



AGENDA

Pursuant to V.T.C.A. Gov. Code Section 551.001 et. seq., the City Council of the City of Mission, Texas will hold a special meeting on **Tuesday, June 15, 2021 at 4:00 p.m.** at the Mission Council Chambers, 1201 E. 8th Street, Mission, Texas and by Teleconference to consider the following matters.

The public dial information to participate in the telephonic meeting is as follows:

Time: **Tuesday, June 15, 2021 04:00 PM Central Time**

<https://us02web.zoom.us/j/9904662781?pwd=SGVIL3JZRFRdENzWXI5VUxFT1ZUQT09>

Meeting ID: 990 466 2781 - Password: 833227

Or Dial by telephone - +1 346 248 7799 US - Meeting ID: 990 466 2781 Password: 833227

SPECIAL MEETING

CALL TO ORDER

AGENDA ITEMS

1. Presentation of Final Performance and Management Review by Vazaldua & Associates – Flores

ADJOURNMENT

C E R T I F I C A T E

I, the undersigned City Secretary do certify that the above notice of meeting was posted on the bulletin board of City Hall, 1201 E. 8th Street, Mission, Texas on this the 11th day of June, 2021 at 3:30 p.m.

Anna Carrillo, City Secretary

This facility is wheelchair accessible and accessible parking spaces are available. Requests for accommodations for a disability must be made 48 hours prior to this meeting. Please notify the City Secretary's Office at 580-8668.

NOTICE OF SPECIAL MEETING OF THE CITY COUNCIL OF THE CITY OF MISSION

Notice is hereby given that on the **15th day of June, 2021** the City Council of the City of Mission will hold a special meeting at 4:00 p.m. at 1201 E. 8th Street, Mission, Texas and by Teleconference to consider the following matters. The subjects to be discussed are listed on the agenda, which is attached to and made a part of this Notice.

If, during the course of the meeting covered by this Notice, the City Council should determine that a closed or executive meeting or session of the Council is required, then such closed or executive meeting or session as authorized by the Texas Open Meetings Act, Texas Government Code Section 551.001 et seq., will be held by the Council at the date, hour and place given in this Notice or as soon after the commencement of the meeting covered by this Notice as the Council may conveniently meet in such closed or executive meeting or session concerning any and all purposed permitted by the Act, including, but not limited to the following sections and purposes.

Texas Government Code Section:

- 551.071(1) (2) Consultation with Attorney.
- 551.072 Deliberation regarding real property.
- 551.073 Deliberation regarding prospective gifts.
- 551.074 Personnel matters.
- 551.076 Deliberation regarding security devices or security audits.
- 551.0785 Deliberations involving medical or psychiatric records of individuals.
- 551.084 Investigation; exclusion of witness from hearing.
- 551.087 Deliberation regarding economic development negotiations
- 551.088 Deliberation regarding test item.

Should any final action, final decision, or final vote be required in the opinion of the City Council with regard to any matter considered in such closed or executive meeting or session, then the final action, final decision, or final vote shall be either:

- (a) in the open meeting covered by the Notice upon the reconvening of the public meeting; or
- (b) at a subsequent public meeting of the City Council upon notice thereof; as the Council shall determine.

On this the **11th day of June, 2021** this Notice was emailed to news media who had previously requested such Notice and an original copy was posted on the bulletin board at City Hall, 1201 E. 8th Street at 3:30 p.m. on said date.



Anna Carrillo, City Secretary



CITY OF MISSION

CITY COUNCIL AGENDA ITEM & RECOMMENDATION SUMMARY

MEETING DATE: June 15, 2021

PRESENTED BY: David Flores, Deputy City Manager

AGENDA ITEM: Presentation of Final Performance and Management Review by Vazaldua & Associates – Flores

NATURE OF REQUEST:

Vazaldua and Associates conducted a performance and management review of all city departments to determine the effectiveness and efficiency. Conduct a SWOT analysis (strengths, weaknesses, opportunities, and threats) and provided Training and Development – Executive and Department Heads. Paul Vazaldua, will be presenting the final review.

