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Mayor
Nancy Berry
Mayor Pro Tem
Dave Ruesink
City Manager
David Neeley

Council members
Blanche Brick
Jess Fields
Karl Mooney
Katy-Marie Lyles
Julie Schultz

Amended Agenda
College Station City Council
Workshop Meeting
Thursday, November 10, 2011 3:00 p.m.
City Hall Council Chambers, 1101 Texas Avenue
College Station, Texas

1. Presentation, possible action, and discussion on items listed on the consent agenda.
2. Presentation, possible action, and discussion regarding a proposal to bring an annual National Junior College Athletic Association Football Bowl Game to Bryan-College Station.
3. Presentation and discussion regarding an update presentation on electric deregulation in Texas. Mark Zion, Executive Director of the Texas Public Power Association, will give a presentation on how electric deregulation has affected public power utilities in Texas.
4. Presentation, possible action and discussion regarding the presentation and information on the Revenue Rescue cost recovery program.
5. Presentation, possible action, and discussion regarding the Council's Policy Action Items Plan of Work and Strategic Plan 2012 Update.
6. Presentation, possible action, and discussion regarding a construction contract with Dudley Construction, Ltd., in the amount of \$2,978,060 for construction of Dowling Road High Service Pump Station Improvements.
7. Presentation, possible action, and discussion on a Professional Services Contract (Contract Number 11-264) with Kimley-Horn and Associates, Inc. for \$1,518,250 for design, bidding, and construction administration for the Bee Creek Sewer Line.
8. Council Calendar
 - November 11 Roy Kelly Multi-Modal Terminal & Parking Garage Ribbon Cutting Ceremony at 301 W. 26th Street (Bryan), 11:00 a.m.
 - November 11 Veterans Day Ceremony, Veterans Park & Athletic Complex, 5 p.m.
 - November 11-12 Brazos Valley Worldfest, Wolf Pen Creek Park
 - November 14 IGC Meeting at BVCOG, 12:00 p.m.
 - November 15 Reception for Salamanca Delegation & Joint Proclamation, University Club, Rudder Tower, 5:30 p.m.

City Council Workshop Meeting

Thursday, November 10, 2011

November 16 Union Pacific Safety Train Trip, John Kimbrough Drive Train Crossing, 8:45 a.m.

November 16 Exploring History Lunch Lecture in CS Conference Center, 11:30 a.m.

November 16 Reception for Salamanca Delegation at Arts Council, 6:30 p.m.

November 17 *DATE CHANGED*, BVSWMMA Board Meeting at Twin Oaks Facility,
2690 SH30 Anderson, Texas, 11:00 a.m.

November 17 Planning & Zoning Commission Meeting in Council Chambers, 6:00 p.m.

November 21 City Council Workshop/Regular Meeting at 3:00 and 6:00 p.m.

November 24 City Offices Closed – HOLIDAY

November 25 City Offices Closed - HOLIDAY

9. Presentation, possible action, and discussion on future agenda items: A Council Member may inquire about a subject for which notice has not been given. A statement of specific factual information or the recitation of existing policy may be given. Any deliberation shall be limited to a proposal to place the subject on an agenda for a subsequent meeting.
10. Discussion, review and possible action regarding the following meetings: Animal Shelter Board, Arts Council of the Brazos Valley, Audit Committee, Bicycle, Pedestrian, and Greenways Advisory Board, Brazos County Health Dept., Brazos Valley Council of Governments, Brazos Valley Wide Area Communications Task Force, BVSWMMA, BVWACS, Cemetery Committee, Code Review Committee, Design Review Board, Historic Preservation Committee, Interfaith Dialogue Association, Intergovernmental Committee, Joint Relief Funding Review Committee, Landmark Commission, Library Board, Mayor's Development Forum, Metropolitan Planning Organization, National League of Cities, Outside Agency Funding Review, Parks and Recreation Board, Planning and Zoning Commission, Research Valley Partnership, Regional Transportation Committee for Council of Governments, Signature Event Task Force, Sister City Association, TAMU Student Senate, Texas Municipal League, Zoning Board of Adjustments, (Notice of Agendas posted on City Hall bulletin board).
11. Executive Session will immediately follow the workshop meeting in the Administrative Conference Room.
Consultation with Attorney {Gov't Code Section 551.071}; possible action. The City Council may seek advice from its attorney regarding a pending or contemplated litigation subject or settlement offer or attorney-client privileged information. Litigation is an ongoing process and questions may arise as to a litigation tactic or settlement offer, which needs to be discussed with the City Council. Upon occasion the City Council may need information from its attorney as to the status of a pending or contemplated litigation subject or settlement offer or attorney-client privileged information. After executive session discussion, any final action or vote taken will be in public. The following subject(s) may be discussed:

Litigation
 - a. City of Bryan's application with TCEQ for water & sewer permits in Westside/Highway 60 area, near Brushy Water Supply Corporation to decertify City of College Station and certify City of Bryan
 - b. Clancey v. College Station, Glenn Brown and Kathy Merrill, Civil Action No. 09-CV-01480
 - c. Rachel Rahn v. Alma Martinez, The Arkitex Studio, Inc. et al, cause No. 09-000656-CV361
 - d. Chavers et al v. Tyrone Morrow et al, No. 10-20792; Chavers v. Randall Hall et al, Case No. 10 CV-3922
 - e. College Station v. Star Insurance Co., Civil Action No. 4:11-CV-02023
 - f. Woodruff v. College Station, Cause No. 10-000515-CV-272
 - g. Ongoing criminal investigation of municipal court missing funds

City Council Workshop Meeting
Thursday, November 10, 2011

Legal Advice

- a. Legal issues regarding possible revenue sharing and legislation in bio-corridor
- b. Legal issues related to the expiration of Wolf Pen Creek Tax Increment Reinvestment Zone.

Real Estate {Gov't Code Section 551.072}; possible action The City Council may deliberate the purchase, exchange, lease or value of real property if deliberation in an open meeting would have a detrimental effect on the position of the City in negotiations with a third person. After executive session discussion, any final action or vote taken will be in public. The following subject(s) may be discussed:

- a. Property located southeast of the intersection of Rock Prairie Road and Bird Pond Road in College Station.

Personnel {Gov't Code Section 551.074}; possible action - The City Council may deliberate the appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of a public officer. After executive session discussion, any final action or vote taken will be in public. The following public officer(s) may be discussed:

- a. Internal Auditor
- b. Council Self-Evaluation

12. Adjourn.

APPROVED:

Kathleen Memel
City Manager

Notice is hereby given that a Workshop Meeting of the City Council of the City of College Station, Texas will be held on the 10th day of November, 2011 at 3:00 pm in the City Hall Council Chambers, 1101 Texas Avenue, College Station, Texas. The following subjects will be discussed, to wit: See Agenda

Posted this 7th day of November, 2011 at 3:00 pm

Sherry Washburn
City Secretary

I, the undersigned, do hereby certify that the above Notice of Meeting of the Governing Body of the City of College Station, Texas, is a true and correct copy of said Notice and that I posted a true and correct copy of said notice on the bulletin board at City Hall, 1101 Texas Avenue, in College Station, Texas, and the City's website, www.cstx.gov . The Agenda and Notice are readily accessible to the general public at all times. Said Notice and Agenda were posted on November 7, 2011 at 3:00 pm and remained so posted continuously for at least 72 hours proceeding the scheduled time of said meeting.

This public notice was removed from the official board at the College Station City Hall on the following date and time: _____ by _____.

Dated this _____ day of _____, 2011.

CITY OF COLLEGE STATION, TEXAS

By _____

City Council Workshop Meeting

Thursday, November 10, 2011

Subscribed and sworn to before me on this the _____ day of _____,

_____ Notary Public – Brazos County, Texas My commission expires: _____

This building is wheelchair accessible. Handicap parking spaces are available. Any request for sign interpretive service must be made 48 hours before the meeting. To make arrangements call (979) 764-3517 or (TDD) 1-800-735-2989. Agendas may be viewed on www.cstx.gov. Council meetings are broadcast live on Cable Access Channel 19.

