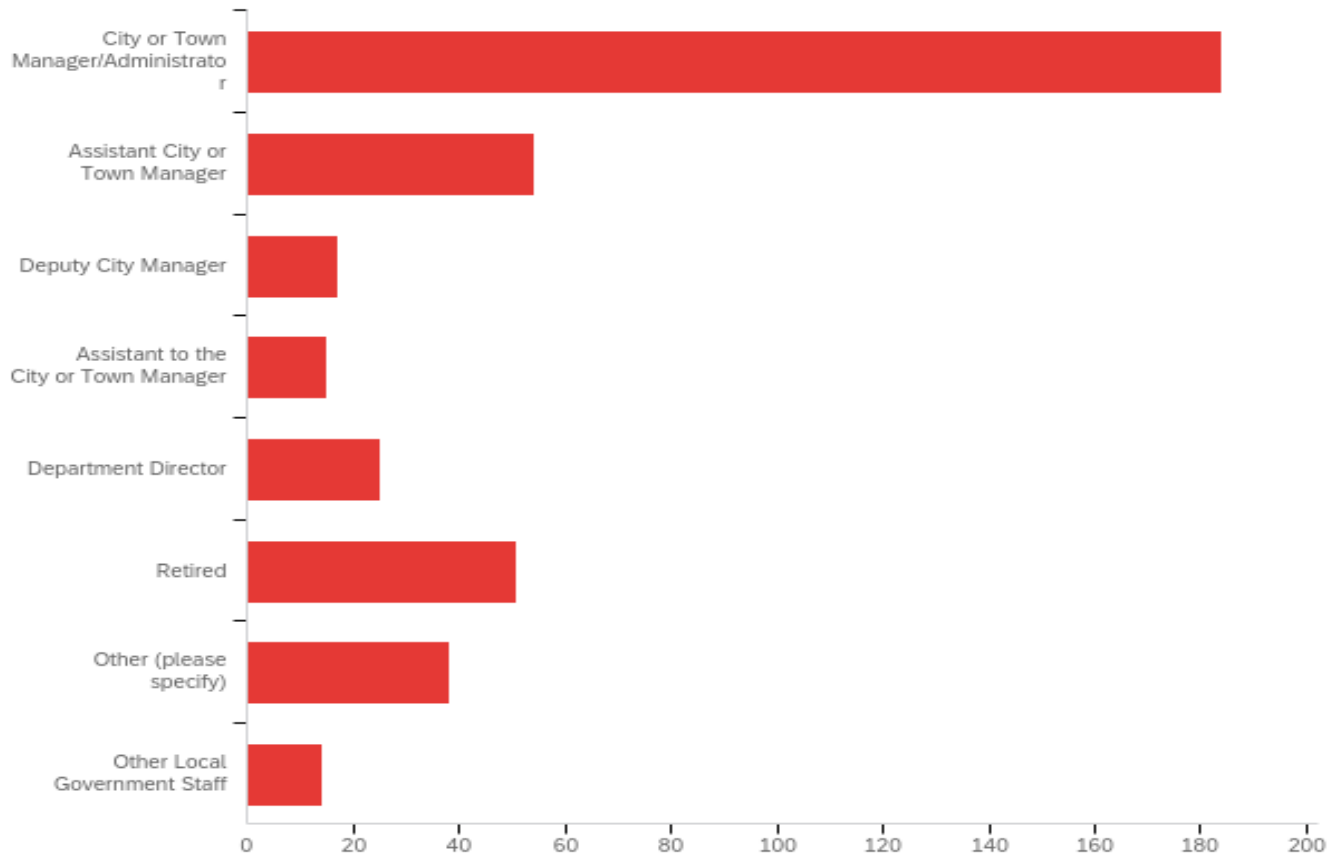


**2020 TCMA Membership Survey
(1165 Distributed; 398 Respondents; 34%)**

1. What is your current job position?



#	Answer	%	Count
1	City or Town Manager/Administrator	46.23%	184
2	Assistant City or Town Manager	13.57%	54
3	Deputy City Manager	4.27%	17
4	Assistant to the City or Town Manager	3.77%	15
5	Department Director	6.28%	25
6	Retired	12.81%	51
7	Other (please specify)	9.55%	38
8	Other Local Government Staff	3.52%	14
	Total	100%	398

Other (please specify)

student

MIT

semi-retired perform Interim Manager Services

In a Strong Mayor city, but position is similar to that of a Deputy City Manager

county administrator

City Secretary and Interim City Administrator

Faculty- The Bush School

former CM

Retired and President of Consulting Company

University Research Campus Director

In Transition

Student

Community Planning Practice Leader

Deputy Director

MPA student

Executive Director

In transition, most recently a Town Manager

Student

Retired & University Professor

Engineer

MPA Student

On staff of State House of Representative

Executive Director for a special district

Retired, but do municipal consulting

MIT

Risk Pool Member Svcs Manager

Contract staff for a city

Consultant

Intern for the City Manager

Student

County Administrator

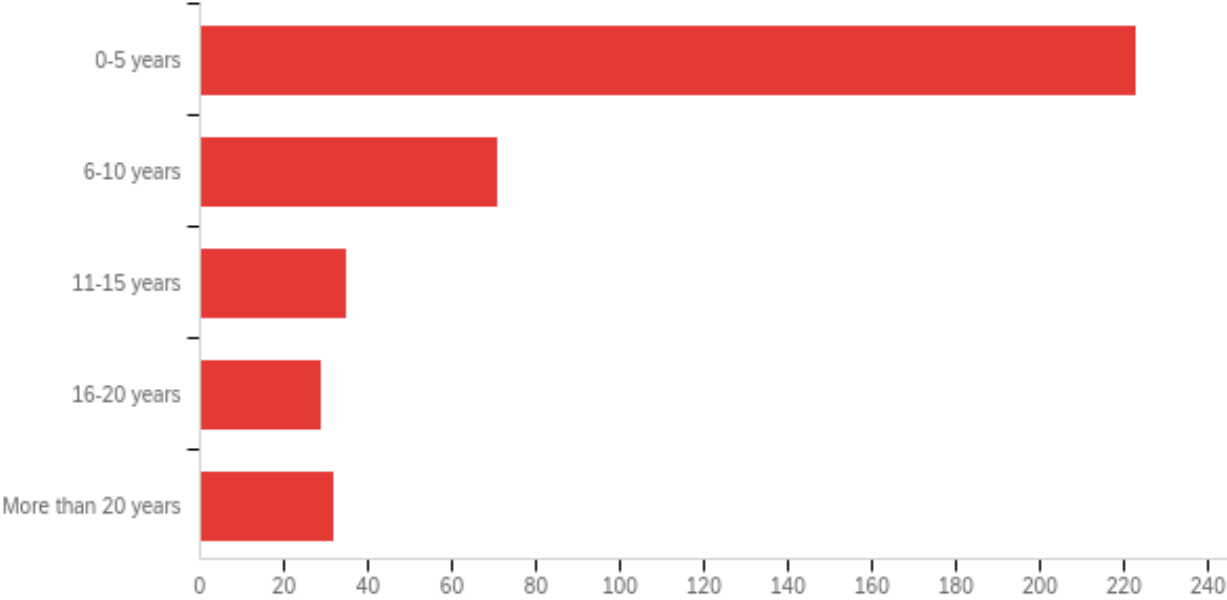
Management Analyst

Executive Director FEDC

COG Executive Director

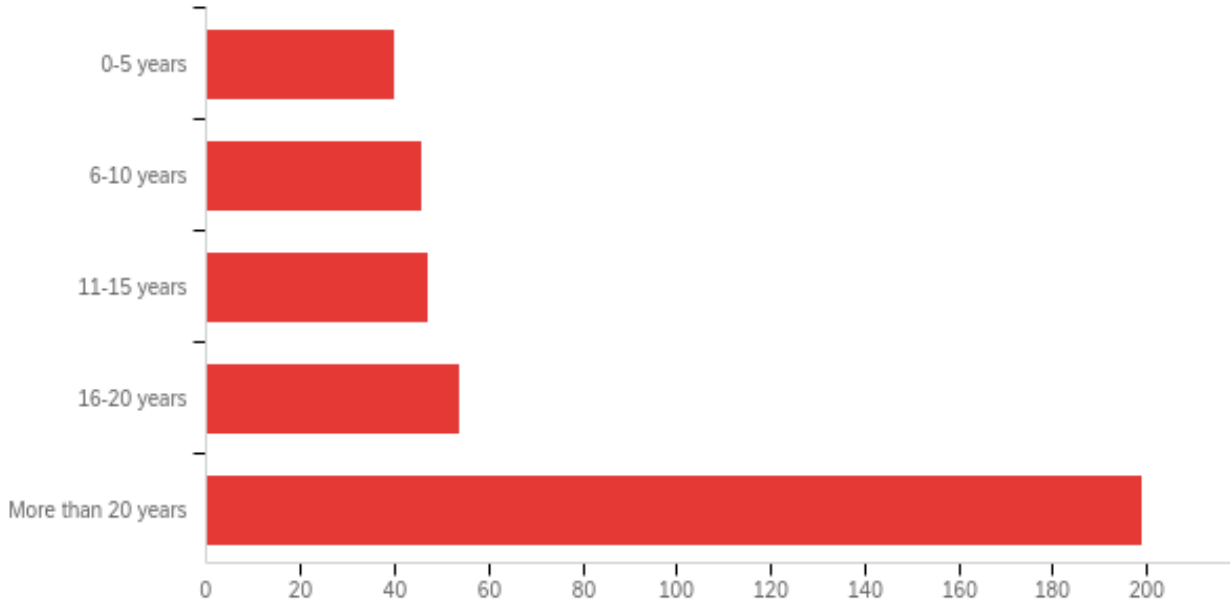
University Professor

2. How many years have you been employed in this position?



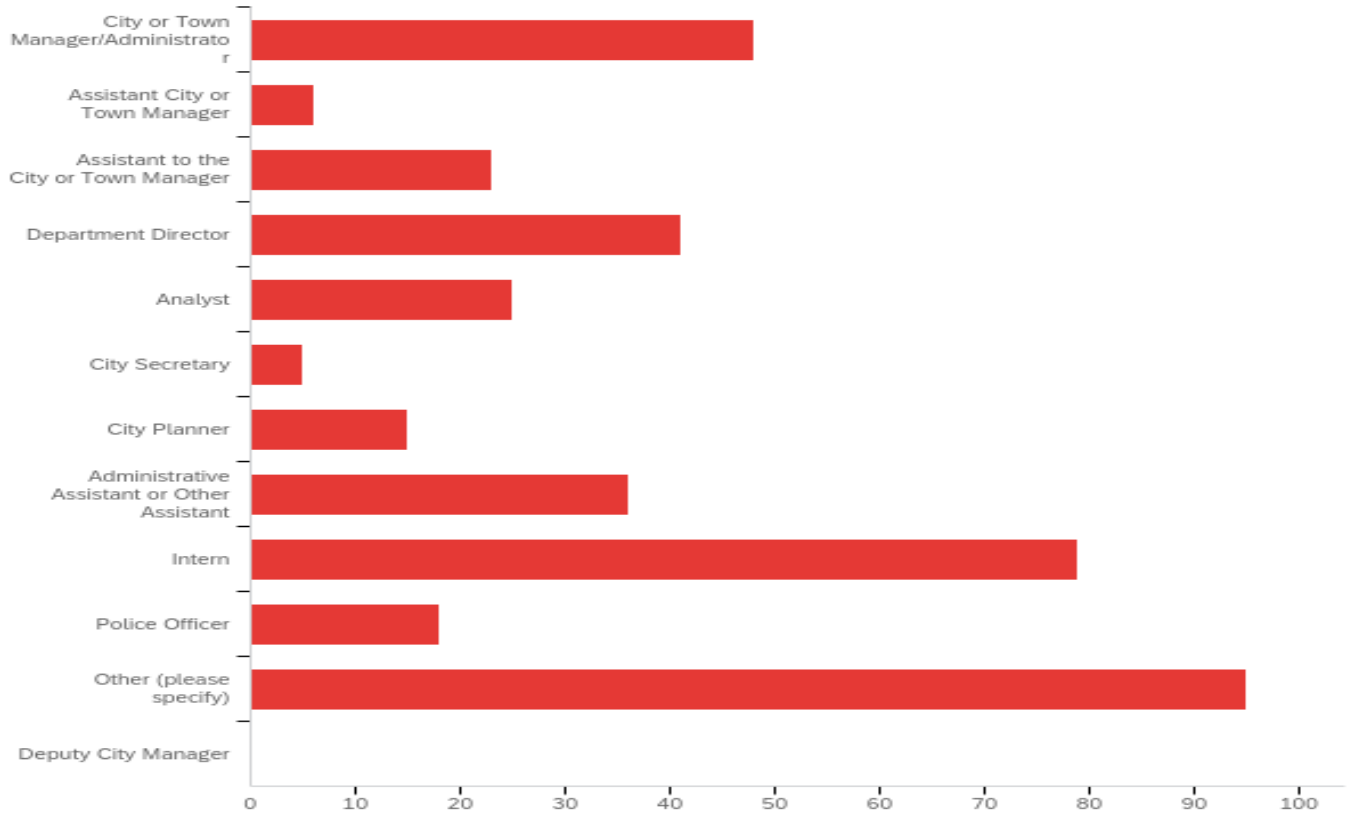
#	Answer	%	Count
1	0-5 years	57.18%	223
2	6-10 years	18.21%	71
3	11-15 years	8.97%	35
4	16-20 years	7.44%	29
5	More than 20 years	8.21%	32
	Total	100%	390

3. How many years have you been employed in local government?



#	Answer	%	Count
1	0-5 years	10.36%	40
2	6-10 years	11.92%	46
3	11-15 years	12.18%	47
4	16-20 years	13.99%	54
5	More than 20 years	51.55%	199
	Total	100%	386

4. What was the first position you held as a city employee?



#	Answer	%	Count
1	City or Town Manager/Administrator	12.28%	48
2	Assistant City or Town Manager	1.53%	6
3	Assistant to the City or Town Manager	5.88%	23
4	Department Director	10.49%	41
5	Analyst	6.39%	25
6	City Secretary	1.28%	5
7	City Planner	3.84%	15
8	Administrative Assistant or Other Assistant	9.21%	36
9	Intern	20.20%	79
10	Police Officer	4.60%	18
11	Other (please specify)	24.30%	95
12	Deputy City Manager	0.00%	0
	Total	100%	391

Other (please specify)

Utility inspector

Meter Reader

Firefighter/paramedic

water billing clerk

Court Clerk

Utility Billing Clerk

ED/mtg of a nonprofit with pd city staff

staff accountant

Court Clerk

Construction Inspector

DEPUTY CITY SECRETARY

Sports Complex Manager

Pool Manager

meter clerk

Legal Assistant in City Attorney's Office

Public Information Officer

Parks and Recreation Director

Emergency Management Officer

Administrative Assistant

Assistant Department Director

Planning Technician

Drafting

Recreation Programmer

Economic Development Director

Golf Manager

911 Dispatcher

Auditor

Hazardous Materials Planner (Emergency Management)

Engineering assistant

Maintenance Worker

Public Works

Firefighter

Water Utilities Worker

Court Clerk

Maintenance Worker

Public Information Officer

Accountant/Utility Billing Clerk

Lifeguard

Project Coordinator

Economic Development Director

Literacy Coordinator

City Auditor

health officer

City Attorney

Recreation Coordinator

Project Manager

Municipal Judge

Court Clerk

none held

Firefighter

Purchasing Director

Manager

Drafting Tech

City of Dallas. Storeroom Clerk and tractor tire repairman

No position held working for a city.

Accounting Manager

Electrical Inspector, then firefighter

maintenance worker

Firefighter

CAD / GIS

Codes Inspector

Programmer/Analyst

Firefighter/Paramedic

Water Treatment Plant Operator

Recreation Specialist

Tourism Director

Utility Worker

Maintenance Worker

staff engineer

Traffic Engineer

dispatcher

Cashier/Communications

Maintenance Director

Accountant

Engineering Technician

Engineering Assistant

Planning Technician

Marketing/PR

Maintenance worker

Paramedic/Fire Fighter

Economic Development Project Manager City of Brentwood CA

Ass't Dept Head

Also assistant to the City Manager

Recreation Supt.

