



**TCMA**



**2018-2020  
STRATEGIC PLAN**

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## A. Executive Summary

The Texas City Management Association (TCMA) launched a Strategic Planning Project in 2018 which included a one-day strategic planning workshop for Board members on August 2, 2018. The Board discussed and decided key elements for its Strategic Plan for the next two-year period. Fifteen (15) Board members, two (2) Senior Advisors, and two (2) staff participated in the workshop held at the Hotel Granduca in Austin, Texas.

The workshop was facilitated by New Directions in Leadership' Principal Barry Bales following an agreed upon methodology and agenda outlined in presentation materials and summarized on the agenda contained herein.

The purpose of the strategic planning workshop was to provide TCMA with a facilitated discussion and decision-making process to identify the goals and strategies to set the strategic direction for TCMA for the next two years. The project, and associated contract consulting agreement, also included a requirement for a Strategic Planning Workshop Report, which is a summary of the discussions and decisions from the strategic planning workshop so that TCMA can have the information it needs to more fully develop an updated strategic and operational plan following the workshop.

The TCMA Board successfully completed almost all of the agenda items on time and in a very productive and participatory session. They further identified the next steps they would take to finalize the plan and assign tasks to the standing committees. The board identified four goals on which they would focus for the 2018-2020 Strategic Plan:

- Showcase and enhance the value of professional development, resources, and networking opportunities available to TCMA members.
- Intentionally recruit, develop, and retain young professionals, women, African American, Hispanic, and other under-represented populations.
- Promote awareness of the professional development and personal growth opportunities available through local government careers in rural cities.
- Advocate the value of decisions being made at the local level and the Council/Manager form of government through ethical and professional city management.

This report outlines the results of that workshop.

## **B. Overview of the planning process**

The Texas City Management Association (TCMA) launched a Strategic Planning Project in 2018 which included a one-day strategic planning workshop for Board members on August 2, 2018. The Board discussed and decided key elements for its Strategic Plan for the next two-year period. Fifteen (15) Board members, two (2) Senior Advisors, and two (2) staff participated in the workshop held at the Hotel Granduca in Austin, Texas. The list of workshop attendees is shown in Appendix E.1.

The workshop was facilitated by New Directions in Leadership' Principal Barry Bales following an agreed upon methodology and agenda outlined in presentation materials and summarized on the agenda which can be found in Appendix E.2. In preparation for the workshop, Board members were asked to review TCMA's existing strategic and operational plans as well as data from surveys it recently administered.

In addition, members were provided the following three (3) questions to ponder in preparation for the workshop:

- What goals do you personally and professionally have for your tenure on the board?
- What are the issues (i.e. the trends, factors, conditions) you see affecting your communities, municipal management, and, ultimately, TCMA in the coming 2-5 years?
- What are the key results that, if achieved over the next two years, would most benefit TCMA and its members?

The purpose of the strategic planning workshop was to provide TCMA with a facilitated discussion and decision-making process to identify the goals and strategies to set the strategic direction for TCMA for the next two years. The project, and associated contract consulting agreement, also included a requirement for a Strategic Planning Workshop Report, which is a summary of the discussions and decisions from the strategic planning workshop so that TCMA can have the information it needs to more fully develop an updated strategic and operational plan following the workshop.

### **Reports on on-going work.**

After introductions of those present, a brief report was made on the progress in the following on-going projects that are part of the 2016-2018 Strategic Plan and anticipated to continue into the 2018-2020 Strategic Plan:

- City Manager of Tomorrow Task Force
- Pay it Forward Campaign
- Website re-design

**Issues identification.**

The goals and strategies in a Strategic Plan should address the critical issues facing the organization. To this end, participants were asked to identify the 3-5 most impactful issues facing the profession, city management, TCMA, and communities. Each was put on sticky notes and participants were asked to place their sticky notes on one or more of the five general interest area headings represented in the 2016-2018 Strategic Plan or on a sixth flip chart sheet labeled "Other" if their issue did not fit one of the five. Participants were then asked to go to the flip chart for which they had the most interest and in small groups to sort/group the sticky notes into broad categories. Groups were then asked to rotate throughout the room, looking at the groupings/categories and making small adjustments to the groupings if needed.

