TCMA

2016-2018 STRATEGIC PLAN

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A. Executive Summary

The Texas City Management Association (TCMA) launched a Strategic Planning Project in 2016 which included a one-day strategic planning workshop for Board members on August 11, 2016. The Board discussed and decided key elements for its Strategic Plan for the next two-year period. Fifteen (15) Board members, two (2) Senior Advisors, and two (2) staff participated in the workshop held at the OMNI Conference Center in Austin, Texas.

The workshop was facilitated by AM Associates' Principal Ara Merjanian following an agreed upon methodology and agenda outlined in presentation materials and summarized on an annotated agenda contained herein.

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

The TCMA Board successfully completed all of the agenda items on time and in a very productive and participatory session. They identified eleven (11) Issues and then decided on a prioritized list of five (5) main Issue areas and associated Results and Service Strategies. The Prioritized Issue areas were:

1. Gaps in Communications, Awareness, and Regional Differences and Needs.
2. Challenging Advocacy Environment with State and Local Community Leaders.
3. Aging Workforce, Imminent Retirements, and Emerging Leaders.
4. Citizens' Information and Expectations (Community Education and Social Media).
5. Membership Trends, Transitions, and Diversity.

This report outlines the results of that workshop.

B. Introduction

The Texas City Management Association (TCMA) launched a Strategic Planning Project in 2016 which included a one-day strategic planning workshop for Board members on August 11, 2016 to discuss and decide key elements for its Strategic Plan for the next two- year period. Fifteen (15) Board members, two (2) Senior Advisors, and two (2) staff participated in the workshop held at the OMNI Conference Center in Austin, Texas. The List of workshop attendees is shown in Appendix E.1.

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

In addition, members were provided the following five (5) questions to ponder as a homework assignment, which questions coincide with the major agenda items:

- What goals do you personally and professionally have for your tenure on the board?
- What is one key take-away (or question) you have from the various survey data?
- What are the "Issues" (i.e. the trends, factors, conditions) you see affecting your communities, municipal management, and, ultimately TCMA, in the coming 2-5 years?
- What "Key Results" (i.e. the Goals, Objectives, and Performance Outcomes) would you like to see TCMA achieve in the next 2 years?
- What new "Services" (and, in general, the associated strategies, programs, projects, and initiatives) would you like to see TCMA initiate/offer its members and other customers in the next 2 years?

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

The approach taken for the workshop incorporated a number of frameworks, methodologies, models, standards/principles, and considerations including;

- **Collective Impact Framework**
- **Liberating Structures Methodology**
- **State of Texas Strategic Planning Template/Model**
- **Process/Logic Model:** Making Sense (Where are we?); Making Choices (Where do we want to be?); Making Progress (How do we get there?)

- **Considerations:**
  - **Alignment**—Plan Development (Ensuring Internal and External Validity Through a Logic Model)
  - **Integration**—Plan Implementation (Operating Plans, Budgets, HR, Technology, Procurement, Policies)
  - **Project Management Institute Body of Knowledge (PMBOK)**
  - **Decision-Making Filter**
    What information do you need to:
    - Make good business decisions
    - Tell your story of challenges and accomplishments

A review of TCMA's Purpose and Value statements and other strategic plan elements that may be desired were not within the scope of this project and were therefore not considered during the workshop. This report otherwise outlines and describes the results of that workshop.

C. Summary of Project Findings

This section describes the discussions and decisions from the facilitated workshop, organized according to the methodology and main agenda items described previously.

Board Members' Goals and Survey Takeaways

Following opening remarks and a presentation of the agenda, conceptual framework, methodology, and a brief tutorial, Board members expressed their personal and professional goals for their tenure on the TCMA Board. The purpose of identifying these goals was to allow new and incumbent members a chance to warm up and communicate their vision and focus areas to their colleagues. As such, they were not formally recorded.

TCMA had conducted three surveys of various groups to provide customer feedback in three areas--members, emerging leaders, and coaching. Board members were asked to identify one or two key take-aways from the surveys as a way to document key conclusions from outside input as a starting point for the discussion of Issues that would occur later in the workshop. In order to maintain a faithful transcription, there is some redundancy in the list of take-aways, reflecting the fact that multiple members often mentioned similar take-aways.