Housing Rehabilitation Assistant/Clerk

Second Assistant Golf Course Superintendent

Utility Billing Clerk

Planner 1

Paramedic

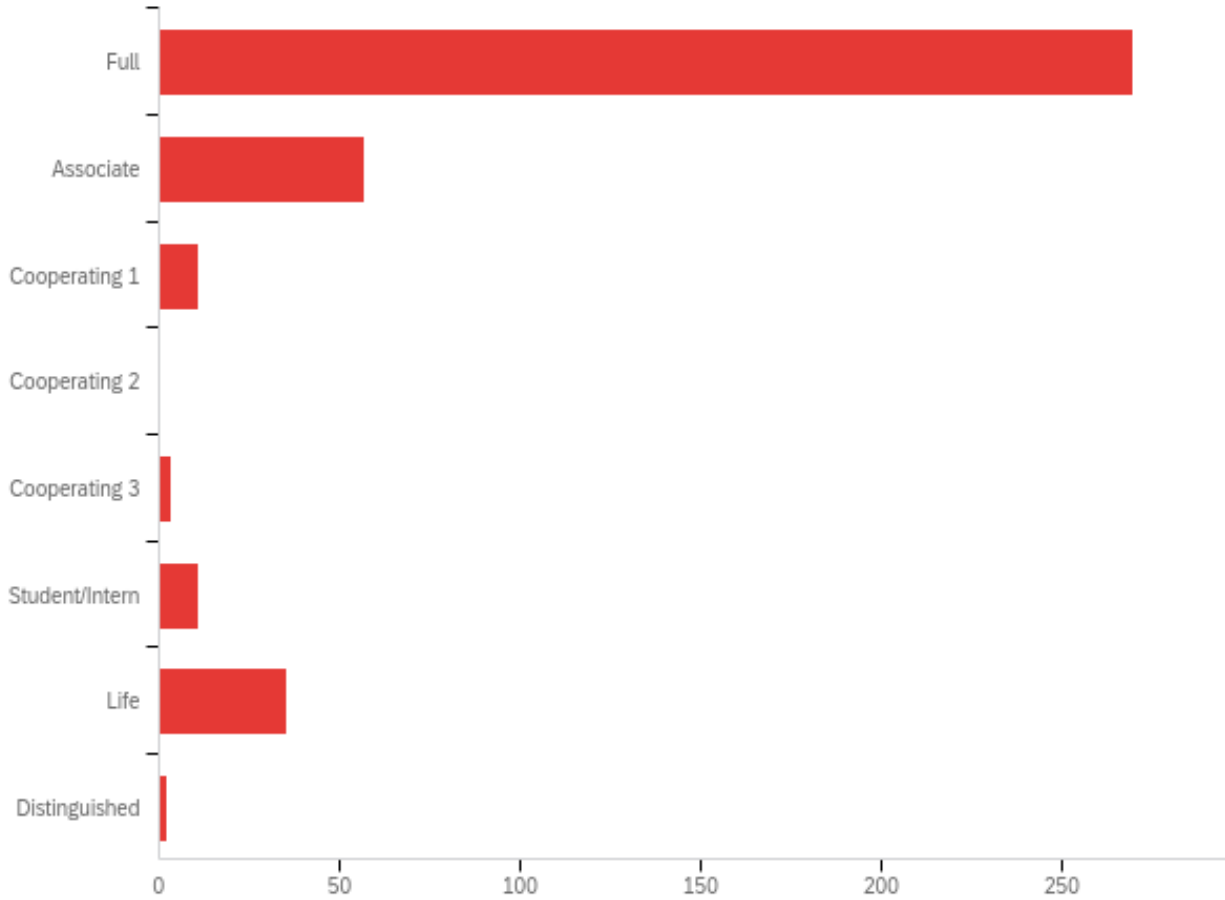
CD Program Specialist

Recreation Manager

Police Department Dispatcher

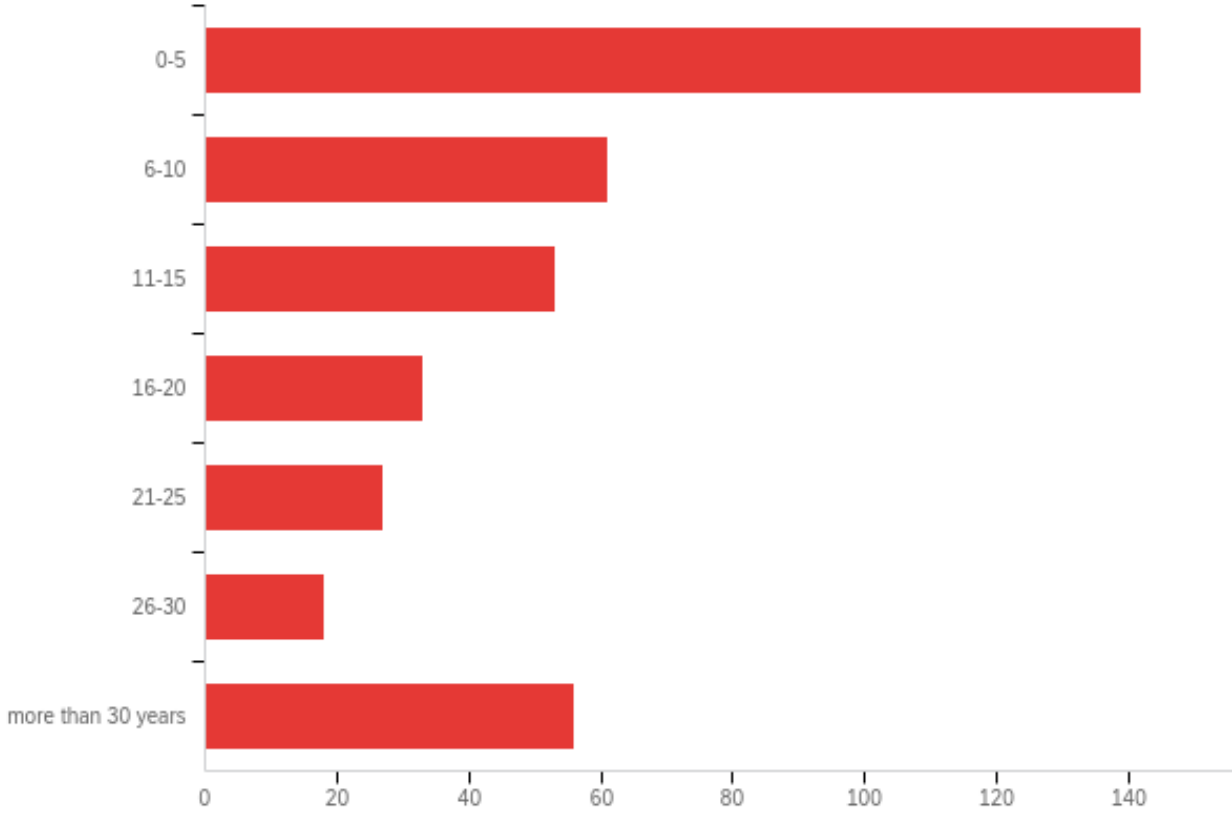
Deputy City Secretary

5. Please indicate your current TCMA membership classification:



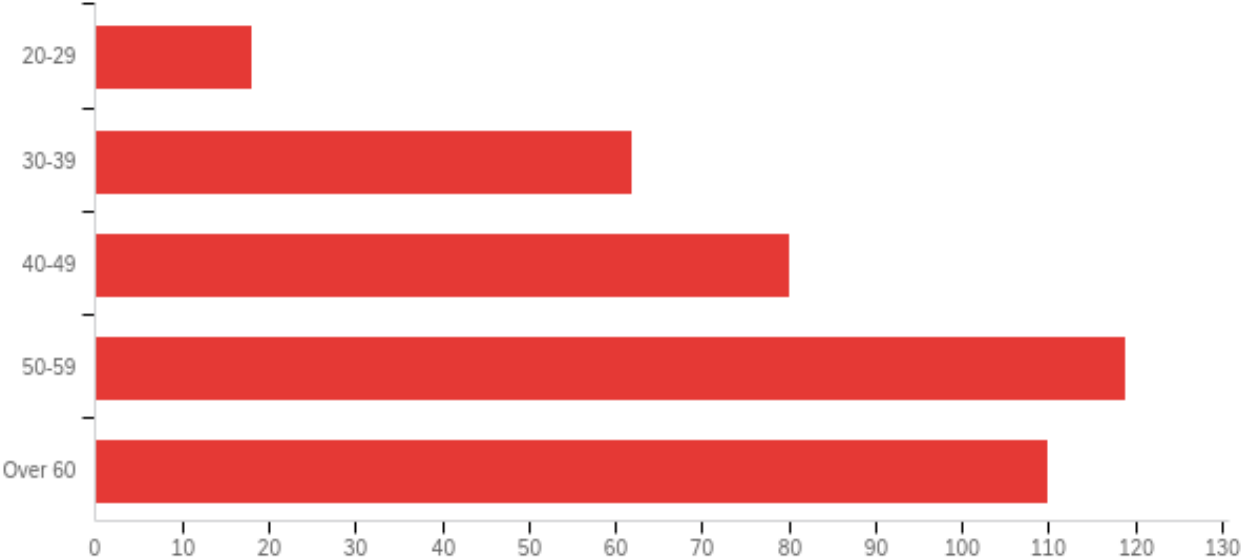
#	Answer	%	Count
1	Full	69.41%	270
2	Associate	14.65%	57
3	Cooperating 1	2.83%	11
4	Cooperating 2	0.00%	0
5	Cooperating 3	0.77%	3
6	Student/Intern	2.83%	11
7	Life	9.00%	35
8	Distinguished	0.51%	2
	Total	100%	389

6. How many years have you been a TCMA member?



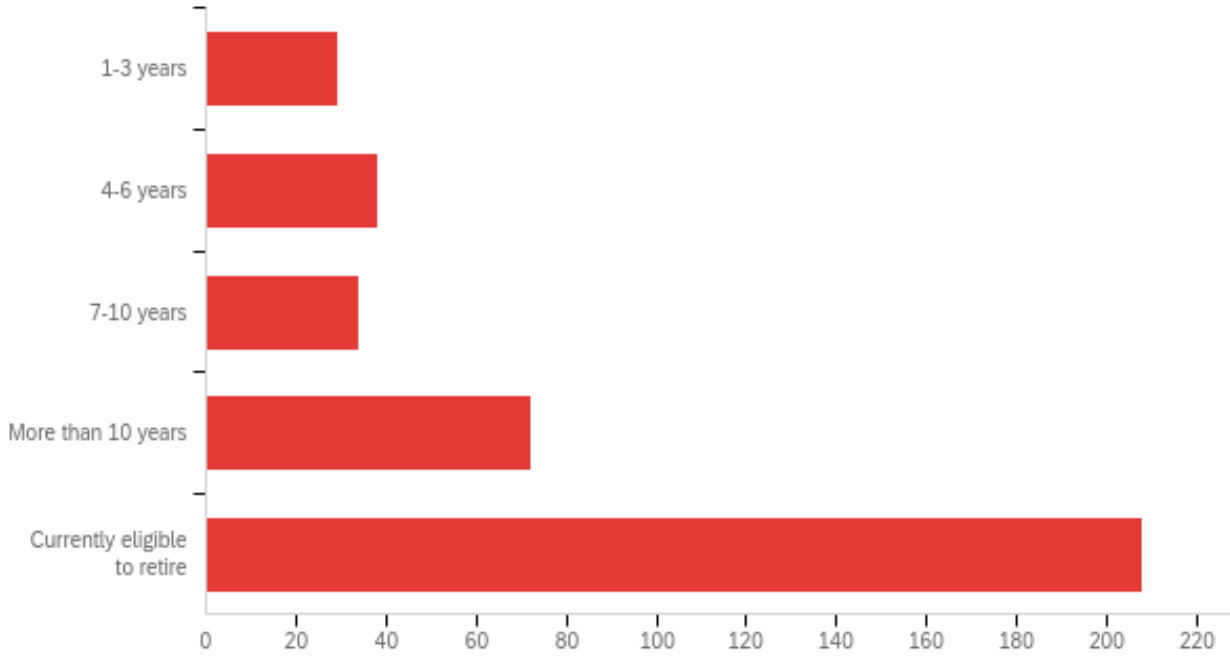
#	Answer	%	Count
1	0-5	36.41%	142
2	6-10	15.64%	61
3	11-15	13.59%	53
4	16-20	8.46%	33
5	21-25	6.92%	27
6	26-30	4.62%	18
7	more than 30 years	14.36%	56
	Total	100%	390

7. What is your age?



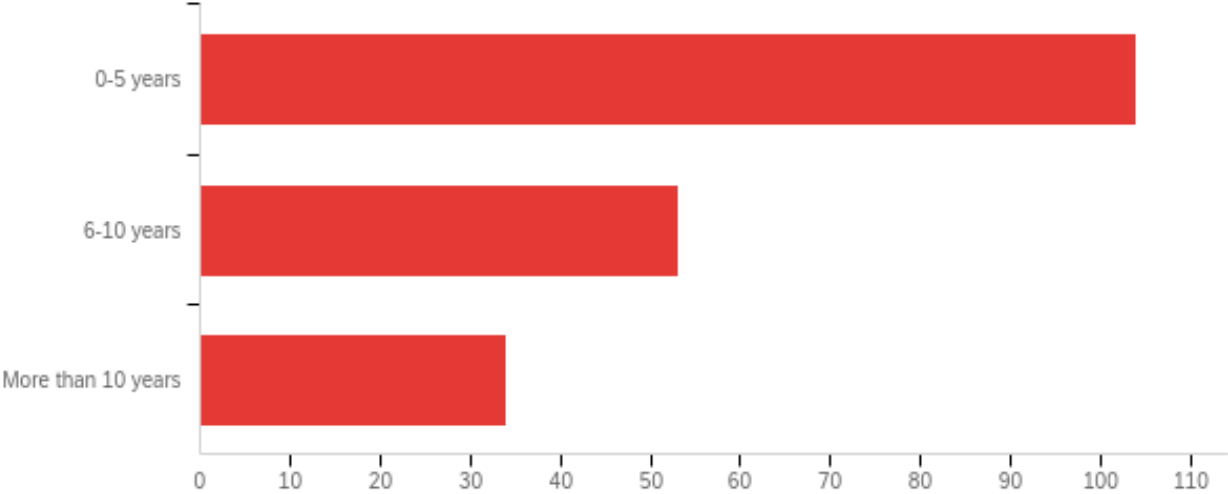
#	Answer	%	Count
1	20-29	4.63%	18
2	30-39	15.94%	62
3	40-49	20.57%	80
4	50-59	30.59%	119
5	Over 60	28.28%	110
	Total	100%	389

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



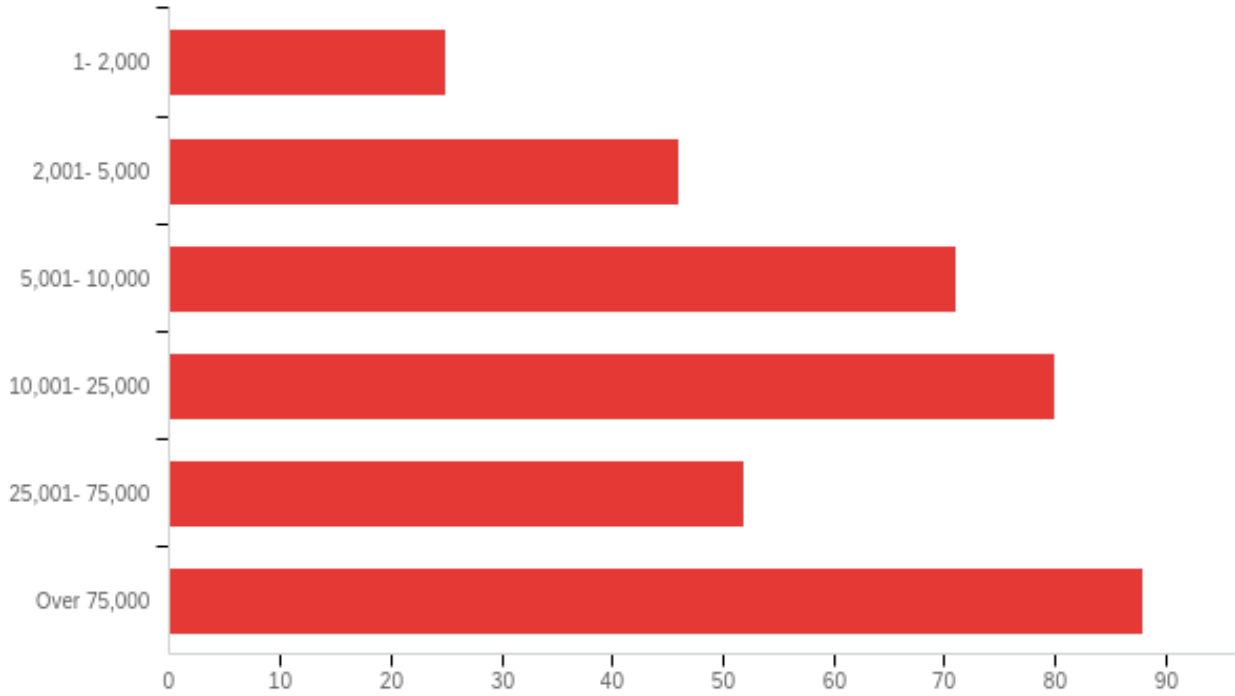
#	Answer	%	Count
1	1-3 years	7.61%	29
2	4-6 years	9.97%	38
3	7-10 years	8.92%	34
4	More than 10 years	18.90%	72
5	Currently eligible to retire	54.59%	208
	Total	100%	381

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



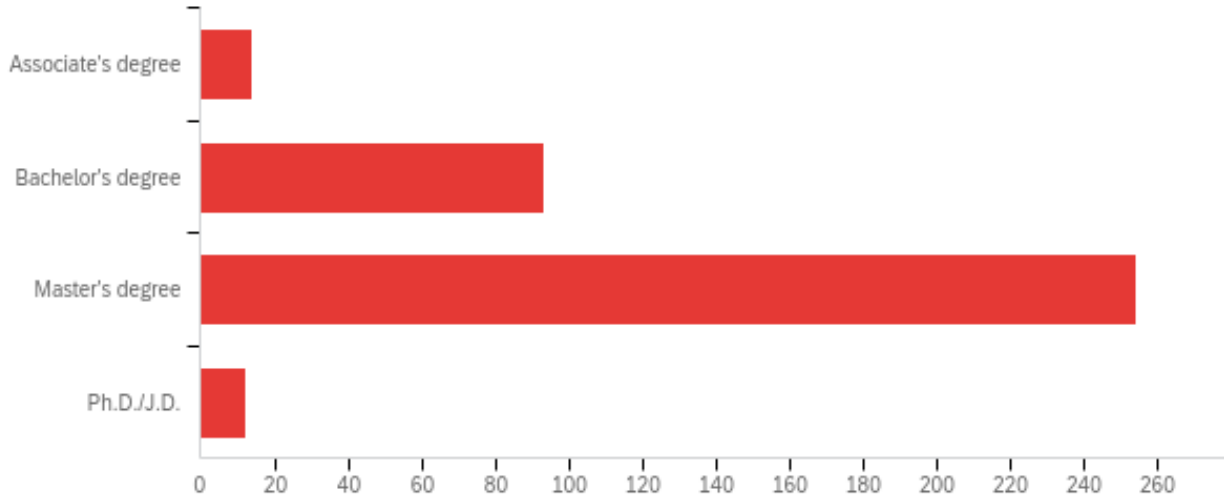
#	Answer	%	Count
1	0-5 years	54.45%	104
2	6-10 years	27.75%	53
3	More than 10 years	17.80%	34
	Total	100%	191

10. What is the population of your city?



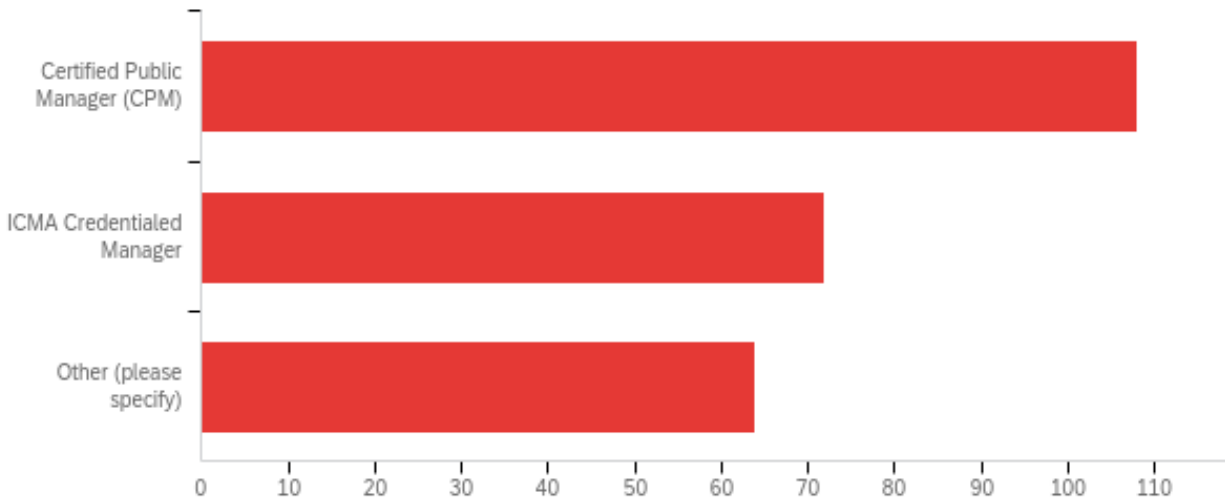
#	Answer	%	Count
1	1- 2,000	6.91%	25
2	2,001- 5,000	12.71%	46
3	5,001- 10,000	19.61%	71
4	10,001- 25,000	22.10%	80
5	25,001- 75,000	14.36%	52
6	Over 75,000	24.31%	88
	Total	100%	362

11. What is your highest educational level?



#	Answer	%	Count
1	Associate's degree	3.75%	14
2	Bachelor's degree	24.93%	93
3	Master's degree	68.10%	254
4	Ph.D./J.D.	3.22%	12
	Total	100%	373

12. Do you hold or are you currently pursuing a certification in the following programs? (You can select more than one.)



#	Answer	%	Count
1	Certified Public Manager (CPM)	44.26%	108
2	ICMA Credentialed Manager	29.51%	72
3	Other (please specify)	26.23%	64
	Total	100%	244

Other (please specify)

Certified Ethics Trainer

In MPA program at UNT

was ICMA-CM but allowed it to lapse upon retirement

MPA

No - Retired

Texas Real Estate License

Professional Engineer

No

None. Retired

AICP

certified fraud examiner CFE

AICP, LEED AP ND

Registered Tax Assessor/Collector

CGFO

MPA, Master of Public Administration

Utility Management Institute

Certified Texas Contract Manager, Project Management Professional

Certified Floodplain Manager (CFM)

Texas Registered Municipal Clerk and Certified Municipal Clerk

CEcD

SPHR and SHRM-SCP

Texas Registered Municipal Clerk

PMP

TRMC

MPA

Masters in Organizational Development

MPA

CPA

N/A

CGFO

AICP

Certified Economic Developer

Pursuing

CGFO

CPRP

Certified Government Finance Officer

No

Certified Water Professional

CPRP

N/A - Hope to in the future!

