

## 2015 TCMA Membership Survey

(A total of 335 or 36% of the membership responded to the survey. Partial responses are included.)

| 1. What is your current job position?                            |   |            |
|--|---|------------|
| City or Town Manager/Administrator                               |  | 153        |
| Assistant City or Town Manager                                   |  | 58         |
| Deputy City Manager  |  | 16         |
| Assistant to the City or Town Manager                            |  | 15         |
| Department Director  |  | 21         |
| Retired  |  | 31         |
| Other (please specify)   |  | 41         |
| <b>Total</b>   |   | <b>335</b> |
| <b>Other (please specify)</b>                                    |   |            |
| Administrative Manager   |   |            |
| Interim City Manager   |   |            |
| Development Operations Manager                                   |   |            |
| Chief of Police  |   |            |
| Special Projects Manager   |   |            |
| City Secretary   |   |            |
| MIT  |   |            |
| Assistant director   |   |            |
| former CM - private sector now                                   |   |            |
| University Professor   |   |            |
| Management Analyst   |   |            |
| Utility Billing Clerk  |   |            |
| Management Assistant   |   |            |
| Consultant   |   |            |
| Executive Director of TCAP, a governmental entity service cities |   |            |
| Recent Interim Manager - Beeville                                |   |            |
| Member Services Manager  |   |            |
| Physical Security Program Manager                                |   |            |
| Civil Service Administrator                                      |   |            |
| Moved back to Texas and seeking employment                       |   |            |
| Assistant to the President--UIW                                  |   |            |
| Assistant to the Director  |   |            |
| City Secretary/Treasurer/ Admin                                  |   |            |
| Executive Assistant to the ACM                                   |   |            |
| Public Works Manager   |   |            |
| Department Manager   |   |            |
| Management Analyst   |   |            |
| Economic Development Manager                                     |   |            |
| Senior Travel Manager Pension                                    |   |            |
| Managing Director  |   |            |

|                                 |
|---------------------------------|
| Assistant Dept Director         |
| Intern                          |
| Assistant Department Director   |
| Management Analyst              |
| Management Fellow               |
| CITY SECRETARY                  |
| Investment banker (retired CM)  |
| Program Manager                 |
| Member Services Manager, TMLIRP |

| 2. How many years have you been employed in this position? |  |     |
|--|--|-----|
| 0-5 years  |  | 177 |
| 6-10 years   |  | 74  |
| 11-15 years  |  | 26  |
| 16-20 years  |  | 23  |
| More than 20 years   |  | 32  |
| Total  |  | 332 |

| 3. What was the first position you held as a city employee? |  |     |
|---|--|-----|
| City or Town Manager/Administrator                          |  | 42  |
| Assistant City or Town Manager                              |  | 10  |
| Assistant to the City or Town Manager                       |  | 22  |
| Department Director   |  | 31  |
| Analyst   |  | 28  |
| City Secretary  |  | 13  |
| City Planner  |  | 13  |
| Administrative Assistant or Other Assistant                 |  | 31  |
| Intern  |  | 47  |
| Police Officer  |  | 21  |
| Other (please specify)                                      |  | 74  |
| Deputy City Manager   |  | 0   |
| Total   |  | 332 |

Other (please specify)

Streets maintenance worker

Management Assistant

Division Manager/Supervisor

Utilities Supervisor

Organizational Development Specialist

Lifeguard

code enforcement officer

Draftsman

Lifeguard

Assistant Director

Recreation supervisor

Waste Water Plant Operator

Accountant/Auditor

Economic Development Coordinator

Recreation Leader

Public Works

Compensation Specialist

Equipment operator

Management Assistant II

Engineering Tech

Senior Accountant

City Auditor

Regional planner

Firefighter

Planning Technician

Zoning Administrator

water utilities

Purchasing Agent

Meter Reader

Firefighter/Paramedic

utility manager

Firefighter/Paramedic

Code Enforcement Officer/Health Inspector

Management Assistant

sanitarian

Legal Assistant/Paralegal

Deputy Court Clerk

Chief Accountant

Part time in college

Employee at City Airport

lifeguard

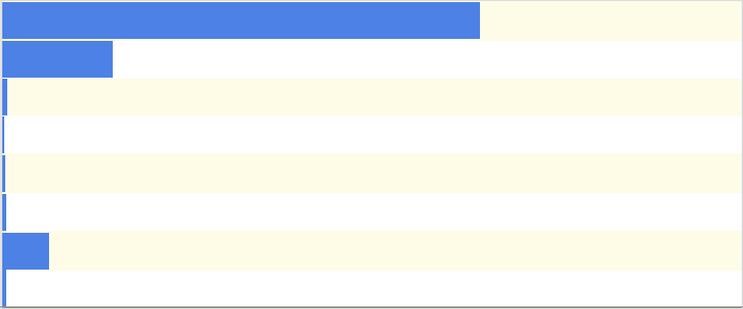
Engineering Associate

Director of Finance

Court Administrator

Meter Reader

|                                      |
|--------------------------------------|
| Relocation Counselor                 |
| Budget & Management Analyst          |
| Code Enforcement Officer             |
| Mayor/Police Officer/Council Member  |
| Budget Analyst                       |
| Fire fighter                         |
| Business Operations Manager          |
| IT/Public Safety Coordinator         |
| Marketing and Research Coordinator   |
| GIS Manager                          |
| Assistant Golf Course Superintendent |
| Development Coordinator              |
| none                                 |
| Supervisor                           |
| City Engineer                        |
| Utility Clerk                        |
| Park Ops Mgr                         |
| Park and Recreation employee         |
| Building Inspector                   |
| community development                |
| Sanitarian                           |
| Utility Field Maintenance            |
| Development Coordinator              |
| Parks maintenance worker             |
| bookkeeper                           |
| Management Fellow                    |
| recreation center director           |
| Secretary                            |
| Crime Scene Investigator             |

