

2018 TCMA Membership Survey

(A total of 316 or 32% of the membership responded to the survey. Partial responses are included.)

What is your current job position?

City or Town Manager/Administrator	149
Assistant City or Town Manager	53
Deputy City Manager	14
Assistant to the City or Town Manager	12
Department Director	26
Retired	26
Other Local Government Staff	11
Other (please specify)	25
Total	316

Other (please specify)

Professor
Private Sector - Business Development
Consultant
Consultant
President and CEO of 105(c) Corp
Retired but working full-time as a City Manager
Muni owned utility community engagement rep
Strategic Relationship Manager (Business Development & Management Consultant)
District Liaison for State House Representative
consultant
Retired CM; City Consultant
CFO
Director of MPA Program
In Transition
In transition
Consultant
Executive Director

Interim City Manager

CEO, SGR

non-profit administrator

Assistant County Administrator

Manager

Division Head

How many years have you been employed in this position?

0-5 years	181
6-10 years	55
11-15 years	28
16-20 years	21
More than 20 years	27
Total	312

How many years have you been employed in local government?

0-5 years	32
6-10 years	35
11-15 years	44
16-20 years	43
More than 20 years	151
Total	305

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

City or Town Manager/Administrator	39
Assistant City or Town Manager	7
Deputy City Manager	2
Assistant to the City or Town Manager	28
Department Director	23
Analyst	27
City Secretary	11
City Planner	15
Administrative Assistant or Other Assistant	26
Intern	53
Police Officer	10
Other (please specify)	71
Total	312

Other (please specify)

City Engineer
Emergency Medical Technician (Part-Time)
Camp Director - Parks and Recreation
Building Official
Construction Inspector
Purchasing Agent
Meter Reader
Chief Accountant
Sanitation Driver
Economic Development Specialist
Firefighter
lifeguard
not a city employee
Recreation Coordinator
Maintenance Worker

Tennis Attendant

City Cashier

Firefighter

Operator for Municipal Utility District

Grants and Contracts Coordinator

Field Maintenance

Fire Chief

police dispatcher

GIS Planner

Assistant Director

Teen Court Coordinator

Code enforcement officer

Finance Director

Assistance City Secretary

Part time - drafting

Drafter (technician)

Organizational Development Specialist

Program Coordinator

Accounts Payable

Assistant Golf Course Superintendent

Purchasing Officer

Accounting Manager

Recreation Coordinator

Parks Employee

Parks and recreation employee

Community Center Manager

Transportation Engineer

Public Works Director

Inspector

Assistant Department Director

City Auditor

Staff Accountant

Firefighter/Paramedic

Division Manager

Code Enforcement Officer

Legal Assistant

Fire fighter

Firefighter/Paramedic

IT Programmer/Analyst

accountant

Planning Technician

Court Clerk

Budget Director

Specialist

Code Enforcement Officer

Laborer in Public Works

Licensed Utility Operator

Director of Finance

Deputy Sheriff with a County Sheriff's Office

Utility Billing Clerk

Planner

Director of Public Works

Utility Maintenance Worker

Building Official

Please indicate your current TCMA membership classification:

Full	238
Associate	47
Cooperating 1	3
Cooperating 2	0
Cooperating 3	1
Student/Intern	0
Life	21
Distinguished	0
Total	310

How many years have you been a TCMA member?

0-5	108
6-10	46
11-15	38
16-20	37
21-25	26
26-30	21
more than 30 years	34
Total	310

What is your age?

20-29	10
30-39	47
40-49	67
50-59	108
Over 60	78
Total	310

How long until you are eligible to retire under TMRS?

1-3 years	32
4-6 years	23
7-10 years	36
More than 10 years	54
Currently eligible to retire	159
Total	304

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

0-5 years	86
6-10 years	44
More than 10 years	19
Total	149

What is the population of your city?

1- 2,000	16
2,001- 5,000	36
5,001- 10,000	48
10,001- 25,000	67
25,001- 75,000	59
Over 75,000	68
Total	294

What is your highest educational level?

Associate's degree	5
Bachelor's degree	71
Master's degree	219
Ph.D./J.D.	5
Total	300

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

Certified Public Manager (CPM)	76
ICMA Credentialed Manager	65
Other (please specify)	33

Other (please specify)

- AICP, CFM
- Fellow - HARVARD Kennedy School of Govt
- TRMC, CMC
- Certified Economic Developer (CEcD)
- PHR
- NA
- CGFO
- MPA
- code officer II, licensed engineer (TX, CA)
- CGFO
- American Institute of Certified Planners
- CGFO
- CGFO
- Certified Government Finance Officer
- Certified Parks and Recreation Professional (CPRP)
- Doctorate Degree

Certified Floodplain Manager

CERTIFIED PUBLIC ACCOUNTANT

Certified Business Retention & Expansion Coordinator

Certified Public Accountant

AICP

Professional Engineer

CGFO

American Institute of Certified Planners

Registered Tax Assessor/Collector

ICMA Credentialed Manager Candidate

Certified Public Communicator

PCED

Registered Parliamentarian, Texas Reg. Municipal Clerk, IIMC Master Municipal Clerk

MPA

CGFO

CGFO

What is your gender?

Male	238
Female	72
Total	310

What is your ethnicity?

African American	6
Anglo	260
Asian American	3
Hispanic	26
Other (please specify)	4
Total	299

Other (please specify)

American
All of the above
White/Native American
White

Are you an ICMA member?