**November 10, 2011
Workshop Agenda Item No. 2
Proposed National Junior College
Football Bowl Game**

To: David Neeley, City Manager

From: Frank Simpson, Deputy City Manager

Agenda Caption: Presentation, possible action, and discussion regarding a proposal to bring an annual National Junior College Athletic Association Football Bowl Game to Bryan-College Station.

Relationship to Strategic Goals: III. Diverse Growing Economy

Recommendation: Staff recommends that Council receive the presentation.

Summary: In August 2011, Blinn College began working with the Bryan-College Station Convention and Visitors Bureau on a proposal to bring an annual national junior college football bowl game to the community beginning in December of 2012. Since that initial meeting, the group has met with Texas A&M officials to garner support and approval to use Kyle Field, and have been working to put together anticipated attendance numbers, budget, etc. Blinn College and the CVB are confident about their progress, and quite excited about the *Brazos Valley Bowl presented by Blinn College* being an outstanding December event each year for our community. It is anticipated that the bowl game will bring visitors into the community increasing hotel stays and bringing patrons to restaurants and businesses in a month that typically has fewer visitors. A request to the City to utilize Hotel Occupancy Tax funds to augment the proposal and its other sponsors will be forthcoming.

Preliminary work has also been done with the National Junior College Athletic Association who will need affirmation of the proposal by December 1, 2011. Dr. Ted Raspiller, President of the Brazos County Campuses for Blinn College, would like to present an overview of the proposal to the City Council in a workshop on November 10, 2011, in preparation for their consideration of the formal request at the November 21, 2011 Council meeting.

Budget & Financial Summary: Hotel Occupancy Tax funds will be requested to assist with the proposal and eventual event. A return on investment will be shared with the Council at the meeting.

November 10, 2011
Workshop Agenda Item No. 3
Update and Discussion on Electric Deregulation

To: David Neeley, City Manager

From: David Massey, Director of Electric Utilities

Agenda Caption: Presentation and discussion regarding an update presentation on electric deregulation in Texas. Mark Zion, Executive Director of the Texas Public Power Association, will give a presentation on how electric deregulation has affected public power utilities in Texas.

Relationship to Strategic Goals: Financially Sustainable City Providing Response to Core Services and Infrastructure.

Recommendation: This is an informational presentation only and requires no action.

Summary: In 1999, the Texas Legislature passed legislation requiring all investor-owned utilities in the ERCOT region in Texas to offer retail deregulation beginning in 2002. This same legislation also allowed municipal electric utilities and electric cooperatives to opt out of retail deregulation. This presentation will review what has happened in Texas since the 1999 legislation was passed and how it has affected public power.

Budget & Financial Summary: N/A

**November 10, 2011
Workshop Agenda Item No. 4
Revenue Rescue Cost Recovery Program**

To: David Neeley, City Manager

From: Robert Alley, Fire Chief

Agenda Caption: Presentation, possible action and discussion regarding the presentation and information on the Revenue Rescue cost recovery program.

Recommendation(s): Staff recommends approval of the concept of the Revenue Rescue Cost Recovery Program.

Summary: The Revenue Rescue cost Recovery Program is utilized to recover some of the cost associated with the response to emergencies in the College Station Fire Department's response area. The costs associated with response to vehicle accidents where hazardous materials such as gasoline, diesel fuel, anti-freeze are spilled and have to be properly cleaned up and response to accidents where injured persons have to be cut from their vehicle with the hydraulic rescue tools (Jaws of Life) are examples of the types of services that could be recovered through this program. The funds that would be collected are from the responsible party's insurance company. These funds for these types of costs are already part of the insured person's insurance premiums. Currently the City of Bryan Fire Department and members of the Brazos County Volunteer Fire Departments utilize the Revenue Rescue program. The City of Bryan has a contract with Revenue Rescue and we could piggy-back on their contract.