BUGETED: Yes / No / N/A **FUND:** _____ **ACCT. #:** _____

BUDGET: \$ _____ **EST. COST:** \$ _____ **CURRENT BUDGET BALANCE:** \$ _____

BID AMOUNT: \$ _____

STAFF RECOMMENDATION:

Seeking Council Direction

Departmental Approval: N/A

Advisory Board Recommendation: N/A

City Manager's Recommendation: Seeking Council Direction *RP*

RECORD OF VOTE:

APPROVED: _____

DISAPPROVED: _____

TABLED: _____

_____ AYES

_____ NAYS

_____ DISSENTING _____



Leading Communities Perfect Solutions Quality Results

PERFROMANCE AND MANAGEMENT REVIEW

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3. Training Summary and Recommendations
4. Complete Ordinance Review and Enforcement Plan
5. City Charter Revision
6. Procurement Manual Amendments
7. Police Accountability/Police Reform
8. Community Visioning and Strategic Planning
9. Employee Compensation Study



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Employee Questionnaire Summary

Since the 1980s the city of Mission has seen a boom in population and different cultures that have demanded changes in our society whether one wants it or not. This has demanded change as technology has advanced in the past 40 years and so does the workplace. Why is change so important? Change and communication encourage innovation, develops skills, develops staff, leads to better business opportunities, improves staff morale. Weighing all the pros and cons adapting to change in the workplace will increase the chances of a successful future. This may cause problems as management and staff have abide by the same structure for over 40 years and change may not come that easy. For change to happen, it helps if management communicates with the whole staff and see if they really want it. It must develop a sense of urgency around the need for change. This may help and spark the initial motivation to get things moving.

After reviewing the surveys from the City of Mission, Department heads, many in management rate themselves as high as a nine or ten from a rating from 1 to 10 on how they would rate themselves with communicating with their staff. Some say that they regularly communicate with their staff on a weekly basis to deliver important messages or have weekly meetings to let the staff know about the expectation for better improvement. Management also communicates with their staff on a one-on-one personal basis to discuss expectation, projects, or any concerns one may have. Upper management claims to also have an open-door policy to encourage communication, approachability, to discuss new ideas, and any concerns or misunderstandings. Other method of communications is through e-mail, text messages or sign in sheets to have proof that critical information has been sent out or given to the employee Departments need to find better ways to work together to solve conflicts and make the working environment a workably better and successful place.

Recommendations:

The City of Mission is currently in the process of implementing team building exercises and workshops for the staff. The city should ensure that this program is implemented for department heads to ensure that their high rankings of themselves would match what they would be ranked by their staff, other department heads, and the public.

There is a lack of identification within the department heads to indicate that there is a need for improvement in their management style. I would recommend that each department had provide surveys end or questionnaires to their staff for them to get feedback and identify which and how management techniques can improve. This can be accomplished with direction from the City Manager.



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Organizational Chart Assessment and Changes

The City of Mission has an organizational chart with a flat line top management system.

Recommendations:

The City of Mission should seek an outside consultant who will provide samples of various Texas cities who have undergone major organizational chart changes. Specific time of 30-45 days should be set for they consulted to prepare recommendations to the council and a coordinated plan on how to implement the recommended changes to the organizational structure.

It is my current recommendations that the city would be divided into four major divisions with a city manager and four assistant city managers. These stop five individuals would have 100% communication with the City Council. As a mid-management section of the organizational chart changes there would have to be director and or coordinator positions.

Additional consideration should be given to the mission Event Center and the way the city will prepare their view of travel and tourism.

Additional consideration should be taken for the Mission Economic Development Corporation and how it falls within their organizational structure. The MEDC or its director were not placed on the list for this performance and management review.

Staffing Shortage

The recommendation is for the city manager to prepare a three-year staffing plan to ensure that all departments are being staffed appropriately. This is an issue that every department addressed the primary reason for lack of innovation and creative ideas I do try lack of staff. During my assessment it should be noted that the tax rate for the last 10 or more years did not increase in a fashion that allowed department heads to adequately staff.

