

NOTICE OF MEETING

CITY COUNCIL RETREAT

Notice is hereby given that the Mayor and City Council of the City of Abilene, Texas, will meet in a Retreat Session on May 15, 16 & 17, 1985, in the Red Carpet Mezzanine of the Civic Center, to consider the following items:

Wednesday, May 15, 1:30 p.m.
Thursday, May 16, 8:00 a.m.
Friday, May 17, 8:00 a.m.

AGENDA

Introduction

Review of Previous Goals

Water Resource Planning

- Water Conservation
- Water Contract Negotiations

Financial Alternatives

- Federal Funding and Cutbacks
- Financial Policies
- User Fees
- Self-Insurance

Growth Related Services and Facilities

- Floodwater Management
- Traffic Growth in Critical Areas
- Development Process

Citizen Interaction

- Citizen Service Request System

Public Safety

- Fire/Police Communication System
- Fire/Police Management Information System
- Fire/Police Computer Aided Dispatch

Personnel Improvements

- Performance Evaluation System

Economic Development

- Tax Increment Finance District

Code Enforcement

- Modify Zoning District Regulations

CERTIFICATE

I hereby certify that the above notice of meeting was posted on the bulletin board at City Hall of the City of Abilene, Texas, on the 10th day of May, 1985, at 5:00 o'clock p.m..


Patricia A. Patton
City Secretary

CITY COUNCIL RETREAT
MAY 15, 16, & 17, 1985

CITY COUNCIL OF THE CITY OF ABILENE, TEXAS,
RED CARPET MEZZANINE, CIVIC CENTER

The City Council of the City of Abilene, Texas, met in a City Council Retreat on May 15, 16, and 17, 1985, in the Red Carpet Mezzanine at the Civic Center. Mayor David Stubbeman was present and presiding with Councilman Gary D. McCaleb, Councilwoman Betty Ray, Councilmen Walter E. Wheat, A. E. Fogle, Jr., Welton Robinson and Harold Nixon. Also present were City Manager Jim C. Blagg, Assistant City Managers Roy L. McDaniel and Rickey Childers, City Attorney Harvey Cargill, Jr., City Secretary Patricia Patton, and various members of the City staff.

Day 1 - Wednesday, May 15, 1985

City Manager Jim Blagg began the 1985 Retreat by explaining how the daily sessions would proceed and the purpose of the Retreat. He reviewed the Summary of Goals established by the City Council at the 1982, 1983, and 1984 Retreats.

WATER RESOURCE PLANNING

Dwayne Hargesheimer, Director of Water Utilities, presented the Water Resource Planning subject beginning with a briefing on Water Management. Discussion followed regarding water rates; increase in water rates; the second water pipeline to Hubbard Reservoir; and, financing the second pipeline to Hubbard Reservoir and the Stacy Reservoir project by increasing water rates.

Water Management

Needs:

1. Public Awareness/Teaching Programs.
2. Future Developments - Conservation Programs (plumbing, irrigation, etc.).

Goals:

1. Continue to develop a pilot project for the use of wastewater.
2. Continue to develop a Water Management Plan with creative approaches to Water Conservation.
3. Update operational procedures for coordinated water pumping plan.
4. Develop a plan to monitor watershed conditions.

Dwayne Hargesheimer briefed the Council on the City's various water contracts: raw water purchase contracts and treated water contracts with entities surrounding Abilene. Discussion followed regarding the status of the Stacy Reservoir project and the contract with the West Central Texas Municipal Water District.

Water Contracts

Needs:

1. Water conservation provisions.
2. Pursue Stacy Reservoir.
3. West Central Texas Municipal Water District contract for second pipeline.

Goals:

1. To ensure that water conservation provisions and water supply development costs are included in future contracts with Water Supply Corporations.
2. Finalize contract for Stacy Reservoir project.
3. Finalize contract with West Central Texas Municipal Water District on second pipeline.
4. Review policy on distribution of water outside City Limits.

FINANCIAL ALTERNATIVES

David Wright briefed the Council on the major subject topic of Financial Alternatives, beginning with the impact of federal funding and cutbacks.

Federal Cutbacks

Needs:

1. Use funds for capital, not operating budget.
2. Program evaluation.

Goals:

1. Complete funding police facility from Revenue Sharing Funds.
2. Develop program evaluation system - target federally funded program for FY 85/86.
3. Develop and refine alternate sources of revenue for programs (to include searching for new programs).
4. Develop greater organizational effectiveness.

