



TMHRA

Strategic Planning

The TMHRA mission is to ***grow and enhance*** the professional development of our dedicated and compassionate members through effective ***knowledge sharing and relationship building***.

The TMHRA 2020 Strategic Plan was developed by the TMHRA Board of Directors at its annual strategic planning meeting on October 18, 2019. It was adopted January 28, 2020.

Board of Directors



President
Cheree Bontrager
Richardson



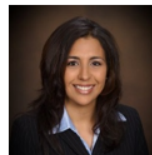
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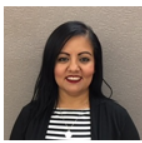
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Sandra Duran
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TMRS Board Rep.
Bonita J. Hall
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Trustee
Christi Klyn
Wichita Falls



Trustee
Carmen Williams
Webster



TML Board Rep
Tadd Phillips
Georgetown

Wayne Reed facilitated the TMHRA Board strategic planning workshop on October 18, 2019, in Richardson, Texas.

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Introduction

The Texas Municipal Human Resources Association (TMHRA) Board convened for its annual strategic planning meeting on October 18, 2019, in Richardson, Texas. In addition to its normal business, the Board had two strategic objectives for the day: create its first mission statement and update its strategic plan. The Board recognized it was time to take stock of its accomplishments over the past two years, assess the current state of the association, and chart a course for the coming two to three years. However, it wanted to take a step back and create a mission statement so that it could articulate its purpose to members and other stakeholders. This report explains the long-term mission of the TMHRA and how the Board will allocate its limited resources in a realistic and practical manner to proactively improve the association to serve its members and other stakeholders, while it goes about fulfilling its everyday business.

The mission building and strategic plan sessions conducted at the annual meeting were facilitated using a consensus workshop methodology to build agreement through a collective participation process. This facilitative technique ensures everyone participates in a positive, inclusive environment, builds relationships and collaboration among participants, honors the ideas from each individual, incorporates the best ideas from the group, and builds ownership in the outcome. When consensus is reached, all participants feel their ideas, insights, and perspectives have been honored, and the consensus includes their ideas.



Participants at TMHRA Annual Meeting (10/18/2019): Paula Kutchka, Sandra Duran, Jill McAdams, Cheree Bontrager, Andre Houser, Kent Etienne, Lavern Gaines, Christi Klyn, Larissa Rodriguez, Carmen Williams, Wayne Reed, Tadd Phillips (listed left to right)

This Strategic Plan is organized with the Mission and Strategic Plan up front on Pages 2 - 4. A summary of the Board's work at the annual meeting follows; this includes a summary of its discussion about accomplishments on the Pillars and Milestones from the 2017 Strategic Plan and achievements of committees. The Board reflected on its work over the past two years, the challenges it had experienced executing on its existing strategic plan,

and how this was informing their thoughts on how to develop a new plan. The Board expressed how the 2017 Strategic Plan had been helpful in focusing its resources.

Mission Statement

The Board identified four themes to their purpose that became the nucleus of their mission statement: Connections, Professional Development, Sharing Knowledge, and Compassion to Serve (see Attachment A). The mission statement was developed following the workshop and approved by the Board in December.

The TMHRA mission is to... grow and enhance the professional development of our dedicated and compassionate members through effective knowledge sharing and relationship building.

Mission Statement Themes.



Strategic Plan

This strategic plan is organized by **Strategies** with one to three **Goals** under each one and supporting **Actions** under each Goal, all promoting the Mission statement. Here is an explanation of the three levels:

STRATEGY: A plan of action or an approach designed to use resources in most effective and efficient way to achieve the Mission of TMHRA.

Strategy is about making choices; it's about deliberately setting a course for the future of the organization.

Strategy is about moving an organization from where it is today to where it wants to be in the future.

GOAL: A desired result that an organization plans and commits to achieve a Strategy. It is the aim toward which effort is directed. Endeavor to reach goal within a finite time by setting deadlines.

ACTION: An action is Specific, Measurable, Attainable, and Realistic. It is an accomplishment of a Goal over a period of time. Actions are assigned to individuals and/or groups to accomplish.

The TMHRA Board identified and built consensus on Strategies and Goals that responded to three of the four themes from the mission building session. The Board discussed how “Compassion to Serve” spoke to how they believed they should serve their members and other stakeholders not what they needed to do to accomplish its mission. Therefore, the Board did not pursue a Strategy for the “Compassion to Serve” theme, because the intention is for all strategies to encompass “Compassion to Serve.”

