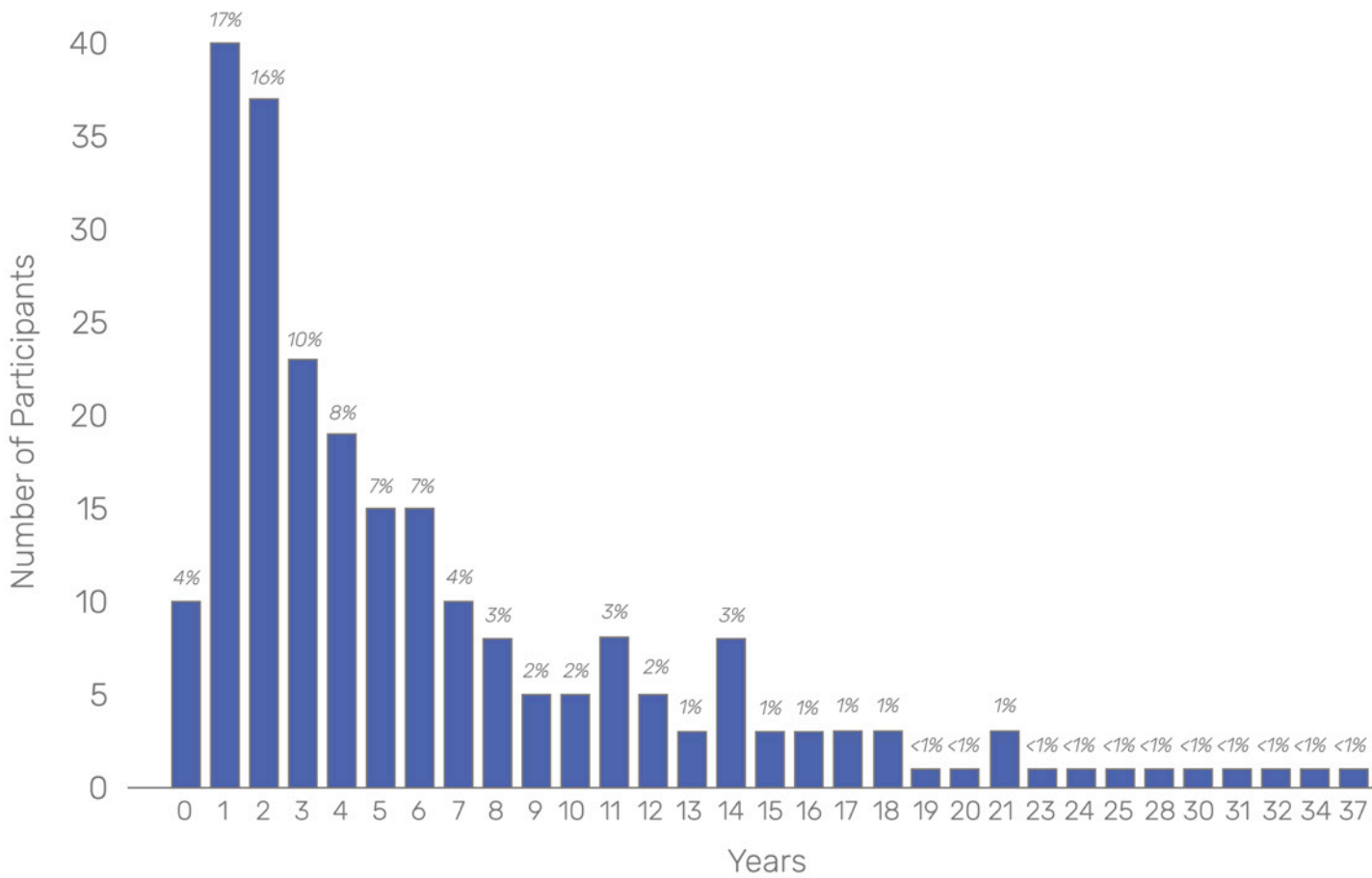
The data illustrates the position currently held by individuals. Of the 278 individuals, 28% hold the title of Administrator, 27% hold the title of Clerk, 21% hold the title of Clerk/Treasurer and 18% hold the title of Manager. A handful of individuals did not identify within one of these categories and have been grouped as Other. These 14 positions include:

- | | |
|---|--|
| 1. Acting Manager | 8. Chief Financial Officer/Clerk |
| 2. Administrator/Finance Director | 9. Interim Administrator |
| 3. Chief Administrative Officer | 10. Deputy Clerk/Treasurer |
| 4. Clerk/Personnel Director | 11. Interim Clerk |
| 5. Director of Administrative Services | 12. Assistant Administrator/Finance Director |
| 6. Administrative Services & Human Resources Director/Clerk | 13. Deputy Mayor |
| 7. Assistant Administrator | 14. Deputy Chief Administrative Officer |

More information about the relationship between gender and current position, age and current position, as well as educational achievement and current position, can be found below in the In-Depth Analysis section.

⁵ Current position held for non-respondents were found on official municipal websites.

Length of Current Position

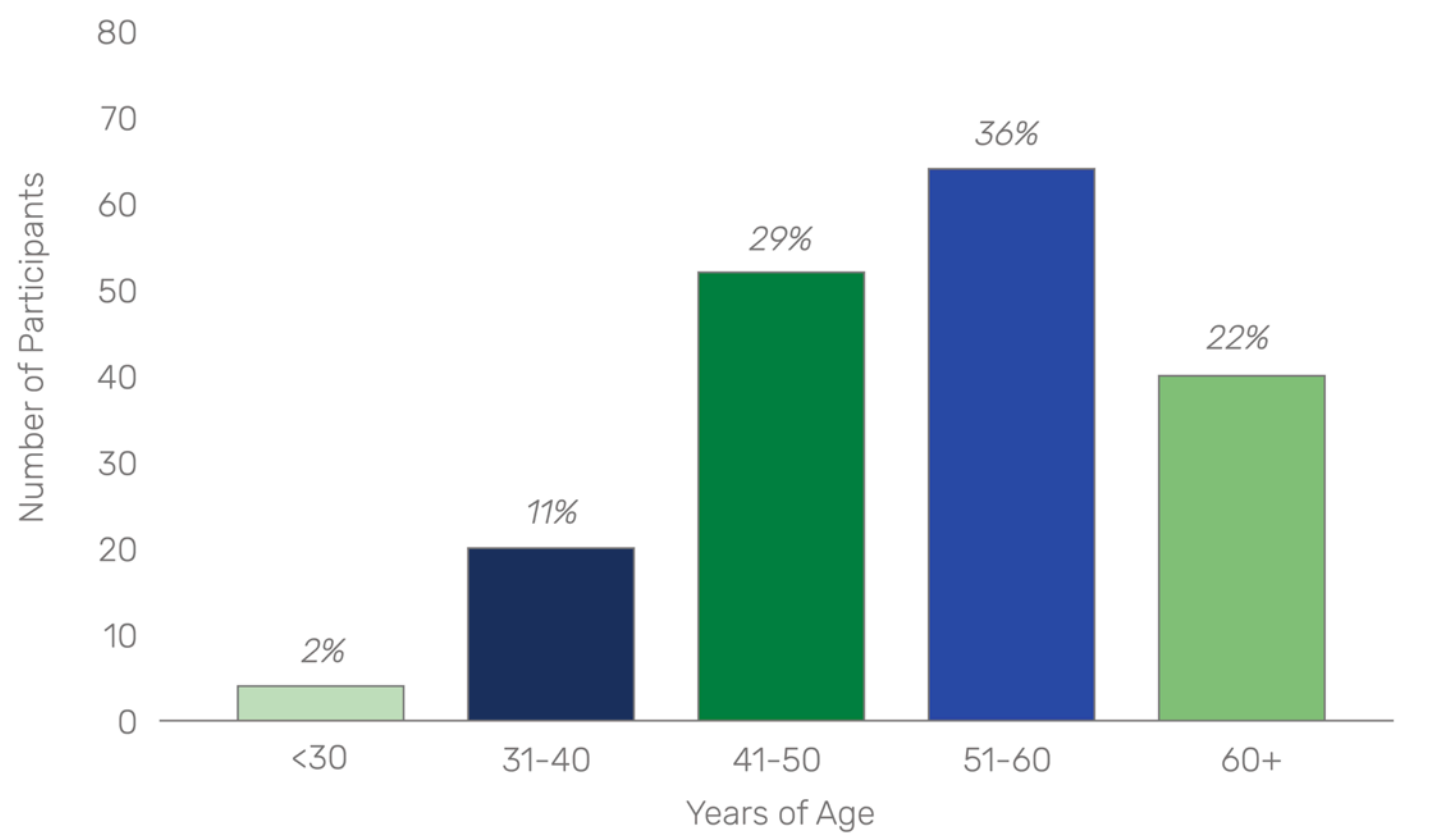


Data Source: Survey Responses (178), Research⁶ (52) Data Total: 230

The graph illustrates how long individuals have been in their current role. Of the 230 individuals, 33% have been in their current position for 1-2 years and 25% have been in their current position between 3-5 years. The number of individuals who have been in their current role beyond 5 years drops dramatically, indicating the most senior executives in Washington do not have significant tenure in their current role. The average tenure of time served at the point in time we collected the data is 6 years.

⁶ Length of current position held for non-respondents were found on official municipal websites, agency-released press releases and LinkedIn.

Age Range

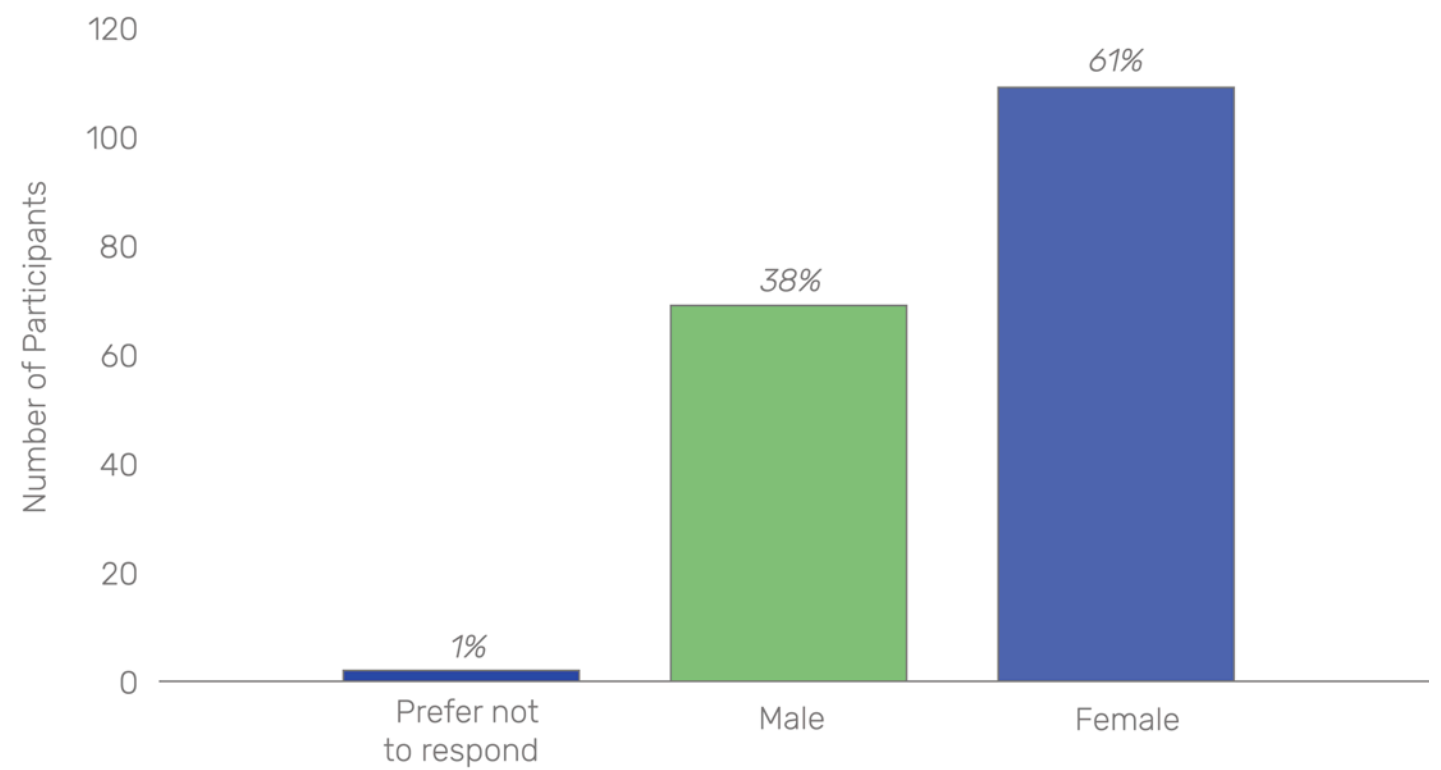


Data Source: Survey Responses

Data Total: 180

The data showcases the age of survey respondents. Of the 180 respondents, 36% are within the 51-60 age range, 29% are within the 41-50 age range and 22% are 60+. Only 4 respondents fall within the age group <30. The data suggests a diverse demographic representation within the surveyed population, with a significant portion falling within the middle-aged demographics. More information about the relationship between age and current position, as well as age and educational achievement, can be found below in the In-Depth Analysis section.

Gender

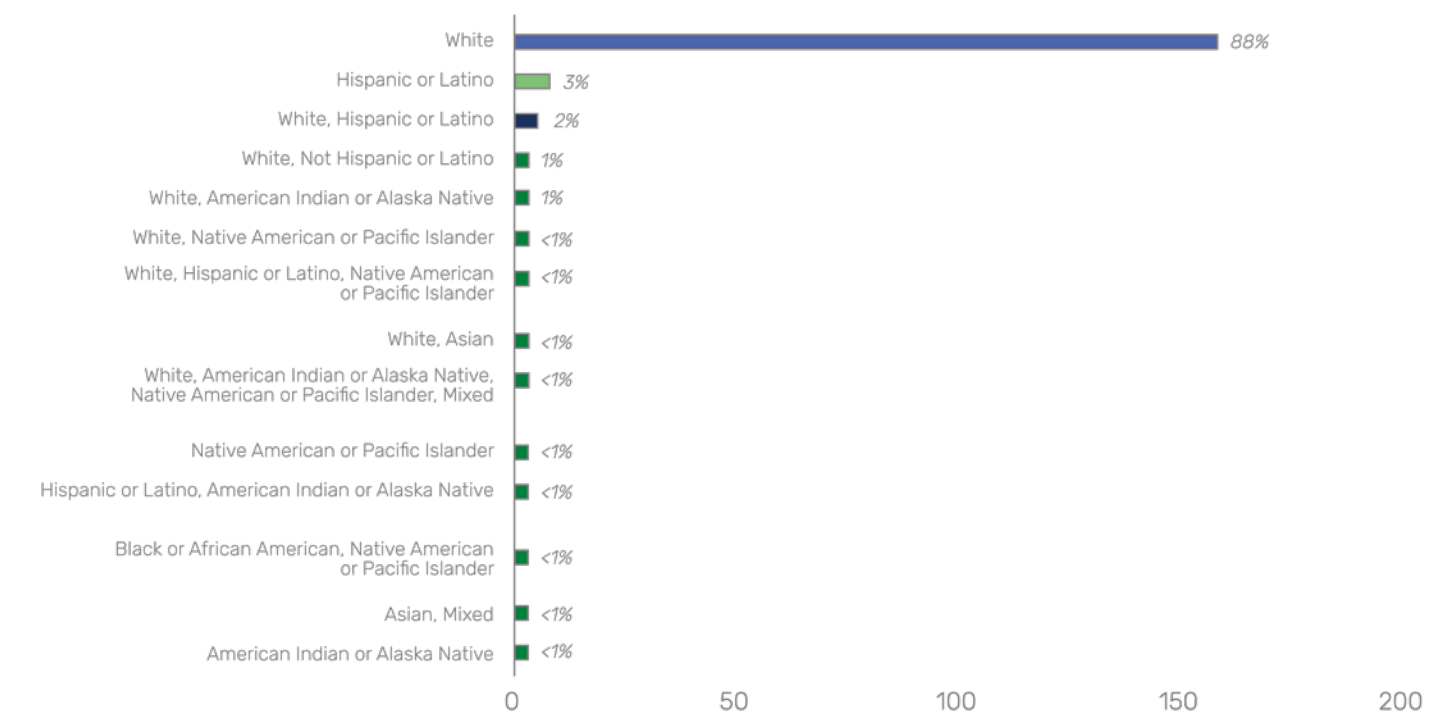


Data Source: Survey Responses

Data Total: 180

Of the 180 respondents, 61% are female and 38% are male. The remaining 1% answered "Prefer not to respond." More information about the relationship between gender and current position, as well as gender and educational achievement, can be found below in the In-Depth Analysis section.

Race and Ethnicity

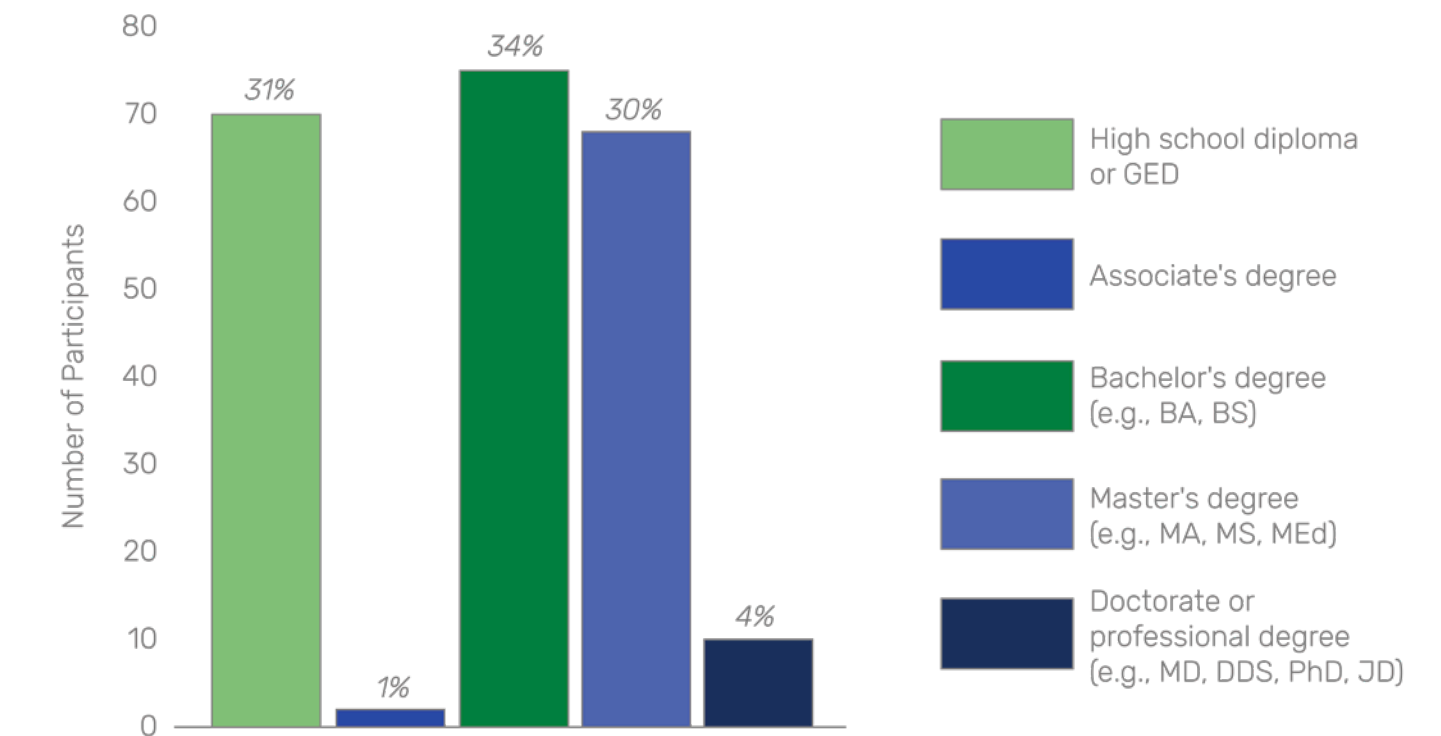


Data Source: Survey Responses Data Total: 179*

* One respondent marked Prefer Not to Respond and is not included in the data.