Yes	218
No	91
Total	309

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

TCMA	259
ICMA	164
TML	229
COG	78
Other (please specify)	70

Other (please specify) - Text

TCCA

City Staff, FEMA, TCOLE, APWA, TPWA, EMAT, IAEM, TDEM, TxDPS

IEDC

All of the above

TMCA

Professional reading

Other institutions

UMANT

Texas Association of Municipal Information Officers, Texas Economic Development Council, Texas Recreation and Parks Society

TCAA

IEDC

CPM Program

APA

TLEOSE

American Planning Association

American Planning Association & Texas Economic Development Council

NLC, GFOA

VGFOA

CEAT, On-Line

SGR

GFOA

NFBPA

GFOAT

GFOA, TEDC

City of San Antonio; UMAST

Human Resource Specific

webinars

State of Texas - Administration

Various other opportunities

Professional associations

Texas Chapter of American Planning Association

GFOA/GFOAT

GFOA / GFOAT

APA

NeighborWorks, UTD

Various professional development programs.

TRAPS

retired

Various other training providers

TEXAS PUBLIC POWER ASSOCIATION

Quality Texas

GFOAT, TMCA, TMCEC, TMRHA

NLC, APWA, CNU

GFOA & GFOAT, Currently in MPA program too

APA

Conferences

CPM

UNT Center for Public Management, The Management Connection,

GFOAT

Webinars

Association for Strategic Planning and Balanced Scorecard Institute

GFOAT

Private Sector

TAMIO; TEDC

GFOA

TAMIO

City provided

SGR

APWA

Bleiker

TSCPA and Dallas CPAs

Texas Municipal Clerks Association; Nat'l. Assoc. of Parliamentarians; American Institute of Parliamentarians

TFMA

SGR

How satisfied are you with the current TCMA training?

Very Satisfied	94
Satisfied	173
Unsatisfied	10
I don't attend TCMA training	25
Total	302

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

New enough to TX that I haven't had the opportunity yet.

The basics are covered but it kind of plateaus after that. Feel like the boxes are checked but you don't really take away anything from it.

Retired

retired

No support or training opps outside of monthly meetings.

The training is not necessarily applicable to my role as an external consultant.

I wish the speakers and offerings were a bit deeper than what we've had

have not seen any classes that would benefit me

Health and distance

I plan to attend the King Cole seminar this year, as well as the TCMA conference (possibly)

Annual conference seems stale and somewhat repetitive.

Time and locations

limited resources

Very generic and focused on early development

Time constraints and lack of training options in my area

I typically go for training where I can learn more about best practices in the departments that report to me.

Lack of useful topics/information

Poor content

Convenience

The training often feels basic and repetitive. I don't feel like I am learning new things.

The annual conference being held on the weekend is a deterrent to me. I'm not very aware of other training available from TCMA.

Course offerings are not helpful; actual training is not very good.

TCMA has ignored the value and opportunity of county administration as a career. You don't offer anything relevant

to my current position.

Recent member

Most of my training is in the areas I oversee for the city so I can gain a better understanding of what they do and why.

Have not had support from City Mgr. (just left). Although I am a charter officer, he would have categorized it as encroaching on his area.

Too busy to travel

How long do you prefer training?

1/2 day	51
1 day	108
1.5 days	49
2 days	71
More than 2 days	19
Total	298

What is your preferred method of training?

Face-to-face venues	248
Webinars	50
Total	298

What is your annual training budget?

\$0- \$500	13
\$500-\$1,000	18
\$1,000- \$1,500	42
More than \$1,500	218
Total	291

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

Yourself	47
Your Employer	281
Scholarships	10
Other (please specify)	1

Other (please specify)

State of Texas - House of Representatives

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

\$0- \$500	237
\$500- \$1,000	43
More than \$1,000	18
Total	298

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

Activities for spouses/guests	141
Activities for children	56
Other activities (please provide suggestions)	25

Other activities (please provide suggestions)

Single

On-site, field visits. Concerts.

tours of local attractions

Volleyball, soccer, softball; athletic activity our age groups can enjoy and endure

Lower the children and guest activities as such a big deal

fishing

formalized mix and mingle activity

Case competition for MPA students at various universities

Activities for professional peer groups

Other social opportunities beyond golf

Budget Training for City Mgrs

I've never been to a TCMA conference

I have not yet attended and am not sure.

Clay Shoots, Exhibits

Exceptional content

Community Outreach

Socials

recreation events

Neither, TCMA Conferences are already fantastic

Solo

Casual networking

Humility training for Arrogant City Managers

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

4-6	47
7-9	9
10 or more	5
I did not attend a regional meeting	84
Total	302

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

Husband had Cancer - I was the Caregiver

I just joined TCMA in January

I don't know when or where they are held.

My role is specific to economic development now.

New to TX

Was unaware of them and/or too busy to attend.

timing

Did not know they were happening

I am in the process of joining TCMA. (I just joined)

Lack of time.

They were not close to my city.

I was not a member last year.

Not sure I knew about them.

Location and/or topic

location not convenient

not communicated well

Schedule conflicts

Moved out of state

I just obtained employment in Texas.

Not necessarily applicable

Retired

Death in Immediate Family

distance to drive

Health and distance

Time away from the office and budget restraints

I am a new member of TCMA and plan to attend in 2018

I'm not aware of any meetings.

I don't remember.

Retired have other interests.

The City until recently held a regular City Council Packet Meeting to review the upcoming Council meeting agenda. I will be able to attend in the future

Retired

Unable to make time. Pursuing CPM.

Not sure of where and when they are located?

workload

Funding issues

Since starting my new position, I have not received any of the meeting notices. Also, with the first year on the job I have been busy and haven't made it a priority to attend those meetings.