This exercise resulted in identifying the following categories of issues:

- Advocacy
- Education
- Political action
- Gaps in communications
- Quality training
- Small cities
- Getting the word out
- Emerging leaders
- Membership trends and diversity

**Goals and strategies identification.**

Through additional grouping and an exercise for each to express his or her top preferences, four broad areas of interest emerged: attracting professionals to small cities, the importance of local decision-making, the value of TCMA membership, and recruiting/retaining more diversity in the profession/TCMA. Participants were then asked to join one of these four areas and to jointly craft a goal statement that would address the issues raised in that area. These initial four goal statements were then reviewed and edited by the group at large, and are as follows:

- Showcase and enhance the value of professional development, resources, and networking opportunities available to TCMA members.
- Intentionally recruit, develop, and retain young professionals, women, African American, Hispanic, and other under-represented populations.
- Promote awareness of the professional development and personal growth opportunities available through local government careers in rural cities.
- Advocate the value of decisions being made at the local level and the Council/Manager form of government through ethical and professional city management.

Groups were then asked to identify key strategies for each goal area, looking at strategies from the current Strategic Plan that might be appropriate to move forward into the new Strategic

Plan as well as identify new strategies needed to achieve these goals. Each group rank-ordered its list of strategies, with the short-term, high impact strategies listed first. Each group then reported the strategies in their goal area and got consensus from the larger group as a whole.

Recognizing that issues, goals, and strategies will likely affect – and must be addressed by – more than one of TCMA’s standing committees, the group as a whole went again through all strategies and identified in which committee or committees each belonged. Those decisions are reflected in Tables 1 and 2.

### C. Summary of Project Findings

The following are the goals and strategies selected by the Board for its 2018-2020 TCMA Strategic Plan. Table 1 shows the strategies as listed by goal; Table 2 shows strategies as sorted/assigned to TCMA standing committees.

**Table 1: Breakdown of Strategies by Strategic Goals**

Priority Issues/Results	Service Strategies (Programs, Projects, and Initiatives)	TCMA Committee
<p><b>1. Showcase and enhance the value of professional development, resources, and networking opportunities available to TCMA members.</b></p>	<ul style="list-style-type: none"> <li>• Increase the quality of the curriculum and expand outreach at regional and annual meetings.</li> <li>• Increase the percentage of Texas City Managers that are TCMA members.</li> <li>• Increase the percentage of cities with multiple TCMA members.</li> <li>• Increase enrollment in CPM and other accredited programs.</li> <li>• Increase the number of universities participating in the M.I.R. program.</li> <li>• Increase participation in Idea Share</li> <li>• Expand networking opportunities through the inclusion of a variety of social events.</li> </ul>	<p>Professional Development</p> <p>Membership</p> <p>Membership</p> <p>Professional Development</p> <p>City Manager of Tomorrow</p> <p>Professional Development Professional Development</p>

<p><b>2. Intentionally recruit, develop, and retain young professionals, women, African American, Hispanic, and other under-represented populations.</b></p>	<ul style="list-style-type: none"> <li>• Create equity committee</li> <li>• Increase students, young professionals, women, African-American, and Hispanic TCMA membership by 10% of the total TCMA membership annually.</li> </ul> <p>Target historically Black colleges and other colleges with significant numbers of underrepresented populations (Texas Southern, Paul Quinn, Houston-Tillotson, UTRGV, TWU, UTEP, etc) for recruitment of careers in local government.</p> <ul style="list-style-type: none"> <li>• 50% of TCMA scholarships go to women, African-American, and Hispanic members.</li> </ul> <p>Two sessions at the TCMA Annual Conference and one session at each of the WKC, City Management Clinic , and Regional training on the value of diversity, inclusion, and equity in the profession.</p> <ul style="list-style-type: none"> <li>• Measure current level of diversity in membership and training programs; increases by 10% annually.</li> </ul>	<p>Equity Task Force</p> <p>Equity Task Force</p> <p>Equity Task Force and City Managers of Tomorrow</p> <p>Membership</p> <p>Professional Development</p> <p>Equity Task Force</p>
<p><b>3. Promote awareness of the professional development and personal growth opportunities available through local government careers in rural cities.</b></p>	<ul style="list-style-type: none"> <li>• Encourage leadership development programs in rural cities.</li> <li>• Encourage implementation of succession plans in member cities.</li> <li>• Reduce barriers for rural cities recruiting through TML</li> <li>• Increase internship opportunities by connecting universities (and high schools) with rural cities.</li> <li>• Increase contacts and encourage continued TCMA participation for those in transition through opportunities in rural cities.</li> <li>• Utilize all forms of technology to promote professional opportunities in rural cities.</li> </ul>	<p>Professional Development</p> <p>City Managers of Tomorrow</p> <p>Advocacy</p> <p>City Managers of Tomorrow</p> <p>Membership</p> <p>City Managers of Tomorrow</p>