If approved, staff will piggy back on Bryan's current contract with Revenue Rescue or will negotiate with a company that will assist in the billing of insurance companies. Also, staff will present an ordinance for council consideration adopting a schedule of costs associated with the recovery to be billed to insurance companies. Private property not commercially owned, operated or zoned for individuals without insurance would be exempt from the costs.

Budget & Financial Summary: The estimate from the Revenue Rescue program indicates that the City of College Station could receive approximately \$125,000 annually from the use of this program.

Attachments:

None

November 10, 2011
Workshop Agenda Item No. 5
Presentation on Dowling Road Pump Station Project

To: David Neeley, City Manager

From: Dave Coleman, Director of Water Service Dept.

Agenda Caption: Presentation, possible action, and discussion regarding a construction contract with Dudley Construction, Ltd., in the amount of \$2,978,060 for construction of Dowling Road High Service Pump Station Improvements.

Relationship to Strategic Goals: Goal I, Financially Sustainable City Providing Response to Core Services and Infrastructure.

Recommendation: None; presented for information.

Summary: This construction contract is on today's Consent agenda for Council's consideration. This presentation will cover the background and need for improvements at the Dowling Road Pump Station.

Budget & Financial Summary: Please refer to Consent Agenda item.

Attachments: None

November 10, 2011
Workshop Agenda Item No. 6
Presentation on Design of the Bee Creek Sewer Line

To: David Neeley, City Manager

From: Dave Coleman, Director of Water Services Dept.

Agenda Caption: Presentation, possible action, and discussion on a Professional Services Contract (Contract Number 11-264) with Kimley-Horn and Associates, Inc. for \$1,518,250 for design, bidding, and construction administration for the Bee Creek Sewer Line.

Relationship to Strategic Goals: Goal I, Financially Sustainable City Providing Response to Core Services and Infrastructure.

Recommendation: None; presented for information.

Summary: This design contract is on today's Consent agenda for Council's consideration. This presentation will cover the background and need for upgrading the Bee Creek Sewer Trunk Line.

Budget & Financial Summary: Please refer to Consent Agenda item.

Attachments: None

**November 10, 2011
Workshop Agenda Item No. 7
Policy Action Plan of Work**

To: David Neeley, City Manager

From: Bob Cowell, AICP, CNU-A Executive Director - Planning & Development Services

Relationship to Strategic Plan: Applicable to all Strategic Initiatives

Agenda Caption: Presentation, possible action, and discussion regarding the Council's Policy Action Plan of Work and Strategic Plan 2012 Update.

Recommendation(s): Staff recommends adoption of the Council Policy Action Plan of Work as presented by staff.

Summary: At the October 27th meeting, Council accepted their 2012 Strategic Plan Update subject to further discussion of a number of identified policy items. At that meeting staff explained that the next step in the strategic planning process was the development of a "plan of work" that would identify a calendar of workshops for further discussion by Council of a number of policy items identified in the strategic plan.

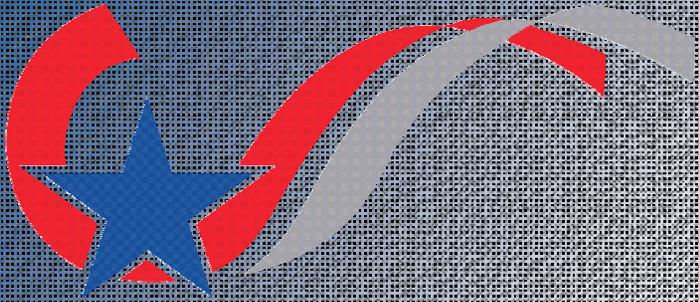
The purpose of the plan of work is to ensure adequate time and focus is provided for staff and Council to deliberate on the identified policy items prior to the FY13 budget development. Further, the discussions will aid the staff in refining strategies contained within the Council's Strategic Plan and also strategies and actions contained within the Department's Business/Service Plans.