Just taking care of job and family obligations after having attended regularly for over 25 years.

Distance

Only became a member last summer then changed jobs in fall, so no opportunity due to transition

not interested

That two-hour meeting is basically all day since it takes me 5 hours round trip to attend in Austin

Location

Time constraints. Working in planning leaves little time outside of planning related training

Nothing of interest offered

Too far away, program content not relevant

Time

I was accepted to TCMA last month; and I plan to attend future regional meetings.

I have no idea where my regional meetings are held or who is the secretary of my region. I just moved here about 8 months ago.

schedule conflicts, not something I have gotten involved in

Timing

I didn't know about them.

Other training requirements

too far away

They are in the evening, I believe.

I do not seem to receive information related thereto. Not sure if Associate Members are included in these?

Content of meetings not very interesting.

Not geared to county administration. A missed opportunity for TCMA.

Recent member

Didn't know about them, schedule didn't work

Busy

other than TCMA conference, didn't know we had any regional meetings

Distance and scheduling

I wasn't employed in the state of Texas

too far of travel for a 2 hour meeting - over 2 hours one way

Have not rec'd. regular notifications (have fixed this just last month); City Mgr. would have found this threatening.

Often location and time are not convenient

Location

They have regional meetings on Thursday which is the same day as my City Council meetings which makes it difficult.

Too busy

Never have received information on them.

Would you like TCMA to provide regional training?

Yes	264
No	35
Total	299

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

impact of changes by the state legislature

Ethics, Management, Leadership, etc.

Organizational Development, Budget, Funding Tools, Legislative Updates, Succession Planning

Ethics

Ethics, Law, Legislative Matters

Strategic planning for cities, fiscal forecasting, work/life balance

Mayor Councilmember responsibilities/contact with city staff

Changes in Federal, State, Local requirements / Management - executive team building /

New legislation/regulations, innovations in management

finances, Texas economic development incentives, planning and code enforcement, public works

Organizational improvements, Budgeting, Finance, Technological innovations

How to prepare for retirement

Managing Stress

Council interaction

Leadership

Leadership Training

Discussion on trends in municipalities, Futurism, the racial divide, anti-local government movements (ALEC)

Ethics, Employee engagement

Emotional Intelligence, Situational Awareness, Ethics

Leadership. Team building. Strategic Planning. Economic development.

Ethics, public-private partnerships, edc

Ethics, Emerging Trends

leadership, technical topics, municipal law

Since I haven't been a member until now, I'm open to learn.

Disaster Recovery

Project Management, Social Media and Economic Development Deal Making

any in relation to ethics, administration, motivation, and human resources

Various

Public engagement and innovative service delivery models

Civil Service, Nepotism and working with city councils.

Legislative

smart city, performance management, budget, LEAN, process improvement

Social media do's and don'ts

Developing consistency across regions with TCMA guidelines.

Legislative updates, development trends, growth trends, leadership trends.

Council Transition: City Manager Sustainability: Council Day to Day Input on Day to Day Operations

Servant Leadership training

Legislative Issues, Statutory Requirements, Budgeting

Community engagement, legislation, board/council training

budgeting, implementing special taxing districts (TIFF, TIRZ, etc.), leadership/management development

Leadership, Council relations, Information technology in govt, best practices, successful programs for smaller cities (under 100k pop and/or under 10k pop)

leadership, council relations, issue type roundtables

finance, budgeting

Council relations, planning and development issues, water issues, public works issues

Almost anything

Leadership, Emergency/Crisis Management

Technology, social media, demographics, international links, economic development and trade, best practices from outside Texas

ADA, management, leadership, technology

ethics

Planning, Financial, etc.

ethics

Ethics, Council/Manager Relations, HR Policies, State Legislative Results,

open records, legal updates, open meetings, social media

Legislative issues, revenue sources,

Leg. Updates, Ethics, Open Meetings/Updates, Finance & Special Districts, Leadership

Cost avoidance; revenue enhancement

Citizen relations, demographic awareness, operational effectiveness, leadership

Public private partnership agreements

Nothing specific

ethics

North Texas transportation system overview; NTX public health system overview; NTX Utilities system

budgeting, municipal law updates

Ethics - CC Relations - Innovation - HR Issues - Public Safety

Debt-financing, Grant Applications for Public Works projects

Local issues, council relations, ethics, navigating other agencies, lessons learned

Budget transparency, Council retreat

Healthcare best practices, common benchmarks, unifying municipal stats

changing state/federal laws;

leadership; career building; anything else that would be of use to a wide variety of employee levels

Face-to-face training

Staff Development, Management Best Practices, Succession Planning, Case Studies-Success Stories

economic development/planning

Legislative agenda/updates

Strategic planning, labor relations, technology

ethics. and finance

Ethics, Leadership, Hot Topics

Leadership; Succession Planning; Ethics; Legislative Issues; New laws and effects...

Hot topic discussions and procedural guideline discussions

Economic Development, Health Insurance Issues,

Changes in the laws, annexation

Interlocal agreements, transportation, water & wastewater, sprawl

Economic development, special districts, annexation, emergency management

Leadership, Management and Personnel Management topics

Smart City, Redevelopment, Bike-Sharing Issues, Growth Management, and others.

Managing personalities, Lumina Learning

preparing the next generation of city managers

Strong Towns, Smart Growth, Fiscal Resiliency, Recession Planning, CAFR and Unfunded Liabilities

Growth Planning, Succession Planning, Council Development Training

Police Negotiations, Salary Studies for Employees, Benefit Comparisons

Leadership, project management

budgeting, worker's comp, insurance, legal issues

HR, Legal, regulatory

Regional issues effecting all cities (housing, lack of certain things, developments, etc.); Problem-solving complex city issues

HOTEL OCCUPANCY TAX FUNDS

Infrastructure maintenance, changes to development laws

Social Media, website management, personnel administration

Economic Development, HR, preparing and evaluating CIP's,

Healthcare options and trends.