The following conclusions were identified:

- A thirst for services from the upcoming generation of leaders.
- Low awareness of TCMA programs and services.
- Gaps in understanding.
- Emphasized need for emerging leaders programs.
- Limited participation in regional meetings.

- Imminent retirements--two thirds of members are currently eligible or will soon be eligible to retire. New people are not as qualified.
- Lack of diversity in city manager ranks.
- Interest in emerging leaders programs and in altruism, which requires further attention.
- High survey response rate with clearly identified needs.
- Professional development, training, coaching, emerging leaders, and outreach are critical. There should be more "ambassadors" and greater accessibility to programs and events, esp. given long travel distances for some regions.
- Aging profession and imminent retirements.
- High satisfaction with services but poor regional participation.
- Communication/awareness gaps, esp. regarding ethics training opportunities.
- There is a need for more and better communicated training for new professionals.
- There is a need for a better understanding (in both advocacy and training realms) of the council-manager form of government.
- There is some confusion around the messaging of compensation and other benefits.
- There is a lack of diversity and an unmet need for better communication and recruitment.
- There is a need for greater TCMA responsiveness.
- Professionals are serving for short tenures.
- Need for better communications with emerging leaders, esp. in the face of retirements.
- Need to increase survey participation.
- Lack of awareness on the part of respondents and a lack of enough time to participate.
- The emerging leaders survey responses are similar to responses on San Antonio's employee survey.
- The key question is: What do members value?
- There is a need for a more "human touch" for new city managers.
- Gaps in survey and email communications.
- Emerging leader needs. May want to consider changing the name to something like "Engaging Leaders."

Services

The TCMA President laid out the various services TCMA provides it members, organized by standing committee, ad hoc task force, and other means, and recapitulated below. A complete list with narrative descriptions can be found in Appendix E.3.

Advocacy
- Educational benefits
- Advocacy for the Council-Manager Form of Government

Ethics
- Code of Ethics
- Online Courses
- Certification of Ethics Trainers

Membership
- Newsletters
- Awards
- Scholarships
- Transition Support
- Coaching
- Salary Survey

Nominating
- Election Oversight
- ICMA Election Coordination
- Constitution Changes

Professional Development
- Needs Assessments
- Educational Programs and Events
- Webinars

Task Forces/Others
- Emerging Leaders Activities
- Senior Advisor Program
- Regional Training Opportunities and Financial Aid

Making Sense of the Issues

Board members were then asked to identify the key Issues (i.e. the trends, factors, and conditions, both extant and emerging) impacting their profession, city management, and their communities, and to identify the associated impact on customers. The results of that part of the agenda were as follows:

Issues	Impacts
1. Communications and awareness gaps, differing regional constraints, diversity, training and communication, and outreach needs. The large region sizes, long travel distances/times, diverse needs, and low densities limit the ability of folks to participate more fully.	• Lessened participation in TCMA activities, especially for small communities. • Not enough two-way communications. • People do not feel as welcome as they could be, which contributes to a lack of diversity and feelings of isolation.
2. Challenging advocacy environment.	• Challenges for the council-manager form of government. • Declining efficiency in policy and operational management.
3. Hostility to government.	• Limitations on city services.
4. Time and distance impediments for professional development and training, especially for remote towns and cities.	• Remote communities have challenges with participation.
5. Different training needs based on career stages and forms of government.	• Unmet professional development needs.
6. Aging workforce, imminent retirements, and emerging leaders who are not prepared and who need support and follow-up assistance.	• Increased need for professionally trained city managers and other city personnel.
7. Citizens' information and expectations (community education and social media). Citizens have access to more information than in the past through the internet and social media. The result is an expectation of more frequent and timely communications.	• More misinformation. • Takes resources: people, time, and new skill sets. • Requires immediate turnaround and enhanced electronic engagement.
8. Membership trends, transitions, and diversity which is requiring a realignment of services to meet changing needs, address non-traditional career paths, and to maintain diversity.	• Potential impact on membership. • Unmet professional development needs.

This set of eight (8) internal and external issues covers a wide range of topics and areas of interest, many of which coincided with Board members' stated goals and survey take-aways. Many of the issues inter-relate and/or overlap but were recorded verbatim to ensure a faithful recording of each member's Issues, along with important nuances.