It is recommended that the city manager prepare the three years staffing plan within the next 90 days. This would allow for the council to take the first-year recommendations into account as budget planning commences for fiscal year 2022.

Cross Over Duties and Allowances

There positions of deputy assistant city manager have caused a morale issue amongst some of the department heads. These positions are viewed as consolation prizes to those who did not get the deputy city manager positions. The positions also provide a sense of confusion to other department heads which have layers of bureaucracy providing them instruction and or direction. One of the deputy assistant city managers indicated that his department suffers because of the added duties he holds as an assistant deputy city manager.

Recommendations:

Dissolve the positions of assistant deputy city manager.

Review all allowances provided two department heads and additional pays for duties. If the additional duties have been completed do away with the additional pay.

Ensure that those who have an auto allowance utilize their personal vehicles at a rate that would justify the allowance.

Understanding of Cultural Competency vs. Cultural Awareness

Cultural competency awareness involves the understanding of different cultures which are now in our workplace. This is a generation of people who were born in the late 80s who come from the great influx of immigrants from Mexico, India, and China. These individuals are also classified at millennials and gen Z. It becomes important for department heads to understand how the workforce culture has evolved into a greater mix of racial, cultural, and generational classes.

Recommendation:

Department heads should participate in a cultural competency workshop which provides train the trainer tools that they can implement within their departments.

City of Mission should implement a cultural competency policy that can be provided to applicants who are being recruited from other areas.

Communication Between Council and Staff

Building a strong partnership between staff and council is essential to effective municipal management. In many instances this lack of harmonization is caused by lack of agreement on the defined roles for both staff and council members. When Council sets public policy and establishes community priorities, the distinction between the two is blurred. This often sets up a vicious circle of ever eroding trust and teamwork that spirals downward. Council and staff members are both responsible for recognizing the issue and working to resolve it. With council membership changing every four years, it is difficult to form a lasting relationship between council and municipal staff. This leads to ineffective coordination across departments creating fiefdom within the staff, and a disjointed management team. Staff then appears disorganized to council. With many trust and teamwork gaps, each side often does not understand the other's perspective. Management staff can have the unrealistic expectation that council should act as a team. But many council members have individual agendas that correspond to the area they represent. They may even have been elected on a slate of reform or "getting control of city hall." Staff need to take their direction from council as a whole, not individual members. Sometimes outspoken or outrageous behavior that would not work in a staff setting is rewarded by the electorate. We may not think it is fair or right, but that's politics. This takes charisma and great leadership to have the council and staff on the same page.

Recommendation:

There are five (5) great strategies to help improve communication between the council and staff.

1. Agree There Is a Problem

Each side, council and staff, need to agree that there is a gap in their working relationship and how the municipality is being managed. The subtle and draining effects of a trust and teamwork problem may need to be highlighted. Perhaps the gap was one of the major contributors to a recent crisis. Or maybe knowing that other highly regarded municipal councils and management staff are getting along more smoothly shows the need for us to improve.

2. Seeing Both Sides of the Gap

This is where a third party can really help – and I will admit to some bias on this point! Confidential interviews, observing open and in camera council-staff meetings, surveys, and such can scope out the extent and shape of the issues. How are the issues affecting the municipalities' ability to deliver services? What should council and staff keep doing, stop doing, and start doing to close the gap?

3. Agree on the Issues and Opportunities

Council and senior management group came together for a weekend retreat with these objectives.

Strengthen trust and teamwork between council and administration.

Clarify roles and responsibilities of council and administration.

Establish a foundation/process for priority setting, planning, and budgeting.

We openly discussed the perceptions and data gathered from both sides, brainstormed potential action plans, reviewed model roles and responsibilities documents from other municipalities, agreed on what this group wanted to see, and established priorities for the coming year.

4. Get Management and Council to Strengthen Their Teams

The next step is often to get the top two levels of senior management and council to each have their own private sessions. These build upon the joint session's goals and outcomes. Each group needs to address their own moose-on-the-table (issues that most people know have been blocking progress but have not been addressed), roles and responsibilities, and priorities.

