

**YOLANDA FORD**  
Mayor

**VASHAUNDRA EDWARDS**  
Councilmember at Large Position No. 1

**CHRIS PRESTON**  
Mayor Pro Tem  
Councilmember at Large Position No. 2



**REGINALD PEARSON**  
Councilmember District A  
**JEFFREY L. BONEY**  
Councilmember District B  
**ANTHONY G. MAROULIS**  
Councilmember District C  
**FLOYD EMERY**  
Councilmember District D

## CITY COUNCIL SPECIAL MEETING AGENDA

Notice is hereby given of a Special City Council Meeting to be held on **Monday, August 5, 2019, at 5:30 p.m.** at: **City Hall, Council Chamber, 2nd Floor**, 1522 Texas Parkway, Missouri City, Texas, 77489, for the purpose of considering the following agenda items. All agenda items are subject to action. The City Council reserves the right to meet in a closed session on any agenda item should the need arise and if applicable pursuant to authorization by Title 5, Chapter 551 of the Texas Government Code.

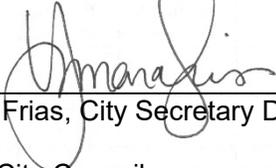
1. **CALL TO ORDER**
2. **DISCUSSION/POSSIBLE ACTION**
  - (a) Presentation and discussion on the 2019 employee survey.
  - (b) Presentation and discussion on Benefit Strategy recommendations.
  - (c) Presentation and discussion on Development Services third party review.
  - (d) Discuss the Texas 86th Legislative Session's major land use changes and the required actions of the city before September 1, 2019.
3. **CLOSED EXECUTIVE SESSION**

*The City Council may go into Executive Session regarding any item posted on the Agenda as authorized by Title 5, Chapter 551 of the Texas Government Code.*
4. **RECONVENE** into Special Session and consider action, if any, on items discussed in Executive Session.
5. **ADJOURN**

**In compliance with the Americans with Disabilities Act, the City of Missouri City will provide for reasonable accommodations for persons attending City Council meetings. To better serve you, requests should be received 24 hours prior to the meetings. Please contact Maria Jackson, City Secretary, at 281.403.8686.**

### CERTIFICATION

I certify that a copy of the August 5, 2019, agenda of items to be considered by the City Council was posted on the City Hall bulletin board on August 1, 2019, at 4:00 p.m.

  
\_\_\_\_\_  
Yomara Frias, City Secretary Department

I certify that the attached notice and agenda of items to be considered by the City Council was removed by me from the City Hall bulletin board on the \_\_\_\_ day of \_\_\_\_\_, 2019.

Signed: \_\_\_\_\_

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



To: City Council Members – Missouri City, Texas  
From: Sam Lieberman, Senior Management Advisor, Management Partners  
Subject: Employee Engagement Survey Executive Summary  
Date: July 29, 2019

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The purpose of surveying employee satisfaction is to identify areas for improvement in the City as a whole and within specific departments. There was a 60% response rate among active employees which allows Management Partners to be 99% confident that the results of the survey reflect the feelings of the entire Missouri City organization within a margin of error of  $\pm 5\%$ . The survey report provides a summary of our analysis and 17 recommendations to improve employee satisfaction and help develop a more efficient and effective workforce.

The **City's workforce is highly committed and satisfied with their jobs**, as evidenced by the results of the survey. Respondents also indicated that they feel their job is important in helping fulfill the mission/ purpose of the city, that they feel motivated to do a good job for the city, and that the type of work they do gives them a sense of accomplishment.

The survey queried respondents about these eight categories:

- Work and workload
- Communication
- Organizational culture
- Physical Work Environment and Resources
- Employee recognition
- Professional development/growth
- Customer service
- Leadership

Each contained a series of statements and respondents were asked to agree or disagree with those statements on a four-point Likert scale of "strongly agree," "agree," "disagree," and "strongly disagree." Respondents were also given the option to answer "don't know."

Although respondents are committed to and satisfied with their jobs, there was overwhelming agreement about the lack of professional development opportunities, promotional opportunities and succession planning. Ensuring that staff feel they can grow within the organization will be vital to increased satisfaction.

Nearly four in ten respondents are not confident that this survey will lead to changes in city government. It will be imperative to communicate to staff what actions the city is taking based on information from the employee engagement survey.

While employee satisfaction is already high, organizations should always be striving for continuous improvement. The results of the statistical analysis suggest that to improve employee satisfaction even more, the best methods to do so would be to support staff members' need for both physical tools and information technology resources. It will also be important to ensure their work environment is clean, safe and conducive to efficient work.





# City of Missouri City 2019 Employee Engagement Survey Report

Presented by Sam Lieberman  
Senior Management Advisor, Management Partners

August 5, 2019

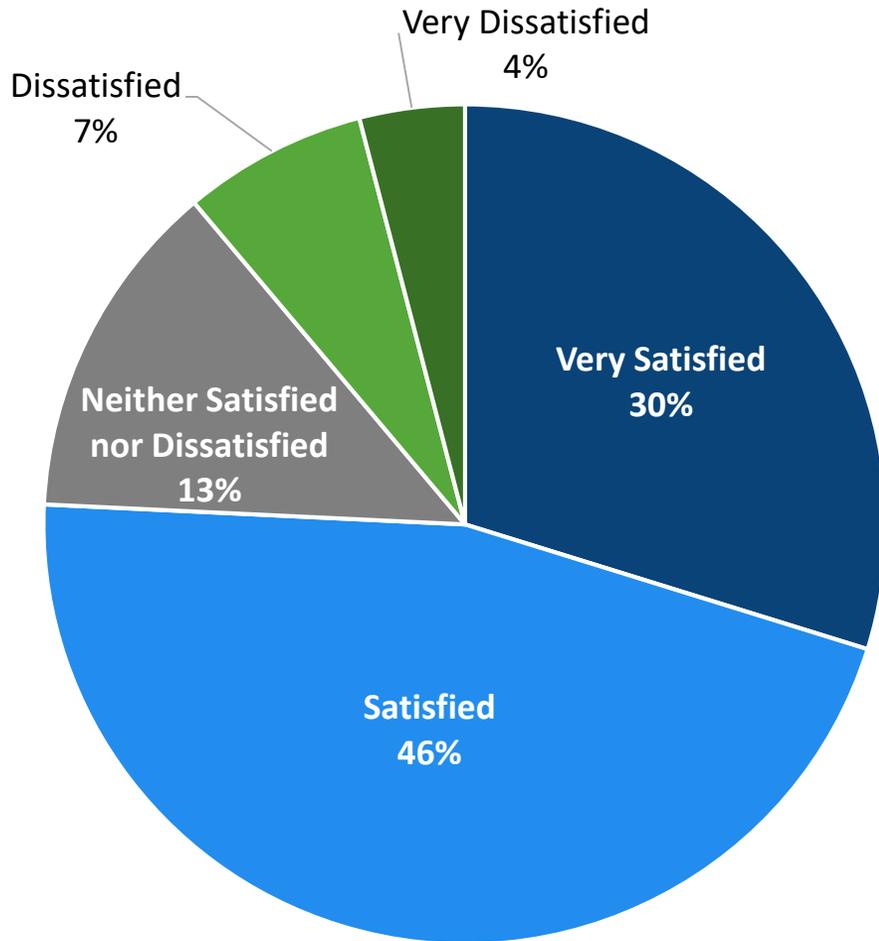
Management  
Partners



# Project Methodology

- Interviewed Department Directors
- Developed Draft Survey and Solicited Feedback
- Refined Survey Tool
- Deployed Survey on February 4, 2019 and Closed Survey on March 1, 2019
- 223 Total Respondents
  - 60% Response Rate
  - 99% Confidence Level with a Margin of Error of  $\pm 5\%$

# Current Job Satisfaction Is High



## Best predictor of satisfaction

“Physical work environment and resources”

### Recommendation 1.

Analyze the condition of current tools and equipment (labor tools and information technology equipment) annually during the budget process to ensure they are up to date and meet the needs of staff.