The staff presented the Council with certain minor amendments to the City's Financial Policies and recommended that the Council approve the policies, as shown below, for fiscal year 1985/86.

Councilman Fogle moved, by oral resolution, to ratify the City's Financial Policies, as presented by the staff, for the fiscal year 1985/86. The motion was seconded by Councilman Robinson and the motion carried.

AYES: Councilman McCaleb, Councilwoman Ray, Councilmen Wheat, Fogle, Robinson, Nixon and Mayor Stubbeman.

NAYS: None.

CITY OF ABILENE FINANCIAL POLICIES

The City of Abilene adheres to financial policies for conducting the financial management of the City. The established long-range policies regarding financial management are to exercise a discipline which allows us to retain a sound financial condition; strive to retain the best possible rating on bonds; provide future generations with the ability to borrow capital for construction of facilities without severe financial burden; and, give recognition to the community's needs and ability to pay. These goals are accomplished in the following manner:

- ' Prudent budgeting and effective budget control. Budget replacement of capital equipment as the need arises. (Office machines, automobiles, heavy equipment, etc.)
- ' Use of General Revenue Sharing for capital improvements and one time projects rather than for operations.
- ' Prudent use of other Federal funds when available.
- ' Pay as you go financing of capital improvements where feasible.
- ' Attempting to schedule bond issues so that an equal principal amount is retired each year over the life of the issue producing a total debt service schedule with a declining balance each year.
- ' Planning for capital improvements on a five year plan updated annually.
- ' Passing a share of the cost of extending utilities and improvements in subdivisions to property owners of the subdivisions rather than to the general public.

- ' Providing working capital in all funds sufficient to meet current operating needs.
- ' Financial accounting and reporting in accordance with methods prescribed by the Governmental Accounting Standards Board of the Government Finance Officers Association and making such reports available to bond rating agencies and other financially interested organizations.
- ' Achieving and maintaining a fund balance equivalent to three (3) months' operating costs of the general operating budget, at 95% liquidity, which should be sufficient to provide financing for necessary projects and meet unanticipated contingencies such as law suits, tax roll tie-ups, and severe fluctuations in sales of the City owned utilities.

User Fees

User fees and the philosophy behind their purpose in other communities were discussed. Discussions revolved around the definition of the 1983 Council philosophy that "fees should be self-sustaining the services where possible". It was emphasized to distinguish which services are based on user fees and setting a cap or percentage amount of how much they should be self-sustaining.

Needs:

1. Review new programs (in areas presently staffed) that could create additional fee revenue.
2. To review costs of providing various programs and relation of fees to costs, periodically analyze. Trends in coverages of costs.

Goals:

1. Develop criteria on which to base the level of cost recovery from user fees.
2. Fully utilize existing staff and facilities by developing additional fee producing programs.

Self-Insurance

Ron Pollard, Risk Manager, briefed the Council on the City's self-insurance program, first discussing the level of insurance to be retained and secondly, discussing the funding level of the self-insurance reserve. Staff recommends funding increases of \$130,000 each year over a five year period to reach the optimum funding level.

Goals:

1. Increase the self-insurance reserve to the desired optimum level in the next five years through a combination of claims savings and budgeted contributions.

Day 2 - Thursday, May 16, 1985

GROWTH RELATED SERVICES AND FACILITIES

Floodwater Management

Bob Whitehead, Director of Public Works, briefed the Council on floodwater management needs. He emphasized the present project to modify Lake Kirby to utilize it more as a major detention facility. He explained that such a project will be coming to the Council in a short time frame for consideration. Discussion followed regarding Federal Emergency Management Agency (FEMA) regulations and the procurement of computer equipment for floodwater modeling.

Goals:

1. Purchase appropriate equipment and software for floodwater evaluation purposes.
2. Develop a creek maintenance plan to include levels of service desired for each creek.
3. Continue to review drainage standards for appropriate amendments.
4. Develop preliminary engineering plans for regional detention facilities and funding alternatives.

Traffic Growth in Critical Areas

Wayne Kurfees, Director of Traffic and Transportation, briefed the Council on the traffic growth in critical areas and some recommended goals to alleviate some of the major problems.

Mayor Stubbeman left the meeting. Mayor Pro Tempore Harold Nixon presiding.

Needs:

1. Traffic impact analysis.
2. Short-term relief at Buffalo Gap Road & Winters Freeway.
3. Additional street system improvements.