Following this discussion, the Board set about developing distinct Strategies with specific Goals:

Strategy 1 (Connections). Provide mediums for building and maintaining valuable relationships

Goal 1.1. Provide opportunities for **virtual** relationship building

Goal 1.2. Provide opportunities for **face-to-face** connections

Strategy 2 (Professional Development). Provide professional development and leadership to grow and enhance the profession of human resources.

Goal 2.1. Communicate professional development opportunities

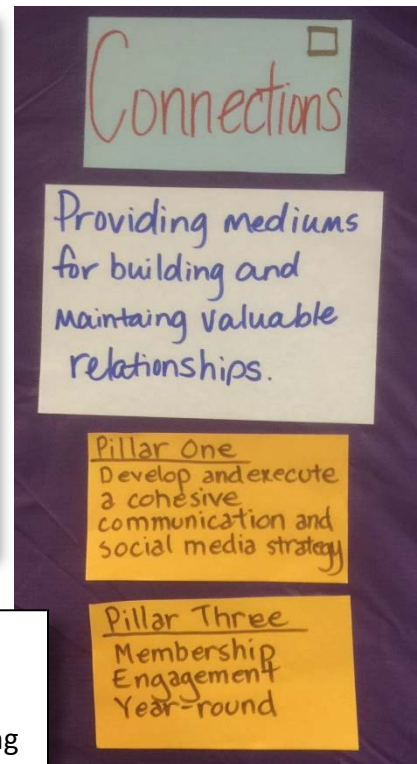
Goal 2.2. Review and broaden awards program to the mission of TMHRA

Goal 2.3. Create professional development avenue for career changes

Strategy 3 (Sharing Knowledge). Provide current resources specific to Texas municipalities and other stakeholders.

Goal 3.1. Continue to provide avenues and resources for members to gain and share knowledge

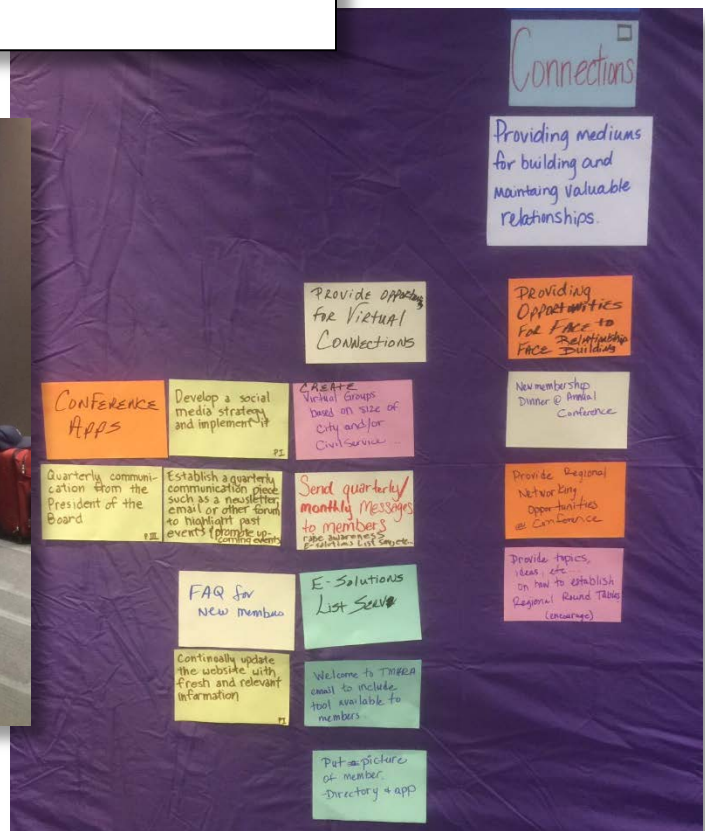
Strategy 1 (Connections). Consensus workshop building Goals and Actions for Connections Strategy. The Board recognized this Strategy was similar to Pillar One and Pillar Three from the 2017 Strategic Plan.