### Recommendation 2.

Assess the performance of custodial work and improve the cleanliness of workspaces where needed.

### Recommendation 3.

Determine if there are unsafe or hazardous conditions present in physical workspaces and eliminate unsafe conditions to ensure staff feel safe.

# Survey Overview

- Composed of eight categories that contained a series of 50 statements that relate to each other
- Respondents were asked to agree or disagree with those statements on a four-point Likert scale



## Survey Categories

1. Work and workload
2. Communication
3. Organizational culture
4. Physical work environment and resources
5. Employee recognition
6. Professional development/growth
7. Customer service
8. Leadership

# Strengths of the Organization

I feel my job is important in helping fulfill the mission/purpose of the city.



I have the ability to make decisions to solve problems for customers.



I am motivated to do a good job for the city.



My department provides good customer service.



I know what is expected of me at work.



I know how to solve most customer problems without referring customers to someone else.



The type of work I do gives me a feeling of accomplishment.



I am aware of the values of the City.



Of the 50 questions about employees' perceptions of the workplace, **eight** can be considered strengths of the organization

# Opportunities for Improvement

I believe the City cares about my well-being.



The Voice-to-Vision meetings with the City Manager provide valuable information.



In the last six months, someone has talked to me about my professional development.



I believe morale in my department is good.



Policies are applied consistently to all employees in the organization.



My department is prepared for future retirements.



My department has sufficient promotional opportunities.



Of the 50 questions about employees' perceptions of the workplace, **seven** can be considered potential weaknesses of the organization

## Recommendation 4.

Create career maps for various career paths within the organization to help encourage staff growth and development.

## Recommendation 5.

Develop a protocol for supervisors to use the career maps in discussion with employees during annual reviews.

## Recommendation 6.

Identify opportunities for cross-training of employees (both within and outside of their departments).

# Opportunities for Improvement

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I believe morale in my department is good.



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My department is prepared for future retirements.



My department has sufficient promotional opportunities.



## Recommendation 7.

Develop and conduct training for first-time supervisors.

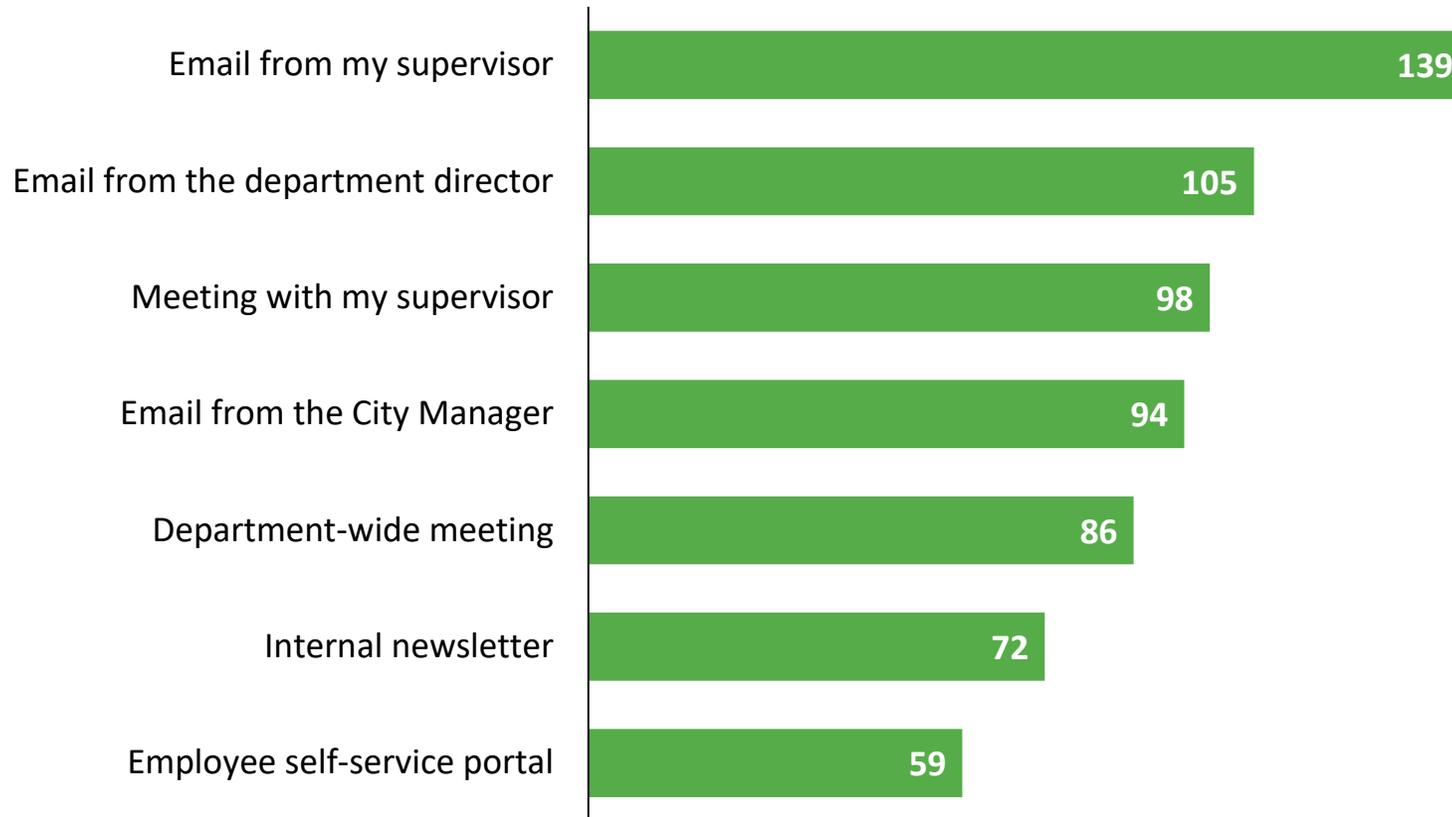
## Recommendation 8.

Develop succession plans for each department and share those plans with department staff.

## Recommendation 9.

Develop a training program for middle managers and supervisors to ensure disciplinary policy and procedures are understood and followed.

# Communication Preferences



Number of Respondents (could select multiple options)

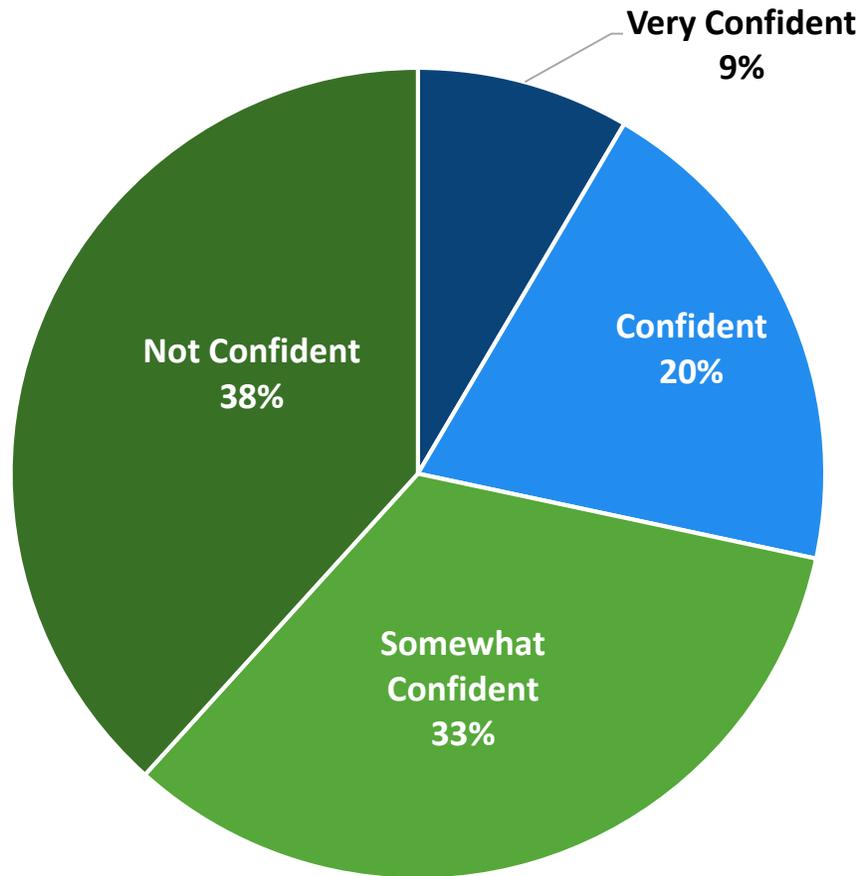
## **Recommendation 10.**

Schedule a meeting with supervisors to discuss preferred methods of communicating important information.