Council relations, social media, and life management

small city issues

public safety service delivery strategies, climate change, sustainability strategies

Ethics, Stress Management, Council Relations, Leadership, Time Management

trends in local markets

ethics, general best practices

Leadership, State Issues, Trends

More trainings for city managers in small cities. I know that there a couple trainings a year, but I have found it hard to find the time to travel long distances for that short of a training.

full range of topics

Mentoring and succession training

Municipal Law

Leadership, Management, Communication, Conflict Resolution

Budget Training for City Mgrs

insurance, customer service

strategic management/planning, intergenerational employees in workplace, innovative public/private partnerships, ethics

Best practices for rolling out new services or changes to new services, best practices for hiring and firing, best practices to retain employees, etc.

Legislative Changes

Educating and combating misinformation

Ethics, Personnel Law Updates, Legislative Updates

Benefit management, Leadership, Innovation implementation

Management 101 topics and leadership topics as well.

combination of finance, economic development, ethics and networking

Servant Leadership

Career planning, mentoring, coaching

Ethics, leadership, grants

Finance/Budget - Small City Management - Emerging Leaders or development courses

So don't have to travel as much out of town

Effective Leadership

Legal, HR

Ethics, leadership

dealing with the Texas Legislature, responding to open records requests,

budget, purchasing, HR, code enforcement, construction management

Benefits, Legal Q&A's, EDC, Ordinance writing, Grant writing

HR, Benefits, Ethics, Legislative changes affecting tax rate / annexation,

Ethics, Planning, Budgeting, Management

Varied

Latest Practices, Public Safety Shifts, HR issues, Compliance with new legislation, budgeting

Regional Problem Solving, Networking opportunities

Ethics

Negotiation, Leadership and managing a diverse employee base

Code Enforcement Issues, Economic Development, Council/Manager relations

citizen engagement, legislative updates, legal topics

Anything that is timely to our profession such as best practices and trends

Strategic Planning, Succession Planning, Dealing with Elected Officials/Press

Ethics, legal, Human resources,

ethics

Emerging practices in local government, best practices from OUTSIDE Texas.

Ethics; Council-Manager Relations; core components of WKC series, but maybe as separate topics

Council-Manager Relations; Strategic Planning; Lean Six Sigma

regional cooperation and regional planning for services such as public safety and parks

County government....they provide some great opportunities.

Finance

Planning and politics; CMO case studies; other CMO related activities

Continue doing Ethics training

Economic Development Incentives Tips

Technology, Economic Development, Workforce Development

changing workforce

Diversity, succession planning, leadership development, change management, legislative effort/coordination

Session for elected officials about the value of professional membership (TCMA and others)

Best Practices-Cybersecurity, Best Practices-Home Rule Charter Amendments,

Working with different state/federal government agencies/entities

essentials of leadership and ethics

Smart City (using technology to better my city), Budgeting, Finance, Preventing Burnout

Personnel, technology, public relations, and quality of life.

Practical Operations topics. Not theory or strategy.

Budgeting, generational issues

legislative, ethics, job search/resume updates

Council relations when the political dynamic of newly elected councilmembers and additional Ethics to meet the requirement

Ethics, HR

Council manager relations, ethics, economic development

Health Insurance Analysis; Public Finance

state law changes

solving current issues - infrastructure; budgeting-capital planning; public safety best practices

The same things that are offered at other levels. Regional just makes it easier to attend, generally. I selected face-to-face training on an earlier question, but I like it and webinars both.

Regional issue round tables, legislative updates and discussions when in session,

General City Management

Economic development

Humility Training for Arrogant City Managers

Environmental, economic development

They do a great job with topics... I attend when I can.

Finances

Ethics

Self Control in leadership. less on vague "leadership", and more on how to be a good, trustworthy person.

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

Yes	88
No	210
Total	298

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

Only two employee's not enough hours in the day

Haven't seen an applicable opportunity

retired

time

I'm new to this position

I don't like webinars

retired

I think I was scheduled but the timing didn't work out.

Timing

Have not had the opportunity.

Hard to close office doors

I have forgotten it was available.

Nothing has come up that caught my interest.

haven't had the opportunity

Have not thought about it

Our City doesn't not or has not participated in the past.

Timing of webinars.

Not as good as face to face training

not aware it was offered

Was not aware of the program.

no time

unaware

no time

Have not gotten around to it yet.

have not had the time

When we do webinars we get interrupted by so called emergencies.

Have not done so.

hate webinars

Schedule

Was not aware of it

Little to no awareness of

Does not seem to be enough value

Just never thought about it.

I don't get a lot of employer support for an out of state org.

time and money

I just obtained employment in Texas.

I am an assistant to the CM, and I am very very busy

Not necessarily applicable

Retired

Was not aware there was training available

time

Scheduling issues on my end

i have no staff, being retired

just haven't taken the time; cost

don't know much about them

retired CM, working at State level, does not match

Doesn't interest me

too many conflicts with personal schedule

I don't know what they do.

Unsure why

Time to set aside for training

Prefer personal contact

I am a new member to TCMA

Don't like webinars

Had forgotten it is available.

Wasn't aware of any.

Unfamiliar

Retired.

