

NOTICE OF MEETING

CITY COUNCIL RETREAT

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Notice is hereby given that the Mayor and City Council of the City of Abilene, Texas, will meet in a Retreat Session on June 4, 5, & 6, 1986, in the "Living Room", northwest corner of McGlothlin Campus Center, Abilene Christian University, to consider the following items:

Wednesday, June 4, 1:30 p.m.

Thursday, June 5, 1:30 p.m.

Friday, June 6, 9:00 a.m.

AGENDA

Introduction

Review Status of 1985 Goals

Budget Constraints/Financial Policies

Budget Status FY 1985/86

FY 1986/87 Budget Options

Budget Projections FY 1987/88 and FY 1988/89

Discussion of Targets/Goals FY 1986/87

Social Targets

Economic Targets

Physical Development Targets

General Targets

CERTIFICATE

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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 30th day of May, 1986, at 5:00 o'clock p.m..

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Patricia A. Patton  
City Secretary

CITY COUNCIL OF THE CITY OF ABILENE, TEXAS  
MC GLOTHLIN STUDENT CENTER, LIVING ROOM  
ABILENE CHRISTIAN UNIVERSITY

CITY COUNCIL RETREAT  
JUNE 4, 5 & 6, 1986

The City Council of the City of Abilene, Texas, met in a City Council Retreat on June 4, 5, and 6, 1986, in the Living Room of the McGlothlin Student Center, Abilene Christian University. 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, June 4, 1986**

Mayor Stubbeman called the meeting to order. City Manager Jim Blagg gave the introduction for the session explaining how the daily sessions would proceed and the purpose of the Retreat. He called upon various members of the City staff to give brief presentations on the 1985-86 Council goals and major accomplishments made by the organization during the past year.

**FINANCIAL PLANNING**

David Wright, Director of Finance, briefed the Council on current budget constraints and the shortfalls in anticipated revenue for fiscal year 1985-86. He reviewed some of the areas the staff has reduced expenditures in order to help bring the budget into balance. He shared a five-year revenue forecast with the Council reflecting an anticipated revenue decrease occurring in 1986-87, specifically due to the loss in Revenue Sharing. Anticipated revenue in future years reflect a very moderate increase based on projections for increases in general property valuations.

Budget Constraints

Needs:

1. Additional Revenue needed if services are to be maintained at the current level.

Discussion among Council:

1. No across-the-board cuts.
2. Layoffs versus across-the-board salary cuts.
3. User fee adjustments.
4. Program cuts.
5. New programs that increase revenue.
6. One-to-one expense reduction to additional revenue.
7. Use fund balance.

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(Discussion on Budget Constraints Continued)

8. Increase franchise fees.
9. Create a department of economic development.
10. To work towards a balanced budget without a tax increase.

Goals:

1. To balance the budget through a progressive analysis in the following steps:
  - 1st - to estimate the maximum revenue and compare it to the minimum estimated costs of providing the projected services;
  - 2nd - to look for areas to cut that do not affect personnel or services;
  - 3rd - if this cannot balance the budget, look for services that can be reduced or, if necessary, eliminated with minimum effect on the citizens;
  - 4th - if this cannot balance the budget, look for additional sources of income.

#### Financial Policies

Mr. Wright disseminated to the Council the current financial policies for the City of Abilene. City Council discussed the possibilities of using the reserve fund and the affects of same.

Councilman McCaleb moved to reaffirm the Financial Policies of the City of Abilene as adopted on May 15, 1985, and as shown below. The motion was seconded by Councilwoman Ray 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 burdens; and, give recognition to the community's needs and ability to pay. These goals are accomplished in the following manner:

(Financial Policies Continued)

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

Mr. Wright informed the Council of the process developed by the staff in regard to identifying specific user fees. A study was conducted in-house by the Finance Department. Data is currently being gathered and when appropriate, a report will be given to the City Council.

Needs:

1. A City-wide study of fees is recommended every two years.

Goals:

1. To continue to avoid, where possible, the subsidization by the tax base for a service that is provided for the direct benefit of a selected group.

