

6-14, 15, 16 - 1983

CITY COUNCIL RETREAT -- JUNE 1983

SCHEDULE FOR DEPARTMENTAL PRESENTATIONS

TUESDAY, June 14th

Lee Roy George

Planning and Community Development

9:00 - 11:00

(1) Services and Workload of Department  
(Planning and Research) and Organizational Changes

(2) Subdivision Regulations

11:00 - 11:15

BREAK

11:15 - 12:15

Traffic and Transportation

Wayne Kurfees

(1) Update of Progress over Past Five Years (Signal System)

(2) Traffic Signal System Study

12:15 p.m.

LUNCH

1:15 - 2:00

Building Inspection

Bob Fowler

(1) Program Overview Illustrated by Slide Presentation

(2) Questions, Answers, Discussion

2:00 - 3:15

Fire Department

Richard Knopf

(1) Administration

- a. Organizational Structure
- b. Coordination of Code Enforcement
- c. Information Management - Data Processing

(2) Training/Safety - Emergency Medical Training for Suppression Personnel

(3) Fire Prevention

- a. Prefire Plans
- b. Inspector Training for Suppression Personnel
- c. Public Education

(4) Fire Suppression - Suppression Capability

(5) Staff Services - Central Dispatch

3:15 - 3:30

BREAK

3:30 - 5:30

Community Services

Mike Hall

(1) Golf Master Plan

(2) Civic Center Usage and Expansion

(3) M & P Right-of-Way Project

(4) Zoo Interpretation Center

(5) Information and Referral Program

5:30

END SESSION

WEDNESDAY, June 15th

8:30 - 10:15	<u>Public Works</u>	Bob Whitehead
	(1) Public Works Organization and Philosophy	
	(2) Engineering Proposed Organization	
	(3) Street Rehabilitation Program	
	(4) Resource Services - Accomplishments and Five Year Plan	
	a. Equipment Services - Accomplishments and Needs	
	b. Communication Services Plans	
	c. Building Services - Plans and Accomplishments	
	d. Electrical Services - Plans and Accomplishments	
10:15	BREAK	
10:30 - 11:00	<u>Public Works (Continued)</u>	
	(5) Productivity Office	
	(6) Land Management - Workload and Needs	
11:00 - 12:00	<u>Water Administration</u>	Dwayne Hargesheimer
	(1) City Participation in Future Water and Sewer Lines	
	(2) Raw Water Delivery System	
	(3) Overloading of Wastewater Collection System	
12:00	LUNCH	
1:00 - 2:00	<u>Finance</u>	David Wright
	(1) User Fee Policy	
	(2) Budget Process Overview	
2:00 - 3:15	<u>Long Range Planning Session</u>	
	(1) Long Range Water Supply	
2:15 - 3:30	BREAK	
3:30 - 5:30	<u>Long Range Planning Session (Continued)</u>	
	(2) Bond Issue	
	(3) CIP Program	
	(4) Tax Increment Finance District	
	(5) Joint Utilization Project	
	(6) Parks and Recreation Master Plan	
	(7) Industrial Development	
	(8) Use of CDBG Funds	
	(9) Fiscal Impact	
5:30	END SESSION	

THURSDAY, June 16th

12:00 LUNCH at ACU

1:00 - 2:30 Police Department Warren Dodson

(1) Police Management Study  
Recommended Changes

2:30 - 4:30 Goal Setting Session Gary Thompson

(1) List and Discuss Key Issues

(2) Formulate and Set Goals for the City

4:30 END SESSION

Certification

I hereby certify that the above notice of meeting was posted on the bulletin board at the City Hall of the City of Abilene, Texas, on the 10th day of June, at 9:00 o'clock a.m.

Kelly Beard  
Assistant City Secretary

CITY COUNCIL, CITY OF ABILENE, TEXAS  
ABILENE CHRISTIAN UNIVERSITY, ABILENE, TEXAS

The City Council of the City of Abilene, Texas, met in Special Retreat on June 14, 15 & 16, 1983, in the Livingroom of the Abilene Christian University Campus Center in Abilene, Texas. Mayor Elbert E. Hall was present and presiding with Councilman Julian Bridges, Councilwoman Billye Proctor-Shaw, Councilmen Juan C. Rodriguez, A. E. Fogle, Welton Robinson and Harold Nixon. Also present were City Manager, Ed Seegmiller, City Attorney, Harvey Cargill, and Assistant City Secretary, Kelly Beard.

Mayor Hall started the Retreat on June 14, 1983, by welcoming all of the participants and observers to the 1983 Abilene City Council Retreat. He said it is the fifth annual Retreat which started when Mr. Seegmiller first came to Abilene. He said this Retreat is the first one for some of the Council Members, the second for a few others, and the third for a couple. He mentioned that the City Charter provided that the City Manager shall supervise and direct all the functions of the City. He must prepare Budgets, he must be responsible to the Council for the proper administration of the affairs of the City, he is to make reports to the Council and he is charged with keeping the Council fully informed of the financial condition of Abilene and as for the future needs of the City. Mr. Seegmiller does all of this under policies which this Council enunciates to him. These Retreats give the Council the background against which it can enunciate such policy.