Staff anticipates the need for at least eight hours in total to adequately discuss the identified policy items. It is preferred that all such discussions conclude in time for the February Strategic Plan mid-year review and in advance of the FY13 budget preparation.

Budget & Financial Summary: N/A

Attachments:

1. Strategic Plan 2012 Update – Condensed Version
2. Proposed Policy Action Plan of Work



CITY OF COLLEGE STATION

College Station, Texas

City Council
Strategic Plan
2012 Update



Vision

College Station...will be a vibrant, progressive, knowledge-based community which promotes the highest quality of life by...

- § ensuring safe, tranquil, clean, and healthy neighborhoods with enduring character;**
- § increasing and maintaining the mobility of College Station citizens through a well-planned and constructed inter-modal transportation system;**
- § expecting sensitive development and management of the built and natural environment;**
- § supporting well planned, quality and sustainable growth;**
- § valuing and protecting our cultural and historical community resources;**
- § developing and maintaining quality cost-effective community facilities, infrastructure and services which ensure our city is cohesive and well connected; and**
- § pro-actively creating and maintaining economic and educational opportunities for all citizens**

College Station will continue to be among the friendliest and most responsive of communities and a demonstrated good partner in maintaining and enhancing all that is good and celebrated in the Brazos Valley. It will continue to be a place where Texas and the world come to learn, live, and conduct business!

Promotion and advancement of the community's quality of life is what we, the Council view as our mission on behalf of the citizens of College Station.

Through the Strategic Planning process, City Council has identified six key initiatives or focus areas:

- § Financially Sustainable City
- § Core Services and Infrastructure
- § Neighborhood Integrity
- § Diverse Growing Economy
- § Improving Mobility
- § Sustainable City

By identifying and implementing strategies for each of these key initiatives, we stand committed to help the citizens of College Station realize their vision for the City.

We, the Council are committed to the success of your great City!

Mayor Nancy Berry
Blanche Brick
Karl Mooney
Julie Schultz

Mayor Pro-tem Dave Ruesink
Jess Fields
Katy-Marie Lyles





Financially Sustainable City

Wise stewardship of the financial resources provided to the City resulting in its ability to meet current service demands and obligations without compromising the ability of future generations to the same

Strategies

- § **Balanced budget**
- § **Diversity in revenue sources**
- § **Keep property tax rate one of the lowest in State for similar size cities**
- § **Maintain current ratings from bond-rating services**
- § **Enterprise operations rates set to meet service demands**
- § **Phased lowering of reliance on Utility Return on Investment for General Fund use**
- § **Seek grants and other outside funding**
- § **Maintain and rehabilitate equipment, facilities, and infrastructure on a strategic schedule**
- § **Establish reserve funds to enable strategic maintenance and replacement of infrastructure and equipment**
- § **Seek efficiencies in delivery of services and facilities**
- § **Maximize transparency of expenditures and fiscal policies and procedures**
- § **Conduct routine audits to ensure accountability, to maximize efficiencies, and to eliminate waste, fraud, and abuse**
- § **Set fees to recover costs of delivery of services at appropriate levels**
- § **Share information and communicate with citizens about City fiscal issues through various media outlets**



Core Services and Infrastructure

Efficiently, effectively, and strategically placed and delivered core services and infrastructure that maintains citizens health, safety, and general welfare and enables the City's economic growth and physical development

Strategies

- § **Maintain program accreditations and certifications**
- § **Employer of choice – Attracting and retaining an engaged and highly professional staff**
- § **Meet or exceed all state/federal standards**
- § **Guide private and public land use decisions**
- § **Plan for and invest in infrastructure, facilities, services, personnel, and equipment necessary to meet projected needs and opportunities**
- § **Maintain and rehabilitate equipment, facilities, and infrastructure on a strategic schedule**
- § **Maintain an Fire ISO rating of 2 or better**
- § **Provide opportunities for citizens to experience and learn about public safety programs (Citizens Police and Fire Academy)**
- § **Provide opportunities for citizens to learn about City services and facilities (Citizens University)**
- § **Share information and communicate with citizens about core services and infrastructure through various media outlets**
- § **Continued use of technology to more effectively and efficiently deliver services to citizens**
- § **Continued support of programs that support agencies engaged in social justice efforts – Twin City Mission, United Way, Project Unity, etc.**
- § **Continued support of programs that promote fair and affordable housing**