<b>4. Advocate the value of decisions being made at the local level and the Council/Manager form of government through ethical and professional city management.</b>	<ul style="list-style-type: none"> <li>• Provide education sessions and materials regarding the value of city services at TML council member training sessions.</li> </ul>	Advocacy
	<ul style="list-style-type: none"> <li>• Develop marketing materials and avenues for ambassadors and advocates for professional city management and TCMA membership such as “City Management Matters.”</li> </ul>	Advocacy
	<ul style="list-style-type: none"> <li>• Encourage and support elected officials to advocate for “Our Home,, Our Decision.”</li> </ul>	Advocacy
	<ul style="list-style-type: none"> <li>• Engage with educational community</li> </ul>	Advocacy
	<ul style="list-style-type: none"> <li>• Celebration of City Management profession 100-year milestone – tell the story</li> </ul>	Advocacy

**Table 2: Breakdown of Strategies by Committee**

<b>TCMA Committee</b>	<b>Service Strategies (Programs, Projects, and Initiatives)</b>	<b>Goal #</b>
<b>Advocacy</b>	<ul style="list-style-type: none"> <li>• Reduce barriers for rural cities recruiting through TML.</li> </ul>	Goal #3
	<ul style="list-style-type: none"> <li>• Provide education sessions and materials regarding the value of city services at TML council member training sessions.</li> </ul>	Goal #4
	<ul style="list-style-type: none"> <li>• Develop marketing materials and avenues for ambassadors and advocates for professional city management and TCMA membership such as “City Management Matters.”</li> </ul>	Goal #4
	<ul style="list-style-type: none"> <li>• Encourage and support elected officials to advocate for “Our Community, our Decision.”</li> </ul>	Goal #4
	<ul style="list-style-type: none"> <li>• Engage with educational community</li> </ul>	Goal #4



<p><b>Membership</b></p>	<ul style="list-style-type: none"> <li>• Increase the percentage of Texas City Managers that are TCMA members.</li> <li>• Increase the percentage of cities with multiple TCMA members.</li> <li>• 50% of TCMA scholarships go to women, African-American, and Hispanic members.</li> <li>• Increase contacts and encourage continued TCMA participation for those in transition through opportunities in rural cities.</li> </ul>	<p>Goal #1</p> <p>Goal #1</p> <p>Goal #2</p> <p>Goal #3</p>
<p><b>Professional Development</b></p>	<ul style="list-style-type: none"> <li>• Increase the quality of the curriculum and expand outreach at regional and annual meetings.</li> <li>• Increase enrollment in CPM and other accredited programs.</li> <li>• Increase participation in Idea Share</li> <li>• Expand networking opportunities through the inclusion of a variety of social events.</li> </ul> <p>Two sessions at the TCMA Annual Conference and one session at each of the WKC, City Management Clinic , and Regional training on the value of diversity, inclusion, and equity in the profession.</p> <ul style="list-style-type: none"> <li>• Encourage leadership development programs in rural cities.</li> </ul>	<p>Goal #1</p> <p>Goal #1</p> <p>Goal #1</p> <p>Goal #1</p> <p>Goal #2</p> <p>Goal #3</p>
<p><b>Equity Task Force</b></p>	<ul style="list-style-type: none"> <li>• Create equity task force</li> <li>• Increase students, young professionals, women, African-American, and Hispanic TCMA membership by 10% of the total TCMA membership annually.</li> </ul> <p>Target historically Black colleges and other colleges with significant numbers of underrepresented populations (Texas Southern, Paul Quinn, Houston-Tillotson, UTRGV, TWU, UTEP, etc.) for recruitment of careers in local government.</p>	<p>Goal #1</p> <p>Goal #2</p> <p>Goal #2</p>

