



The Texas City Management Association (TCMA) Presents  
**THE 2018 WILLIAM "KING" COLE  
EFFECTIVE LOCAL  
GOVERNMENT SERIES**

projects  
relationships  
public service  
budgeting  
communication  
successful progress  
essential  
staff relations  
policies  
respect  
allocating  
technology  
determine  
plans  
evaluate  
growth  
vision  
trust  
economic development  
public service  
training  
executive  
implemented  
expectations  
community development  
goals  
administration  
organization  
performance  
professional  
human resources  
management  
city  
decisions  
procedures  
council  
finance  
resources  
change  
cross-functional  
mission  
leadership  
transparency  
fundamentals  
skills  
ethical  
government  
**strategic**

**1**

**Session 1**

January 25-26, 2018  
Texas Municipal Center  
First Floor Conference Room  
Austin

**2**

**Session 2**

March 29-30, 2018  
Menger Hotel  
San Antonio

**TWO PROGRAMS ADDRESSING THE FUNDAMENTALS OF CITY MANAGEMENT**

**Who Should Attend?**

- New city managers
- College students
- Assistant city managers
- Aspiring city managers
- Department heads
- YOU!

## About the William “King” Cole Series

This nationally respected educational program—named posthumously in honor of William “King” Cole, a respected friend to TCMA and former Texas city manager—focuses on knowledge, commitment, and ethics in the spirit of “King.”

Session 1 of the William “King” Cole Series introduces the fundamentals of city management—the basics, core duties, and responsibilities of today’s city management professional. Session 2 continues to build on this foundation by presenting different educational modules to complement what was learned in Session 1. Both sessions feature comprehensive discussion, top-notch instruction, and ample networking opportunities.

**Please note that these two sessions are independent of each other. Although most people attend both sessions, attendance at Session 1 is not a prerequisite for attending Session 2.**

## TEXAS CITY MANAGEMENT ASSOCIATION

### William “King” Cole Series • Session 1 • January 25-26, 2018

Texas Municipal Center – First Floor Conference Room

1821 Rutherford Lane, Austin

**THIS SESSION IS LIMITED TO THE FIRST 72 PAID REGISTRANTS!**

## Thursday, January 25

8:00–10:30 a.m.

### Registration and Continental Breakfast

8:30–8:45 a.m.

### Welcome

TCMA President **David Harris**, City Administrator, City of Balcones Heights

8:45–9:15 a.m.

### Making the Connection

Hear about networking opportunities, which are key elements to the city management profession.

Moderator: **Kelly Kuenstler**, City Manager, City of Leon Valley

9:15–10:15 a.m.

### How Did We Get Here? A History of the City Management Profession

This session will address how the council-manager form of government evolved in the State of Texas.

**Dan Johnson**, City Manager, City of Richardson

10:15–10:30 a.m.

### Break

10:30 a.m.–Noon

### Basic Duties of a City Manager

What does a day in the life of a city manager look like? In a nutshell, what are the essential responsibilities of a city manager?

*Addresses ICMA Practices Groups 3, 5, 6, and 10*

**David Harris**, City Administrator, City of Balcones Heights; and **Chris Coffman**, City Manager, City of Granbury

Noon–12:30 p.m.

### Luncheon

12:30–2:30 p.m.

### The Ethical Realities of Public Service

What are the basic concepts of public sector ethics? What practical, specific procedures can you establish to help make ethics an integral part of your personal and organizational life?

*Addresses ICMA Practices Groups 5 and 6*

**Nick Finan**, Executive Director of Management Services and City Secretary, City of Texas City; and

**Valerie Bradley**, Managing Director of Housing and Community Services, City of Mesquite

2:30–2:45 p.m.

**Break**

2:45–4:00 p.m.

**The Fundamentals of Budgeting and Finance**

How do you develop a fiscally-sound budget for your city? What policies and procedures can you adopt to help you maintain the stability of your organization’s finances?

*Addresses ICMA Practices Groups 3 and 10*

**Becky Brooks**, Director of Resource Development, Government Finance Officers Association of Texas; and **Josh Selleck**, City Manager, City of Kilgore

4:00–5:00 p.m.

**Roundtable Discussions with Area City Managers**

**Bert Lumbreras**, City Manager, City of San Marcos; and **David Morgan**, City Manager, City of Georgetown

**Friday, January 26**

8:00–8:30 a.m.

**Continental Breakfast**

8:30–10:00 a.m.

**Municipal Law 101**

Find out what municipal laws you need to know about. Statutes covering such issues as open government, ethics, employment, and purchasing will be discussed.

*Addresses ICMA Practices Groups 3 and 12*

**Legal Staff**, Texas Municipal League

10:00–10:15 a.m.

**Break**

10:15–11:45 a.m.