Members were then asked to prioritize the identified Issues. After voting on the Issues, the longer list was winnowed down and combined with like Issues to arrive at the prioritized list of five (5) Issues:

1. Gaps in Communications, Awareness, and Regional Differences and Needs.
2. Challenging Advocacy Environment.
3. Aging Workforce, Imminent Retirements, and Emerging Leaders.
4. Citizens' Access to Information and Response Expectations (Community Education and Social Media).
5. Membership Trends, Transitions, and Diversity.

While these Prioritized Issues cut across various subjects and committee and task force purviews, they generally can be assigned to specific committees. However, in the Making Progress section, there are suggested Service Strategies that Board members thought would cut across some committees, thereby requiring close coordination and collaboration between them.

Making Choices of the Results

Using this list of Priority Issues, Board members then identified the "Results" they would want to achieve to address the Issues. Results were defined as Goals, Objectives, and Outcomes that define success and that could possibly be a newspaper headline or other short form version of the Result. In TCMA's current strategic plan, these Results are referred to as "Strategic Objectives." Since the Results were crafted around Prioritized Issues, the following Results were identified for each Prioritized Issue, thereby also reflecting board member priorities:

Priority Issues	Priority Results (Strategic Objectives)
1. Communications and Awareness Gaps, and Regional Differences and Needs	• Increase involvement and attendance at conferences and events, esp. regional events • Increase member satisfaction (via surveys with pre and post scores) • Improve diversity of membership • Improve distribution of real time and leading information regarding new members, events and programs.
2. Challenging Advocacy Environment	• Provide education sessions and materials regarding the value of city services at TML councilmember training sessions • Become ambassadors and develop advocates for professional city management • Work with TML to reinvent the "Local Texas" program and encourage the program's use among members • Encourage member cities efforts to educate their citizens regarding city services and the value of local government
3. Aging Workforce, Imminent Retirements, and Emerging Leaders	• Increase the number/percentage of "engaged (emerging)" leaders participating in professional development and networking events • Encourage leadership development programs in member cities • Increase diversity of membership and participation of all members in professional development offerings • Encourage implementation of succession plans in member cities • Identify barriers to city management aspirations and work to encourage this goal for all qualified

4. Citizens' Access to Information and Response Expectations (Community Education and Social Media)	• Enhance member skill set in effective use of social media to engage citizens as well as effective response to social media communications • Improve citizen awareness of all services provided by cities • Improve rates of diffusion of good citizen communications models and effective practices via document sharing and educational sessions
5. Membership Trends, Transitions, and Diversity	• Increase attendance at annual and regional meetings • Increase the number/percentage of Texas city managers that are TCMA members • Increase the number/percentage of cities with multiple TCMA members • Strengthen relationships with universities and colleges that have public administration programs • Increase internship opportunities by connecting universities with members cities • Increase enrollment in Certified Public Managers (CPM) programs • Increase participation of individuals new to city management • Increase contacts and provide continued TCMA participation for those in transition • Improve/clarify/revise constitutional provisions and rules related to the status of those in transition

Making Progress in the Delivery of Service Strategies

The final workshop task was to identify the means TCMA will use over the course of the next two (2) years to achieve its desired Results to address the Prioritized Issues. Board members were asked to refer to the existing list and description of Service Strategies to key their decisions off of and to focus on changes to Service Strategies (new services, improvements/changes to existing services, discontinued services) as well as descriptions of associated elements such as programs, projects, and initiatives. The table below displays members' choices, categorized as "Short-term" (i.e. within the next year) and "Long-term (On-going)" (i.e. longer than one year).

Priority Issues/Results	Service Strategies (Programs, Projects, and Initiatives)	TCMA Committee
1. Communications and Awareness Gaps, and Regional Differences and Needs • Increase involvement and attendance at conferences and events, esp. regional events. • Increase member satisfaction (via surveys with pre and post scores). • Improve diversity of membership. • Improve distribution of real time and leading information regarding new members, events and programs.	**Short-term* • Develop regional in-person outreach plans and visits. • Develop ways to encourage formal and informal sub-regional networking. • Upgrade new member emails and orientation packets to improve outreach and follow-up with direct contact (e.g. do a broad and/or more selective email blast to everyone announcing new members, events and programs). • Develop strategies to begin using technology to improve accessibility for training. ***Long-term (On-going)* • Continue to make improvements to the membership survey process to improve response rates. • Engage Regional Presidents and region committee representatives to publicize programs and services as well as participate in activities to drive improvements. This should include a solicitation of regions for their feedback and help in shaping regional conferences and other activities, including outreach, training, and use of innovative modalities and technologies to reach remote communities.	Membership (regional reps.) Professional Dev. (regional reps) Membership Professional Dev (with emerging leaders task force) Membership Board of Directors i.e. Region Presidents