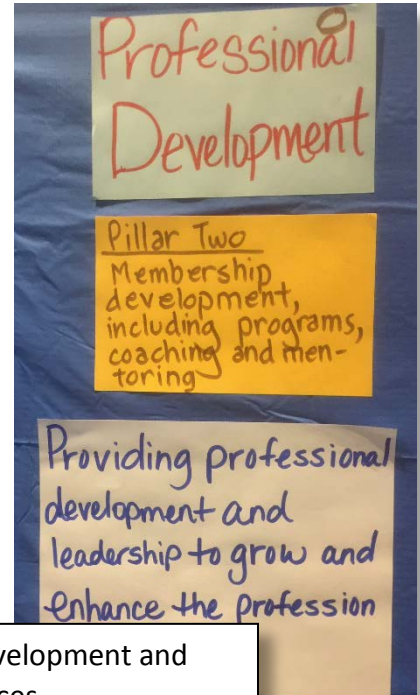
Strategy 1 (Connections). Provide mediums for building and maintaining valuable relationships

Goal 1.1. Provide opportunities for **virtual** relationship building

Goal 1.2. Provide opportunities for **face-to-face** connections

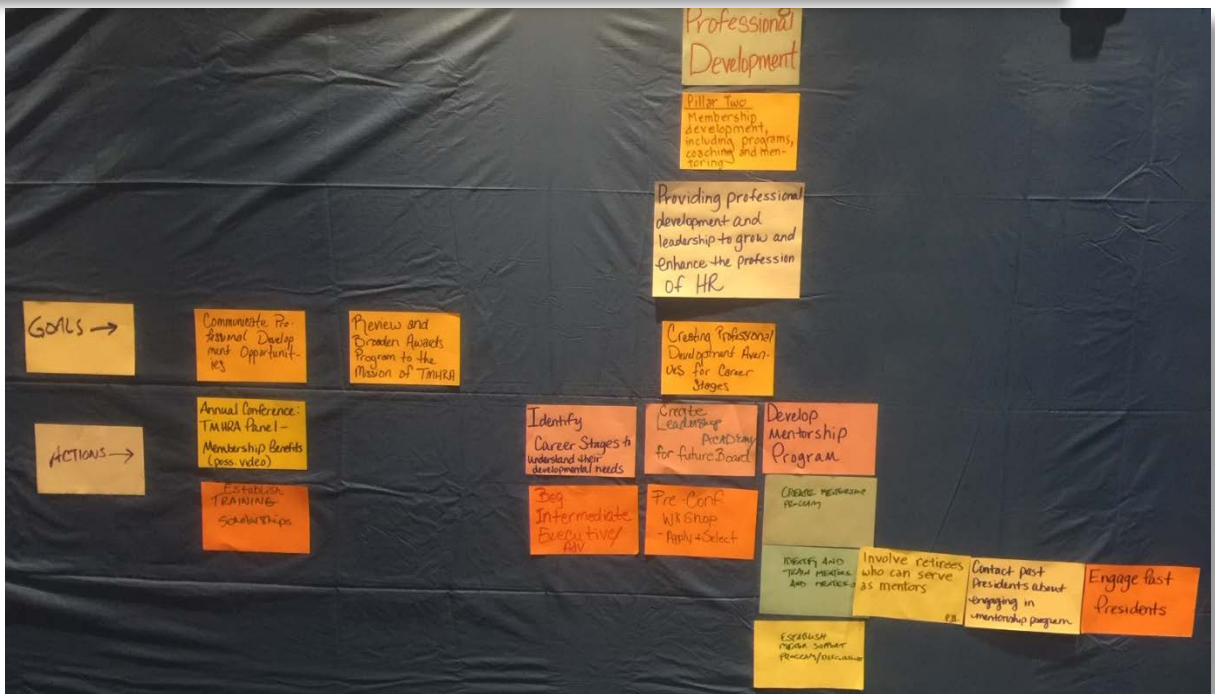


Strategy 2 (Professional Development). Consensus workshop building Goals and Actions for Professional Development Strategy. The Board recognized this Strategy was similar to Pillar Two from the 2017 Strategic Plan.



Strategy 2 (Professional Development). Provide professional development and leadership to grow and enhance the profession of human resources