No available time

lack of opportunity

Retired

TIME LIMITATIONS

Haven't seen one that met our interests

Did not know about them

New to ICMA

Unknown

No real reason, just typically haven't been impressed with the ICMA online training, and timing is sometimes an issue

Never had the opportunity.

no specific reason

Have not taken the initiative to participate due to current schedule

I was not aware of them.

not familiar

Time constraints and scheduling conflicts

Do not have the personnel

No reason

ICMA is geared for big cities

Did not know about them.

Time constraints

Not sure what they are

Nothing of interest offered

Unaware of program

Notice of availability

Not aware of opportunities

I only recently heard of them.

unaware of them

We haven't been aware of them

not inclined to do webinars

I find webinars not suited to my learning style

Not a member of ICMA

Not familiar with it

Lack of time and budget

Not familiar with the program

Just joined TCMA. Hope to improve participation

I didn't know about them.

Time

Not fully aware of benefits

do not like webinars

Some topics not applicable; conflict with webinar date and/or time

Not aware of the schedule for training

Don't know much about the program.

not sure what they are

prefer face to face meetings/training

don't know much about it, its value has not been demonstrated

Not familiar.

I have never been aware of these trainings

Unaware of opportunities

Not aware that TCMA offers these webinars.

Unaware of a specific opportunity.

Too many random topics that are not relevant

Have not paid attention to the topics

Cost

Just old school and prefer the interactions of a classroom environment.

Not aware of options

not familiar with training

Unaware

Haven't found a topic of interest

Not familiar with it

Never heard of it

Did not know about them

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

Josh Selleck - Budget, Ron Holifield - Org Dev and Succession Planning

Ethics

Mayor Councilmember responsibilities

finances, Texas economic development incentives, planning and code enforcement

Strategic planning for small cities,

N/A

Right now training on the upcoming census.

See answer above.

How to Manage Yourself, Become a more effective manager, Council Relations

Public Involvement Issues

I'm open.

Insight from current city managers about the position.

Social Media and Project Management

any

Any topic where audience participation is not essential

Various

not sure

latest GASB, Franchise Agreements, Best Practices

collective bargaining, public finance,

Dealing with elected officials, budgeting, capital planning

Almost any topic is suitable for webinars. Webinars are sometimes more effective with practioners involved.

Leadership, supervisor, management

economic development tools/programs

Leadership, Council relations, Information technology in govt, best practices, successful programs for smaller cities (under 100k pop and/or under 10k pop)

Customer service, social media training, communications training, succession planning

Leadership, Management, People Skills, Working with Millennials

leadership topics

Same as before if determined

HR-related issues, Legislative Updates, Tax Rate strategies, Budgeting Strategies

Hot and current issues so they can be brought up and shared timely

Legislative Updates

Organizational Development, Public/Private Partnerships

same

Investment training

HR, budgeting - Ron Holifield

Same as regional meeting topics.

No recommendation

N/A

Ethics, technology

Ethics

Ethics

Career Coaching

Organization Alignment, ?

Charles Marohn - Strong Towns

Communication, Crucial Conversations

I'm not a fan of webinars.

BUDGETING, HOTEL OCCUPANCY TAX FUNDS, ETHICS

Emergency management, grant procurement - Darwin Archer

Best practices for budget preparations, debt management

Public Private partnerships

Ethics webinars

current small city issues/staff development

sustainability strategies and climate change

Leadership Development, Succession Planning

Ethics

Performance Metrics

emergency management planning, employee motivational techniques, traits of good leaders, financial management

Human Resource issues

The same as those listed for seminar training.

Benchmarking/metrics, social media trends and examples

technological trends and their effect on management etc.

Health Care - Holmes Murphy

I (Jason Gray) would love to present a webinar on Servant Leadership Essentials for Community Leaders

Just about any topic as long as the speaker is captivating/engaging

Leadership--Dealing with Elected Officials

Purchasing, contract management, project management

Budget Prep, Grant writing,

legislative updates, problem-solving clinics, Annual training

Economic Development (The Retail Coach), Team Building (Team Building USA)

case studies

Lessons learned from former city managers from big and small communities

Budgeting

ethics, human resource, economic development, legislative updates

best practices, reviews of successful programs in cities

ethics

Finance, Economic Development

Council-Manager Relations; Lean Six Sigma or Performance Management

social media policies, HR harassment/hostile work environment policies and safeguards

Financial management; revenue forecasting

Tips to be successful: manage stress, work - family balance

Economic Development Incentives

Understanding the Legislative Battle for local control and how to prepare

good social media practices

how to revitalize your city, management skill building,

With today's technology, most topics can be addressed via webinars.

Commercial redevelopment strategies

No suggestion

did not care for it

Succession Planning; Public Finance

ethics; budgeting; working with difficult people

Negotiating; determining future plans; developing staff, both professionally & for "soft" skills/general human improvement

None

Manager -Council relations

Legislative changes - TML Counsel

budgeting

As TCMA continues to develop its Coaching Program, if you have a passion for helping the city managers of tomorrow advance in their careers and would like to be identified as a Coach, please provide the following information:

