

**CITY OF LAREDO  
CITY COUNCIL WORKSHOP  
M99-W-02  
LA POSADA TESORO ROOM  
1000 ZARAGOZA STREET  
LAREDO, TEXAS 78040**

**JANUARY 15, 1999, 5:00 P.M. - 9:00 P.M.**

**JANUARY 16, 1999, 8:00 A.M. - 4:00 P.M.**

**I. CALL TO ORDER**

With a quorum present Mayor Elizabeth G. Flores called the workshop to order.

**II. ROLL CALL**

**IN ATTENDANCE - JANUARY 15, 1999:**

Elizabeth G. Flores,	Mayor
Alfredo G. Agredano,	Councilmember, District I
Louis H. Bruni,	Councilmember, District II
John C. Galo,	Councilmember, District III
Cecilia May Moreno,	Councilmember, District IV
Eliseo Valdez,	Councilmember, District V
Joe A. Guerra,	Councilmember, District VI
Mario Alvarado,	Councilmember, District VII
Consuelo "Chelo" Montalvo,	Councilmember, District VIII
Gustavo Guevara, Jr.,	City Secretary
Florencio Pena, III	City Manager
Jaime L. Flores,	City Attorney

**ROLL CALL**

**IN ATTENDANCE - JANUARY 17, 1999:**

Elizabeth G. Flores,	Mayor
Alfredo G. Agredano,	Councilmember, District I
John C. Galo,	Councilmember, District III
Cecilia May Moreno,	Councilmember, District IV
Eliseo Valdez,	Councilmember, District V
Joe A. Guerra,	Councilmember, District VI
Mario Alvarado,	Councilmember, District VII
Gustavo Guevara, Jr.,	City Secretary
Florencio Pena, III	City Manager
Jaime L. Flores,	City Attorney

**ABSENT - JANUARY 16, 1999:**

Cm. Louis H. Bruni,	District II
Cw. Consuelo Montalvo,	District VIII

NOTE: Cw. Cecilia May Moreno was present for two hours Saturday, January 16, 1999.

**III. STRATEGIC PLANNING SESSION MODERATED BY JOE M. GONZALEZ, THE MANAGEMENT CONNECTION**

Mr. Joe M. Gonzalez representing The Management Connection made the presentation before City Council. The following items were discussed.

**PRIMARY NEEDS:**

1. Define collective expectations for the City Manager.
2. Desire for City Council Members to know each others' goals for their district.
  - A. How district goals are compatible with city wide goals.
3. To establish city wide goals: 3-5 Years.
4. To have a working understanding of the existing city plans.
  - A. Transportation Plan
  - B. Water Systems Plan
  - C. C.I.P.
  - D. Comprehensive Plan
5. Establish Concrete Goals.
  - Infrastructure
  - Transportation
  - Completion of South Laredo Bridge
  - Water Distribution
  - Develop strategy to capitalize on trucking industry in order not to lose business to other border entries
  - Diversify Economy

**COUNCIL STRENGTHS:**

1. Present working relationships are considered good in comparison to history.
2. There is a desire to conduct a retreat to focus on Overall Relationships and Strategic Planning.
3. Verbalized to do "What is Best for the Community", while considering individual district goals.
4. They demonstrated a good spirit to work together and meet the community needs for the future.
5. The Council seeks the Mayor's leadership on holding peers and staff accountable to.

**AREAS OF DEVELOPMENT:**

1. The Council's philosophy and conduct need to be discussed and agreed upon.
2. More opportunities for discussion on important issues need to be created before council meetings.
3. Council needs better understanding on issues prior to public meetings.
4. Council needs to develop forum to address staff concerns other than public meetings and executive sessions.
5. Council needs to address concerns of staff performance with one voice.
6. Council needs to conduct self assessment of their effectiveness on a regular basis.

**GOALS FOR JANUARY 15, 1999:**

- \* Overview of the retreat goals
- \* Opportunity for City Council to meet on an informal basis.

**GOALS FOR JANUARY 16, 1999:**

- \* Council will define their philosophy, relationship, and code of conduct
- \* Council will define their expectations for the City Manager
- \* Create a Vision and Mission Statement for the City of Laredo
- \* To gain a working knowledge of the existing plans for the City, i.e. Transportation Plan, Water Systems and C.I.P.

The Management Connection recommends a second retreat in approximately six to twelve months for the purpose of establishing a Five Year Strategic Plan for the City of Laredo.

**SERVICES PROVIDED BY THE MANAGEMENT CONNECTION:**

1. TMC will provide one year follow-up on goals established during the retreat. This follow-up will be conducted through telephone conferences.
2. One-on-one consultation will be available to you as needed, after the retreat.
3. We will assist in the implementation of any "Action Plans" that are developed.
4. We will provide you with an ongoing evaluation of results.

Mayor Flores presented the following revised list from staff of accomplishments done in 1998.