## **Recommendation 11.**

Develop a communications plan for disseminating various types of information (i.e. city events, policy changes, etc.)

# Confidence that issues arising from the survey will be acted on



Nearly 4 in 10 respondents are not confident this survey will lead to changes

## **Recommendation 12.**

Regularly communicate to all staff what changes have resulted from this survey.

# Improve Work Environment and Productivity

## Recommendation 13.

Conduct a gap analysis to compare technology being used by staff to state-of-the-art and leading-edge technology.

## Recommendation 14.

Include technology upgrades in the annual budget process to eliminate the identified technological gaps.

## Recommendation 15.

Schedule and provide advance notice of wellness initiative events to allow sufficient time for employees to plan to attend.

## Recommendation 16.

Assess the conditions of the Public Safety Headquarters and determine if building systems upgrades are needed.

## Recommendation 17.

Conduct focus groups with a random sample of employees from the Fire Department and the Police Department to determine the root causes of low morale.



# Conclusion

- Many Reasons to be Proud of Staff
- Opportunities for Continuous Improvement
- Next Steps
  - 2019/20 – Internal Services Survey
  - 2020/21 – Employee Engagement Survey
  - 2021/22 – Internal Services Survey

# Questions?

*Thank you!*

**Sam Lieberman, Senior Management Advisor**  
sliebenman@managmentpartners.com  
(513) 861-5400

**HUB**

Advocacy. Tailored Insurance Solutions. Peace of Mind

# Benefit Strategy Recommendations Council Update



Andrew Weegar – Employee Benefits Specialist

1

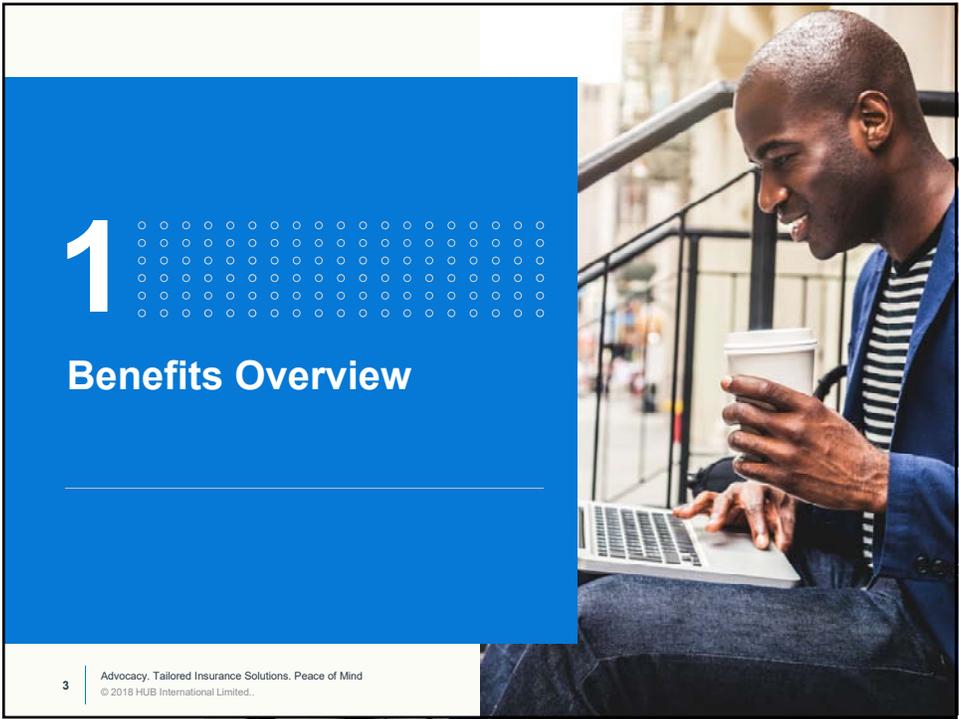
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## Agenda

- 1 | Benefits Overview
- 2 | Claims vs. Premium & Medical Renewal
- 3 | 2020 Benefits Strategy
- 4 | 2019 Preliminary Timeline

2

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# 1

## Benefits Overview

## Historic Benefits Strategy



### Health Insurance – Blue Cross Blue Shield of Texas

- Provides bundled health insurance plan with two plan options which includes a PPO option with lower Deductible, lower Out of Pocket Maximum, and Copays. The second option is a high deductible health plan with no copays, but the City contributes into employees Health Savings Accounts.
- Dental and Vision coverage are also offered as part of the bundled coverage.
- Coverage is offered to active Full Time Employees, Pre-65 Retirees, and Post-65 Retirees (Carve-Out).

	Public Sector Benchmarks	Missouri City
Coinsurance PPO	80%	80%
Coinsurance (HDHP/HSA)	80%	90%
Deductible (PPO)	\$1,500	\$1,000
Deductible (HDHP/HSA)	\$3,000	\$2,000

\*City contributes into employees HSA Account Annually:  
Employee Only : \$1,250  
Employee + Family : \$2,250

## Understanding Missouri City's Plan



- The City is fully insured, based on utilization rates. **(The City is NOT Self-Funded)**
- **Health Insurance utilization rates (Loss Ratio)** are the extent to which a group uses a services in a specified period.
- How do providers measure Loss Ratio?
  - Generally, providers measure rates as a percentage, which is determined by dividing the # of total claims divided # number of premium.
- The Loss Ratio provides a sense of the renewal rate for the new benefit year, which is January – December of a calendar year.
- When the Loss Ratio is between 70% - 80% monthly, staff presumes we are doing well resulting with a flat (no increase), negative, or minimal renewal.
- Blue Cross Blue Shields Target Loss Ratio – 85%

# 2

## Claims vs. Premium & Medical Renewal



## Claims vs. Premium



Date	Medical Claims	Rx Claims	Total Claims	Premium	Loss Ratio
18-Jan	\$298,547	\$41,614	\$340,161	\$343,010	99.2%
18-Feb	\$116,486	\$48,485	\$164,971	\$342,602	48.2%
18-Mar	\$173,820	\$57,467	\$231,287	\$344,922	67.1%
18-Apr	\$182,823	\$53,311	\$236,134	\$345,687	68.3%
18-May	\$980,037	\$66,489	\$1,046,526	\$347,254	301.4%
18-Jun	\$172,763	\$96,674	\$269,437	\$347,014	77.6%
18-Jul	\$319,269	\$67,693	\$386,962	\$338,691	114.3%
18-Aug	\$205,273	\$87,977	\$293,250	\$343,796	85.3%
18-Sep	\$159,440	\$84,372	\$243,812	\$342,905	71.1%
18-Oct	\$290,584	\$55,775	\$346,359	\$348,388	99.4%
18-Nov	\$247,593	\$86,753	\$334,346	\$350,583	95.4%
18-Dec	\$333,126	\$89,148	\$422,274	\$352,195	119.9%
<b>Plan Year Total</b>	<b>\$3,479,761</b>	<b>\$835,758</b>	<b>\$4,315,519</b>	<b>\$4,147,047</b>	<b>104.1%</b>
19-Jan	\$253,868	\$46,085	\$299,953	\$378,924	79.2%
19-Feb	\$150,347	\$76,220	\$226,567	\$377,350	60.0%
19-Mar	\$103,639	\$94,510	\$198,149	\$380,711	52.0%
19-Apr	\$307,314	\$57,272	\$364,586	\$383,559	95.1%
19-May	\$149,238	\$95,644	\$244,882	\$384,250	63.7%
19-Jun	\$112,101	\$59,075	\$171,176	\$389,640	43.9%
<b>Plan Year Total (YTD)</b>	<b>\$1,076,507</b>	<b>\$428,806</b>	<b>\$1,505,313</b>	<b>\$2,294,434</b>	<b>65.6%</b>