| <b>4. Please indicate your current TCMA membership classification:</b> |  |            |
|--|--|------------|
| Full   |  | 233        |
| Associate  |  | 54         |
| Cooperating 1  |  | 3          |
| Cooperating 2  |  | 1          |
| Cooperating 3  |  | 2          |
| Student/Intern   |  | 2          |
| Life   |  | 23         |
| Distinguished  |  | 2          |
| <b>Total</b>   |  | <b>320</b> |

**5. How many years have you been a TCMA member?**

|                    |  |     |
|--------------------|--|-----|
| 0-5                |  | 103 |
| 6-10               |  | 54  |
| 11-15              |  | 45  |
| 16-20              |  | 36  |
| 21-25              |  | 23  |
| 26-30              |  | 29  |
| more than 30 years |  | 32  |
| Total              |  | 322 |

**6. What is your age?**

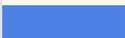
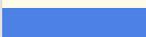
|         |  |     |
|---------|--|-----|
| 20-29   |  | 17  |
| 30-39   |  | 44  |
| 40-49   |  | 75  |
| 50-59   |  | 99  |
| Over 60 |  | 90  |
| Total   |  | 325 |

**7. How long until you are eligible to retire under TMRS?**

|                              |  |     |
|------------------------------|--|-----|
| 1-3 years                    |  | 46  |
| 4-6 years                    |  | 28  |
| 7-10 years                   |  | 28  |
| More than 10 years           |  | 63  |
| Currently eligible to retire |  | 145 |
| Total                        |  | 310 |

**8. Since you answered that you are eligible to retire under TMRS, when do you anticipate retiring?**

|                    |  |     |
|--------------------|--|-----|
| 0-5 years          |  | 74  |
| 6-10 years         |  | 41  |
| More than 10 years |  | 22  |
| Total              |  | 137 |

| <b>9. What is the population of your city?</b> |   |     |
|--|---|-----|
| 1- 2,000                                       |  | 20  |
| 2,001- 5,000                                   |  | 32  |
| 5,001- 10,000                                  |  | 46  |
| 10,001- 25,000                                 |  | 66  |
| 25,001- 75,000                                 |  | 67  |
| Over 75,000                                    |  | 79  |
| Total  |   | 310 |

| <b>10. What is your highest educational level?</b> |   |     |
|--|---|-----|
| Associate's degree                                 |  | 13  |
| Bachelor's degree                                  |  | 69  |
| Master's degree                                    |  | 222 |
| Ph.D./J.D.   |  | 5   |
| Total  |   | 309 |

| <b>11. Do you hold or are currently pursuing a certification in the following programs?<br/>(You can select more than one.)</b> |   |    |
|---|---|----|
| Certified Public Manager (CPM)  |  | 70 |
| ICMA Credentialed Manager   |  | 61 |
| Other (please specify)  |  | 42 |

| Other (please specify)                            |
|---|
| CGFO  |
| PE, AICP  |
| TML Fellow  |
| TRMC (TMCA), CMC (IIMC)                           |
| None  |
| IACP  |
| Certified Texas Main Street Manager<br>Planning   |
| Past ICMA-CM                                      |
| Lean Six Sigma                                    |
| CGFO  |
| AICP  |
| FAICP   |
| MBA   |
| CGFO  |
| National Academy of Public Administration Fellow  |
| Associated Institute of Certified Planners (AICP) |
| AICP  |
| CGFO  |
| Certified Government Finance Officer              |
| CMC and TRMC                                      |
| CEcD  |
| TMCCP   |
| Professional Engineer, MPA                        |
| Class C Water & Sewer                             |
| Public Funds Investment                           |
| Certified GFO                                     |
| CGCIO   |
| ICMA SEI  |
| Master of Public Administration                   |
| ICMA - SEI  |
| PCED  |

| 12. What is your gender? |  |     |
|--------------------------|--|-----|
| Male                     |  | 240 |
| Female                   |   | 84  |
| Total                    |  | 324 |

**13. What is your ethnicity?**

|                        |  |     |
|------------------------|--|-----|
| African American       |  | 12  |
| Anglo                  |  | 267 |
| Asian American         |  | 5   |
| Hispanic               |  | 34  |
| Other (please specify) |  | 6   |
| Total                  |  | 324 |

**Other (please specify)**

Native American

American

European American

White

White

other

**14. Are you an ICMA member?**

|       |  |     |
|-------|--|-----|
| Yes   |   | 203 |
| No    |  | 120 |
| Total |  | 323 |

