

Table of Contents

Analyzing Your City An Orientation Plan for New City Managers

| | | |
|------------|--|-----------|
| I. | Getting Started | 7 |
| | a) Approach to Starting Up | 7 |
| | b) Determining Priorities | 8 |
| | c) Manager-Council Relations | 9 |
| | d) The Political Process | 10 |
| | e) Code of Ethics | 11 |
| | f) Distinguish Between Short Term and Long Term Problems | 11 |
| | g) Get Along with Your Bosses | 12 |
| | h) Surviving to Manage | 12 |
| II. | The First 100 Steps (Davis Brinson) | 17 |
| | 1. Meeting with Council Members | 20 |
| | 2. Meeting with Secretary | 20 |
| | 3. Securing Initial Information | 20 |
| | 4. Securing Additional Information | 21 |
| | 5. Securing Codes, Reports, etc. | 21 |
| | 6. Comprehensive Development Plan | 21 |
| | 7. Group Meeting with Department Heads | 21 |
| | 8. Individual Meetings with Dept. Heads | 22 |
| | 9. Meeting with City Employees | 22 |
| | 10. Meeting with Media | 22 |
| | 11. Tour of City Offices | 22 |
| | 12. Tour of City Facilities | 22 |
| | 13. Meeting with City Attorney | 22 |
| | 14. Meeting with City Secretary | 23 |
| | 15. Citizen Requests/Complaints | 23 |
| | 16. Council Requests/Complaints | 23 |
| | 17. Meeting with Independent Auditor | 23 |
| | 18. Budget Process Examination | 23 |
| | 19. Review of Budget/Financial Reports | 23 |
| | 20. Examine Purchasing Procedures | 23 |
| | 21. Review Personnel Policies | 24 |
| | 22. Risk Management Program | 24 |
| | 23. Safety Program | 24 |
| | 24. Employee Bonds & Licenses | 25 |
| | 25. Group Insurance Program for Employees | 25 |
| | 26. City Boards and Commissions | 25 |
| | 27. Meeting with City's Fiscal Advisor | 25 |
| | 28. Long-Range Financial Plan | 25 |
| | 29. Delinquent Tax Collection Policy | 25 |
| | 30. Central Appraisal District | 25 |
| | 31. Investment of Funds | 25 |
| | 32. Fiscal Controls/Gratuitous Payments | 25 |
| | 33. Expense Accounts | 25 |
| | 34. Rolling Stock | 25 |
| | 35. Industrial Agreements | 25 |

| | |
|--|----|
| 36. Enforcement Orders..... | 25 |
| 37. Annexation/ETJ | 26 |
| 38. Contractors | 26 |
| 39. Code Enforcement | 26 |
| 40. Substandard Structures | 26 |
| 41. Security of City Hall and other Buildings..... | 26 |
| 42. ADA Act Compliance..... | 26 |
| 43. Grants | 26 |
| 44. Linkage with other Govt. Entities..... | 26 |
| 45. Economic Development Program..... | 26 |
| 46. Municipal Utility Districts..... | 26 |
| 47. Police Services..... | 26 |
| 48. Fire Services | 27 |
| 49. Street Program | 27 |
| 50. Landfill Operations..... | 27 |
| 51. Water Meter Reading System..... | 27 |
| 52. Fire Hydrants | 27 |
| 53. Library Services..... | 27 |
| 54. Municipal Court..... | 27 |
| 55. Environmental Concerns | 27 |
| 56. Traffic Signs/Signals | 27 |
| 57. Animal Control | 28 |
| 58. Citizen Evacuation Plan..... | 28 |
| 59. Protection of Major City Assets..... | 28 |
| 60. Council Action Implementation..... | 28 |
| 61. Informing the City Council..... | 28 |
| 62. Processing of City Bills | 28 |
| 63. City Employee Interaction with Citizens..... | 28 |
| 64. Computer Utilization | 28 |
| 65. Modern Technology Utilization..... | 28 |
| 66. Sharing of Functions with Other Entities..... | 28 |
| 67. News Releases | 28 |
| 68. Public Information Requests..... | 28 |
| 69. Raw Water Source | 28 |
| 70. Water/Wastewater Facilities | 28 |
| 71. Water & Sewer Rate Structure..... | 28 |
| 72. Water/Sewer Line Extension Policy | 29 |
| 73. Septic Systems/Water Wells..... | 29 |
| 74. City Infrastructure Construction/Maintenance | 29 |
| 75. City Beautification Program..... | 29 |
| 76. Telephone System..... | 29 |
| 77. Street Light Installation Policy | 29 |
| 78. City Departmental Relationships | 29 |
| 79. City Inventory Control..... | 29 |
| 80. Car Allowances/Vehicle Utilization/Decals | 29 |
| 81. Franchise Agreements | 29 |
| 82. Utilization of Cell Phones/Pagers..... | 29 |
| 83. Emergency Medical Services..... | 29 |
| 84. Wrecker Services | 29 |
| 85. Maintenance of City Structures | 29 |
| 86. Records Management Program..... | 29 |
| 87. Driveway Cuts/Culvert Installation | 30 |
| 88. Parks & Playgrounds | 30 |
| 89. Office Space Sufficiency | 30 |
| 90. Situation of City Offices..... | 30 |
| 91. Equipping of City Offices..... | 30 |