\*Last Twelve Months: 80.9%

## Large Claims (Over \$50K)



### 2018 Plan Year

Claimant	Relationship	Currently Enrolled (as of December 31, 2018)	ICD-9 Diagnostic Category	Total Paid
1	Spouse	Yes	Circulatory	\$1,024,278
2	Dependent	Yes	Circulatory	\$164,953
3	Spouse	Yes	N/A	\$102,768
4	Subscriber	Yes	N/A	\$77,206
4	Spouse	Yes	Neoplasms	\$71,150
5	Subscriber	Yes	Respiratory	\$66,495
6	Subscriber	Yes	Circulatory	\$64,276
7	Subscriber	Yes	Nervous System	\$62,569
8	Subscriber	Yes	Musculoskeletal	\$61,448
9	Subscriber	Yes	N/A	\$57,698
10	Subscriber	Yes	Injury/Poisoning	\$56,375
11	Subscriber	Yes	N/A	\$56,337
				<b>\$1,865,553</b>
Percentage of Total Claims				43%

### 2019 Plan Year (Year to Date)

Claimant	Relationship	Currently Enrolled	ICD-9 Diagnostic Category	Total Paid
1	Subscriber	Yes	Symptoms/Ill-Defined	\$112,483
2	Spouse	Yes	Infectious/parasitic	\$81,177
3	Spouse	Yes	n/a	\$55,526
Total				<b>\$249,186</b>
Percentage of Total Claims				17%

## Observations



➤ During **2018** plan year, the following occurred :

- Missouri City accepted a +10% increase to premiums which went into effect 1/1/2019.
- The City experienced a 104.1% Loss Ratio at year end. Plan utilization was driven by large claimant experience.
- BCBSTX presented a +10% increase to premiums for the 2019 plan year which HUB negotiated to a +7% increase with no benefit design changes.

➤ For the **2019** plan year, the following has occurred year to date :

- The City's loss ratio year to date loss ratio (through June) is 65.6%.
- BCBSTX presented a +4.2% increase to premiums for the 2020 plan year. Premiums are currently being negotiated between HUB and BCBSTX.

## 2020 Medical Renewal

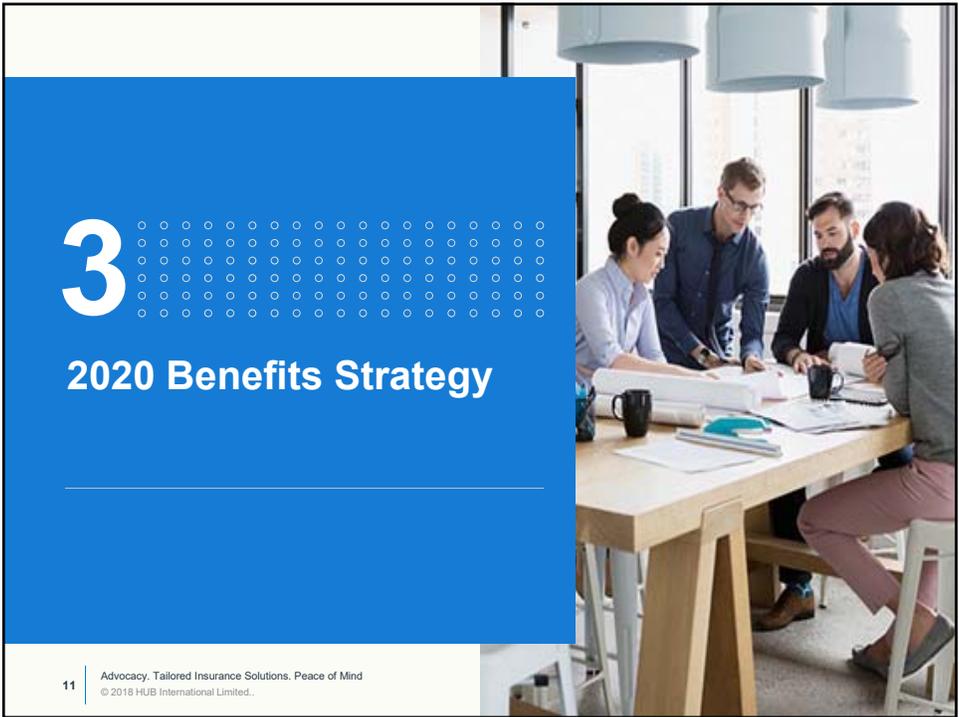


MEDICAL BENEFITS	1 2 3 4 5 6 7 8											
	Enrollment				Blue Cross Blue Shield of Texas				Blue Cross Blue Shield			
	PPO Active	HSA Active	PPO Retiree	HSA Retiree	PPO Active	HSA Active	PPO Retiree	HSA Retiree	PPO Active	HSA Active	PPO Retiree	HSA Retiree
FINANCIALS					Current	Current	Current	Current	Renewal	Renewal	Renewal	Renewal
Employee Only / Retiree Only > 65	69	84	14	2	\$626.52	\$524.07	\$469.91	\$392.56	\$652.83	\$546.08	\$489.65	\$409.05
Active Employee & Spouse / Retiree > 65 + Spouse > 65	26	16	3	0	\$1,348.46	\$1,128.00	\$830.53	\$997.00	\$1,405.10	\$1,175.38	\$865.41	\$1,038.87
Employee & Child(ren) / Retiree >65 + Spouse < 65	34	31	0	0	\$1,103.53	\$923.09	\$1,157.50	\$786.09	\$1,149.88	\$961.86	\$1,206.12	\$819.11
Employee & Family / Retiree > 65 + Dependent < 65	69	26	3	0	\$1,830.72	\$1,531.23	\$1,616.77	\$1,400.37	\$1,907.61	\$1,595.54	\$1,684.67	\$1,459.19
	<b>198</b>	<b>157</b>	<b>20</b>	<b>2</b>								
			<b>377</b>									
Monthly Premium					\$242,130	\$130,498	\$13,921	\$785	\$252,299	\$135,979	\$14,505	\$818
Annual Premium					\$2,905,554	\$1,565,972	\$167,048	\$9,421	\$3,027,587	\$1,631,742	\$174,064	\$9,817
TOTAL ANNUAL PREMIUM						\$4,647,995				\$4,843,210		
\$ Change from Current						n/a				\$195,214		
% Change from Current						n/a				4.2%		

\*Presented rates are before negotiations

\*\* Assumes no plan design changes

\*\*\* 2019 Medical Trend – 7.2% , Pharmacy Trend – 7.5% (Segal Consulting)



# 3



## 2020 Benefits Strategy

## 2020 Benefits Strategy



### Health Insurance

- HUB is working with BCBSTX through negotiations to provide their best and final offer (final rates will be secured by mid - August).
- Evaluate plan performance in relationship to cost. Consider unbundling medical, dental, and vision premiums.
- HUB will provide savings considerations including adjustments to HSA funding structures to align with best practices.
- HUB will provide health plan alternative options for cost savings, including:
  - Deductible
  - Out of pocket maximum
  - Network
  - Copay

## 2020 Benefits Strategy



### Post-65 Retirees

- Retirees are offered group health insurance through BCBSTX (carve out) in which the City pays for retiree only coverage. It is common to see retirees elect Medicare once turning age 65 and being removed from the group health plan, or pay the full cost of coverage.
- It is recommended to assist newly eligible post-65 retirees to alternative benefit options that fall outside of the group health plan (ex. Medicare Advantage or Medicare Supplemental options).
- Consider opening a Retiree Reimbursement Account (RRA) per retiree in which the City may fund a certain dollar amount monthly to pay for qualified medical expenses and/or Medicare Advantage/Supplemental premiums. This is not a use it or lose it account and funds may roll over year by year.
- It is also recommended to guide retiree's to HUB's Medicare Exchange Specialist who is able to assist them in locating medical and pharmacy coverage in the Medicare Exchange Marketplace. HUB's specialist will conduct one on one meetings and provide options for consideration. If a retiree does not want to utilize HUB's services, they find coverage themselves independently.