The majority of respondents identified as White, with 88% falling into this category. Other racial or ethnic identities are represented by fewer respondents, with Hispanic or Latino being the next most common category with 5 individuals. Some respondents identify with multiple racial or ethnic identities, as indicated by the categories in the table above.

Educational Achievement



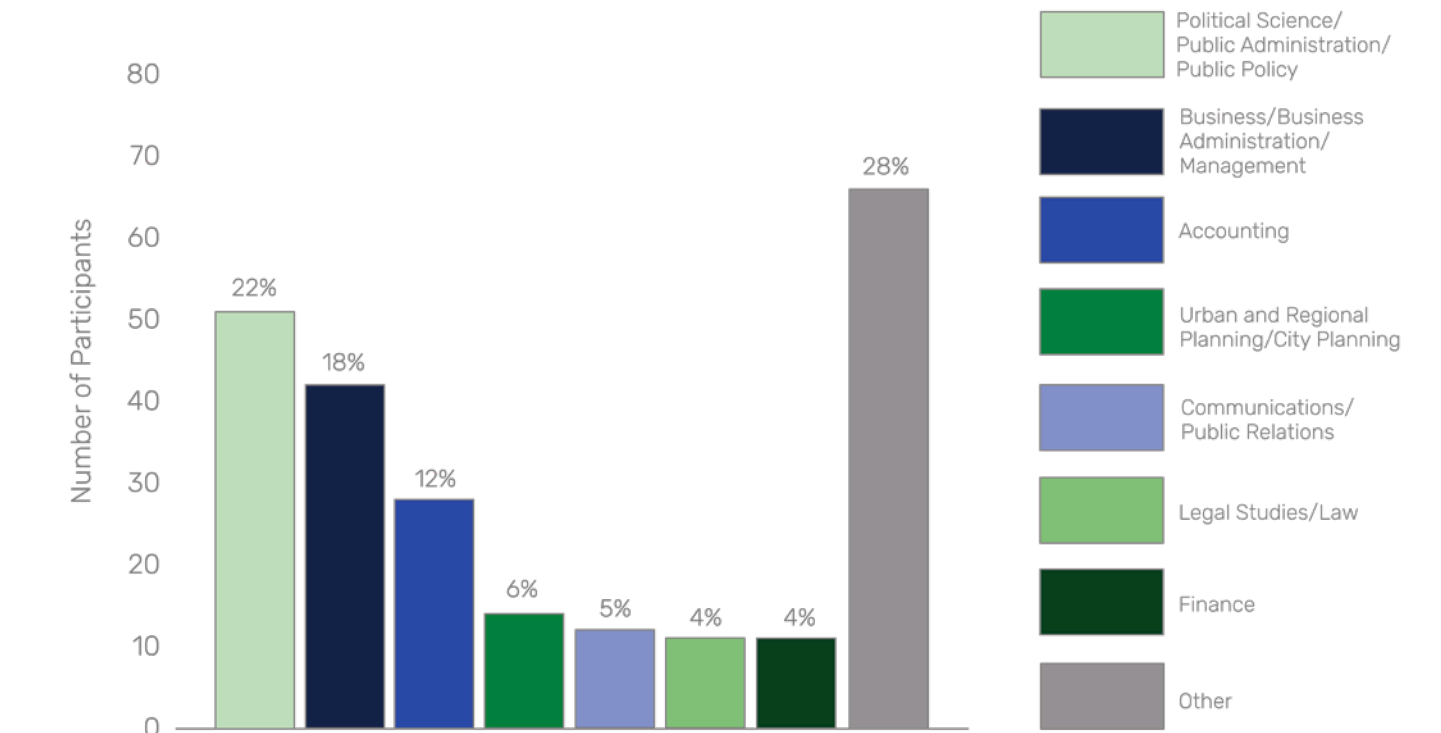
Data Source: Survey Responses (180), Research⁷ (45) Data Total: 225

The data showcases individuals’ highest educational achievement. The largest group, 34% of individuals, earned a Bachelor’s Degree as their highest level of education, followed by those who earned a High School Diploma or GED as their highest level of education at 31%. Individuals who earned a Master’s Degree as their highest level of education account for 30% of the data set. Only 10 individuals indicated they hold a Doctorate or Professional Degree, and only 2 individuals reported earning an Associate’s Degree as their highest level of education. Overall, the data portrays a diverse range of educational backgrounds among the surveyed population.

More information about the relationship between educational achievement and current position, educational achievement and population size, educational achievement and gender, as well as educational achievement and age, can be found below in the In-Depth Analysis section.

⁷ Educational Achievement for nonrespondents were found on official municipal websites, agency-released press releases and LinkedIn.

Subjects Studied

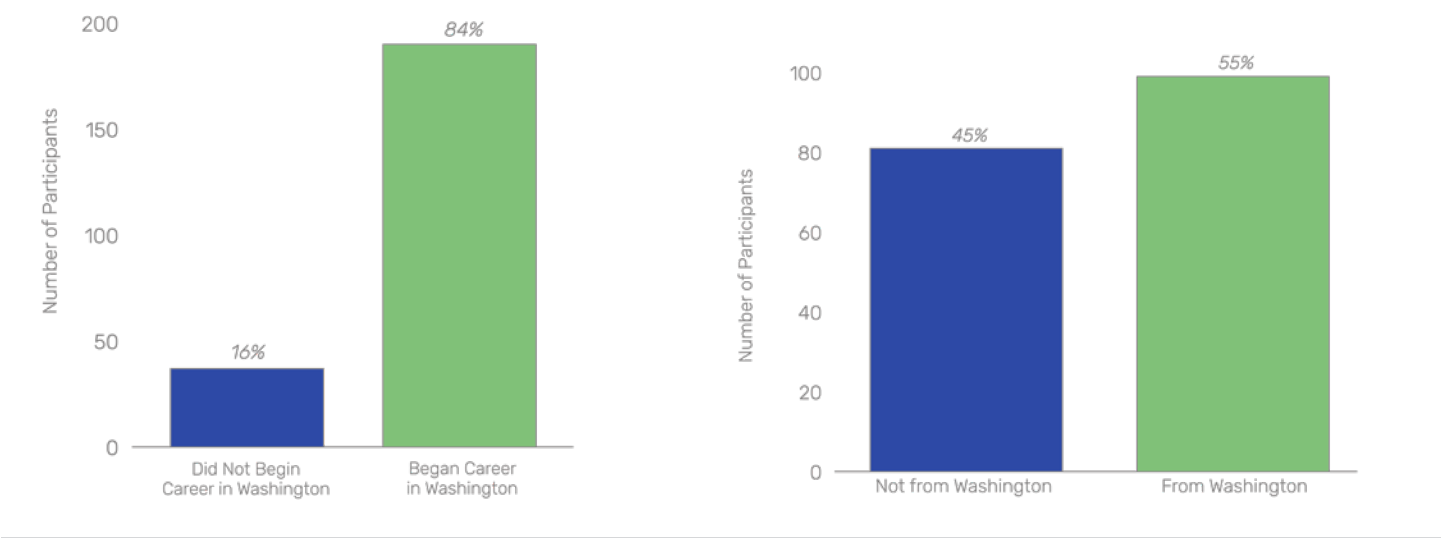


Data Source: Survey Responses (142), Research (43) Data Total: 235*

* Some individuals listed more than one subject studied.
In these cases, the subjects were separated for the purpose of data analysis.

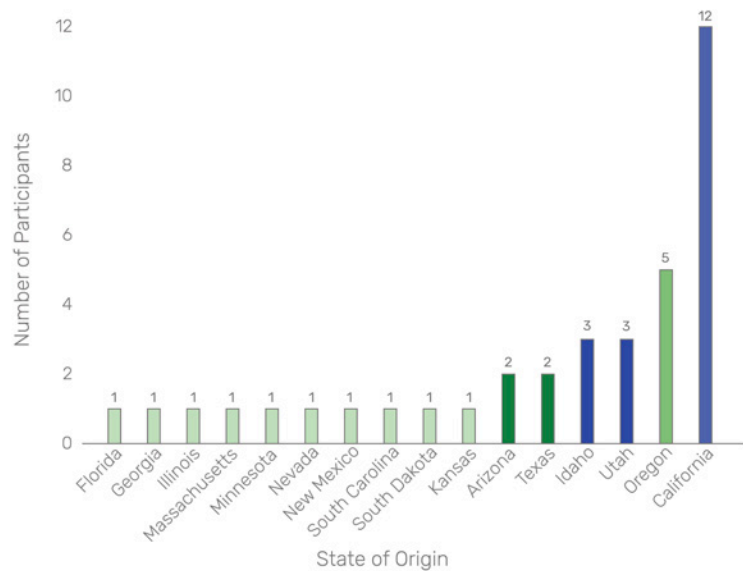
The survey asked individuals to list their primary subjects studied in academia. To enhance the presentation of the data and help identify trends in educational backgrounds, the research team categorized the data and only included the top 7 categories. The raw data and its associated category, as well as the categories combined as Other, are available in Appendix C. The most common major subject studied was Political Science/Public Administration/Public Policy, with 22% of individuals having studied in this area. This reflects a strong interest and background in government, public policy and administration, which are directly relevant to administrative roles within municipalities. Business/Business Administration/Management follows closely behind at 18%, as well as Accounting at 12%. While less common, Urban and Regional Planning/City Planning, Communication/Communications/Public Relations, Legal Studies/Law and Finance represent a notable subset of individuals.

Place of Origin & Career Origin



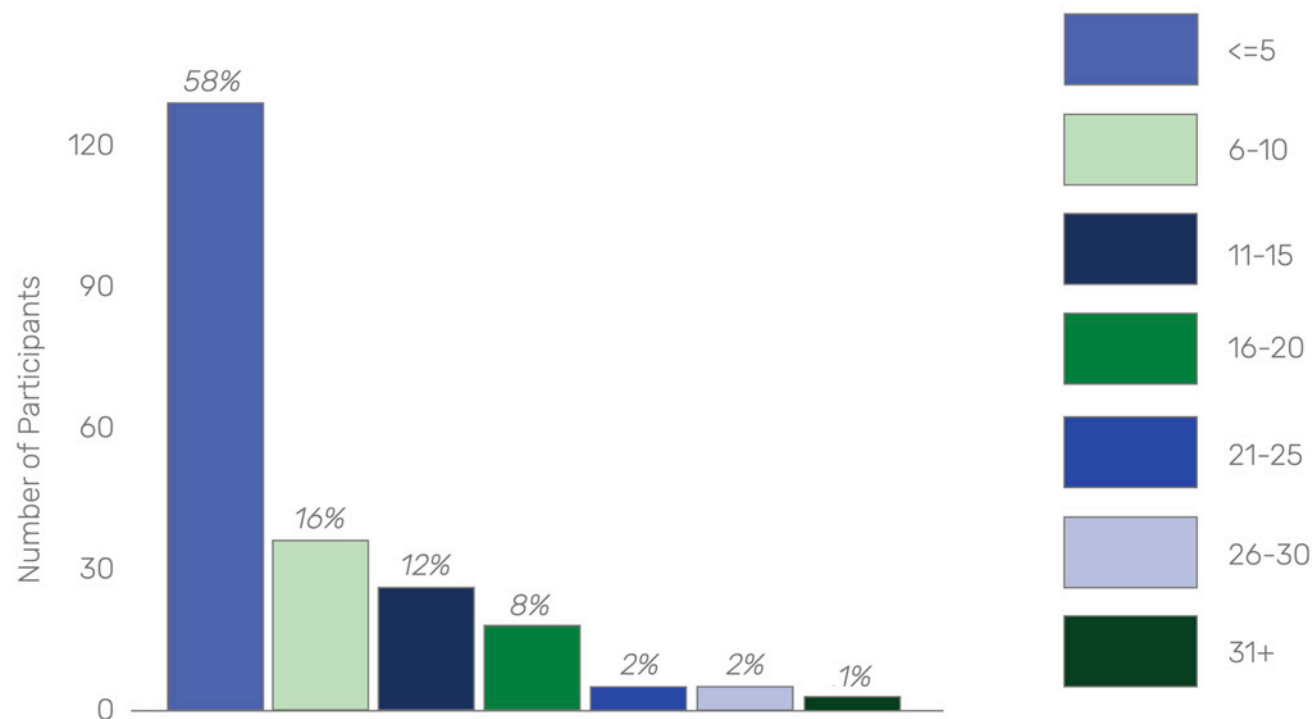
The data reveals that 84% of individuals began their careers in Washington, while 16% did not. This suggests that many individuals moved to Washington before they began working.

Of the 180 survey respondents, 55% are from Washington and 45% are not. This suggests that a significant portion of the surveyed population originates from Washington, while a comparable minority comes from other states. More information about the relationship between place of origin and career start can be found below in the In-Depth Analysis section.



Of the 37 individuals who did not begin their career in Washington, 12 individuals began in California, 5 began in Oregon, 3 began in Utah and Idaho respectively and 2 began in Arizona and Texas respectively. Given the population size and number of municipalities in California, it is expected that California would be a source of imports for many individuals into Washington. More information about the relationship between place of origin and career start can be found below in the In-Depth Analysis section.

Senior Executive Tenure



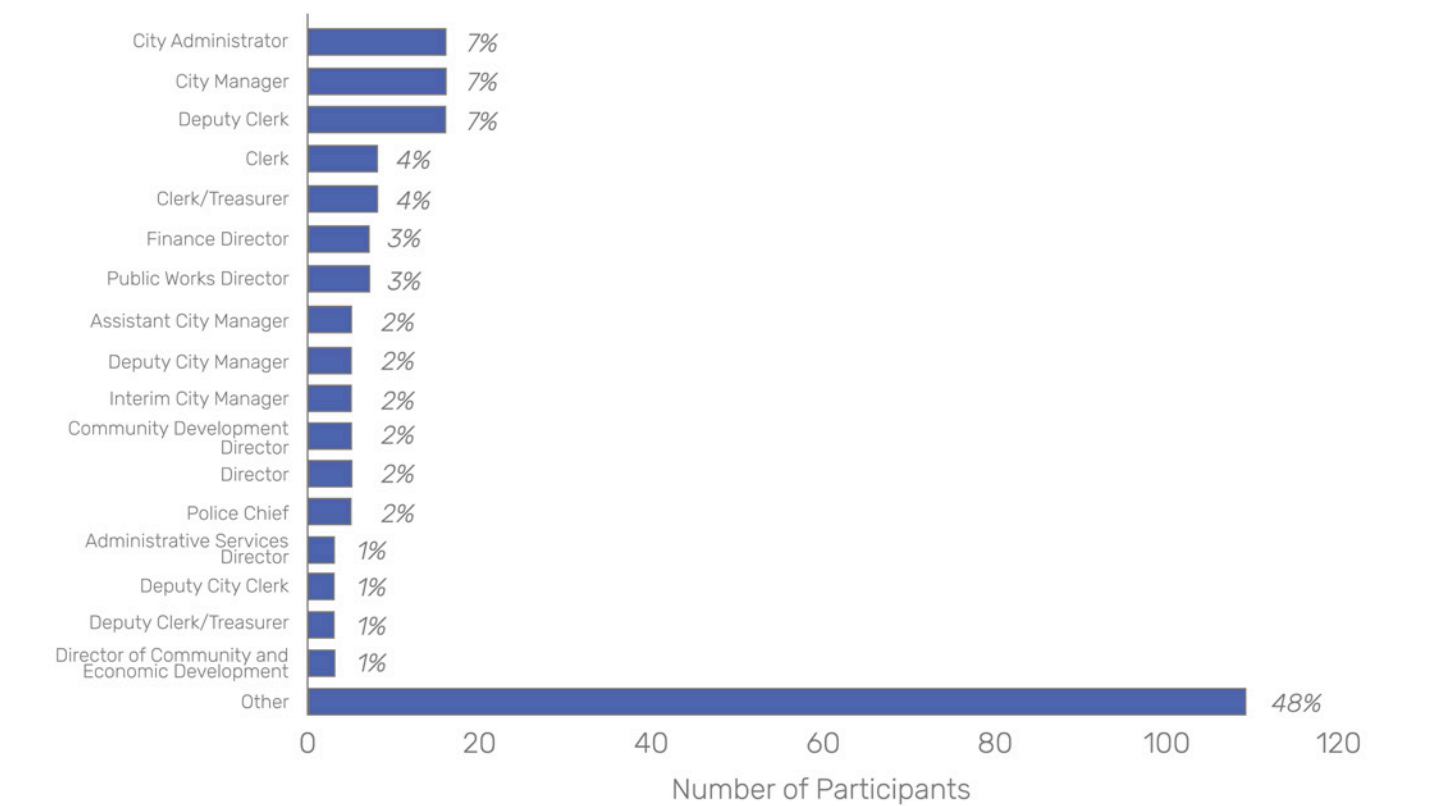
Data Source: Survey Responses (179), Research⁸ (43)

Data Total: 222

The data indicates that the largest group of participants, 58%, have served as the most senior executive for any municipality for a total of up to 5 years. Only 16% of individuals have been the most senior executive for any agency for 6-10 years, and 12% of individuals have 11-15 years of experience. The data suggests that a majority of the most senior executives in Washington only have up to 10 years of experience in this type of leadership position.

8 Current Position Tenure for nonrespondents were found on official municipal websites, agency-released press releases and LinkedIn.

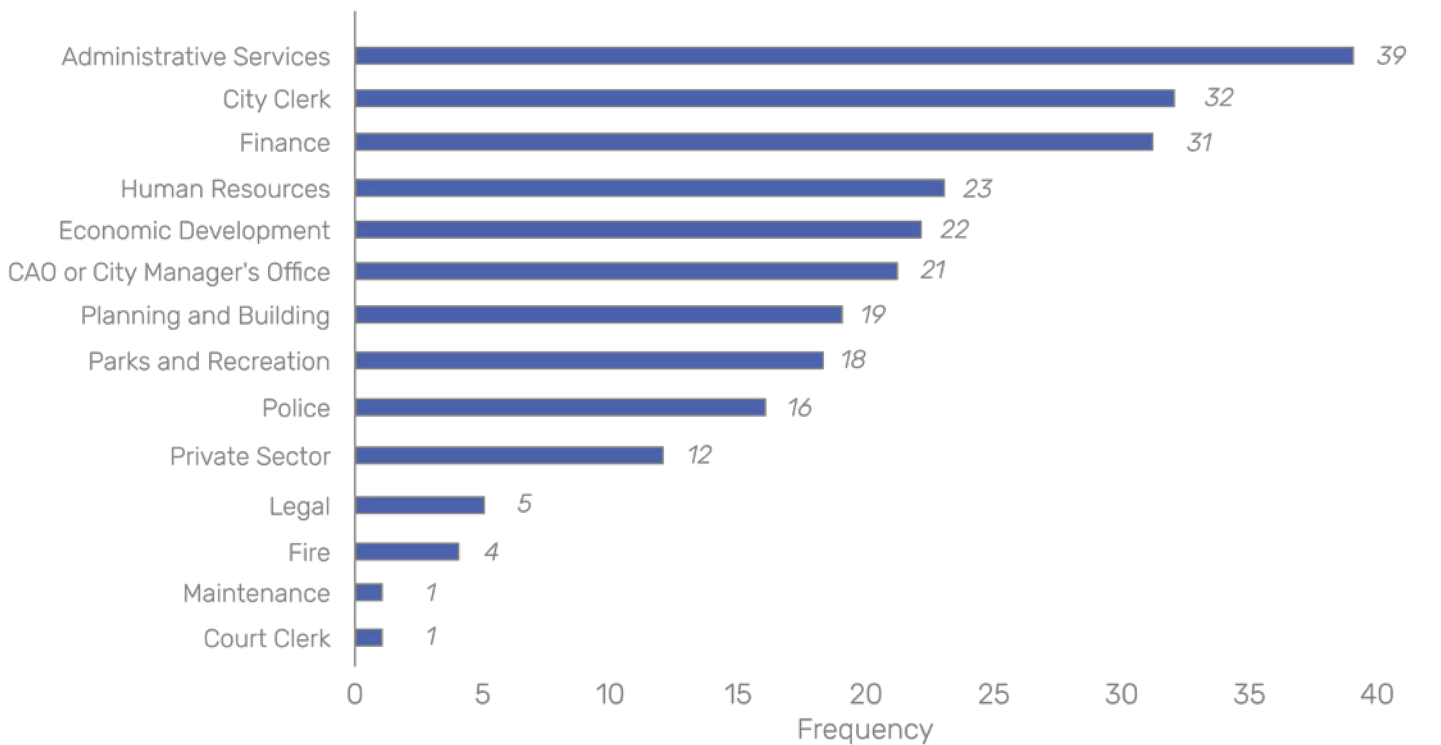
Prior Position Held



Data Source: Survey Responses (174), Research⁹ (51) Data Total: 225

The survey asked individuals to share their position prior to their current role. To enhance the presentation of the data and help identify trends in career paths and development, the research team categorized the data and only included the top 15 categories. The raw data and its associated category, as well as the categories combined as Other, are available in Appendix D. The most common prior positions are City Manager, City Administrator and Deputy Clerk at 7% each. Clerk and Clerk/Treasurer account for 4% of individuals each, followed by Finance Director at 3%. The data suggests a diverse range of backgrounds among the dataset.

