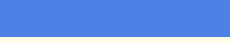








2015 TCMA Membership Survey

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

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

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

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

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

Other (please specify)

Streets maintenance worker

Management Assistant

Division Manager/Supervisor

Utilities Supervisor

Organizational Development Specialist

Lifeguard

code enforcement officer

Draftsman

Lifeguard

Assistant Director

Recreation supervisor

Waste Water Plant Operator

Accountant/Auditor

Economic Development Coordinator

Recreation Leader

Public Works

Compensation Specialist

Equipment operator

Management Assistant II

Engineering Tech

Senior Accountant

City Auditor

Regional planner

Firefighter

Planning Technician

Zoning Administrator

water utilities

Purchasing Agent

Meter Reader

Firefighter/Paramedic

utility manager

Firefighter/Paramedic

Code Enforcement Officer/Health Inspector

Management Assistant

sanitarian

Legal Assistant/Paralegal

Deputy Court Clerk

Chief Accountant

Part time in college

Employee at City Airport

lifeguard

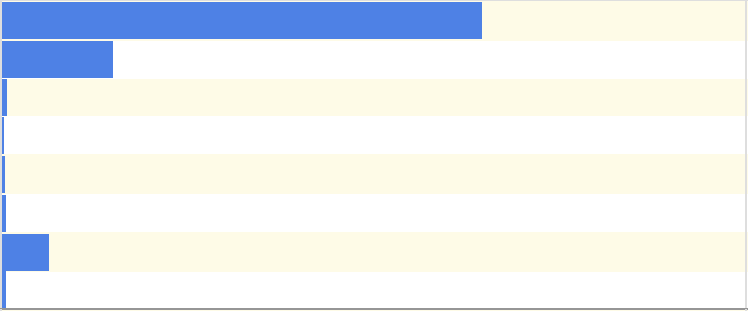
Engineering Associate

Director of Finance

Court Administrator

Meter Reader

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

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

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

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

6. What is your age?

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

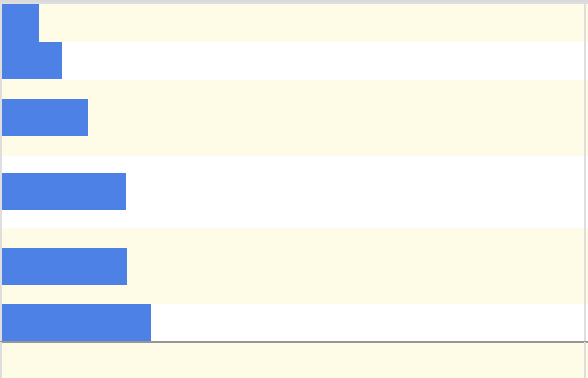
7. How long until you are eligible to retire under TMRS?

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

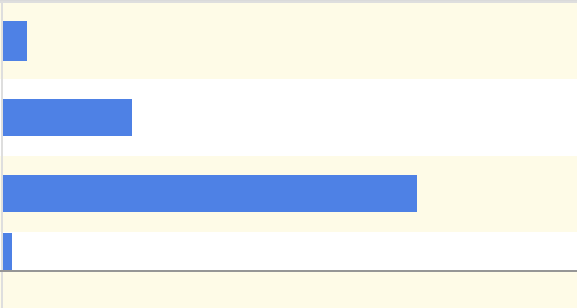
8. Since you answered that you are eligible to retire under TMRS, when do you anticipate retiring?

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

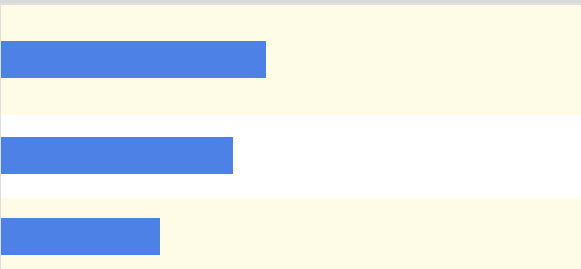
9. What is the population of your city?

