



TCMA

**2020-2022
STRATEGIC PLAN**

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A. Executive Summary

The Texas City Management Association (TCMA) held its biennial Strategic Planning Project in 2020 which included a one-day strategic planning workshop for Board members on December 10, 2020. The Board discussed and decided key elements for its Strategic Plan for the next two-year period. Sixteen (16) Board members, one (1) Senior Advisor, and one (1) staff participated in the workshop held at the Hyatt Regency Lost Pines Resort in Cedar Creek, Texas.

The workshop was facilitated by Uncharted 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, strategies, and 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 as well as recommended next steps for finalizing the plan.

In a productive and participatory session, the TCMA Board identified four goals for its 2020-2022 strategic plan. They further identified the next steps they would take to finalize the plan and assign tasks to the standing committees. The four goals are as follows:

- Promote opportunities to serve in rural cities.
- Intentionally invite, embrace, and recruit emerging professionals, women, African-Americans, Hispanics, and other under-represented populations while recognizing and celebrating the contributions and service of current members.
- Enhance the value for TCMA membership through quality professional development, training, and networking opportunities.
- Continue to build bridges with all elected officials and citizenry with professionalism, integrity, and grace.

This report outlines the results of that workshop.

B. Overview of the planning process

The Texas City Management Association (TCMA) held its biennial Strategic Planning Project in 2020 which included a one-day strategic planning workshop for Board members on December 10, 2020. The Board discussed and decided key elements for its Strategic Plan for the next two-year period. Sixteen (16) Board members, one (1) Senior Advisor, and one (1) staff participated in the workshop held at the Hyatt Regency Lost Pines Resort in Cedar Creek, Texas. The list of workshop attendees is shown in Appendix E.1.

The workshop was facilitated by Uncharted 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 the documents that tracked progress on goals and strategies.

In addition, members were provided the following three (3) questions to consider 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, strategies, and 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 and recommendations for next steps following the workshop needed to finalize TCMA's strategic and operational plans.

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 2018-2020 Strategic Plan:

- City Manager of Tomorrow – Brad Stafford
- Professional Development – Sereniah Breland (current chair)
- Membership – Jay Stokes (current chair)
- Advocacy – Hugh R. Walker (current chair)
- Allies Across Texas Task Force – Kenneth R. Williams

Issues identification.

The goals and strategies in a Strategic Plan should address the critical issues facing the organization. These include both internal issues specific to TCMA as well as the larger societal issues that can affect the city management profession. 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 current 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 issues, trends, and challenges that affect this organization as the following:

- The pending number of retiring individuals anticipated over the next several years without adequate succession planning in place.
- The circumstances in the environment call for a higher level of professionalism in the city management field.
- We do not yet have the diversity/equity/inclusion in the city management profession that provides the fullest perspectives of our communities.
- Aging leadership and the challenge in recruiting and keeping younger talent.
- We don't yet provide resources and opportunities to broaden the perspective and increased professionalism that's needed in the city management profession.
- Many local communities do not know the value of membership with TMCA.
- The level of civil unrest in our cities provides both challenges and opportunities for the city management profession to step in and help.
- The expected vacancies in our field over the next 10 years weaken us and threaten sustainability.
- The increasing politicization of the environment and the negative impact of social media.
- The growing dissatisfaction toward government as well as the misunderstanding of what the government provides.
- The strained relationship between the legislature and city government.
- The lack of career options for rural cities to be competitive/attractive for city management professionals.
- The issues and challenges in public safety.
- The TCMA trying to be too many things.

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, recruiting/retaining more diversity in the profession/TCMA, enhancing the value of the TCMA membership to members, and building bridges with elected officials.

In small groups, participants were asked to 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:

- Promote opportunities to serve in rural cities.
- Intentionally invite, embrace, and recruit emerging professionals, women, African-Americans, Hispanics, and other under-represented populations while recognizing and celebrating the contributions and service of current members.
- Enhance the value for TCMA membership through quality professional development, training, and networking opportunities.
- Continue to build bridges with all elected officials and citizenry with professionalism, integrity, and grace.

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 was encouraged to consider those strategies that are likely to have the biggest impact on accomplishing the goal. Each group then reported the strategies in their goal area and got consensus from the larger group as a whole.

C. Summary of Project Findings

The following are the goals and strategies selected by the Board for its 2020-2022 TCMA Strategic Plan. Table 1 shows the strategies as listed by goal. Section D of this report – Conclusion and Recommendations for Next Steps – includes recommendations for assigning accountability for goals, strategies and tasks to individual committees and task forces. Following those assignments, Table 2 is included to enable the board to group each committee’s responsibilities.