Local Government Experience



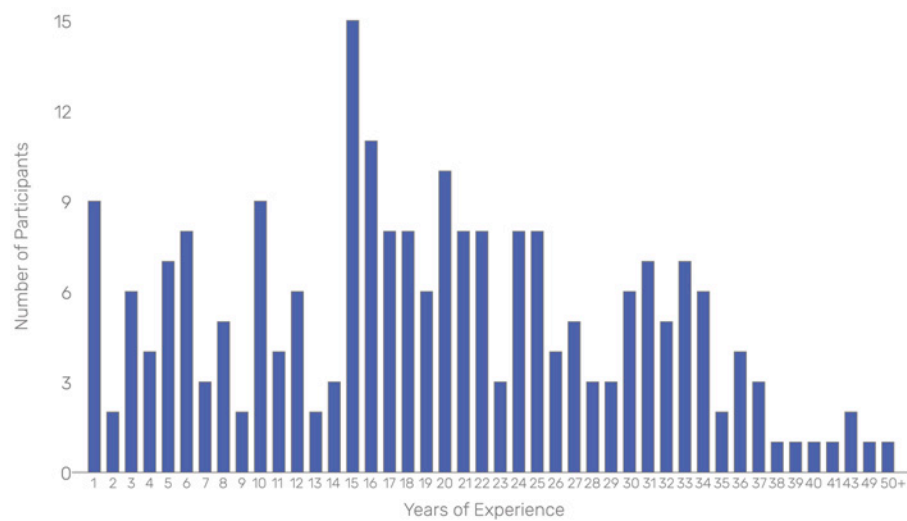
Data Source: Survey Responses (142), Research (43) Data Total: 244*

* Some individuals listed more than one field of local government experience. In these cases, the fields were separated for the purpose of data analysis.

The survey asked individuals to share their experience in local government prior to their current role. To enhance the presentation of the data and help identify trends in career paths and development, the research team separated entries with multiple subjects, categorized the data and only included the top 14 categories. The raw data and its associated category, as well as the categories combined as Other, are available in Appendix E.

Administrative Services emerges as the most common local government experience with 39 total responses from individuals. City Clerk and Finance follow closely behind at 32 responses and 31 responses respectively. Other common areas include Economic Development, Human Resources, CAO or City Manager’s Office, Planning and Building and Police. Less common local government experience categories include Fire, Legal and Maintenance.

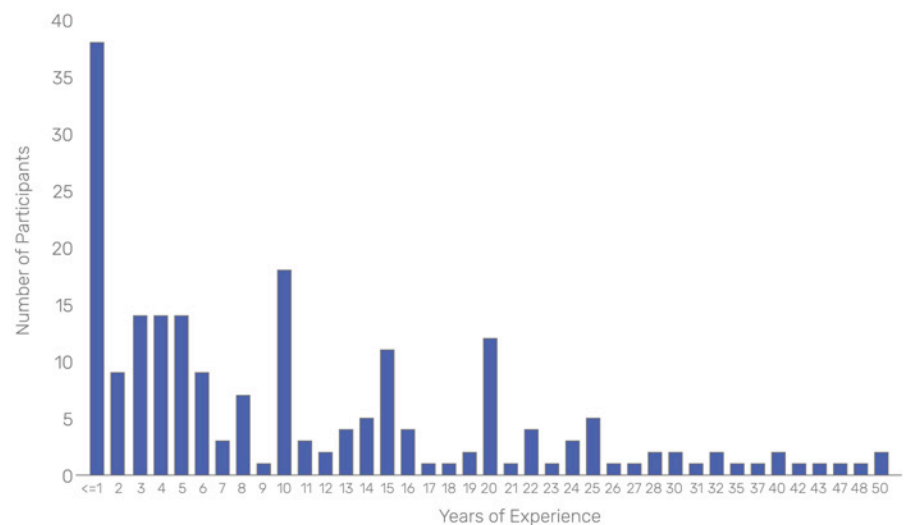
Public Sector Experience



Data Source: Survey Responses (180), Research¹⁰ (46) Data Total: 226

Of the 226 individuals, 7% have worked in the public sector for 15 years while 4% of individuals have worked in the public sector for a year or less. Based on the sample size, the average number of years an individual has worked in the public sector is 19 years.

Private Sector Experience



Data Source: Survey Responses (180), Research¹¹ (25) Data Total: 205

Of the 205 individuals, 19% have worked in the private sector for a year or less. Interestingly, 9% of individuals worked in the private sector for 10 years. Based on the sample size, the average number of years an individual has worked in the private sector is 11 years.

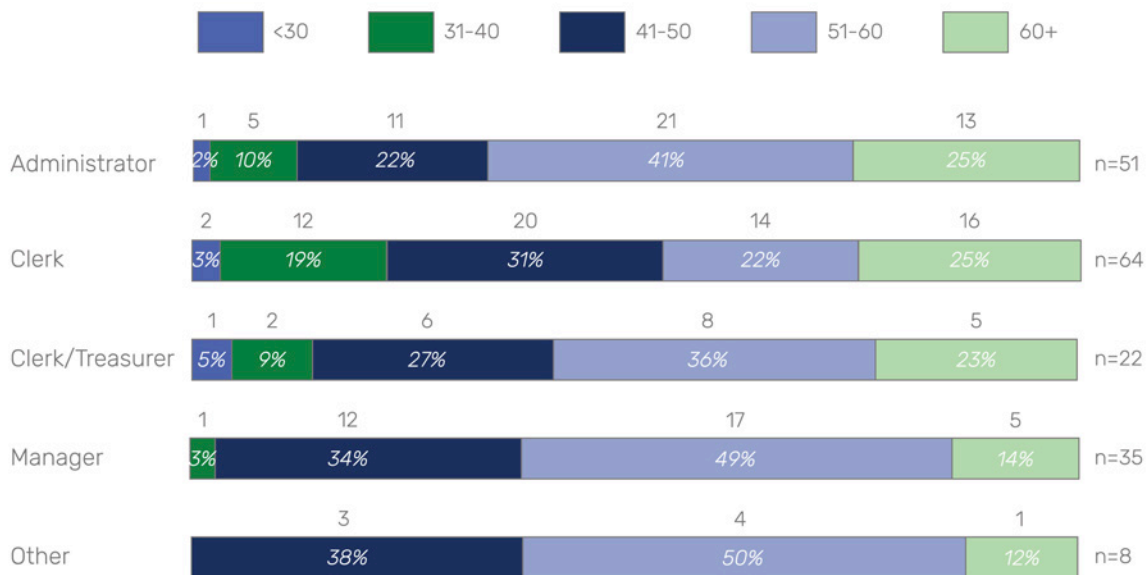
¹⁰ Public Sector experience for nonrespondents was found on LinkedIn.
¹¹ Private Sector experience for nonrespondents was found on LinkedIn.

IN-DEPTH ANALYSIS: PROFILE OF THE PROFESSION

In each of the sections below, the research team has analyzed the relationship, commonality and frequency of overlap between two categories. The responses included are only from individuals who had both categories filled in or answered. These analyses do not include anyone who only answered one of the two questions. Please note that each percentage point within the data tables are rounded to the whole percent for presentation purposes.

For each of the graphs, “n” represents the total number of respondents for each category. The percentages listed reflect the percentage of respondents who fall within both categories, not the percentage of the total sample size.

Current Position & Age



Age Data Source: Survey Responses / Data Total: 180

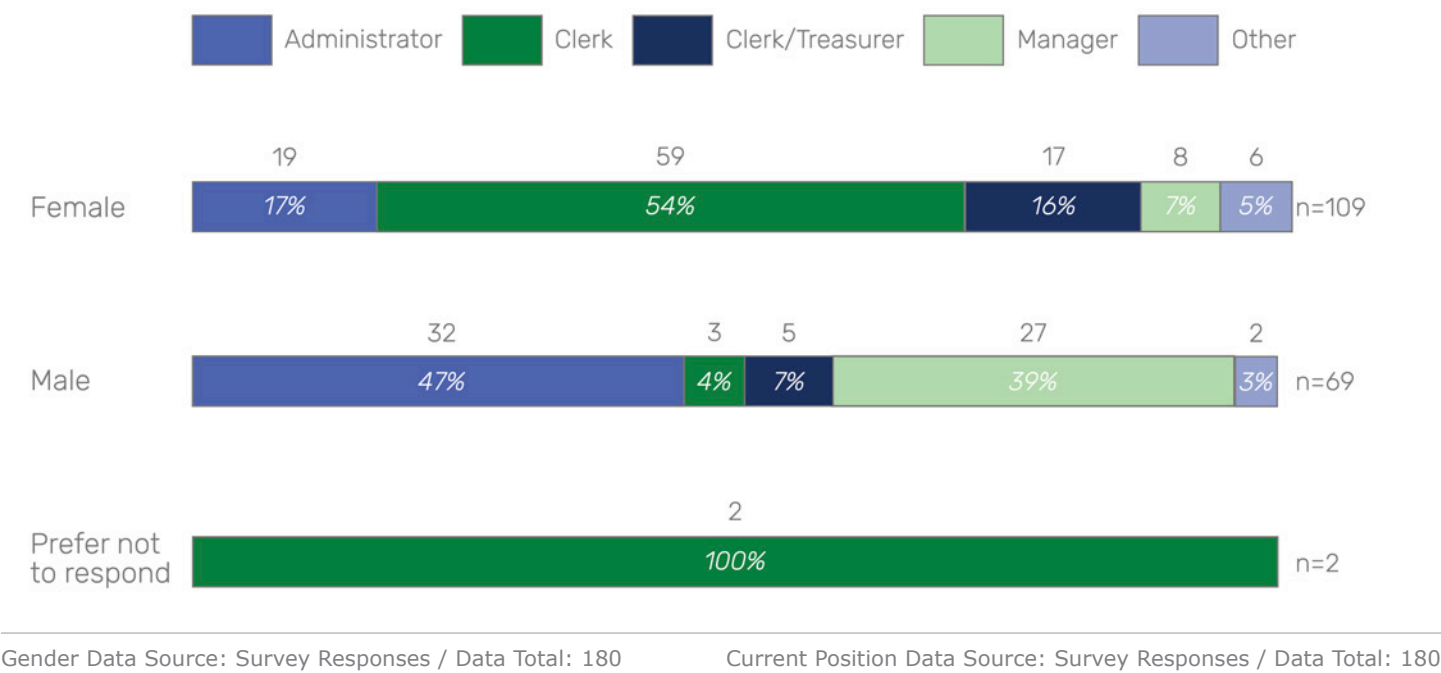
Current Position Data Source: Survey / Responses / Data Total: 180

The majority of the 180 respondents fall within the age range of 41-60, with significant numbers in the 51-60 (36% of the total sample size) and 41-50 (29% of the total sample size) age groups across all positions. The largest group of respondents are Administrators in the 51-60 age group at 12% of the total sample size. Notably, very few respondents are under 30, with 2 Clerks, 1 Administrator and 1 Clerk/Treasurer in that age group.

The Other category includes the following positions:

- Acting Manager
- Administrative Services & Human Resources Director/Clerk
- Assistant Administrator
- Assistant Administrator/Finance Director
- Chief Administrative Officer
- Clerk/Personnel Director
- Deputy Clerk
- Director of Administrative Services

Gender & Current Position

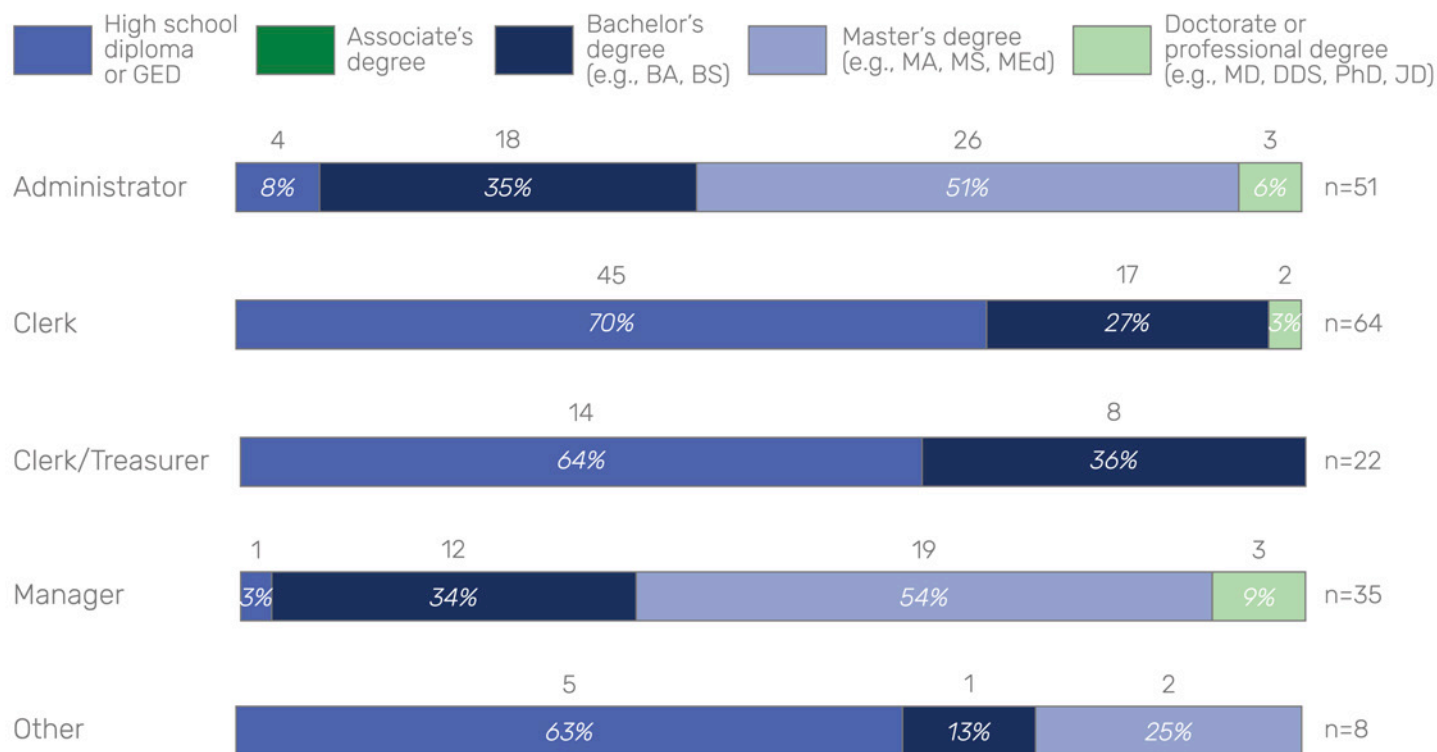


The table outlines the number of males and females within each position. More females participated in this survey than males, and 54% of all female respondents are Clerks. Males represent a higher number of Administrators and Managers, accounting for 86% of all male respondents. Only 25% of all female respondents are Administrators or Managers. Overall, the data suggests that males are more likely to hold Administrator and Manager positions compared to females.

The Other category includes the following positions:

- Acting Manager
- Administrative Services & Human Resources Director/Clerk
- Assistant Administrator
- Assistant Administrator/Finance Director
- Chief Administrative Officer
- Clerk/Personnel Director
- Deputy Clerk
- Director of Administrative Services

Current Position & Educational Achievement



Educational Achievement Data Source: Survey Responses / Data Total: 180

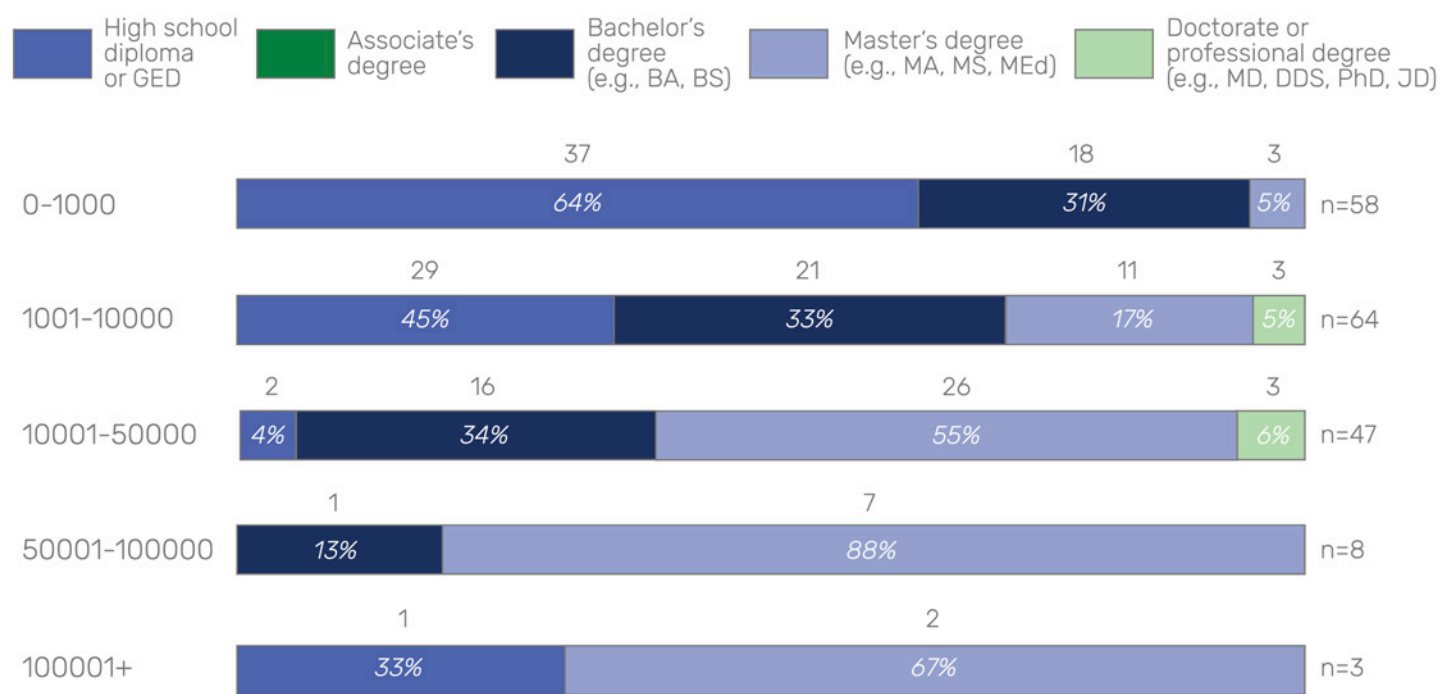
Current Position Data Source: Survey Responses / Data Total: 180

The data provides insights into the educational achievements of individuals across various positions. Of the 180 respondents, the majority earned a High School Diploma or GED as their highest level of education (38% of the total sample size). Notably, 65% of respondents with a High School Diploma or GED as their highest level of education are City Clerks. The next largest group of individuals are Administrators with a Master's Degree as their highest level of education (14% of total sample size), followed by Managers with a Master's Degree as their highest level of education (11% of the total sample size).

The Other category includes the following positions:

- Acting Manager
- Administrative Services & Human Resources Director/Clerk
- Assistant Administrator
- Assistant Administrator/Finance Director
- Chief Administrative Officer
- Clerk/Personnel Director
- Deputy Clerk
- Director of Administrative Services

Educational Achievement & Population



Educational Achievement Data Source: Survey Responses (180) Data Total: 180
Population Data Source: Research (180) Data Total: 180

The data analyzes the relationship between educational achievement and the population sizes of municipalities. The majority of survey respondents work in a jurisdiction with a population size between 1,001-10,000, accounting for 36% of the total sample size. The largest group of respondents have earned a High School Diploma or GED as their highest level of education with a population between 0-1,000 (21% of the total sample size). Individuals with Master's Degrees as their highest level of education typically have higher frequencies in areas with populations between 10,001-50,000 (14% of the total sample size) and 1,001-10,000 (6% of the total population size). Across several population sizes, there is a comparable percentage of individuals who earned a Bachelor's Degree as their highest level of education; 10% have a population size between 0-1,000, 12% have a population size between 1,001-10,000 and 9% have a population size between 10,001-50,000. Overall, the data suggests that higher levels of education tend to be more prevalent in municipalities with larger populations.

