



TMHRA

Strategic Planning Update 2023 - 2026

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 updated by the TMHRA Board of Directors at its annual strategic planning meeting on October 12, 2023.



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Jason Cooley, PhD, facilitated the TMHRA Board strategic planning workshop on October 12, 2023, in Austin, Texas.

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Introduction

The Texas Municipal Human Resources Association (TMHRA) Board convened for its annual strategic planning meeting on October 12, 2023, in Austin, Texas. During this meeting, the Board focused on updating the 2021 Strategic Plan for the next 3 years. The Board reviewed accomplishments and updated Strategies and Goals.



A summary of the Board's work at the October 18, 2019, Strategic Planning session was provided by Cheree Bontrager to give new board members background regarding how the current Strategic Plan was developed. The intent of this planning session was to update the current Strategic Plan for the next 3 years, but not recreate the Mission or Strategies. This document includes the Updated 2023-2036 Strategic Plan, the 2020 – 2022 Strategic Plan and recognized achievements, and the Pillars and Milestones from the 2017 Strategic Plan. The Board reflected on its work over the past three years, the challenges experienced executing the existing strategic plan, and how this informed their thoughts to update the Strategic Plan.

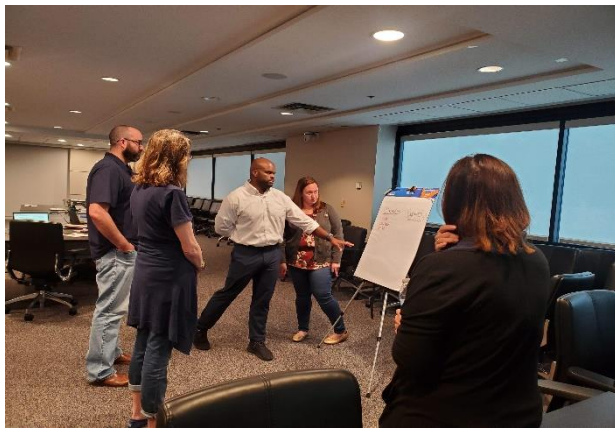
Mission Statement

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

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.

The TMHRA Board first spent time conducting a SWOT analysis. A summary is provided below:



SWOT ANALYSIS

INTERNAL FACTORS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Adaptable • Connected • Knowledgeable • Experienced • Problem solvers • Learning opportunities 	<ul style="list-style-type: none"> • Career/learning path support • Ongoing HR knowledge • Leadership on emerging issues • Everchanging demands on HR • Connecting with new professionals • Knowledge/Experience gap

EXTERNAL FACTORS

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Professional development • Involvement in legislative issues • Communication to members • New member engagement 	<ul style="list-style-type: none"> • Bench depth (lack thereof) • Current and future legislation • Evolution of technology, social and political obstacles • Public view of public sector employees

The TMHRA Board then reviewed the Goals of the 2020-2022 Plan and accomplishments. Accomplishments are noted below. The TMHRA Board then identified and built consensus on Strategies and Goals that responded to the three themes from the 2020 Plan.

Following is a review of the accomplishments of the 2020-2022 Strategic Plan Goals and Action items:

<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</p> <p><u>Membership Engagement/Communications</u></p>	<p>Maximize use of Conference Apps with All board members engaged</p>	
<p>Action #2</p> <p><u>Membership Development</u></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</p> <p><u>Membership Engagement/Communications</u></p>	<p>Develop a social media strategy and implement it.</p> <p>PI</p>	✓
<p>Action #4</p> <p><u>Membership Engagement/Communications</u></p>	<p>Establish a Linked-In account</p>	✓
<p>Action #5 <u>Membership Engagement/Communications</u></p>	<p>Create/communicate user guides for social media</p>	
<p>Action #6</p> <p><u>Membership Development</u></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</u> <u>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 <u>Membership Development</u></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 <u>Membership Engagement/Communications</u></p>	<p>Provide regional networking opportunities.</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 <u>Membership Engagement/Communications</u></p>	<p>Provide topics, ideas, etc, SME's on how to establish regional round tables</p>		
<p>Action #4 <u>Membership Engagement/Communications</u></p>	<p>Provide sponsor 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: Create 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 style="text-align: center;">STRATEGY #3</p> <p style="text-align: center;">Mission Statement Theme: Sharing Knowledge</p> <p style="text-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.		

The Board then spoke to how they believed they can continue to serve their members and other stakeholders and considered the outcomes of the SWOT analyses.

Following is an update of the 2023 – 2026 TMHRA Board Goals and Action items. The Board did not focus on what they needed to do to accomplish its mission but what actions would support the goals and mission themes.

<p style="text-align: center;">STRATEGY #1</p> <p style="text-align: center;">Mission Statement Theme: Connections</p>
<p style="text-align: center;">Providing mediums for building and maintaining valuable relationships</p>

Goal #1: Provide opportunities for **virtual and Face-to-Face connections.**

ACTION & RESPONSIBLE PARTY	DESCRIPTION	STATUS
Action #1 <u>Programs, Sponsorship, and Membership Committees</u>	Maximize use of Conference Apps for sponsors publicity, push notifications, CEs, and evaluations.	
Action #2 <u>Programs, Sponsorship, and Membership Committees</u>	Create network opportunities for the overall membership and specific interest groups.	
Action #3 <u>Programs, Sponsorship, and Membership Committees</u>	Develop new and emerging Public Sector HR professionals	

<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 **communications**.

ACTION & RESPONSIBLE PARTY	DESCRIPTION	STATUS
<p>Action #1</p> <p><u>Membership and Communications Committee</u></p>	<p>Quarterly communication push to members</p>	
<p>Action #2</p> <p><u>Membership and Communications Committee</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>	

Goal #3: Strengthen Relationships with TML and TMLIRP.