## 2020 Benefits Strategy



### Post-65 Retirees (Continued)

- Due to possible disruption in coverage, consider grandfathering current retirees enrolled in the BCBSTX plan. All newly eligible Post-65 retirees after January 1<sup>st</sup>, 2020 will not be eligible to enroll in the group health plan.
- HUB's Medicare Specialist is available to attend Open Enrollment and provide Medicare education seminars for a fee. Communicating these changes at least 6 months in advance is recommended. This will ensure employees are aware of the proposed changes.

## 2020 Benefits Strategy



### **Dental Insurance – MetLife**

- The DPPO and DHMO are offered and the plans are in-line with normative data.
- The Dental Policy renews 1/1/20.

### **Vision Insurance – UHC**

- The vision program is in-line with benchmarks.
- Consider offering benefit as an optional benefit (paid 100% by employee)
- The optional vision policy renews 1/1/20.

### **Long Term Disability – Dearborn National**

- A Long Term Disability program to employees which covers up to 66.67% of their paycheck.
- These benefits are in-line with benchmarks.
- The Long Term Disability Policy renews 1/1/20.

## 2020 Benefits Strategy



### **Life / Accidental Death & Dismemberment Insurance – Dearborn National**

- A benefit of \$50K
- These benefit amounts are in-line with benchmarks.
- The Life Insurance Policy renews 1/1/20.

### **Employee Assistance Program – UTEAP**

- The employer sponsored EAP policy renews 1/1/20.
- This program is designed to identify and assist employees in resolving personal problems that may be affecting the employee's performance.

## 2020 Benefits Strategy



### Communications / Administration

- HUB to enhance enrollment communications with our benefit booklet and our employee communication website.
- HUB's number has been implemented for Employee Support.
- Patient Advocacy programs through Compass are offered to employees enrolled in the HSA plan.

### ACA / Legislative Changes

- The recent removal of the individual mandate does not currently affect the City.
- The future of wellness programming will be dependent upon any legislative changes.

# 4

## Timeline Moving Forward



## Preliminary Timeline



### August - 2019

- ✓ RFP Draft to City (if warranted)
- ✓ Monthly Reporting

### September - 2019

- ✓ RFP Released (if warranted)
- ✓ Monthly Reporting

### October - 2019

- ✓ RFP Due
- ✓ Presentation of Renewal Results
- ✓ Complete Benefits Strategy
  - ✓ Plan Design
  - ✓ Contribution Structure
- ✓ Finalize Benefit Communications
- ✓ Monthly Reporting

### November - 2019

- ✓ Present Recommendations to Council
- ✓ Conduct Open Enrollment
- ✓ Complete Open Enrollment
- ✓ Finalize Implementation
- ✓ Monthly Reporting

### December - 2019

- ✓ Receipt and Review of Plan Documents
- ✓ Release ID Cards
- ✓ Monthly Reporting

Thank you.



**CITY COUNCIL  
AGENDA ITEM COVER MEMO**

**August 5, 2019**

**To:** Mayor and City Council  
**Agenda Item:** 2(c) Development Services Department/ Plan Review Update.  
**Submitted by:** Otis T. Spriggs, Director of Development Services

**SYNOPSIS**

The Development Services Department hopes to provide Council with an overview and status of the Development review and approval process, and discuss measures we are pursuing to simplify and streamline review cycles. The team will provide Council with the Action Plan currently underway as recommended by the recent Development Services Operations Assessment.

**STRATEGIC PLAN 2019 GOALS ADDRESSED**

- Create a great place to live

**BACKGROUND**

To date there over 75 pending review projects, which involve multiple disciplines, such as Engineering, Fire, Building, Health as well as Planning, in concurrence with applicable outside agencies. Other routine reviews and cases outside of commercial reviews totaled over 1,200 reviews this year, which cover plats, pre-development inquiries, rezoning's, special zoning cases etc.

A number of the recommendations from the Third Party Review have been implemented as the supportive documentation will indicate.

**Permit Activity to Date:**

**Building Permits:** 3,070 permits were issued thus far fiscal year 2019, (99 permits were issued to-date in July), with an estimated \$83,602,225.40 in project value to-date for July; (with \$384,622,514.91 fiscal year valuation to-date); and \$445,295.56 was collected in fees in July to-date, and for the new fiscal year to date, 1,863,875.71 was collected in permit fees.

**Alarm Permits:** A total of 514 alarm payments were processed during June- to-date, with fees collected of \$28,515.00 in June to-date, and \$245,098.25 was collected in fees totaling for this fiscal year.

Month	Number of Permits by Month	Number of Permits by Month (YTD)	Estimated Value by Month	Estimated Value (YTD)	Permit Fees Collected	Permit Fees Collected (YTD)
September, FY 2018	262	6,723	\$13,583,431.18	\$383,988,931.16	\$87,836.92	\$2,042,959.57
October, FY 2019	357	357	\$27,615,759.27	\$27,615,759.27	\$155,180.69	\$155,180.69
November	251	608	\$28,417,636.82	\$56,033,396.09	\$141,978.80	\$297,159.49
December	415	1,023	\$17,759,539.27	\$73,792,935.36	\$85,783.69	\$382,943.18
January	259	1,282	\$15,981,815.94	\$89,774,751.30	\$108,184.52	\$491,127.70
February	322	1,604	\$26,705,341.05	\$116,480,092.35	\$160,376.80	\$651,504.50
March	220	1,824	\$41,572,361.79	\$142,591,278.88	\$187,367.45	\$838,872.05
April	321	2,154	\$30,686,712.11	\$173,277,990.99	\$189,786.99	\$1,028,679.43
May	423	2,568	\$40,449,609.13	\$266,114,221.16	\$198,058.07	\$1,226,737.10
<b>June</b>	<b>403</b>	<b>2,971</b>	<b>\$34,906,068.35</b>	<b>\$301,020,289.51</b>	<b>\$191,843.05</b>	<b>\$1,418,580.15</b>
<b>July</b>	<b>99</b>	<b>3,070</b>	<b>\$83,602,225.40</b>	<b>384,622,514.91</b>	<b>\$445,295.56</b>	<b>1,863,875.71</b>
August						
September						

### BUDGET/FISCAL ANALYSIS

**Purchasing Review: N/A**

**Financial/Budget Review: No funds are requested at this time. This is a discussion item.**

*Note:* Compliance with the conflict of interest questionnaire requirements, if applicable, and the interested party disclosure requirements (HB 1295) has been confirmed/is pending within 30-days of this Council action and prior to execution.

### SUPPORTING MATERIALS

1. Recommended Action Plan
2. PowerPoint Presentation

### STAFF'S RECOMMENDATION

Staff recommends that City Council conduct a discussion regarding the Development Services Department/ Plan Review Process Update.

