Texas City Management Association

Ongoing Operational Plan

This document represents the continuing and ongoing work being done by the Association as a result of updates to its Strategic Plan. The items contained in this Operational Plan reflect ongoing actions that are to be continued by the Board of Directors and Regional Presidents on an annual basis. It is intended to be updated annually as Strategic Plan Objectives are completed within a particular Strategic Plan cycle. (Approved August 25, 2014. Updated May 22, 2019.)

Texas City Management Association

Ongoing Operational Plan

Table of Contents

Introduction

The Texas City Management Association is a volunteer driven organization serving the needs of more than 900 members. Each year a new group of volunteers are elected to lead the Association with some members rotating through on a two to four year basis depending on the offices he or she has served in. The 2014-2015 Board of Directors determined that in order to provide for greater continuity of programs and overall direction of the Association, an Ongoing Operational Plan should be developed and maintained on an annual basis.

This document represents the Association's first Ongoing Operational Plan. The components of the Plan, at least in its initial format, carries forward those items from the 2012-2014 Strategic Plan that are ongoing, whether it be an annual review or ongoing programs that future Boards and committees will need to continue as part of their annual responsibilities.

One of the key elements of the Ongoing Operational Plan is the preservation of the "Issues and Challenges Identified" section. Through the listing of these items, future Board members of the Association have a historical reference from previous Strategic Planning efforts that can help form the foundation for future Strategic Planning efforts.

Ongoing Issues and Challenges

I.   Leadership

Discussions on leadership development have included identifying and training future leaders by promoting networking and training opportunities for those individuals. The most recent focus on future leaders has been through institutions of higher education. In addition, continued development of leadership skills for those individuals already in executive/administrative positions should also be a focus.

II.   Advocacy for the Council-Manager Form of Local Government

Proactive advocacy of professional management and of the council-manager form of government is a priority for the Association. The discussions revolved around how to tell the story that good governance in cities in Texas is best achieved through the council-manager model and with the leadership qualities of a professionally trained manager. The message the Association needs to promote is that the council-manager form of government can deliver professionalism, fiscal responsibility, accountability, and transparency in local government.

III.   Education and Training

Based on input from the Association's membership, providing continuing education and training are the most important services that the Association should provide. The Board felt that an ongoing effort devoted to innovative ways to increase access to education and training opportunities was needed. In addition, there is a desire for more uniformity and consistency between the different TCMA regions regarding the overall approach to this effort.

IV.   Membership

There is an overwhelming desire by the Association's leadership to expand membership to those qualified city management officials who are not currently a member and to retain existing members. These discussions included a focus on diversity and inclusion, members in transition, emerging professionals, students and other groups that may currently be underrepresented in TCMA. Other items of interest regarding membership included outreach programs, communication efforts, and membership rates.

V.   Social Media

A continual focus on social media was identified. The topics of conversation ranged from policies concerning social media, addressing it from a public perception point of view and how to make the Association's offerings more relevant, current and interactive. The group identified that continued training regarding social media interaction was important as well as maintaining and promoting TCMA's presence through a variety of social media platforms.

Ongoing Strategic Actions

Ongoing Strategic Actions		Responsible Committee
Leadership		
1	Continue to identify live and web-based training programs consistent with a "Continuing Leadership Studies" track and provide for recognition of participants of the program at the Annual Conference.	Professional Development
2	Continue to foster the relationships with the Assistants Organizations. Provide an "Emerging Professionals" education track and provide for recognition of participants of the program at the Annual Conference.	Professional Development
3	All TCMA Regions will be encouraged to provide a session within their respective region focusing on retirees' issues and observations about the profession.	Professional Development
4	Conduct a Regional President Orientation to be held each year prior to the TCMA Annual Conference. The following elements should be included at the orientation: • Elect Regional Board Director by January 31 per the TCMA Constitution (Article III, Section 2B). • Appoint a region representative to serve on a TCMA Committee by the deadline provided by TML staff. • Promptly inform TCMA President-Elect and TML staff who will serve as Regional President by the deadline provided by TML staff. • Schedule one ethics training. • Provide TCMA Committee and Board reports at each regional meeting. • Promote the Senior Advisor, Coaching, and Professional Awards Programs.	Board President
5	Foster relationships with colleges and universities to recruit and train emerging city management professionals	City Manager of Tomorrow

Ongoing Strategic Actions	Responsible Committee
Advocacy for Council-Manager Form of Local Government	
1	Support TML's efforts to market responsible local government and TCMA's support of the Council-Manager form.	Advocacy
2	Report on form of government issues to the regional leadership and ICMA.	Advocacy

Ongoing Strategic Actions	Responsible Committee
Membership	
1	Annually update the "Membership Benefits" materials that outline some of the tangible and non-tangible benefits of TCMA membership.	Membership
2	Conduct a "New Member Orientation" session at the Annual Conference, WKC series, and/or regionally as needed.	Membership Professional Development
3	Annually track diversity statistics for TCMA and implement outreach programs with other similarly focused professional organizations to increase diversity of membership.	Membership
4	Track retention and new membership data (perhaps in conjunction with diversity stats), and provide a list of city management professionals who are not TCMA members to each region. Conduct quarterly "membership drives" targeted towards those individuals.	Membership
5	Engage, using formal protocols, members in transition	Membership
6	Conduct periodic updates, as approved by the Board, to the compensation and contract data for City Managers, Deputy City Managers and Assistant City Managers.	Membership
7	Reach out to newly appointed city managers who are not TCMA members to encourage membership.	Region Presidents and Region Directors

Ongoing Strategic Actions	Responsible Committee
Education and Training	
1	Provide resources to regions that can be used for local training purposes. Regions Presidents are to submit annual training plans accordingly to help create program consistency at the regional level.	Professional Development
2	Continue to research, implement and promote different platforms to distribute training.	Professional Development

Ongoing Strategic Actions	Responsible Committee
Social Media	
1	Continue to review of social media trends and make recommendations on any new avenues of outreach. Social media include Facebook, Twitter, LinkedIn, and Document sharing service	Advocacy