5. All Together Now

Now the top two layers of management can get together with council to finalize council-staff roles and responsibilities, address joint moose-on-the-table, and set priorities. Ongoing improvement programs (such as leadership training), reviewing/assessing processes, core values, meeting and operational ground rules, and the like should also be established with action plans and follow-up dates.

Creation of Fiefdoms

The creation of fiefdoms in a working environment can become a toxic situation between employees, that being from any levels of staff to upper management, in any occupational settings. Resulting characteristics of fiefdoms are - toxicity, war, greed, organizational rigidity, often appear in modern company cultures and are responsible for their demise. Fiefdom is prevalent in a political system and can cause schism between staff members and go up the chain and affect their superiors.

Recommendation:

This requires leadership from the City Manager to identify and address. The City Manager's role is to execute policy set by the Council; it is not a gatekeeper of information from the council. The fact that the City Manager does not convey information to the council which affects the policies set by them is a sign of how the City Manager and the Department Heads partake in the toxicity of what a fiefdom brings to an organization.

Succession Plan

Department heads will do all they can to communicate their intended retirement dates with advance notice. However, not all vacancies are caused by retirement. Other separations may occur without advance notice. A well-developed Succession Plan can provide for all contingencies, including temporary, planned, and unplanned separations. Organizations that have not created succession plans, nor implemented Professional Development Plans for current employees to move into these high-level vacancies, ultimately run the risk of the following:

- 1) Lack of readily available, high quality personnel within the organization who have been professionally developed to transition into critical roles
- 2) Delayed or interrupted services/products due to loss of institutional knowledge and limited skill set and experience
- 3) Loss of customer confidence in the organization due to uncertain or delayed progress. Studies show that it takes years to gain trust with customers and mere minutes to lose their confidence in the organization.

For all organizations, change is inevitable. For your organization, change is imminent, especially when one-third of your organization's key personnel have already met retirement eligibility requirements. Transitions take time; however, if your organization has a well-planned Succession Plan, the transitions can be launched more quickly and effectively. It can also serve as an inspiration for entry and mid-level career employees to continue their professional development within your organization.

Recommendation

Approve a Succession Plan which can create a path for retiring employees to hand off their years of hard-earned knowledge and transition important working relationships before employees leave the organization.

Professional Parallelism

Ensure that policy and enforcement and within compliance. Attorney, Engineer, Municipal Court Judge, should adhere to a professional employee policy set forth by the City. If there are differences to those professional contracts or job description it should be defined in the employee policy manual.

Recommendation:

Develop and enforce Professional Employees Policy



Leading Communities Perfect Solutions Quality Results

Training Summary and Recommendations

Tools provided:

1. Implicit Biased Test

We live in a working society that is confronted by four generational gaps with different point of views and cultures that is causing conflicts with bias in the workplace. For example, baby boomers think long hours mean good working habits, while millennials think coming in to work on time is optional. These types of conflicts make it difficult for the older generation to work as a team alongside with the younger generation. We live in a society based of bias. Whether we want to recognize it or not, every individual is biased, and we all have to identify our biases in order to succeed in a working environment. In the workplace every individual should be open minded to new changes, and this ideology of "it's my way or the highway, or that is not the way we do things around here" is the thing of the past and a change of paradigms is harmless. Harvard University came up with a study called "Project Implicit" in which a test was performed about attitudes, beliefs, and opinions that leads towards one's bias. There are 14 categories of how to identify strong biases in a workplace.

1. "Gender" the biases between a male and a female have always been a conflict.
2. "Weight" whether thin or fat it can cause bias.
3. "Race" Caucasian white or African American black can become conflicting with bias.
4. "Disabled" any type of disability can cause bias because of the liability.
5. "Skin-tone" light skin or dark skin can make a difference with favoritism and promotions.
6. "Sexuality" where one can be straight, or gay can cause discrimination in the workplace.
7. "Presidents" where an employee is popular and the other is not, that can cause bias.
8. "Religion" can cause bias, especially if the majority belong to one denomination.
9. "Transgender" it can become biased since that is an unorthodox situation and can make for an uncomfortable situation.
10. "Age" whether young or old it can make a big difference on their characters and the way they think and act in certain situation.