	<ul style="list-style-type: none"> <li>• Measure current level of diversity in membership and training programs; increases by 10% annually.</li> </ul>	Goal #2
<b>City Managers of Tomorrow</b>	<ul style="list-style-type: none"> <li>• Increase the number of universities participating in the M.I.R. program.</li> </ul>	Goal #1
	<p>Target historically Black colleges and other colleges with significant numbers of underrepresented populations (Texas Southern, Paul Quinn, Houston-Tillotson, UTRGV, TWU, UTEP, etc) for recruitment of careers in local government.</p>	Goal #2
	<ul style="list-style-type: none"> <li>• Encourage implementation of succession plans in member cities.</li> <li>• Increase internship opportunities by connecting universities (and high schools) with rural cities.</li> </ul>	Goal #3 Goal #3
	<ul style="list-style-type: none"> <li>• Utilize all forms of technology to promote professional opportunities in rural cities.</li> </ul>	Goal #3

The Board then briefly discussed the need to identify appropriate measures of progress for each of the goals and strategies, assign these goals and strategies to TCMA’s standing committees, and formally adopt the plan.

## **D. Conclusions, recommendations, and next steps**

The TCMA Board completed the workshop process on time and completed all of the agenda items with the exception of identifying metrics for each goal and strategy. It appears from participant feedback that they felt it was a focused and productive session. There was an emphasis throughout this day-long planning session to focus on a few high impact goals and strategies rather than diluting the intended impact with more strategies than there are resources to address. To that end, the Board is encouraged to prioritize strategies for each its standing committees.

With the completion of the items listed in Next Steps, TCMA will be able to formally adopt the Strategic Plan and work with its committees to develop operational plans and associated activities. Specifically, next steps for the Board include:

- Further discuss/clarify expectations around quality of training in the local, regional and annual meetings and conferences;
- Review the draft of strategies, deciding which, if any, are long-term that should be carried forward in the plan as such;
- Confirm the process for the Board to monitor progress on goals and strategies;
- Formally approve the final 2018-2020 Strategic Plan;
- Assign strategies to standing committees, as well as designate the overall responsibility for the goal to a specific committee for those goals in which strategies are shared by more than one committee.
- Work with the standing committees and the newly formed Equity Task Force to identify operational plan/metrics for implementing the Strategic Plan.

