

**CITY OF LAREDO  
CITY COUNCIL WORKSHOP  
LAREDO PUBLIC LIBRARY MULTI-PURPOSE ROOM  
1120 E. CALTON  
LAREDO, TEXAS  
5:30 p.m. - 10:00 p.m.**

**M99-W-07**

**M I N U T E S**

**May 12, 1999**

**I. CALL TO ORDER**

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

**II. ROLL CALL**

IN ATTENDANCE:

Elizabeth G. Flores,	Mayor
Alfredo 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 G. Alvarado,	Councilmember, District VII
Consuelo "Chelo" Montalvo,	Councilmember, District VIII
Florencio Pena, III	City Manager
Jaime L. Flores,	City Attorney

ABSENCES:

Gustavo Guevara, Jr., City Secretary

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

Joe Gonzalez, with Management Connection, made the presentation before the City Council and gave an overview of what was accomplished the last time they met as a group on January 15th.

He explained that the following items are in the order of accomplishment.

- 1) City Council Philosophy
- 2) City Council Code of Conduct
- 3) City Council Expectations of the City Manager.

He added that later at that meeting the City Manager introduced the impact statements in terms of what it is that the City Council accomplished for 1998.

The list of impact statements is as follows:

**IMPACT STATEMENTS FOR 1998 LIST OF ACCOMPLISHMENTS**

**TRANSPORTATION**

The construction and implementation of the projects to improve citizen's access to desired destination in a quick, convenient, safe, and comfortable manner.

**PUBLIC SAFETY**

Promote the safety of the community and create a feeling of security among the citizens.

**ECONOMIC DEVELOPMENT**

Promote the development of business and industry in our community.

**FINANCIAL**

Improve the financial status of our overall bond rating to provide for a positive financial outlook.

**ORGANIZATIONAL**

Improve the employee pay and benefit plan for the purpose of retaining and attracting competitive human resources.

**CUSTOMER SERVICE & IMPROVEMENTS IN OUR COMMUNITY SERVICES**

Improve the quality and exposure of community services that will increase the use of public services.

**QUALITY OF LIFE**

Provide citizens with a variety of enjoyable leisure opportunities that are accessible, safe, uncrowded, physically attractive, and well maintained.

**GROWTH MANAGEMENT**

Promote orderly growth of our community in a safe, sound, and healthy environment by an increase in revenue funds.

**LEGISLATIVE ADVOCACY**

Create legislative policy conducive to the orderly and safe growth of the community.

(End of list)

He further stated that the last item discussed on January 15th was to think about, "What do they expect of a City Manager?"

After elaborating on last meeting's issues, Mr. Gonzalez

expressed that the things for accomplishment tonight are:

- 1) On impact statements - a look in terms of policy statements will be discussed.
- 2) Establish goals - establish for one, three, and five year goals as they relate to policy statements.
- 3) Staff Expectations - to be reviewed with City Council

The proposed list of goals for the planning session is as follows:

Proposed goals for strategic planning session:

**Goal 1:** Review previously adopted Impact Statements

- |                        |                                   |
|------------------------|-----------------------------------|
| - Transportation       | - Organizational                  |
| - Public Safety        | - Customer Service & Improvements |
| - Economic Development | in our Community Services         |
| - Financial            | - Growth Management               |
| - Quality of Life      | - Legislative Advocacy            |
| - Public Improvements  |                                   |

**Goal 2:** Concrete Goals identified by City Council and their relationship to Impact Statements. These concrete goals were identified as a result of individual meetings that each Councilmember had with Mr. Gonzalez.

- Infrastructure
- Transportation
- Completion of South Laredo Bridge
- Water Distribution
- Develop Strategy to Capitalize on Truck Industry (in order not to lose business to other border entries)
- Diversify Economy
- Additional goals may be added (eg. Labor/Management Relations)

**Goals 3:** Staff Expectations of City Council - Review with City Council

1. Establish an overall city development plan with strategic goals and objectives; and a process to amend it, involving assessment of consequences of changing it and reallocation of resources on a quantity basis.
2. In public forums, use professional courtesy and follow established chain of command procedures in policy making.
3. Council members should attend formal training that is

available so as to be oriented and learn how to be more effective in their roles as elected officials.