Goals:

1. Develop short-term solutions (including cost estimates) for traffic problems at Buffalo Gap Road & the Winters Freeway that will contribute to long-range solutions for the area.
2. Develop a size related triggering mechanism in subdivision regulations to require a traffic impact analysis.
3. Continue to seek funding for the street system improvements necessary to relieve traffic problems.

Growth and the Development Process

Lee Roy George, Director of Planning, briefed the Council on the development process for the City with discussion following regarding the work of the Strategies for Responsible Growth Committee and the need to develop and refine the in-house development process.

Needs:

1. Concentrate on areas within the City Limits.
2. Greater coordination between City Departments involved in the development process.
3. Encourage development activities in critical areas.
4. Focus on areas immediately adjacent to City Limits.
5. System of incentives to encourage development.

Goals:

1. Develop a system of incentives to encourage certain development activity in critical areas.
2. Encourage development of vacant areas located within the city limits.
3. Refine the development process to ensure better coordination between the City Departments involved.
4. Develop methods to protect those areas immediately adjacent to the city limits.

PUBLIC SAFETY

Fire/Police Communications System, Management Information System, and Computer-Aided Dispatch

Warren Dodson, Police Chief, briefed the Council on the present communication system for the Fire and Police Departments and gave some recommendations for improvements. Richard Knopf, Fire Chief, concurred with Chief Dodson's comments on the consolidation of a dispatch system and discussion followed regarding the present status of the first responder program and the impact that program has had on the dispatch center.

Chief Knopf briefed the Council on the computer-aided dispatch system and the consideration of the 911 system.

Goals:

1. Complete funding for police facility with the use of Revenue Sharing Funds.
2. Develop funding for Police/Fire Communications, MIS and CAD Systems.

Mayor Stubbeman returned to the meeting.

Day 3 - Friday, May 17, 1985

PERSONNEL IMPROVEMENTS

Performance Evaluation Program

Pam Collins, Personnel Director, briefed the Council on the performance evaluation system. Mayor Stubbeman left the meeting. Mayor Pro Tempore Harold Nixon presiding.

Needs:

1. Written evaluation at every level.
2. Tied to pay, promotion, etc.

Goals:

1. Develop a system of job-related performance evaluation that is tied to a pay-for-performance pay system.

Pam Collins disseminated to each Council Member a performance evaluation sheet that will be used in the performance evaluation of the City Manager. She explained how the form will be used. City Manager Jim Blagg further explained to the Council that he, in turn, will be using the same form to evaluate the members of his staff prior to mid-July.

ECONOMIC DEVELOPMENT

Tax Increment Financing

Lee Roy George, Director of Planning, briefed the Council on the Tax Increment Financing program.

Goals:

1. Develop public/private, not-for-profit development organizations.
2. Adopt Tax Increment Financing plan.
3. Develop marketing strategy for the Reinvestment Zone.

CODE ENFORCEMENT

Modify Zoning District Regulations

Lee Roy George, Director of Planning, briefed the Council on certain modifications to the zoning district regulations by showing some slides regarding: outdoor signs; outdoor storage and screening uses; residential clutter; and incompatible land uses.

Mayor Stubbeman returned to the meeting.

Needs:

1. Improve urban image.
2. Landscaping.
3. Preventive measures.

Goals:

1. Review and update existing codes that deal with debris, trash, rubbish, etc., to strengthen the City's enforcement capability.
2. Modify existing zoning regulations to include screening where appropriate.
3. Target enforcement efforts on entrances to the City.

CITIZEN INTERACTION

Citizen Service Request System

Sandy Test, Public Information Officer, briefed the Council on a proposed citizen service request system. She explained in detail how the process would be utilized.

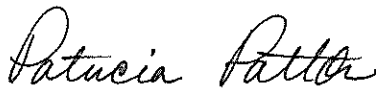
Needs:

1. Request for service system.
2. Employee awareness of problems.
3. Mechanism for receiving creative suggestions from both citizens and employees.
4. Mechanism for gathering citizens' input on levels and quality of City services.
5. Citizens awareness of City employees.
6. Employee recognition.
7. Annual Report of the City to the citizens.

Goals:

1. Implement a citizen service request system.
2. Develop a mechanism and atmosphere to receive creative suggestions and ideas from citizens and employees.
3. Develop a mechanism to recognize outstanding employees and increase citizen awareness of same.
4. Develop a statistically valid citizen survey of City services.
5. Ensure citizen awareness of the City's open door policy.

There being no further business the meeting was adjourned.



Patricia Patton
City Secretary



David Stubbeman
Mayor