<p>Action #1</p> <p><u>Legislative Committee</u></p>	<p>Legislative</p>	
<p>Action #2</p> <p><u>Professional Development Committee</u></p>	<p>Continuing Education</p>	

STRATEGY #2**Mission Statement Theme: Professional Development**

Providing professional development and leadership to grow and enhance the profession of HR

Goal #1: Provide excellent conferences.

ACTION & RESPONSIBLE PARTY	DESCRIPTION	STATUS
Action #1 <u>Programs Committee</u>	Plan and communicate conference offerings to members as early as possible	
Action #2 <u>Programs Committee</u>	Evaluate purpose and branding of Civil Service conference	
Action #3 <u>Programs Committee</u>	Assure various track offerings at annual conference	
Action #4 <u>Programs Committee</u>	Involve members and board in conference planning and execution	

Goal #2: Review and enhance awards program.

Action #1 <u>Awards Committee</u>	Expand awards program efforts	
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<p>STRATEGY #2</p> <p>Mission Statement Theme: Professional Development</p>
<p>Providing professional development and leadership to grow and enhance the profession of HR</p>

Goal #3: Creating professional development avenues.

ACTION & RESPONSIBLE PARTY	DESCRIPTION	STATUS
<p>Action #1 <u>Professional Development</u></p>	<p>Provide education opportunities at different career stages</p>	
<p>Action #2 <u>Professional Development</u></p>	<p>Provide education opportunities for interest groups</p>	
<p>Action #3 <u>Professional Development</u></p>	<p>Mentorship program</p>	

STRATEGY #3

Mission Statement Theme: Sharing Knowledge

Provide education and resources for members to gain and share knowledge

Goal #1: Facilitate communication on emerging issues.

ACTION & RESPONSIBLE PARTY	DESCRIPTION	STATUS
Action #1 Professional Development and Legislative	Identify experts to share information on legislative update and impact to membership about bills introduced during legislative sessions and final bills that are passed, on a state and federal level.	
Action #2 Professional Development and Legislative	Share information pertaining to emerging HR issues.	

Goal #2: Identify and improve membership resources.

Action #1 Membership & Communications Committee	Membership FAQ	
Action #2 Membership & Communications Committee; Programs Committee (2)	Continue to evaluate the QC tool.	
Action #3 Professional Development	Learning library	

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

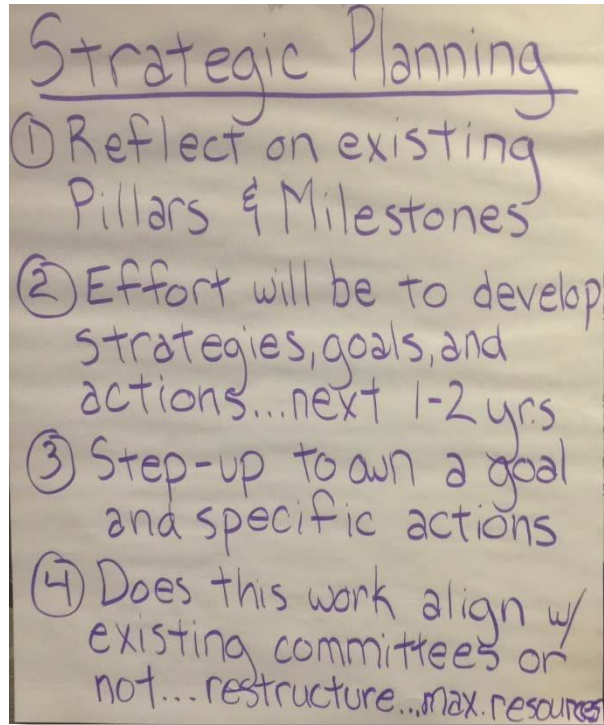
Report on progress made on the strategic vision at each board meeting

STATUS: completed at some meetings

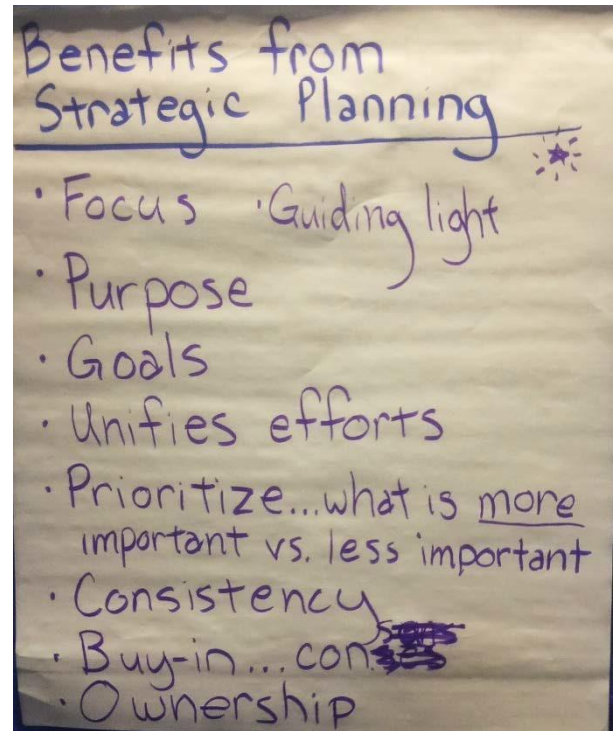
Hold a vision review workshop every year, providing at least half-day consider progress, changes and needed adjustments.

STATUS: not complete

Strategic Planning



Benefits from Strategic Planning



Reasons that Limit the Effectiveness of Strategic Planning