1- 2,000		20
2,001- 5,000		32
5,001- 10,000		46
10,001- 25,000		66
25,001- 75,000		67
Over 75,000		79
Total		310

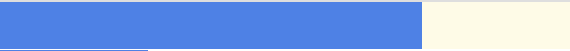

10. What is your highest educational level?

Associate's degree		13
Bachelor's degree		69
Master's degree		222
Ph.D./J.D.		5
Total		309


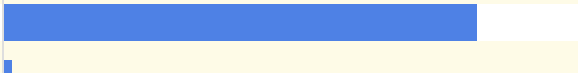
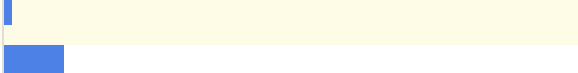
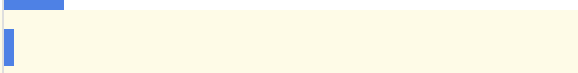
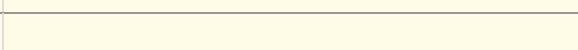
**11. Do you hold or are currently pursuing a certification in the following programs?
(You can select more than one.)**

Certified Public Manager (CPM)		70
ICMA Credentialed Manager		61
Other (please specify)		42

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

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

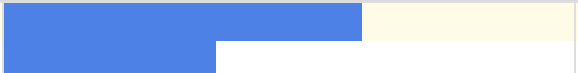
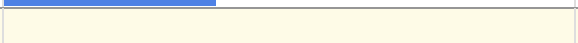
13. What is your ethnicity?

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

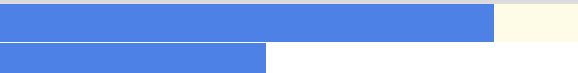

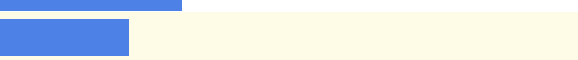


Other (please specify)

Native American
 American
 European American
 White
 White
 other

14. Are you an ICMA member?

Yes		203
No		120
Total		323

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

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

Other (please specify)

APA, ASCE, etc

Alliance for Innovation

TEEX

UMANT

UNT - Center for Public Management

Technical Associations

City

Texas Economic Development Corp.

University of North Texas; Texas Economic Development Council

UMANT

TMCA

CNU, NLC

TEDC

TWDB, UNT

City

Internal Training, TCEQ, S&P, Internet

In house/ SGR

no training

GFOA

GFOAT

NTCMA

Various offerings

public investment workshops

IEDC

retrieved

TWUA

Other conferences and seminars

APA, ULI

Various Organizations

GFOAT

various webinars

city training

innovation alliance

SGR

NAPA

City Manager's Study Group

TxAPA

GFOAT

GFOAT / GFOA

other sources

Alliance for Innovation

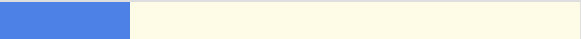



Various outside sources.

TML affiliate groups

NFBPA

Webinars from a variety of sources

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

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

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

poor trainers w poor content

There's not much training for aspiring managers

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

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

Attend training in the areas I oversee

AC is only real option

Not applicable to last position I held as ED Director

Other professional commitments

Stopped going to annual conference

Haven't had a chance to attend

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

Retired

It's too expensive

Retired

training never really appears feasible due to proximity of my town

Just rejoined TCMA

I am retired from public service

Minimize time out of office

retired

Retired

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

Retired

Sessions are not of interest - prefer more national training topics

Distance to travel

busy schedule

Need to up the quality similar to ICMA

have already retired and now in another field of employment.

Not a member

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

Many require travel expense

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


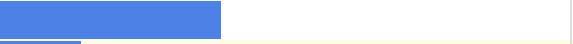



Topics do not seem of interest/robust enough

Brand New

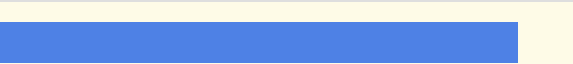

Usually the same topics covered by the same speakers; not enough opportunities offered

Have not been aware of relevant programs/courses



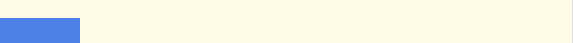

18. How long do you prefer training?

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



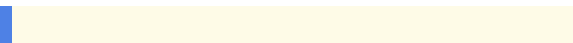
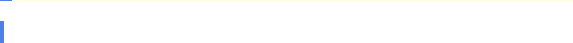
19. What is your preferred method of training?

Face-to-face venues		281
Webinars		30
Total		311

20. What is your annual training budget?

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

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

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

Other (please specify)

my company

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

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

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

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

Please provide suggestions

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

N/A

Speed mentoring.

professional sporting events

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

Women Network

More Informal Networking Opportunities

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

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

Tours of local landmarks

Interactive activities for attendees

I enjoy networking opportunities to visit with colleagues.