Chris Coffman	City Manager	Granbury
Joshua W. Ray	City Manager	City of Lago Vista
Hugh Walker	DCM	Bryan
Chris Sharp	Assistant City Manager	Canyon
Jeff Jones	Deputy City Manager	Mesquite
Michael Ross	Retired CM, Current ACM	Granbury
David Harris	City Administrator	Balcones Heights
Patrick Lawler	City Manager	Hudson Oaks
Jack Harper	Assistant City Manager	Waco
Daron Butler	Managing Director	Cedar Park
Mindy Manson	City Manager	City of Wylie
Wes Pierson	City Manager	Addison
David Moss	City Manager	Southside Place
Scott Wayman	City Manager	City of Live Oak
Paul Frederiksen	Assistant City Manager	Duncanville
Edward Wylie	Deputy City Manager	City of Pharr
Paul Virgadamo	City Administrator	Conroe
Mike Eastland	Executive Director	North Central Texas COG
Jared Miller	City Manager	City of Amarillo
Robert Lindsey	City Manager	Goldthwaite
George Campbell	City Manager	Kennedale
Julie Robinson	City Administrator	Spring Valley Village
Richard Morton	retired	Odessa
Kenneth Williams	City Manager	Buda
Martin Mangum	City Manager	Vernon
John Whitsell	City Manager	Clarksville City
Adam Niolet	City Administrator	Hico

Jason Gray	CEO/President	NA
Mike A. Lester	Director of Health	Baytown
Anna Doll	Deputy City Manager	Grand Prairie
Mike Land	City Manager	Coppell
Frank Baker	In transition	
Bret Bauer	City Manager	City of Gun Barrel City
Scott Sellers	City Manager	City of Kyle
Austin Bleess	City Manager	Jersey Village
Philip Sanders		
William P. Yenne	City Manager	Lake Jackson
Michael Coon	City Manager	Richwood
Bob Hart	City Manager	Corinth
Bill Lindley	Town Administrator	Highland Park
Kelly Kuenstler	City Manager	Leon Valley
Darwin Archer	City Manager	Cisco
Edward Broussard	City Manager	City of Tyler
Dennis McDuffie	Retired City Manager	Beaumont, TX
Allen Barnes	City Administrator	Stephenville
Kyle Jung	City Manager	Manvel
Kent Myers	City Manager	Fredericksburg
Timothy Kelty	City Manager	Henderson
Scott Swigert	Assistant City Manager	Mont Belvieu
Noel Bernal	Deputy City Manager	Coppell
James R. Earp, CPM	Assistant City Manager	Kyle, TX
Steve Williams	Assistant City Administrator/CFO	City of Conroe
Brad Stafford	City Manager	Navasota
James Thurmond	Dir. MPA Program	University of Houston
Ron Cox		Friendswood
Michelle Leftwich	Assistant City Manager	McAllen
Rick Davis	City Manager	City of Baytown
Mike Slye	City Manager	Kaufman
Lyle H. Dresher	District Liaison, House of Representatives, District 64	Denton, TX
Tom Hart	CM	Grand Prairie
Paul Grimes	City Manager	McKinney
Paulette Hartman	Assistant City Manager	City of North Richland Hills
Shawn Raborn	City Manager	City of La Grange
E J A Richardson	Strategic Relationship Manager	Garland
Jarrett Atkinson	City Manager	Lubbock
Valerie Bradley	Managing Director	Mesquite
Ben Brezina	Assistant City Manager	Frisco
Jesus A. Garza	City Manager	City of Kingsville
Mark Browne	City Manager	Alamo Heights
Todd Hileman	City Manager	Denton
Eric A. Jiminez	City Administrator	Poteet
Hugh Walker	DCM	Bryan
Julie couch	Town Manager	Fairview

Michael Ross	Retired City Manager, Current Asst. City Manager	Granbury
Sylvia Trevino	Assistant City Manager	Corpus Christi
John Dean	City Manager	Ovilla
Kevin Evans	City Manager	McGregor
Tom Muehlenbeck	Retired	Shady Shores
Jerry Ducay	City Manager	Colleyville
Charles West	City Manager	Van, Texas
Tom Brymer	Town Manager	Westlake
Bill Atkinson		Missouri City
Craig Lemin	City Manager	Robinson
Dion Miller	City Manager	City of Tulia
Gabriel Gonzalez	Assistant City Manager	City of Harlingen
Sheyi Ipaye, CPM	City Manager	City of Forest Hill
Henry Arredondo	City Manager	Del Rio
Paul Hofmann	City Manager	Bellaire
Jeffrey Howell	Retired	Kilgore
Brian Bosshardt	City Manager	Bedford
Sean Landis	Deputy City Manager	City of Seabrook

If you would like to serve as a TCMA liaison to a college or university in your region, please provide the following information:

Luke Olson	City Manager	Oak Point City of	UNT
Bill Parry	City Manager	Gatesville	Texas A&M University-Central Texas
Max S Duplant	Retired	Irving	University of Dallas in Irving
Nathan Watkins	City Manager	Mont Belvieu City of Lago	Any Houston or Beaumont
Joshua W. Ray	City Manager	Vista	Baylor, UT Austin
Robert Wood	City Administrator	West Lake Hills	UT-LBJ School
Hugh Walker	DCM	Bryan	TAMU
Chris Sharp	Assistant City Manager	Canyon	West Texas A&M, Amarillo College
Jeff Jones	Deputy City Manager	Mesquite Balcones Heights	any in DFW, or Texas Tech
David Harris	City Administrator	Waco	St. Mary's, Trinity
Jack Harper	Assistant City Manager	Cedar Park	Texas Tech University
Daron Butler	Managing Director	Athens	Texas State University
Ryan Adams	Mg. Director of Public Services	Southside Place	UT Tyler, TVCC
David Moss	City Manager	City of Live Oak	Stephen F Austin
Scott Wayman	City Manager	Duncanville	Univ. TX at San Antonio
Paul	Assistant City Manager	Georgetown	SMU/UTA
Laurie Brewer	Assistant City Manager	Pharr	Texas
Edward Wylie	Deputy City Manager	Port Lavaca	Texas
William DiLibero		Conroe	Texas
Paul Virgadamo	City Administrator Deputy Director of Management Services	Texas City	Texas A&M
James Hartshorn		City of Amarillo	College of the Mainland Texas Tech University, West Texas A&M University
Jared Miller	City Manager	Kennedale	UT Arlington
George Campbell	City Manager	Spring Valley Village Dallas/Ft. Worth	University of Houston, Rice, Texas Southern
Julie Robinson	City Administrator		
Richard Morton	Retired CM		Huston-Tillotson-Texas State- University of Texas
Kenneth Williams	City Manager	Buda	
Martin Mangum	City Manager	Vernon	Texas Tech University
Carrie Jones	Director of Strategic Services	Denison	
Mike A. Lester	Director of Health	Baytown	Lee College or San Jacinto College
Anna Doll	Deputy City Manager	Grand Prairie	UTA
Mike Land	City Manager	Coppell	UTD, UTA
Frank Baker	In transition		North Texas
Scott Sellers	City Manager	City of Kyle	Texas State University University of Houston, Texas
Austin Bleess	City Manager	Jersey Village	Southern, or anything in the area
William Yenne	City Manager	Lake Jackson	Brazosport College
E.A.	Deputy City Manager	Kerrville	Schreiner University