Table 1: Breakdown of Strategies by Strategic Goals

Priority Issues/Results	Service Strategies (Programs, Projects, and Initiatives)	TCMA Committee
1. Promote opportunities to serve in rural cities	<ul style="list-style-type: none"> • Encourage leadership and professional development programs in rural cities. • Reduce barriers for rural cities recruiting. 	Professional Development City Managers of Tomorrow and Allies Across Texas Task Force

	<ul style="list-style-type: none"> • Use all social media mediums to promote opportunities to serve in rural cities 	City Managers of Tomorrow
<p>2. Intentionally invite, embrace, and recruit emerging professionals, women, African-Americans, Hispanics, and other under-represented populations while recognizing and celebrating the contributions and service of current members</p>	<ul style="list-style-type: none"> • Enhance knowledge for definition of diversity and inclusivity. • Make equity taskforce a standing committee. • 50% of TCMA scholarships go to women, African-American, and Hispanic members. • Minimum of two professional development classes each year at conference sessions (TCMA, WKC, Regional) devoted to enhancing the knowledge of diversity, inclusion, and equity in the profession. • Increase the TCMA membership of those in underrepresented populations by 10%. • Develop partnerships with National Forum for Black Public Administrators and Texas Women Leading Government Institute. • Increase the percentage of Professional Texas City Managers who are TCMA members. 	<p>Allies Across Texas Task Force</p> <p>Allies Across Texas Task Force</p> <p>Membership</p> <p>Professional Development</p> <p>Allies Across Texas Task Force</p> <p>Allies Across Texas Task Force</p> <p>Membership and Regional Presidents</p>
<p>3. Enhance the value for our membership through quality professional development, training, and networking opportunities</p>	<ul style="list-style-type: none"> • Increase the quality of the curriculum and expand outreach at regional and annual meetings. • Increase enrollment in CPM and other accredited programs. • Increase the number of universities that participate in the MIR program. • Expand networking opportunities through the inclusion of a variety of social events. 	<p>Professional Development</p> <p>Professional Development</p> <p>City Managers of Tomorrow</p> <p>Professional Development</p>

	<ul style="list-style-type: none"> • Add a subcommittee to establish leadership development program, two years working with the assistants' group. • Eliminate the stigma on mental/brain health while providing access to resources (amended 6/9/22). 	Professional Development Membership and Professional Development
4. Continue to build bridges with all elected officials and citizenry with professionalism, integrity and grace	<ul style="list-style-type: none"> • Promote and create educational materials and programs that highlight the role of local government and the city management profession. • Provide education sessions and materials regarding the value of city services at TML council member training sessions. • Ensure existing resources are current, relevant, and easily available. • Ensure regions provide public policy or related training at least once per year. 	Advocacy and Public Policy Task Force Advocacy Advocacy Professional Development and Public Policy Task Force

Table 2: Breakdown of Strategies by Committee

TCMA Committee	Service Strategies (Programs, Projects, Tasks, and Initiatives)	Goal #
Advocacy	<ul style="list-style-type: none"> • Promote and create educational materials and programs that highlight the role of local government and the city management profession. 	1
	<ul style="list-style-type: none"> • Provide education sessions and materials regarding the value of city services at TML council member training sessions. 	4
	<ul style="list-style-type: none"> • Ensure existing resources are current, relevant, and easily available. 	4

<p>City Manager of Tomorrow</p>	<ul style="list-style-type: none"> • Reduce barriers for rural cities recruiting. • Use all social media mediums to promote opportunities to serve in rural cities • Increase the number of universities that participate in the MIR program. 	<p>1</p> <p>1</p> <p>3</p>
<p>Membership</p>	<ul style="list-style-type: none"> • 50% of TCMA scholarships go to women, African-American, and Hispanic members. • Increase the percentage of Professional Texas City Managers who are TCMA members. • Eliminate the stigma on mental/brain health while providing access to resources (amended 6/9/22). 	<p>2</p> <p>2</p> <p>3</p>
<p>Professional Development</p>	<ul style="list-style-type: none"> • Encourage leadership and professional development programs in rural cities. • Minimum of two professional development classes each year at conference sessions (TCMA, WKC, Regional) devoted to enhancing the knowledge of diversity, inclusion, and equity in the profession. • Increase the quality of the curriculum and expand outreach at regional and annual meetings. • Increase enrollment in CPM and other accredited programs. • Expand networking opportunities through the inclusion of a variety of social events. • Add a subcommittee to establish leadership development program, two years working with the assistants' group. 	<p>1</p> <p>2</p> <p>3</p> <p>3</p> <p>3</p> <p>3</p>

	<ul style="list-style-type: none"> • Eliminate the stigma on mental/brain health while providing access to resources (amended 6/9/22). 	3
	<ul style="list-style-type: none"> • Ensure regions provide public policy or related training at least once per year. 	4
Allies Across Texas	<ul style="list-style-type: none"> • Reduce barriers for rural cities recruiting. 	1
	<ul style="list-style-type: none"> • Enhance knowledge for definition of diversity and inclusivity. 	2
	<ul style="list-style-type: none"> • Make equity taskforce a standing committee. 	2
	<ul style="list-style-type: none"> • Increase the TCMA membership of those in underrepresented populations by 10%. 	2
	<ul style="list-style-type: none"> • Develop partnerships with National Forum for Black Public Administrators and Texas Women Leading Government Institute. 	2
Public Policy Task Force	<ul style="list-style-type: none"> • Promote and create educational materials and programs that highlight the role of local government and the city management profession. 	4
	<ul style="list-style-type: none"> • Ensure regions provide public policy or related training at least once per year. 	4
TCMA Regions	<ul style="list-style-type: none"> • Increase the percentage of Professional Texas City Managers who are TCMA members. 	2

D. Conclusion and recommendations for next steps

The issues and challenges facing the city management profession, identified above and substantial even in the best of times, have only been exacerbated during COVID times. In an activity to close the December 10th Strategic Planning session, the facilitator asked each Board member to briefly share an accomplishment their city had been able to achieve during the challenging times of the COVID pandemic. The stories were inspiring.