Tours and Social outings

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

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

include events for both male and female spouses

real networking events

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

Experience unique activities offered by the local host.

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

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

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

Networking

None

Date nights where child care is provided.

team pick-up games. soccer, other.

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

Opportunities to network with city officials; cocktail hours

Study trips around the area to see things first-hand

Case Studies in the field

Local restaurant socials

satisfied with present offerings...

More young professional events

Site tours, unique opportunities to learn or relax

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

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



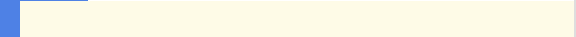
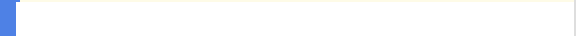
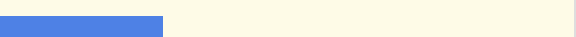
Better speakers

Tours of local attractions or special events

tours of relevant development projects

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

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

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

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

Disinterested, and far to drive.

Not in state

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

No time

lame meetings

Distance, conflicts, transition

new to Texas

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

I'm not aware of them

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

Not enough time in my schedule

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

Attended TMCA, IIMC, AG

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

timing

Inconvenient location

Town is too small

too far to drive

I was not a member of TCMA.

Only relevant for city managers

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

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

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

time

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

Retired, out of touch with current managers in the region

Just rejoined TCMA

useless

recently joined tcma, not aware of meeting schedule

"Lazy" is the most accurate reason.

I am retired from public service

When was it?

Schedule conflicts only

illness/distance

I was not a member of TCMA during that period.

Too expensive

Did not receive notice or invitation to meeting

New to this area

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

26. Would you like TCMA to provide regional training?		
Yes		257
No		43
Total		300

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

Ethics

Same as the state training, just on a regional basis

Infrastructure management

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

Proactive steps to prepare the next generation of leaders please.

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

City Manager's clinic

Management, Ethics, Public/Council Relations

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

Ethics Training

Financial

Health Benefit Management

Personnel, Finance

budget, personnel, coaching

any

Financial / Budget and Economic Development

records retention, leadership, branding, community involvement

Operations; Emerging Issues; Future Trends and Practices

Some of those on current webinars

Ethics

leadership, ethics, employee satisfaction

Latest management practices

Ethics, leadership development, etc.

small town issues

Council-Staff Relations; Strategic Planning;

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

Governmental Authority, Board Authority, Ethics, Revenue Authority

communication, leadership

ETHICS

Planning & development

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

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

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

organizational theory; recruiting; economic development; communication with community

Our Region has provided training

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

Budgeting, Financing, Ethics, Economic Development, Annexation

Legislative Updates, best practices, personnel management, etc.

technical issues

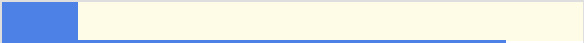

budgeting and HR

STRESS AND HEALTH

Economic Development

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

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

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

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

Not very familiar with it.

I haven't yet looked into the program.

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

Time constraints

Working on other organizational priorities right now.

Lack of time

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

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

lame reputation by TCMA

Haven't, but plan to

didn't know about them

Haven't yet, but plan to.

I am unaware of this program.

Time constraints.

Have not had time.

Lack of time

Don't like webinars

Don't know about it

Not a priority now

Never heard of it

Didn't know about it

scheduling conflicts

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

time

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

Have not yet had the opportunity to schedule.

prefer other type training

Don't know too much about it.

timing

Scheduling problems on my part

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

Didn't know about

Did not see value

Don't know about them.

Don't have a lot of info on them.

Getting enough training from TML & TCMA

don't like webinars

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

do not care for this type of training

NEVER ASKED

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

I am not a member.

Last program was unhelpful

Did not know about them

Forget it's available

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

not interested in webinars

was not interested in topics

Prefer face to face

retired

Location

New Member

Waiting for the right subjects

Wasn't aware of them.

Have only recently become aware of them.

none that were of interest

Haven't had the opportunity yet

Not aware of benefits of program

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

Interviewing skills and Council relations.

Improving employee performance, implementing performance measures.