The Council will hear not only presentations from the Staff but also from citizen board members who will be representative of the more than 200 citizens who serve on the City's more than 30 some odd boards. Those citizens provide support for the City. The Council, because of the Retreat, will have the opportunity to know what it has been doing, what it is now doing, and what it will have some idea of what it will be called on to do. Knowing these things, the Council will be able to give policy and direction to the City Manager. It also gives the Council the chance to prepare for decisions to be made in August for the Budget. All of the indicators point toward reduced revenues and toward increased cost of services that the City provides. A classical way of handling that dilemma is to reduce services or to charge more for those services or to increase taxes or to invade the City's reserves which are not yet at the point toward which the Council has been aiming. There is another way to accomplish this. That is to provide the same service or better at the same cost or less. That is not impossible. It would call for an uncommon effort on the part of the Staff and every employee in this City. But, the Council must see if that can be done. In his judgement, Mayor Hall said of the employees the City has, is that they are capable of making that uncommon effort and they are willing to make it and probably even anxious to do so. It also means that the Council will be called upon to make some tough decisions. The Council will probably have to consider seriously the reductions of some of the programs the City is involved in or even the termination of them, and such decisions are not easy ones--terminating something or reducing it is pretty tough. But an even tougher decision is a decision to continue a program or even to expand it in times such as the Council will face. In his judgement of the Council is that it is intelligent enough and interested enough and has guts enough to make those decisions of both kinds. The Council will prepare itself for that during the Retreat. Mayor Hall suggested Mr. Seegmiller tell the Council what he expected of the Council at the Retreat.

Mr. Seegmiller said he hoped the sessions could remain informal to the point that the Staff and Council could proceed in a manner than could be most productive. He said the Staff is prepared for the next two and one half days to live with the Council in an environment that the Staff hopes will be a productive process for each of the Council Members. He said the Staff appreciates the time that each Council Member has taken out of his or her business and the cost that is spent of their time. The Staff feels that it is probably the most important session of the Council of the year for them. Mr. Seegmiller handed the Council the goals set out by the previous Councils. He said at the end of the Retreat, he expected that the Council will be doing the same thing that has been done in years past. Each year of this Retreat, the Council has set goals and established objectives for which they feel the City ought to emphasize for the upcoming year. Each year the Council has given the Staff direction on the things that it should be about. It has been through that guidance, the Staff has put together the program of work for the upcoming year and sometimes it extends into two years or three years. Sometimes these goals have been extended from year to year and have not been accomplished, but there have been many more that have been accomplished. That is what the Staff uses as a guideline for operations. He presented the list of goals from previous Councils for edification, but more importantly, to make a point. The point is he and the others taking part in the

the City's Staff, and they operate to serve the Council and what the Council provide them as direction. He said it is essential for the Staff to know what it is that they should be about now rather than simply wait until a Council meeting is underway. An orderly process in City government provides an atmosphere where it can be looked at and reviewed. This process will give the Council a chance through work sessions throughout the year to incrementally look at it as the City moves through the year at the different projects. That way the Council will not just agree to a project then it comes before the Council where the Council must take some type of action. The Staff has tried to provide this information to the Council in such a way that there are decision points all the way along throughout the year. The same is true with fiscal matters as well. Throughout the sessions, the Staff will be providing to the Council the projects the Staff is undertaking. The Staff will be telling the Council those things, not to tell the Council that is the way the Staff thinks those things should be done, but if the Council wants the Staff to make some changes in the methods and the way the Staff is doing some of the projects, then the Staff hopes to hear about it. A no comment here means the Council agrees. Otherwise, it is possible the Staff will continue in oblivion and they will not know what it is the Council wants them to do. The Staff's posture has always been anticipatory management rather than a bush fire management. The City government, as efficient as the Staff tries to be, a democracy is like a business. No matter how hard the Staff tries, sometimes the Staff thinks that businesses would not do the things the City does. And that is why those things are done, because the people in the community collectively say the City should do a particular thing. Many of the things the City does is not cost effective. Not everything returns revenues for the City. The most anticipatory the Staff can become in its approach to put the needs in priority the better the Staff is able to meet them. The Staff requests direction from the Retreat. The Staff cannot professionally serve the Council unless direction is provided. He feels confident in the Staff the City has and their willingness to serve. The Staff's attitude is an attitude of trying to put City government in a posture of people serving people. The only business in the Staff's minds is service. The Staff has an organization that has evolved over the years and change comes slowly. The Staff tries to provide ways of making it easier, but it becomes difficult because of the laborious tasks of the boards and commissions and public hearings and other processes to make sure everyone has had an input.