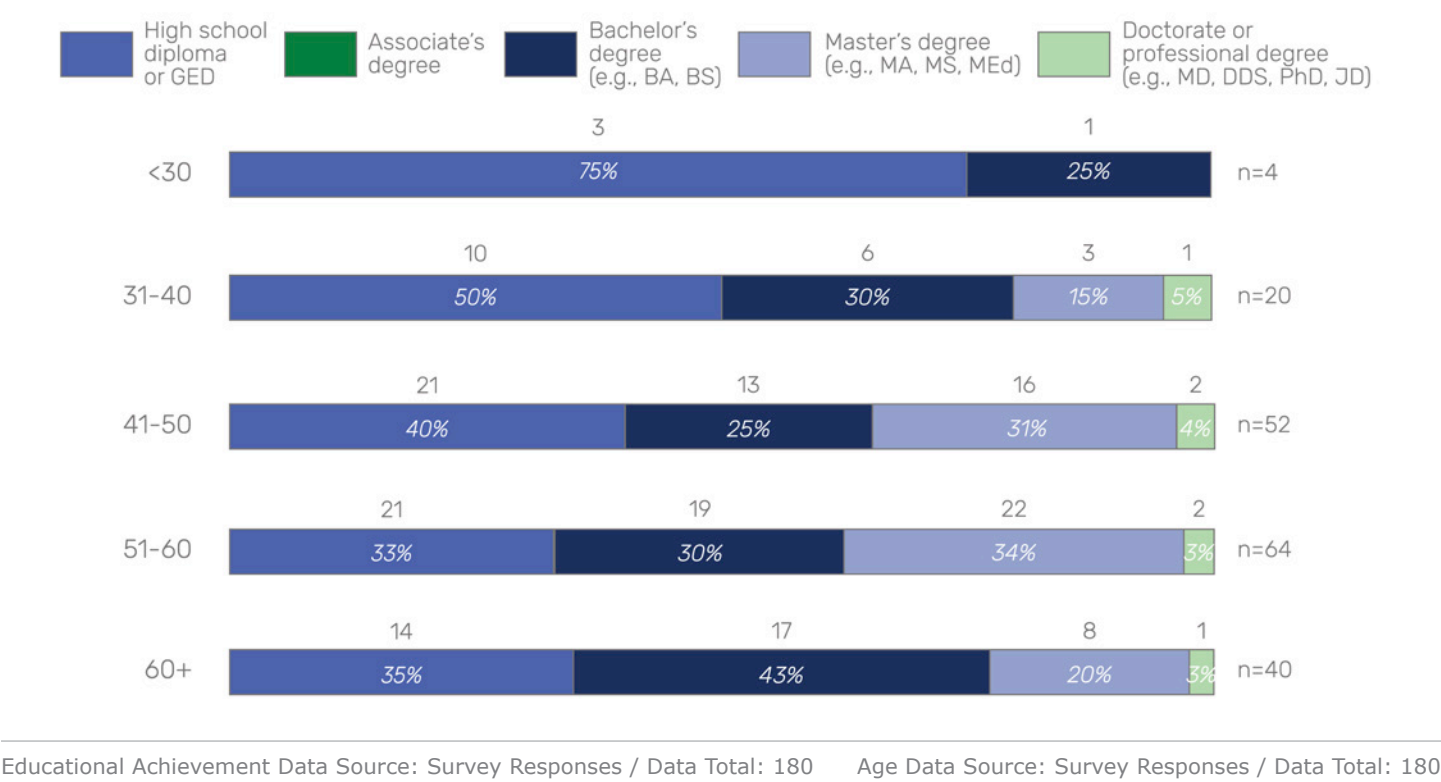
Educational Achievement & Gender



Highest Degree Data Source: Survey Responses / Data Total: 180 Gender Data Source: Survey Responses / Data Total: 180

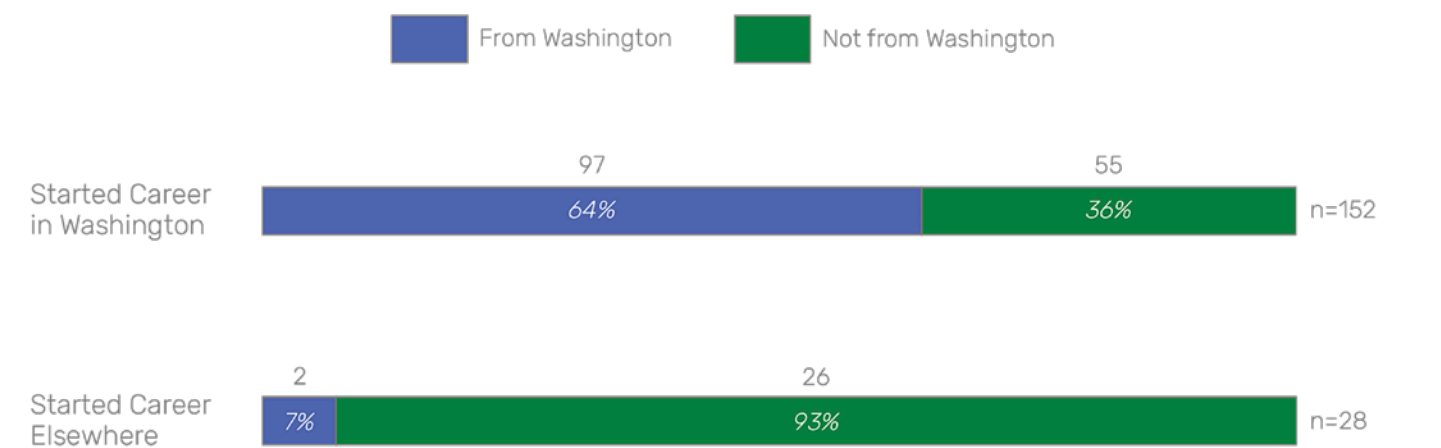
The data analyzes the relationship between educational achievement and gender. More females participated in this survey than males, and females who earned a High School Diploma or GED as their highest level of education make up the largest group of respondents at 34% of the total sample size. Males who earned a Master’s Degree as their highest level of education account for 19% of the total sample size. Both females and males who earned Bachelor’s Degrees as their highest level of education also constitute a notable portion of the total sample size at 18% and 13% respectively. The data suggests that male respondents went on to achieve higher educational degrees than females.

Educational Achievement & Age



The data analyzes the relationship between educational achievements and age. The largest group of respondents are in the age group of 51-60 who earned a Master’s Degree as their highest level of education (12% of the total sample size), followed by respondents in the age groups of 41-50 and 51-60 who earned a High School Diploma or GED as their highest level of education (12% of the total sample size, respectively). Across all educational achievement categories, there were higher frequencies of responses in the 41-50 and 51-60 age ranges, excluding Associate’s Degrees as there were no respondents who matched that category in this dataset.

Place of Origin & Career Origin



Place of Origin Data Source: Survey Responses / Data Total: 180 Career Origin Data Source: Survey Responses / Data Total: 180

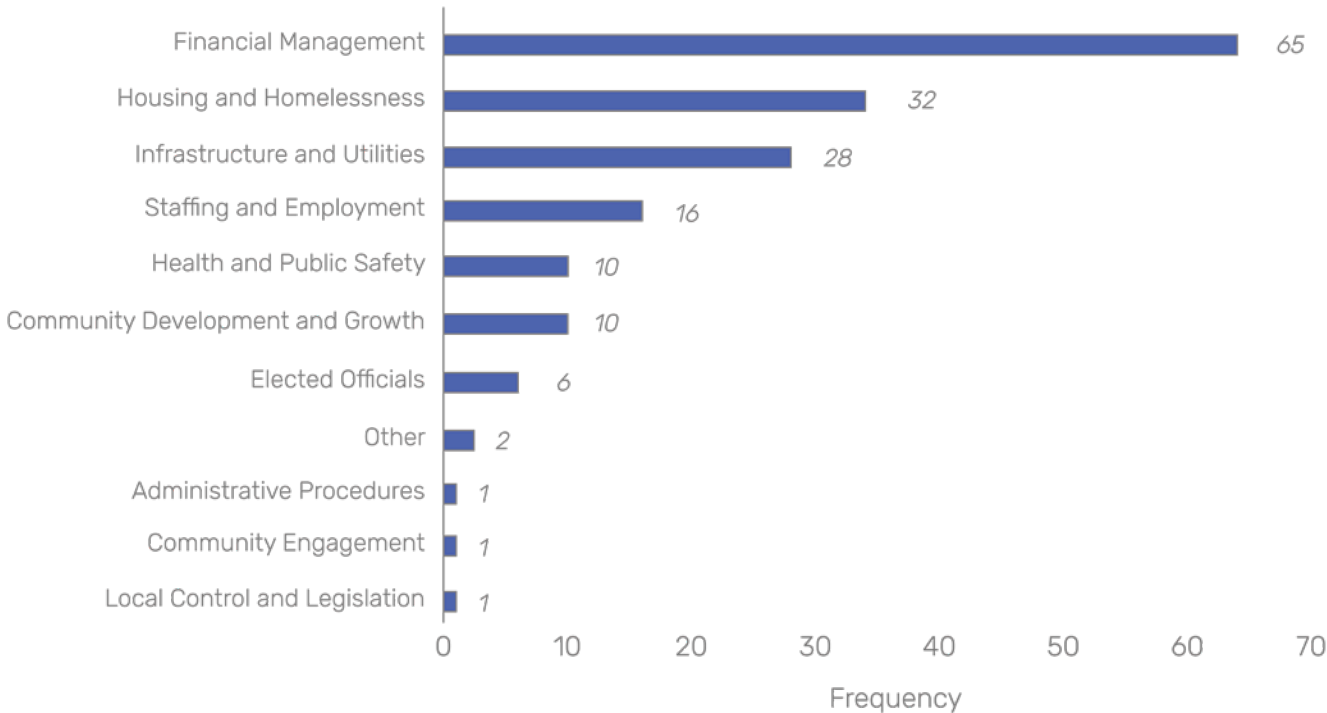
The data indicates that the majority of respondents (84%) initiated their professional endeavors in local government within the state, regardless of whether they are originally from Washington. Among the respondents, 54% are from Washington and started their career there, while 31% of individuals are not originally from Washington but started their career in Washington. Only 14% of individuals are not from Washington and did not start their career in the state. This highlights a strong connection between an individual’s origin and their chosen career locations. Notably, those who moved to Washington are largely from the Western United States.

IV MUNICIPAL PROFILE

Pressing Issues

The survey asked individuals to list their three most pressing issues as it relates to their profession in order of priority. To enhance the presentation of the data and help identify trends in pressing issues across municipalities, the research team categorized the data based on the responses received. The raw data and its associated category is available in Appendix F.

Pressing Issues #1



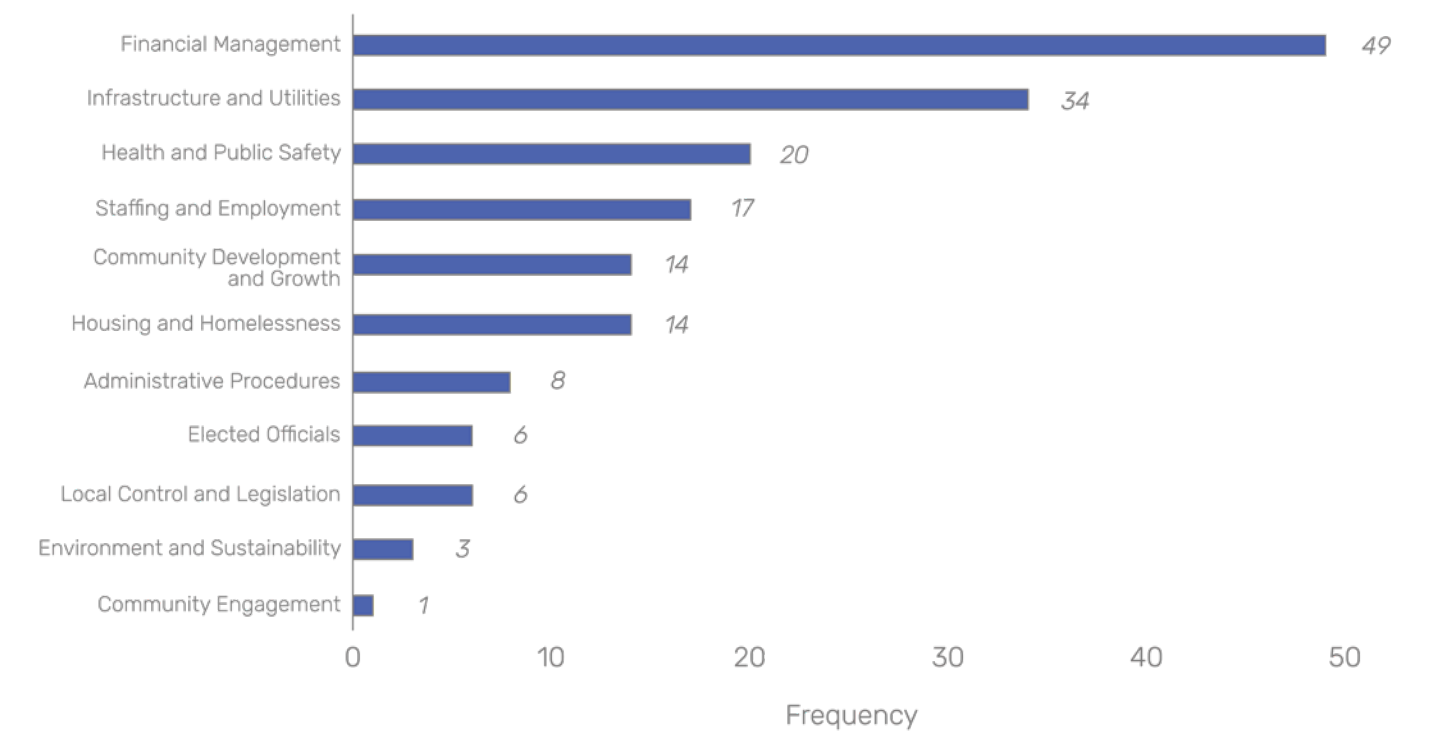
Data Source: Survey Responses

Data Total: 173

* Some individuals listed multiple categories in their responses. In these cases, the entries were separated for the purpose of data analysis.

The graph above presents the distribution of the top issues respondents are facing within their roles. Financial Management is the most prevalent concern, with 65 respondents citing it as their top priority. 32 respondents listed Housing and Homelessness as their top concern, followed by 28 respondents listing Infrastructure and Utilities.

Pressing Issues #2

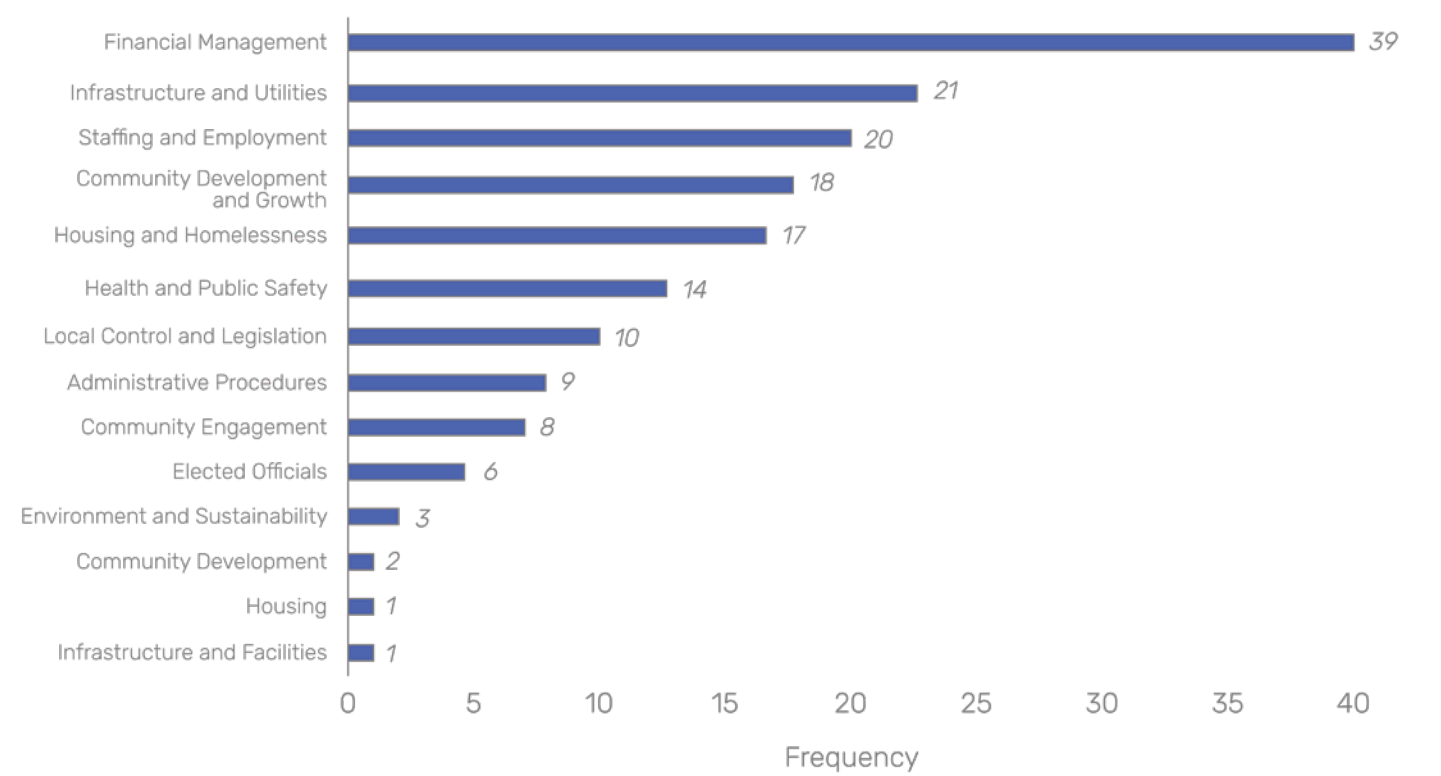


Data Source: Survey Responses Data Total: 172

* Some individuals listed multiple categories in their responses.
In these cases, the entries were separated for the purpose of data analysis.

Financial Management remains a prominent concern, with 49 respondents identifying it as their second most pressing issue. Alternatively, 34 respondents indicated Infrastructure and Utilities as the second most pressing concern. Health and Public Safety also garnered significant attention, with 20 respondents expressing it as their second most pressing issue.

Pressing Issues #3



Data Source: Survey Responses Data Total: 169

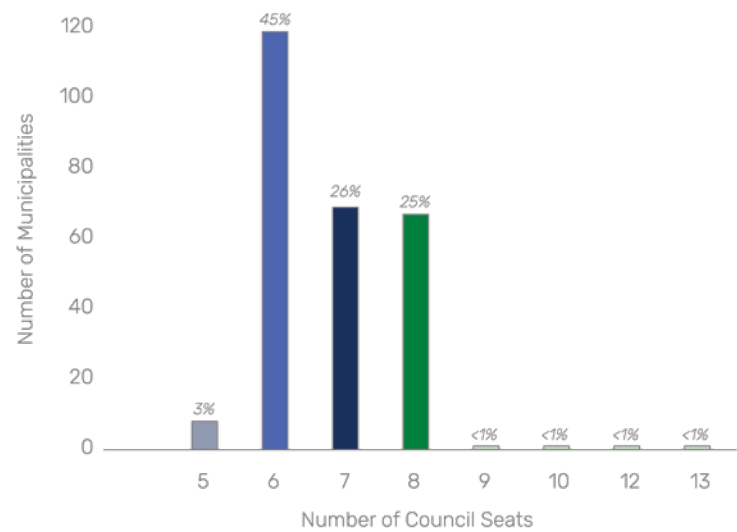
* Some individuals listed multiple categories in their responses.
In these cases, the entries were separated for the purpose of data analysis.