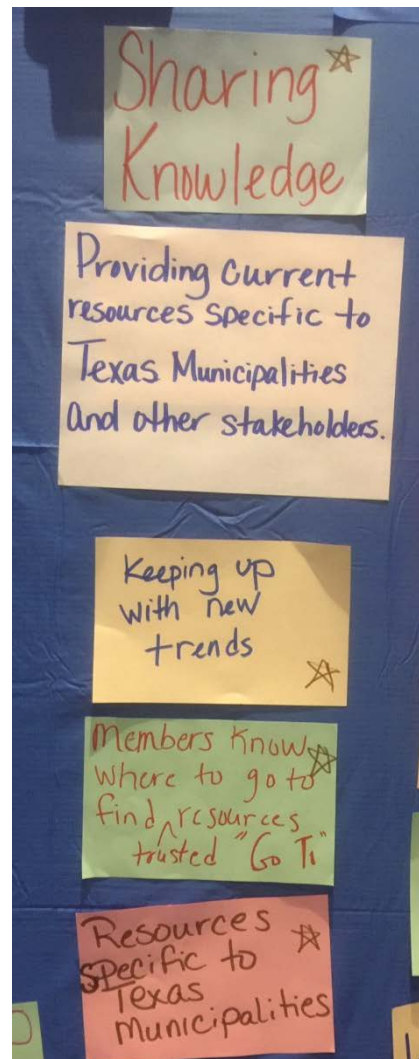
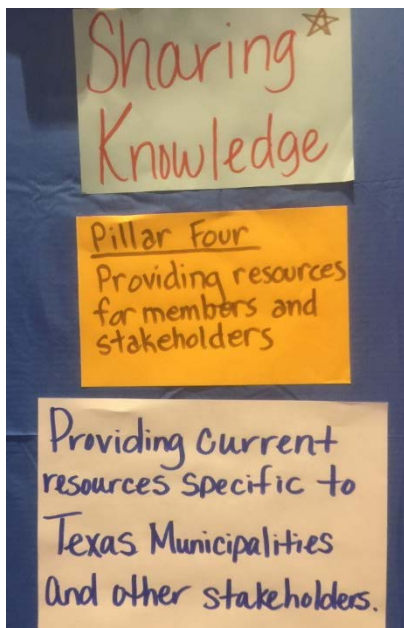
- Goal 2.1. Communicate professional development opportunities
- Goal 2.2. Review and broaden awards program to the mission of TMHRA
- Goal 2.3. Create professional development avenue for career change



Strategy 3 (Sharing Knowledge). The Board did not build Goals and Actions for the Sharing Knowledge Strategy because of time limits. The one goal and associated actions for this Strategy was developed after the workshop. The Board recognized this Strategy was similar to Pillar Four from the 2017 Strategic Plan.

Strategy 3 (Sharing Knowledge). Provide current resources specific to Texas municipalities and other stakeholders.

Goal 3.1. Continue to provide avenues and resources for members to gain and share knowledge



<p>STRATEGY #1</p> <p>Mission Statement Theme: Connections</p>
<p>Providing mediums for building and maintaining valuable relationships.</p>

Goal#1: Provide opportunities for **virtual** relationship building

<p>Action #1 Membership Engagement/Communications</p>	<p>Maximize use of Conference Apps With All board members engaged</p>
<p>Action #2 Membership Development</p>	<p>Update welcome letter to include all tools available to members and information regarding TxPELRA for cities who have meet and confer or collective bargaining</p>
<p>Action #3 Membership Engagement/Communications</p>	<p>Develop a social media strategy and implement it</p> <p>PI</p>
<p>Action #4 Membership Engagement/Communications</p>	<p>Establish a Linked-In account</p>
<p>Action #5 Membership Engagement/Communications</p>	<p>Create/communicate user guides for social media</p>
<p>Action #6 Membership Development</p>	<p>FAQ for new members</p>

<p>STRATEGY #1</p> <p>Mission Statement Theme: Connections</p>
<p>Providing mediums for building and maintaining valuable relationships.</p>

Goal#1: Provide opportunities for **virtual** relationship building

<p>Action #7</p> <p><u>Membership Engagement/Communications</u></p>	<p>Continually update the website with fresh and relevant information- funnel updates through TML instead of updating the website directly.</p> <p>PI</p>
<p>Action #8</p>	<p>Create virtual round table groups based on size of city and/or Civil Service.</p>
<p>Action #9</p>	<ul style="list-style-type: none"> • TMHRA Board President- send out quarterly/monthly messages/communications; • Send quarterly/monthly messages to members; raise awareness, E-solutions list SME, etc • Establish a quarterly communication piece such as a newsletter, email or other forum to highlight past events & promote upcoming events. <p>PIII</p>
<p>Action #10</p>	<p>Use E-solutions and List serve to funnel information to members</p>
<p>Action #11</p>	<p>Add pictures of members in the member directory so that pictures are available for all members to see and pre populate pictures in the app.</p>