11. "Arab-Muslim" can get an abundance of criticism in an American working environment.
12. "Asian or European American" come from different cultures and can cause bias as well.
13. "Natives" think very differently than the rest of society and their primitive culture makes them unique in the workplace.
14. "Weapons" or harmless objects can be beliefs on demographics or populations that can lead to biased.

As mentioned earlier, our society is not perfect, and we do have our flaws. We all have one or more categories of these traits of bias in which we are guilty of, and this Project Implicit Test is perfect in recognizing our biases and our weakness.

2. Color Exercise Personality Assessment:

The Personality Test is a behavioral trait assessment that helps in engaging teaming activities. It is simple and fun, and provides some personal insights, which helps in recognizing a person's personality type. Recognizing of different personality types often helps students identify and resolve discord within their working environment before they become dysfunctional. Once they understand why other people act in certain ways, people tend to interact more amicably.

Objectives:

- Identify Characteristics of the four basic personality types.
- Explain why productive groups are made up of a variety of personality types.
- Describe ways to diffuse personality conflicts in a group.

The four basic personality colors are (Gold) (Orange) (Green) and (Blue).

Here is a description of each color personality trait.

Gold: task and result oriented, likes recognition, likes to be on the move, does not like to be late, enjoys individual sports (golf, tennis, track, piano, individual dance), likes expensive showy things, generally honest, but moral compass might deviate during competitive showdown. Gold personality types tend to make good leaders. They love leadership roles and enjoy "managing" people (are sometimes perceived as bossy or having big egos). They like to be leaders of the pack>

Car of choice: flashy or expensive such as a sports car. If they were to put a swing set together: they would pay somebody to do it for them.

Orange: people orientated, expressive, friendly, loves to talk, extravagant, optimistic, enjoys team sports (volleyball, basketball, baseball, cheer team etc.). Orange personality types are the glue that holds the groups together. They are generally outgoing and fun loving. They are your talkers. Orange is usually the principal color in most groups. They like to run in packs.

Car of choice: one that is big enough to hold their friends. If they were to build a swing set together: would invite their friends over to build, then BBQ.

Green: detail oriented, precise, controlled, likes to do things right the first time, likes to complete jobs, tends to be thrifty as adults. Green personality likes order. They generally like neat lockers and organized notebooks. They are often perceived as "neat-freaks". They make wonderful treasurers, secretaries, of community chairs in clubs. They will keep your group organized. Likes to keep the pack on the trail. **Car of choice:** hybrid vehicle (energy sufficient)

If they were going to put together a swing set: would pull out the directions, carefully count and arrange the parts, then systematically build the swing set.

Blue: creative, freethinking, sincere, loyal, caring, perceptive, understanding, open-minded, oftentimes enjoys nature, many like of arts. Blue personality types are often perceived as quiet, sometimes shy individuals. Oftentimes they may be loners or have one or two other "blue" friends. They are very innovative idea people. They tend to be quiet in a group and should be called upon to share their ideas. Blues do not usually run the pack.

Car of Choice: jeep, recreational vehicle, unusual car (off-road adventures) If they were to put a swing together: would design their own swing set.

***NOTE:** Because most people are blends of two dominant colors, they will see overlaps of each color trait.

Post Activity Discussion Questions:

- Why might more than one GOLD personality type in a group lead to conflict?
- Why do you think ORANGE personality types need a GOLD or GREEN group member to keep them on task?
- How can you identify BLUE personality types in a group?
- Why should you ask "quiet" members of a group for their ideas?
- What can GREEN personality types contribute to groups?
- Why is it important to have a variety of personality types in a group?

