



# City of League City, TX

300 West Walker  
League City TX 77573

## Meeting Minutes City Council

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Tuesday, January 12, 2021

5:00 PM

Johnnie Arolfo Civic Center  
400 West Walker Street

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### Council Work Session

The City Council of the City of League City, Texas, met in a work session in Johnnie Arolfo Civic Center at 400 West Walker Street on the above date at 5:00 p.m.

**Mayor:**

**Pat Hallisey**

**City Council Members:**

**Andy Mann  
Hank Dugie  
Larry Millican  
John Bowen  
Justin Hicks  
Chad Tressler  
Nick Long**

**City Manager:**

**John Baumgartner**

**Assistant City Manager**

**Bo Bass**

**Assistant City Manager**

**Michael Kramm**

**City Attorney:**

**Nghiem Doan**

**City Secretary:**

**Diana M. Stapp**

**Chief of Police:**

**Gary Ratliff**

**Executive Director of Development Services**

**David Hoover**

**Director of Budget/Project Management**

**Angie Steelman**

**Director of Engineering:**

**Christopher Sims**

**Director of Finance:**

**Kristine Polian**

**Director of Human Resources/Civil Service:**

**Janet Shirley**

**Director of Parks & Cultural Services:**

**Chien Wei**

**Director of Public Works:**

**Jody Hooks**

### **1. CALL TO ORDER AND ROLL CALL OF MEMBERS**

**Mayor Hallisey called the meeting to order at 5:00 p.m. and called the roll. All members of Council were present.**

**Present**      8 -      Mayor Pat Hallisey, Mr. Andy Mann, Mr. Hank Dugie, Mr. Larry Millican, Mr. John Bowen, Mr. Justin Hicks, Mr. Chad Tressler and Mr. Nick Long

2. **PRESENTATION BY NEWGEN ON MODERNIZATION AND STAFF ALIGNMENT PROGRAM**

John Baumgartner, City Manager, gave a brief introduction. Last year in City Manager's goal setting you asked us to look at a process to review each department annually. So, we contracted with NewGen Strategies to create a plan to study efficiencies across the city and evaluate their cost effectiveness. Specifically, in Phase One NewGen was asked to produce a framework for assessing efficiencies and effectiveness within the city. NewGen conducted a number of surveys and interviews with various city personnel and representatives to get a baseline for the current status and gain insight to perceived current efficiencies. These quantitated scores combined with tactical assessment of the situations and issues described by staff to make this study a mixed method approach which involves both qualitative and quantitated analysis.

Matthew Garrett, Director of Environmental Practice with NewGen Strategies and Solutions, presented an update on the Efficiency and Effectiveness Program. NewGen is a Management and economic consulting company specializing in local governments and utilities.

**Core Values:** Make an impact, foster innovation, expect quality, cultivate community and be the trusted advisor.

**Scope and Background**

- **Impetus – City Manager's Modernization Objective**
- **Initial Scope – Familiarize with League City and Establish Framework**
- **Data Gathering to Date**

**\*Budget and Other Requested Records**

**\*Directors Meeting and Director Interviews**

**\*Surveys – Directors, City Manager's Office, Council**

**Final Report and Presentations**

- **Key deliverables include this presentation to Council and a Final Report**
- **At the conclusion of this effort, NewGen will have prepared a framework that includes the following:**

**\*League City's definition of success for this program**

**\*Initial gap observations with prioritized list of programs for review**

**\*Method of evaluating results against City Strategic Plan and Objectives**

**\*Guidelines for framework review and/or ad hoc updates as a "living document"**

**NEWGEN EFFECTIVENESS PARADIGM:**

**Much of this program's time and effort will be dedicated to the tangible elements (innovation, strategy, finance, data, operations).**

**Recognizing the importance of intangible elements (team effectiveness, organization alignment, meeting effectiveness, silo destruction, agility) NewGen is also taking a baseline survey on Organizational Health.**

**\*Organizational Effectiveness – Results**

**\*People Systems Support Organization Alignment – Hiring & Onboarding, Performance Management, Succession Planning**

**\* Effective Communication & Meetings – Check-in, Tactical, Strategic, Teambuilding, Ad Hoc**

**\* Create Organizational Alignment – Leadership, Clarity, Communication, Cohesion, Culture**

**\* Build Cohesive & Effective Teams – Competence, Integrity, Consistency, Availability, Loyalty, Decision Making, Fairness, Flow-Through, Openness, Discretion, Constructive Intent, Self-Assessment.**