Day 2 - Thursday, June 5, 1986

SOCIAL DEVELOPMENT

Senior Citizens Program

Walter Graham, Senior Citizens Program Director, reviewed the current Senior Citizens Program with the Council. His presentation began with a brief history on the Nutrition Program for the Elderly created by Congress in 1972. He outlined the purposes of the program and funding for same.

Needs:

1. Based upon the increase in the number of senior citizens in the next three years, there is a need to increase the services provided for the older population.
2. More active programs and more evening activities.
3. Longer hours of operation and more evening activities in the Cobb Park area.
4. Concern that approximately \$50,000 in federal funds will be cut from the 1986-87 operating budget.

Goals:

1. Develop additional community resources for Call-for-Help.
2. Citizen awareness of senior population growth and need for more programs.
3. Consolidation of all agencies within community so as not to duplicate services.
4. Seek federal approval to charge for services based upon ability to pay.
5. Promote citizen awareness of local costs.

ECONOMIC DEVELOPMENT

Industrial and Commercial Growth

Rickey Childers, Assistant City Manager, gave a brief history to the Council on the Industrial and commercial growth in Abilene.

Needs:

1. Work to diversify economy.
2. Increase its participation along with the Industrial Foundation and Chamber of Commerce on attracting new Industry to the area.

3. Utilize resources to encourage development of small businesses through the Abilene Economic Development Corporation and encourage the initiation of the small business incubator program in conjunction with the Abilene Christian University Small Business Institute.
  4. City staff should explore the possibilities of defining the City's role in the development of export trade for Abilene to attempt to tap those potentially fruitful foreign markets.
  5. Encourage and enhance the possibilities available through the Tax Increment Finance District on revitalizing the downtown area.
- Goals:
1. Encourage economic development through highly visible cooperation with the Chamber of Commerce.
  2. Encourage local business people to become involved in determining the future needs of the City.
  3. Encourage the development of small and minority businesses to build the economy of Abilene.

#### PHYSICAL DEVELOPMENT

##### Street Maintenance

Bob Whitehead, Director of Public Works, briefed the Council on the current seal coating program used by the City of Abilene. He introduced Mr. Charlie White, Street Maintenance Superintendent, who began a presentation on the street maintenance program.

Mr. White gave a status report on the current seal coating program and some statistics regarding square yards of seal coat placed and costs for same. He stated this program has fallen behind due to budget constraints the past several years.

##### Needs:

1. Implement a program over the next three years that will allow for catching up on those areas of the street maintenance seal coating program that have been allowed to fall behind.
2. Continue to inspect the physical qualities of streets within the pavement maintenance management system on a routine schedule.
3. Continue the routine of street reconstruction for small street sections and some intersections on an annual basis.

Discussion among Council :

1. Establish an annual schedule for seal coating.
2. Commit to street maintenance necessary to extend life of street to its maximum.
3. No increase in manpower or equipment.

Goals :

1. To seal coat not less than one million square yards of streets each year for the next three years.
2. To rehabilitate not less than 115,000 square yards of streets with overlay, reconstruction, drainage improvements, or various combinations thereof.

Floodwater Management

Bob Whitehead, Director of Public Works, gave a brief history on the development of and current status of the Floodwater Management Program.

Needs :

1. To develop the Creek Maintenance Plan, the Regional Detention Plan, and the Local Drainage Plan to complement the Floodwater Management Plan.
2. As the implementation of the creek maintenance plan develops, there will be a need to increase the Flood Control Divisions budget.

Goals :

1. Develop and implement the Creek Maintenance Plan, the Regional Detention Plan and the Local Drainage Plan.

Water Management Plan

Dwayne Hargeshaimer, Director of Water Utilities, briefed the Council on the Water Management Plan, the water transmission pipeline to Hubbard Lake, the water distribution system improvements, and the wastewater treatment improvements.

Needs :

1. Funds to implement the various conservation programs included in the Water Management Plan.
2. Continual review of the Plan to keep an updated program for the City that will fit the water resources available in the coming years.