CGFO

no

Six Sigma

NO

I let my ICMA Credential expire

none

NA

Economic Development from Oklahoma University

AICP

CPFO

PCED

CPS (Certified Public Supervisor)

Economics/Accounting/Banking

Harvard Executive Certificate

Certified Government Finance Officer

Texas Registered Municipal Clerk and Master Municipal Clerk

AICP, CFM

CGFO

Utility Management Institute

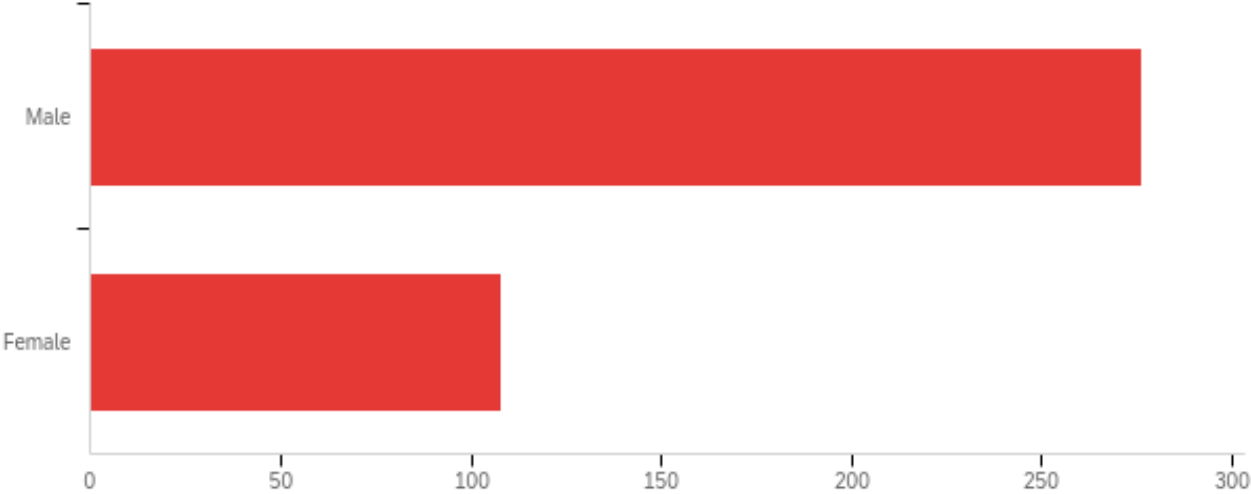
Certified Government Finance Officer

Professional Community and Economic Developer (PCED)

PE, AICP

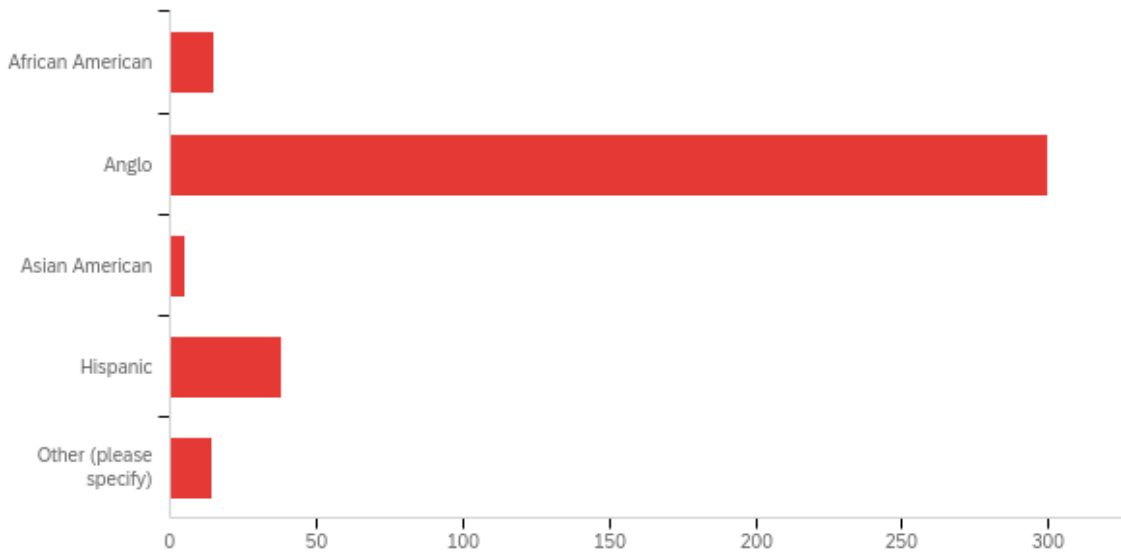
CGFO

13. What is your gender?



#	Answer	%	Count
1	Male	71.88%	276
2	Female	28.13%	108
	Total	100%	384

14. What is your ethnicity? (This question is optional. The information is used for reporting TCMA demographics only.)



#	Answer	%	Count
1	African American	4.03%	15
2	Anglo	80.65%	300
3	Asian American	1.34%	5
4	Hispanic	10.22%	38
5	Other (please specify)	3.76%	14
	Total	100%	372

Other (please specify)

Caucasian

White

American

Caucasian

Caucasian

Italian/Caucasian

Pacific Islander

White

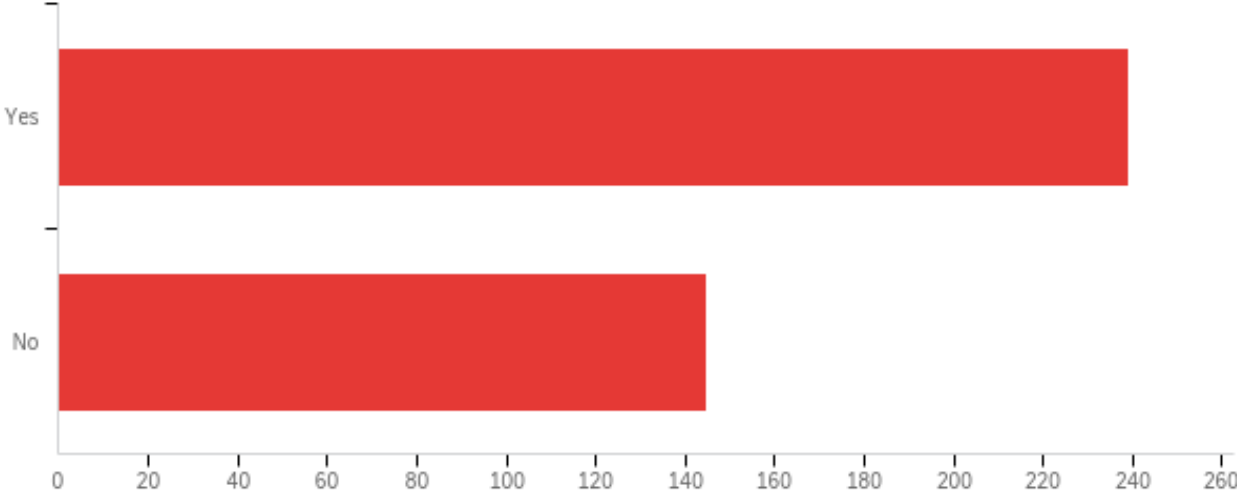
American

Native American

Just plain 'ole American

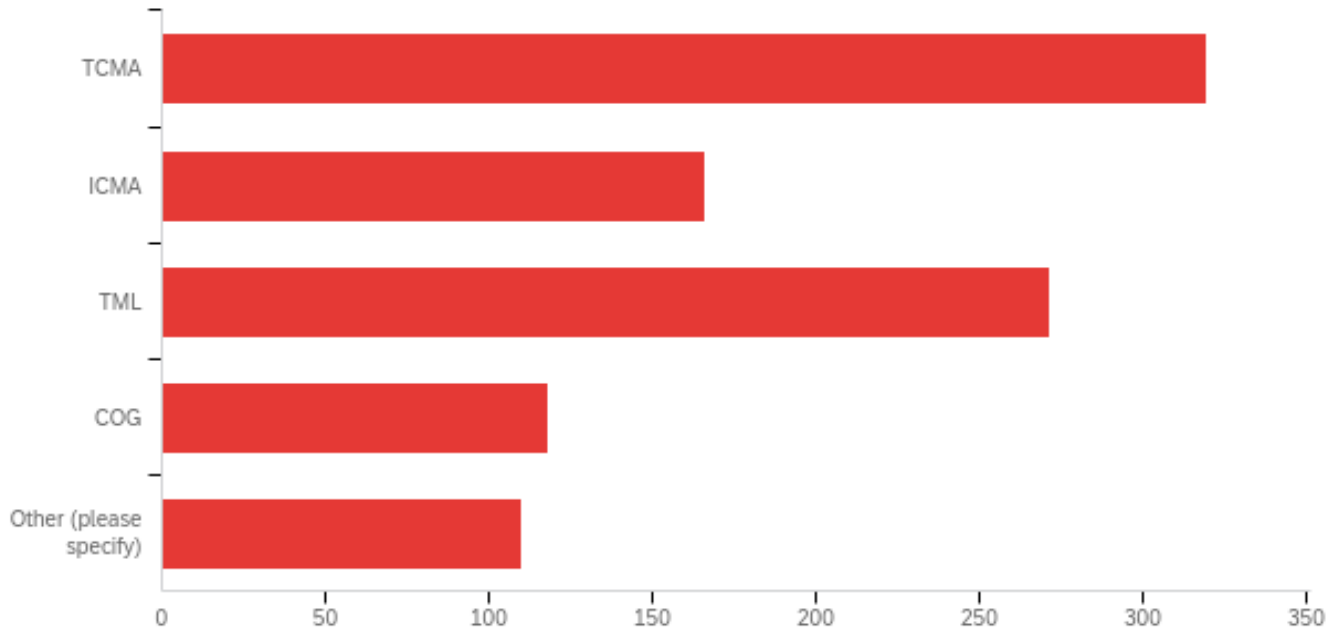
white

15. Are you an ICMA member?



#	Answer	%	Count
1	Yes	62.24%	239
2	No	37.76%	145
	Total	100%	384

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



#	Answer	%	Count
1	TCMA	32.45%	320
2	ICMA	16.84%	166
3	TML	27.59%	272
4	COG	11.97%	118
5	Other (please specify)	11.16%	110
	Total	100%	986

Other (please specify)

NACD

TXCPA, Dallas CPAs

APA, AICP

TEDC

University of Virginia; LEAD/SEI

Graduate School

SGR

Various professional organizations

TCEDC

Targeted training in innovation, technology, and leadership

ICMA

TMCA

city mgr study group

None. Retured

NFBPA

APA

TAAO

SGR

In house, FEMA, State, SGR

Varies

ELGL

Local BaytownYou / PIPE Academy

TCOLE

IEDC, TEDC

small group

TFMA, BPI, APA

Texas Municipal Clerks Association, SFASU

Utility Associations, non profits and private sector

SHRM, HRCI, Dallas HR, Texas CPM Program

Other conferences and locally provided trainings

webinars

Texas Municipal Clerks Association

SGR, other conferences

Local Government Hispanic Network

SGR

TCAA

Local University

TEDC

Texas State University

TMCA

Grad School - ACU

TMCA. TWLI, GFOAT

Conferences

MPA Student- through UTA

TxAPA

TMHRA

IEDC

SGR

NFBPA

ELGL

APWA and APA

TMCCP

GFOAT

GFOA & GFOAT

Community Development Institute

LCRA and various private seminars, Texas Extension service, TWA

retired

TEEX

UMANT

professional associations ie APATx

Retired no training needed

retired

TRAPS

IPMA-HR, WLG

TX-APA

APA

UMANT

Pursuing PhD from local university

Variety of sources

none

Various other sources including Dave Ramsey EntreLeadership training

Various Engineering Programs

UMANT, SHRM

Local City Trainings

AFI

retired

Moving to Wisconsin

APWA

Retired

SGR

Books, I'm retired, run my own business, residential rental

Universities

APA

TEDC

TEEX Training

American Planning Association

I organize joint training for our town and a couple of other towns.

NLC, APWA, APA

Executive training at Harvard or University of Virginia

TCAA, SGR,

Texas Municipal Clerks Association

APA, TxAPA

Prior to retirement, TCMA, ICMA, TML

TFMA and ICC

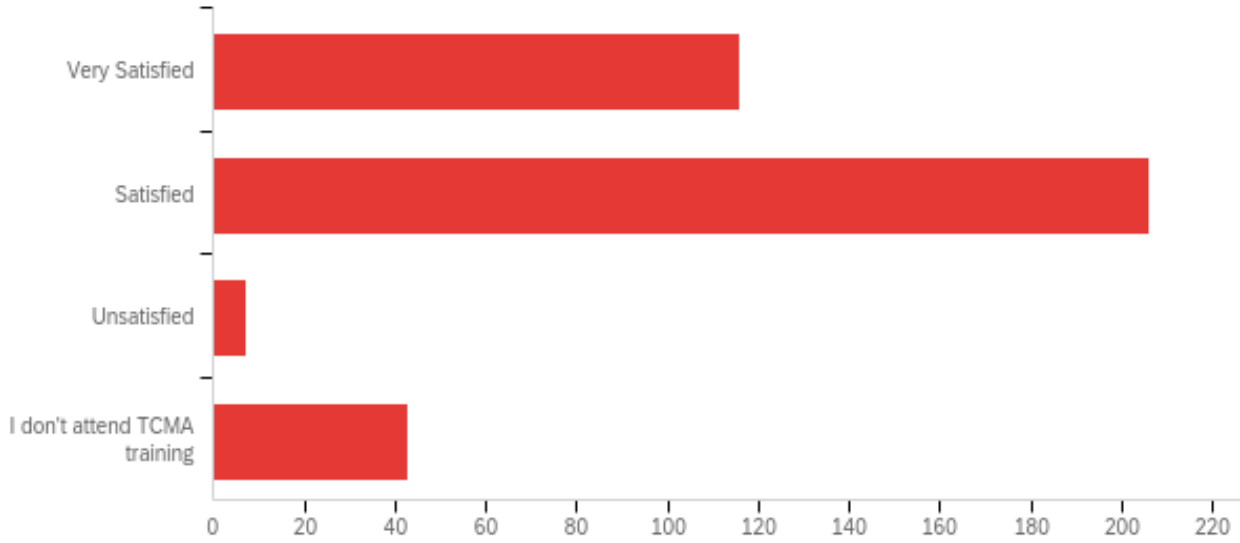
Texas Municipal Clerks Association

Certification Programs

APA and Various Engineering Groups

Disney

17. How satisfied are you with the current TCMA training?



#	Answer	%	Count
1	Very Satisfied	31.18%	116
2	Satisfied	55.38%	206
3	Unsatisfied	1.88%	7
4	I don't attend TCMA training	11.56%	43
	Total	100%	372

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

I am retired

Usually not relevant to my issues and a bit 'clickish' at events.

Travel to far to get the training do attend regional meetings

Not very diverse instructors, lecturers and attendees. Also course content is rather dated.

poor presenters and constant ethics training

Training is not focused on my field

Members need more motivational training that is relevant to the profession

retired

I am retired and do not attend training.

I am retired.

I have decided not to become a city manager. I am not unsatisfied. I selected the do not attend option.

Not in a position that allows me to attend

Haven't looked into it

The trainings are not located near my city.

I recently became a member. I am planning on attending future events.

Haven't looked into it yet.

Retired

I am not a city manager...I am currently a MPA student.

Not registered

courses don't appeal to me or are taught by people who shouldn't be teaching

Retired

Finding a class I want to take that fits into my schedule, budget, and tolerance to travel.

TCMA chapters should offer all of the state TCMA required training.

retired

retired

retired no additional training required to be such :)

The only TCMA training I attend is Ethics Training and attending the annual conference. I don't see a lot of other training's taking place unless it's a conference and they all feel like they are in the DFW area. It would be nice to have more regional training's taking place or more centrally located training's.

Conference timing over summer break is tough to balance time away with family vacations.

As a cooperating member, I believe there is more relevant training for my needs outside of TCMA.

I'm retired

General and more focused on entry level. Regions in TCMA are different. Some are more advanced in areas.

Travel budget constraints due to other required specialized trainings

retired don't need the training

Student

Live in Colorado

Do not anticipate returning to any type of employment.

Retired, run my own business, residential rental property

I think TCMA conference sessions should include outside panelist...subject matter experts. We only hear from our peers which limits our understanding of what's trending relative to ideas and solutions.

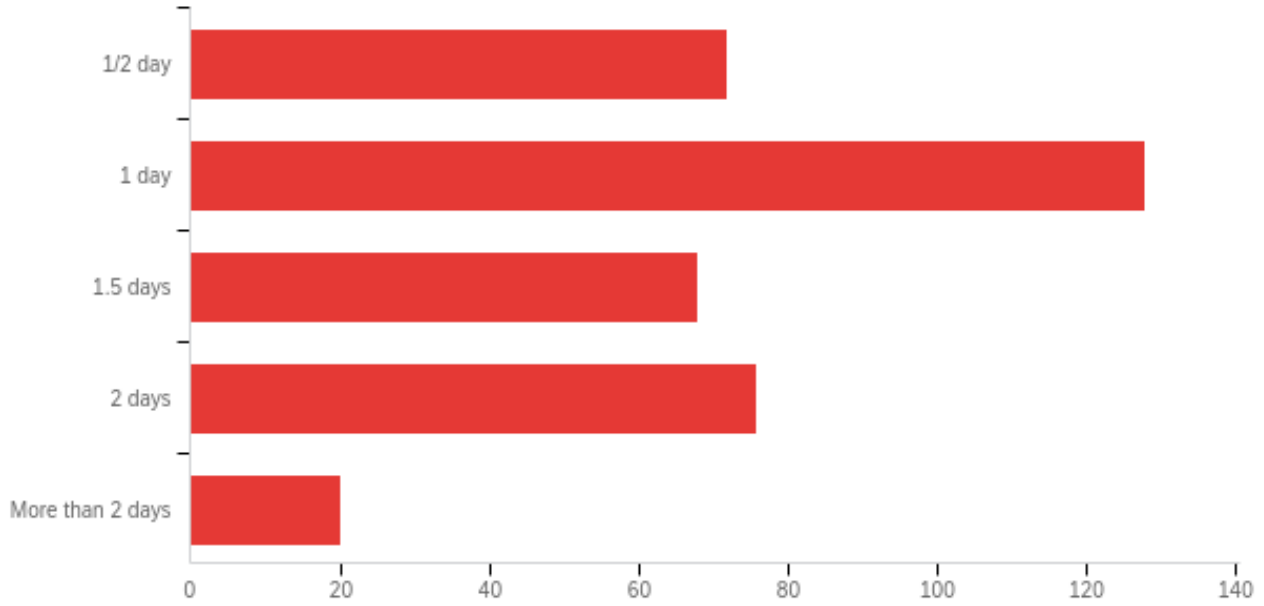
I allow my two assistant city managers and our assistant to the city manager to attend as they are still young in their careers

Haven't had time

Receive training other places

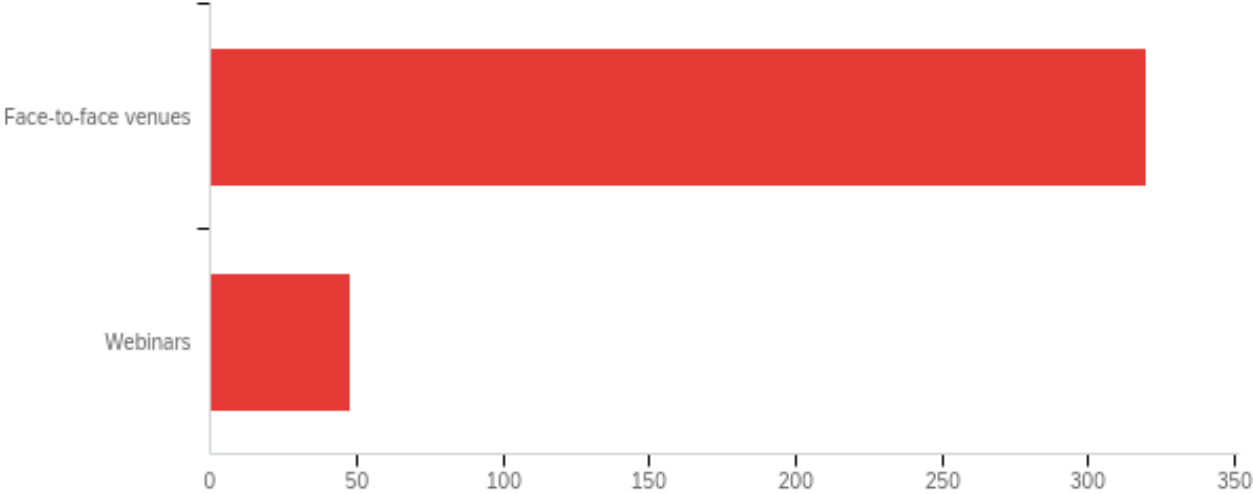
Currently out of state; can't wait to get back so I can get some quality training!

