SPECIAL CITY COUNCIL MEETING July 5, 2007, 8:30 a.m.

CITY COUNCIL OF THE CITY OF ABILENE, TEXAS

The City Council of the City of Abilene, Texas, met in the Basement Conference Room of City Hall, 555 Walnut Street for a Workshop on July 5, 2007, at 8:30 a.m. Mayor Archibald was present and presiding with Councilmen Sam Chase, Stormy Higgins, Joe Spano, and Councilwoman Laura Moore. Also present were City Manager Larry Gilley, City Attorney Dan Santee, City Secretary Jo Moore, and various members of the City staff. Councilman Anthony Williams and Councilwoman Celia Davis were absent.

- 1. Mayor Archibald called the meeting to order.
- 2. Mayor Archibald gave the invocation.

3. Mayor Archibald led the Pledge of Allegiance to the Flags of the United States of America and the State of Texas.

Mayor Archibald requested that City Manager Larry Gilley brief the Council on today's presentations. Mr. Gilley introduced the presentations and stated the information being presented today is to provide Council with an overview of City departments and to provide information to assist the Council during the budget preparation process.

4. Director of Public Works, Paul Knippel presented the following information on the Public Works Department:

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Functions of Public Works:

- Collect and dispose of solid waste
- ► Maintain traffic signals, signs, and striping
- Maintain drainage ways
- Maintain alley ways
- Repair pavement failures
- Demolish unsafe buildings
- Operate CityLink Transit
- Design and construct paving and drainage projects
- Review plans for private development
- ► Land agency

Organization

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Divisio	ons:
	Solid Waste
	Streets
	Stormwater Utility
	Engineering
	Traffic and Transportation
	Director and Administrative
	Total personnel

Solid Waste Division

- 73 major pieces of equipment & rolling stock
- 61 employees
- \$10,594,290 expense budget
- Drive 600,000 miles per year.
- Collect waste from 20,000 plastic containers twice per week.
- Collect waste from 3,000 metal dumpsters once per week.
- Make 18,000 trips to the landfill each year.
- Operate Recycle Center

Goals:

- Reduce 30% annual employee turnover rate
- Improve alley brush and bulky collection
- Capture larger share of commercial market

Stormwater Utility

- Created in 2003
- Supported entirely by fees (no tax money)
- Primary functions are:
 - a. maintaining drainage ways
 - b. compliance with state mandates

Compliance with State permit...

- Structural Controls
- ► Areas of New Development and Significant Redevelopment
- Roadways
- ► Flood Control Projects
- ▶ Pesticide, Herbicide, and Fertilizer Application and Storage
- ► Illicit Discharges and improper Disposal
- Spill Prevention and Response
- Industrial & High Risk Runoff
- Construction site Runoff
- ► Public Education
- Monitoring and Screening Programs

Goals:

- Ensure equitable administration of fees
- Gain 100% compliance on construction sites
- Increase action on the eleven areas of state permit
- Litter prevention

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Street Division

- Patch pavement, fill potholes
- Street reconstruction (limited amount)
- Alley maintenance
- Street sweeping
- Unsafe structure demolition
- Repair of water and sewer pipeline trenches
- Upkeep of Pavement Condition Inventory
- ► FY 1984 93 employees
- ► FY 1985 88 employees reduces to 78
- Service Reductions included: Street Sweeping, Chip Seals, Concrete Maintenance, Paved Alley Maintenance, and overlays eliminated
- ► FY 2004 employees reduced to 64
- ► FY 2005 employees reduced to 63

Utilizing:

24 pieces of heavy equipment

- 74 pieces of light equipment
- 13 pieces of miscellaneous equipment

What Needs To Be Done?

Routine Maintenance – 42% Reconstruction – 25% Rehabilitation – 13% Resurface – 20%

What Needs To Be Done Cost:

- ▶ \$32.7 million for surface seals of 665 paved streets in *excellent very good condition*
- ▶ \$33.4 million for 2" Hot Mix Overlay of 317 paved streets good condition
- ▶ \$42.4 million to rehabilitate 201 paved streets in *fair condition*
- ▶ \$130.5 million to reconstruct 412 paved streets between the *poor failed condition*
- ▶ \$32.7 million divided over the next 10 years = \$3 million
- ▶ \$33.4 million divided over the next 10 years = \$3.3 million
- ▶ \$42.4 million divided over the next 20 years = \$2.1 million
- ▶ \$130.5 million divided over the next 20 years = \$6.5 million

► Total annual for rotational pavement management : <u>\$14.90 M</u>

Goals:

- Increase preventative maintenance
- Get better control of ROW
- Move from *reactive* operation to *proactive* operation