Recommendations:

Citywide coaching training. To establish this the city department has would attain a train the trainer session where coaching techniques are made available to each department head that would allow them to go back into their departments and utilizing those techniques for effectiveness and morale builder for their departments.

Citywide color exercise. This training would allow all staff to express their true personality with their coworkers and team members. Bringing a realization to their department and how to work together with different personalities.



Leading Communities Perfect Solutions Quality Results

Complete Ordinance Review and Enforcement Plan:

The City of Mission is currently in review of over 15 ordinances. The city also has customer support agreements with Municode who provides legislative updates and other ordinance changes on a periodic basis.

Recommendation:

With the direction of the city manager staff should work on a monthly basis to determine needed changes in ordinances. This would allow a standing agenda item once a month to introduce ordinances which state amendments and or changes. this would eliminate the council reviewing large amounts of ordinances at any given time.



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City Charter Revisions:

There are several reasons to do a charter revision since the charter affects everything the city government does. The City Charter is the basis for most municipal regulatory functions and for the delivery of municipal services.

When a charter becomes outdated it hinders the ability of local government to serve properly. A charter that is no longer current is one with provisions that are illegal, obsolete, or missing. Changes are needed to correct misleading, unreliable or unresponsive charters.

There is publication by the National Civic League Model City Charter Eighth Edition that provides guidelines for amending and revision charters. The publication indicates how cities can not only update antiquated provisions in the charter but how to lead a city with new and innovative ideas in a model city charter.

Recommendations:

The City of Mission may plan for a Charter Revision by engaging the services of a consultant to lead a complete turnkey process. This includes providing direction to a Charter Commission made up of 9 from the community, this may include members of the Council.

The directive to the Charter Commission should be to develop A Model City Charter. The model city charter shall address:

1. Illegal Charter Provisions
2. Obsolete Charter Provisions
3. Omitted Charter Provisions
4. Innovative Charter Provisions

Reference Links:

<https://www.texasrighttoknow.com/the-power-of-petition>

<https://statutes.capitol.texas.gov/Docs/LG/htm/LG.9.htm>



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Procurement Manual Amendments:

Cities in Texas today hold stronger policies when it comes to accepting and ranking proposals. This includes the way ranking committees are selected. Some city policies include a gender balance on the committee. Other factors that are taken into effect are the political contributions that I provided to the city's elected officials. For example, in some cities if a vendor has provided a political contribution to a city elected official within nine months, he or she may not be eligible to bid. In some cities ranking committee members who are friends on Facebook with potential vendors or attend the same church must disclose prior to a final determination being made if they are able to participate. Texas cities are also using software that have algorithms for scoring proposals providing an unbiased score. Another example is that Texas cities are also making it part of policy that ranking committee members do not communicate with each other about the proposal which they are ranking until the purchasing agent provides a discussion session for the committee.

Recommendations:

It is my recommendation that the purchasing agent review at least three Texas cities who have ranking software such as Bon Fire and Legi Star to identify the benefits of utilizing these systems as well as have a discussion with other cities about how their due diligence processes ensures that they comply with effective procurement policies.



Leading Communities Perfect Solutions Quality Results

Police Accountability/Police Reform

While the George Floyd Justice Act has not officially passed Congress or signed into law by the president the following is a summary of what the act is displaying four police departments across the country. It is a message, a sign of the times, changes those police departments should start to study and prepare.

George Floyd Justice in Policing Act of 2020 highlights:

This bill addresses a wide range of policies and issues regarding policing practices and law enforcement accountability. It increases accountability for law enforcement misconduct, restricts the use of certain policing practices, enhances transparency and data collection, and establishes best practices and training requirements.

The bill enhances existing enforcement mechanisms to remedy violations by law enforcement. Among other things, it does the following:

lowers the criminal intent standard—from willful to knowing or reckless—to convict a law enforcement officer for misconduct in a federal prosecution,

limits qualified immunity as a defense to liability in a private civil action against a law enforcement officer, and

grants administrative subpoena power to the Department of Justice (DOJ) in pattern-or-practice investigations.