19. How long do you prefer training?



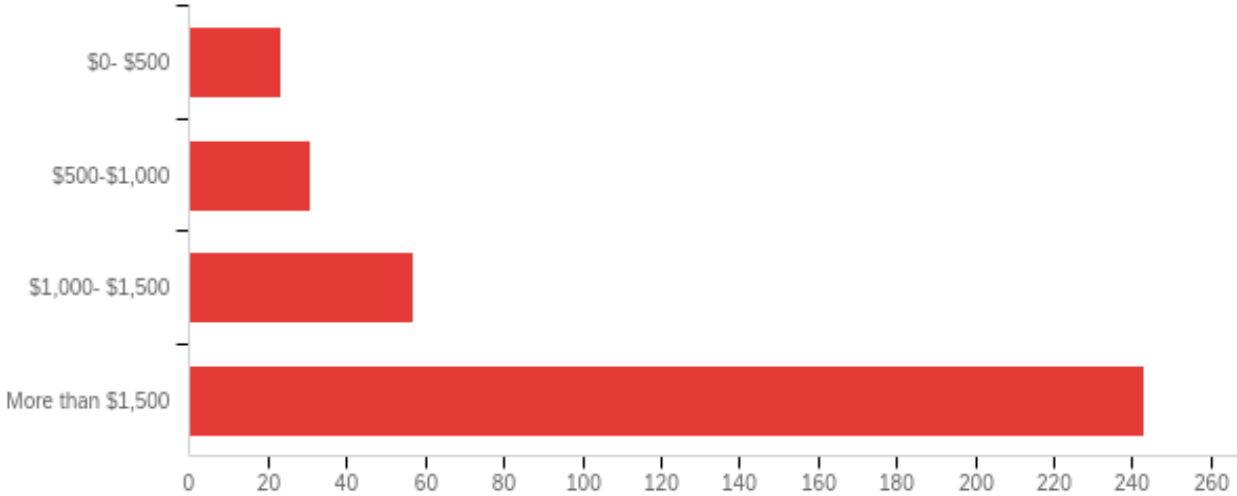
#	Answer	%	Count
1	1/2 day	19.78%	72
2	1 day	35.16%	128
3	1.5 days	18.68%	68
4	2 days	20.88%	76
5	More than 2 days	5.49%	20
	Total	100%	364

20. What is your preferred method of training?



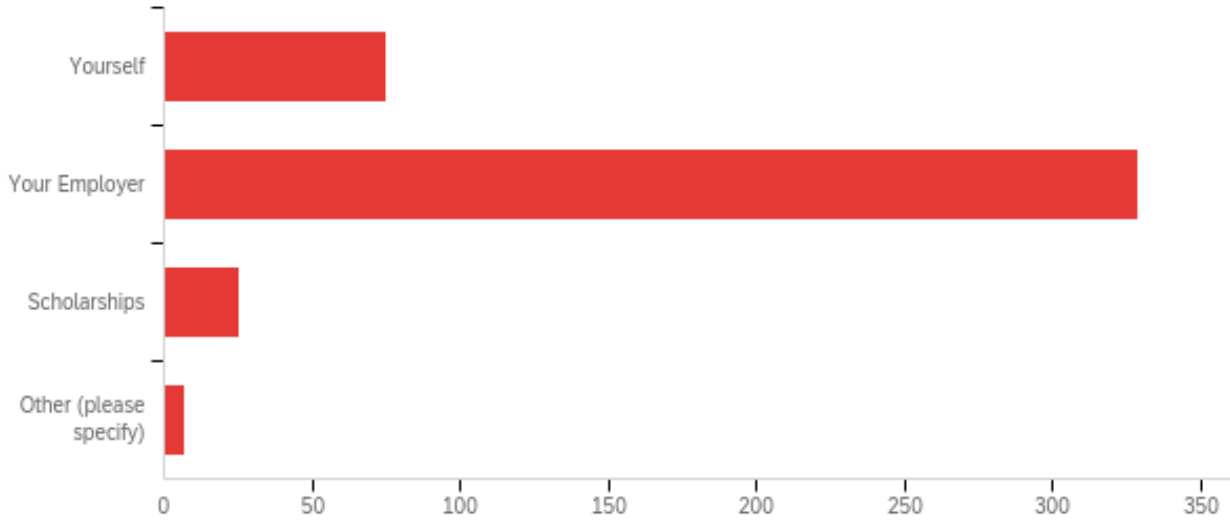
#	Answer	%	Count
1	Face-to-face venues	86.96%	320
2	Webinars	13.04%	48
	Total	100%	368

21. What is your annual training budget?



#	Answer	%	Count
1	\$0- \$500	6.50%	23
2	\$500-\$1,000	8.76%	31
3	\$1,000- \$1,500	16.10%	57
4	More than \$1,500	68.64%	243
	Total	100%	354

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



#	Answer	%	Count
1	Yourself	17.20%	75
2	Your Employer	75.46%	329
3	Scholarships	5.73%	25
4	Other (please specify)	1.61%	7
	Total	100%	436

Other (please specify)

None. Retired

Myself and my employer

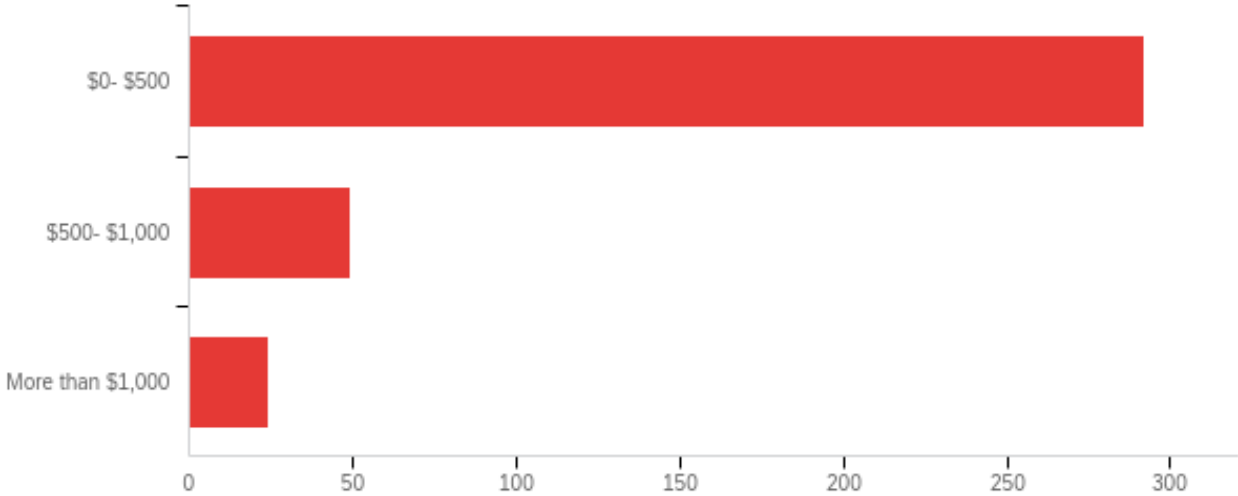
rECENTLY rETIRED

Grants for specific specialized training

Stipend from professional association

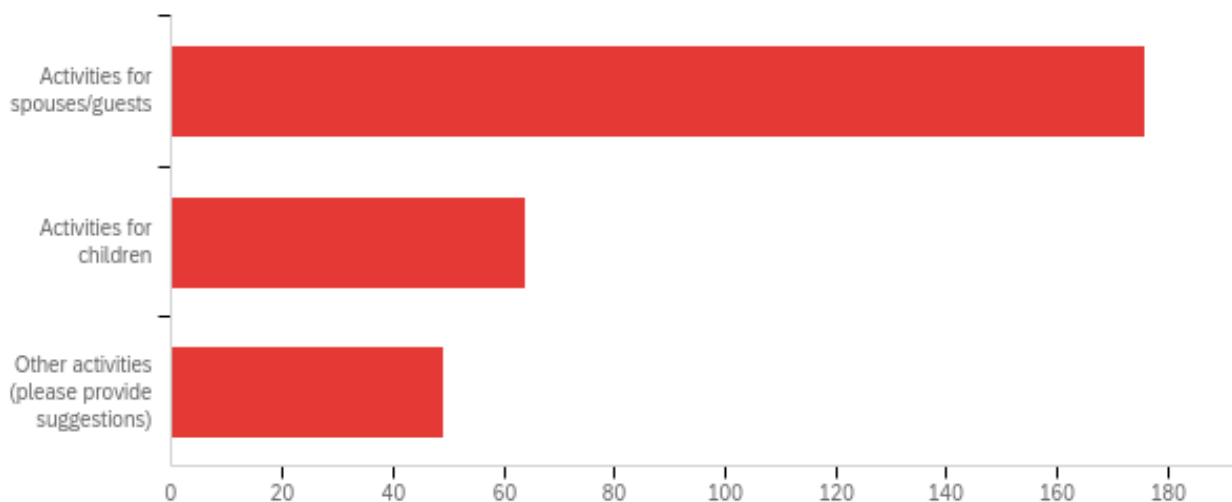
Travel Stipends from TMCA

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



#	Answer	%	Count
1	\$0- \$500	80.00%	292
2	\$500- \$1,000	13.42%	49
3	More than \$1,000	6.58%	24
	Total	100%	365

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



#	Answer	%	Count
1	Activities for spouses/guests	60.90%	176
2	Activities for children	22.15%	64
3	Other activities (please provide suggestions)	16.96%	49
	Total	100%	289

Other activities (please provide suggestions)

Tours or presentations about local successes.

Networking with City Administrators

Too many already

TMRS retirement planning

regional networking

Events not centered around kids

attending sporting events

Retired. Don't attend.

brewery trips

social events

Tours

Walking or running tours, morning yoga, culinary or arts tour, city showcase

none

Practical Leadership training, classes that would lead to a certification, self-evaluation

workshop type activities

Resume and job training/transitioning from small to a larger city

Plan a group session for each TCMA region at the conference

Women, non-couples

Assistants Organization Events

round table discussions

Networking

Not a concern

Outings for members

Networking

No golf

general social

networking for newer members

More pre-conference social events beyond just a golf tournament

local tours, golf, fishing

I'd like to see more activities that incorporate opportunities for new attendees. Everyone seems to know each other and it would be great if there was a way to connect new conference attendees or second year conference attendees to focus in the profession that have attended a lot.

After Hour Events

students

Health and fitness related group activities

Activities with Assistant Organizations

side trips

I enjoy opportunities to visit with other TCMA members.

More opportunities for retirees to attend free. or at little cost.

Top Golf, other social networking fun

Socials

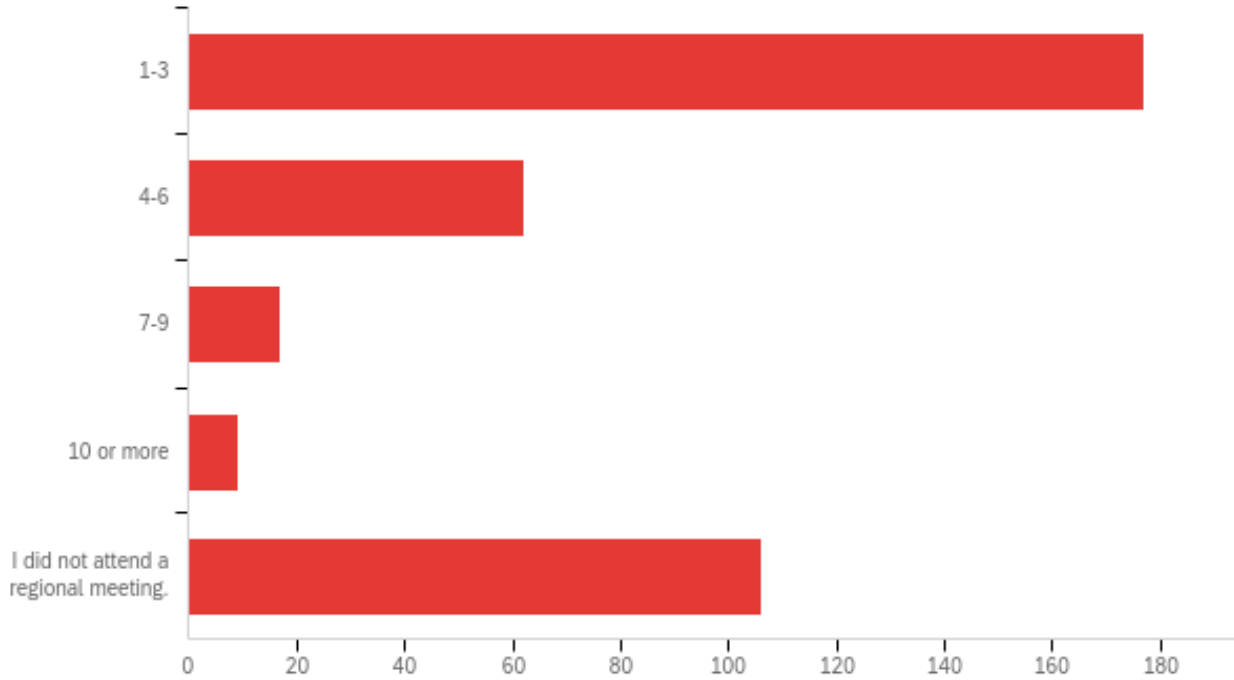
mobile workshops touring host city facilities....water/wastewater plants, drainage facilities, etc.

local tours of the community hosting the event

Ones that are beneficial to the profession

Networking. Things for young people who don't bring their families to the conferences

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



#	Answer	%	Count
1	1-3	47.71%	177
2	4-6	16.71%	62
3	7-9	4.58%	17
4	10 or more	2.43%	9
5	I did not attend a regional meeting.	28.57%	106
	Total	100%	371

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

Allow Assistant City Managers to attend

I am retired as noted earlier

I am retired

other conflicts

Do not know when they are scheduled.

I'm still new to TCMA and trying to figure out how to get more involved.

Events occurred that caused me not to be able to go.

Don't believe I received meeting notice

Course content not relevant. Also, the cost is too high. Finally, not a diverse set of attendees.

I live in Colorado

Retired.

Schedule conflicts

I am a fully time masters student.

Just became a member

i plan to attend meetings this year. I just didn't get into it last year

Retired

Only recently became a member, don't feel I have meaningful feedback

just became a member of tcma in January of this year

large region; perceived usefulness of regional programming/networking (not a City Manager)

Somehow, I missed knowing about the regional meetings.

schedule conflicts

It is too far from my city. I am closer to other TCMA regions.

None close to me. I am in a very rural area.

Scheduling conflicts

Schedule conflicts

I am retired

Scheduling

Did not seem applicable to me

schedule

Retired

Time/Availability

Timing of the event. Should be more available this year.

Just joined in June and trainings were to far away.

Too far to travel

I was not a TCMA member at the time

Job transition

Too far

Retired

Just joined, busy with my full time job and was unable to attend.

Life member, semi-retired and work for State of Texas

I am on the outer edge of the region. It is always held in Austin. Too big a pain to get there and back.

Not invited

does not appeal to me or my interest

Medical reasons

Retired

time and location constraints

Conflict

timing

location and short notice

No time, unfortunately.

I was not aware of the locations, dates and times.

I missed most meeting due to past medical issues that prevented me from attending.

timing, dates, not convenient. not sure what goes on at one.

retired, no longer receive notifications of meetings

Not aware of them mostly.

scheduling

Time of meetings and short on staff in city

Too far to travel- 3 hour drive one way

To attend a two meeting takes me 2 1/2 hours to get there and 2 1/2 to return. My county is the furthest in that region and we only meet in Austin. I can't afford the time to be gone from City Hall all day to attend monthly lunch meetings.

Locations are inconvenient

Even the regional meeting would have required a hotel overnight, which is hard with family obligations.

No interest; relevance.

I don't recall receiving information regarding any regional meetings.

We are the western most part of our region. We have very little in common with the Metroplex cities that make up the majority of our region. I would be more active in the region if we were in a more rural region.

time management

Don't know when and where they occur, or what they will be on their agenda - need more communication on this

retired

I was not a member last year and am currently a student.

Live in Colorado

Retired and 70+. No longer drive.

Difficult to attend due to my current position.

Busy in private sector

Never invited

Schedule and location to far away

The TCMA region is very cliquish and members are not necessarily notified of meeting times or places

I allow my assistants to attend

I was unaware of them.

Too busy

Did not feel I should or did not feel I would be welcomed

Timing wasn't right. Conflicts that I could not get out of.

The drive time to the meetings has been too long.

Out of state

Schedule conflicts; location of meeting over 1hr from work.

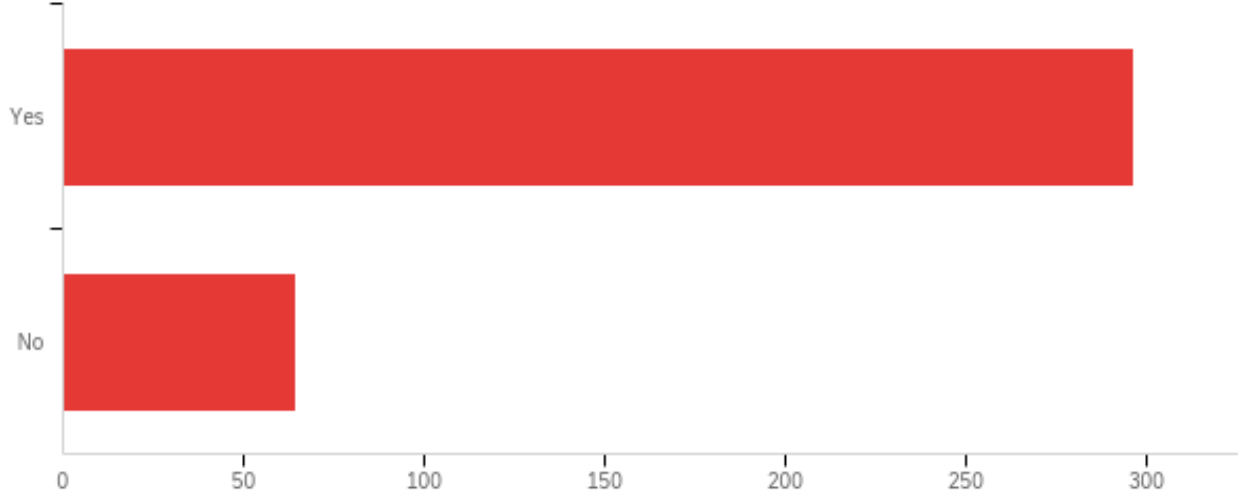
Retired

Schedule conflicts

Not at a convenient time.