<p>STRATEGY #1</p> <p>Mission Statement Theme: Connections</p>
<p>Providing mediums for building and maintaining valuable relationships.</p>

Goal #2: Provide opportunities for **face-to-face** connections

<p>Action #1 Membership Development</p>	<p>New membership dinner at Annual Conference; provide a document with regional board member and HR Roundtable Coordinator information at dinner</p>	<p>Invite region roundtable coordinator to new member dinner- confirm with sponsor first (HUB International)</p>
<p>Action #2 Membership Engagement/Communications</p>	<p>Provide regional networking opportunities at conference</p>	<p>Develop a membership engagement sub-committee, consisting of HR Roundtable coordinators, to hear member needs and provide resources to Round Tables.</p>
<p>Action #3 Membership Engagement/Communications</p>	<p>Provide topics, ideas, etc, SME's on how to establish regional round tables</p>	
<p>Action #4 Membership Engagement/Communications</p>	<p>Provide vendor list to TMHRA website</p>	

STRATEGY #2 Mission Statement Theme: Professional Development			
Providing professional development and leadership to grow and enhance the profession of HR			

Goal #1: Communicate professional development opportunities

Action #1 <u>Programs</u>	Annual Conference: TMHRA Panel – Membership benefits (possible membership promotional video)		
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Goal #2: Review and broaden awards program to the mission of TMHRA

Action #1 <u>Awards Committee</u>)	Provide Scholarships in memory of TMHRA members who have passed away		
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Goal #3: Creating professional development avenues for career stages

Action #1	Identify career stages (beginner, intermediate, executive, advanced) to understand member development needs	Develop KSA profile for each stage	Determine how to incorporate into programming
Action #2	Create leadership academy or pre conference workshop for future Board Members. Require application process?		
Action #3	Develop mentorship program	Identify and train mentors/mentees; include retirees and past presidents	Establish mentor support Program

<p align="center">STRATEGY #3</p> <p align="center">Mission Statement Theme: Sharing Knowledge</p> <p align="center">Provide current resources specific to Texas Municipalities and other stakeholders</p>		
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Goal #1: Continue to provide avenues and resources for members to gain and share knowledge

Action #1	Be more proactive in sending out information updates regarding law changes impacting Human Resources.	Determine an effective tool for disseminating information.
Action #2	Share information membership wide about bills introduced during legislative sessions and final bills that are passed, on a state and federal level. Consider obtaining assistance from a consultant.	
Action #3	Share interesting news articles or information regarding HR Leadership.	

2017 THMRA Strategic Plan: Status of Pillars and Milestones

The following status of the TMHRA's progress on the 2017 Strategic Plan's Pillars and Milestones was conducted by Chereé Bontrager, President, in advance of the TMHRA annual strategic planning meeting on October 18, 2019. Mrs. Bontrager presented this to the Board members as part of the strategic planning session.

Pillar One: Developing and executing a cohesive communication and social media strategy.

- Develop a social media strategy and implement it.

STATUS: Facebook page was created

- Establish a quarterly communication piece, such as a newsletter, email, or other forum to highlight past events and promote upcoming events.

STATUS: No work has been done

- Continually update the website with fresh and relevant information.

STATUS: The website is periodically refreshed

Pillar Two: Membership development including programs, coaching and mentoring

- Build on the excellent program offerings already in place.

STATUS: Program offerings currently in place continue to improve. Feedback from conference surveys is generally very good. The programs committee is successful in obtaining quality speakers for the conference. The conference is well organized.

- Expand regional training and round table events.

STATUS: Additional pre-conference workshops were added and an additional Nuts and Bolts session was added. Round table events were expanded.

- Develop more venues for mentoring and create clear paths for mentoring relationships.

STATUS: not complete

- Involve retirees who can serve as mentors.

STATUS: not complete

- Provide training for mentors.

STATUS: not complete

Pillar Three: Membership Engagement Year-Round

- Train Committee Chairs and provide resources.

STATUS: Connection was made with Round Table coordinators and resources were provided. Roundtable Coordinators were not established as committee chairs.

- Establish regular regional meetings.
 - Ask Board Members to help coordinate and promote engagement through communicating needs.

STATUS: Complete

- Quarterly Communication from the President of the Board.

STATUS: not complete

Pillar Four: Providing Resources for members and stakeholders

- Develop and maintain more tool kits

STATUS: LODD toolkit was developed but not finalized/ posted on the website

- Develop a working list of “topics” experts

STATUS: not complete

- Develop a regional and topic “speakers bureau” made up of both members and vendors

STATUS: not complete

- Create certification programs or partner with existing certification programs providing CEUs.