2. Challenging Advocacy Environment • Provide education sessions and materials regarding the value of city services at TML council. member training sessions • Become ambassadors and develop advocates for professional city management. • Work with TML to reinvent the "Local Texas" program and encourage the program's use among members. • Encourage member cities efforts to educate their citizens regarding city services and the value of local government.	***Short-term*** • Add "Advocacy for professional city management and the council-management form of government" to the charge of the Advocacy Committee • Become more vocal advocates for professional city management, and the council/manager form of government. • Focus on methods to "on board" those new to city management and those appointment as city manager through non-traditional pathways • Serve as a resource for outreach and information to City Councils on the city manager hiring process and the value of professional city management credentials and experience. Explore effective ways to distribute this information as needed and/or through TML conference sessions • Work with TML to reinvent the "Local Texas" initiative, and explore effective ways to encourage support. ***Long-term (On-going)*** • Develop all members as ambassadors of professional city management • Develop educational sessions on the value of city management professionals and what credentials and experience define this in	Board of Directors Advocacy Membership and Professional Dev Advocacy Advocacy Advocacy and Professional Dev Professional Dev

	addition to other related topics (such as the city manager form of government, succession planning, and city manager-mayor-council relations). • Encourage member cities to employ community-based/grassroots efforts to promote the value of city services via social media strategies, and citizen engagement.	Advocacy
3. Aging Workforce, Imminent Retirements, and Emerging Leaders • Increase the number/percentage of "engaged (emerging)" leaders participating in professional development and networking events. • Encourage leadership development programs in member cities. • Increase diversity of membership and participation of all members in professional development offerings. • Encourage implementation of succession plans in member cities. • Identify barriers to city management aspirations and work to encourage this goal for all qualified.	***Short Term*** • Complete the ELGL Task Force recommendations, integrating any applicable new strategic plan elements (e.g. training, outreach, website content, diversity, and identification of barriers and future directions and appropriate roles). • Define "emerging leaders" more broadly to include non-traditional pathways to city management positions. • Promote and encourage document/data-sharing on the new document share site to include publishing good models for things like leadership development, succession planning and education regarding local services. ***Long-term (On-going)*** • Conduct a more regular and on-going emerging leaders' survey.	ELGL Task Force Board of Directors Board of Directors Membership (region reps.) Membership

4. Citizens' Access Information and Expectations (Community Education and Social Media) • Enhance member skill set in effective use of social media to engage citizens as well as effective response to social media communications. • Improve citizen awareness of all services provided by cities. • Improve rates of diffusion of good citizen communications models and effective practices via document sharing and educational sessions.	***Short-term*** • Identify best practices in leadership programs, succession planning and citizen communications for document/data-sharing. • Develop and provide state wide as well as regional presentations focusing on city management dos and don'ts and other topics such as discernment of appropriate response to social media posts. ***Long-term (On-going)*** • Conduct focus group sessions and polls of members for ad hoc issues that may arise outside of the normal survey process. These polls and sessions could also be conducted at TCMA events and by engaging subject matter experts, as needed.	Professional Development and Advocacy Professional Development Membership

5. Membership Trends, Transitions, and Diversity
 	
• Increase attendance at annual and regional meetings.
• Increase the number/percentage of Texas city managers that are TCMA members.
• Increase the number/percentage of cities with multiple TCMA members.
• Strengthen relationships with universities and colleges that have public administration programs.
	Short-term
	
	• Maintain a strong focus on outreach and liaison efforts with schools and colleges:
	  o Flesh out guidelines for regional representatives to clarify roles, responsibilities, key activities, and expectations
	  o Connect member cities with universities to provide more internship opportunities
		Membership
		
		Membership (university liaisons)

• Increase internship opportunities by connecting universities with members cities. • Increase enrollment in Certified Public Managers (CPM) programs. • Increase participation of individuals new to city management. • Increase contacts and provide continued TCMA participation for those in transition. • Improve/clarify/revise constitutional provisions and rules related to the status of those in transition.	• Review TCMA's Constitution, rules, and polices to clarify the roles and services available to members in transition with the aim of establishing guidelines which allow for continued participation by and support of members in transition. • Review TCMA constitution to decrease the amount of time it takes to conduct elections • Develop a process for better outreach between TCMA and non-TCMA members, emphasizing personal contacts. ***Long-Term (On-going)*** • Collect and publish, or otherwise make available, comparative and statistical data of key elements of city operations and management.	Nominating Nominating Membership (regional reps.) Advocacy

*Short-term: To be completed during the Plan two-year cycle.
**Long-Term: May be completed during the Plan two-year cycle, become a part of the Operational Plan, or continue to a future Plan.