**15. Where do you currently receive your training? (You can select more than one.)**

|                        |  |     |
|------------------------|--|-----|
| TCMA                   |  | 262 |
| ICMA                   |  | 143 |
| TML                    |  | 231 |
| COG                    |  | 99  |
| Other (please specify) |  | 72  |

| Other (please specify)  |
|---|
| APA, ASCE, etc  |
| Alliance for Innovation                                       |
| TEEX  |
| UMANT   |
| UNT - Center for Public Management                            |
| Technical Associations  |
| City  |
| Texas Economic Development Corp.                              |
| University of North Texas; Texas Economic Development Council |
| UMANT   |
| TMCA  |
| CNU, NLC  |
| TEDC  |
| TWDB, UNT   |
| City  |
| Internal Training, TCEQ, S&P, Internet                        |
| In house/ SGR   |
| no training   |
| GFOA  |
| GFOAT   |
| NTCMA   |
| Various offerings   |
| public investment workshops                                   |
| IEDC  |
| retrieved   |
| TWUA  |
| Other conferences and seminars                                |
| APA, ULI  |
| Various Organizations   |
| GFOAT   |
| various webinars  |
| city training   |
| innovation alliance   |
| SGR   |
| NAPA  |
| City Manager's Study Group                                    |
| TxAPA   |
| GFOAT   |
| GFOAT / GFOA  |
| other sources   |
| Alliance for Innovation                                       |
| Various outside sources.                                      |
| TML affiliate groups  |
| NFBPA   |
| Webinars from a variety of sources                            |

|   |
|---|
| TMCCP   |
| TSPE  |
| UMAST   |
| webinar                                       |
| Workshops by others, e.g. Texas A&M.          |
| GFOAT   |
| Texas Public Funds and PRPC                   |
| peer group meetings                           |
| not applicable as retired already             |
| Miscellaneous opportunities                   |
| Attend various conferences                    |
| In-house                                      |
| UT CLE  |
| Regional workshops                            |
| Engineering and Surveying                     |
| IACP, FBINAA                                  |
| International Hispanic Network                |
| TEDC  |
| IEDC  |
| SGR courses                                   |
| GFOAT, SHRM, Other professional organizations |
| NFBPA   |

| <b>16. How satisfied are you with the current TCMA training?</b> |  |     |
|--|--|-----|
| Very Satisfied   |  | 71  |
| Satisfied  |  | 202 |
| Unsatisfied  |  | 9   |
| I don't attend TCMA training                                     |  | 34  |
| Total  |  | 316 |

**17. Since you responded you are unsatisfied or do not attend TCMA training, we would like to learn why.**

poor trainers w poor content

There's not much training for aspiring managers

I don't find it addresses topics for emerging leaders. It does not cover operational issues in depth

Program content not very interesting or engaging. Content is lacking as well.

Attend training in the areas I oversee

AC is only real option

Not applicable to last position I held as ED Director

Other professional commitments

Stopped going to annual conference

Haven't had a chance to attend

New Member. Have not been aware of training relevant to my position.

Retired

It's too expensive

Retired

training never really appears feasible due to proximity of my town

Just rejoined TCMA

I am retired from public service

Minimize time out of office

retired

Retired

The training is generally geared toward either people new in the profession or well-tenured managers. There needs to be some training geared to mid-career professionals.

Retired

Sessions are not of interest - prefer more national training topics

Distance to travel

busy schedule

Need to up the quality similar to ICMA

have already retired and now in another field of employment.

Not a member

I am new in this position and haven't had the opportunity to attend a training yet.

Many require travel expense

I just do not like the label of being an associate. Everyone should have the same status if they are able to join. I have attended 4 training sessions and again it seems like everyone is labeled as either a full member or associate.

Topics do not seem of interest/robust enough

Brand New

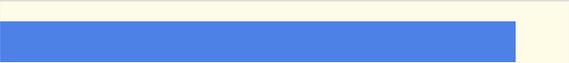
Usually the same topics covered by the same speakers; not enough opportunities offered

Have not been aware of relevant programs/courses

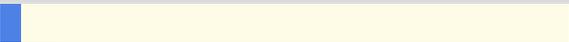
**18. How long do you prefer training?**

|                  |  |     |
|------------------|--|-----|
| 1/2 day          |  | 63  |
| 1 day            |  | 120 |
| 1.5 days         |  | 44  |
| 2 days           |  | 71  |
| More than 2 days |  | 12  |
| Total            |  | 310 |

**19. What is your preferred method of training?**

|                     |  |     |
|---------------------|--|-----|
| Face-to-face venues |  | 281 |
| Webinars            |  | 30  |
| Total               |  | 311 |

**20. What is your annual training budget?**

|                   |  |     |
|-------------------|--|-----|
| \$0- \$500        |    | 11  |
| \$500-\$1,000     |    | 33  |
| \$1,000- \$1,500  |   | 42  |
| More than \$1,500 |  | 213 |
| Total             |  | 299 |

**21. Who pays for your training? (You can select more than one.)**

|                        |  |     |
|------------------------|--|-----|
| Yourself               |  | 50  |
| Your Employer          |  | 287 |
| Scholarships           |  | 7   |
| Other (please specify) |  | 2   |

Other (please specify)

my company

**22. On average, how much personal out-of-pocket expenses do you spend annually for training?**

|                   |  |     |
|-------------------|--|-----|
| \$0- \$500        |  | 241 |
| \$500- \$1,000    |  | 46  |
| More than \$1,000 |  | 19  |
| Total             |  | 306 |

**23. What organized activities would you like offered at the TCMA Annual Conference? (You can choose more than one.)**

|                               |  |     |
|-------------------------------|--|-----|
| Activities for spouses/guests |  | 142 |
| Activities for children       |  | 58  |
| Other activities              |  | 42  |
| Please provide suggestions    |  | 45  |

Please provide suggestions

When my children were younger, TCMA was a family event they all looked forward to. Now there is virtually nothing for kids. That was a mistake.