**Organizational Health Survey currently being completed – Leadership Team Effectiveness (sample) (slide)**

**DEFINITIONS OF SUCCESS:****Efficiency – Themes in Staff Response**

**Achieving optimal goal/objective**

**Minimal/no wasted effort**

**Timeliness**

**Low costs/staying within budget**

**Suggested League City Definition – The ability to accomplish goals and objectives with minimal waste in effort, time, and resources**

**Effectiveness – Themes in Staff Responses**

**Reaching desired goal/objective**

**Satisfaction of stakeholder/end user**

**Timeliness**

**Little/no failure**

**Suggested League City Definition – Delivering desired service levels goals and objectives to the satisfaction of stakeholders.**

**TOP OBSTACLES TO EFFICIENCY AND EFFECTIVENESS****Survey Results on Efficiency and Effectiveness:**

**Directors, City Management and Council were asked a series of questions about efficiency and effectiveness rating over thirty (30) City functions using a scale**

**Prompts asked for: their own scoring; how they believe other stakeholders (residents, businesses, primary users, etc.) would score each.**

**Combined Efficiency and Effectiveness Scores by function (slide)**

**While most of the scores would rank as generally satisfied, about eleven (11) functions have averages below a satisfied score of 3.0.**

**Introduction to Radar and Gap Analysis Charts (slide)****Survey Observations (slide)****Gap Analysis of Efficiency (slide)****Gap Analysis of Effectiveness (slide)****DRAFT PLAYBOOK****1. Evaluate Existing Service Levels**

- \* Identify and compare stakeholders**
- \* Review current service levels**
- \* Summarize performance indicators, key terms, key parameters, assumptions**
- \* Strengths, constraints, risks, and challenges**
- \* Outline benchmarking for performance comparisons.**

**2. Review Organizational Structure and Governance**

**Governance processes and protocols (planning, decision-making, approvals, performance management, hiring)**

**3. Review Staffing**

- \*Review of overall existing levels of staffing in the city involved in specified service delivery, \*Scheduling and workload balancing efforts**
- \*Observations on overall skill levels**
- \*Identify any skill set gaps**
- \* Human capital management processes, succession planning**

**4. Evaluate processes and result workflow**

- \*Interview operational personnel**
- \*Map focus area processes**
- \*Solicit ideas for improvement from those doing the work**
- \*Confirm process understanding**
- \*Decide on processes to revise**

- \*Review IT system potential to improve process
- \*Draft revised processes for consideration

**5. Assess Financial Impacts**

- \*High level review of costs
- \*Review cost allocation methodology
- \*Revenue generating activities
- \*Estimate potential savings given various proposed process changes

**6. Review Customer Service Impacts**

- \*Ensure expected quality of life is not unintentionally reduced
- \*Estimate population affected by changes
- \*Gauge overall alignment with broader City Values

**HARMONIZE FOCAL AREAS WITH OTHER CITY STRATEGIC EFFORTS**

- \*Vision and Values
- \*Citizen Survey Results
- \*Highlight Wins and Proudly Display the Trophy Case
- \*Align Employee Incentives – Financial and Recognition
- \*Key Performance Indicators
- \*Institutionalize High Performance, Learning Organization, and/or Service Innovation Principles as Cultural Norms

**Benchmarking Cities and Distinctions (slide)**

**General Approach and Framework (slide)**

**KEY DECISIONS, COUNCIL DIRECTION AND NEXT STEPS**

- 1. Possible Clarification on Intent of Modernization Efforts**
- 2. Revisions to the Framework**
  - \*Reduce or Expand Scope of Playbook
  - \*Adjust Completion Cycle
- 3. Designate a City Program Owner or Champion**
- 4. Choose Governance and Composition of Possible Committee**
  - \*May include a rotation in whereby a Department being evaluated once cycle would serve in some capacity in the following cycle
- 5. Engage outside consultants to assist in administering (if desired)**

**3. PUBLIC COMMENTS**

4. **ADJOURNMENT**

At 6:01 p.m. Mayor Hallisey said there being no further business, this meeting is adjourned.

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**PAT HALLISEY**  
**MAYOR**

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**DIANA M. STAPP**  
**CITY SECRETARY**

(SEAL)

**MINUTES APPROVED: February 23, 2021**