I used to attend pretty regularly, but now, they're always at the same place and it's tough to get there because it's a good distance away (especially considering traffic). It would help if they rotated.

26. Would you like TCMA to provide regional training?



#	Answer	%	Count
1	Yes	82.22%	296
2	No	17.78%	64
	Total	100%	360

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

Council/manager relations

Ethics training Training for new Managers

Current topics (pandemics); ethics training; case studies

Accounting, Personnel and management

Leadership and organizational culture

any current event...e.g., coronavirus

Strategic Leadership Training to new directors and assistant city managers

council-manager relations, ethics, race relations, public spaces development, water and environment, regional cooperation and planning, employee coaching and development

Transportation, health, personnel, finance

Communications & Council relationships re social media

Planning, Economic Development, transportation, affordable housing

Tax implications; working with legislative officials; Social media; case studies on crises mgmt.

Alternative career paths for aspiring City Administrators

Ethics

Community engagement; Working with a multi-generational and diverse workforce; Pain points you wished you knew when starting out as a CM

PFIA, legislative and regulatory updates, personnel issues.

Dealing with council members that don't abide by rules.

Emergency management, technology, international examples

Ethics, legislator updates, seccion planning topics

best practices, regional success

Economic Development, Legislative Issues, Current general issues (would vary year to year), Housing, Health Insurance, Council Relations, Major HR issues,

Case Studies on issues of regional significance, balanced with State-wide best practices.

Council relations

Help for small city/town managers

Communication, public relations practical networking in common issues (round tables)

Development issues

TMRS retirement planning. Creating/Operationalizing City Council Priorities

Council-Manager Relations; Strategic Planning; Community Engagement Best Practices

cybersecurity, technology, data governance

PIA, OMA or anything that can be completed at a quarterly meeting..

Succession planning, experiential learning for incoming professionals, speed coaching.

Self Awareness, Wellness for self, listening and speaking

strategic planning, customer service, economic development, community engagement and public relations

Resiliency, Emotional Intelligence and Servant Leadership

Council-Manager Relations

Conduct another survey on this subject.

Equity & Inclusion

ethics

Legal

Legislative updates

hiring practices, project management, financial benchmarking/budgeting concepts

Ethics, Professional Practice, Legal Trends

Coaching techniques, HR for supervisors, Multi-generational workforces

strategic planning, revenue generation, staff development

Diversity & Inclusion, Leadership training, hard conversations

Energy efficiency possibilities (i.e. solar or wind at utility plants, successful LED street lighting programs), cost reduction efforts, successful consolidation efforts (i.e. Police Departments and Sheriff's Departments, Municipal Courts and County courts)

City Finance, Emerging Topics, City Management Forums, Legislative Initiatives

Charter relationship, employer motivation

Ethics, Budget

Budget, personnel issues, grants, elections

Cyber Security, COVID 19, Ethics, Leadership

state law updates, financial planning for city

Economic development; regionalism

I often network with my surrounding smaller city managers and administrators. They need practical leadership training, and supervisory skills that will help them deal with real situations. I have been bringing them to TCMA meetings, the networking is great; however, we get together more often for support and advise. They have limited budgets and time, so having regional training that they can attend will be beneficial. The small city manager clinic is usually one of the best workshops we can attend. A similar set would work. The smaller town city managers need to justify training and dues to TCMA, especially when

budgets are so tight. I would be glad to host such training. Rhett Parker, CM Cameron

Emergency preparedness for Covid 19; community inclusivity and diversity; effective leadership; citizen engagement; innovation; technology and 21st century communities

small town government specific topics- contract employees, exempt v. non exempt status,

Ethics, budgeting schedule (new law), Pension/OPEB Liabilities, Government Efficiency with specific examples from Texas Cities

staff/council relations; dealing with millennials, social media policy

William King Cole Training

Ethics, leadership, city best practices

Ethics, Leadership (variety), Conflict Resolution, Facilitation Methods

Emotional Intelligence, Budgeting/Finance, Strategic Planning

Budget and Tax Rate, Effective Local Government Series, etc

career development & mentoring

Cyber-security, council relations, employment law

legislative updates;

Future Outlook of the (City Management) Industry and how to prepare for it

Ethics, Cybersecurity, public-private partnerships

Best Practices

Strategic planning, budget challenges, professional development, economic development

First, join Regions together to offer training for a better audience. Second, consider training in the areas managing diverse people, conflict management, crisis management, hostile work environment factors (things to be aware of and take action) and utilizing technology as a tool (no sales pitches).

Public Improvement Districts (PID)

Annual budget pitfalls, smart financing in regard to the new tax guidelines for debt

Subjects around Leadership

Leg. updates, sales tax, council training

hard to answer because what I w would be looking for is likely different than the other City Managers who attend the regional meetings

State and Federal mandates and their impacts on municipalities

Succession planning, hiring for the difficult to fill jobs, creative budgeting

Diversity and inclusion

Economic development, neighborhood revitalization

Leadership development, organizational development, change management

LEGISLATIVE UPDATES, eTHICS

Focus on key skills used/needed for ACM/CM Job

Various

Best practices, leadership development, economic trends

Local is good.

Assistance to small cities (Any topic)

Ethics, Budgeting under SB 2

Tax Rate, Budgeting, and Personnel

Human Resource Updates

Budgeting under SB 2; Crisis Communication; Economic Development Strategic Planning

Local government issued particularly state taking away power of local government

How to begin a career in city management, Career Advancement, what needs to be done for yearly

City government, annexation, taxes, budgeting, networking

Assistance with Calculating the Property Tax Rate and Rules for Notification

Leadership, Finance, Cultural Competence

Ethics, you can never get enough

Additional Economic Development Training

Day to Day Business as a City Manager

Succession planning, Employee engagement, Community relations

Legislative changes, Ethics, Council-Manager Relations

Organizational Development

Open meetings, small town economic development

Cyber Security

those most relevant to what is happening in our location.

Council relations, budget, transparency/outreach

Governance issues in City Management

Not sure...I don't have a background in city management, so I am not sure where to start.

Servant Leadership

Management hot topics and transitional services

Legislative Issues, Open Records Act, Finances

Legislative impacts, ethics, best practices

Ethics

Effectively dealing with the TCEQ

Finance Accounting City Management

training on current legislative issues relevant to CM's

Legislative updates, cyber security, budgeting for necessary infrastructure upgrades, competitive benefit package to enhance recruitment

legislative issues

Mandate compliance

Life After City Hall; Personal Financial Management

communication, budget

Council Relations, Ethics, Funding opportunities

Ethics

Ethics, Strategic Planning for small standalone communities

Regional Engagement

Ethics, human resources, finance

Performance Measurement; Budget/Finance; Employee Mgmt(Personality/Emotional IQ)

legislative changes, cybersecurity, citizen engagement

City Management

SB 2

Investment compliance training

Industrial District Agreements, the State's erosion of Cities' sovereignty, HR updates, IT updates,

Ethics

Ethics, cyber security, personnel issues, legislative updates, all these are important to stay current.

Code Enforcement, Public Safety, Finance, etc for City Managers

Smart Growth, Long-Term Financial Planning, etc.

Ethics

If the TCMA training was provided at regional meetings, allow extra time for 1/2-day training, or possibly full-day training is possible. With enough time devoted to the training, almost any subject is possible.

Ethics

Bias, women in the profession, first time Administrator

Diversity and Inclusion, communication training with staff/council, mentoring, technology

Ethics and panels/roundtables on timely topics

finance, H.R.

handling so called social media controversy

legislative updates

Ethics

Dealing with Special Districts, especially MUD's and PID's

Options for providing high-speed, reliable broadband to your cities; how to successfully collaborate for local advocacy

employee issues perhaps

Legislative updates, local government trends

Relevant topics

social media

Council/community relations; community engagement; organizational health

HR

Ethics

Ethics, which is already provided in our region

Ethics, Current Issues Facing Cities

Ethics, Legal, General, Social Media and Media Relations, Economic Development, Council Manager Relations

Legislative updates

Ethics, Emerging issues impacting cities/city government

Ethics

Servant leadership, regional-based (rural/metro, etc) training.

It depends. We tend to have training for larger cities and smaller cities, but little training directed at middle sized communities.

Ethics, budgeting,

Issues specific to that region - SmartCities, water issues, etc.

Data analytics, innovation, technology, metrics

All topics provided by TCMA are good

How to enter the profession

Most any subject. Current programming is very inconsistent.

Economic Development, Community Development, Social Media Training

Finance, relationships with elected officials, effective communication with the community, etc.

Career Advancement

Customer Service, Public Finance

Current Legislative trends/impacts/changes

Ethics, leadership topics, anything which supports the categories required for credentialing

Nothing specific. Being new to the City Administrator field I have a lot to learn.

civility in politics, mayor/council/city manager round tables, strategic planning best practice

Leadership and Succession Planning

HR, Economic Dev, Public Works, Parks

Ethics requirement and relevant case studies of how managers handled tough situations

Best practices' topics and discussions of various trends impacting our profession

Ethics, hard skills (ie. budgeting SB2, financing, laws, eco devo trends) - there is too much soft leadership training and not enough about how to actually do our jobs.

Finance, Public Works, Leadership

Economic Development

Training is provided in topics such as diversity and inclusion; ethics; bonds; etc

new legislation affecting municipalities, placemaking, identifying/creating new sources of revenue

What Site Selectors look for from Cities, PID

Emergency Response, HOT Tax implementation, Public information requests, Open meeting Law, Preservation of documents/retention schedule, Opportunities to socialize with other gov't officials prior to relying on each other - building relationships.

Cost build budgeting tied to strategic plans (private sector business model), City Manager involvement is politics as a value add to our local communities (too much misinformation being disseminated by State Leg.).

Social media, police-citizen interaction, and cyber security

Finance, Budget Preparation, Community Outreach Practices

organizational development, managerial/supervisory training

Council Manager Relations and Issues Facing Local Governments including Legislative Updates

City Manager Problem Clinics

Local legislative issues and how to implement the poor decisions they make at the capitol

Current leadership trends, community engagement, staff development,...

In person ethics training. Sharing of Best Practices

finance

Any

H.R., Budgeting

Ethics, Council/Manager Relations

Leadership, Legislative

Changes to state law after each legislative session. The ones from TML are hit and miss and the target audience is elected officials first, then cities.

Current legislation

Transportation, Economic Development, Urban Sprawl planning

Diversity and Inclusion, Smart Cities, Innovation, Regional partnerships, Ethics, Professional Coaching

Leadership

Permits that managers should review for operations and what to look for in the permits: Solid Waste, Sewer Plant, Water Plant...

Public Information and planning

Personnel, Leadership Development, Succession Planning for a Small City

Ethics, Leadership, Community Engagement, Fiscal planning

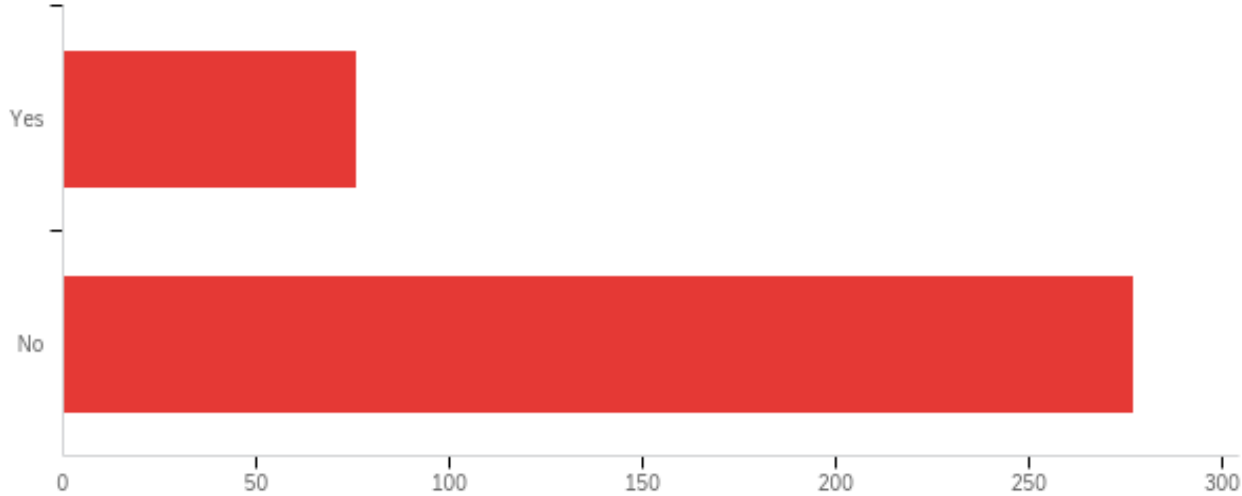
Ethics

Programs applicable in specific areas. Options for sharing resources/staff.

I think Ethics would be a good topic.

Shared services

27. Have you or your staff participated in the Tex-ICMA Coaching webinars?



#	Answer	%	Count
1	Yes	21.53%	76
2	No	78.47%	277
	Total	100%	353

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

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

Time

Too Busy

Just time -- don't always find topics compelling

Not sure what that is.

unknown reason

time

I have not had a chance yet.

Not familiar

Coaching with private company

I have only recently joined tcma and will begin taking available training soon.

Do not know what this program consists of.

not interested in sitting through webinar

Have not yet participated

Usually prefer ICMA webinars. Need to try TCMA ones at some point. Probably will soon.

I was unaware of this particular program.

Not ICMA Member.

I don't know of any in our region.

haven't seen it

timing/schedule conflicts

Not sure

Never had the opportunity

I don't know

Prefer face to face training

Didn't know it existed.

poor training subjects

I don't have time.

Just began my tenure with TCMA

Haven't kept up with what the training has been/unaware

retired

Actually, wasn't aware of the option

I am not sure if we have or not in the past. I know I have not.

Difficult to provide funding

NA

NA

Did not know it was available.

unaware

knowledge of program

Small staff. Will participate this coming year.

I had not heard of this training.

I am retired

I do not have a staff.

time constraints

Time constraints

I forget about them

Not a member of ICMA. ICMA seems to be geared toward larger cities

Not aware of them.

I do not get to attend

Prefer face to face sessions

Don't know what it is

Time constraints

Do not feel it is needed.

just haven't gotten involved yet

prefer face to face sessions

Retired

We are not so familiar with what ICMA offers.

Don't attend webinars unless the topic is essential for me

None in this area

I don't even know what that means or what they are.

scheduling conflicts

Didn't know about it.

the topics don't seem to be relevant. The format doesn't always provide solid "take-home" guidance

None of the topic have interested me.

I have not had questions yet that warrant needing a coaching session.

not aware of the opportunities

Haven't considered it in the past

Haven't seen one that I cared to participate in.

lack of time

Tried

No Time Available

New to TCMA

Lack of awareness.

Most have been too far from West Texas.

I didn't find out about them until recently. I plan to participate in the future.

Unaware

I use the Local Government Hispanic Network Coaching program

Not Available

No reason to participate.

just didn't.

Environment not conducive to webinars.

No time

Never heard of it

Was not aware of the meeting, or topic was not pertinent

Time Constraints. I wear multiple hats (ie. City Administrator, City Secretary, HR, Finance, and Court Clerk)

Have not heard of it.

didn't know or understand details

I was not aware of this type of training

I didn't know about it.

I prefer classroom training.

So many other groups, associations and events to decide to attend.

Don't work in city government. MPA Student.

Wasn't aware it existed.

I guess I missed marketing

not interested

not a member of ICMA so i don't know what they have to offer

I have not taken the opportunity to give them a try.

topics do not appeal to me or speakers are not qualified

Retired

Retired

Haven't looked into it

I didn't know that they existed or what they are.

Conflict

I am not a member of ICMA

Not ICMA member and not otherwise aware

timing

Not familiar with it

not my decision

don't know about them

Not familiar with them

Not enough time to.

I was not aware of them.

Haven't paid enough attention to when and what topics they cover

Timing, mostly.

Ranks low in priority

Webinars lack the same quality of training and distractions due to office duties

Wasn't aware.

N/A

I'm not a ICMA member

Time schedule

retired

Yes

again, retired no training no staff

limited staff and I am doing multiple jobs. Not enough time in the day until staff is trained and confidence in their job without me overseeing.

cost

Notice, it seems like the notices slide into spam and by the time I get them the session has passed. Normal TCMA notifications rarely have this issue, maybe there is email service provider or coding issue?

I don't have a lot of extra time for it.

I did not know it existed

Didn't know about them

prefer face to face

No applicable topics that i have seen

Just haven't

Time, lack of awareness

Not really familiar with the program

Time

don't have the time.

I'm retired

We are extremely busy at this time and really don't have time for the webinars

Did not know they were available.

not familiar with sessions

Was not aware of trainings but will be looking for them

Never heard of them

Have not had the opportunity

Did not know about them.

Not familiar with the program

Not interested

Wasn't aware of it

Live in Colorado

I joined TCMA in January of 2020. I presume I will be notified of coaching webinars.

Have not connected yet

I was not aware of it

ICMA membership is expensive on top of TCMA dues

Unaware

The topics have not be beneficial to myself

Did not know about it.

Limited time

Wasn't really aware of it

Not aware of the program, limited time on my part doing my job for outside responsibilities

Funding ICMA is not a funding priority for our small community.

Didn't know about it

Time element - can only do so many things. In addition, I do not care for webinars.

Not enough time to participate in webinars

Webinar is not my first choice for training

Registered, but other priorities take over

Just haven't.

Didn't know about them.

Don't know about it

Not in Service

Retired

Timing, Topic not as interesting, Conflicts

Didn't know they existed

Have not been able to do to scheduling conflicts

Not a fan of the webinar format

No particular reason

I'm just not familiar with it.

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

Communications and social media/PIO related

see previous answer...any current event topic

How to deal with employees

Video clips and segments of unique projects with narrative from local city managers. I would be happy to provide one for Bryan Texas

Employee use of social media

Planning and economic development tools.

Real world challenges facing municipalities as a result of SB2

Fiscal sustainability/planning - how what goes on the ground impacts your city's finances. Kevin Shepherd, Verdunity, in Dallas.

Legislative updates and law changes.

Organizational Development and Culture.

Dealing with employees

Can't think of one

removing poor performing employees and dealing w single issue elected officials

I am not sure

Emerging issues in local government management, recruitment, importance of networking.

strategic planning and manager/council relations (Joe Gonzales), customer service, economic development, public relations & community engagement

Resiliency Tools & Techniques, short one-hour sessions.

Performance Budgeting

Do another survey on this.

ethics training

Uncertain

anything

Ethics, IT security, Current-event topics (i.e. virus outbreak preparation)

ethics training, cybersecurity and legislative updates

diversity & Inclusion, leadership, hard conversations

Budget development detail

Ethics, City Management Basics, Emerging Challenges/Issues

Not sure

Law, ethics, legislative updates

Ethic Training, Legislative Changes, Basics

I don't like webinars

How to deal with difficult employees. Common management advice. Documentation of employee write up (ethical, legal and nondiscriminatory). Basic financing options for equipment purchases and fleet management. How to build relationships with Mayor and Council members without showing favoritism. Effective Policy Writing.

See previous list

Unsure

budgeting schedules and citizen involvement

Economic Development Tools (Jimmy Stathatos, CM Flower Mound)

Hot Topics

Very focused topics.