N/A

Speed mentoring.

professional sporting events

constituent network activities or groups according to commonalities (e.g. UNT MPA alumni)

Women Network

More Informal Networking Opportunities

at the minimum, facilities for activities other than golf...doesn't have to be planned; i.e., racquetball, basketball

Enhanced ICMA or Other training like pre-conference or TML level sessions

Tours of local landmarks

Interactive activities for attendees

I enjoy networking opportunities to visit with colleagues.

Tours and Social outings

Daycare that an individual can pay for separately from the event with trained babysitters/daycare teachers

I really enjoy the family atmosphere at TCMA. TCMA does a great job with family.

include events for both male and female spouses

real networking events

Development training for professionals in the middle (not young professionals and not quite seniors)

Experience unique activities offered by the local host.

Provide retiree with a reason to want to make the expense to attend the Conference

I'm perfectly satisfied with the conference as it is.

More networking events to help new members meet the established members.

Networking

None

Date nights where child care is provided.

team pick-up games. soccer, other.

I have been satisfied with the mix of activities for families and individuals who just want to have dinner. I think it is great to get the families to know each other and support each other.

Opportunities to network with city officials; cocktail hours

Study trips around the area to see things first-hand

Case Studies in the field

Local restaurant socials

satisfied with present offerings...

More young professional events

Site tours, unique opportunities to learn or relax

More organized activities for children and spouses; limited workshops for spouse related to dealing with public life.

We spend a lot of the conference budget on alcohol. I would like more money put into the actual activity or dinner and less in the alcohol

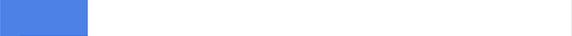
Better speakers

Tours of local attractions or special events

tours of relevant development projects

ICMA Effective Supervisory Practices- Small towns need real training, and refresher courses in leadership. I love that TCMA fills my cup and motivates me; however I would like to see some real classes. TCMA cost \$\$\$ for small town managers to attend. I would like to get my monies worth in training.

**24. How many TCMA regional meetings did you attend in the past year?**

|                                      |  |     |
|--------------------------------------|--|-----|
| 1-3                                  |  | 156 |
| 4-6                                  |  | 48  |
| 7-9                                  |  | 11  |
| 10 or more                           |  | 9   |
| I did not attend a regional meeting. |  | 89  |
| Total                                |  | 313 |

**25. Since you have answered you did not attend a regional meeting in the past year, it would be helpful to know why.**

Disinterested, and far to drive.

Not in state

I don't get information about the regional meetings, perhaps this is because I am associate member.

No time

lame meetings

Distance, conflicts, transition

new to Texas

I can't recall ever being informed about when a meeting would be taking place. Also, in the DFW area, all meetings of this kind tend to take place on the Dallas side of the area making it difficult for those of us in far west Tarrant County to attend.

I'm not aware of them

too far to go for a whole day - poor timing with schedule. id like to go.

Not enough time in my schedule

schedule conflict primarily. The Agenda didn't have much meat to it.

Attended TMCA, IIMC, AG

Issues generally are focused on small cities. I work for a large city. Also, not much diversity in the attendance at these meetings.

timing

Inconvenient location

Town is too small

too far to drive

I was not a member of TCMA.

Only relevant for city managers

I just joined regional group. In the past, I did was not approached about regional meetings.

When I reached out through email, I did not get information back. This year I knew the president of the region. I reached out and was told how to sign up for the region.

I don't have access to the meeting dates and since I am retired my volunteer activities are more of a priority for me

time

I didn't know when it was held. Maybe some more advertising?

Retired, out of touch with current managers in the region

Just rejoined TCMA

useless

recently joined tcma, not aware of meeting schedule

"Lazy" is the most accurate reason.

I am retired from public service

When was it?

Schedule conflicts only

illness/distance

I was not a member of TCMA during that period.

Too expensive

Did not receive notice or invitation to meeting

New to this area

|   |
|---|
| Retired   |
| too far to travel   |
| Conflict on days of regional meetings   |
| I didn't know about meetings.   |
| I had not been involved but that has since changed since I have changed positions |
| To far to drive and time out of the office  |
| Time and money  |
| staffing conditions   |
| Distance to Travel  |
| busy schedule   |
| I am new to the area. Have not yet had the time to attend.                        |
| Budget priorities   |
| Time  |
| Timing  |
| approval from Supervisor  |
| Not a member  |
| Conflict with schedule  |
| Scheduling conflict   |
| Have not had the opportunity yet.   |
| Could not get away  |
| time constraints  |
| Travel  |
| Prefer ICMA training  |
| Travel Budget Limitation  |
| Did not have the time when they were scheduled                                    |
| Not budget approved   |
| shortage of time  |
| Schedule conflict   |
| Not a member  |
| New member  |
| New   |
| I just became a member last month   |
| New Member  |

| <b>26. Would you like TCMA to provide regional training?</b> |  |     |
|--|--|-----|
| Yes  |  | 257 |
| No   |  | 43  |
| Total  |  | 300 |

**27. Since you answered yes, please provide training topics you feel would be helpful at the region level.**

Ethics

Same as the state training, just on a regional basis

Infrastructure management

HR/Personnel, new legislation, best practices and innovations, creative financing techniques

Proactive steps to prepare the next generation of leaders please.