**Council, Manager, and Staff Relations**

How do city management professionals establish and maintain successful relationships and work effectively with the city council and city staff?

*Addresses ICMA Practices Groups 5 and 6*

**Pam Frederick**, Mayor; and **Jay Abercrombie**, City Manager, City of Bullard

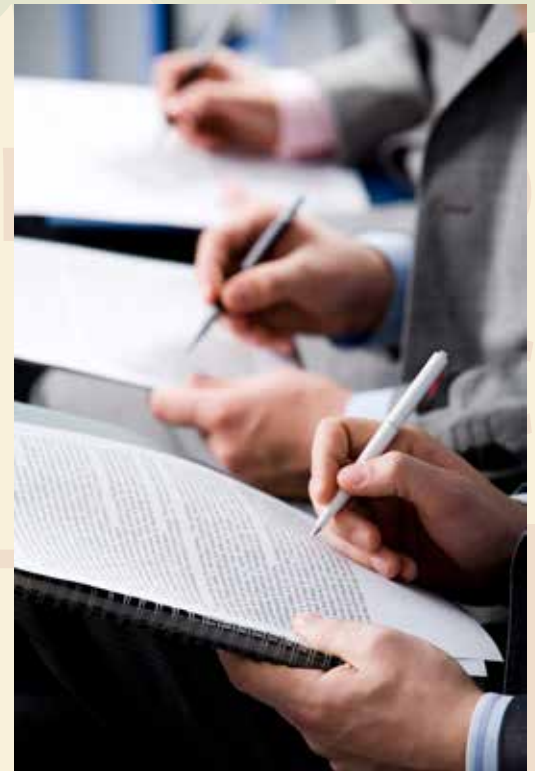
11:45 a.m.–Noon

**Tying it All Together**

**Kelly Kuenstler**, City Manager, City of Leon Valley

Noon

**Adjourn**



## William “King” Cole Series • Session 2 • March 29-30, 2018

Menger Hotel

204 Alamo Plaza, San Antonio

### Thursday, March 29

7:30–8:00 a.m.

#### Registration and Continental Breakfast

8:00–8:15 a.m.

#### Welcome

TCMA President **David Harris**, City Administrator, City of Balcones Heights

8:15–8:45 a.m.

#### Making the Connection

This session will discuss collaboration and networking opportunities that are key elements to the city management profession.

Moderator: **Kelly Kuenstler**, City Manager, City of Leon Valley

8:45–10:00 a.m.

#### Leadership

What skills are necessary for you to be an effective and respected leader of your staff, advisor to your city council, and servant to your citizens? How can you inspire and motivate those you lead and serve?

*Addresses ICMA Practices Groups 1, 2, 5, 6, 8, 14, 17, and Ethics*

**Jesus Garza**, City Manager, City of Kingsville; and **Kelly Kuenstler**, City Manager, City of Leon Valley

10:00–10:15 a.m.

#### Break

10:15–11:45 a.m.

#### Communicating Effectively Both Internally and Externally

Everyone agrees that it is essential for city officials to develop good communication skills to deliver the city's message. But what specifically are those skills, and how do you go about developing them?

*Addresses ICMA Practices Groups 8, 14, and 16*

**Mark Browne**, City Manager; and **Marian Vargas Mendoza**, Assistant to the City Manager and Information Services Manager, City of Alamo Heights

11:45 a.m.–1:00 p.m.

#### Luncheon

1:00–2:15 p.m.

#### Balanced Lifestyles: Managing Expectations

In a profession where there is no such thing as a nine-to-five, Monday-through-Friday schedule, how do you balance all the aspects of your life that need attention— professional, family, social, and personal?

*Addresses ICMA Practices Groups 1, 17, and 18*

**Paulette Hartman**, Assistant City Manager; North Richland Hills; and **Jason Reynolds**, City Manager, City of Nassau Bay

2:15–2:30 p.m.

#### Break

2:30–4:00 p.m.

#### Economic Development and Growth Issues

Understand the basic principles of service delivery in community and economic development while determining citizen needs and providing responsive, equitable services to the community.

*Addresses ICMA Practices Groups 3 and 4*

**Robert Camareno**, City Manager, City of New Braunfels

## Friday, March 30

8:00–8:30 a.m.

### Continental Breakfast

8:30–10:00 a.m.

### Human Resources and City Management

This session explores the purpose and role of human resources. Learn how an effective human resources department assists city management in proactively addressing issues relative to talent acquisition and retention, employee relations management, training/development, and workplace conflict—all of which are facilitated through two-way communication.

*Addresses ICMA Practices Groups 3, 4, 5, and 12*

**Michael Ross**, Assistant City Manager, City of Granbury

10:00–10:15 a.m.

### Break

10:15–11:45 a.m.