**LIST OF ACCOMPLISHMENTS 1998 REVISED AS OF 1/11/99****Transportation**

1. Bridge IV construction initiated 9/98, total estimated cost \$42 million
2. Airport Terminal opened 6/98, total estimated cost \$24 million
3. Noise grant received 5/98, \$5.0 million, local match 1.25 million
4. Airport loading bridges acquired 9/98, \$2.4 million
5. Airport land acquisition, 114 acres 2/98 \$2.0 million
6. Paving project 50,57,58 & 59 completed (137 blks) 1998, Estimated cost \$5.0 million
7. Gallagher Street Project (Gallagher Apts.) 3 blocks 10/98, \$110,000.
8. International Blvd. 5 blocks 4/98, \$294,000.
9. Calton Gardens Paving Project (18.5 blks.) 7/98, \$135,000.
10. Taxi Cab Ordinance Amendments and organizational change 9/98.
11. Street Hump initiative pilot program 8/98.
12. Street Recycling 151.5 blks, 10/98, \$500,000
13. Traffic Signals 5 intersections installed, (Interamerica, Mines, Dec. 98, Springfield/Gale, April 98, TAMIU/Loop 20, May 98, Rancho

Viejo/Mines, Jan. 98, LCC/Washington, 8/98.

14. Adopted fixed route productivity and evaluation policy for Transit.
15. Joint venture with LCC construction of new bus shelters.
16. Acquired 8 new 35 ft. CNG buses 11/98 \$2,499,128 and 7 transit coaches, 11/98, \$356,482 American Heritage Street Car Trolley 6/98, \$268,564.
17. Extended transit service to TAMIU and increased level of service to Heritage Park Dec. 98.
18. Adopted new bridge fares to provide increase funding for CIP.
19. Hilltop Road Improv. (1,250 LF from IH-35 to Wagner) \$214,327, 11/97

**Grand Total Transportation Cost of Projects and purchases completed \$86,027,501**

### **Public Safety**

1. Opened 4 new community oriented police stations (COPS) at Parks and Recreation Offices. (National Guard Armory) March 98, K. Tarver Recreation Center April, 98, Santo Nino Rec Center and Boys and Girls Club (next to Farias Recreation Center) 98.
2. Received grants in 1997-98 totaling \$3,771,653 for such activities as Violence Against Women, Narcotics Enforcement, Auto Theft and Financial Task Force.
3. Created a Citizens Police Force Dec. 98.
4. Adopted a new escort service ordinance for oversize/overload permits relieving police officers from this task July 98.
5. Purchased and placed in service Network Weather Center June 98.
6. Groundbreaking for 2 new Fire Stations Nov. 98, \$1.5 million total
7. Managed Emergency Team and manned the Flood 98 rising of the river/August 98.
8. Received grant from FEMA Dec.98, \$450,000
9. Negotiated inter local agreement for fire services with Webb County.
10. Acquired a TARDIS Radar System for Airport.

### **ECONOMIC DEVELOPMENT**

1. Conducted election for 1/4 sales tax August 98.
2. Economic Statagic Plan presented by Economic Advisory Council.
3. Increased funding for Laredo Development Foundation.
4. Adopted Tax Incentives Program Nov. 98.
5. EDA Grant, 1.5 million for Phase II of Airport/Medical Park Improvements.

### **FINANCIAL/Legal**

1. Ended fiscal year 97-98 with a 21.11% fund balance in the General Fund.
2. Received an upgrade in credit by FITCH from A to A+ rating, July 98.
3. Issued \$52,705,000 dollars in debt in 97-98.
4. Negotiated a 27 million SIB loan from TxDot.
5. Achieved current tax collection rate of 95.78%  
An all time high for the City of Laredo.
6. Received \$33,650,555 in federal and state grants for 97-98.

**Organization**

1. Upgraded the City's retirement contribution from (5% employee, 7 1/2 % city to 5% employee, 10% city) on Jan. 98.
2. Upgraded City's pay plan by 7.5% in 98.
3. Established a health benefit package and plan for retirees
4. Built a new home for Parks and Recreation (Renovation of the National Guard Armory)
5. Provided a new holiday for employees.
6. Initiated a Performance Audit Process beginning with Municipal Housing.

**Customer Service and Quality Improvement**

1. Building permits issued via fax and automation equipment and programs acquired November 98 and hiring a computer analyst.
2. Monthly Business Council Meetings.
3. Customer service emphasis with training of city employees totaling over 1900 hours.
4. City is active participant in Chamber of Commerce Service Program.
5. Quality Improvement emphasis includes a seminar in November on Performance Measurement and Benchmarking.
6. Water tap connections have been reduced from 15 days to 10 days and meters set from 1-3 days to 24 hours.
7. Utility bills status software to obtain info via telephones.
8. Conducted City Hall at the Mall in June 98.
9. Significant Improvement to Web Page included, CIPs, public calendar, personnel vacancies, e-mail addresses for City Departments, etc.
10. INFORME -Purchased space on the Borderplex Phone Book and made available an informational phone number that provides a description of city departments duties and responsibilities.