Financial Management continues to be a significant concern, although reduced from the primary and secondary rankings, with 29 respondents identifying it as their third most pressing issue. Infrastructure and Utilities remains prominent, with 21 respondents expressing it as their third most pressing issue. Consistent with the secondary ranking, 20 respondents listed Staffing and Employment as their third most pressing issue.

Across all data sets, the primary issues noted by municipalities include Financial Management, Infrastructure and Utilities, Housing and Homelessness, Community Development and Growth, Health and Public Safety and Staffing and Employment. Other areas of concern include Administrative Procedures, Community Engagement, Environmental Sustainability, Elected Officials, Local Control and Legislation and Other. Other categories can be viewed in Appendix F.

Across all pressing issue categories, the data highlights the persistence of certain challenges at various levels of importance, such as Financial Management and Infrastructure and Utilities. The multifaceted nature of challenges faced by professionals in this field indicate the need for comprehensive strategies and resources to effectively address these diverse issues.

City Council Seats

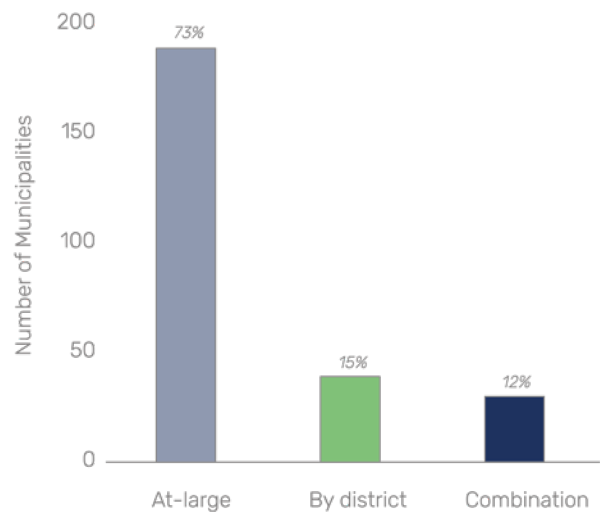


Data Source: Survey Responses (180), Research (87)

Data Total: 267

Of the 267 municipalities in the data set, 45% have Councils that consist of six members. 26% of municipalities have Councils with 7 members, followed by 25% of municipalities with 8 members. Notably, the largest Council size is 13 members. 11 municipalities do not have a Council. The mayor is included in the total number of Councilmembers for all data points.

City Council Method of Election

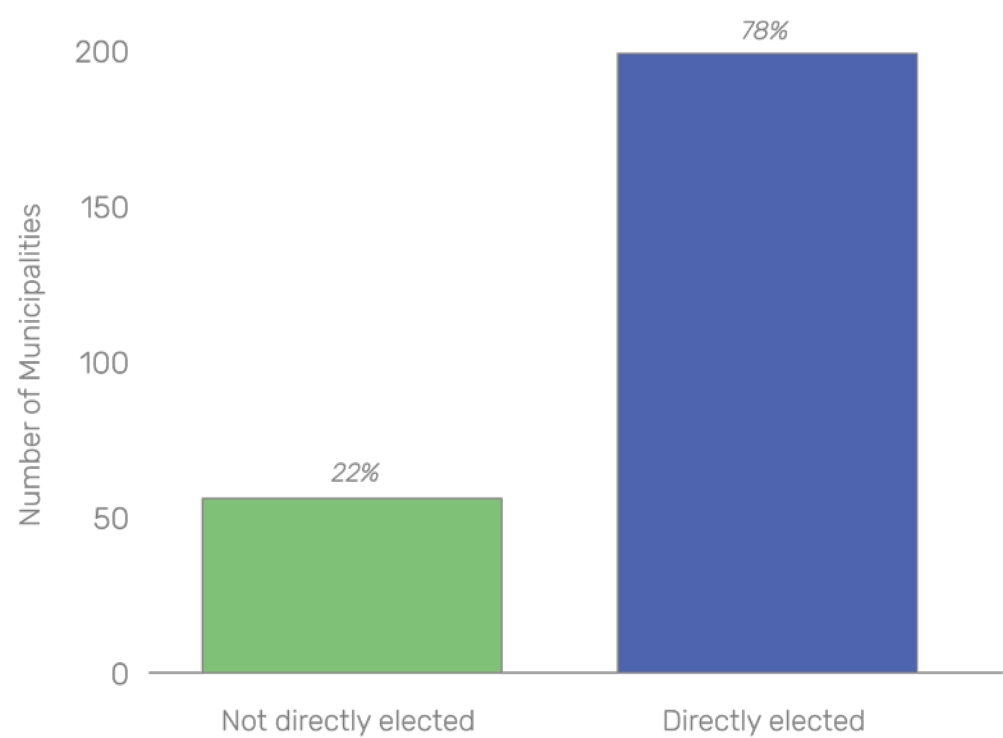


Data Source: Survey Responses (180), Research (78)

Data Total: 258

Of the 258 municipalities in the data set, 73% elect Councilmembers at-large. This is followed by 15% of municipalities that elect Councilmembers by district and 12% of municipalities that have a combination of both methods. The data shows a clear preference for the at-large method of electing Councilmembers throughout Washington.

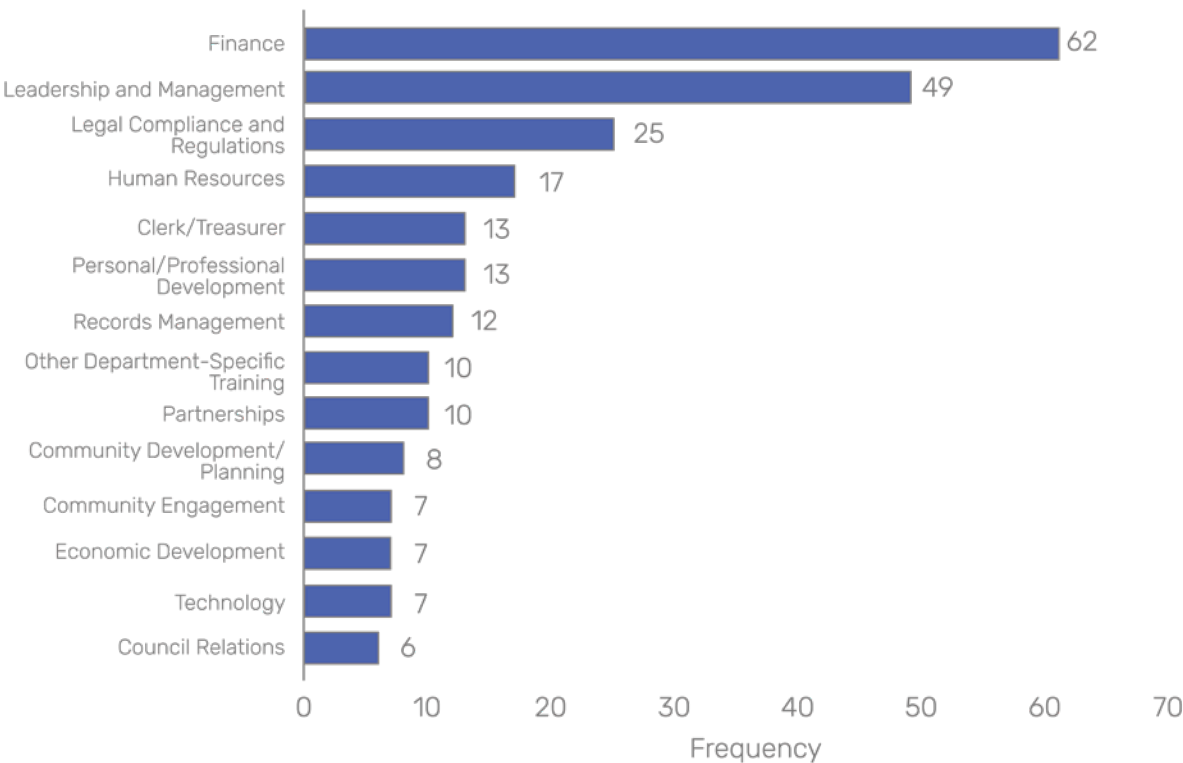
Mayor Method of Election



Data Source: Survey Responses (179), Research (76) Data Total: 255

The majority of municipalities at 78% have directly elected mayors. This is in contrast to 22% of municipalities that do not have directly elected mayors. The data shows a clear trend towards Councils with directly elected mayors, suggesting that this is the most prevalent practice in Washington.

Desired Training



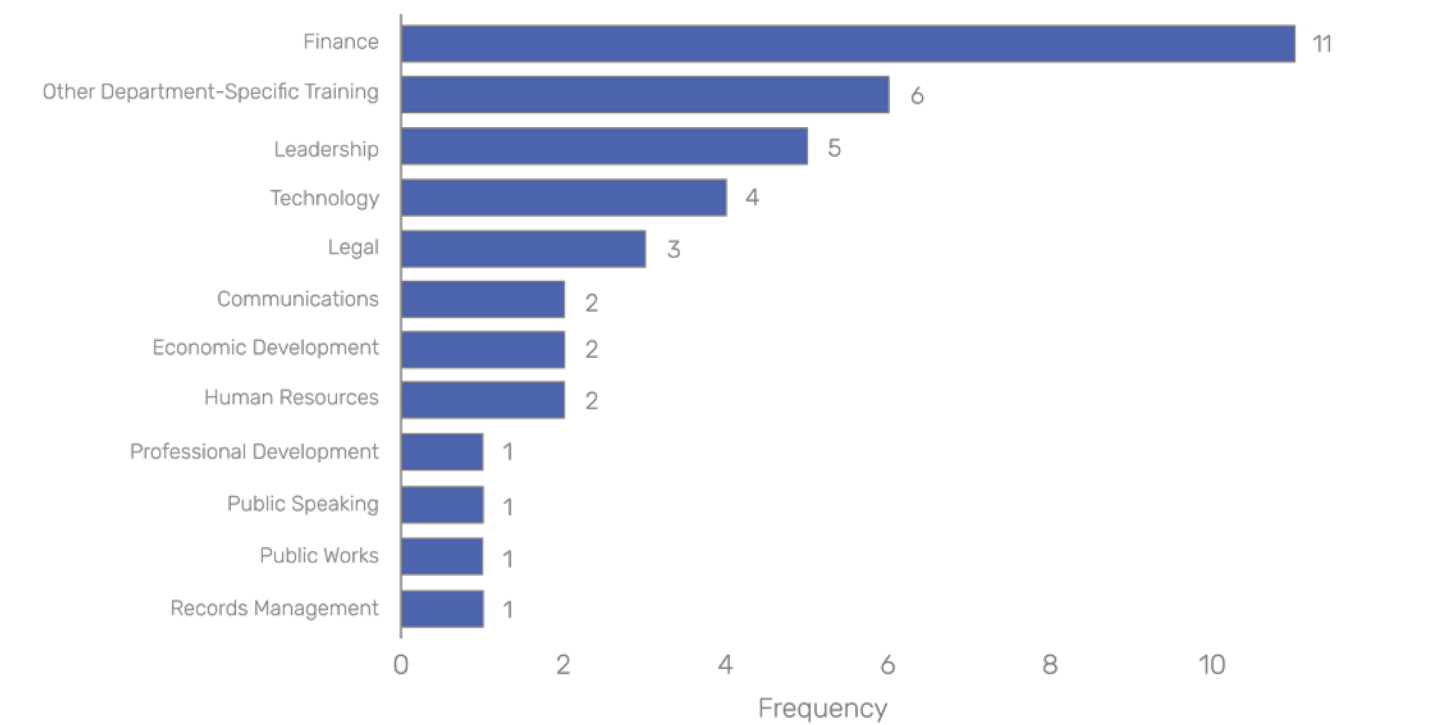
Data Source: Survey Responses Data Total: 180

* Some individuals listed more than one field of local government experience. In these cases, the fields were separated for the purpose of data analysis.

The survey asked individuals to identify the training they wish to pursue in their current roles. To enhance the presentation of the data and help identify trends in desired training across municipalities, the research team categorized the data based on the responses received. The raw data and its associated category is available in Appendix G.

Finance emerges as the most sought-after training, with 62 respondents expressing interest in enhancing their financial knowledge and skills. This reflects a recognition of the importance of financial management within local government organizations. 49 respondents listed Leadership and Management as a desired training area. Other popular training areas include Legal Compliance and Regulations, Human Resources, Clerk/Treasurer and Personal/Professional Development.

Unavailable Training



Data Source: Survey Responses Data Total: 39

* Some individuals listed more than one field of local government experience. In these cases, the fields were separated for the purpose of data analysis.

The survey asked individuals to identify the training they wish to pursue in their current roles but is not available or they cannot find or access. To enhance the presentation of the data and help identify trends in training gaps across municipalities, the research team categorized the data based on the responses received. The raw data and its associated category is available in Appendix H.

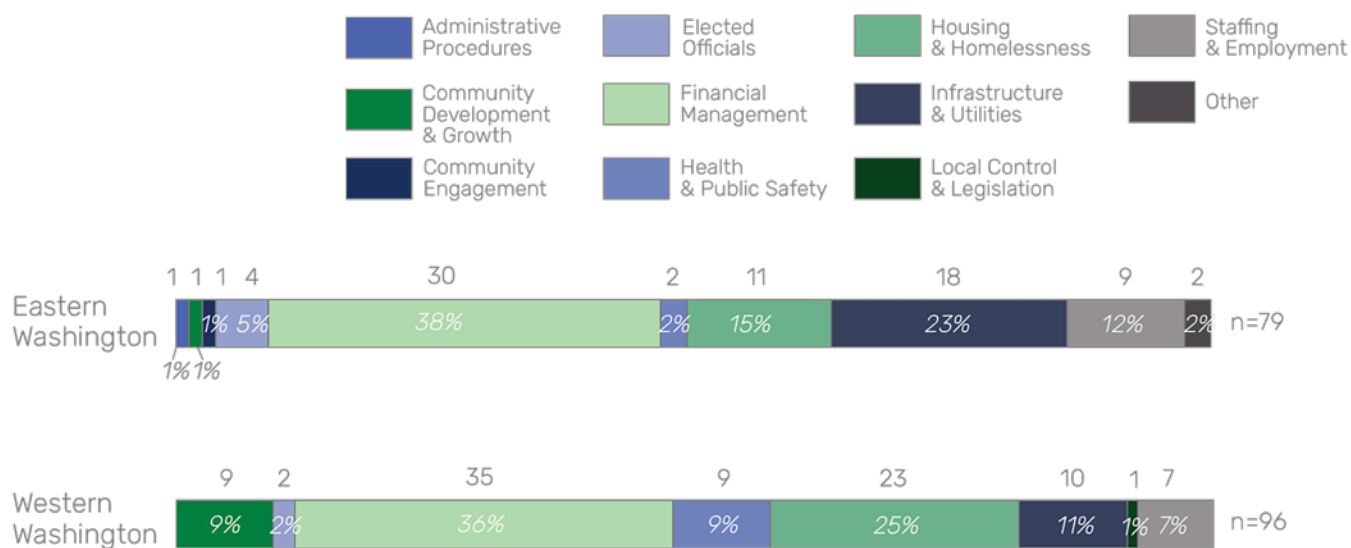
Finance emerges as the most sought-after yet unavailable training, with 11 respondents expressing interest in this area. Other Department-Specific Training and Leadership follow at 6 respondents and 5 respondents respectively. Other desired training areas that are not easily accessible include Technology, Legal, Human Resources and Other Department-Specific Training. Comparing the two training data sets, the desired training categories and unavailable training categories overlap, indicating a potential gap in the current resources available for Washington senior executives.

IN-DEPTH ANALYSIS: MUNICIPAL PROFILE

In each of the sections below, the research team has analyzed the relationship, commonality and frequency of overlap between two categories. The responses included are only from individuals who had both categories filled in or answered. These analyses do not include anyone who only answered one of the two questions. Please note that each percentage point within the data tables are rounded to the whole percent for presentation purposes.

For each of the graphs, “n” represents the total number of respondents for each category. The percentages listed reflect the percentage of respondents who fall within both categories, not the percentage of the total sample size.

Pressing Issues & Geographical Location



Pressing Issues #1 — Data Source: Survey Responses

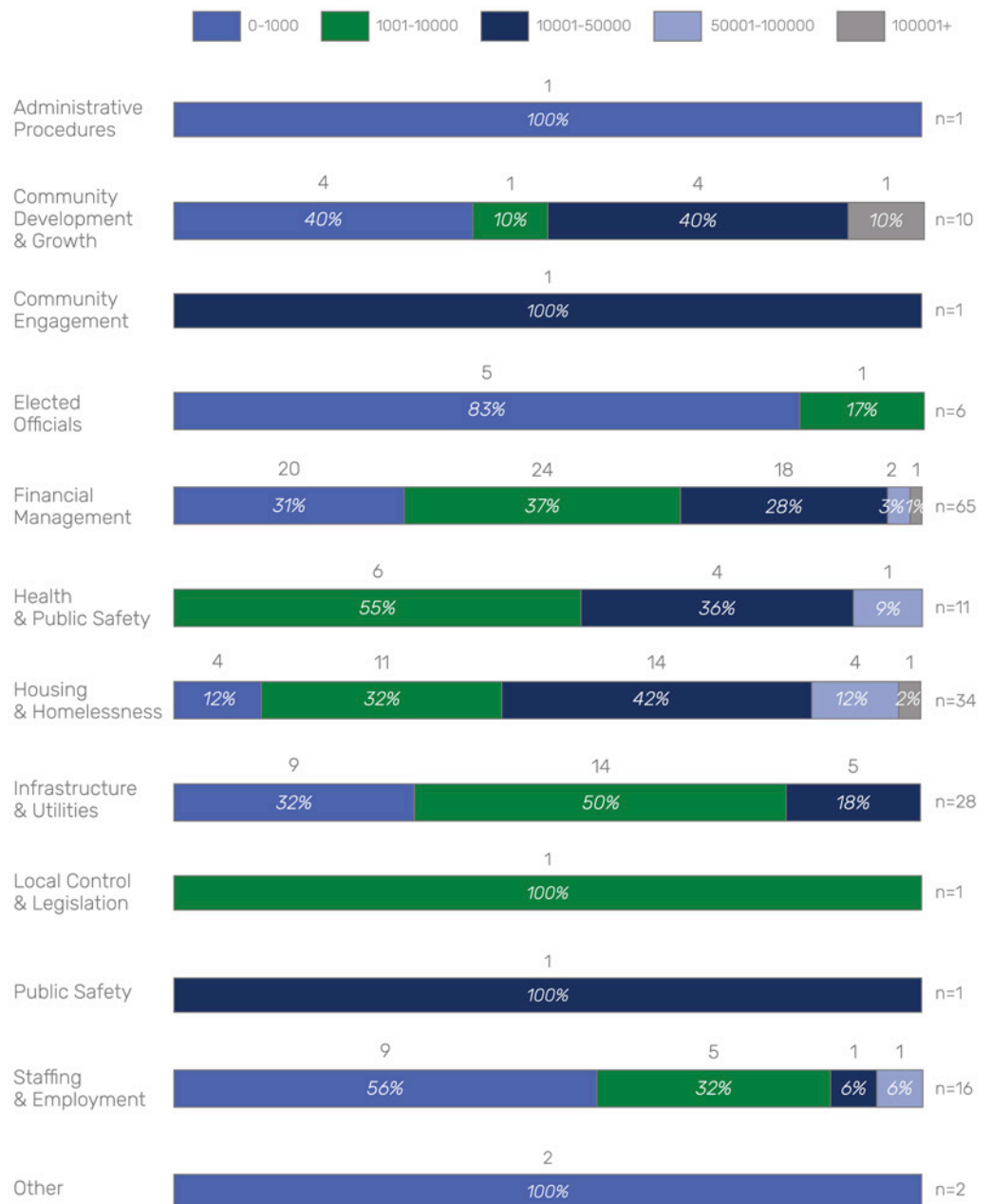
Data Total: 175

The data only analyzes survey responses listed in survey question 18.a. (Pressing Issue #1).

The data analyzes the relationship between the first top pressing issue respondents listed in the survey and their municipality’s geographical location. Of the 175 responses, individuals from both Eastern and Western Washington indicated that Financial Management is a top issue (17% and 20% of the total sample size respectively). Respondents in Eastern Washington listed Infrastructure and Utilities (10% of the total sample size) and Housing and Homelessness (6% of the total sample size) as other primary concerns. In contrast, Western Washington listed Housing and Homelessness (13% of the total sample size) and Community Development and Growth (5% of the total sample size) as the next top issues. Overall, the data suggests that while financial management remains a consistent concern across both regions, there are some variations in other priorities that may be influenced by geographic and demographic factors.