Time and money has been expended by the Council and the Staff to make that happen, but the Staff feels that it is most important and very critical. The Council will have the chance to meet many Staff members during the Retreat. He mentioned that he asked Sandy Test, the Public Information Officer, to coordinate the activities with the media. She will provide whatever their needs are and she will take care of them and write materials for them or call them on the phone and tell them whatever they need to know. If the media wants to talk with Council Members, Sandy will set up appointments during the day to visit. He said he encouraged Sandy to encourage those media people to talk with the Council Members rather than talk with the Staff about the items that will be discussed. He said the Staff feels that the Council are the policy makers and the Council's Impressions and comments and ideas are most important.

Mr. Seegmiller introduced Mr. Tom Adams, an administrative assistant. He said Tom has been responsible for putting the Retreat agenda together and he will direct the Council to lunch, breaks and he will stop the presentations at the appropriate times and move the Council ahead in the time that has been allotted.

Mr. Seegmiller said Staff members and board members will be making presentations during all three days. A long range planning session will be presented during the second day of the Retreat. The Staff will ask for some decisions, but the decisions will usually only be the go ahead from the Council to begin looking at different things about projects. The Staff will then have to return to the Council for approval in a regular City Council meeting. The last day's session will be with Dr. Gary Thompson to help facilitate the process of goal setting.

## PLANNING & COMMUNITY DEVELOPMENT

Mr. Lee Roy George, Director of Planning & Community Development, was the first Staff member to make a presentation to the Council. He said the Planning & Community Development Department is designed into four major areas of function: 1) Housing, 2) Energy; 3) Zoning; and 4) Planning and Research. However, a change has been suggested to change the name of the Department. With the new direction for the Department and the expansion of its role in the area such as economic development, citizen involvement and improvement programs, the Staff felt that a more clearly definable name might be in order. The suggested names are: 1) Community Planning and Development; 2) Planning and Development; and 3) Planning and Urban Development.

Mr. Brad Stone, Planner, presented the revisions to the Subdivision Regulations. Revisions are proposed for Sections 13-252; 23-253; 23-254; 23-255; 23-256; 23-257; 23-258; 23-259; and 23-260.

Mr. Tony Neitzler, Assistant Planning & Community Development Director, discussed the concerns of the Technical Review Committee and the Planning & Zoning Commission about the waiver on boundary streets.

### LEGAL

Mr. Harvey Cargill, Jr., City Attorney, briefed the Council concerning West Texas Utility's rate increase request. He informed the Council he plans to file an intervention in the request and appear before the Public Utility Commission. He planned to bring it to the Council at the next Council meeting to ask for their approval and ratification of the intervention.

### TRAFFIC & TRANSPORTATION

Mr. Wayne Kurfees, Director of Traffic and Transportation, presented his Department's services and responsibilities. He also discussed the signalization of the current system for traffic signals. He said KSC Systems, Inc., would present a recommendation to the Staff and Council concerning a new system of signalization.

### BUILDING INSPECTIONS

Mr. Bob Fowler, Building Inspections Director, made a slide presentation and discussed the duties and responsibilities of the building, plumbing, electrical, and mechanical inspectors in his Department. He also briefly explained the use of the Electrical Code, the Plumbing Code, the Building Code, the Fire Code, and the Housing Code. Also in his presentation, Mr. Fowler discussed the fee schedule of the Building Inspection Department and the duties and responsibilities of the four boards the Department services.

### FIRE DEPARTMENT

Chief Richard Knopf, Fire Chief, discussed plans for restructuring the Fire Department to better able serve the community. He introduced District Chief Mike Welch, Training & Safety Division; Lt. Tom Goble, Fire Prevention Division; Chief Stewart, Fire Suppression Division; and Chief Swindle, Staff Services.

### COMMUNITY SERVICES

Mr. Mike Hall, Director of Community Services, presented some slides to depict the Department's ten divisions and their responsibilities and operations. Mr. Fred Aycock, Assistant Director of Community Services, presented the history of a comprehensive Master Plan for the Municipal Golf Course. Mrs. Amber Cree, member of the Parks and Recreation Board, presented the Zoo Master Plan. Mr. John DeChant, Civic Center Manager, discussed the proposed addition to the Civic Center. Mr. H. C. Zachry, Centennial Council, presented maps and plans for the beautification of the right of way of the railroad tracks from Cedar Street to Sayles Boulevard.