**QUALITY OF LIFE**

1. Ochoa/Sanchez Park dedicated Dec.98, \$91,339.
2. Northeast Hillside Pedestrian Bridge Nov. 98, \$50,000.
3. Parks under construction include:
 

Carrizales Gym Renovation	\$ 150,000
Market Street Tennis Court	\$ 155,000
Santa Fe Park	\$ 60,000
Father McNaboe Park	\$1,000,000
Azteca Park	102,522
4. Tree City USA initiative began April 98.
5. Adopt-A-Park Program initiated in April 98. Since then, IBOC has adopted 7 Flags Park, Rotary adopted Hillside Park, Laredo Tennis Association and Southern Sanitation the Market Street Tennis Courts.
6. First annual 5K South Laredo Scholarship Fund was co-sponsored by Park and Recreation Oct. 98.
7. Opening of New Main Library on 2/98, \$9,929,878.00
8. Volunteer Center established 2/98, representing 15,585 and a total cost of \$77,925
9. Acquired Plaza Theater, 12/98, \$375,000

10. Establishment of Texas first and only "Child Health Insurance Plan"
11. Establishment of South Texas first School Based Health Care Clinic
12. Initiated construction in Jan. 98 of 50 homes for the Riverhill Lease Purchase Program Project with completion of 19 units by Dec. 98.
13. Initiated construction in Mar. 98 of 50 homes for the Los Obispos Affordable Housing Project with the completion of 15 homes by Dec. 98
14. Hamilton Hotel-Section 108 Loan, April 1998.
15. Housing Rehabilitation of owner occupied unites, 35 homes completed, December 1998.

**Total Cost of Project \$11,991,664**

#### **Growth Management**

1. Annexation of 7,775 acres primarily along major thoroughfares in order to regulate growth.
2. Finalizing work on a proposed Impact Fee ordinance which will shift the cost of new infrastructure demand for the rate payer to new development.
3. Received a permit from EPA to manage storm water run off NPDES on 7/98.
4. Adopted a new rate structure to pay for operations required in EPA, NPDES Permits.
5. Completed study on aquifer storage recovery (ASR) 12/98.
6. Grant from Entex Gas Co. for the conversion of city vehicles to CNG fuel a total of \$36,880 in 5/98.
7. Grant from H.E.B. Grocery Co. \$150,000 for presentation equipment to be used in the Multi-purpose room in the New Public Library 2/98.

#### **Other Public Improvements**

1. Parking Lot Improv./Cigarroa, Northwest, Tarver Recreational Centers \$111,598, 12/97.
2. Sierra Vista 5 Million Gallon Water Storage Tank \$3,960,430, 1/98.
3. 13 LISD School Sidewalk Project \$313,682, 1/98.
4. Alma Pierce/Herradura Rancho Viejo Drainage Improv. \$247,800, 4/98.
5. Southgate Pilot Channel Drainage Improv. \$331,658, 4/98.
6. San Salvador/Pine/Chestnut Drainage Improv. \$908,248, 5/98.
7. Re-Roofing of the Center of the Arts Building \$159,142, 5/98.
8. Montgomery-India Drainage Improvements \$427,438, 5/98.
9. Jefferson St. Water Treatment Plan Solids Handling \$2,686,374, 6/98
10. Laredo Health Dept. Canopy for the Perimeter WIC bldg. \$130,570, 6/98.
11. Accessible Ramps at intersections of Plazas Downtown \$297,196, 7/98.
12. Santa Isabel Reverse Osmosis Facility \$3,960,429, 8/98.
13. Manadas Creek 24" Wastewater Interceptor \$2,304,734, 8/98.
14. Santa Maria Drainage Improv. \$1,936,542, 9/98.
15. Relocation of Utilities on Highway 59, at a cost of \$800,000, 6/98
16. Replacement of water lines in Hillside, \$150,000, 11/98.

**Total Cost of Other Public Improvement Projects \$18,725,841**

**Legislative Advocacy**

1. Hired legislative representative to assist City in developing legislative program at state level, Oct. 98.
2. Active participant in Border Infrastructure Coalition.
3. Conducted March 98 and Sept. 98 Washington D.C. trips to promote city projects and needs.
4. Hosted FCC Field Hearing with Commissioner Gloria Tristan, 9/98.
5. Hosted Texas PUC Field Hearing on slamming with Commissioner Judy Walsh, 4/98.
6. Hosted Texas House Committee hearing on Urban Affairs, 5/98.
7. Hosted Texas Senate Committee hearing on Water Issues, 7/98.
8. Hosted Texas House Committee hearing on State affairs, 6/98.

**IV. ADJOURNMENT**

Motion to adjourn.           Adjournment time: 4:00 P.M.

Moved : Cm. Galo

Second: Cm. Agredano

For: 5

Against: 0

Abstain: 0

(Cw. Moreno, Cw. Montalvo, and Cm. Bruni were not present.)

I hereby certify that the above minutes contained in pages 01 to 07 are true, complete, and correct proceedings of the City Council Workshop held on the 15th and 16th day of January, 1999.

  


---

 GUSTAVO GUEVARA, JR.  
 CITY SECRETARY

Minutes approved on: February 16, 1999