| | |
|---|-----------|
| 92. Citizen Information System | 30 |
| 93. Smoking Policies | 30 |
| 94. Public Transit System | 30 |
| 95. Airport | 30 |
| 96. Electrical Generating System..... | 30 |
| 97. Civic Center/Community Center | 30 |
| 98. Geographic Information System | 30 |
| 99. Transportation Plan..... | 30 |
| 100. Insurance Coverage--City Assets & Liability | 30 |
| | |
| III. The Audit | 31 |
| a) Interfund Transfers..... | 31 |
| b) Fund Balances | 34 |
| c) Accounts Payable | 37 |
| d) Pending Lawsuits | 38 |
| e) Accrued Employee Fringe Benefits | 38 |
| f) Future Long Term Debt Retirement..... | 38 |
| g) Debt Free? | 39 |
| | |
| IV. The Budget..... | 43 |
| a) Review Trends | 43 |
| b) Basic Questions for Analyzing Revenues | 44 |
| c) Basic Questions for Analyzing Expenditures | 47 |
| d) Matching Revenues with Expenditures..... | 47 |
| | |
| V. Development Policies..... | 51 |
| a) Review Your City's Policies..... | 51 |
| b) Annexation..... | 52 |
| c) Utility Extension Policy | 53 |
| | |
| VI. The Infrastructure..... | 63 |
| a) Physical Infrastructure | 63 |
| b) Determining Condition of Physical Infrastructure | 64 |
| c) Civic Infrastructure | 65 |
| | |
| VII. Survival Tips | 71 |
| | |
| VIII. After the Reviews – What to Do? | 75 |
| a) Community Involvement and Support..... | 75 |
| b) Problem Solving Steps | 77 |
| c) Parting Remarks..... | 79 |
| | |
| Table of Illustrations | |
| 1. Illustration VI A – Greater Good for the City..... | 67 |
| 2. Illustration VIII A – Distribution of Community Powers | 76 |
| 3. Illustration VIII B – Distribution of Community Powers | 76 |

Appendices

1. Appendix I A – The First One Hundred Days On The Job 14
2. Appendix I B – The TCMA Code of Ethics 15
3. Appendix III A – Audit Checklist..... 40
4. Appendix IV A -- Budget Checklist 49
5. Appendix IV B -- Possible User Fees 50
6. Appendix V A – Questions for Evaluating Development Policies 55
7. Appendix V B – Determining Financial Benefits of Annexation 56
8. Appendix V C – Determining Annexation Priorities 57
9. Appendix V D – Service Plan for Annexation..... 60
10. Appendix VI A -- Your Leadership: Empowered or Endangered..... 68
11. Appendix VIII A – Description of the Problem, Comparisons and Recommendation 80
12. Appendix VIII B – Checklist: Manager/Council Communication..... 83