Bret Haney	City Administrator	Cockrell Hill	University of North Texas
Randy Criswell	City Manager	Canyon	West Texas A&M University
Gerry Boren	City Manager	Diboll	Angelina County Jr. College
Bill Lindley	Town Administrator	Highland Park	UTA, UTD, and SMU
Kelly Kuenstler	City Manager	Leon Valley	UTSA
Darwin Archer	City Manager	Cisco	Cisco College, Ranger College
Edward Broussard	City Manager	City of Tyler	University of Texas at Tyler
Denis McDuffie	Retired City Manager	Beaumont, TX	Lamar, SFASU
Joe Price	Assistant City Manager	City of Borger	West Texas A&M University
Allen Barnes	City Administrator	Stephenville	Tarleton State University
Kent Myers	City Manager	Fredericksburg	UTSA
Timothy Kelty	City Manager	Henderson	Kilgore, UT Tyler
Bill Stewart	City Administrator	Huntington	Stephen F. Austin State University
Scott Swigert	Assistant City Manager	Mont Belvieu	TX
Evan Milliorn	Administrative Services	Burnet	
Noel Bernal	Deputy City Manager	Coppell	University of Texas-Arlington
Bill Atkinson	Assistant City Manager	Missouri City	
James R. Earp, CPM	Assistant City Manager	Kyle, TX	Texas State University, Tarleton State University
Steve Williams	Assistant City Administrator/CFO	City of Conroe	Sam Houston/TAMU
Brad Stafford	City Manager	Navasota	Texas A&M Bush School
		City of Port Arthur, Texas	Lamar University
Rebecca Underhill	Assistant to the City Manager	Commerce	Texas A&M Commerce
Roger McKinney	Retired	City of Baytown	University of Houston University of North TX or North Central Texas College
Rick Davis	City Manager District Liaison, State House of Representatives, District 64	Denton, TX City of Nassau Bay	Rice or Univ of Houston
Lyle H. Dresher		Mexia	Navarro College
Jason Reynolds	City Manager	Grand Prairie	UTA
Eric Garretty	City Manager	McKinney	UT Dallas
Tom Hart	CM	City of La Grange	Texas A&M
Paul Grimes	City Manager	Garland	Paul Quinn College
Shawn Raborn	City Manager	Lubbock	Texas Tech University
E J A Richardson	Strategic Relationship Manager	Duncanville	UT Arlington
Jarrett Atkinson	City Manager	Weslaco	
Kevin Hugman	City Manager	Denton	
Andrew Munoz	Aviation Director	Bryan	TAMU
Todd Hileman	City Manager	Granbury	Texas Texas A&M Corpus Christi, Del Mar College
Hugh Walker	DCM	Corpus Christi	
Michael Ross	Assistant City Manager	Ovilla	
Sylvia Trevino	Assistant City Manager	Shady Shores	UNT
John Dean	City Manager	La Feria, TX	Our Lady of the Lake
Tom Muehlenbeck	Retired	Colleyville	
Barbara	Hinojosa		
Jerry Ducay	City Manager		

Charles West	City Manager	Van, Texas	
Suzette Williams	City Administrator	City of Idalou	Texas Tech University
Tom Brymer	Town Manager	Westlake	UNT or UTD
Bill	Atkinson	Missouri City	
Craig Lemin	Robinson		
		City of	
Kevin Carruth	City Manager	Rockport	Texas A&M Corpus Christi
Dion Miller	City Manager	Tulia	West Texas A&M University
			UTRGV Brownsvill or Harlingen
Gabriel Gonzalez	Assistant City Manager	Harlingen	Campus
Sheyi Ipaye, CPM, Fellow-HKSG	City Manager	City of Forest Hill	UNT or UTA or UTD
Henry Arredondo	City Manager	Del Rio	
Ron Bowman	City Manager	Boerne	St Mary's University
	Assistant City Manager / Public	West Univ.	
David Beach	Works Director	Place	Univ. of Houston / Rice Univ.
Paul Hofmann	City Manager	Bellaire	Texas A&M
Kelly Templin	City Manager	College Station	Texas A&M
	Director Business Retention &		University of Texas-School of Public &
Cyndy Powell	Expansion	Plano	Non Profit Management

What can TCMA do to support you in the profession?

What can TCMA do to support you in the profession?

Continue to provide regional training opportunities

expand life memberships for those not eligible for full membership during their entire career

Doing a great job!