Budget; Organizational Development; CIP; Trends; Legislative Update; Economic Development

City Manager's clinic

Management, Ethics, Public/Council Relations

Any topics that enhance a manager's ability to serve the community including financial planning, public relations, governance.

Ethics Training

Financial

Health Benefit Management

Personnel, Finance

budget, personnel, coaching

any

Financial / Budget and Economic Development

records retention, leadership, branding, community involvement

Operations; Emerging Issues; Future Trends and Practices

Some of those on current webinars

Ethics

leadership, ethics, employee satisfaction

Latest management practices

Ethics, leadership development, etc.

small town issues

Council-Staff Relations; Strategic Planning;

region specific topics...north Texas would benefit from gas drilling, water issues, etc.

Governmental Authority, Board Authority, Ethics, Revenue Authority

communication, leadership

ETHICS

Planning & development

Conflict resolution, Human Resources, construction management, dealing with attorneys, water planning, manager council relations, just to name a few.

Innovation/new approaches, presentations from regional organizations or anchor cities,

legislative wrap-up/summary, next generation networking/training

organizational theory; recruiting; economic development; communication with community

Our Region has provided training

Training for new CMs focused on service in cities of under 25,000.

Budgeting, Financing, Ethics, Economic Development, Annexation

Legislative Updates, best practices, personnel management, etc.

technical issues

budgeting and HR

STRESS AND HEALTH

Economic Development

|   |
|---|
| Budgeting and employee relations.   |
| Leadership, Ethics, Economic Development  |
| Council-manager relations   |
| Ethics  |
| Usually adequately provided at the Salado Conference  |
| Strategic Planning  |
| Legal   |
| Staff Development, Current Hot Topics, Management   |
| collective bargaining   |
| Ethics, elections   |
| Annexation  |
| Water, Oil, Zoning  |
| Public/Non-Profit Partnerships, Community Engagement, Mentoring Young Professionals, Working with Millennials                             |
| Elected Official Relationships  |
| technology, innovation for city services (new or interesting way to accomplish jobs), new laws that impact cities                         |
| Ethics, Management Tools, Planning, Current Trends in City Management, Council Relations, Public Relations, Legal Updates, Best Practices |
| Ethics  |
| Management Development, Ethics, Leadership  |
| current issues, encourage the regional leadership to use \$\$ to bring in trainers  |
| Planning, water conservation, legal updates   |
| budget, council relationships, employment law   |
| What makes a high performing organization; data driven decisions, etc.  |
| Water Planning; Digital Recordkeeping and Archiving; Geographical Information Systems   |
| Ethics, Council Relations, how to murder your council without getting caught, things like that.   |
| Ethics  |
| Leadership, Strategic Planning, HPO's   |
| Water issues, legislative updates, basic leadership skills  |
| DFW related training  |
| Leadership, legal, state legislative issues   |
| ethics, financial, succession planning  |
| Best practices on various services  |
| Budgeting   |
| community engagement, innovation  |
| Council Orientations, Budget Presentations, Economic Development  |
| Economic development  |
| Ethics, Economic Development, leadership training   |
| Ethics, council relations   |
| Ethics ,Motivation, Communications  |
| Topics related to organizational culture; Council/Manager relationship  |
| Future-Oriented Topics  |
| Legislative Issues, Management Updates, Current hot topics  |
| Roundtables with tenured managers   |
| ethics, technology, strategic planning, promoting bond elections  |

|  |
|--|
| Private Development Issues/Lessons Learned   |
| Ethics   |
| land use planning/zoning/development   |
| Reading financials, legal, annexation  |
| Relations with City Council, Engaging Citizens in Activities   |
| Statewide trends of the profession, leadership, futuring, business practices applied in a government setting, business/corporate decision making and how to applied in a government setting, dialogue between business sector and government sectors on service delivery, financials, marketing/branding, leadership development |
| Ethics Budget Helpful Tips   |
| Legislative issues, future organizational planning,  |
| Ethics, Operations   |
| Managing Growth, Legislative Issues, Alternative Mobility Opportunities  |
| Ethics, Council-staff relations, legislative advocacy  |
| Ethics   |
| Community relations, Interlocal agreements   |
| Citizen Involvement  |
| Municipal Law  |
| current practices  |

| <b>28. Have you or your staff participated in the Tex-ICMA Coaching webinars?</b> |  |     |
|---|--|-----|
| Yes   |  | 40  |
| No  |  | 264 |
| Total   |  | 304 |

**29. Since you have answered no, it would be helpful to know why.**

Not very familiar with it.