Neighborhood Integrity

Long-term viable and appealing neighborhoods

Strategies

- § **Proactive code enforcement in identified target areas**
- § **Use of Federal and State funds to assist in providing affordable housing**
- § **Use of Federal and State funds to assist in addressing community development needs and opportunities**
- § **Geographic-based approach to delivering police services**
- § **Continue investments in maintaining and rehabilitating infrastructure and facilities in neighborhoods**
- § **Continued partnerships with TAMU and others in addressing off-campus student housing**
- § **Expansion of electronic opportunities to remain informed and to alert City to issues and concerns**
- § **Continued planning with neighborhood residents to address concerns and capitalize on opportunities**
- § **Share information and communicate with neighborhood groups through multiple media outlets**



Diverse Growing Economy

Diversified economy generating quality, stable full-time jobs bolstering the sales and property tax base and contributing to a high-quality of life

How will we support a diverse growing economy?

- § **Support expansion of “consumer-oriented” economy – retail, restaurant, and services**
- § **Protect major economic assets from incompatible encroachments – Easterwood airport, TAMU, BioCorridor**
- § **Support diversification of “consumer-oriented” economy – tourism, regional athletic events, regional medical center, etc**
- § **Expand diversification efforts into bio-technology**
- § **Plan for and invest in infrastructure, facilities, services, personnel, and equipment necessary to meet projected needs and opportunities**
- § **Keep property tax rates as one of the lowest in State for comparable size cities**
- § **Maintain competitive utility rates**
- § **Ensure regulations and standards consider impacts on businesses**
- § **Protect properties from crime and property damage**
- § **Ensure adequate land is available and serviceable for economic needs and opportunities**
- § **Maintain relationship with local and regional economic partners**
- § **Share information and communicate with citizens and businesses about economic conditions through various media outlets**



Improving Mobility

Safe, efficient and well-connected multi-modal transportation system designed to contribute to a high-quality of life and be sensitive to surrounding uses

Strategies

- § **Provide complete streets that accommodate vehicles, bicyclists, and pedestrians**
- § **Ensure streets have features that promote walkability - sidewalks, short block length, landscaping**
- § **Enhance transit opportunities through partnerships**
- § **Provide for land uses that support multi-modal opportunities**
- § **Plan for infrastructure necessary to meet projected growth and physical development**
- § **Seek federal and state funding to construct facilities**
- § **Make investments to avoid traffic congestion for long periods of time**
- § **Promote a well-connected system of residential streets and collector avenues to lessen strain on expensive arterial boulevards**
- § **Identify and fund a multi-year capital improvements program**
- § **Maintain and rehabilitate system to avoid costly replacement**
- § **Maximize efficiency of system - intersection improvements, traffic signal timing, signage**
- § **Participate in BCS mobility initiative with regional partners**
- § **Share information and communicate with Citizens about mobility issues through various media outlets**



Sustainable City

Wise stewardship of the natural resources and features needed to meet current demands without compromising the ability of future generations to do the same

Strategies

- § **Enhance conservation efforts - electric, water, recycling**
- § **Purchase of energy from renewable resources**
- § **Protect potable water supply and ability expand to meet projected demands**
- § **Support and implement green building practices**
- § **Conduct sound land use planning guided by the Comprehensive Plan**
- § **Maintain and enhance participation in FEMA CSR program**
- § **Acquire flood-prone areas and their associated riparian areas through the Greenway acquisition program**
- § **Support alternative energy production activities - solar, methane to energy, etc.**
- § **Enhanced use of hybrid vehicles in fleet**
- § **Continue to seek grants and other sources of outside funding to support efforts**
- § **Community education and information about conservation efforts and City programs**