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

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

Personnel best practices

Same topics as before

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

financial policies

Legislative updates

lean six sigma (daro mott)

Ethics, Municipality Financials 101

Future Trends and impacts, best practices

Latest management techniques/strategies in the profession

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

ICMA/SAS performance measurement program

No suggestion

Liability, ethics, financial planning

personnel, labor negotiating/contracts

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

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

NEIGHBORHOOD REVITALIZATION,

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

Anything would help me.

ethics

Budgeting

same as site training

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

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

Leadership, Organization, Interaction with residents

TIF, TIRZ, Gaming Machines

Legislative Updates - TML Staff

leadership, strategic planning, successful council/staff team building

legislative updates

Local innovations

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

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

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

Did not feel that sessions were that beneficial

mid-management training for my new directors and supervisors

Ethics, public relations and legal issues

budgeting, cc relationships

Various Topics and Various Speakers

Performance Based Objectives

Leadership development, media relations, customer service

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

Personal finance (ICMA-RC)

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

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

Finance / budgeting

no interest in a webinar.

just a wide variety

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

Texas budget and finance

Unknown - no preference.

Special Financing Districts, Economic Development, Utilities Funding Options

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

Legal

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

Any type of continuing education

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

no suggestions

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

municipal law, animal control issues

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

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

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

legal questions for small cities

none I prefer face to face training

Conflict Management, Citizen Relations

I don't do webinars

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

Promoting/marketing local government; shared services agreements

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

31. Does your city provide internships?		
Yes		142
No		153
Total		295

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

Sugar Land

Brownsville

City of Round Rock

City of Sugar Land

Richland Hills

City of West University Place

La Vernia

City of Irving

Bulverde, TX

City of Arlington

Texarkana

Center

Rockwall

Richardson

Idalou

City of Austin

Fairview

Little Elm

Ingleside

Woodcreek

NCTCOG

Hutto

Hurst

Town of Argyle

City of Dickinson

Glenn Heights

City of Coppell

Falfurrias

Van Alstyne

La Marque

City of Coppell

City of Bedford

Frisco

Alison Ream

Balcones Heights

City of Corpus Christi

Fate

McAllen

Addison

Rosenberg, TX



Orange



Dickinson

Boerne



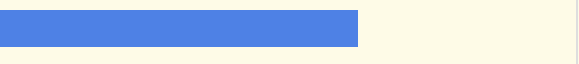

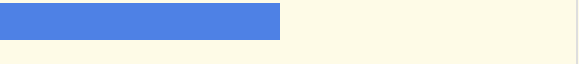

Grand Prairie

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

33. Since you indicated that your city provides internships, they are		
Paid		92
Unpaid		45
Total		137

34. Should it be a TCMA priority to provide opportunities for emerging leaders?		
Yes		268
No		25
Total		293

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

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

Other (please specify)

strong student chapters in universities

Tap into and support existing Assistants' Organizations

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

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

Mentoring programs for New or young Department Heads

Cheaper version of William 'King' Cole Series

Internships

Regional training events in conjunction with Assistants Associations

Scholarships for development

Meaningful work experiences, job opportunities

More opportunities at Board and Committee levels

Internships, develop closer association with local universities, etc

Paid Internship opportunities

Develop young professionals organizations

shadowing experienced managers

Employment and promotion opportunities

Partnership with ELGL, ICMA Leadership series

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

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

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

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

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

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

be a stand alone organization and break away from TML

facilitate opportunities to further network

Offer opportunities for emerging leaders

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

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

Continue to support the Assistants Organizations

More scholarships for smaller cities

provide more for emerging leaders

Networking and Training

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

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

Continue the Excellent Work

TCMA does an adequate job currently

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

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

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

Promote professionalism

Keep providing the training and fellowship of other managers.

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

keep doing what you're doing

I'm retired

Continue the current training program

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

continue as they have

continue current support

MORE PRACTICAL TRAINING

Teaming up with Cal ICMA looks very good.

ethics

Management rotations between cities

more aggressive support for members in transition

Offering legal sessions

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

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

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

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

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

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

Networking Opportunities

Continue to provide training opportunities, support the city management profession

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

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

Networking

TCMA did a good job when I was an active manager

Provide more training in our Region

Continue to promote value of professional management

Available mentors

Provide educational resources and a professional network.

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

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

Provide networking opportunities with other TCMA members

TCMA is providing good support

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

continue the excellent job you do now

Provide substantive seminars/training - not just nuts and bolts

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

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

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

More local training