

**ABILENE CITY COUNCIL RETREAT  
SEPTEMBER 24, 2004**

**TOM ROBERTS CONFERENCE CENTER  
HENDRICK MEDICAL CENTER  
1242 NORTH 19<sup>TH</sup> STREET  
ABILENE, TEXAS**

The City Council of the City of Abilene, Texas, met in a City Council retreat at 1:00 p.m. on September 24, 2004, in the Tom Roberts Conference Center of Hendrick Medical Center, 1242 North 19<sup>th</sup> Street. Mayor Norm Archibald was present and presiding with Councilmen Sam Chase, Kris Southward, Anthony Williams (arrived at 1:15 p.m.), John Hill, Stormy Higgins, and Councilwoman Laura Moore. Also present were City Manager Larry Gilley, Assistant City Manager Michael Morrison, Assistant City Manager Kathy Merrill, Assistant City Manager Richard Burdine, City Attorney Sharon Hicks, and City Secretary Jo Moore.

Mayor Archibald distributed for Council's information a list of the city's current service contracts as provided by City Manager Larry Gilley.

City Manager Larry Gilley and Council Retreat facilitator Terry Childers reviewed the Agenda topics for today's meeting as follows:

- City Manager Report
- Refine Council's priorities
- Develop strategy statements for Council priorities
- Segment on Team Building
- Conclusion

Council priorities resulting from the Sep. 23<sup>rd</sup> Council Retreat were distributed as follows:

- Comprehensive Plan ordinance support 1A. Infill
- Water Plan – 30 to 50 years resources
- Bond issues – timing
- Use of Wadley-Donovan Study
- Plan for growing Abilene through Economic Development
- Long term priorities/CIP (water, sewer, and drainage)
- Completion of ACE Report
- Long term budget planning
- Personalized Police vehicle program
- Annexation (growth/development plan)
- Public Safety Communications Program
- Quarterly evening City Council meetings
- Financial concerns, self-insurance, communication equipment
- Smoking ordinance
- More communication with Department heads
- 3 year plan for maintenance issues to avoid crisis/infrastructure
- 3 year development plan
- What services the City of Abilene offers/should offer/changes
- What services in-house/outsource City services

- Make Abilene Employer of Choice (employee development)
- Make Abilene City government on cutting edge of development
- Multi-year Strategic Plan
- Ongoing/active Q&A with public
- Regional collaboration with neighbors – water, economic development
- Neighborhood revitalization / Neighborhood Association / Office of Neighborhood Services
- Fort Phantom Lake use and development
- Parks Master Plan
- City of Abilene property ownership
- Ambulance service (Advanced Life Support)
- How are we going to communicate as a Council/with City Manager & Staff

Mr. Gilley addressed the Comprehensive Land Use Plan noting that it is appropriate for the Planning & Zoning Commission to review the Comp Plan and to prepare and present their recommended priorities to the City Council. The P&Z's expected timetable is to submit recommendations to the City Council by October with the expected top priority being the Zoning Ordinance. Mr. Gilley stated the P&Z will also submit to Council a list of issues needing to be addressed to help insure that the Comp Plan is a working document. Mr. Gilley further stated a written policy on Infill will be prepared and that it could take up to two years to rewrite the Zoning Ordinance.

Mr. Gilley addressed the City Hall issues stating the four Task Force Teams that are conducting a system-wide review of City operations are as follows:

- Right-Sizing Task Force, chaired by Assistant City Manager Kathy Merrill
- Structure Task Force, chaired by Assistant City Manager Mike Morrison
- Revenue Task Force, chaired by Finance Director David Wright
- Managed Competition Task Force, chaired by Assistant City Manager Richard Burdine

Council and staff discussed outsourcing of City services and the potential positive and negative impact to the city organization.

Mr. Gilley briefed the Council on current plans related to: 1) the 3-5 year plan; 2) better informing the Council on the CIP Program, and; 3) Intra Council Communication. Mr. Gilley suggested the Council consider meeting for a couple of hours each month to focus on specific topics.

Council and staff discussion included: 1) questions concerning consent agenda items being answered before the Council meeting, which would allow consent agenda issues to remain on the consent agenda, and; 2) the benefits of Council members informing the City Manager if they plan to remove an item(s) from the consent agenda.

Mr. Gilley continued his review of the priority categories set by Council, which included:

- Water
- Infrastructure

- Economic Development
- Other

Mr. Gilley noted when given the opportunity to meet with city employees he always reminds them of the City's Mission Statement "We work together to build a community of the highest quality for present and future generations". With the current focus on "present" generations Mr. Gilley reiterated the need to also focus on "future" generations.