D. Conclusions, Recommendations, and Next Steps

The TCMA Board completed the workshop process on time and completed all of the agenda items. It appears from participant feedback that they felt it was a focused and productive session. AM Associates believes the discussion and decisions and related work products are clear, concise, and compelling. There is good internal and external alignment and information is structured in a manner and format that should allow for completion of the strategic and operational plans and integration of associated activities. Once completed, the strategic and operational plans should improve TCMA's ability to make good business decisions and tell its story of challenges and accomplishments.

TCMA Board members and staff, working within their committee and task force structure, can now take the five (5) Prioritized Issues identified and develop more fully articulated Issue

Statements. The Issue Statements should succinctly capture the trends, conditions, and factors driving the underlying Issue and clearly state the impact. The Issue Statements should not speak to expected Results or changes in Service Strategies. Rather, they should simply state the Issues and their impacts. If a lot of information is required to understand the Issue, more than one sentence can be used. By way of an example, one possible construction for Issue 3 (i.e. Aging Workforce, Imminent Retirements, and Emerging Leaders) might read:

> "City and town governments are experiencing an aging workforce and the imminent retirement of two-thirds of their management ranks which, compounded by an insufficient pipeline of new leaders emerging to fill those positions, is jeopardizing the council-manager form of government; and, if not properly addressed, will result in lower quality city and town management."

In TCMA's current strategic plan, presentation of the key Issues (in a section entitled "Critical Issues and Challenges") includes more helpful detail and depth than could be developed during the workshop. Therefore, TCMA should consider adding similar additional text following each Issue Statement.

Once the Issues Statements are developed and elaborated as needed with supporting documentation and text, the committees can translate the Results and Service Strategies changes into clear and more detailed Strategic Objectives as well as changes to Service Strategies (i.e. new services, enhanced services, discontinued services) and associated programs, projects, and initiatives. AM Associates recommends that, while the Board has identified multiple cogent, meaningful, and well-aligned Results for each Issue, TCMA should be selective and choose 2-4 key indicators of success for each Issue. This will allow for a focus on the key determinants and indicators of success and will make data collection and reporting more manageable.

Finally, while the identified Service Strategies align with the Priority Issues and Results and have been sorted into short-term and long-term categories, TCMA should consider winnowing the list further to match available resources (i.e. staff, time, and funding). As with the current strategic plan, TCMA will want to assign each Service Strategy change to a cognizant committee, task force, or other entity and establish a target completion date with key milestones and other explanatory information on specific steps, progress, etc.

Some of the Service Strategies overlap and cut across multiple committees, e.g. improved doc/data collection and sharing are found in Issue/Results areas 3. 4., and 5. Either this Service Strategy, and/or other overlapping Service Strategies, should be assigned to one committee; or, if it is determined that multiple committees should address this and other Service Strategies, there should be a process for coordinating their respective activities.

E. Appendices

E. 1. List of Workshop Attendees

President
Paulette Hartman
Assistant City Manager
City of North Richland Hills

President-Elect
Position Vacant

Vice President
Chris Coffman
City Manager
City of Granbury

Immediate Past President
Julie Couch
Town Manager
Town of Fairview

TML Board Representative
George Shackelford
City Manager
City of Tomball

TML Board Representative-Elect
Michael Ross
Assistant City Manager
City of Fulshear

Director Region 1—not in attendance
Randy Criswell
City Manager
City of Canyon

Director Region 2
Michael R. Marrero
Deputy City Manager-Community Services
City of Odessa

Director Region 3
Samuel "Keith" Selman
City Administrator
City of Clyde

Director Region 4
Paul Stevens
City Manager
City of Waxahachie

Director Region 5
John Whitson
City Manager
City of Texarkana

Director Region 6
Kyle J. Jung
City Manager
City of Manvel

Director Region 7—not in attendance
Jack M. Harper, II
Assistant City Manager
City of Waco