Goals:

1. To start implementation of the various conservation programs included in the Water Management Plan.

Second Pipeline to Hubbard Lake

Needs:

1. Water rate increases as necessary, and anticipated to be between 28% to 30% by latter summer of 1986.

Goals:

1. Begin construction of the second pipeline from Hubbard Lake in August, 1986; construction is anticipated to take 18 to 24 months for completion.

Water Distribution System Improvements

Needs:

1. Construct a 500,000 gallon elevated storage tank.
2. New mains to connect storage tank to existing Distribution System.
3. New pump station and ground storage.
4. Construction of 43,000 feet of 24-inch water main.

Goals:

1. Construct a 500,000 gallon elevated storage tank.

Wastewater Treatment Improvements

Needs:

1. New chlorine contact basin; new chlorine facilities; and additional pumping improvements.

Goals:

1. Expand and improve Wastewater Treatment Plant.

Water Reclamation Research Project

Needs:

1. City's share of the funds necessary to complete the project, which is estimated at \$174,361.



Goals:

1. To complete the water reclamation research project in 1986-87 budget year.

Day 3 - Friday, June 6, 1986

Police Department Building

Warren Dodson, Chief of Police, briefed the Council on the need for a new Police facility. He reviewed the proposition being considered to accomplish that need, being to move the Police Department and Municipal Court to the old Thornton's building. The County has agreed to deed to the City approximately one-half of the property if the City will pay for any architect fees involved in renovating the building.

Needs:

1. Development and completion of renovating the Thornton's Building and relocating the Police Department to that location.
2. Develop a plan of action to design functional departmental arrangements within the Thornton Building structure; develop and provide a means of financing the project followed by physically performing and completing the construction.

Goals:

1. Renovate and construct a specific portion of the Thornton's Building located at 4th and Oak Streets to be utilized and occupied by the Abilene Police Department and Municipal Court in conjunction with the Taylor County Sheriff's Department.

Police and Fire Communications

Richard Knopf, Fire Chief, briefed the Council on the need for a Police and Fire Communications system. He stated that if the council decides to move the Police Department to the old Thornton's building, then it would be an ideal time to locate the communication system inside that facility. He reviewed the concept of the system requested and the relative costs for same.

Needs:

1. To properly equip the Fire and Police Departments with radio communications equipment, a management information system, which will service both departments and contain expansion capabilities in the radio communications system for the whole City.

Goals:

1. Procure, install and utilize an adequate Radio Communication and Management Information System for the Fire and Police Departments.

Capital Improvements

Jim C. Blagg, City Manager, briefed the Council on the current status of the Tax Reform Act and its effect on the City's capital improvements program.

Roy McDaniel, Assistant City Manager, updated the Council on the status of the programs and projects that were submitted by the Citizens' Advisory Committee. He also presented a new plan whereby the City could issue \$10.2 million of bonds over a three-year period with no increase in taxes for debt service.

Needs:

1. Assess capital improvement needs on an ongoing basis and consider funding such improvements and projects regularly.

Goals:

1. Place the consideration of the capital improvement needs, back on the City Council agenda as soon as possible, with staff recommendations for:
  - Projects within \$10.2 million.
  - Entire general purpose package, \$16,965,000.

Growth and Annexation Policies

Lee Roy George, Director of Planning, briefed the Council on the City's history relative to growth and annexation policies. He reviewed the current status of related projects such as floodwater management policies and ordinances; sidewalks; Lake Fort Phantom Hill development; Small Area Land Use Plans; annexation areas; revisions to the Subdivision Regulations; improvements to the development process; methods to protect those areas immediately adjacent to the City limits; and certain incentives to encourage development in critical areas.

Mr. George next reviewed the needs in these areas. Additionally, policies established by the Council in 1982 were disseminated and reviewed with the Council. At this time the staff needs guidance from the Council on these adopted policies, specifically for the Council to reaffirm these policies or direct the staff to review them over the next year.