Pressing Issues & Population

The data analyzes the relationship between the first top pressing issue respondents listed in the survey and the population size of their municipality. Of the 175 responses, Financial Management emerges as a significant concern across all population categories, with higher frequencies in areas with populations between 1,001 and 10,000 (14% of the total sample size), 0-1,000 (11% of the total sample size) and 10,001-50,000 (10% of the total sample size). For population sizes between 1,001-10,000, Infrastructure and Utilities also emerge as a notable concern at 8% of all respondents. Alternatively, in population sizes between 10,001-50,000, Housing and Homelessness is a bigger concern at 8% of all respondents. Although at varying frequencies, the data suggests that municipalities are experiencing similar issues, regardless of their population sizes. For example, Financial Management and Housing and Homelessness are listed as top issues across all population sizes.



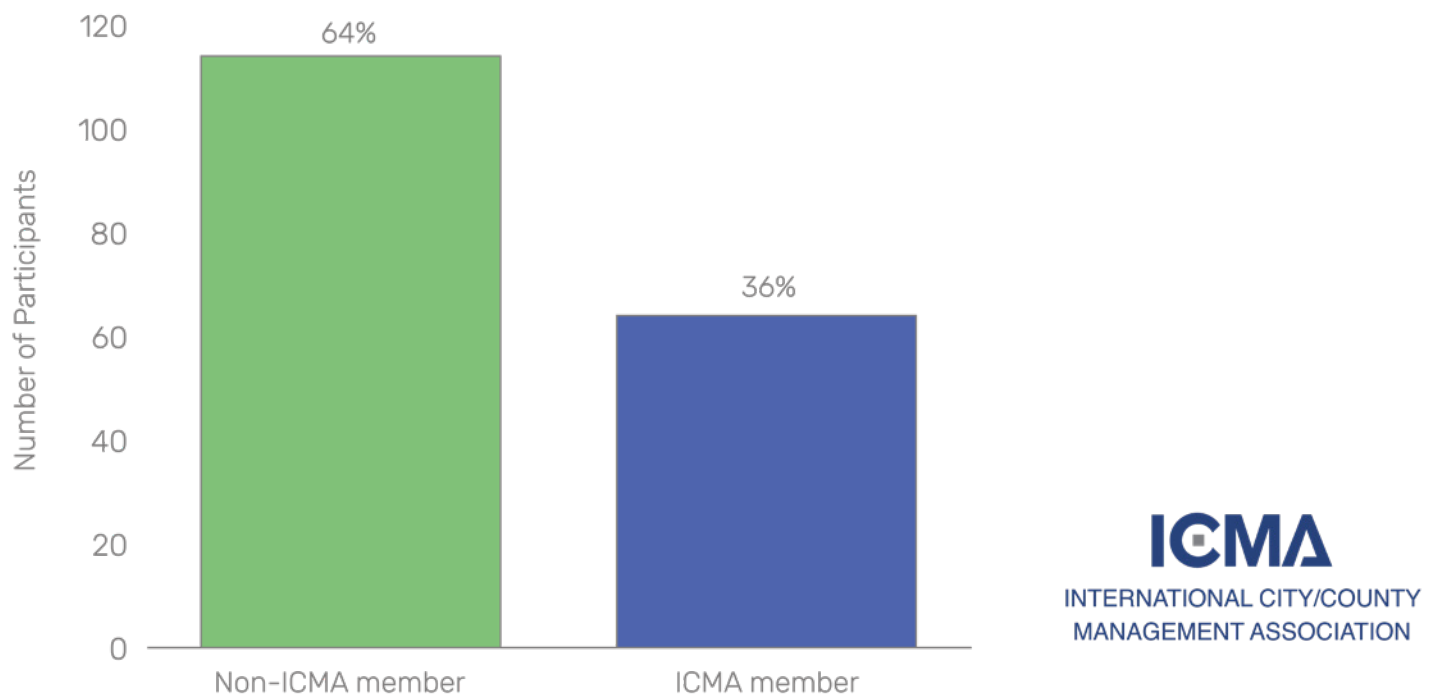
Pressing Issues #1 — Data Source: Survey Responses

Data Total: 175

The data only analyzes survey responses listed in survey question 18.a. (Pressing Issue #1).

V | ASSOCIATION TRENDS

International City/County Management Association (ICMA)



Data Source: Survey Responses

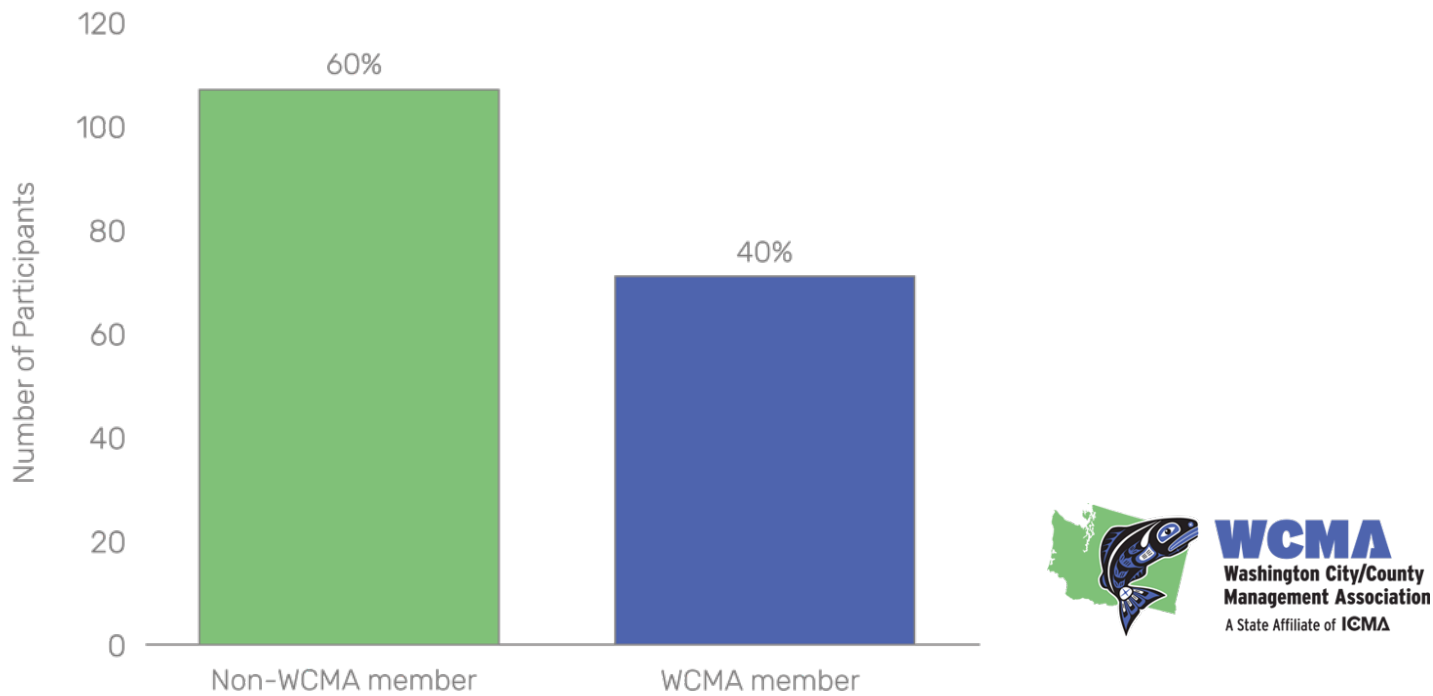
Data Total: 178

The data reflects survey responses only and is not inclusive of all municipalities in Washington.

ICMA is the world's leading association of professional city and county managers and other employees who serve local governments. ICMA works with more than 11,000 members to identify and speed the adoption of leading local government practices in order to improve the lives of residents. ICMA offers membership, professional development programs, research, publications, data and information, technical assistance and training to thousands of city, town and county chief administrative officers, their staffs and other organizations throughout the world¹². This graph illustrates the distribution of respondents based on their ICMA membership status. Among the 178 respondents, 36% are members of ICMA, while 64% are not.

¹² <https://icma.org/about-icma>

Washington City/County Management Association



Data Source: Survey Responses Data Total: 178

The data reflects survey responses only and is not inclusive of all municipalities in Washington.

WCMA is a non-profit association governed by an eleven-member Board nominated and elected by the membership. WCMA is an affiliate of ICMA. The primary goal of WCMA is to increase the knowledge, proficiency, quality and professionalism of local government management by providing education, information and support services to members and their agencies. WCMA encourages the development of professional relationships and facilitates the exchange of ideas and information among members. WCMA also actively assists the Association of Washington Cities in its programming, legislative efforts and support role to local government¹³. The graph depicts the distribution of respondents based on their WCMA membership status. Among the 178 respondents, 40% are members of WCMA, while 60% are not.

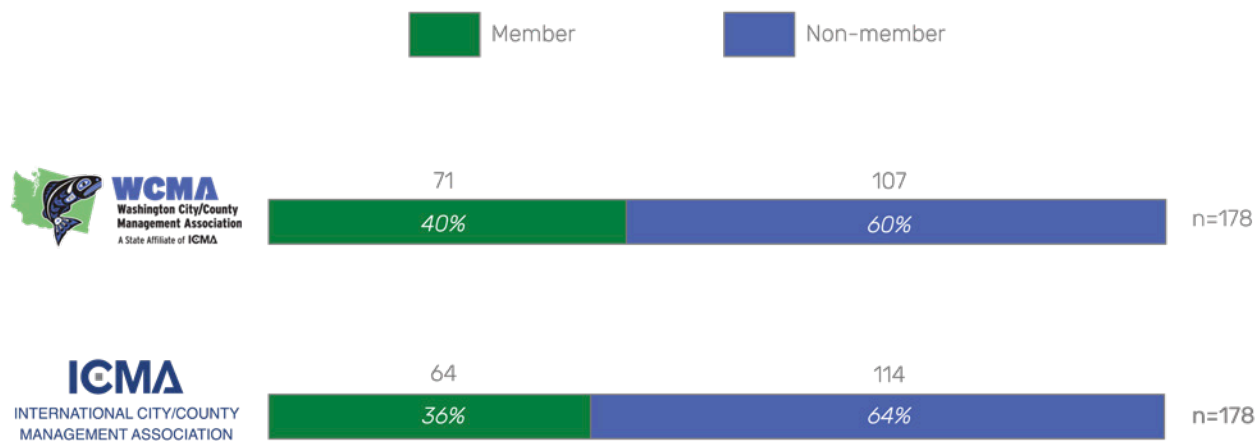
¹³ <https://www.wccma.org/about.php>
WCMA • 2024 Census of the Profession

IN-DEPTH ANALYSIS: ASSOCIATION TRENDS

In each of the sections below, the research team has analyzed the relationship, commonality and frequency of overlap between two categories. The responses included are only from individuals who had both categories filled in or answered. These analyses do not include anyone who only answered one of the two questions. Please note that each percentage point within the data tables are rounded to the whole percent for presentation purposes.

For each of the graphs, “n” represents the total number of respondents for each category. The percentages listed reflect the percentage of respondents who fall within both categories, not the percentage of the total sample size.

WCMA & ICMA Membership Overlap



WCMA Membership — Data Source: Survey Responses

Data Total: 178

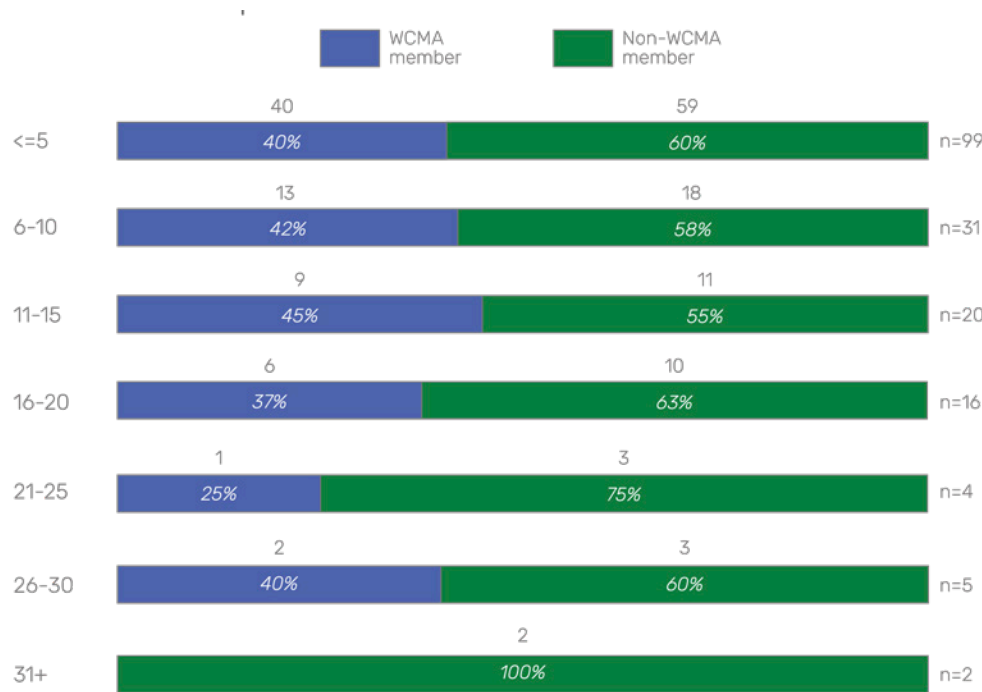
ICMA Membership — Data Source: Survey Responses

Data Total: 178

The data reflects survey responses only and is not inclusive of all municipalities in Washington.

The data provides insights into the membership status of respondents in both the International City/County Management Association (ICMA) and the Washington City/County Management Association (WCMA). Of the 178 respondents, 31% are members of both ICMA and WCMA. 5% of respondents are members of ICMA but not WCMA, and 9% are members of WCMA but not ICMA. The majority of all respondents (55%) are not members of either organization.

WCMA Membership & Current Position Tenure

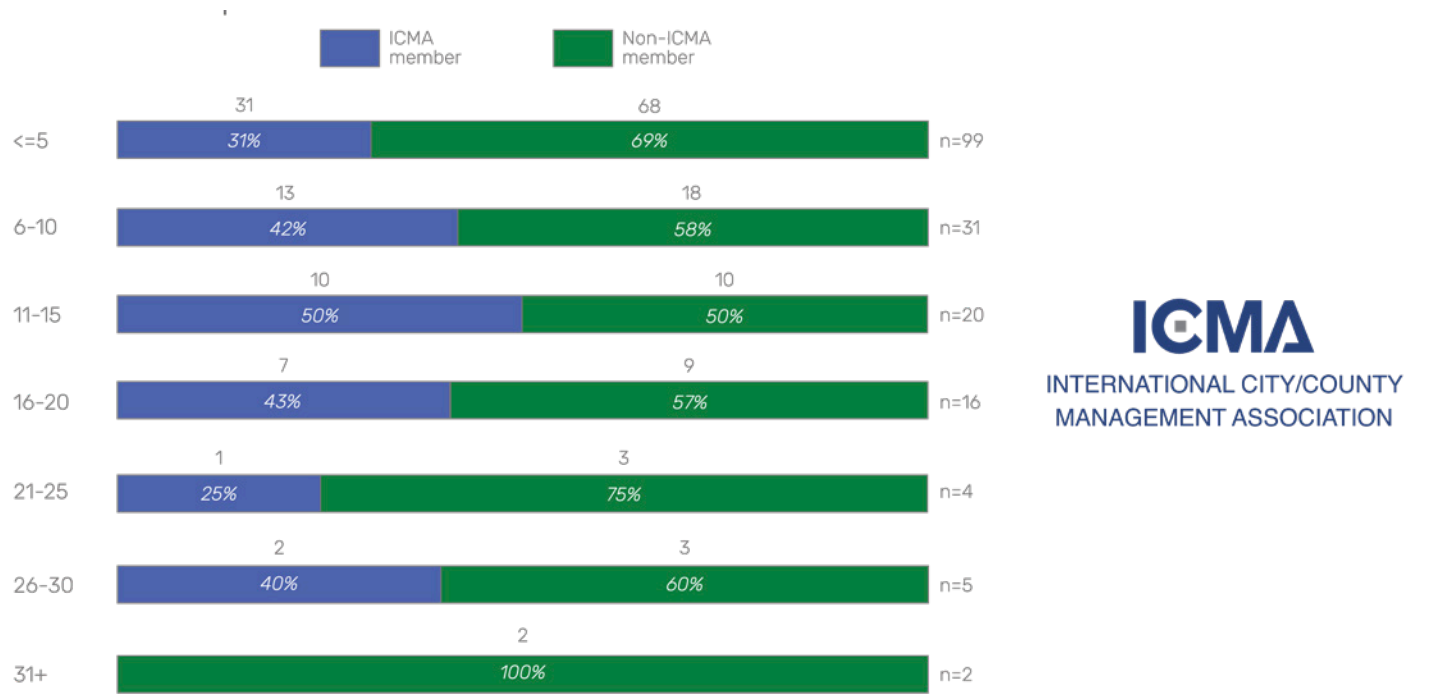


Data Source: Survey Responses Data Total: 177

The data reflects survey responses only and is not inclusive of all municipalities in Washington.

The data analyzes the relationship between the number of years respondents have been in their current positions and their WCMA membership status. Among WCMA members, the highest number of respondents have been in their positions for less than or equal to 5 years (22% of the total sample size), followed by those in the 6-10 years range (7% of the total sample size). Similarly, among non-WCMA members, the highest number of respondents have also been in their positions for less than or equal to 5 years (33% of the total sample size). The data indicates that tenure in current positions does not impact WCMA membership; there is a relatively even distribution between the number of years an individual has been in their current position and whether they are a WCMA member or not.

ICMA Membership and Current Position Tenure

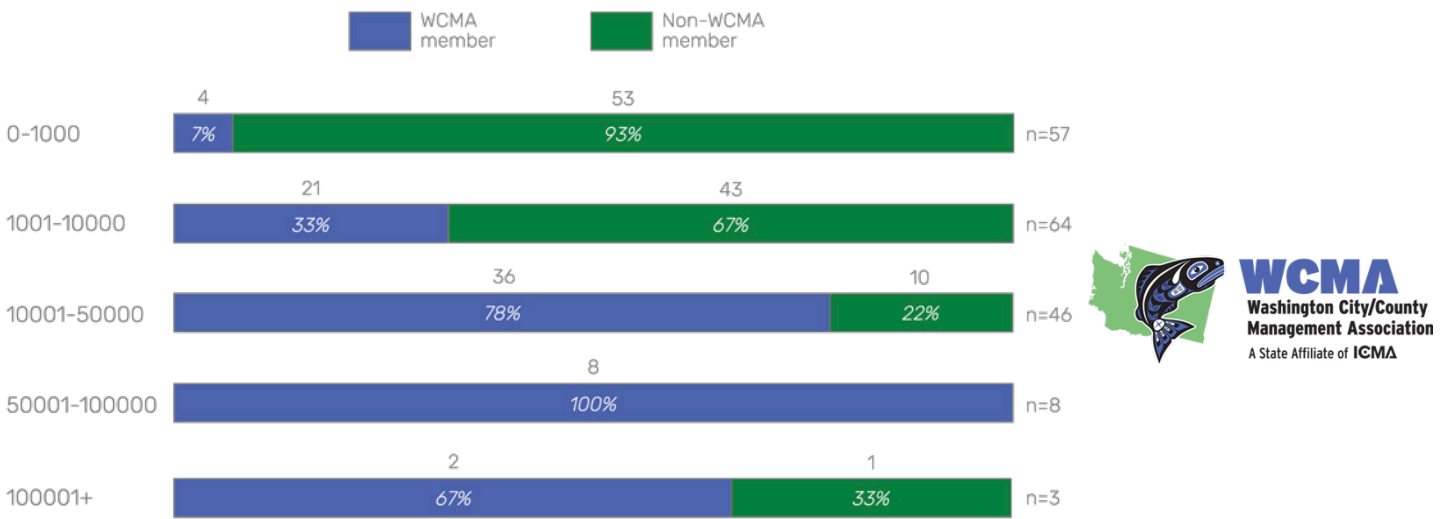


Data Source: Survey Responses Data Total: 177

The data reflects survey responses only and is not inclusive of all municipalities in Washington.