City Leadership Team 2012



Mayor
Nancy Berry



Mayor Pro-
Tem Dave
Ruesink



Blanche Brick



Jess Fields



Katy-Marie
Lyles



Karl Mooney



Julie Schultz



City Manager
David Neeley



Deputy City Manager
Kathy Merrill



Deputy City Manager
Frank Simpson

Council Appointees

Ty Elliott, City Internal Auditor
Sherry Mashburn, City Secretary
Carla Robinson, City Attorney
Judge Edward Spillane III, Municipal Judge

Management Team

Bob Cowell, Jr., Executive Director Planning & Development Services

Jeff Kersten, Executive Director Business Services

Chief Robert Alley, Fire Department

Chief Jeff Capps, Police Department

David Coleman, Director Water Services

Chuck Gilman, Director Public Works

David Massey, Director Electric Utilities

Alison Pond, Director Human Resources

Ben Roper, Director Information Technology

David Schmitz, Director Parks and Recreation

Jay Socol, Director Public Communications

Jason Stuebe, Assistant to the City Manager

City's Recognition of Excellence - 2011

Accredited Police Department - Commission for Accreditation for Law Enforcement Agencies

Accredited Parks and Recreation Department - Commission for Accreditation of Parks and Recreation Agencies

Planning & Development Services - Certificate of Achievement for Planning Excellence - Texas Chapter American Planning Association]

College Station Bicycle, Pedestrian, and Greenways Master Plan - Planning Project of the Year - Texas Chapter American Planning Association

Honorable Mention Bicycle Friendly City - League of American Bicyclists

Reliable Public Power Provider - American Public Power Association

Traffic Safety Award - Texas Municipal Courts Education Center

Top 10 Cities for Raising Families - Kiplingers

Top 10 Cities for Business - Forbes

Top 10 Cities for Jobs/Career - Forbes

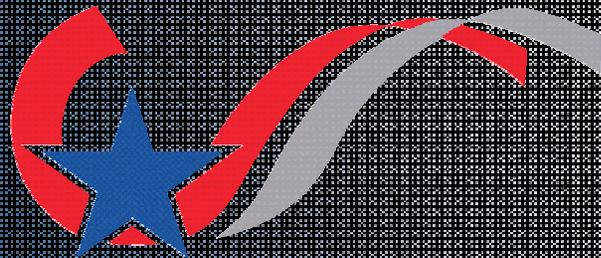
Top 5 Best Small Metros in US - Milken Institute

Top 20 Cities for Education - Forbes

Top 5 Cities for Military Retirement - USAA

Marshall Wallace/Public Works Department - Employee of the Year





CITY OF COLLEGE STATION

Council Policy Action Plan of Work 2011-2012

Workshops are intended to offer the opportunity for Council to provide clear policy direction on various topics. Topics have been divided into 4 sessions (which in total are anticipated to require at least eight hours of discussion) that will provide policy information, current strategies deployed by City, and identify any policy questions. They are also intended to provide opportunities for Council and staff to identify parameters, scope of discussion, etc. and to engage in detailed policy discussion, refinement of strategies, and Council action.

Policy Area 1

- Sustainable City Strategies

Policy Area 2

Infrastructure, Facilities, Services, and Equipment

- Plan for and invest in infrastructure, facilities, services, personnel, and equipment necessary to meet projected needs and opportunities
- Maintain and rehabilitate equipment, facilities, and infrastructure on a strategic schedule
- Continue investments in maintaining and rehabilitating infrastructure and facilities in neighborhoods
- Plan for infrastructure necessary to meet projected growth and physical development
- Enhance transit opportunities through partnerships

Neighborhood Integrity

- Continued partnership with TAMU and others in addressing off-campus student housing

Policy Area 3

Fiscal Policies

- Phased lowering of reliance on Utility Return on Investment for General Fund use
- Maintain competitive utility rates
- Maintain relationship with local and regional economic partners
- Support diversification of “consumer-oriented” economy – tourism, regional athletic events, regional medical center, etc

Policy Area 4

- Employer of choice – Attracting and retaining and engaged and highly professional staff