- **STATUS:** not complete

- Consider establishing a budget to provide dedicated resources

STATUS: not complete

Pillar Five: TMHRA Sustainability through Memberships and Sponsorships

- Hold a membership campaign that results in 25 new members/year.

STATUS: Membership has increased. We are waiting on the stats.

Consider including chiefs and assistant chiefs as a way of increasing affiliate members

STATUS: not complete

Identify and offer value adds to encourage affiliate members

STATUS: not complete

Consider offering a non-civil service track at the conference.

STATUS: not complete

- Evaluate sponsorships in terms of value, money, and ongoing engagement.
 - Seek to add two or three new sponsors per year.

STATUS: Complete and on-going

Recommended Next Steps

SGR recommends the board formally adopt the Strategic vision at the next meeting.

STATUS: Complete

Orient oncoming new board members to the strategic vision.

STATUS: Done at new member orientation

Assign tasks to appropriate members and committees to develop a work plan and execute the plan in alignment with the board's vision.

STATUS: not complete

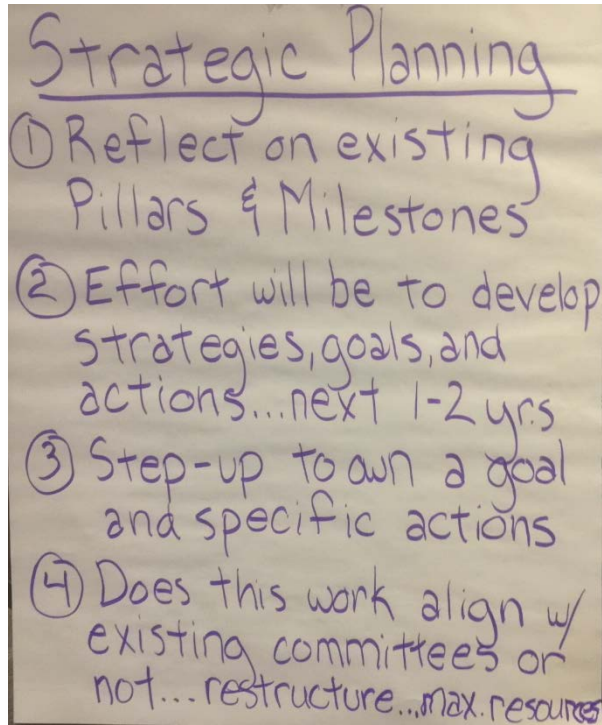
Report on progress made on the strategic vision at each board meeting

STATUS: completed at some meetings

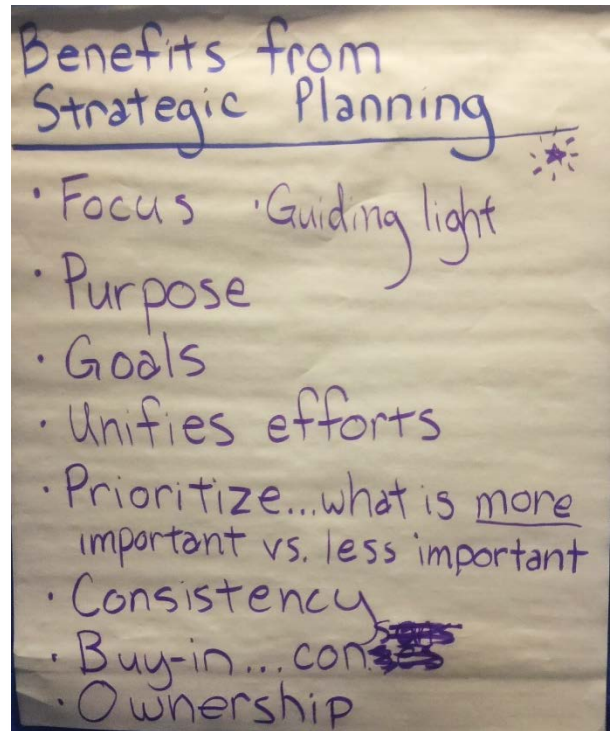
Hold a vision review workshop every year, providing at least half-day consider progress, changes and needed adjustments.

STATUS: not complete

Strategic Planning



Benefits from Strategic Planning



Reasons that Limit the Effectiveness of Strategic Planning