Department/City generic information, Emergency Management, Issues like Coronavirus

Emotional Intelligence, Budgeting/Finance, Strategic Planning

Any topics would be fine in a webinar and more easily accessible for some city staff

Not certain

only quick-turn topics

Employer Duties with Difficult Employees

Ethics, cybersecurity

Strategic planning, time management, dealing with difficult city council and citizens

HR Updates

Having difficult conversations; what constitutes good staff work

career searches; general topics of interest to those trying to enter the field of city management

Budget

Communication Skills

discussion on economic trends,

Legislative updates and impacts

Citizen Engagement, Employee Relations

Unknown

Breaking into City Government, Daily, Monthly and yearly activities/paperwork that needs to be done

Time Management - Randy Anderson E3 Professionals

Ethics, HR issues

supervisor training

Ethics

Public Relations

Day to Day Operations in City Management

Finance, innovative ideas for cities

Leadership Development

Leadership techniques, ethics, modern workplace/expectations

Non-complicated topics that do not require much interaction.

Any

All

I do not like webinar format

Mandate compliance

Legislative Issues

Citizen Engagement

ethics, best practices, cyber security, civil service

Performance Measures; Budget/Finance

same as previously listed

Social Equity

Budget transparency trends

Any that helps stay current and up to date with the profession.

Code Enforcement, Municipal Law, etc

none

Not sure.

Infrastructure planning and strategy. Trends in local gov IT.

Legislative updates.

I'm not a fan of webinars.

Leadership Development

While face-to-face training is preferred, we have found most any topic is suited for a webinar.

management; life balance

specific training of 1 hour or less

sales tax (how it works), legislative updates, ethics, legal Q&A

Ethics, budgeting

Asset Management for Infrastructure - Dr. Brant Gary, Bellaire

Broadband, Collaborative Advocacy

legislative updates

Webinars are rarely beneficial

HR, Economic Development, infrastructure funding

Topics that cover multi-discipline, much easier for many staff to attend

Ethics

Annual Ethics training, :legislative updates, selected topics

project financing

implementing innovation programs

All that are currently offered at TCMA conferences

Unknow at this time

Most any topic relative to city management.

?

Challenges facing small cities, legislative items, etc.

Recruitment, Compensation, Safety and Security

Same listed before

Required Cybersecurity Training, Emotional Intelligence Training

Do not like webinar

Council Manager Relations

N/A

Best practices - community engagement, PPPs

None

Emotional Intelligence/how to work with Council

budgeting

?

cyber security,

Finance

TCMA and TML offers a good variety.

Round table discussions

land use law, human resources

Any

Don't know

HR Policy, Ethics

Any that were provided in a face to face setting

Innovation, Ethics, Leadership, Problem Solving,

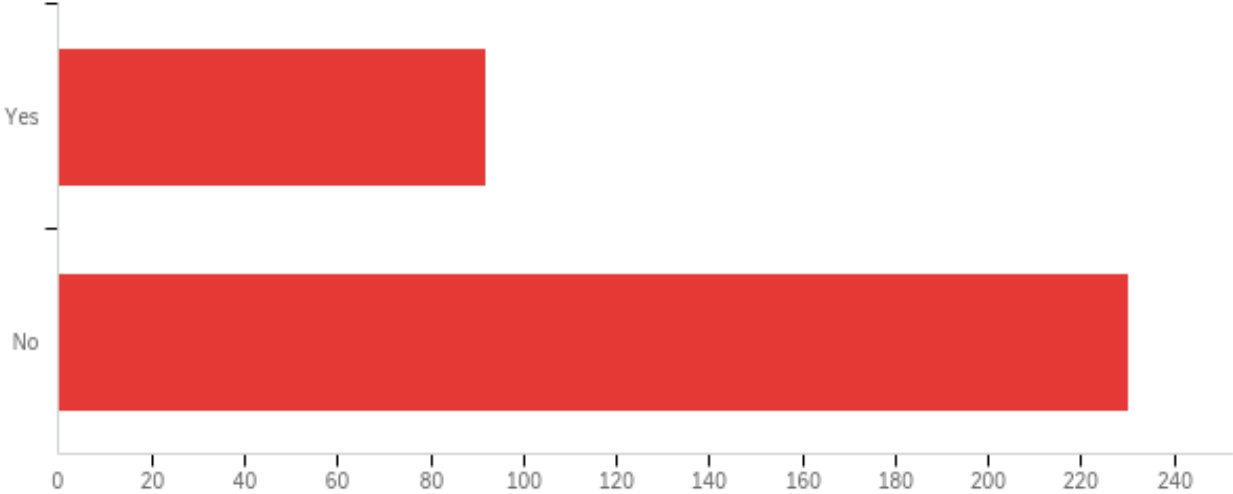
Basic permit reviews for city wide operations

Leadership - Brene Brown

Anything that is process/checklist oriented that is mainly technical in nature

Ethics, mentoring...

29. Would you be willing to host a regional meeting at a local college or university?



#	Answer	%	Count
1	Yes	28.57%	92
2	No	71.43%	230
	Total	100%	322

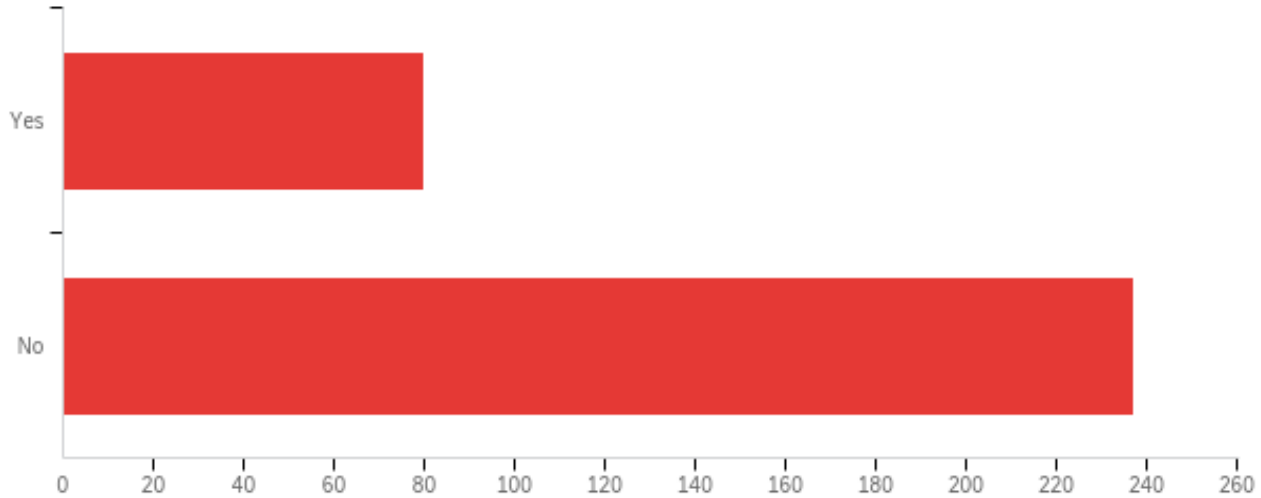
Since you responded you would be willing to host a regional meeting at a local college or university, please provide the name of the university, your name, title, and city.

University Name	Your Name	Title	City
Blinn College	Lloyd Merrell	City manager	Sealy
Texas A&M	Joey Dunn	Deputy City Manager	City of Bryan
UNT	Lancine Bentley	Community Development coordinator	Lake Dallas
Texas Tech	Darrell	City Manager	Wolfforth
University of Houston Clear Lake - Pearland campus	Clay Pearson	City Manager	Pearland
College of the Mainland	Nicholas Finan	Ex. Dir. Management Serv.	City of Texas City
University of Texas Rio Grande Valley	Noel Bernal	City Manager	Brownsville
UTA	Joseph Portugal, PhD ICMA-CM	Assistant Adjunct Professor	Arlington TX
The Bush School, Texas A&M	Brian Nakamura	Assistant Professor	College Station
UTA	Tom Hart	CM	Grand Prairie
UTSA	Jordan Matney	Assistant City Manager	City of New Braunfels
Sul Ross University Rio Grande	George Antuna	City Manager	Eagle Pass
Frank Phillips College	Brent Walker	Assistant City Manager	Dalhart
Texas State, University of Houston--Victoria	William Linn	City Manager--in transition	
UTA	Paulette Hartman	Deputy City Manager	City of North Richland Hills
West Texas A&M University	Kevin Starbuck	Assistant City Manager	City of Amarillo
North Central Texas College	Barry Sullivan	City Manager	Gainesville
University of North Texas	Ryan Adams	Deputy Director of Public Affairs	Denton
UT Arlington	Karen Daly	Mountain Plains Regional Director	ICMA
West Texas A&M University	Joe Price, CPM, CFM	City Manager	Canyon, Texas
BlinnCollege	James Fisher	City Manager	Brenham
UTD	Taylor Lough	Economic Development Manager	Anna
Texas Tech	Darrell Newsom	City Mgr.	Wolfforth

St. Mary's Univ	Rolando Fernandez Jr.	Capital Contracting Officer	Austin
University of Texas at Dallas	Rona Stringfellow	City Administrator	Wilmer
UT Austin	Scott Sellers	City Manager	Kyle
Texas Tech University	Suzette Williams	City Administrator	Idalou
University of North Texas	John Cabrales	City Manager and MIR	Denton
Texas Tech University	Elena Quintanilla	City Administrator	Lubbock, TX
UTA,UTD	Rickey Childers	Retired	
Odessa College/Pecos Campus	Howdy Lisenbee	Assistant City Manager	Pecos
Western Texas College	Merle Taylor	City Manager	Snyder
Howard Payne University	Emily Crawford	City Manager	Brownwood
Abilene Christian University - Addison Campus	John Crawford	Deputy City Manager	Addison
UT-Rio Grande Valley	Noel Bernal	City Manager	Brownsville
UTA, UNT< UTD	Mike Land	City Manager	Coppell
Panola College	Steve Williams	City Manager	Carthage
UTA	Tom Hart	CM	Grand Prairie
Texas A&M Bush School	Brad Stafford	City Manager	Navasota
Odessa College	Steve Eggleston	City Manager	Andrews
Texas Tech University	Murvat Musa	Executive Director	Lubbock Reese Redevelopment Authority dba Reese Technology Center
UT Arlington	Jennifer Wichmann	Assistant City Manager	Arlington
Vernon College	Marty Mangum	City Manager	Vernon
UTD	julie couch	town manager	fairview
Lone Star College	Steve	Williams	Conroe
UTSA	Kelly Kuenstler	City Manager	Leon Valley
University of Texas at Tyler	Edward Broussard	City Manager	City of Tyler
Schreiner University	E.A. Hoppe	Deputy City Manager	Kerrville, TX
Wharton County Junior College	Andres Garza, Jr.	City Manager	Wharton, Texas
Texas A&M University	Hugh Walker	DCM	Bryan

Brazosport College	CJ Snipes	City Manager	Clute
we have no university			
UTSA	Caitlin Krobot	Special Projects Manager	City of San Antonio
Sam Houston State	Aron Kulhavy	City Manager	Huntsville
UH; Texas Southern; ACC	John McDonald	Community Development Director	Pearland, TX
Texas A&M	Neal Wendele	City Manager	Todd Mission
Brazosport College	William P. Yenne	City Maager	City of Lake Jackson
University of Houston	James Stokes	City Manager	Deer Park
Already host every year at St Mary's University			
Tarleton State University	Allen Barnes	City Manager	Stephenville
Trinity Valley CC	Elizabeth Borstad	City Manager	Athens
University of Texas at Austin	Julie Crookston	Student, President if UT ICMA student chapter	Intern in Pflugerville
Brazosport College	Olan Massingill	City Manager	Brazoria
Schreiner University	Mark McDaniel	City Manager	Kerrville
Tarleton University	Michael Ross	Deputy City Manager	Granbury
	Paul Virgadamo	City Administrator	Conroe
Texas State	Joseph Brehm	Community Development Administrator	Round Rock
University of North Texas	Michael Montgomery	Town Administrator	Town of Bartonville
Wayland Baptist University	Mark Browne	City Manager	Schertz
UNT or UTA	Bob Hart	city manager	Corinth
UT Tyler	Jim D. Dunaway	City Manager	Rusk
University of Texas	Sheyi Ipaye, CPM	City Manager	Forest Hill
North Lake College	James Childers	Assistant City Mangaer	Irving
	Johnny Casias	City Administrator	Selma
University of North Texas	Bob Bland	Endowed Professor of Local Government	Denton
University of Houston	Austin Bless	City Manager	Jersey Village
Wichita Falls and/or North Central Texas College	Jimmy Stathatos	Town Manager	Town of Flower Mound

30. Does your city post internships on the TML Career Center?



#	Answer	%	Count
1	Yes	25.24%	80
2	No	74.76%	237
	Total	100%	317

Since your city does not post internships on the TML Career Center, please let us know why.

Local Students have contacted us directly

have not in past

we work directly with the university and isd's

never thought about it

We usually don't offer internship programs.

I have only just recently joined my new city. I don't believe they have internship positions.

Don't have any intern positions

No availability

We're getting there. :) I'm going to talk to my HR person today to get that done!

We have very few internship opportunities.

Haven't had an intern position yet.

No funds to help the interns with their expenses

Didn't have an intern position available.

no reason

Don't have any

We have not hosted interns recently but will consider in the next fiscal year.

Don't have them typically

Very small City not enough personal for training to be given

We are small and don't think about doing it

We don't have internships available

Post with local universities.

Limited interns hired

I am not sure why or why not.

Unable to support and Internship program due to lack of resources

Retired.

We will start doing so

To rural to get interest

We went through the university, but we will post at the Career Center in the future

work directly with SFA

Our city does not currently have an organized internship program.

I am retired

I am not a city employee.

Budgetary constraints

We are too small a city: we do not utilize, nor can we afford an internship program.

We don't usually have a lot of internships

small, rural, isolated

Internship program is weak and needs to be improved.

Posted on website

Budget and time constraints

We haven't had a need for an internship

small city, go to university directly to hire summer interns

My city council voted down budgeting for internships. They made a mockery out of it.

Not many (any?) funded internship positions that aren't focused on a specific career track, like engineering

Council thinks that having four whole employees is already way too many staff members

none in budget right now, but once back in will always post on TML

We post on Handshake.

Do not work for a city

Funding

Our city is small and does not have internships available.

we don't currently have any internship positions that I am aware of

No current internships available

close association with TTU, if not successful, we will post on Career Center

We have not developed a good internship program.

We are too small

We do not have any available.

Don't offer internships.

No internships

We haven't had an intern program as of yet.

do not have many internship opportunities

We don't have internships at this time.

We don't offer internships

Have not had the opportunity to do so. Previous administration may not have seen value.

Too small

We do not have intern positions

No internship program - yet

No internships at the City

Don't really have the budget or office space to accommodate interns.

We typically do not pay our interns and I contact TTU directly to obtain a free intern on occasion.

We do not have internships

none offered at present

Retired

We have no internships

We do not have any internships available

New idea not explored, limited facility space

We don't currently have any intern positions.

We haven't had an intern recently.

I have not shared our internship opportunities with TCMA

Currently do not have internships

We are too small with few employees that would have extra time to train.

Will begin doing such soon.

Not aware - will start doing so

Having an intern would not be beneficial to us

no interest

Don't have internships

we are not a city and internships are not a good fit for us

Wasn't aware they were offered.

Unknown

Retired

no budget

don't have internship opportunities

Internships not implemented at this time.

Don't know if they do

We have not used internships.

I'm actually not sure if they know about it.

Why are not offering internships at this time. Budget constraints

Use SFA exclusively for interns

we currently advertise with UTD and UNT directly for interns and that has worked for us.

We do not have any intern positions

not my decision not to have interns

We don't currently have an internship program

location of our city is rural.

No interns currently or planned in the short term.

Haven't considered it

Have not thought about do so and distance from San Antonio.

No intern program

Most universities are now utilizing the "Handshake" job posting system.

too small, no budget, limited resources, limited time

Don't have the time / budget to have a regular internship program.

We do very few internships.

We have a new internship position that was filled by other means but will post on TML when it becomes available again.

Typically posted on city website.

Small City. Opportunities for larger cities are more sought after.

Do not have intern positions funded.

unknown

Internships offered are rare, but usually to save money will post on city website

Small city - no internship opportunities at this point

limited budget

rural city

Currently unemployed

We didn't get funding for interns until this budget cycle and ended up interning a local student with the expertise we were seeking.

we don't offer any

we don't have any internships

We do not have interns

we get enough interns and intern candidates from the University locally

No current internships

Not enough room

We don't have many internships offered at this point.

don't have intern positions

No internship program.

Our internship program is only for high school students

We don't have an internship position at the moment and haven't in the past.

We have no intern positions at this time.

City size

Not relevant to my private-sector company.

Don't know...I'm retired

We work directly with Tarleton State to provide our interns

Did not know it was an option.

We currently do not offer internships

We have not traditionally utilized interns as we are incredibly lean in our staffing and internships take a bit of oversight from our already maxed out high performers. But we are looking at unpaid opportunities in the next budget cycle.

I'm the very first intern they've had....

Very small City and do not have enough for Internship

City is too small

We have offered internships for engineering and emergency management.

Limited Resources

Haven't had an internship program

do not have an internship program currently

We don't currently have any internships

Didn't have any to propose but we are using the ICMA fellowship process this year

Live in Colorado

We do not have internships in our budget.

We do not have a formal internship budget

I use local universities for interns

We do not currently have funding for internships.

No internships available

Funding

Positions are filled quickly through local relationships with universities

We are close-minded to the idea, but lately we have partnered with TWC to get interns who are paid by

TWC to do 10-week internships and learn a department to gain experience. It has worked out really well, and the intern earns a little money, gains a lot of experience, and leaves with an employer reference.

City has new HR director and this may be on her future list to accomplish

None available.

We don't have an intern program

Was unaware you could

We do not any internships.

we work directly with UNT

No funding for interns

we post on our webpage and are overwhelmed with responses. We try to help the students that attend our schools first.

Funding not available, internship program not developed

We don't have interns.

we don't tend to have internship positions

?

Too small

Work closely with Texas Tech to obtain qualified interns.

Too Small of an organization

We do not do an internship program

No budget to pay interns; if we do hire interns, we do so with the help of local colleges/universities in the process of getting our internship program started

We do not have internships

Out of state

We don't have the staff to manage an intern program

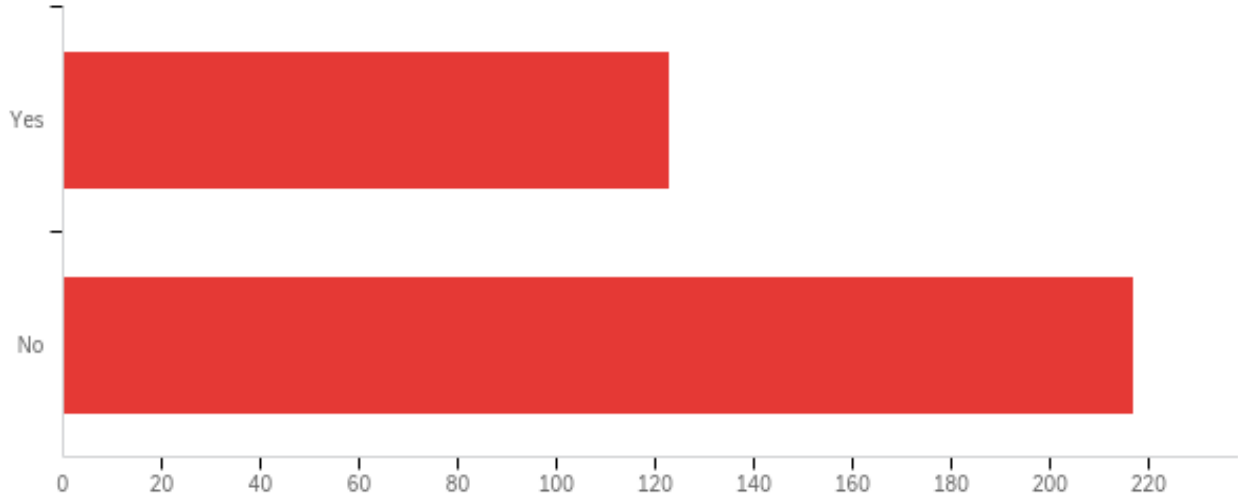
We do not have standing internship positions

Don't have internships

We haven't had any internships...yet.