Needs:

1. Maintain policies and ordinances that are current and responsive to existing circumstances.

2. Subject the five policies related to annexation, growth, and the extension of services outside City limits to review next year.
3. Re-examine the "pro-rata" ordinance and the other cost-sharing provisions of the development ordinances.
4. Consider the development of a policy on highway and boulevard medians identifying the circumstances under which they may be developed.
5. Consider a policy that addresses bridge construction and funding in developing areas.
6. Consider the development of an ordinance or policy governing the design and placement of driveway entrances providing access to public streets.
7. Compile all of the City's growth and development policies and ordinances into a coordinated, unified format to facilitate ongoing review and use of such tools.
8. Focus on the kind of development controls and restrictions the Council may wish to employ along the pipeline(s) to Stacy Reservoir.

Goals:

1. To prepare a comprehensive review and revision, if necessary, of the "pro-rata" ordinance and the other code provisions related to cost sharing, including a policy concerning the construction of bridges in, or serving, newly developed areas.
2. Develop a Regional Detention Facility Policy.
3. Develop a policy handbook concerning all growth-related development.
4. Develop policy concerning development and use of highway and boulevard medians (Homeowners Association).
5. Review the Council-adopted policies on growth, annexation and extension of utilities outside the City limits to assure all are still applicable.
6. Continue to implement the City's Tax Increment Financing Plan.
7. Review Century II Goals program to determine feasibility of updating the study.

## GENERAL TARGETS AND GOALS

### Cost Effectiveness of Services

Rickey Childers, Assistant City Manager, reviewed with the Council specific areas where the City has made changes allowing the City to be more effective and cost efficient. Some of those areas are: the sideloading refuse system; consolidation of the housing administrator position and community development position; converting vehicles from gasoline to propane; change in-state long distance phone service; change out-of-state long distance phone service; and the continuous review of the organization to attempt to find additional ways to save money.

#### Needs:

1. Continue the on-going program evaluation system by conducting operational audits and studies of various departments, specifically, Public Works, Water and Community Services.
2. Continue the administrative review of new areas where reorganization of staff result in efficiencies and cost savings.

#### Discussion among Council:

1. Citizen awareness of City's cost-saving efforts.

#### Goals:

1. Examine City's organizational structure to identify areas of consolidation.
2. Initiate operational audits and studies of various City departments.
3. Initiate manpower utilization studies.

### Fleet Management

Gene Cook, Assistant Director of Public Works, briefed the Council on the development of the City's role in fleet management. He briefed the Council on the current status of related projects and the needs over the next three years.

#### Needs:

1. Review of the utilization of City equipment, especially that of heavy and expensive equipment to determine whether it is more economical to lease or purchase.
2. Develop a Life Cycle Replacement procedure to consider all equipment costs.

3. Continue to collect information for a study on a centralized motor pool, together with the consideration of equipment rotation. Equipment rotation will be used in conjunction with equipment rebuilding.

Goals:

1. Staff to analyze the utilization of City equipment to determine when it is more economical to lease rather than purchase.
2. Develop a procedure for predicting when a piece of equipment will reach the point when the overall cost of maintaining it exceeds the total cost of purchasing a new unit.
3. Use Life Cycle Cost Purchasing procedures when procuring most, if not all, motorized equipment.

Volunteer Program

Rickey Childers, Assistant City Manager, briefed the Council on the City's current use of volunteer programs and its needs for the next three years.

Needs:

1. Consider the use of volunteers as a potential for providing support and enhancing City services.


Discussion among Council:

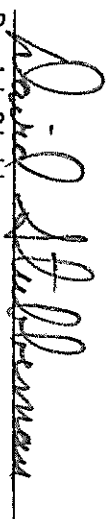
1. Develop a recognition program for the volunteers.

Goals:

1. Develop and implement a pilot program and evaluate after one year to determine feasibility of expanding the program.

There being no further business, the meeting was adjourned.

  
Patricia Patton  
City Secretary

  
David Stubbeman  
Mayor