Mayor Council training

Continued Professional development

create opportunity for further professional development

Keep TMRS financially secure

Continue to provide leadership and ethics training during the annual conferences.

Provide additional training opportunities once or twice a year for one or two days. Consider a training session at the TML annual conference on municipal trends/ best practices.

Promote the added value of TCMA membership to elected officials and the public

Offer more locally available programming such as that offered by LEAD and SGR.

continue to remain relevant

Help a new member. Orientation maybe.

Involve more young professionals in the organization

offer training and a mentoring program

Keep ethics emphasis on basic issues not subject to political whims

You guys are doing great.

Offer more training geared to those working thru the profession in various capacities

Please be mindful to ensure that TML does no overly influence TCMA direction

keep working on building sustainability for the profession

Continue to provide professional development and networking opportunities.

I am at the end of my career. If I can help someone I am happy to do so. I do not need support now like others do.

Provide more training.

Promote the council-manager form of government.

Continue doing a great job; expand/build professional development & networking opportunities

Quality training and network

It would be nice to hear from my colleagues once in a while. I moved, I didn't die.

Continue to have opportunities for non-City Manager's to present at TCMA.

I don't know right now - have meetings so that i do not have to take effectively a whole day off of work to attend

I enjoy the relationships, support and training I get now from TCMA.

Nothing currently

Provide more training locally

Provide local Council - City Manager training

Professional Development and Networking

Doing great!

emphasize education for new young interns

additional in region training and interest seminars for those interested in continuing to grow their career...

More training/programs geared to younger individuals in the profession. 40 and below would be nice. Everything seems very geared to long tenured, white males.

Keep doing what you're doing

Conference, newsletter, networking is all done well and provide great learning opportunities

Support the League and other organizations in their efforts to push back against state encroachment.

mentoring

Much of the same; I'm pleased with TCMA support

Keep supporting the profession in general.

Continue to provide educational opportunities, and networking opportunities

Conduct TCMA extended sessions in easily accessible state sub regions larger than regular regions.

Continue to provide information, training, and networking opportunities.

Have the best annual conferences - period.... Continue to facilitate networking and making us aware of resources we have access to.

Continue to be a one-stop shop for ideas and information.

offer training and networking opportunities

Active role in Texas Legislature to prevent state from stripping cities of their authority.

Help me get involved on committees, etc..

more training, opportunities for networking

Use some of TCMA's fund balance to financial support in transition members.

Continue the current level of efforts. TCMA is doing a great job and I would like to see it continue in this form and manner.

I AM VERY SATISFIED WITH THE SUPPORT I RECEIVE FROM TCMA

Training, maintaining the professional networks

Continue to provide relevant training with practical application

Doing a great job

End of career guidance focused on financial planning, volunteering, etc.

Continue supporting small town Texas

Doing a pretty good job already!

Continue to do what it has been doing

Provide more localized or regional training.

continue the great job that has been done over the years

The Idea Share site is a great tool that is underutilized. Promoting best practices is always great.

Exactly what they do now, provide quality training and speakers, great annual conference, and mentors to share experiences with.

Too close to retirement now

provide required training in core disciplines

As a City Manager coming from out of state, I think TCMA does an outstanding job in providing support to City Managers.

Coach

Continue to provide support and training to members

With the current political situation at the State be prepared to provide information to help cities see their way through the draconian cuts/service reductions that may be heading our way, be a resource asking for information on relevant topics from City Managers on a quarterly basis for example that can be automatically shared with membership.

Communicate, communicate, communicate. There's no such thing as too much communication.

Offer more classes for folks just starting out in the business.

Continue to provide "up to date" information and training related to the City Manager form of government

Continue with the great seminars, training courses and other resources.

stop the large city bias

Provide more training and network opportunities

Provide more mid-career professional development opportunities

Continue to provide training at Conference in ethics, council relations, and networking

you are doing it

Increase Lobby efforts in Austin

I can't think of any support that TCMA does not already provide.

More online training

doing it

City Council Education

Networking, Meeting colleagues, Local Government news and innovation

Provide better communication.

continue current programs

frequent training

strengthen MIT support

I appreciate everything that TCMA does to support the profession. Thanks.

Continue the support of the taskforces and work groups already on place.

elevate the training programs and look outside of Texas for content

Continue with annual conferences, provide local trainings/workshops

continue to provide venues/opportunities to connect with other professionals; assist in educational materials that can be used beyond profession to inform others regarding local governance and professional municipal managers

Help grow diversity within the profession.

Recognize county administration as part of the organization and help develop the county administration field. A great opportunity to expand the profession. If will first require TCMA to learn what county government is about. Even you question in this survey are "city" questions.

I think you're doing a great job of making resources and contacts available.

This is a much larger discussion, but TCMA should become more involved in conversations at the State level.

Keep up the great work!

Support and promote the Council Manager form of gov't in TX as well as the ICMA credentialing program

keep educating elected officials, keep presenting great annual conferences.

Keep up the great work and supporting the regional groups where we meet most often

nothing additional is needed from TCMA

Professional Development, Networking, Legal

Training; Helplines; Sample templates, etc.

continue the good work

Continue to discuss the need for preparation, cross training, & development. Councils & some managers have come to accept it as a fact that managers are always a few years away from moving onto the next rung on their career ladder, or that it's no surprise when the political climate changes & a mgr. is booted out. Most cities in Texas are small and building professional careers there is important for those communities. Having institutional knowledge & calm proficiency are of great value to morale and continuity.

At this point in my career not much needed...should focus on recruitment of next generation and training them.

Education

Nothing right now