4. Council should establish internal operational policies and procedures and mechanisms to adhere to them.

The following Policy Statements and Goals for City Council were agreed upon during the Planning Session:

#### **TRANSPORTATION**

The construction and implementation of public transportation to improve citizens' access to desired destinations in a quick, convenient, safe and comfortable manner.

Goals:

- 1 yr. -Ensure Bridge #4 is constructed and operational by our projected date.
- 3 yr. -Identify a site for South Laredo Bridge.
  - Construction of an outer loop with grade separation and no signalization.
- 5 yr. -All city vehicles to operate on CNG.

#### **PUBLIC SAFETY**

Promote the safety of the community and create a feeling of security among the citizens.

Goals:

- 1 yr. -Have Fire Station #12 operational.
- 3 yr. -Each district shall have a least one police substation.
  - To have the Regional Fire Training Facility operational
- 5 yr. -Relocate the railroad bridge from the downtown area.

#### **ECONOMIC DEVELOPMENT**

To create jobs through the development of business and industry opportunity in our community.

Goals:

- 1 yr. -Work closely with LDF in the development of policies that will attract jobs to Laredo.
- 3 yr. -Reconsider the economic sales tax and emulate some of the successful projects and process what other cities have done to attract jobs to our area.

-Reduce the unemployment rate by increasing the number of people employed and attract higher paying jobs to the city.

5 yr. -To increase the ad valorem tax base by increasing and retaining the number of businesses with environmentally friendly policies and better paying jobs.

**FINANCIAL**

To establish sound fiscal management policies.

Goals:

1 yr. -Contract Franchise audits

3 yr. -Conduct performance audits on all city departments.

-Earmark funding to continue to employ the police officers that were previously paid through grants.

5 yr. -Economic Development Sales Tax.

**ORGANIZATIONAL DEVELOPMENT**

To uphold the idea that employees are the most important resource.

Goals:

1 yr. -Good pay, benefits, employee development, set aside money for incentive programs to be competitive with other cities our size.

-Create incentive programs and award employees on performance measures.

3 yr. -Make every effort to visit and meet all employees.

-Establish training/safety programs and reward those who excel.

5 yr. -Have the very best, most trained, well paid employees in comparison with other cities our size.

**CUSTOMER SERVICE & IMPROVEMENTS IN OUR COMMUNITY SERVICES**

Promote customer service is everyone's responsibility.

Goals:

1 yr. -Monitor the customer service representative, software data, and results.

3 yr. -Develop an evaluation and audit of customer service performance.

-Develop an appropriate time table for delivery of services.

5 yr. -Develop a system to reward good customer service.

**QUALITY OF LIFE**

Improve quality of life for all our citizens.

Goals:

1 yr. -Provide adequate support to departments who provide leisure opportunities.

3 yr. -Do a study to establish what Laredo lacks in comparison to other communities.

5 yr. -Provide a Civic Center/Multi-Purpose use center.

**GROWTH MANAGEMENT**

Promote orderly growth in a safe, sound, and healthy environment.

Goals:

1 yr. -Review and update of the Land Use Plan and assure that ordinances are continually reviewed.

3 yr. -Coordinate with County and Nuevo Laredo.

5 yr. -Review fees imposed for development and evaluate whether they are promoting or stifling growth.

**COMMUNITY ADVOCACY**

A combined community legislative effort in order to meet the growth and demand of our community.

Goals:

1 yr. -Get involved with the business council. (take over)

3 yr. -Continue to work with business and community members as well as our legislature on issues affecting Laredo.

5 yr. -Expand on the above.

**WATER**

Preserve, protect, and expand our natural resource.

Goals:

1 yr. -Identify a secondary source of water.

3 yr. -Secure, develop, and deliver to Laredo our secondary source of water.

-Identify and secure funding for continued expansion of water and wastewater infrastructure.

5 yr. -Identify and fund an off river reservoir for storage and recreation.

**IV. ADJOURNMENT**

Motion to adjourn.

Adjournment time: 10:00 p.m.

Moved : Cm. Bruni


Second: Cm. Galo

For: 8

Against: 0

Abstain: 0

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 May 12, 1999. A certified copy is on file at the City Secretary's Office.

  
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Gustavo Guevara, Jr.  
City Secretary

**Minutes approved: June 7, 1999 (Corrected)**