Engineering

- Design of road and drainage projects
- Inspection of road, utility, and drainage construction
- Floodplain management
- Development review

Goals:

- Complete all 2006 GO pavement and drainage projects by 2010
- Actively participate in resolution of development regulations as applied to the ETJ

Traffic and Transportation

- Operation of traffic signal equipment at 165 intersections
- Maintenance of signs and pavement markings
- Evaluation of traffic operational and safety issues
- Development review
- CityLink Transit

Goals:

- Improve recruitment and retention of technicians
- Keep up with changing state and federal laws
- Strengthen traffic engineering function (signal timing)
- Improve stability of CityLink Transit

Council and staff discussion included: 1) the need for the Solid Waste Division to capture a larger share of the commercial users, and the development of a market plan; 2) Council noting the improved condition of Ft. Phantom lake through the better maintenance of the drainage ways; 3) staff noting the priority of the Street Division is to keep the good streets in good shape (increase preventative maintenance), and; 4) staff explained the complexities involved in traffic engineering functions (i.e. analyzing traffic flow) and the basis for contracting.

No Council action was required.

5. Director of Public Works, Paul Knippel presented the following information on the CityLink Transit:

History and overview of services

1964 – City took over operation from a private provider, Moore Service, Inc.; 16 buses and other equipment were purchased for \$21,000

- 1981 City contracted with McDonald Transit Assoc., (Ft. Worth) for management/operation
- 1982 Purchased/renovated facility on S. 2nd and Elm
- 1983 Completed construction of Transfer Station
- 1989 Abilene Transit System turned 25 years old
- 1990 Changed operating name to CityLink Transit
- 1998 APTA Outstanding Achievement Award recipient
- 2014 CityLink will celebrate 50th birthday

Services Provided

Primary Services: - Fixed Route Service - ADA Demand Response Service - Evening Service Contracted Services: - Medical Transportation - Contract Routes Additional Services:

- Charter Service

Fixed Route Service

12 fixed routes within Abilene city limits - 1,390 daily miles Hours: 6:15a-6:15p (M-F) 6:30a-6:15p (Sat)

Fares: \$1 adult, .75 student, .35 senior & disabled Average cost per trip \$1.79

FY06 YTD* totals: 466,758 total passengers 400,648 vehicle miles \$178,348 fares collected *FY06 YTD=October 2005-August 2006

ADA Demand Response Service

Coverage area: Abilene city limits Hours: 6:15a-6:15p (M-F) 6:30a-6:15p (Sat) Fares: \$1 within base service area/\$1.50 outside Average cost per trip \$10.66

FY06 YTD* totals: 85,506 total passengers 444,424 vehicle miles \$66,981 fares collected Demand response (paratransit) service required by 1990 Americans with Disabilities Act. *FY06 YTD=October 2005-August 2006

Evening Service

Demand Response Service Coverage area: Abilene City Limits Hours: 6:15p-Midnight (Monday-Saturday) Fares: \$1 work/school-related, \$3 general purpose FY06 YTD* totals: 16,888 total passengers 123,810 vehicle miles \$18,408 fares collected

Half the funding for Evening Service is from the Federal Job Access & Reverse Commute (JARC) program which funds work related transportation for welfare recipients and low-income individuals. Service initiated: November 1, 1999 *FY06 YTD=October 2005-August 2006

Contracted Service: Medical Transportation

This service is demand response non-emergency medical transportation for Medicaid-eligible persons. It was initially provided (September 2001) by contract with the State. It is now provided as a subcontractor to Central Texas Rural Transit District (Coleman, TX). It is provided in conjunction with the ADA Demand Response Service.

FY06 YTD* totals: 9,792 total passengers

\$126,570 revenue collected *FY06 YTD=October 2005-August 2006

Contract Routes

Boys and Girls Club 3 routes each school day afternoon Connect 8 schools to 3 B & G Clubs Service initiated in August 2001

21st Century Books and Beyond 2 routes each school day afternoon Connect 2 schools to 2 clubs Service initiated in October 2003

Charter Service

Charter service is available to general public Typical uses: weddings, parties, reunions, civic and community events such as Leadership Abilene, Congressional visits, etc.

Coverage area: 30 mile radius of urbanized area Charter fee: \$62/hour (2 hour minimum)

FY06 YTD* totals: 2,153 total passengers 1,384 vehicle miles \$10,766 fares collected *FY06 YTD=October 2005-August 2006

Utilized Fleet

Fixed Route Buses:

12 – 1992 Chance Coach RT-52

2-1997 Spartan AAI ACL 3000 Trolley

5-2000 ElDorado E-Z Rider

1-2001 ElDorado E-Z Rider

Demand Response Vans:

- 1–1998 General Coach ELF
- 1-1999 Ford E350 Conversion
- 5-2002 Glaval Universal
- 6-2005 ElDorado Aerotech
- 5-2006 ElDorado Aerotech

FY08 - CityLink Transit Profile

<u>Equipment Count:</u> 49 total vehicle

- 19 buses
- 24 paratransit vans
- 2 trolleys
- 4 supervisor vehicles

Employee Count: 59 total employees

- 40 drivers
- 4 support staff
- 9 maintenance
- 6 administration

Budget: Expenses and Revenues

How Do We Close the Gap?