We do not have internships

31. Did you attend the Inaugural Intercollegiate Bowl and the 2019 TCMA Annual Conference in Fort Worth?



#	Answer	%	Count
1	Yes	36.18%	123
2	No	63.82%	217
	Total	100%	340

Since you responded you did attend the Inaugural Intercollegiate Bowl, your feedback and suggestions for improvement would be valuable.

in an effort to create an even playing field, the teams should be limited to a finite number of contestants to eliminate the regional school from overwhelming the competition.

College Bowl was one of the best ideas in a long time to get students to attend TCMA conferences. Keep up the good work, happy to help.

Was interesting and fun. A way to expose new, interested individuals into the profession and especially those in college already considering a career in government

The programs sizes create potential inequities in scoring. The activities that will create an unfair advantage to larger schools should be limited.

Thought it was a great event for getting students involved with TCMA. It would be better if it didn't conflict with actual sessions so more TCMA members could attend.

It was good. One sided with dozens of students from unt. But good

great event, learning and networking opportunities for our emerging leaders as well as learning about job opportunities

Better equipment at Family Feud game - students were having hard time clicking in for the answer

it was great and fun

Do not let teams of more than five complete. School should have to pick the five people they want to participate. Get rid of the school spirit section. If you're going to do a Jeopardy competition again, make the question times longer between questions so that teams may switch out the representatives.

Great energy. Glad to see the next generation stepping up.

It was great. I'd suggest more audience participation in the game.

It was a great session

More females need to participate

It was fun but the purpose was unclear

awesome event - don't schedule concurrent sessions during the event

I really enjoyed seeing students at the conference. I felt value with interacting with them and their good questions.

Outstanding group with lots of energy. Really need to find ways to get them involved in the profession and not just in the large markets.

It was hands down the best event. I loved the amount of work the students had to do leading up to the College Bowl. I loved meeting our future governmental leaders. **KEEP THIS PROGRAM FOR NEXT YEAR**

This was a fantastic event! I would like it to be an actual session and not during lunch so more member will attend.

ONE OF THE BEST tcma CONFERENCE I'VE ATTENDED. TOPICS WERE WELL CHOSEN, SPEAKERS WELL PREPARED.

It was great

Eye opening as to what college students knew/did not know about local government

Incredible! Everyone should attend!

It was great - needs to be a little more organized

More communication with TCMA members about the activities and expectations for participation

It was a very fun idea and students seemed to be engaged. Perhaps follow up with the students to see how many actually pursue a career in city govt

It was a great way to get students involved. It seemed that they could simply be part of the conference as opposed to having many specific activities.

The scoring rubric should be equitable to minimize the advantage larger programs have.

I thought it was a good first year for the Bowl.

n/a

Was fantastic. Wish it was a standalone event not competing with other topics.

I was impressed with the student's practical knowledge. Some of the student answers were hard to hear

none

It was fun and entertaining

it was great to see that many students attending and participating in TCMA. i look forward to South Padre.

Great activity. Would like to get to meet students.

Beepers for family feud game need to be equally responsive and they all need to work

Great event!

Loved it! Need to invest more if TCMA is serious about building the pipeline and attracting young talent. Recommend robust scholarship program for students to attend and compete.

I thought it was great for the first year.

The first Bowl was excellent, and with that experience, the Bowls will only get better. Having students engaged early - which has already happened for 2020 - is critical. Students need sufficient time to plan and coordinate work schedules; now is not too soon. Additionally, after the first one, students can share information with those who come after them, so they better know what to expect. Along with students, the Bowl was a first for TCMA members, so ideally, they too have a better idea about what to expect in 2020. The interaction with the students went well and should continue. The competition game show could be the only "session" for that time of the day to better encourage greater membership participation - possibly have the competition in the general session meeting room. Finally. James need more members involved and helping at the Conference.

Need more female participants as well as diverse managers in residence.

it was awesome!

It was awesome! It would be really cool if something like kahoot was used so the audience could participate in answering the questions too. Make it more interactive for those attending.

More universities participate

It was a great event; however, I would have enjoyed seeing more questions about local government.

Great event. Very valuable

I thought it was great. I encouraged my alma maters to participate (SFA and UT Tyler). Maybe start advertising to the Universities earlier.

Eliminate spirit and jeopardy events. They're high school and not for graduate students!!

I was one of the contestants. It was a great competition and helped the students out a lot. It would be great to see more regular members getting involved and reaching out to the students during the competition.

?

Separate event from conference sessions. Difficult to attend while attending other sessions.

Loved it

Nothing to offer, looked like a lot of fun

Great program and hope it continues going forward

I liked it but I think that more schools need to be encouraged to participate. One school outnumbered the others by a lot.

I think it is a great program

It was well planned

I thought it was great. Enjoyed visiting with the students.

A more organized jeopardy game (i.e. better way for students to "buzz in"). Technology issues led to the game being less entertaining.

thought it was great!

Sorry-I clicked yes because I attended TCMA in Fort Worth.

Loved it!

32. The TCMA Board has made it an objective to intentionally recruit, develop, and retain young professionals, women, African American, Hispanic, and other underrepresented populations. The Board created an Equity Task Force to address this objective. Your feedback is important as the Task Force develops strategies to meet this objective. Please provide constructive feedback on ways TCMA can intentionally recruit those in underrepresented populations.

Reintroduce the topic of local government at the high school level. with all the attention paid to state testing, schools reduced or eliminated curriculum about local government.

Host luncheons by regions targeting young professional or minorities.

I wholeheartedly support underrepresented populations to pursue careers in city management. At the same time, we must not exclude anyone on the basis of race, gender, other categories as I also believe there can be such a thing as reverse discrimination.

. Send an invitation to your members who are in your target market and invite them to participate in a free interactive webinar with tcma to discuss recruitment and retention. Have this group, collectively, tell you what it takes to recruit and retain them and others like them who have yet to join tcma. Also, send this invitation to city manager statewide to be forwarded to their young and minority employees inviting them to participate in the free webinar, tcma membership not required for participation.

Create authentic relationships with these people; I have attended TCMA events and quickly left due to the culture at the event. Women are not usually welcomed and often not spoken to unless they are there with a male colleague.

I feel like TCMA is doing a great job reaching out to young professionals

Make an effort to reach out to veterans that go to college after serving. The military is very diverse.

Have an active member in municipal administration who is of the same ethnicity make contact - discuss the benefits one can bring to the city or organization - invite them to person's workplace.

I believe making sure there is a diverse representation of presenters and subject matters at training opportunities helps. I think everyone wants to "see" themselves.

Highlight more of those people and encourage cities to look more at those people when hiring.

Improve the relationships with underserved universities and educate members on the benefits of building diverse teams.

Women leading govt is doing well

Address this goal through the Managers In Residence at MPA Schools in the State.

Create a TCMA Internship that includes a stipend, and requires working 20 hours a week in a City.

promote the best candidate regardless of race or sex

I am not sure.

Continue to work collaboratively with our School and direct contact networking.

With the aging of the population and the retiring of so many baby boomers and gen x & y for early retirements, there has to be a way to work with the young professionals to be able to transfer knowledge from the "fathers" of local government to them. Agree that more effort needs to be made at the collegiate level to have them more involved in TCMA, ICMA and TML.

Outreach should begin at the Middle School Level and substantially at the High School Level.

University recruiting

continue to expand focus at colleges

As far as students go. Open internships in November or December. If you wait until February or March most students have panicked and taken an internship with a nonprofit. Do not try to force diversity. Let it happen naturally by being welcoming.

Attend MPA programs on local campuses. Hold job seminars for students at local colleges and universities. Sponsor events where students can role play practical local government events and issues that may arise.

Find them in the Universities and existing employee pool of the cities

Financially support leadership and management training for underrepresented populations such as TWLI. Also, offer scholarships to conferences for underrepresented populations.

We hire for results and will hire anybody that walks through the door that can perform. I tend to support Commander Abrashoff's philosophy (It's Your Ship) of looking for what we have in common rather than focusing on our differences.

Not sure

Increase outreach, mentoring programs, go to their places of work (cities/counties etc.), get them involved in making presentations at conferences.

Provide information about the profession to attain interest for those interested in local government

In rural areas, it is hard to find any professional employees to assist the rural cities. In the RGV I believe it is very difficult to find opportunities for non-Hispanics.

Build Relationships, support and mentor them.

Broaden promotion and recruitment to fields like human resources, public works, and public housing

Expand TCMA membership to department directors and offer broader resources to develop those directors to grow into city management professionals.

Go to actual towns and find out who works there but isn't "important enough" to have their name on the website or belong to any organizations that promote career advancement. That's where you will find the minorities. The incredibly hard working, unappreciated, underpaid minorities.

Presentation and participation in career days at minority colleges and universities, such as UTEP. Work with the staff of these types of organizations to help develop an MPA program that focuses on City Management.

Must use the universities and maybe get into the high schools to present information. Partner with cities where the high schools are located and have the City staff and TCMA Staff present information on types of careers in local government.

I am a member of TWLI Alpha Class. This will be very helpful in recruiting TCMA members.

City Managers and local gov professionals need to directly engage members of these populations

Targeted professional development training

The TCMA Board should make it an objective to intentionally recruit, develop, and retain young professionals, women, African American, Hispanic, and other underrepresented populations that are representative of the demographics they serve, and not as merely a "box" to fill.

Be intentional -- market our desire, encourage those groups to attend/apply, make it part of all training venues

The task force is doing a great job.

educate existing city managers re: diversity in workplace & under-representation ALONGSIDE training about personal biases (and how they reflect in hiring decisions)

I believe that other TCMA members should make site visits and visit individually with the perspective new members. I believe it shows a genuine interest in them from TCMA and helps to put a face with a name.

Proactively construct a marketing/communications campaign (or marketing plan) for the profession. Agree to the plan and have a staff member (TML or TCMA) execute the marketing plan.

Keep making connections at the University level and provide targets with opportunities.

look at those serving as City Clerk and City Secretary who have the education and experience

It is important that active recruit professionals from all walks of life. Sometimes an intentional focus creates an unintentional wall to professionals not in the targeted group. A feeling that you are not wanted or needed. I think it would help if TCMA would set up a quarterly conference call for individuals (like myself) who fit in that group. The only way to move forward in this objective is if we work together to encourage those of us who already are in the profession in those categories.

Making those populations aware of local government early and providing opportunities for them to experience what it's like to work in local government.

Programs for training that focus and hone in on the underrepresented populations; finding ways to regionalize that so that Cities feel like it is valuable to spend the money to send lower level staff.

Training/workshops on areas that affect them more - negotiating, perceptions, communication styles

Provide a career path tool/guidance. Hold networking opportunities

Create a regional committee for young professionals besides the state wide one

pay visits and highlight cities that are have what TCMA is seeking

Provide internships in various departments, be intentional in developing employees

I think TCMA has to begin the outreach in High School. From City Managers reaching out to the Government teachers to being present at career days; most students do not realize that there are promising career fields in City Management.

Internship programs through local high schools

I believe the more the leadership reflects the populations you are wanting to recruit, the easier it will be to recruit such populations.

Have the Managers In Residence (MIR) work with the University Staff in setting up one-on-one meetings or group events for the targeted underrepresented populations. This could also include connecting with established campus organizations like the black business professionals or the Hispanic accountant professionals.

Show more of those groups in these positions and encourage cities who are looking at city managers to really look at people in those groups. In west Texas this is still a good old boy region and it needs to change.

Online training classes for new city govt

Go to the places where these folks live and work and hit the pavement.

I serve on that task force and hope to be more active this year. Due to time constraints, I have not been able to attend a meeting yet, but I support the initiative.

Provide cultural competence training to members.

More outreach in undergraduate schools

Ex Ficio membership

More outreach at the collegiate level

Increase awareness to membership, increase visibility of underrepresented groups in TCMA (invite to serve on boards and committees)

As a woman in the profession I think just having more events of varied topics in different locations will draw more people. Increased advertising of events and appealing to more positions in cities may also help.

Continue to involve local universities and MPA programs.

Provide training in Diversity, Equity, and Inclusion.

Reach into the undergraduate programs

Outreach into the State's historically black colleges/universities (i.e. TSU, Jarvis, PVAMU...) and predominantly Hispanic universities (UTSA, UTRGV, UTEP, etc)

Broaden involvement from larger Cities

Creating more flexible networking and mentorship opportunities for those who work fulltime in other sectors. Would have liked to explore a career in city government but have no idea how to start or who I should talk to.

Awareness at campuses

Outreach to minority and female professional groups. Develop partnerships

Include local government curriculum at the high school and community college level

Current members should speak to classes interested in local government and encourage them to join TCMA and discuss the value of membership

recruitment begins at the college level where I believe you will be able to source a diverse group of students and bring them up into city management.

Webinars

Strategic engagement and training and development support for participation in NFBPA, Hispanic Network and Women in Local government activities. Intentional promotion opportunities for growth and upward mobility within or outside jurisdictions.

Make sure the HBU institutions are introduced to TCMA, ensure that the speakers at conference represent the membership, have social events that are not golf, fund the TWLI

I assume you mean recruiting etc. into the profession not into TCMA. The most basic issue we have is that not many people know that city management is a thing. Speaking to college groups that are likely to include these populations would probably be helpful.

n/a

added influence and involvement at colleges/MPA programs

Successful examples from underrepresented groups should be encouraged and supported to share their success story with undergraduate students and high school seniors.

Visit Historically Minority Universities, partner with NFBPA and have a job fair.

For rural cities like myself, it would be helpful to have neighboring cities reach out for engagement. Small rural cities can sometimes be intimidated to participate in organizations with such a concentration of large cities present.

Find ways to encourage advancement into city management by employees of cities who are not currently part of city management. Often, the best talent already exists in our own organizations, and many are the targeted groups. Actively market educational and training opportunities to prepare people to take the next step up on their organizations, even though they may not already be on that career track.

Colleges and universities are our best bets. That is a diverse crowd.

Intentional recruiting at the collegiate and local government levels, highlighting members of diversity

Additional training in better recognizing inherent bias.

we should look to hire the most qualified, educated and talented people we can find

Have a clear statement on TCMA's website that explains that.

CMOT committee has made solid recommendations to attract young professionals but need buy-in from the organization.

Joining various group memberships for the targeted audience, advertise in publications with a high number of target members.

Develop a formal program to assist Cities on how this objective can be implemented and accomplished

TCMA can assist my targeting specific universities with underrepresented populations. All students may benefit from advice and expertise about interviewing and job applications, so that is one area to address. Importantly, sharing information about the broad career choices available in local government might be helpful.

Provide targeted training that will attract target groups; co-sponsor and affiliate with groups already attracting these populations

Broadening membership on the Equity Task Force and include younger professionals

targeted outreach internships for high school and college students

social media

Continue as you are good job

Provide tools for leadership within organizations to recognize and foster talent internally, whether its mentoring, scholarships or networking opportunities. I also think engaging students at the undergrad level and spurring interest in the field is very important.

I think it begins in the Public Schools; we need to tell our stories and let students know what we do so it can be a career choice for them as they begin looking for degree plans in college.

Perhaps not always meet in Austin for regional meetings.

Visit local universities; inform local colleges of public administration opportunities.

I think there needs to be more consideration for moving outside of the City Manager/City Administrator roles to fill committees. As featured in the recent management messenger article on the Texas Women's Leadership Institute written by Ashley Wayman, only 12% of City Managers in home rule Texas Cities are female. In order to better develop a pipeline for women, young professionals, and underrepresented populations, we need to be providing individuals who are not City Manager's and City Administrators with a greater opportunity to serve and be connected to TCMA. I think the TWLI is an example of a program working to address the low numbers of female city managers. Connecting these opportunities with the Annual Conference and showing change in the committees is a great way to help connect people and empower them!

Have a current female TCMA member reach out and offer to show the ropes and make introductions at the new female's first conference. It's tough to jump in without a guide.

Proactive outreach; highlight accomplishments of those members within underrepresented groups

As the faces and demographics of MPA classrooms change, so will the makeup of our profession. The equity task force should focus on outreach, internships, and mentorships in MPA programs, as well as recruiting undergrad students into municipal careers.

Beyond recruitment, TCMA can open up its membership categories and award categories to support nominations for individuals that are beyond full members or retired members.

We need good new talent across the board. Reach out to everybody.

I have no recommendations

We need to develop many from within our own city staff. Encouraging staff to seek out city management

training such as King Cole and offering scholarships for staff to attend the training might open some doors. Reaching out to Civil administration students and offering tailored TCMA orientation to prospects might also be fruitful.

Remain participatory at Texas colleges & universities. Also via Regional meetings.

Provide good examples/mentors at university sessions to recruit and at assistant organizations to nurture and guide employees.

working directly with colleges and even high schools to introduce the profession

Need clarity on this question. Is TCMA trying to increase membership diversity? Because it seems that membership diversity is an outcome of increased diversity in the profession itself. The Task Force should focus on how to increase diversity in the profession.

Many communities do not understand the various positions that local governments offer. Cities need to do a better job of working with local schools and colleges on the benefits of working for local government.

Continual reaching out with local representatives

Continue coming to the university's and encourage students to enter the profession

Offer education training to certain Low income areas

Actively support ICMA student chapters to develop interest and networks at both the undergraduate and graduate levels.

?

Not sure...

Educational awareness programs for careers in local government. Outreach to high schools. Possible regional event.

National searches may help targeting more diverse areas and colleges.

Scholarships and incentives

It starts with college preparation and a desire by these groups to become city professionals. That is where the shortfall exists.

Put more minorities, women and young professionals on TCMA boards. People cannot be what they cannot see. They need to know that they have a network of people like them to support them in a profession dominated by one race and gender.

Best person for the job

Maybe stipends for intern placements??

it takes recruiting other ethnic groups to city management at the high school and college level to make a change.

Consider a task force or sub-committee focusing on the value veterans can offer to local government. ICMA has the fellowship program and with Texas being one of the largest recruiting states for military we should capitalize on that success.

Host trainings in underrepresented communities.

Have TCMA representative start talking to student at high school level to determine educational route.

Partner with college programs that are government related. Start talking about working in government and affecting change for environment, quality of life and providing quality services and recreational opportunities for the public, earlier in schools, say 6-7th grade. Appeal to what is important to them and push that fact that they can have a voice and affect change. Tout the employment stability of government historically and opportunities for advancement. All jobs don't require college degrees.

I think we need to enhance by encouraging the next generation of City Manager's to have professional experience in both the private and public sector. I would be happy to participate in an effort to vet/frame this initiative.

Recruit based on ability and not ethnic criteria.

The distribution of more information would be helpful. As a younger, Hispanic city manager, I had no idea such a task force existed. I work in a rural community so information isn't made readily available to those of us.

Don't know.

Shouldn't that be left to local governing bodies to decide. Race or gender should not be a determining factor in selecting the best, most qualified candidates

TCMA must create a welcoming atmosphere in order to overcome this bias. People go to where they are welcome!

get out to colleges and universities with that demographic, free training

No suggestions

I believe we should be developing, training and recruiting the most qualified people for the profession regardless of sex or ethnicity. Our job as current leaders is to prepare the future leaders for the road ahead.