Members of the TCMA Board, from the perspective of the facilitator for this session, are highly accomplished professionals committed to TCMA and the city management profession. As committed as they are, service on a voluntary Board such as TCMA is a duty in addition to their already busy jobs. While each feels the responsibility to improve TCMA and the profession, it is imperative that their efforts be focused on those priorities that will have the biggest impact on TCMA and the field.

In its work session on December 10, the TCMA Board identified the major goals and key strategies for 2020-2022. The following steps are recommended to enable the Board to finalize its strategic and operating plans.

Recommendations for finalizing the 2020-2022 strategic plan:

- Identify the strategies from the 2018-2020 plan that are not yet included in this draft but involve ongoing work that could add to and enhance the accomplishment of the 2020-2022 goals.
- When the Executive Board is confident that the plan includes all needed ongoing and intended strategies, it may consider if the Executive Board, Full Board or a Subcommittee of the Board will assign goals and strategies to standing committees/task force. After such delegation, the committees should identify specific, measurable tasks under each strategy, and each committee is urged to focus on those tasks that will have the biggest impact on accomplishing the strategies and goals in the strategic plan.
- Confirm the process for the Board to monitor progress on goals, strategies and tasks.
- Formally approve the final 2020-2022 Strategic Plan.
- Finally, there was some discussion about the need to periodically review the organization's bylaws to ensure they continue to enable and support the work of the Association. In particular, attention might be given to how the committee structure can best support the accomplishment and continuity of the Board's work. While this review/update was not included as a formal goal within the strategic plan, the Board could decide to either make it an additional goal or pursue that effort outside of the strategic plan.

With the completion of these recommendations, TCMA will be able to formally adopt the Strategic Plan and work with its committees to develop operational plans and associated activities.

E. Appendices

E.1. List of Workshop Attendees

President

Brad Stafford
City Manager
City of Navasota

President-Elect

Sereniah Breland
City Manager
City of Pflugerville

Vice President

James J. Stokes
City Manager
City of Deer Park

Immediate Past President

Kenneth R. Williams
City Manager
City of Buda

TML Board Representative

Hugh R. Walker
Deputy City Manager
City of Bryan

Director Region 2

Erik Rejino
City Manager
City of Levelland

Director Region 3

Paul Menzies
Assistant City Manager
City of Wichita Falls

Director Region 4

Mark E. Hindman
City Manager
City of North Richland Hills

Director Region 5

Jay M. Abercrombie
City Manager
City of Henderson

Director Region 6

Corby D. Alexander
City Manager
City of La Porte

Director Region 7

James Fisher
City Manager
City of Brenham

Director Region 8

Bill Hill, III
City Manager
City of Shavano Park

Director Region 9

Brian DeLatte
Deputy City Manager
City of Portland

Director Region 10

Jeff Johnston
Assistant City Manager
City of McAllen

Director-at-Large

Opal Mauldin-Jones
City Manager
City of Lancaster

Assistants' Org Rep

Mayra Cantu
Management Analyst
City of Georgetown

Senior Advisor

AC Gonzales

**TML Affiliate Association
Manager**

Kim Pendergraft

E.2. Workshop Agenda

**Texas City Management Association
Strategic Planning Workshop**
Hyatt Regency Lost Pines Resort, Cedar Creek, Texas
December 10, 2020

AGENDA

- 8:00 am **Workshop opening**
Welcome, opening comments – Brad Stafford, 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 2018-2020 TCMA Strategic Plan** - committee status
Progress to date, what remains to be done
Recommendations for what to keep, add, and/or delete for the coming year
- 10:00 am Break
- 10:15 am **Current and emerging Issues facing TCMA and the field**
- Noon Lunch
- 1:00 pm **Identify potential goals and objectives for 2020-2022 Strategic Plan**
- Prioritize goals**
- Define focus, outcomes** and measures for each goal/strategy; assign to committees
- Identify process for oversight/measuring progress.**
- 3:00 pm Break
- 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

“Allies Across Texas” 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
Initial Draft of Report		
Barry Bales Principal Uncharted Leadership USA		Initial draft of report submitted to TCMA on December 16, 2020
Brad Stafford TCMA President		TCMA provided comments on _____
Final Report		
Barry Bales Principal Uncharted Leadership USA		Final report submitted to TCMA on _____.
Brad Stafford TCMA President		Approved by TCMA on April 9, 2021.