### Technology and Transparency

Explore how technology is reshaping the way government agencies operate, changes in service delivery, information sharing, and the way citizens interact with their government.

*Addresses ICMA Practices Groups 7, 8, and 16*

**Luis Valdez**, Fire Chief, City of Leon Valley; and **Jay Warren**, Communications Manager, City of Arlington

11:45 a.m.–Noon

### Tying it All Together

**Kelly Kuenstler**, City Manager, City of Leon Valley

Noon

### Adjourn

## General Information

**REMINDER: SESSION 1 IS LIMITED TO THE FIRST 72 PAID REGISTRANTS**  
**Attendees can register online and save \$25 off ALL the prices below!**

### Registration

Register by 5:00 p.m. on **Friday, January 12** (Session 1), or **Friday, March 16** (Session 2), and receive the discounted early registration fee of \$250. You will save \$50 off the standard registration fee! The registration fee is \$300 for registrations received by TML after 5:00 p.m. on January 12 or March 16.

### SPECIAL NOTE

**If you register for BOTH sessions by January 12, the total fee is only \$395!**

The registration fee includes your tuition, course materials, continental breakfasts on Thursday and Friday, luncheon on Thursday, and daily refreshments.

# General Information (continued)

## Cancellation and Substitution Policy

If you are registered and cannot attend, we encourage you to send a substitute. If you cannot send a substitute, a \$45 cancellation fee will be assessed if written cancellation is received by 5:00 p.m. on January 12 (for Session 1) or March 16 (for Session 2). No refunds will be honored after January 12 or March 16, respectively.

## Hotel Accommodations

### Session 1: Austin

**Crowne Plaza Hotel- Austin Central** – 2.90 miles to the Texas Municipal Center. The Crowne Plaza Hotel-Austin Central, located at 6121 North IH 35, is offering a room rate of \$129 single/double occupancy, which includes complimentary hot breakfast, parking, and Internet. You can make reservations by calling 1-877-227-6963 and refer to the to the Texas Municipal League rate.

**DoubleTree by Hilton Austin** – 2.74 miles to the Texas Municipal Center. The DoubleTree North Hotel, located at 6505 North IH 35, is offering a room rate of \$131 single/double (January and April-December) and \$149 single/double (February-March) with a complimentary breakfast buffet, self-parking, and high-speed Internet. To receive this rate, call 512-454-3737 and mention the Texas Municipal League corporate account number (0560030697).

**The Highlander Hotel** – 3.30 miles to the Texas Municipal Center. The Highlander Hotel, located at 6200 Middle Fiskville Road, is offering a room rate of \$85, which includes complimentary breakfast, parking, and access to the 24 hour business center and fitness center. To make reservations, call 512-428-4240 and ask for the Texas Municipal League rate.

**Holiday Inn Austin Midtown** – 3.30 miles to the Texas Municipal Center. The Holiday Inn Austin Midtown, located at 6000 Middle Fiskville Road, is offering a room rate of \$130 single/\$139 double, which includes complimentary breakfast for one and parking. To make reservations online enter the corporate ID number (100862997) or call 512-451-5757 and mention the Texas Municipal League rate code (IPGTX).

**Hyatt Place Austin-North Central** – 2.70 miles to the Texas Municipal Center. The Hyatt Place Austin-North Central, located at 7522 North IH 35, is offering a room rate of \$129 (January-February; July-December) and \$158 (March-June), which includes a complimentary continental breakfast with hot items, Internet, and parking. Enjoy Happy Hour daily (4:00-7:00 p.m.) with 50% off all food and beverage items in the Gallery Market, Gallery Menu, and Coffee Bar. You can make reservations online using corporate ID 33233 or call 888-492-8847 and ask for the Texas Municipal League rate.

**Sleep Inn & Suites-Northeast** – 1.24 miles to the Texas Municipal Center. The Sleep Inn & Suites-Northeast, located at 8410 Highway 290 E., is offering a room rate of \$99.99, which also includes complimentary hot breakfast, parking, and wireless Internet. To make reservations, call 512-524-5400 and ask for the Texas Municipal League rate.

\*TML works annually with hotels near the TML office to offer affordable rates. Please be aware that while we make our best effort, prices may vary after January 2018. Some black-out dates do apply. Please contact specific hotel for room and rate availability during your desired stay. Please contact our office if you have questions.

### Session 2: San Antonio

**Menger Hotel** – located at 204 Alamo Plaza, San Antonio, is offering a rate of \$129. Reservations can be made by calling 210-223-4361. To access this rate, reservations must be made by **March 8**. Self-parking is \$15.00 per day. Valet parking is \$25.00 per day.

## Dress Code

The dress code for the workshop is business casual. Please remember that meeting room temperatures vary; please plan accordingly.