I haven't yet looked into the program.

I just learned of them and haven't had the chance to participate yet.

Time constraints

Working on other organizational priorities right now.

Lack of time

Although I am very interested, I have not had the opportunity due to time and scheduling.

I haven't had the chance yet but I plan to participate soon.

lame reputation by TCMA

Haven't, but plan to

didn't know about them

Haven't yet, but plan to.

I am unaware of this program.

Time constraints.

Have not had time.

Lack of time

Don't like webinars

Don't know about it

Not a priority now

Never heard of it

Didn't know about it

scheduling conflicts

I have a good in house coach in my city manager, and i take CPM classes

time

Can't say that I've been aware of them

Have not yet had the opportunity to schedule.

prefer other type training

Don't know too much about it.

timing

Scheduling problems on my part

Something I plan to get around to but just haven't yet

Didn't know about

Did not see value

Don't know about them.

Don't have a lot of info on them.

Getting enough training from TML & TCMA

don't like webinars

Haven't yet been able to engage due to the newness of the program

do not care for this type of training

NEVER ASKED

Have not yet, but next 12 events are on my calendar.

I am not a member.

Last program was unhelpful

Did not know about them

Forget it's available

Have not taken the opportunity yet.  
First one scheduled in March  
unaware  
I don't have any staff  
Other priorities  
Plan to in the future  
Didn't know about it  
lack of knowledge about program  
Have not had the opportunity. Will view one in the spring.  
Just not signed up  
Not aware of them  
I just learned about the trainings via an email. I provided to HR to get people involved.  
No particular reason  
Have not taken the opportunity.  
we plan to start  
I just never have.  
didn't know about  
Don't know about them.  
Topics not what the City needed.  
Not been very impressed with the ICMA webinars we've set up here. They're really not very good. When I see my staff obviously bored, then I'm wasting their time. They look that way a lot during the ICMA webinars.  
Time  
unaware  
Not made the time.  
Staff pursues other avenues for training in their disciplines  
don't know much about it  
Not very familiar with program  
Just rejoined TCMA  
Awareness and scheduling  
current work demands  
useless  
retried  
Timing /Schedule  
Have not been aware of them  
Time constraint  
No time  
Schedule conflicts  
recently joined, not aware of all opportunities  
staff is currently planning to participate in an upcoming webinar  
When are they?  
timing  
did not know about them  
Trying to make time for the next available webinar in March.  
Not aware of it  
Was not aware of webinars

not interested in webinars

was not interested in topics

Prefer face to face

retired

Location

New Member

Waiting for the right subjects

Wasn't aware of them.

Have only recently become aware of them.

none that were of interest

Haven't had the opportunity yet

Not aware of benefits of program

**30. What topic(s) do you feel would be beneficial, presented in webinar format?  
(Please include suggested speakers for those topics.)**

Interviewing skills and Council relations.

Improving employee performance, implementing performance measures.

Managing change, citizen engagement, exploiting social media, IT strategic planning, transportation planning, infrastructure financing

Managing People, Social Media - best practices and policies governing the use of social media by organizations and staff, community engagement in a multi-cultural community

Personnel best practices

Same topics as before

Improving council-manager relations, developing employee performance programs, any financial planning/funding tips

financial policies

Legislative updates

lean six sigma (daro mott)

Ethics, Municipality Financials 101

Future Trends and impacts, best practices

Latest management techniques/strategies in the profession

Best practices in HR; municipal legislative process; federal and state legislation impacting cities.

ICMA/SAS performance measurement program

No suggestion

Liability, ethics, financial planning

personnel, labor negotiating/contracts

Overview of Eco Dev laws for CMs (Carlton Shwab),

Topics that are applicable to a wide range of employees. These webinars can provide an opportunity for team building within the organization.

NEIGHBORHOOD REVITALIZATION,

Topics that are more technical in nature seem to be of value to staff. Generalized topics just don't seem to capture staffs' attention span.

Anything would help me.

ethics

Budgeting

same as site training

Bond information, Public Safety and how to work with your department heads

Suggest checking with larger cities who have speakers already on contract or veteran type members who have been around and find out their passion or expertise. Then, create training around that!

Leadership, Organization, Interaction with residents

TIF, TIRZ, Gaming Machines

Legislative Updates - TML Staff

leadership, strategic planning, successful council/staff team building

legislative updates

Local innovations

Capital Improvement Program (Planning, Programming, Budgeting, and Inventory) - No idea who could address.

I think there are a lot of City Managers out there who are not nearly as concerned about the

safety of their employees as they should be. That would be one subject for sure. As the leaders of our cities, it is on US if an employee is hurt or killed because of a lack of training. I think most CM's feel safety is below their pay grade, so to speak. Ethics training is always good. Council relations training is always good.

Did not feel that sessions were that beneficial

mid-management training for my new directors and supervisors

Ethics, public relations and legal issues

budgeting, cc relationships

Various Topics and Various Speakers

Performance Based Objectives

Leadership development, media relations, customer service

John Nalbandian's presentation on manager and staff work in the gap between politics and administration

Personal finance (ICMA-RC)

Workshops for technical processes (construction, records management, budgeting, etc)

Organizational Performance Management (I'd like to personally host one - Jason Gray)

Finance / budgeting

no interest in a webinar.

just a wide variety

Negotiations for economic development, successful economic development programs, council manager relations

Texas budget and finance

Unknown - no preference.