The Council and staff reviewed the priorities and categories and then placed various priorities under more appropriate categories. Council suggested the category "City Hall" be changed to "City Management".

Mayor Archibald noted the importance of the Council reviewing the Wadley-Donovan Report, the Comprehensive Land Use Plan, the ACE Report and the Moskin Report. Council discussed reviewing the reports at a Council workshop (possibly at an evening meeting). Council also suggested the reports, along with the Council strategies resulting from the retreat, be compiled in a format that would be a usable document for Council.

Council recessed for a break at 2:25 p.m. and reconvened at 2:40 p.m.

Council's continued discussion included: 1) a request by Council for staff to provide Council a copy of the City owned property list; 2) benefits of a land bank; 3) library services; 4) broad plans for economic development, and; 5) technology as related to infrastructure.

Mr. Childers noted the topic "Strategic Direction" indicates effective Council's are focused on the strategic direction of the organization, which purposes the organization strives to achieve through its vision, mission and values. Mr. Childers defined vision, mission and values as follows:

- Vision – Where do we want to go?
- Mission – How do we get there?
- Values – How will we go about getting there?

Further discussion concerning developing strategic direction included an exercise where Council developed the following vision for noted topics that included:

- Water: To fully implement a water management plan that adequately provides water quantity and assures water quality for current and future needs.
- City Management: We want to be inclusive and efficient in our stewardship of Council perspectives, staff expertise, and capital resources to continuously improve city service delivery.
- Economic Development: We want to focus our resources to create an environment conducive to expansion of existing businesses and attraction of new businesses and capital investment.

Council and staff read the Values Clarification for each topic. Mr. Childers recommended City Council submit their ideas and recommendations to staff (Assistant City Manager Kathy Merrill) to be compiled for Council's future review. Councilman Chase noted the need to add I-20 to the

priority list.

Council and staff discussed setting a timetable for the City Manager in the implementation of the Comprehensive Plan and in establishing a first priority (i.e. Infill). Mr. Childers stated the submission of the information for compiling and reviewing should be a collaborative effort. Mr. Childers further stated that Council has made no final decisions but they are putting definition to the strategies.

Council questioned the possibility of holding a workshop in conjunction with the Council's October 14<sup>th</sup> meeting to further discuss issues resulting from the retreat. Mr. Gilley clarified the expected process as follows:

- Council will retain their notes from the retreat
- Staff will format information resulting from the retreat
- Formatted information will be submitted to Council prior to the October 14<sup>th</sup> Council meeting
- A workshop can be held at the October 14<sup>th</sup> Council meeting, where Council will review the information and then determine the action to take to move forward

Council discussed developing, framing and displaying at City Hall the main objective as a reminder to Council and the possibility of individual Council mission statements also being displayed. Mr. Childers noted the importance of an organization have only one Mission Statement.

Mayor Archibald made the following announcements:

- On September 28<sup>th</sup> at 5:00 p.m. a press conference will be held at the Civic Center to announce Abilene's involvement in the United Texas Bike Tour.
- October 5-9 is "Fall Clean" week in Abilene
- The October 28<sup>th</sup> Council meeting has tentatively been moved to an evening meeting on October 26<sup>th</sup> due to scheduling conflicts with the TML Conference (Mayor Archibald, Councilman Higgins and Councilwoman Moore will be attending the conference).
- A joint meeting between the City Council and the AISD Board is being considered.

5. City Attorney Sharon Hicks briefed the Council on a request for Council's approval of the appointment of Thaddeus A. Iwuji as an Assistant City Attorney, effective October 5, 2004.

Following staff and Council discussion Councilman Williams made a motion to approve by Oral Resolution the appointment of Thaddeus A. Iwuji as an Assistant City Attorney, as recommended by City Attorney Sharon Hicks. Councilman Hill seconded the motion, and the motion carried.

AYES: Councilmen Chase, Williams, Hill, Higgins, Southward, Councilwoman Moore and Mayor Archibald.

NAYS: None

Mayor Archibald noted the performance evaluations of the Council's four appointed officials

would soon be scheduled. Council noted interest in Judge Barton's ideas on code enforcement as it relates to his office.

Mayor Archibald reviewed for Council the history of the City's current Mission Statement.

There being no further business, the meeting adjourned at 5:25 p.m.

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Jo Moore  
City Secretary

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Norm Archibald  
Mayor