It establishes a framework to prevent and remedy racial profiling by law enforcement at the federal, state, and local levels. It also limits the unnecessary use of force and restricts the use of no-knock warrants, chokeholds, and carotid holds.

The bill creates a national registry—the National Police Misconduct Registry—to compile data on complaints and records of police misconduct. It also establishes new reporting requirements, including on the use of force, officer misconduct, and routine policing practices (e.g., stops and searches).

Finally, it directs DOJ to create uniform accreditation standards for law enforcement agencies and requires law enforcement officers to complete training on racial profiling, implicit bias, and the duty to intervene when another officer uses excessive force.

Recommendations:

Department wide Implicit Biases Training

Implement a plan on how to increase Crisis Intervention Team

Implement a plan to unify department

Leadership training for police department top brass



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Community Visioning and Strategic Planning:

A model of Citizen Democracy collaboration between Government, Business, Non-profits, and citizens has become apparent that the problem-solving approaches which gained prominence in the 1970's and 1980's are not sufficient to meet increasingly complex problems that our communities will face as we enter a new millennium.

Creating a Healthy Democracy by: Christopher T. Gates (National Civic League President) states that changing times have never been more difficult for communities to meet the challenges they face. The issues have grown increasingly complex. Complicated issues such as poverty, race, jobs, environmental concerns, crime, and education now dominate the local problem-solving agenda.

Recommendations:

Developing a Community Visioning and Strategic Plan where new and innovative ideas come to fruition. The plan should address the new technology the city has acquired and how that will benefit city departments in serving the residents of Mission as well as other customers. Additionally, the plan should address the 311 App and its functions. The app should have a function where members of the Council can send replies to individuals who have reached out to them.

The Visioning and Strategic Plan should also address matters of public education. The Planning Department should provide a series of educational videos for the community members to view via Facebook and City Website and soon on the City Channel. Other departments that may have an educational message may include Sanitation, Purchasing, or Utility Billing.

It is important for the council to present new policy initiatives in this plan. This may include but not limited to new policies on the Crisis Intervention Teams, Decriminalization of Marijauna, or any other initiative that the council passes for approval.

It should also address future growth of the internal grants department. The grants department has the potential to seek millions of dollars in grant programs. The Visioning and Strategic Plan should address how the city will seek state, federal, and foundation dollars and partner with private and nonprofit agencies to attain funds.