The data analyzes the relationship between the number of years respondents have been in their current positions and their ICMA membership status, which has similar trends to WCMA membership. Among ICMA members, the highest number of respondents have been in their positions for less than or equal to 5 years (18% of the total sample size), followed by those in the 6-10 years range (7% of the total sample size). Similarly, among non-ICMA members, the highest number of respondents have also been in their positions for less than or equal to 5 years (38% of the total sample size). The data indicates that tenure in current positions does not impact ICMA membership; there is a relatively even distribution between the number of years an individual has been in their current position and whether they are an ICMA member or not.

WCMA Membership & Population

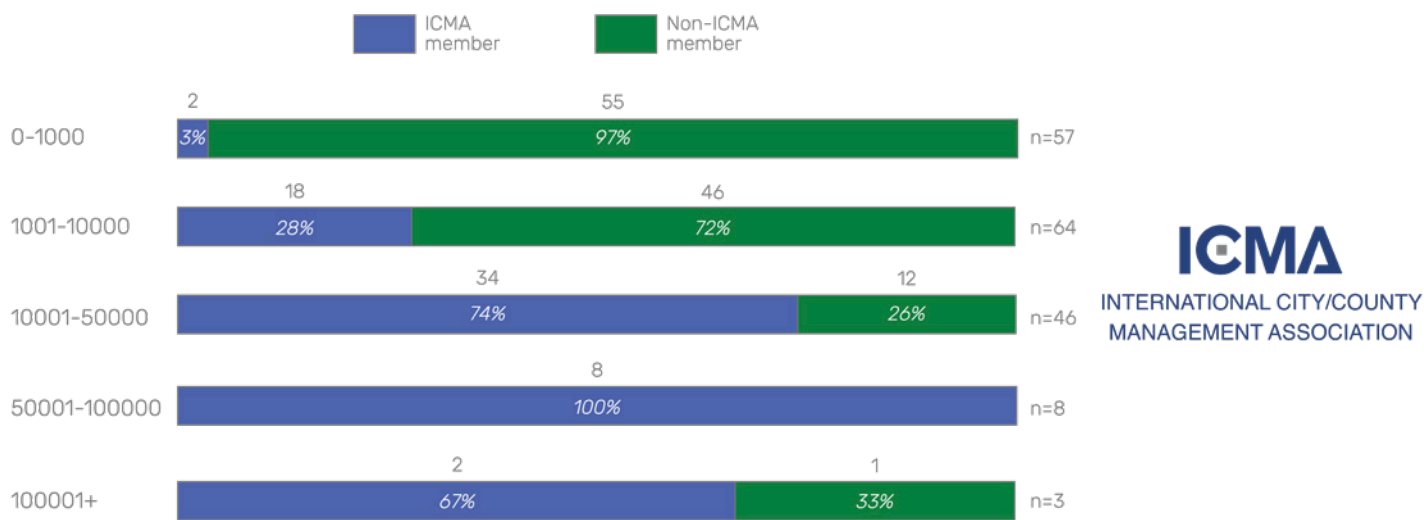


Data Source: Survey Responses Data Total: 178

The data reflects survey responses only and is not inclusive of all municipalities in Washington.

The data analyzes the relationship between respondents’ WCMA membership status and the population sizes of their municipalities. The highest number of respondents are non-WCMA members with a munitipality population of 0-1000 (30% of the total sample size), followed by non-WCMA members with a population size of 1,001-10,000 (24% of the total population size). 20% of the total sample size are WCMA members and have a population size between 10,001-50,000. Overall, the data suggests a higher representation of WCMA members in areas with larger population sizes, indicating potential correlations between WCMA membership and the size of municipalities.

ICMA Membership & Population



Data Source: Survey Responses Data Total: 178

The data reflects survey responses only and is not inclusive of all municipalities in Washington.

The data analyzes the relationship between a respondent’s ICMA membership status and the population sizes of their municipalities. Similar to WCMA members, 31% of the total sample size are non-ICMA members with a municipality population of 0-1000, followed by 26% of the total sample size who are non-ICMA members with a municipality population of 1,001-10,000. 19% of the total sample size are ICMA members with population sizes ranging from 10,001-50,000. The data suggests a higher representation of ICMA members in areas with larger population sizes, indicating potential correlations between ICMA membership and the size of municipalities.

VI | CONCLUSION

Thank you note from WCMA President

On behalf of the Washington City/County Management Association, I want to thank everyone who participated in this first-ever Census of the Profession for Washington State. Your input including data on your job title, local government experiences, average tenure, education level, gender, prior positions held, age, size of your city, and many other factors, will help us establish a baseline to help us better understand the city management profession in Washington, both now and in the future. Each of us has a unique local government journey, and this survey will help us collate all of our stories into one cohesive picture.

I want to thank the incredible team at Tripepi Smith for their partnership with the WCMA and Washington State and for their diligent work conducting this census. The WCMA and Tripepi Smith will be presenting these findings at the WCMA's 2024 summer conference, to be held August 13-16, 2024 in Wenatchee, Washington. You can learn more about the WCMA at [WCMA.org](https://wcma.org). Conference registration will open in early summer.

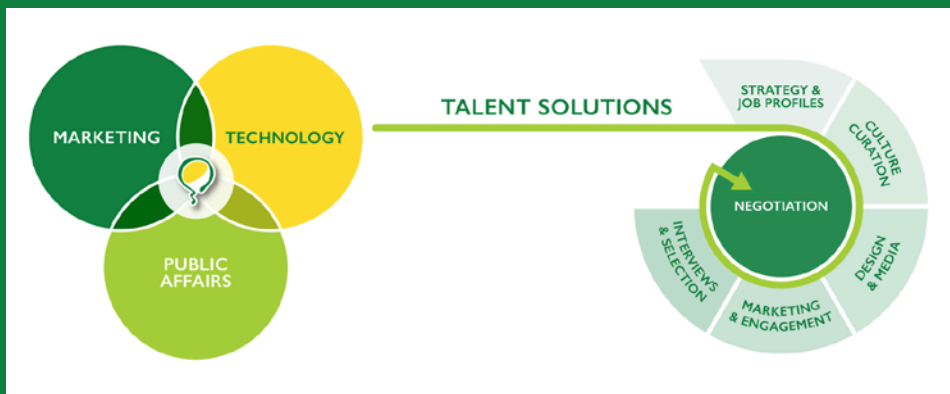
Local government management is a calling, and I am so grateful to each and every one of you for your dedication, commitment, and love for the communities you serve. Please let me know if you have any questions about this census and report. We intend to conduct more censuses like this one in the future to compare the data collected over time and help us learn more as our profession grows and evolves. Every city manager, city administrator, clerk/treasurer and/or other municipal leader who participated in this survey is helping us as we prepare for the future. Thank you.

In partnership,

Stephanie Lucash
2023-24 President
Washington City/County Management Association



TS Talent Solutions: A Public Affairs Firm That Understands Talent



Tripepi Smith Talent Solutions (TSTS) is a staffing firm under the umbrella of Tripepi Smith and Associates, Inc., a West Coast-based marketing and public affairs firm. The firm dedicated itself to solving communication challenges within the local government world since its inception in 2002. It was a natural progression to move into recruitment and talent solutions.

Tripepi Smith has worked with more than 200 agencies, including hundreds of city managers, department leaders and other executive staff. We know what, and who, makes an effective government leader, and we use that experience to attract, evaluate and retain high-quality talent for TSTS clients.

Tripepi Smith Talent Solutions is a multifaceted recruitment consultancy service. We combine local government access with communications to advance talent quests.

We provide four primary services:



Talent Quest

We take on full executive recruitment services for agencies. Our work includes everything from beginning to end – marketing and outreach, candidate management, interviews, background checks, you name it.



Search Support

We provide marketing and outreach-based services for those who just need the extra push. We have a team of graphic artists who create compelling visuals, and we leverage digital platforms to spread the word far and wide.



Culture Curation

We help public agencies define their culture and share it with the world to aid in recruiting and retaining talent who will be excited to come to work and deliver for their community.



Strategic Goal Setting

We help organizations align their governing board with staff to create stability and focus on a mission.

Learn more at [TSTalentSolutions.com](https://www.TSTalentSolutions.com)

Appendix A – Survey Instrument

2024 Washington's Census of the Profession

Thank you for participating in this study of Washington senior executives. The goal of this survey is to create a profile of the profession and gather insights about statewide trends in municipal management.

Please only complete the survey if you are a City Administrator or City Manager (or, for cities that do not have a City Administrator or Manager, the City Clerk or most senior executive of the agency). We use the term city to reflect both cities and towns throughout this survey.

The survey is 27 questions and will take no more than 15 minutes to complete. We are seeking 100% participation from all municipalities in Washington, so if we do not hear from you through this survey tool, we will follow up with you through other avenues. We appreciate your responses!

* Indicates required question

Email *

Your email

1. What is your full name? *

Your answer

2. As the most senior executive of the agency, what is your position? *

☐ City Administrator

☐ City Manager

☐ City Clerk

☐ Other: _____

3. What is your age? *

☐ <30

☐ 31-40

☐ 41-50

☐ 51-60

☐ 60+

4. What is your gender? *

☐ Male

☐ Female

☐ Non-binary/non-conforming

☐ Prefer not to respond

5. Based on these U.S. Census Bureau categories, with what race and ethnicity do you most identify yourself? (Check all the apply) *

☐ White

☐ Hispanic or Latino

☐ Not Hispanic or Latino

☐ Black or African American

☐ American Indian or Alaska Native

☐ Asian

☐ Native American or Pacific Islander

☐ Other: _____

6. What is the highest degree or level of school you have completed? *

☐ High school diploma or GED

☐ Bachelor's degree (e.g., BA, BS)

☐ Master's degree (e.g., MA, MS, MEd)

☐ Doctorate or professional degree (e.g., MD, DDS, PhD, JD)

7. Major subject studied in higher education: *

Your answer

8. Are you originally from Washington? *

☐ Yes

☐ No

9. Did you start your local government career in Washington? *

☐ Yes

☐ No

10. If no, which state did you start in? *

Your answer

Employment History

11. City name: *

Your answer

12. Current position start date (month/year) *

Your answer

13. What was your position prior to your current role? *

Please include title and length of time in service (years, months).

Your answer

14. How long have you worked as the most senior executive for any city agency? *

Combined total number of years, months you worked as the most senior executive in your career.

Your answer

15. Before becoming a senior executive, did you work in local government in any of the following areas? (Check all that apply) *

- ☐ Administrative Services
- ☐ CAO or City Manager's Office
- ☐ City Clerk
- ☐ Economic Development
- ☐ Finance
- ☐ Fire
- ☐ Human Resources
- ☐ Human Services
- ☐ Parks and Recreation
- ☐ Planning and Building
- ☐ Police
- ☐ Public Works
- ☐ Other: _____

16. In total, how many years of experience do you have in the private sector? *

Choose

Tell us about your municipality

18. We are interested in understanding the issues affecting Washington municipalities. The following questions will ask you to identify the three most pressing issues affecting your municipality.

18.a. Pressing issue #1 *

Your answer

18.b. Pressing issue #2 *

Your answer

18.c. Pressing issue #3 *

Your answer

19. How many seats make up the Mayor and City Council in your municipality? *

- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6
- ☐ 7
- ☐ 8
- ☐ 9
- ☐ 10
- ☐ 11
- ☐ 12
- ☐ 13
- ☐ Other: _____

20. How are your City Council members elected? *

- ☐ By district
- ☐ At-large
- ☐ Combination (some by district and some at-large)

21. Is the Mayor elected directly? *

- ☐ Yes
- ☐ No
- ☐ Not applicable

22. What types of training do you want to pursue in your current role? *

Your answer

23. Is there training you desire but cannot find that is applicable to your current role? *

Your answer

Tell us about your memberships

Below are a few optional questions about your membership status with associations.

Are you a member of the International City/County Management Association (ICMA)?

- ☐ Yes
- ☐ No

Are you a member of the Washington City/County Management Association (WCMA)? (yes or no)

- ☐ Yes
- ☐ No

If you are a WCMA member, please answer the following questions.

What suggestions do you have for the WCMA How could the WCMA better support you in your work?

Your answer

The WCMA Summer Conference will be held August 13-16, 2024 in Wenatchee and we hope you will attend. What conference topics or sessions would you like to see?

Your answer

Appendix B – List of Respondents

180 total

Aberdeen	Colville	Granite Falls	McCleary	Port Townsend	Stevenson
Airway Heights	Conconully	Hamilton	Medina	Poulsbo	Sultan
Albion	Concrete	Harrah	Mesa	Prescott	Sumner
Algona	Connell	Harrington	Metaline	Pullman	Sunnyside
Almira	Coulee Dam	Hartline	Metaline Falls	Quincy	Tekoa
Arlington	Covington	Hatton	Milton	Reardan	Tenino
Asotin	Deer Park	Hoquiam	Monroe	Redmond	Tieton
Bainbridge Island	Des Moines	Ilwaco	Moses Lake	Republic	Tonasket
Beaux Arts Village	Duvall	Ione	Mossyrock	Richland	Toppenish
Benton City	East Wenatchee	Issaquah	Mountlake Terrace	Ridgefield	Tukwila
Bingen	Eatonville	Kahlotus	Napavine	Rock Island	Twisp
Bonney Lake	Edgewood	Kelso	Nespelem	Rockford	Union Gap
Bothell	Edmonds	Kent	Newcastle	Roslyn	Vader
Brewster	Ellensburg	La Center	Newport	Roy	Vancouver
Bridgeport	Elmer City	La Conner	Normandy Park	Royal City	Walla Walla
Brier	Endicott	Lacey	North Bend	SeaTac	Warden
Burien	Entiat	LaCrosse	North Bonneville	Sedro-Woolley	Washougal
Burlington	Enumclaw	Lake Forest park	Oak Harbor	Selah	Washtucna
Camas	Fairfield	Lakewood	Oakville	Shelton	Waterville
Carbonado	Farmington	Lamont	Odessa	Skykomish	Waverly
Carnation	Federal Way	Iatah	Okanogan	Snohomish	Wenatchee
Castle Rock	Fife	Leavenworth	Olympia	South Bend	West Richland
Cathlamet	Fircrest	Liberty Lake	Pacific	South Cle Elum	Wilbur
Chelan	Forks	Lind	Palouse	South Prairie	Wilkeson
Cheney	Friday Harbor	Longview	Pasco	Sprague	Wilson Creek
Chewelah	Garfield	Lynnwood	Pateros	Springdale	Winlock
Clarkston	George	Mabton	Pe Ell	St. John	Winthrop
Clyde Hill	Gig Harbor	Malden	Pomeroy	Stanwood	Yacolt
College Place	Gold Bar	Maple Valley	Port Angeles	Starbuck	Yakima
Colton	Grandview	Mattawa	Port Orchard	Steilacoom	Yarrow Point

Appendix C – Major Subject Studied

MAJOR SUBJECT STUDIED	INCLUDES
Accounting	Accounting Accounting & Finance Accounting Science/Business Administration Accounting/Management Business - Accounting Business and Accounting
Business Administration/Management	Business Administration Business Administration Management Business Administration, Landscape Architecture Business-Human Resources City Planning & Business Business, Sociology, Law Business, Chemistry, Biology Business Administration Business Management International Business Management and Leadership
Engineering	Civil Engineer Civil Engineering
Communications	American Studies Communication Communications English/Communications, Resource Management & Administration, Public Administration Organizational Communication
Law	Law Law/Business Law/Business Administration Law/Finance Political Science, Public Policy, Law
Education	Early Childhood Special Education Education Elementary Education

MAJOR SUBJECT STUDIED	INCLUDES
Science	<ul style="list-style-type: none"> Biology Biology, Chemistry, Business Environmental Studies Geography Physics, Astronomy, Mathematics Chemistry
Public Administration/Policy	<ul style="list-style-type: none"> Municipal Recreation Management Planning, Public Policy & Management Political Science Political Science, Public Policy, Law Public Administration Public Administration & Political Science Public Administration and Communications Public Administration and Urban and Regional Planning Public Administration/Public Affairs Public Management Public Policy & Administration Psychology, Public Administration Sociology/Criminal Justice
Urban and Regional Planning	<ul style="list-style-type: none"> Architecture & Urban Planning Urban & Regional Planning Urban Planning, Public Administration
Healthcare/Medical	<ul style="list-style-type: none"> Medical Nursing
Human Resources	Human Resource Generalist
Criminal Justice	<ul style="list-style-type: none"> Criminal Justice Criminal Justice, Finance
Arts	<ul style="list-style-type: none"> Art Interdisciplinary Arts and Sciences Liberal Arts
Miscellaneous	<ul style="list-style-type: none"> Bookkeeping Chemical Dependency Counseling Computer Information Systems Interdisciplinary Studies International Studies Marine Corps Master Municipal Clerk Certification Mathematics Philosophy Pre-veterinary Psychology Westwater Certifications

Appendix D – Prior Positions

Duplicate entries have been removed.

Account Executive	Caterer	Courty Clerk	Human Resource Manager	Program Manager
Accountant	CEO	Customer Service	Human Resources Director	Property Manager
Accounting Clerk	Chief Administrative Officer	Deputy City Administrator	Human Resources Manager	Public & Government Affairs Manager
Accounting Technician	Chief of Police	Deputy City Clerk	Human Resources Senior Administrative Assistant	Public Services Director
Administrative Assistant	Chief Operating Officer	Deputy City Manager	Interim Assistant City Manager	Public Works Director
Administrative Services Director	Chief Sustainability Officer	Deputy Clerk	Interim City Administrator	Public Works Project Coordinator
Administrative Services Manager	City Administrator	Deputy Clerk/Treasurer	Interim City Manager	Retail Manager
Administrator	City Administrator	Deputy Director and HR Director	Interim County Executive	Sales Associate
Assistant Audit Manager	City Attorney	Detective	Legal	Secretary
Assistant City Administrator	City Engineer	Development Review Services Director	Legal Assistant	Secretary/Payroll Clerk
Assistant City Manager	City Manager	Development Services Planning Manager	Maintenance Assistant	Shift Manager
Assistant Clerk	City Manager	Director	Management Analyst	Small Business Owner
Assistant Clerk/ Treasurer	City Planner	Director of Community and Econ. Development	Manager	Stay at home mom
Assistant Controller	Clerk	Director of Development Services	Military	Student
Assistant Manager	Clerk/Treasurer	Director of Finance & Administrative Services	Network Administrator	Teacher
Bank Manager	Commercial Loan Servicing	Director of Planning & Data Analytics	Office Assistant	Town Administrator
Bartender	Communications Manager	Director of Public Works	Office Manager	Town Manager
Board Clerk/Executive Assistant	Community & Economic Development Director	Director or Parks and Recreation	Organizational Development Manager	Treasurer
Bookkeeper	Community Development Director	Economic Development Director	Parks, Recreation and Facilities Director	US Postal Service
Budget Analyst	Contractor	Executive Administrative Assistant	Planning and Environmental Programs Director	Utility Clerk
Business Development and Marketing Coord.	Counselor	Executive Director	Police Chief	Utility Maintenance
Business Manager	County Commissioner	Finance Director	Police Clerk	Veterinary Technician
Campus Manager	County Planner	Financial Analyst	Police Dispatcher	
Capital Division Director	Court Administrator	Financial Services	Program Director	

Appendix E – Prior Local Government Experience

Many respondents listed more than one field of experience. The answers below show raw answers as received. Duplicate entries have been removed.