**Director Approval:** Otis T. Spriggs, AICP, Director, Development Services

**Assistant City Manager/ Approval:** Bill Atkinson

**LEGEND**

-  Completed Action
-  Considerable Progress Made/ In Progress
-  Ongoing, Target Date(s) Set
-  Upcoming Action/ Final Stage Pending

# City of Missouri City Development Review Process Improvement Draft Implementation Action Plan

August 5, 2019

Management  
Partners



## Making the Most of the Draft Implementation Action Plan

Management Partners has developed this draft Implementation Action Plan to assist Missouri City leaders with the phasing and scheduling of 26 recommendations. The work involved in implementing the recommendations must be integrated into the other work of the departments and divisions tasked with their completion, along with appropriate assignments of responsibility and specific planned completion dates. The draft Action Plan begins that process with guidance about a recommended priority. Priority 1 recommendations are those we believe are the most important to accomplish without delay or are easy to accomplish. Priority 2 have less importance in the near term or are have an added element of complication or require a significant amount of resources (perhaps internal and external) to assist with completion. Priority 3 are the least urgent to complete, either because they require action by a third party over which Missouri City has no direct control, due to complexity, or their relative importance to other recommendations.

We suggest you use this document to prepare a final Action Plan for Missouri City. In doing so, the management team will need to identify specific target dates for each recommendation. Additionally, you may want to modify any of the described activities based on internal knowledge of what will be required for completion, or to adjust the assignment of responsibility based on pending or future workload or other considerations. Prudent implementation of most recommendations requires “circling back” after the work of completing strategies has begun and fine-tuning the results based on experience. The step to do that is not spelled out for each recommendation in this document on the assumption that it would be part of your normal management system.

**To turn this draft into the Action Plan you can use to manage implementation, replace the column entitled “Priority” with the dates for planned completion.** A target date can be specific (e.g., September 1) or by month or quarter (e.g., 3Q 2020), as appropriate to the individual action.

Rec No.	Recommendation	Implementation Steps	Person Responsible <sup>1</sup>	Comments
1	<b>Conduct semi-annual meetings with local leaders of the development community (Touch-base)</b>	<ul style="list-style-type: none"> <li>Evaluate results/receive feedback</li> <li>Update processes, if necessary, based on feedback received</li> </ul>	Development Services Director	To occur after go live for online portal (TBD)
2	<b>Develop precise review comments</b>	<ul style="list-style-type: none"> <li>Collaborate with staff</li> </ul>	Development Services Coordinator	B.O. to train and Quality Control with reviewer Fire Marshall on Fire Station on-siting
3	<b>Prohibit new comments during a third (or subsequent) review cycle unless it is a matter of health or safety.</b>	<ul style="list-style-type: none"> <li>Develop a policy that prohibits new comments during a third (or subsequent) review cycle unless it is a matter of health or safety</li> <li>Communicate the new process to staff</li> </ul>	Development Services Coordinator	On-going and roll-out with Go – Live with Development Community

<sup>1</sup> To establish clear accountability there should be a single manager assigned responsibility for completing implementation of each recommendation. Where more than one manager is identified in this column, responsibility should be clarified when the Final Action Plan is prepared.

Rec No.	Recommendation	Implementation Steps	Person Responsible <sup>1</sup>	Comments
4	Cultural change from “dealing with applicants” to “serving customers.”	<ul style="list-style-type: none"> <li>Schedule and conduct customer service training twice a year</li> </ul>	Development Services Director	Customer Service training to take place with early close beginning August 5
5	Take ownership of workflow and work products.	<ul style="list-style-type: none"> <li>Schedule Trainings; Managed by Development Services Coordinators</li> </ul>	Development Review Coordinators	Enhance Development Review Guide to be maintained during monthly training beginning in August with new office hours.
6	Emphasize customer service principles	<ul style="list-style-type: none"> <li>See implementation steps for Recommendation 4 above</li> </ul>	Development Review Coordinators	See Recommendation 4
7	Meet established cycle times for the review of applications	<ul style="list-style-type: none"> <li>Track how often cycle times are met on a quarterly basis</li> <li>Share results with staff</li> <li>If cycle times are not being met, diagnose the issues and develop a plan to fix them</li> </ul>	Development Review Coordinators	Unclear, currently under review with team and Legal, regarding new Legislation bills for platting and plan review
8	Modify the application intake process to ensure the cycle time does not begin until an application is formally deemed to be complete.	<ul style="list-style-type: none"> <li>Application Completeness Check (7 months into Implementation)</li> </ul>	Development Review Coordinators	Quality Control Check Complete
9	Copy the property owner on all correspondence.	<ul style="list-style-type: none"> <li>Create a new policy to ensure the property owner is copied on all correspondence</li> </ul>	Development Review Coordinators	Formalize by Sept 1
10	Review and modify staff checklists and customer handouts on a semi-annual basis.	<ul style="list-style-type: none"> <li>Develop a schedule to review and modify staff checklists and customer handouts on a semi-annual basis</li> </ul>	Development Services Coordinator	Doing so will ensure that information needed to determine application completeness is accurate. Review Development Review during GO-LIVE Rollout

Rec No.	Recommendation	Implementation Steps	Person Responsible <sup>1</sup>	Comments
11	Conduct regular cross-training for PSR's	<ul style="list-style-type: none"> <li>Develop training to help staff understand the development process, breakdown silos.</li> </ul>	Development Services Director	In Progress

Rec No.	Recommendation	Implementation Steps	Person Responsible <sup>1</sup>	Comments
12	Prepare an SOP for the PSR's	<ul style="list-style-type: none"> <li>• Create an SOP Manual that contains examples of acceptable and unacceptable applications</li> <li>• Provide Training</li> </ul>	Development Review Coordinators/Staff	In Progress
13	Close D.S. front counter for at least one hour at the end of each business day. Publicizing now; implement fully by September 1.	<ul style="list-style-type: none"> <li>• Modify front counter hours from 8 a.m. to 5 p.m. to 8 a.m. to 4 p.m.</li> <li>• Communicate to staff the modification in hours is to allow for business needs to get accomplished</li> <li>• Communicate the change in hours to customers at least one month prior to implementation in multiple formats and multiple times</li> </ul>	Development Services Director	Business needs include returning phone calls, answering emails, managing cash, completing paperwork, participating in training, and attending department and division meetings. Providing time for these activities when customers are not present is an industry best practice.
14	Define the roles, responsibilities and authority extending from the director to the development services coordinators.	<ul style="list-style-type: none"> <li>• Review/revise the position description to ensure the roles, responsibilities and authority extending from the director to the development services coordinator are clear</li> </ul>	Assistant City Manager	Structure in place and roles being defined and recorded.
15	Expand the development services coordinator position to full time. Role of coordinators	<ul style="list-style-type: none"> <li>• Collaborate with Human Resources and Financial Services to expand the development services coordinator position to full time</li> </ul>	Development Services Director	In Progress
16	Retitle/reclassify the planning technician to a development services technician and have the position as a direct report to the development services coordinator. Recommend this is done with # 15 Completion	<ul style="list-style-type: none"> <li>• Develop a position description for a development services technician</li> <li>• Collaborate with Human Resources to retitle/reclassify the planning technician to a development services technician</li> <li>• Establish the position as a direct report to the Development Services Coordinator</li> <li>• Inform staff of the position reclassification</li> </ul>	Development Services Director	The role and responsibilities should include overseeing the permit tracking system, downloading of performance data, and coordination of staff training on the system. (Tami/Gretchin)

Rec No.	Recommendation	Implementation Steps	Person Responsible <sup>1</sup>	Comments
17	<b>Reposition the public service representatives as direct reports to the Permits Services Coordinator.</b>	<ul style="list-style-type: none"> <li>Public Services Representatives (PSR's) direct report to the Development Services Coordinator</li> </ul>	Development Services Director	Complete
18	<b>Conduct a regularly scheduled weekly meeting between the director, development services coordinator, chief building official and planning manager</b>	<ul style="list-style-type: none"> <li>Schedule a regular weekly meeting between the Director, Development Services Coordinator, Chief Building Official and Planning Manager</li> </ul>	Development Services Director	Beginning August 1