## PUBLIC WORKS

Mr. Bob Whitehead, Director of Public Works, said the Public Works Department's goal was to provide smooth, efficient, economic delivery of the public services to the entire City. He discussed the restructuring of the Engineering Division and the progress of the Floodwater Management Program. Mr. Charles White, Street Division, discussed plans for the coming years for street improvements and maintenance. Mr. Gene Cook, Resource Services, discussed the concept of the Resource Services Division that was formulated to relieve the Public Works Director of the task of supervising daily operations of four of the maintenance support organizations. Ms. Irene Dodgen, Productivity Officer, explained the concept of Quality Circles to reduce costs and improve productivity throughout the Public Works Department. Mr. Arkie Pierce, Land Agent, explained the responsibilities of the Land Management Office to acquire right of way and easements.

## WATER UTILITIES

Mr. Dwayne Hargesheimer, Director of Water Utilities, discussed the consumption rate, conservation methods and plans for new construction to enable the City to serve the growing number of homes and businesses in the Abilene area. Also discussed, was the new billing procedure for the Water Office.

## FINANCE

Mr. David Wright, Director of Finance, explained that the City's sales tax check for June, 1983 was up 14.3 percent, which will mean the City will probably have a \$7.7 million revenue this year. He thought the revenues will be at the level of expenditures and he does not think there will be much left all to put into the fund balance. Mr. Wright also asked for a consensus from the Council to find if they would like to continue to see the City use fee schedules as a means of providing a self-sustaining posture for many City programs and if it would be possible to shift the fee structures to correspond with the fiscal year. All of the Council members agreed. Mr. Wright also went over the process of putting the annual budget together.

## LONG-RANGE WATER SUPPLY

Mr. John Cook, Freese & Nichols, discussed the ways in which Abilene is supplied water and two possible methods of obtaining future water supplies-- 1) wastewater reuse and 2) demineralization of brackish water.

## CAPITAL IMPROVEMENTS PROGRAM

Mr. Roy McDaniel, Assistant City Manager of Fiscal Resources, presented a revised list of probable allotments for the bond issue. The list totaled \$49,645,000 to be handled over a 12 year period. Mr. Nelson Ho, Planner, said the CIP is a process for prioritizing and scheduling improvements over a five year period. He went on to explain the need for a CIP and the benefits it will provide for the City.

## TAX INCREMENT DISTRICT

Mr. Lee Roy George discussed establishment of a Tax Increment District and the legalities and the need for a plan. He also discussed the activities of the Tax Increment Finance Board.

## JOINT UTILIZATION PROGRAM

Mr. Mike Young, President of the AISD School Board, explained the ideas and goals of the Joint Utilization Program. He named several projects that the AISD and the City have been working on together. He also discussed future projects for the Joint Utilization Board to consider.

PARKS & RECREATION MASTER PLAN

Mr. Bob Payne, Planner, explained the master plan and how it will enable the City to establish more specific policies for development of Abilene's parks and open space system. Ms. Amber Cree also spoke on behalf of the proposed Parks & Recreation Master Plan and explained how the plan might be beneficial as a joint utilization project.

POLICE DEPARTMENT

Chief Warren Dodson, Police Chief, explained the needs the Police Department has and the help the Police Management Study will provide when implemented. He asked that the Council decide if police officers should discontinue providing funeral escorts. Mayor Hall moved that the City make no change in the funeral escort service. Councilman Nixon seconded the motion. The motion carried as follows:

AYES: Councilmen Rodriguez, Robinson, Nixon and Mayor Hall.

NAYS: Councilman Bridges, Councilwoman Proctor-Shaw, and Councilman Fogle.

POLICE -  
CONTINUE PRO-  
VIDING FUNERAL  
ESCORTS.  
APPROVED

The Council also discussed whether to construct a new Police facility or add on to the present Police Station.

FUTURE GOALS

Mr. Curtis Hawk, Assistant City Manager of Human Resources, introduced the topic and State Representative Gary Thompson. The goals set out by the Council are: 1) Citizen Participation/Keep America Beautiful; 2) Communication Flow; 3) Dissemination of Public Information (Annual Report); 4) Crime Prevention; 5) Joint Utilization; 6) Floodwater Management; 7) Economic Development; 8) Long Range Water Supply; 9) Bond Issue List; 10) Floodwater Management incorporated into operational budget; 11) Citizen Input; 12) Public Safety/Fire & Police; 13) Community Development Funds; 14) Develop Long Range Planning Capability; 15) Growth Management - greenbelt & parks; 16) 30 Percent Fund Balance; 17) Cost Control; 18) Quality Circles; 19) Relationship between the City and Rural Neighbors; 20) Increase service level with less cost; 21) Transit System; 22) Records Management; 23) Annexation Policy; 24) Incorporate Fiscal Responsibility in Programs; 25) Cost Effectiveness.

Mayor Hall thanked all of the Staff members for making the fine presentations and Representative Gary Thompson for conducting the Goal Setting Session. He adjourned the meeting June 16, 1983 at 5:30 p.m.

Keely Beard  
Assistant City Secretary

Paul Hall  
Mayor