- ➤ Increase City contribution ?
- ➤ Cut services ?
- ➤ Raise fares ?
- Some combination thereof ?

Mr. Knippel stated following preparation of the FY '07 budget, direction was given to establish a citizen's advisory committee to develop recommendations regarding projected budget deficits in the CityLink operation. The following committee was established and during their meetings they discussed a wide range of options to address the deficits.

CityLink Ad Hoc Advisory Committee:

Karen Presley, Disability Resources, Inc. Nancy Bailey, Advocates of Abilene Bill Casey, Abilene High School Mary Cooksey, United Way Randall Presley, Texas Workforce Commission David Barnhill, ADA Advisory Committee Pam Barnhill, ADA Advisory Committee

The Committee's recommendations, as follows, were reviewed by Council and included CityLink Budget Projections Expenses and Revenues (including Capital Projects and Vehicle Replacement) through Projected FY11. It was noted the projected deficits over the next four years range from roughly \$500,000 to \$800,000.

Service A	Action Step	Ridership	ership Operational Cost Fare			
Fixed Route	Operational Changes					
	(eliminate Rt. 4, Abilene Zoo					
	as requested deviation)	(9,100)	\$ (22,000)	\$ (4,000)		
Fixed Route	Increase E&D fare (.35 to.50)	(18,000)	no change	16,000		
ADA Paratrans	it Reduce base service area & increase fares	(26,300)	(228,000)	47,000		
1	(3/4 mile, \$2.00 service area/\$3.00 extended service area)					
ADA Paratrans	it Provide specialized service with sur (if applicable) (same day service \$6.00/alternate destination fee \$4.0	C	8,000	23,000		
Evening Service	e Increase current fare structure (\$2.00 for work-related trips/\$5.00 for general trips)	(4,600)	(48,000)	10,000		
	TOTAL SYSTEM IMPACT PROJECTED NET BUDGET CHAN	(57,100) GE	\$ (290,000)	\$ 92,000 \$ 382,000		

The Committee's **Proposed Action Steps** that were accepted by the committee as a whole included:

It was suggested that Paratransit fare increases be phased, and that consideration be given to an ability to pay 1 basis. Certain concentrations of riders are located outside of the ³/₄ mile boundary. It was suggested also that there be a process by which these individual properties may apply for status as being within the ³/₄ mile boundary. A draft of the application and qualifying criteria are under development.

Council reviewed the Transit Fare History from 08/01/81 through 12/01/05, which included the Fare Category and the Date of Fare Revision.

Council reviewed specific comments prepared by Bill Casey, and concurred by committee members as a whole, which included:

- 1. CityLink Bus Service is a City service that will never pay its way with fares and ridership.
- I doubt route changes (additions/deletions) will generate enough revenue to cover the cost 2. of the action.
- 3. I do not think that a significant increase in ridership is likely. People in our area are not likely to park their car to ride the bus. Only when fuel costs or fuel availability impact the local people can we expect to change the bus client demographics.
- I think that it is feasible to increase fares, but these increases should be incremental. I 4. think gradual increases will be more palatable for the rider. Rather than increasing \$1 rides to \$1.50, increase \$1 rides to \$1.25 and the increase to \$1.50 maybe a year later. Then you can warn riders that an increase is coming.
- 5. Provide discounts that offset some of the increase for large volume purchases.