Rec No.	Recommendation	Implementation Steps	Person Responsible <sup>1</sup>	Comments
19	Conduct department-wide meetings on a regular monthly basis.	<ul style="list-style-type: none"> <li>Schedule a regular monthly department-wide meeting</li> <li>Inform staff of the monthly meetings</li> </ul>	Development Services Director	Monthly Meetings Beginning Sept 1
20	Develop a schedule to complete the configuration, testing, and roll-out of the EnerGov permit tracking system soon.	<ul style="list-style-type: none"> <li>Collaborate with department staff to develop an aggressive schedule, with milestones, to complete the configuration, testing, and roll-out of the EnerGov permit tracking system</li> <li>Inform all affected staff of the schedule and roll-out date</li> </ul>	Development Services Coordinator	Will be coordinating GO-LIVE with IT (TBD)
21	Conduct staff training on the EnerGov system's use and mandate that staff transition from the W-drive to EnerGov by a designated date.	<ul style="list-style-type: none"> <li>Develop training tools for EnerGov</li> <li>Schedule multiple staff training sessions on EnerGov</li> <li>Monitor the transition</li> </ul>	Development Services Coordinator	TBD based on Migration to enter for training
22	Update website to clearly describe the development review process	<ul style="list-style-type: none"> <li>Collaborate with IT &amp; Communications Information Technology to update the Development Services Department website</li> </ul>	Development Services Coordinator/Staff	Schedule testing and GO LIVE

Rec No.	Recommendation	Implementation Steps	Person Responsible <sup>1</sup>	Comments
23	<b>Conduct an engineering, financial and political feasibility study of consolidating the multiple municipal utility districts into a subsidiary district under the governance of the City of Missouri City.</b>	<ul style="list-style-type: none"> <li>Collaborate with Purchasing to develop an RFP to solicit bids for a feasibility study to consolidate the multiple municipal utility districts into a subsidiary district under the governance of the City of Missouri City</li> <li>Review proposals and select a firm</li> </ul>	City Manager	In progress with Utility Consolidation Analysis
24	<b>Community and H.O.A. Outreach</b>	<ul style="list-style-type: none"> <li>Discuss relevant development review related matters</li> </ul>	Development Review Coordinators/Staff	Continue to work with Communications
25	<b>Require that application/plan set submittals include all aspects of project development.</b>	<ul style="list-style-type: none"> <li>Update application submittal requirements to ensure the application/plan set includes all aspects of project development</li> <li>Communicate the change to customers</li> <li>Update checklists, training materials and policies to reflect the change</li> <li>Communicate the change to staff</li> </ul>	Development Services Coordinator	Reviewing incremental development applications and plan sets for a project, without the structural, design and tenant-type details of the whole of a project, is highly laborious and inefficient. (Target: Sept 30)
26	<b>Assign a main reference number to development projects</b>	<ul style="list-style-type: none"> <li>Assign tracking number</li> </ul>	Development Services Coordinator	Complete

# Development Services

## Third-Party Review Presentation

*Development Services Operations Assessment*

By: Otis T. Spriggs, AICP  
Development Services Department Director





# DEPARTMENT STAFF RESOURCES

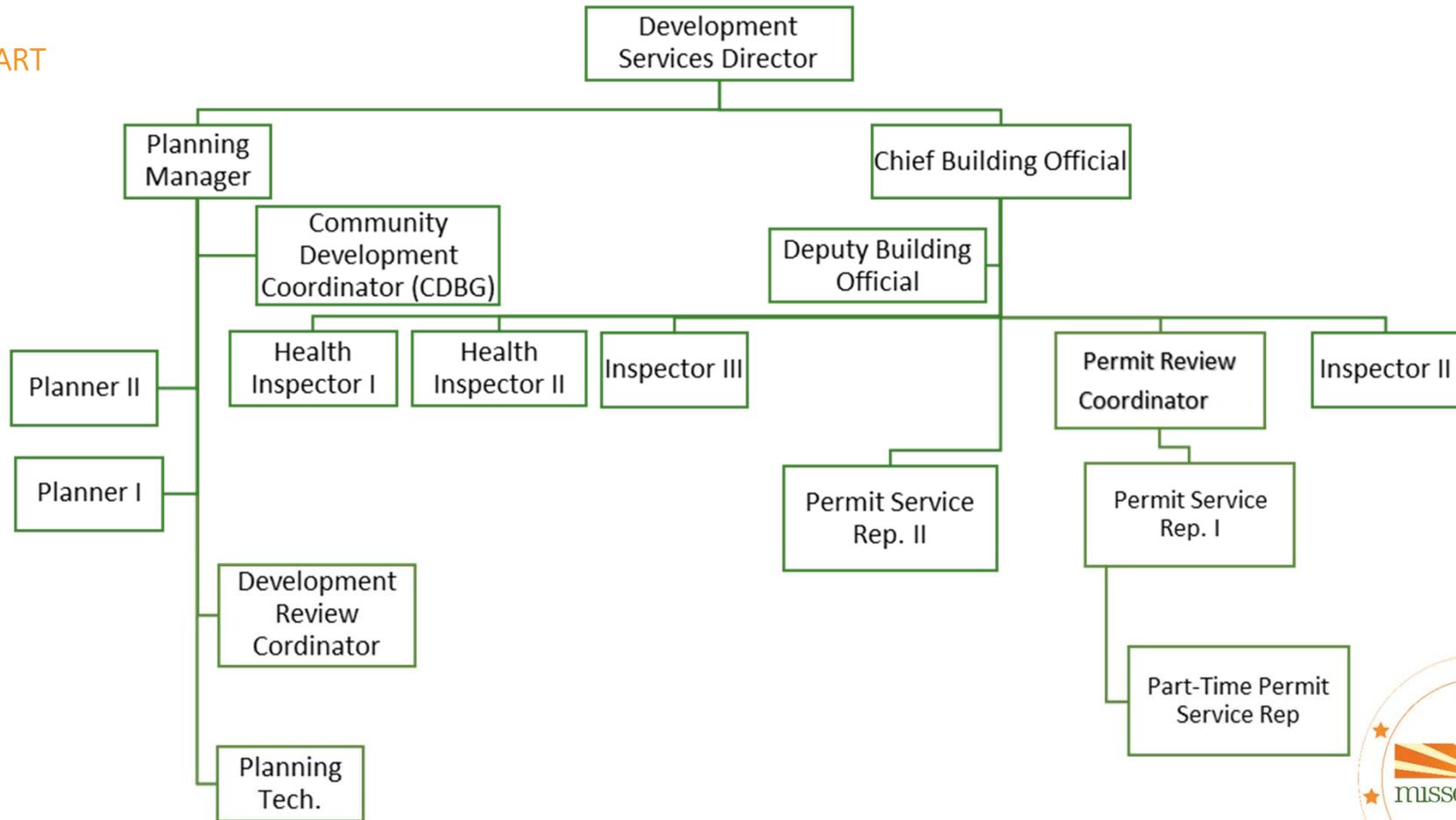
## ***Vision Statement***

*To efficiently guide development and redevelopment to implement the City's Comprehensive Plan and City Council's Strategic Plan; to further enhance a community character encouraging and building strong neighborhoods and commerce; creating a great place to live and work.*



# DEVELOPMENT SERVICES TEAM

## FLOWCHART



## THE PROCESS

### **Management Partners conducted a structured process of gathering data:**

1. Conducting confidential interviews with staff members and customers/stakeholders,
2. Observing meetings and front counter interactions.
3. Performed benchmarking survey of peer agencies
4. Analyzed survey results compared with contemporary best practices and our professional experience in operating development services departments for the improvement of performance and service delivery.