Administrative Services	Administrative Services, Economic Development	CAO or City Manager's Office, Finance, Human Resources, Planning and Building, Public Works	Finance, Human Resources, Public Works
Administrative Services, CAO or City Manager's Office, City Clerk	Administrative Services, Economic Development, Planning and Building, Public Works	CAO or City Manager's Office, Parks and Recreation	Finance, Parks and Recreation
Administrative Services, CAO or City Manager's Office, City Clerk, Finance, Human Resources, Parks and Recreation	Administrative Services, Economic Development, Project Management	CAO or City Manager's Office, Public Works	Finance, Parks and Recreation, Planning and Building, Public Works
Administrative Services, CAO or City Manager's Office, Economic Development, Finance, Public Works	Administrative Services, Finance	City Clerk	Finance, Planning and Building
Administrative Services, CAO or City Manager's Office, Economic Development, Human Resources, Communications/ Public Affairs	Administrative Services, Finance, Human Resources, Police	City Clerk, Finance	Finance, Planning and Building, Public Works
Administrative Services, CAO or City Manager's Office, Human Resources	Administrative Services, Finance, Parks and Recreation	City Clerk, Finance, Human Resources	Finance, Police, Public Works
Administrative Services, CAO or City Manager's Office, Parks and Recreation, Public Works	Administrative Services, Finance, Private Sector, Family Business Owner	City Clerk, Human Resources	Finance, Retirement
Administrative Services, City Clerk, Finance, Human Resources	Administrative Services, Human Resources, Communications	Economic Development	Fire
Administrative Services, City Clerk, Finance, Human Resources, Human Services	Administrative Services, Public Works	Economic Development	Fire, Parks and Recreation
Administrative Services, City Clerk, Finance, Human Resources, Human Services, Planning and Building	CAO or City Manager's Office	Economic Development, Finance	Human Resources
Administrative Services, City Clerk, Finance, Human Resources, Planning and Building	CAO or City Manager's Office, City Clerk	Economic Development, Parks and Recreation, Planning and Building, Public Works	Legal
Administrative Services, City Clerk, Finance, Human Resources, Planning and Building	CAO or City Manager's Office, City Clerk, Economic Development, Finance, Human Resources, Human Services, Public Works	Economic Development, Parks and Recreation, Public Works	Legal, Public Works
Administrative Services, City Clerk, Finance, Human Resources, Planning and Building	CAO or City Manager's Office, City Clerk, Economic Development, Finance, Human Services, Public Works	Economic Development, Planning and Building	Parks and Recreation
Administrative Services, City Clerk, Finance, Human Resources, Planning and Building	CAO or City Manager's Office, City Clerk, Economic Development, Finance, Human Services, Public Works	Economic Development, Police, Airport Manager	Parks and Recreation, Economic Development
Administrative Services, City Clerk, Finance, Human Resources, Planning and Building	CAO or City Manager's Office, City Clerk, Economic Development, Finance, Human Services, Public Works	Economic Development, Public Works	Parks and Recreation, Planning and Building
Administrative Services, City Clerk, Finance, Human Resources, Planning and Building	CAO or City Manager's Office, City Clerk, Economic Development, Finance, Human Services, Public Works	Economic Development	Parks and Recreation, Public Works
Administrative Services, City Clerk, Finance, Human Resources, Planning and Building	CAO or City Manager's Office, City Clerk, Economic Development, Finance, Human Services, Public Works	Economic Development, Public Works	Parks and Recreation, Public Works, Maintenance
Administrative Services, City Clerk, Finance, Human Resources, Planning and Building	CAO or City Manager's Office, City Clerk, Economic Development, Finance, Human Services, Public Works	Finance	Planning and Building
Administrative Services, City Clerk, Finance, Human Resources, Planning and Building	CAO or City Manager's Office, City Clerk, Economic Development, Finance, Human Services, Public Works	Finance, Fire, Human Resources	Planning and Building, Police
Administrative Services, City Clerk, Finance, Human Resources, Planning and Building	CAO or City Manager's Office, City Clerk, Economic Development, Finance, Human Services, Public Works	Finance, Human Resources	Planning and Building, Public Works
Administrative Services, City Clerk, Finance, Human Resources, Planning and Building	CAO or City Manager's Office, City Clerk, Economic Development, Finance, Human Services, Public Works	Finance, Human Resources, Planning and Building	Police
Administrative Services, City Clerk, Finance, Human Resources, Planning and Building	CAO or City Manager's Office, City Clerk, Economic Development, Finance, Human Services, Public Works	Finance, Human Resources, Planning and Building, Public Works	Police, Court Clerk
Administrative Services, City Clerk, Finance, Human Resources, Planning and Building	CAO or City Manager's Office, City Clerk, Economic Development, Finance, Human Services, Public Works	Finance, Human Resources, Planning and Building, Public Works	Police, Private Sector
Administrative Services, City Clerk, Finance, Human Resources, Planning and Building	CAO or City Manager's Office, City Clerk, Economic Development, Finance, Human Services, Public Works	Finance, Human Resources, Planning and Building, Public Works	Private Sector
Administrative Services, City Clerk, Finance, Human Resources, Planning and Building	CAO or City Manager's Office, City Clerk, Economic Development, Finance, Human Services, Public Works	Finance, Human Resources, Planning and Building, Public Works	Public Works

Appendix F – Pressing Issues Categories

Duplicate entries have been removed.

Finance	<p>Accessing federal and state funding for large capital projects</p> <p>Accounting</p> <p>Additional fiscal management</p> <p>Advanced finance</p> <p>Asset Management</p> <p>Audits</p> <p>BARS</p> <p>BARS and reporting requirements</p> <p>BARS Code</p> <p>BARS Training</p> <p>BARS, Accounting</p> <p>BARS, Financial</p> <p>Better understanding of the levy options/ process.</p> <p>Budget</p> <p>Budgeting</p> <p>Budgeting and Annual Reporting</p>	<p>Budgeting, financials</p> <p>Changes in finance/budgeting requirements</p> <p>Compliance/ bookkeeping to state standards</p> <p>Finance</p> <p>Finance, SAO annual reporting, investments, grant-writing</p> <p>Finance/budgeting training is helpful for me as that is outside my previous experience</p> <p>Financial</p> <p>Financial analysis</p> <p>Financial Planning</p> <p>Financial strategies with limited resources</p> <p>Financial, grants</p> <p>Financing infrastructure</p>	<p>Government Finance</p> <p>Government Finances</p> <p>Grant funding</p> <p>Grant Management and reporting</p> <p>Grant Writing</p> <p>Grant writing, financial management</p> <p>Grant writing/ research</p> <p>Investment of public funds</p> <p>Issuing Debt/ Bonds and best practices of replacing/financing infrastructure</p> <p>Levies, I need to learn about Levies</p> <p>Long range financial planning</p> <p>More financial training to make sure processes are known and followed correctly</p>	<p>Municipal finance</p> <p>Municipal investment opportunity training</p> <p>Practical Finance</p> <p>Priority-Based Budgeting</p> <p>Pursuing Grants</p> <p>Reporting requirements</p> <p>Revenue replacement, proper account coding</p> <p>Revenue-generating programs such as TIFF, Tax Stabilization Agreements</p> <p>Risk Management</p> <p>SAO annual report training</p> <p>Technical (accounting standards)</p> <p>Year end reporting</p>
	<p>A lot. Being new to local government I have a lot to learn. My highest priorities right now are focused on OPMA and PRA laws, parliamentary process, and grant writing.</p> <p>Changes in law</p> <p>Code Writing</p> <p>Continuing legal education</p>	<p>Fraud</p> <p>Government Reports</p> <p>Interrupting WAC and RCW</p> <p>Legal</p> <p>Legal</p> <p>Liability training</p> <p>Municipal codes</p> <p>OPMA</p> <p>Ordinances</p> <p>Ordinances & Resolutions writing</p>	<p>Prevailing Wages</p> <p>Procurement law</p> <p>Procurement training (different states, different laws)</p> <p>Risk - Claims Management</p> <p>Roberts Rules</p> <p>State Reporting Updates</p> <p>Topics listed under Legal header on MRSC website</p>	<p>Training that provides information about updates to current issues and law</p> <p>Training to keep up with changes in state requirements.</p> <p>Understanding RCW's and how ordinances work.</p> <p>Updates to existing laws</p>

Leadership & Management

Administration Anything that makes me a better manager City Administration City Management Continued leadership training, executive coach, emotional intelligence Continued supervisory education Dealing with difficult situations Enabling innovation Executive leadership Executive leadership Executive Management Training	Further knowledge on running a small town and all the aspects. General training in local government management Innovation Leadership Leadership and people skills Leadership development Leadership Excellence Leadership training Leadership training - how to be a great leader Leadership, Management	Leadership, managing through change Leadership, strategy & innovation. Long term strategic planning for cities Management Management and leadership Management of high level executives Managerial (leadership; employee management) Managing Growth Managing large projects More Leadership training Municipal leadership	Organizational Change Organizational development Other professional development webinars and courses as available; values-based leadership; change management Practical Admin Strategic Planning Strategic planning and facilitation Strategic planning, leadership Strategic visioning Training that focuses on very small communities
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Human Resources

Coaching senior staff Contextual to Job Duties How to train others to do my job.	HR HR related HR Responsibilities Human Resources Human Resources	Labor issues Labor negotiations 101 More HR Payroll Updates	Performance measurement Practical HR Sound HR practices Staff development Succession Planning
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Clerk/ Treasurer

Anything to help clerk's understand EVERYTHING that is required of them. Certified Clerk Certified Municipal Clerk	Certified Municipal Clerk City Clerk Training Clerk and Treasurer training Clerk-Treasurer training.	Clerk/Treasurer Municipal Clerk Municipal Clerk Certificate Municipal Clerk Training	New clerk/treasurer role (MRSC started a bootcamp in 2024) Trainings that center more around the treasurer side of things
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Personal/ Professional Development	AWC, WCMA CMC CMC Certificate CMC Certificate Development/ Growth related training Harvard Kennedy Program	I would like to get an additional degree in public administration, I am already a Certified Public Manager and would recommend that to anyone in the public sector. ICMA credentialing; MPA	ICMA, WC/CMA, AWC, etc. More opportunities for training to complete CMC status. The academy falls at bad time for me to be gone from the office for a week (or several weeks) at a time.	Personal/ professional resiliency Requirements associated with maintaining Credentialed Manager certification (ICMA- CM) Training to become ICMA certified
Records Management	Managing Electronic Records Notary Public Organizing records that makes sense	PRA training Public Records Public records	Public Records, Records Management Public Request Records Management	Records Requests Records retention Understanding the Public Records Act
Partnerships	Bidding and contracting Continued sharing of information and partnership on regional issues. Current trends	Future Trends How other cities are working through current issues and hot topics. Innovative Trends in Local Government	Labor Relations Navigating Olympia to support city initiatives, projects or programs	Partnering with tribes, service partnerships Public/private partnerships, improving union relations
Community Development & Planning	Addressing homelessness Community development	Effective planning Housing Affordability	Planning Planning Development Services	Primer on Planning (GMA) and Housing Permitting
Economic Development	Economic Development Economic Development	Economic development Economic development	Economic Development Economic development	Economic development

Technology	AI AI Cybersecurity	Excel training Innovative Technology solutions	Technology for supporting city functions (e.g. AI in	local gov), Technology, AI
Community Engagement	Accessible/inclusive communications and engagement	Community engagement Community engagement	Effective community engagement Public engagement	Public Meetings Public Relations
Council Relations	Council relations Council relations	Leadership: Council Administrator Managing a council/ mayor	Reducing political polarization	Working with elected officials who do not know their roles
Other Department Specific Training	Innovative public safety measures Public Safety Efficiency Construction management	Drinking Water Operator International training opportunities Psychology	Public Works Public works Degree in Civil Engineering. David Evans School	at University of Washington Cascade Academy Transportation

Appendix G – Desired Training

Duplicate entries have been removed.

Finance	Accessing federal and state funding for large capital projects
	Accounting
	Additional fiscal management
	Advanced finance
	Asset Management
	Audits
	BARS
	BARS and reporting requirements
	BARS Code
	BARS Training
	BARS, Accounting
	BARS, Financial
	Better understanding of the levy options/process.
	Budget
	Budgeting and Annual Reporting
	Budgeting
	Budgeting, financials
	Changes in finance/budgeting requirements
	Compliance/bookkeeping to state standards
	Finance
	Finance, SAO annual reporting, investments, grant-writing
	Finance/budgeting training is helpful for me as that is outside my previous experience
	Financial
	Financial analysis

Finance

Financial Planning
Financial strategies with limited resources
Financial, grants
Financing infrastructure
Government Finance
Grant funding
Grant Management and reporting
Grant Writing
Grant writing, financial management
Grant writing/research
Investment of public funds
Issuing Debt/Bonds and best practices of replacing/financing infrastructure
Levies, I need to learn about Levies
Long range financial planning
More financial training to make sure processes are known and followed correctly
Municipal finance
Municipal investment opportunity training
Practical Finance
Priority-Based Budgeting
Pursuing Grants
Reporting requirements
Revenue replacement, proper account coding
Revenue-generating programs such as TIFF, Tax Stabilization Agreements
Risk Management
SAO annual report training
Technical (accounting standards)
Year end reporting

Leadership and Management

Administration
Anything that makes me a better manager
City Administration
City Management
Continued leadership training, executive coach, emotional intelligence
Continued supervisory education
Dealing with difficult situations
Enabling innovation
Executive leadership
Executive Management Training
Further knowledge on running a small town and all the aspects.
General training in local government management
Innovation
Leadership
Leadership and people skills
Leadership development
Leadership Excellence
Leadership training
Leadership training - how to be a great leader
Leadership, Management
Leadership, managing through change
Leadership, strategy & innovation.
Long term strategic planning for cities
Management
Management and leadership
Management of high level executives
Managerial (leadership; employee management)

Leadership and Management	Managing Growth
	Managing large projects
	More Leadership training
	Municipal leadership
	Organizational Change
	Organizational development
	Other professional development webinars and courses as available; values-based leadership; change management
	Practical Admin
	Strategic Planning
	Strategic planning and facilitation
	Strategic planning, leadership
	Strategic visioning
	Training that focuses on very small communities
Legal Compliance and Regulations	A lot. Being new to local government I have a lot to learn. My highest priorities right now are focused on OPMA and PRA laws, parliamentary process, and grant writing.
	Changes in law
	Code Writing
	Continuing legal education
	Fraud
	Government Reports
	Interrupting WAC and RCW
	Legal
	Liability training
	Municipal codes
	OPMA
	Ordinances

Legal Compliance and Regulations	Ordinances & Resolutions writing
	Prevailing Wages
	Procurement law
	Procurement training (different states, different laws)
	Risk - Claims Management
	Roberts Rules
	State Reporting Updates
	Topics listed under Legal header on MRSC website
	Training that provides information about updates to current issues and law
	Training to keep up with changes in state requirements.
	Understanding RCW's and how ordinances work.
	Updates to existing laws
Human Resources	Coaching senior staff
	Contextual to Job Duties
	How to train others to do my job.
	HR
	HR related
	HR Responsibilities
	Human Resources
	Labor issues
	Labor negotiations 101
	More HR
	Payroll Updates
	Performance measurement
	Practical HR
	Sound HR practices

Human Resources	Staff development
	Succession Planning
Clerk/Treasurer	Anything to help clerk's understand EVERYTHING that is required of them.
	Certified Clerk
	Certified Municipal Clerk
	City Clerk Training
	Clerk and Treasurer training
	Clerk-Treasurer training.
	Clerk/Treasurer
	Municipal Clerk
	Municipal Clerk Certificate
	Municipal Clerk Training
	New clerk/treasurer role (MRSC started a bootcamp in 2024)
	Trainings that center more around the treasurer side of things

Personal/Professional Development	AWC, WCMA
	CMC
	CMC Certificate
	Development/Growth related training
	Harvard Kennedy Program
	I would like to get an additional degree in public administration, I am already a Certified Public Manager and would recommend that to anyone in the public sector.
	ICMA credentialing; MPA
	ICMA, WC/CMA, AWC, etc.
	More opportunities for training to complete CMC status. The academy falls at bad time for me to be gone from the office for a week (or several weeks) at a time.
	Personal/professional resiliency
	Requirements associated with maintaining Credentialed Manager certification (ICMA-CM)
	Training to become ICMA certified
Records Management	Managing Electronic Records
	Notary Public
	Organizing records that makes sense
	PRA training
	Public Records
	Public Records, Records Management
	Public Request
	Records Management
	Records Requests
	Records retention
	Understanding the Public Records Act

Partnerships	Bidding and contracting
	Continued sharing of information and partnership on regional issues.
	Current trends
	Future Trends
	How other cities are working through current issues and hot topics.
	Innovative Trends in Local Government
	Labor Relations
	Navigating Olympia to support city initiatives, projects or programs
	Partnering with tribes, service partnerships
	Public/private partnerships, improving union relations
Community Development / Planning	Addressing homelessness
	Community development
	Effective planning
	Housing Affordability
	Planning
	Planning Development Services
	Primer on Planning (GMA) and Housing
	Permitting
Economic Development	Economic Development
Community Engagement	Accessible/inclusive communications and engagement
	Community engagement
	Effective community engagement
	Public engagement
	Public Meetings
	Public Relations

Council Relations	Council Relations
	Leadership: Council Administrator
	Managing a council/mayor
	Reducing political polarization
	Working with elected officials who do not know their roles
Other Department-Specific Training	Innovative public safety measures
	Public Safety Efficiency
	Construction management
	Drinking Water Operator
	International training opportunities
	Psychology
	Public Works
	Degree in Civil Engineering. David Evans School at University of Washington Cascade Academy
	Transportation
Technology	AI
	Cybersecurity
	Excel training
	Innovative Technology solutions
	Technology for supporting city functions (e.g. AI in local gov),
	Technology, AI

Appendix H - Unavailable Training

Duplicate entries have been removed.

Communications	Graphic design, communicating concisely through infographics
	Social Media
Economic Development	Economic Development
Finance	A Practical Roadmap to create a well-functioning municipal government through the budget process, for elected officials. Retreat, Goal Setting, Work Planning, Capital Planning, etc. all of which feed the budget process. Budget should then be set to fund you workplan, capital plans, etc., which in turn should be developed to meet the city's goals....and repeat.
	Annual Reporting
	BARS for dummies - I'm fairly new to the Treasurer duties included in my job and understanding BARS coding is a challenge
	Budgeting and forecasting
	Government finance/accounting
	Grant writing
	More local training on BARS, Purchasing, Federal Grant Requirements
	More purchasing application training
	Pursuing grants
	Simplified Contract Management/Accounting
	Strategies for community funding of beloved public projects
Human Resources	More local training on HR
	succession training
Leadership	Communication leadership in the changing face of demand - specific to government roles
	Management
	Navigating Extreme Views of Council members and constituents
	Strategic planning
	There is currently a lack of executive level training (such as week-long immersion) offered in public leadership and administration available in-state.

Legal	Compliance as far as bookkeeping/making sure I can pass an audit easily
	I haven't found a straight-forward training on WA public procurement laws
	Risk-Claims Management
Professional Development	Managing complexity in a flex work environment
Public Speaking	Adding more facilitation tools to my toolbox
Public Works	Mandatory sewer connections
Records Management	Public Records Reform
Other Department-Specific Training	Beginning Clerk Training
	Clerk-Treasurer "How To" listing ALL requirements and deadlines of job position (not just some). Basically, an editable guide that includes all requirements for the position but can be edited to remove things that may not apply rather than finding information that you have to add to because sometimes things come up several years into a position that you hadn't been aware of and would have only found out through researching specific topics.
	Everything clerk related.
	The Clerk training you sent a survey out for.
	There is no amalgamated training for the position of clerk/treasurer that I can find. There's a host of great information and trainings on different platforms and from different entities. Something that puts all of them together in one place if just to reference suggestions/an order, even just a master index, would be incredibly helpful.
	Training for new employees in the public sector. Meaning anyone new to the profession.
Technology	A deeper understanding of Artificial Intelligence
	AI
	AI
	Excel classes



WCMA
Washington City/County
Management Association
A State Affiliate of ICMA



TRIPLEPI SMITH
—TALENT SOLUTIONS—

ABOUT WCMA

Founded in 1959, the Washington City/County Management Association (WCMA) is a non-profit association governed by an eleven-member Board nominated and elected by the membership.

WCMA is an affiliate of the International City/County Management Association, an organization devoted to enhancing the proficiency of city managers, county managers and other municipal administrators, as well as strengthening the quality of an urban government through improved professional management.

The primary goal of the WCMA is to increase the knowledge, proficiency, quality and professionalism of local government management in Washington by providing education, information and support services to members and their agencies. WCMA encourages the development of professional relationships and facilitates the exchange of ideas and information among members. WCMA also actively assists the Association of Washington Cities in its programming, legislative efforts and support role to local government.

ABOUT TRIPLEPI SMITH TALENT SOLUTIONS

Tripepi Smith Talent Solutions (TSTS) is an executive search and talent development organization focused on the local government sector. As a division of Tripepi Smith, TSTS leverages the expertise and digital acumen of its parent firm. This synergy empowers TSTS to deliver next-level recruitment solutions for public agencies. TSTS services extend beyond traditional recruitment by providing culture curation services and organizational goal-setting processes for governing boards.

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