Director Region 8
Erik J. Walsh
Deputy City Manager
City of San Antonio

Director Region 9
Randy Wright
City Manager
City of Portland

Director Region 10
Joe Vera, III
Assistant City Manager
City of McAllen

Director-at-Large
Kenneth R. Williams
City Manager
City of Buda

Assistants' Organizations Representative
Jason Garza
Assistant to the Assistant City Manager
City of Austin

Senior Advisor
Linda Barton

Senior Advisor
Bob Livingston

TML Deputy Executive Director
Rachael Pitts

TML Affiliate Association Manager
Kim Pendergraft

E.2. Workshop Agenda

August	*11*	*2016*
Time	**Agenda Item**	**Notes**

9:00-10:15	Meeting/Workshop Opening
	Housekeeping
	Opening Comments
	
	Agenda
	
	Introductions and Board Member Goals
		Call to order
		Announcements
		Overview of workshop purpose and expected results, recent history, and pre-workshop documents and surveys
		    TCMA Officers and Staff
		
		Review of agenda, approach, methodology, and work products
		Facilitated discussion of individual member goals and survey take-aways
		    Ara Merjanian

10:15-10:45	Inventory of Current Services	Facilitated discussion of current services *Ara Merjanian*
10:45-11:00	***Break***	
11:00-12:00	Making Sense of the Issues Facing Texas Cities and Towns, Municipal Management, and TCMA • Facilitated Discussion • Prioritization of the Issues	Facilitated discussion of the accomplishments since the last strategic plan and the current and emerging issues facing TCMA *Ara Merjanian*
12:00--1:00	***Lunch***	Provided on site
1:00-1:45	Making Sense of the Issues, continued	Continued discussion and prioritization of the issues *Ara Merjanian*
1:45-3:15	Making Choices of the Results	Facilitated discussion of the key prioritized results desired to respond to the prioritized issues *Ara Merjanian*
3:15--3:30	***Break***	
3:30-4:55	Making Progress	Facilitated discussion of the service mix, and related initiatives, required to achieve the desired results and of the criteria to apply in operationalizing the strategic plan *Ara Merjanian*
4:55-5:00	Final Comments, Next Steps, and Workshop Closing	*TCMA Officers and Staff*

E.3. TCMA Services by Committee

Executive/Budget Committee

Meets periodically to discuss association matters set the budget

Advocacy Committee

Facilitates membership involvement in the Texas Municipal League Legislative process by:
- Assisting TML in soliciting the TCMA membership and elected officials to actively engage in the legislative process.
- Vetting legislative issues of importance to the membership. Recommendations shall be submitted to the TCMA Board, which shall comply with affiliate "Mandatory Conditions Related to Legislative Activities" of TML.

Ethics Committee

Administers the TCMA Code of Ethics and Rules of Enforcement. Upon request, assists ICMA with fact-finding activities in cases involving ICMA members from Texas. Assists in the development and monitoring of ethics training for the TCMA membership.
- Provides online course and currently working on an advanced course
- Certified Ethics Trainers

Membership Committee

Responsible to communicate with, provide information to, and advocate on behalf of the members of TCMA. Some of the services provided are:
- Monthly newsletter
- Scholarships
- Awards
- Salary Survey
- MIT Services including a MIT Support Team
- Currently developing the Coaching Program

Nominating Committee

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

Professional Development Committee

Develops programs using the TCMA Educational Plan and coordinates logistics and develops programs for TCMA educational events; helps prepare the membership for constructive changes in the profession by enhancing the value of TCMA's professional development opportunities.
- William "King" Cole 1 & 2
- City Management Clinic
- Annual Conference

Task Forces

Currently Emerging Leaders Task Force

Other Services

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

F. Document Approval History

Name and Title	Signature	Description and Date
Initial Draft of Report		
Ara Merjanian Principal AM Associates		Initial draft of Report submitted to TCMA for review on August 19, 2016.
Paulette Hartman TCMA President		TCMA provided comments on or before September 1, 2016.
Final Report		
Ara Merjanian Principal AM Consulting		Final Report submitted to TCMA on September 3, 2016.
Paulette Hartman TCMA President		Approved by TCMA on January 27, 2017.