Special Financing Districts, Economic Development, Utilities Funding Options

Advanced Metering Infrastructure for Water Systems, HR topics for organizations, Public Communication Tools

Legal

Utilizing social media; legislative updates; supervisory training; marketing;

Any type of continuing education

I believe that you should have webinars at 3 levels: 1) entry / re-locating / new to profession -- all areas; 2) intermediate where the laws are changing / have changed 3) advance -- refresher classes

no suggestions

See previous topics for Regional workshops, speaker would be the most knowledgeable available

municipal law, animal control issues

internet platform is not as conducive than face-to-face interaction, networking and so forth

budget for specific areas such as fire/police, leadership, sustainability

Financial management, Social media effects on government, distrust of general public with government and why?

legal questions for small cities

none I prefer face to face training

Conflict Management, Citizen Relations

I don't do webinars

health care, competitive bidding, police/fire management, etc...

Promoting/marketing local government; shared services agreements

|   |
|---|
| Workplace Diversity, Generational Differences, Succession Planning  |
| Performance Measures; Strategic Planning with Elected Officials   |
| Supervisory and financial planning  |
| Ordinances (the area between white and black)   |
| Topics of interest on healthcare - Holmes Murphy  |
| Woman in local government   |
| Best practices in key areas   |
| Survival tactics for 100 days for ACM/CM; Planning for the first 100 days as ACM/CM; retired CM's such as Alan Sims and Tom Muehlenbeck |
| Planning and Growth Management, Strategic Management, Implementation of Change, no speakers come to mind                                |
| Economic Development issues   |
| professional development topics such as ethics training and management training   |
| upcoming trends in local government   |
| Development of a corporate culture, Clay Phillips   |
| consensus building  |
| Recruiting and retaining employees. Legislative briefings. New regulatory issues facing cities  |
| any   |
| Finance, budgeting  |

| <b>31. Does your city provide internships?</b> |  |     |
|--|--|-----|
| Yes  |  | 142 |
| No   |  | 153 |
| Total  |  | 295 |

**32. Please provide the name of your city if you would like to be included on the TCMA website as a reference for students seeking internships.**

Sugar Land

Brownsville

City of Round Rock

City of Sugar Land

Richland Hills

City of West University Place

La Vernia

City of Irving

Bulverde, TX

City of Arlington

Texarkana

Center

Rockwall

Richardson

Idalou

City of Austin

Fairview

Little Elm

Ingleside

Woodcreek

NCTCOG

Hutto

Hurst

Town of Argyle

City of Dickinson

Glenn Heights

City of Coppell

Falfurrias

Van Alstyne

La Marque

City of Coppell

City of Bedford

Frisco

Alison Ream

Balcones Heights

City of Corpus Christi

Fate

McAllen

Addison

Rosenberg, TX

Orange

Dickinson

Boerne

Grand Prairie

|                         |
|-------------------------|
| City of Selma           |
| Fredericksburg          |
| Hamilton                |
| City of Buda            |
| Kerrville               |
| Laredo, TX              |
| Seguin                  |
| Canyon                  |
| City of Plainview       |
| Selma                   |
| Hewitt                  |
| Georgetown, TX          |
| City of Buda            |
| Richardson              |
| Carrollton              |
| Grand Prairie           |
| City of Keller          |
| North Richland Hills    |
| Lancaster               |
| San Marcos              |
| City of Coppell         |
| Cedar Hill              |
| Navasota                |
| Amarillo                |
| City of West Lake Hills |
| City of Glenn Heights   |

| <b>33. Since you indicated that your city provides internships, they are</b> |  |     |
|--|--|-----|
| Paid   |  | 92  |
| Unpaid   |   | 45  |
| Total  |  | 137 |

| <b>34. Should it be a TCMA priority to provide opportunities for emerging leaders?</b> |  |     |
|--|--|-----|
| Yes  |  | 268 |
| No   |   | 25  |
| Total  |  | 293 |

**35. Since you answered that TCMA should provide opportunities for emerging leaders, what are the most effective means to accomplish this? (You can respond to more than one.)**

|   |  |     |
|---|--|-----|
| Social Media                                  |  | 102 |
| Mentoring or Coaching Program                 |  | 206 |
| Training Session (William "King" Cole Series) |  | 165 |
| Specific Conference Session                   |  | 161 |
| Specific Conference Training                  |  | 129 |
| Other (please specify)                        |  | 19  |

**Other (please specify)**

strong student chapters in universities

Tap into and support existing Assistants' Organizations

Provide meaning opportunities for emerging leaders to be involved in TCMA, provide a format for information sharing about actual work being done by emerging leaders, learning new approaches is key, think outside of just TCMA and Texas; how can we partner with organizations like ELGL, ULI, CNU, GFOA, APA, and others to provide meaningful education and connections?

be welcoming to those who don't look like the majority of members

Mentoring programs for New or young Department Heads

Cheaper version of William 'King' Cole Series

Internships

Regional training events in conjunction with Assistants Associations

Scholarships for development

Meaningful work experiences, job opportunities

More opportunities at Board and Committee levels

Internships, develop closer association with local universities, etc

Paid Internship opportunities

Develop young professionals organizations

shadowing experienced managers

Employment and promotion opportunities

Partnership with ELGL, ICMA Leadership series

Engage and Involve at important levels - make them part of the association

### 36. What can TCMA do to support you in the profession?

More opportunities for coaching, mentoring, networking.  
current event publications

Ensure strong regions and collaborate more with ICMA for training opportunities.