## Special Accommodations

If you are in need of assistance of any kind, including dietary restrictions (such as allergies or sensitivities to particular ingredients) mobility, or audio or visual aids, please contact us at [nicole@tml.org](mailto:nicole@tml.org) or 512-231-7400.

## Questions

Please contact us at 512-231-7400 or [wkcole@tml.org](mailto:wkcole@tml.org) if you have any questions.

# International City/County Management Association (ICMA) Practices for Effective Local Government Management

## 1. STAFF EFFECTIVENESS

Promoting the development and performance of staff and employees throughout the organization

## 2. POLICY FACILITATION

Helping elected officials and other community actors identify, work toward, and achieve common goals and objectives

## 3. FUNCTIONAL AND OPERATIONAL EXPERTISE AND PLANNING

A component of Service Delivery Management

## 4. CITIZEN SERVICE

A component of Service Delivery Management: Determining citizen needs and providing responsive, equitable services to the community

## 5. PERFORMANCE MEASUREMENT/MANAGEMENT AND QUALITY ASSURANCE

A component of Service Delivery Management: Maintaining a consistently high level of quality in staff work, operational procedures, and service delivery

## 6. INITIATIVE, RISK TAKING, VISION, CREATIVITY, AND INNOVATION

A component of Strategic Leadership: Setting an example that urges the organization and the community toward experimentation, change, creative problem solving, and prompt action

## 7. TECHNOLOGICAL LITERACY

A component of Strategic Leadership: Demonstrating an understanding of information technology and ensuring that it is incorporated appropriately in plans to improve service delivery, information sharing, organizational communication, and citizen access

## 8. DEMOCRATIC ADVOCACY AND CITIZEN PARTICIPATION

Demonstrating a commitment to democratic principles by respecting elected officials, community interest groups, and the decision making process; educating citizens about local government; and acquiring knowledge of the social, economic, and political history of the community

## 9. DIVERSITY

Understanding and valuing the differences among individuals and fostering these values throughout the organization and the community

## 10. BUDGETING

Preparing and administering the budget

## 11. FINANCIAL ANALYSIS

Interpreting financial information to assess the short-term and long-term fiscal condition of the community, determine the cost-effectiveness of programs, and compare alternative strategies

## 12. HUMAN RESOURCES MANAGEMENT

Ensuring that the policies and procedures for employee hiring, promotion, performance appraisal, and discipline are equitable, legal, and current; ensuring that human resources are adequate to accomplish programmatic objectives

## 13. STRATEGIC PLANNING

Positioning the organization and the community for events and circumstances that are anticipated in the future

## 14. ADVOCACY AND INTERPERSONAL COMMUNICATION

Facilitating the flow of ideas, information, and understanding between and among individuals; advocating effectively in the community interest

## 15. PRESENTATION SKILLS

Conveying ideas or information effectively to others

## 16. MEDIA RELATIONS

Communicating information to the media in a way that increases public understanding of local government issues and activities and builds a positive relationship with the press

## 17. INTEGRITY

Demonstrating fairness, honesty, and ethical and legal awareness in personal and professional relationships and activities

## 18. PERSONAL DEVELOPMENT

Demonstrating a commitment to a balanced life through ongoing self-renewal and development in order to increase personal capacity



# Registration

*(You may copy this form as needed.)*

**Two ways to register:** Your registration will not be processed until payment is received.

1. Register online with credit card payment at: [www.tml.org](http://www.tml.org) (click on "Training")
2. Mail this form and your payment to:  
TML Administrative Services  
1821 Rutherford Lane, Suite 400  
Austin, TX 78754-5101



**Please Type or Print Below.**

**Your badge(s) and confirmation(s) will be mailed to you in advance.  
If an email address is provided, you will also receive confirmation(s) by email.**

Full Name: \_\_\_\_\_ Badge Name: \_\_\_\_\_

Title: \_\_\_\_\_

City/Organization: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_ Email: \_\_\_\_\_

I require the following special accommodations: \_\_\_\_\_

If you have dietary needs, contact Nicole Little at [nicole@tml.org](mailto:nicole@tml.org) or 512-231-7400.

**SESSION 1: January 25-26, 2018**  
(Session 1 is limited to the first 72 paid registrants!)

- \_\_\_\_\_ \$250 if received by January 12
- \_\_\_\_\_ \$300 if received after January 12

**SESSION 2: March 29-30, 2018**

- \_\_\_\_\_ \$250 if received by March 16
- \_\_\_\_\_ \$300 if received after March 16

\_\_\_\_\_ I plan to attend the "Dutch Treat" Networking Dinner on Thursday evening!

\_\_\_\_\_ \$395 if registering for BOTH sessions by January 12

TOTAL PAYMENT \$ \_\_\_\_\_