## Appendices

### E.1. List of Workshop Attendees

**President**

Chris Coffman  
City Manager  
City of Granbury

**Director Region 3**

Robert Hanna  
City Manager  
City of Abilene

**Assistants' Organizations  
Representative**

Ian Benavidez  
Special Projects Manager  
City of San Antonio

**President-Elect**

Kenneth Williams  
City Manager  
City of Buda

**Director Region 4**

Opal Mauldin-Jones  
City Manager  
City of Lancaster

**Senior Advisor**

AC Gonzales

**Vice President**

Brad Stafford  
City Manager  
City of Navasota

**Director Region 6**

Stephanie Russell  
Assistant City Administrator  
City of Dickinson

**Senior Advisor**

Bob Livingston

**Immediate Past President**

David Harris  
City Administrator  
City of Balcones Heights

**Director Region 7**

James Earp  
Assistant City Manager  
City of Kyle

**TML Board Representative  
Elect**

Kelly Kuentler  
City Manager  
City of Leon Valley

**TML Board Representative**

Michael Ross  
Assistant City Manager  
City of Granbury

**Director Region 8**

E.A. Hoppe, IV  
Deputy City Manager  
City of Kerrville

**TML Deputy Executive  
Director**

Rachael Pitts

**Director Region 1**

Shane Stokes  
City Manager  
City of Pampa

**Director Region 10**

Gabriel Gonzalez  
Assistant City Manager  
City of Harlingen

**TML Affiliate Association  
Manager**

Kim Pendergraft

**Director Region 2**

Erik Rejino  
City Manager  
City of Levelland

**Director-at-Large**

Sereniah Breland  
City Manager  
City of Pflugerville

## E.2. Workshop Agenda

**Texas City Management Association  
Strategic Planning Workshop  
Hotel Granduca, Austin, Texas  
August 2, 2018**

### AGENDA

- 8:00 am **Workshop opening**  
Welcome, opening comments – Chris Coffman, President, TCMA
- Review of agenda** – Barry Bales  
Process and outcomes for the day  
Guidelines for working together
- Introductions of board members and staff**
- 9:15 am **Progress report on 2016-2018 TCMA Strategic Plan** - committee members  
Progress to date, what remains to be done  
Recommendations for what to keep, add, and/or delete for the coming year
- 10:15 am **Current and emerging Issues facing TCMA and the field**
- 12:00 noon Lunch
- 1:00 pm **Identify potential goals and objectives for 2018-2020 Strategic Plan**
- Prioritize goals**
- Define focus, outcomes** and measures for each goal/strategy; assign to committees
- Identify process for oversight/measuring progress.**
- 4:45 pm **Review decisions, final comments**
- 5:00 pm Adjourn

### **E.3. TCMA Services by Committee**

#### **Executive/Budget Committee**

Meets periodically to discuss association matters set the budget

#### **Advocacy Committee**

Facilitates membership involvement in the Texas Municipal League Legislative process by:

- Assisting TML in soliciting the TCMA membership and elected officials to actively engage in the legislative process.
- Vetting legislative issues of importance to the membership. Recommendations shall be submitted to the TCMA Board, which shall comply with affiliate “Mandatory Conditions Related to Legislative Activities” of TML.

#### **Ethics Committee**

Administers the TCMA Code of Ethics and Rules of Enforcement. Upon request, assists ICMA with fact-finding activities in cases involving ICMA members from Texas. Assists in the development and monitoring of ethics training for the TCMA membership.

- Provides online course and currently working on an advanced course
- Certified Ethics Trainers

#### **Membership Committee**

Responsible to communicate with, provide information to, and advocate on behalf of the members of TCMA. Some of the services provided are:

- Monthly newsletter
- Scholarships
- Awards
- Salary Survey
- MIT Services including a MIT Support Team
- Currently developing the Coaching Program

#### **Nominating Committee**

Oversees the election for statewide TCMA officer positions and coordinates recommendations from the Association for appropriate ICMA officer positions. Examines merits of proposed changes to the TCMA constitution. Must be a full-classified member to serve.

- Currently overseeing the special election for President-Elect

#### **Professional Development Committee**

Develops programs using the TCMA Educational Plan and coordinates logistics and develops programs for TCMA educational events; helps prepare the membership for constructive changes in the profession by enhancing the value of TCMA’s professional development opportunities.

- William “King” Cole 1 & 2
- City Management Clinic
- Annual Conference

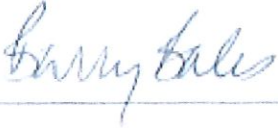

#### **Task Forces**

Currently “City Manager of Tomorrow” Task Force  
Newly formed “Equity” Task Force

**Other Services**

- Senior Advisor Program
- Regions provide networking and educational opportunities with training funds available

**F. Document Approval History**

Name and Title	Signature	Description and Date
<b>Initial Draft of Report</b>		
Barry Bales Principal New Directions in Leadership, LLC		Initial draft of report submitted to TCMA on August 13, 2018
Chris Coffman TCMA President		TCMA provided comments on _____
<b>Final Report</b>		
Barry Bales Principal New Directions in Leadership, LLC		Final report submitted to TCMA on _____
Chris Coffman TCMA President		Approved by TCMA on January <u>25, 2019</u>