Support Women Leading Government leadership academy

I love this! Thank you to the current president and board for this! You should partner more with the universities and also with the assistant's organizations. I am involved in both and have seen little involvement of tcma in either

I serve on the Task Force

Seek to recruit those qualified in underrepresented populations and avoid affirmative action

Focus on colleges and universities with high minority populations like the University of Texas at El Paso and South Texas College. Have people that attended college at such locations set up booths during career days and maybe speak to MPA or political science classes about the profession.

Full support of current efforts while recognizing the value of those who have already been recruited. Don't lose the 'newly recruited' in the process of looking for brand new people.

Stop relying on SGR to do recruitment in all the cities. I have been Holifield's "token minority" a dozen or more times in my career, yet he rarely places minority candidates, and has not once placed me. Yet all the cities use him. Start partnering directly with the HR departments in cities if you ACTUALLY want to increase inclusion.

Continuing to include underrepresented groups in presentations and training events. Promote/publicize the equity task force so people know an effort is being made.

Small towns don't always see the value of training. They just see the costs. Reaching out to elected officials might help in those small towns. Having regional members reach out directly is also a good idea. I know that's being done in some areas, but not all.

33. Please provide constructive feedback on ways TCMA can intentionally provide professional development opportunities to those in underrepresented populations.

see previous response...you have to start at the beginning and introduce the subject to students in high school.

Continue to find ways to form multi gender, multi race mentorship groups who welcome people from all races, genders, and ethnic backgrounds with open arms. We must avoid forming special interest groups that take into account very little diversity in backgrounds and disregard actual experience in the field of city management.

Scholarships. Also, set up a session directed at your target market at your next tcma training or seminar. The purpose of the session is to obtain their feedback on assisting them more gather your information directly from them..

More events in the DFW area in conjunction with graduate MPA programs

Texas veteran's scholarship program?

Provide courses geared more toward minorities.

Provide it through the regions more

More training for small city/town managers

Through ICMA Student Chapters at participating universities in Texas.

Create a TCMA Internship that includes a stipend, and requires working 20 hours a week in a City.

Provide scholarships to achieve a diverse set of attendees at TCMA conferences and events. I don't attend because I don't frequently see people who look like me. I'm Hispanic, and rarely do I see people of my race at TCMA events or on the board.

I am not sure.

direct connection of existing TCMA members with our graduate students.

Having regional training where people are around others they know or are familiar with might make it more comfortable for them to attend.

We have heard enough from military speakers

encourage local schools and newspapers to sponsor student local govt. days

Regional or Local Training to include CPM.

NA

provide regional training as often as possible.

shouldn't have to - the profession is the profession without stereotypes or demographic differences

Scholarships

stop trying to train to underrepresented groups. Just train everyone the same. Stop the division among the membership and engage everyone as an equal, not something different or underrepresented. We are all members fo the same organization and are equally as important as the next person. I feel insulted when this occurs.

Offer scholarships to TCMA annual conference for underrepresented populations. Financially support leadership and management training developed by other associations formed to help underrepresented populations such as TWLI and the leadership training hosted by the Black Public Administrators association.

More events and training in closer areas

One-on-one mentoring, propitiate sessions at TML, train the City Managers and Department Heads to understand the challenges better.

Become visible early on in education/career path selection programs.

Incorporate concepts relevant to grants, ethics, infrastructure investment

TCMA needs to focus on recruiting those individuals to join TCMA first. The membership levels of women and minorities are low. Those individuals will not even know about professional development opportunities if they are not yet first members of TCMA.

Email people DIRECTLY and not in a form email where your name gets auto-populated and let them know that you are inviting THEM SPECIFICALLY to a development opportunity. "Hey George, this is Sheila. I see Smithville has recently considered adopting a PID for the Grand Junction development. We have an training coming up in Jonesville on PIDS and TIRZs, its only about half an hour away, do you think you could make it?"

Help minority colleges and universities create a curriculum. This would probably require interdiscipline including government, engineering and finance. TCMA could also provide trainings in minority areas for continuing education.

I think the cities will have to help you get that information out. Internship programs where cities get some of the cost of an internship covered could result in more internship positions.

Free training.

Texas Women's Leadership Institute

Same as previous question.

Look at college level for opportunities

The Professional Development Committee should take on a more active role in this endeavor. I believe that if they were to meet more often, this could be accomplished.

No current ideas at this time.

Be intentional with training opportunities

Training on how women can overcome gender bias of their city council's in small rural cities

Be careful of your message and actions

We need affordable options for interactions. Group conference calls/webinars sponsored by someone with the conference bridge meeting software. The underrepresented populations probably have all had their training dollars cut by elected officials. We can have free interactions to help build the network. New leaders NEED the benefit of mentoring by seasoned professionals. I would like to see a Mentor program for all new TCMA members. Require new members to be assigned a seasoned TCMA member to set up monthly conference call to talk about the tales of government.

kind of answered on the last one... more regionalized trainings so that Cities are able to afford to send lower level staff in greater numbers.

have a diverse board

Those groups should be more intentionally represented on the planning committees

Scholarships, mentoring

Providing meetings at local libraries or school libraries. It has to be a grass root effort.

Work with MIR and University staff to provide development on campus

Take development to them. Stop centering everything around Austin. No city is AUSTIN except Austin. And most cities don't work the way AUSTIN or bigger Cities in Texas do.

Mentoring groups , internships, list positions available on TCMA Site which could be claimed by potential entry level govt employees (city sec, parks and rec, ACM, Intern, etc)

You are doing a good job in this regard, although a training session every so often in West Texas would be beneficial.

Provide more entry level training topics.

No Answer

Offer more professional development in the DFW Metroplex

webinars, so travel is not necessary (if budgets are limited)

I think more networking sessions would help.

Set realistic targets and objectives with support from the association's leadership.

Trainings and networking events from a local/regional standpoint.

Host TCMA / TML presentations at local colleges on the benefits in working for city government.

Equally market because targeting underrepresented can have long-term unbalanced effect the opposite direction

Allow to attend without city sponsors. Make affordable to attend

Encourage managers in these underrepresented pop. to mentor and/or provide internship opportunities again, this may have to begin at the college level. Partner with a university and go to them instead of waiting for them to come to you.

Webinars

See previous comment

Internship opportunities should be paid and marketed to minority fraternities and sororities as well as women's groups on undergraduate institutions.

n/a

Work with members to identify employees with the interest and drive to achieve in the profession and provide them with next level skill training.

Provide scholarships to underrepresented populations

I think folks in far west Texas, Big Bend country, and the valley would benefit from trainings close to them. Having the conference in San Antonio or South Padre from time to time, or even Corpus Chrisit, would help them.

More localized training

Scholarships, prompting our existing members to bring those populations with them to meetings and events

Offer more opportunities and incentives to minority schools

Provide programming and scholarships to local government employees at levels deeper into organizations, not just CMs and ACMs, or even department heads.

encourage universities to promote career opportunities in public administration

Not sure.

Webinars and live streaming training sessions to reach rural areas.

Consider targeting the working labor force to prepare them for promotional opportunities.

Outreach in areas of the State where these populations are represented

See the previous comment.

TWLI

Develop close partnerships with colleges/universities that offer MPA programs

webinars, breakout sessions at annual conference

1 day; centrally located, women in management seminars

Mentoring and networking opportunities are the best way I know to engage anyone trying to enter this field.

Work with the different TCMA Regions to host educational opportunities for anyone interested and then publicize to the regions local governments and colleges.

Webinars

scholarships, training, internships

See my previous answer. More opportunities like the Texas Women's Leadership Institute. More opportunities to serve on committees! More intentional programming at the annual conference.

Again, reach out to everybody...no exclusions.

Encourage membership at the regional levels of TCMA

See prior answer. Special dues rate?

not sure

See previous answer. Increase representation in the profession. Does the membership represent the profession in terms of race, gender, etc.?

Internships

Continue reaching out to those underrepresented populations and rural areas of Texas

Create more scholarships for students to attend the annual TCMA Conference

Offer scholarships if they will comment to or have current positions in local government

Through sponsoring regional opportunities.

?

Job fairs at underrepresented colleges

Webinars are the least expensive

Get these individuals interested in public administration and other city careers. That has not existed, which is why there are fewer.

Put a minority or young person on TCMA conference panels. Panels that are NOT about diversity preferably.

Maybe have city managers present information at high schools during job fairs or career planning days. Tell them about the work, average salary and benefits. Ask Joe Brehm at Round Rock about their Teen UniverCity program Jbrehm@roundrocktexas.gov 512-341-3148

Go to the schools (elementary, intermediate and high school levels)

Regional training so that you don't have to spend the night as it is expensive. Webinars are not the same.

Provide classes and trainings on the north side of DFW

Use keynote speakers to whom underrepresented communities can identify or relate.

Contact city and local chamber of commerce or EDC board to schedule meeting. Possible through department of AG

Absorb the cost by taking the training to them.

Rural communities struggle with little to no professional development budgets. Free, regional training would be a great asset and benefit.

Don't know.

mentoring program

All City Managers, regardless of race or gender, represent underrepresented populations

More attention must be paid to underrepresented populations.

No suggestions

Regional training at reasonable cost. Encourage City Managers to support sending staff to training

I'll be honest: I wish the trainings tcma puts on had more women/POC speakers. The WKC seminar I attended was (all but 1 or 2) white males over the age of forty who I cannot identify with. Their ideas are old and they are not welcoming to growth - something cities in the metroplex are feeling tremendously.

Have the discussions led by those who represent these targeted groups

1. Hold trainings in areas with underrepresented population to bring down the cost. 2. More online training to bring down the cost.

Partner with and promote other firms besides SGR.

Take the training to them and make it affordable or free.

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

TCMA does a great job creating networking opportunities for active and engaged members

Continue to offer top notch, state-of-the-art trainings and always provide opportunities for networking..

TCMA is doing a great job already

TCMA has equipped me well and Kim is awesome! I feel very supported.

Support members that have elected official that broken laws and policies. Give members a place of support help managers in difficult situations because of elected's bad decisions or lack of accountability.

Encourage cities to hire members of TCMA.

support strong ethics, teach no city managers about the profession (many have no clue what a CM is)

Continue being proactive in areas that will ensure the relevance of our organization in the future.

Y'all do a great job

Keep offering training

Retired. You've done a good job and are doing well!

Better understand that the future of the local government management profession must include more women and minorities.

separate from TML and be an independent association focused on helping members

Training is always good.

Continue to offer opportunities currently provided

improve MIT support dramatically

Provide more training and coaching opportunities throughout the regions.

Be there, and you are doing well in that aspect. Thank you.

NA

I'd love to be considered for panel presentations at the Conference. I'm also very interested in working with students.

Nothing more at this time.

more regional training.

Our regional TCMA does a good job with support and collaboration

They are doing great

Develop and provide more information to legislature since we can't make them believe it

I'm good. If I can help in anyway feel free to contact me.

I appreciate all it had done but I have no desire to be a city manager anymore. I am too political.

Continue providing leadership development activities to allow managers to discuss ideas and strategies.

Continue training, encouraging networking, being politically neutral.

I have often felt that TCMA should take a leadership role in coordinating with other professional organizations. We are under attack by our State Government (I.E. Speaker Bonnen's comments). What are other professional statewide organizations doing in this regard (Police Chiefs, Fire Chiefs, City Attorneys, etc.). Is there common ground among the organizations, and are there opportunities for coordination?

Foster an environment that looks for and trains the best and brightest from all to make sure we are getting the best city management professionals. Also, be sure that conference and training speakers and panels are representative of the population as a whole.

I will be retiring in 57 days. I am interested in performing interim work for smaller cities. If TCMA has any interest in those services, I would be glad to discuss it. TCMA has been a good organization to have been a part of, and I have valued that. If I can be of service to TCMA after my retirement, I am open to that as well.

Be a source of inspiration

Institute a mentoring program, more private sector related training

stop being clique-ish. Innovative or creative items do not only happen at large cities

Keep up the good work.

It feels as if "assistant to" and economic development are two paths that receive the most broad recognition and assumption of talent, and are thus handed better opportunities to participate.

TCMA has provided amazing support in my career. Continue to focus on new training and development programs. I have heard that some of TCMA's long standing programs like the William King Cole series has gotten stale. Provide a diverse training portfolio and access to self-paced learning. Training for mid-career managers.

Keep doing what you are doing

Help out itty bitty cities that are facing grown up problems to understand how to navigate shark infested waters. Those of us who are at the mercy of a council that can behave in WILDLY unethical ways need to know there is a way out that won't cost them their career.

Doing a great job.

I would like to attend the annual conference but have been told, as a woman, I will not be welcome.

Keep me informed of the newest and best practices

I am pleased with current support

Provide trainings in the North Dallas area.

Provide more regional or webinar based trainings

work actively to remove institutional hurdles resulting in replication of existing leadership models for municipalities

I enjoy being a part of this organization. The true question is, what more can I do to support the efforts of TCMA. Please let me know what more I can do.

Continue to promote good networking events.

Continue to uphold the ethical standards of the profession.

provide networking opportunities for smaller cities closer to my city

realize that more women need to be brought in and need support and realize the importance of the municipal clerk to all cities

Remember the old guys and gals still have a lot to offer besides their retirement.

Work on getting TCMA members assigned to a fellow member of a similar sized organization (even in a different region). The best way to learn something new is to find out somebody else has already recently been through the same process and learn from their mistakes so you do not make them.

Take on the issue of "rogue" elected officials. Those that don't follow the rules or feel as though they won't get caught. Elected officials that don't follow the rules will cause many to leave the profession and others not to come to it.

request feedback, provide training, and Key is to help network and guide people seeking to move up

Continue to provide quality programs, ethics training,

Keep doing what you are doing.

Advertise free training for smaller cities

Continue to provide an annual conference that is both educational and provides opportunities to network. Provide programs like the City Manager Clinics throughout the year with more variety in topics, continue to provide the information being provided. TCMA is a great resource.

It would be helpful for me if there was more programming around and engagement of bigger cities within the State.

You're doing a great job. Keep doing what you are doing. Thanks

More training close to home. Small region so I don't have to drive forever to attend meetings.

Give training on things that need to be filed yearly, help training with new CA/CM in small communities

You are already doing a great job!

Provide guidance to department heads on gaining employment as ACM/CM.

update on changes in the profession, share best practices; train professional development

Continue to move forward with positive ideas.

Additional insights for making the transition from director to city manager

Work with TML to promote the importance of ethical, professional city management to elected officials and the council-manager form of gov.

Keep doing what its doing. As an organization it has been wonderful to me.

Keep doing what you have been doing.

Strive to be inclusive and relevant now and into the future.

Continue face to face training of all kind. I have learned more just talking to peer or experienced managers in casual conversation.

Reach out more to MPA students and offer flexible options to encourage students to come out and learn more about career pathways in city government.

Continue what you are doing.

Continue providing networking and training opportunities

Continue annual conference

Understand that I am always available to help or provide input in any way I can.

Trainings

continued communication

Continue to provide training opportunities and pass along pertinent government related information.

TCMA currently provides adequate support for me in the profession.

Be more aggressive regarding social media presence.

Training

TCMA already supports me

w/TML fight legislative/state intrusion into local governance

continue to work on the areas the board has identified, especially in the city managers of tomorrow.

Continue to support all members, including old white guys. They have plenty to offer if they are not seen as the enemy or just someone who needs to retire an open another opportunity.

Promote the profession

Continue to work with TML on Council Member education.

Continue excellent training opportunities

Provide training for our future city managers; negotiation training on employment contracts; sharing trends in our changing work environment

Continue to be there when needed by members.

More intermediate to advanced training

Continue to advocate for the profession at the local and state level.

Networking and continued education.

I'm pretty satisfied with programs offered by TCMA.

Continue what it is doing.

Continue to provide the same excellent staff support that we have come to expect.

Thanks

Continue your efforts to recruit, develop, train, and mentor the next generation of managers

1/2 day and 1 day regional training

In four years I anticipate retirement thus I am satisfied with your current support

I believe TCMA does a good job of supporting me

MIT support is greatly appreciated. Thanks!

Get back to teaching fundamental Municipal management at conferences. It feels like we've gone from providing technical and strategic instruction/ idea sharing to monologue driven panel discussions that end up

becoming ego strokes for those on stage. I've found I learn more sitting down with a small group and talking through an issue informally than I do in sessions and that wasn't always the case. Also, focus on highlighting the role of our profession more to the public..

Help us promote our successes to other cities for them to utilize the experience and knowledge we have gained.

I think you provide a lot of support. It is just unfortunate that due to budget constraints, distance, etc. smaller, poorer communities don't have the man power to cover a missing city manager or the budget to send the city manager to many training opportunities.

Keep up the good work...

I'm currently serving on the advocacy committee. I would really like the opportunity to serve on either the Professional Development Committee or the City Manager's of Tomorrow Committee in the future.

continue to offer training and networking opportunities

more focus on development of career path to city manager jobs; more inclusion/representation of all members, not just city managers - its the "city management" association

Continue to provide networking opportunities with other city managers.

Open up some of the more traditionally hierarchies within the organization. TCMA has made great strides over the years, but I would love to see it break from some of its more traditional molds.

TCMA has been great throughout my career, just keep up the good work.

Nothing more than is now offered.

I have no recommendations

Continue doing what you are doing.

I teach in graduate MPA program: offer guest speakers. Region 8 already pays dues for ICMA Student Chapter and free lunches at a convenient regional meeting.

I believe at this stage in my career, TCMA provides great support.

Continue to do surveys and provide results.

Continue to guide the profession forward, training managers on soft skills as well as networking opportunities

Continue informing us of opportunities and how to improve and continue improving as a manager and leader

Keep moving forward and offering any type of training for the new manager

I am basically getting what I need right now. What TCMA does not provide I get from ICMA.

I think TCMA does a good job in supporting me... I value the annual conference and attend.

More involvement from entry to mid-level career professionals.

Make the process of how to serve on boards clear and open to young professionals

Training and Networking Opportunities

Continued training and exposure to experienced City Managers

Continue to provide what has worked historically.

I am retired, but tcma was helpful while I worked for cities

Have information easily accessible; maybe make the website more user-friendly.

Continue what it's doing. TCMA is a great resource for those who use it and are part of wanting to support the industry.

You do a great job! I love the newsletters and especially the legislative briefings and info.

Send out emails routinely of updates around the state that impact local government management.

Recently attended William "King" Cole session 1 in Austin and one quote stood out that many respected colleagues agreed, "Hire for potential".

I am a member of Texas Women's Leadership Institute. I feel supported, because our group was featured on TML's website. I would really like to see women and minority scholarships for certified public manager programs, since there is now exposure to the topic of moving the dial of women wanting to become city managers in a more equitable direction. Current statistics show women comprise a mere 12% of city manager in Texas. We can do better. That's how I feel TCMA can support me and others like myself in this profession.

Make sure State does not eliminate incentives. Bring back Annexation right of small cities as the current version is a slow death for cities that do not have sufficient mass to survive long term.

Continue doing what you are doing; implement new programs to reach under served. Continue to support and develop professional management of local government.

I think we (TCMA) needs to adapt our views relative to participation in the political process. If our local City Council wants the City Manager to proactively educate the community, our ethical guidelines should not prohibit this value add opportunity (our town our decision). I would like to be involved with framing a discussion around this topic.

nothing

Provide more localized training at little to no cost

Continue training sessions.

Strongly support regional associations as strongly as possible.

For almost 30years, God has sustained me in this profession. I thank TCMA for willingness to support me now. Frankly, it is a little too late.

Continue to grow young professionals

Coaching opportunities

No suggestions

Continue training opportunities

Provide better training regionally to help develop the younger generation that will be taking our place.

Provide training and be more inclusive. I think the task force is seriously a great start to that

Keep doing what you're doing and let me know if I can help

Continue to offer training opportunities and ways to meet others in the profession.

Continue the great work that TCMA is doing.