# Action Plan Recommendations



## Picture Example Slide

No.	Recommendation	Implementation Steps	Person Responsible	Comments
1	Conduct semi-annual meetings with local leaders of the development community (Touch-base)	<ul style="list-style-type: none"> <li>• valuate results/receive feedback</li> <li>• Update processes, if necessary, based on feedback received</li> </ul>	Development Services Director	To occur after go live for online portal (TBD)
2	Develop precise review comments	<ul style="list-style-type: none"> <li>• Collaborate with staff</li> </ul>	Development Services Coordinator	B.O. to train and Quality Control with reviewer Fire Marshall on Fire Station on-siting
3	Prohibit new comments during a third (or subsequent) review cycle unless it is a matter of health or safety.	<ul style="list-style-type: none"> <li>• Develop a policy that prohibits new comments during a third (or subsequent) review cycle unless it is a matter of health or safety</li> <li>• Communicate the new process to staff</li> </ul>	Development Services Coordinator	On-going and role out with Go – Live with Development Community
4	Cultural change from “dealing with applicants” to “serving customers.”	<ul style="list-style-type: none"> <li>• Schedule and conduct customer service training twice a year</li> </ul>	Development Services Director	Customer Service training to take place with early close beginning August 5

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5	Take ownership of workflow and work products.	<ul style="list-style-type: none"> <li>Schedule Trainings; Managed by Development Services Coordinators</li> </ul>	Development Review Coordinators	Enhance Development Review Guide to be maintained during monthly training beginning in August with new office hours.
6	Emphasize customer service principles	<ul style="list-style-type: none"> <li>See implementation steps for Recommendation 4 above</li> </ul>	Development Review Coordinators	See Recommendation 4
7	Meet established cycle times for the review of applications	<ul style="list-style-type: none"> <li>Track how often cycle times are met on a quarterly basis</li> <li>Share results with staff</li> <li>If cycle times are not being met, diagnose the issues and develop a plan to fix them</li> </ul>	Development Review Coordinators	Unclear review with team and Legal regarding AB for platting.
8	Modify the application intake process to ensure the cycle time does not begin until an application is formally deemed to be complete.	<ul style="list-style-type: none"> <li>Application Completeness Check (7 months into Implementation)</li> </ul>	Development Review Coordinators	Quality Control Check Complete

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12	Prepare an SOP for the PSR's	<ul style="list-style-type: none"> <li>• Create an SOP Manual that contains examples of acceptable and unacceptable applications</li> <li>• Provide Training</li> </ul>	Development Review Coordinators/Staff	In Progress

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15	Expand the development services coordinator position to full time. Role of coordinators	<ul style="list-style-type: none"> <li>• Collaborate w/ HR &amp; Finance to expand the development review coordinator position to full time</li> </ul>	Development Services Director	In Progress.

## Picture Example Slide

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16	<p>Retitle/reclassify the lead PSR technician and have PSR's direct report to the Permit services coordinator.</p> <p>Recommend this is done with # 15 Completion</p>	<ul style="list-style-type: none"> <li>• Develop a position description for a development services technician</li> <li>• Collaborate with Human Resources to retitle/reclassify the PSR technician to a development Review Coordinator</li> </ul>	Development Services Director	<p>The role and responsibilities should include overseeing the permit tracking system, downloading of performance data, and coordination of staff training on the system.</p> <p>Tami /Gretchen</p>
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## Picture Example Slide

24	Community and H.O.A. Outreach	<ul style="list-style-type: none"> <li>• Discuss relevant development review related matters</li> </ul>	Development Review Coordinators/Staff	Continue to work with Communications
25	Require that application/plan set submittals include all aspects of project development.	<ul style="list-style-type: none"> <li>• Update application submittal requirements to ensure the application/ plan set includes all aspects of project development</li> <li>• Communicate the change to customers</li> <li>• Update checklists, training materials and policies to reflect the change</li> <li>• Communicate the change to staff</li> </ul>	Development Services Coordinator	Reviewing incremental development applications and plan sets for a project, without the structural, design and tenant-type details of the whole of a project, is highly laborious and inefficient. Sept 30
26	Assign a main reference number to development projects	<ul style="list-style-type: none"> <li>• Assign tracking number</li> </ul>	Development Services Coordinator	Complete

# Questions





## CITY COUNCIL AGENDA ITEM COVER MEMO

August 5, 2019

**To:** Mayor and City Council  
**Agenda Item:** 2(d) Discuss the Texas 86th Legislative Session's major land use changes to the Texas Local Government Code and Government Code and the required actions of the city before September 1, 2019.  
**Submitted by:** Jamilah Way, First Assistant City Attorney

### SYNOPSIS

The City Attorney's Office will provide an overview of how H.B.3314, H.B.3167, H.B.2497 and H.B.2439 amended and made changes to Chapters 212 and 211 of the Texas Local Government Code and 3000 of the Texas Government Code, and discuss the required actions of the city.

### STRATEGIC PLAN 2019 GOALS ADDRESSED

- Create a great place to live

### BACKGROUND

Tex. H.B. 3167, 86th Leg., R.S. (2019) (HB 3167), effective September 1, 2019, Focuses on the approval procedure for subdivision and land development applications in counties and municipalities. As a result, the City of Missouri City will have to analyze its procedures for approving development applications to ensure that it is in compliance with HB 3167 and maintain full transparency with the applicants during the process. See Attachment A for a comprehensive review.

Tex. H.B. 3314, 86th Leg., R.S. (2019) (H.B. 3314), effective September 1, 2019, provides that unless there is a request for a variance or exception, a hearing on a replat is no longer required.

Tex. H.B. 2497, 86th Leg., R.S. (2019) (H.B. 2497), effective September 1, 2019, adds the additional requirement that the zoning board of adjustment's rules must be approved by the governing body. Also, H.B. 2497 attempts to clarify who can make appeals of the administrative officials decisions. This is done by adding that a person does not have to be related to an application, address or project to be an aggrieved person or department, board, or bureau of the municipality affected by the decision. The bill further adds rules for persons related to a specific address, application or project for appealing an administrative officials decision. The bill adds that in order for such person to file the application, they must have filed the application that is subject of the decision; or be the owner or representative of the owner of the property that is the subject of the decision; or is aggrieved by the decision and is the owner of the real property within 200 feet of the decision; or any officer, department, board, or bureau of the municipality affected by the decision. The bill also specifies that the bill must be filed within 20 days of the decision and the appeal must be heard at the next meeting that can be noticed and heard within 60 days.

Tex. H.B. 2439, 86th Leg., R.S. (2019) (H.B. 2439), effective September 1, 2019, prohibits local governments from mandating the use of only specific products, and it would allow the use of products and materials currently permitted in current building codes. Therefore, prohibiting items such as, vinyl siding, stucco, wood, steel products, glass, and others that have been approved by national building codes, is no longer allowed and rules that already exist cannot be enforced. Additionally, local governments are

prohibited from creating rules relating to aesthetics and aesthetic construction design. Therefore, it is recommended that upon receiving new development applications, the requirement for a design review is not enforced because it would be a waste of time since after September 1, 2019, aesthetic designs cannot be enforced. The City Attorney's Office will return to Council with a formal request to repeal the enforcement of this review and fee. It is recommended that the city's planning department identify all of the materials and aesthetic requirements to provide to inspectors and the building official. Also, it is anticipated that this will have an impact on the way that the city is designed, so it is also recommended that a complete review of the city's comprehensive plan take place and that the city's Zoning Ordinance is subsequently amended.

**BUDGET/FISCAL ANALYSIS**

**Purchasing Review: N/A**  
**Financial/Budget Review: No funds are requested at this time. This is a discussion item.**

**SUPPORTING MATERIALS**

1. Attachment A (*forthcoming*)

**STAFF'S RECOMMENDATION**

N/A

**Director Approval: Jamilah Way, First Assistant City Attorney**