Provide a supportive environment in which to learn and connect with other professionals.

The networking sessions at the conference are great for young professionals like me to make connections and develop a professional network..

be a stand alone organization and break away from TML

facilitate opportunities to further network

Offer opportunities for emerging leaders

I think TCMA is doing everything it can to support me professionally.

Continue to promote Council-Manager governance; expand opportunities for members to improve leadership and technical skills.

Continue to support the Assistants Organizations

More scholarships for smaller cities

provide more for emerging leaders

Networking and Training

Continue to provide current training and services, amended as necessary to address current issues.

Provide meaningful training in the operations of local governments and the role of local governments in a regional or state context

Continue the Excellent Work

TCMA does an adequate job currently

Be more aggressive in helping mid-career managers to become credentialed managers.

provide more coordination with TML to help elected officials understand the value in hiring CM professionals

Keep the website fresh, provide links to useful references, keep us aware of statutory limitations that apply to home rule cities

Promote professionalism

Keep providing the training and fellowship of other managers.

Provide an opportunity to connect emerging leaders with each other and with seasoned professionals, even if it is not a formal mentorship

keep doing what you're doing

I'm retired

Continue the current training program

I think TCMA does a great deal to support managers in transition and members are supportive of one another.

continue as they have

continue current support

**MORE PRACTICAL TRAINING**

Teaming up with Cal ICMA looks very good.

ethics

Management rotations between cities

more aggressive support for members in transition

Offering legal sessions

Emerging Leaders - you ask if it needs to be a priority. IT needs to be a priority but not THE priority.

Assist new employees with training opportunities  
We need to involve younger people and we younger people on the board  
Continue to supply the information and training that it is currently providing.  
Not sure  
Maintain what TCMA is doing  
continue to provide training in areas where specific training is required  
additional webinars that are interactive  
Connect long time members with young up and coming professionals somehow. Maybe special webinars, speed mentoring sessions or create a round table at the conference.  
They are doing a good job already  
training, network  
Training, Document and Circulate Best Practices, Spotlight Innovative Programs  
TCMA and TML do a pretty good job of supporting us now.  
Online data base of documents i.e. manager contracts, ordinances/resolutions, council/staff policies, etc.  
provide training and networking opportunities  
keep doing what you are doing  
Provide opportunities  
Give more credence to ICMA-CM & CPM  
Continued Training opportunities  
Be responsive and accountable.  
I can't think of a thing TCMA doesn't already do very well.  
Listen  
Keep trying to improve  
TCMA does a great job--just continue on the path of creating value  
Offer more certification training that is nationally recognized  
continue the educational opportunities  
Retired  
more alignment with ICMA professional development  
Training and Resource Documents  
Be available for in transition members and training opportunities  
Information sharing  
we need a staff position at TML that knows what we need and stays connected with TCMA members. An ex-CM.  
Communication Suggestion for Citizens/Councilmembers  
Continued emphasis on ethics  
Increased Mentor Programs  
The TCMA leadership has already begun to focus on the profession's needs in the future. This primarily based on ensuring that qualified and talented individuals are choosing City Management as their profession.  
Encourage Council's to look past gender, age, race, etc and hire based upon resume and leadership abilities  
training,  
satisfied with current programs and training  
Get the Tea Party to promote "Life well Run"  
continue to improve training sessions at annual conference

Since I am at the end, I cannot think of any except the TMRS contact at TCMA. Previously personal contact during transition periods.

TCMA has provided me tremendous opportunities and it is incumbent on me to take advantage of available resources.

Discuss the relevance of the association to the Gen X and Y person.

Consider higher level of trainings at conferences. Even if this involves increased cost of attendance.

Networking Opportunities

Continue to provide training opportunities, support the city management profession

They have done so much already. I'm very grateful to my fellow managers.

The regional networking is valuable to me as a new city administrator. The webinars and being able to tap into the session by phone when on the road is valuable. Access to executive book summaries would be helpful at a discounted rate or even better, free.

Networking

TCMA did a good job when I was an active manager

Provide more training in our Region

Continue to promote value of professional management

Available mentors

Provide educational resources and a professional network.

More community size specific training or events (most currently seems to be targeted broadly, with exception of small cities workshops, more rural/urban/suburban/regional hub training would be helpful

TCMA has been incredibly supportive over the last year as I faced many professional difficulties. I don't know what I would have done without their support and that of its members.

Provide networking opportunities with other TCMA members

TCMA is providing good support

I would like to see TCMA return to having a full time Executive Director, again

continue the excellent job you do now

Provide substantive seminars/training - not just nuts and bolts

TCMA is missing out on social media. The Facebook and LinkedIn presence are weak.

YouTube videos?? TCMA also needs to be more aggressive with TML as far as council-manager form of government and pro local government

More opportunities for women. Established members should reach out to new members.

More local training