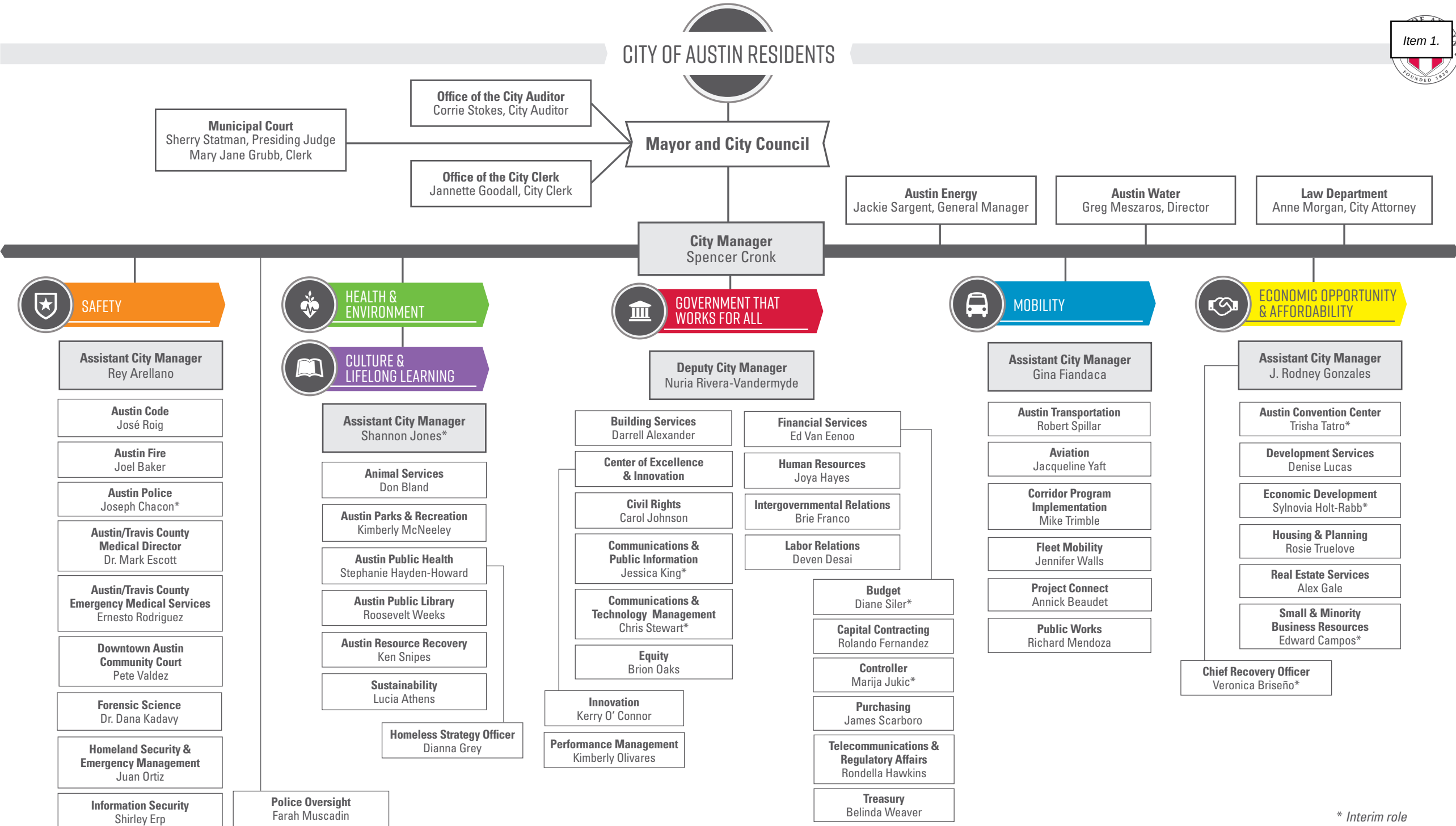
Leading Communities Perfect Solutions Quality Results

Employee Compensation/Study:

The employee compensation study was produced by reviewing 7 cities of similar size in Texas. As displayed in the attached chart the City of Mission in department head positions is at par with most cities of similar size.

Recommendation:

The City of Mission as it develops a new organization structure can revisit salaries for leadership roles.



OUR VISION: Austin is a beacon of sustainability, social equity, and economic opportunity; where diversity and creativity are celebrated; where community needs and values are recognized; where leadership comes from its community members; and where the necessities of life are affordable and accessible to all.

CITY OF AUSTIN
STRATEGIC DIRECTION

* Interim role

Cities in Texas	City Populations
Bryan, Texas	84,096
Cedar Park, Texas	74,814
Conroe, Texas	84,358
Flower Mound, Texas	76,555
Long View, Texas	81,653
Missouri City, Texas	74,557
New Braunfels, Texas	79,438

Cities in Texas with a
Similar Population as
Mission, Texas

- According to the U.S. Census Bureau (2019)

Seven Cities Salary Study

Position	Mission/Salary	Bryan, TX	Cedar Park, TX	Conroe, TX	Flower Mound, TX	Long View, TX	Missouri City, Texas	New Braunfels, TX
City Manager	230k	325k	261k	233k	200k	240k	250k	240k
Planning Director	71k	137k	135k	175k	108k	92k	95k	143k
Emergency Management Coordinator	70k	113k	80k	67k	73k	76k	93k	90k
Public Works Director	139k	178k	167k	175k	115k	162k	150k	147k
Finance Director	93k	165k	156k	119k	155k	147k	140k	135k
HR Director	50k	112k	122k	175k	125k	106k	70k	129k
City Attorney	90k	192k	202k	210k	100k	203k	149k	166k