- 6. Additionally, providing an avenue for donations to offset the fare increases may work, if a tax break can be realized by the donor. The problem is how to apply these savings to the general rider do you decrease everyone's rate? Maybe a bonus plan can be implemented. Buy a book of 20 rides with 5 bonus rides. Provide a bonus ticket that gives credit to the donor.
- 7. I wonder if advertising would work on the ticket books or the tickets themselves. Maybe some kind of coupon could be provided to the rider. "Yes, we are increasing the fare price, but you get a coupon for a 50% savings on a Big Mac." These could be donated by the business for a tax break. Minimal cost to CityLink.
- 8. More community awareness of other services provided by CityLink. Contact various groups civic, service, school, etc and let them know that they can charter city buses for local needs. Expand and promote light tours by adding perks like caroling groups, hot drinks at various stops. Promote specific light tour rides for schools, colleges, Christmas parties, etc. Maybe there are other events that would work with specific bus services (fireworks, fair, football games, Artwalk). Put local entertainment on these tours.
- 9. Colleges: Provide special routes for on campus students at specific times of the year. For example; when school starts provide an ACU route from the campus to shopping areas of town (Wal-Mart, Shops of Abilene, Mall, Sam's Club). You would need to research and see where and when students need to go. Also offer weekend evening routes to theaters, mall, specific events, etc. Promote special rates. You might involve these groups in the light tours, etc.
- 10. Employee issues: Recruit part time drivers from the local colleges. Students are looking for jobs where they can work a few hours a week. You would not have to provide any benefits for these workers. Promote these jobs by offering flexible schedules to work with their classes. Allow students to be gone during school breaks. Also promote evening and weekend hours.
- 11. There are some no show issues with the Handivan service. Since this service does not (and probably never will) pay for itself, any reduction in unnecessary trips is warranted. Maybe a call ahead computerized service to remind riders they have a scheduled ride might be beneficial similar to a call from the drugstore that your medication is ready. Give them an option to cancel or confirm their ride. I also wonder if there is any value to view Handivan schedules online. Maybe other online services would be beneficial.

Note: These things may not make significant differences, but they would indicate to the City Council a willingness to try. However, bottom line --- The City needs to include CityLink in its budgeting process in a realistic way. There should be a realistic budget to provide these services, including equipment costs, labor costs (with a step salary component) equipment replacements, promotional expenses, etc. Many City services never pay their way. That is why we pay taxes.

Council and staff discussion included: 1) funding CityLink receives through federal and state grants, fares and the General Fund. Staff noted that although the grants will continue they are not in the same amounts as in the past and that the state funds continue to decrease; 2) staff briefed Council on ADA issues, operations and riderships; 3) Council noted the committees question concerning the benefit of advertising and stated the economic feasibility of utilizing billboards on busses (rolling advertising), and; 4) Council noted the committees input concerning the need for community

awareness of other services provided by CityLink, and Council stated it would have been a positive to have had business people on the committee to provide input on this issue.

No Council action was required.

Council recessed for a break at 9:55 a.m. and reconvened at 10:05 a.m.

Mr. Gilley stated the Compensation Plan Update presentation would be made by Director of Administrative Services Ronnie Kidd. Mr. Gilley further stated that employee retention is an issue and that the Plan is being evaluated and also has budget implications.

5. Director of Administrative Services, Ronnie Kidd stated the first portion of the Compensation Plan Update will cover Civil Service and that the City is in their first Meet and Confer Process, which does govern the compensation process. Mr. Kidd presented the following information:

Survey/ FY	Police	Actions Taken	Fire	Actions Taken
2000		4% Across the Board 1/01, then		3% Across the Board 1/01, plus 1%
FY01	-12.64%	5% Across the Board 4/01	-14.79%	Increase to incentive pay
2001		6% Across the Board on 10/01 (3rd		Increases 10/01, 4/02 and
FY 02	-14.00%	step of total 15% increase)	-14.97%	7/02 totaling approx 13.2%
2002		3% Across the board 1/03		3% Across the Board 1/03
FY 03	-6.00%		-4.16%	
2003		2.5% Across the Board 1/04		2.5% Across the Board 1/04
FY 04	-4.88%		-3.90%	
2004		Suspended increases		Suspended increases
FY 05	-4.79%	0% Increase	-3.72%	0% Increase
2005		3% Across the Board 1/06		3% Across the Board 1/06
FY 06	-7.89%		-7.00%	
2006		4% Across the Board 10/06, 2%		4% Across the Board 10/06, 2%
FY 07	-9.73%	Across the Board 4/07	-9.67%	Across the Board 4/07
		Pursuant to Meet & Confer		Pursuant to Meet & Confer
2007		3% Across the Board 10/07 (Total 9%		3% Across the Board 10/07 (Total
FY08	-9.04%	over two years)	-9.36%	9% over two years)
		Pursuant to Meet & Confer		Pursuant to Meet & Confer

Summary of 10 City Salary Survey – Civil Service

Survey Summary by Civil Service Position

Police Position	Avg Min Salary	Fire Position	Avg Min Salary
Recruit	-9.87%	Recruit	-13.44%
Officer	-6.70%	Firefighter	-8.13%

Sergeant	-2.81%	Lieutenant	-1.04%
Lieutenant	-2.60%	Captain	-4.38%
Assistant Chief	-2.85%	Battalion Chief	-4.18%
		Assistant Chief	-0.08%
Average Minimum	-4.97%	Average Minimum	-5.18%
Salary 5 Positions		Salary 6 Positions	

SUMMARY OF 10 CITY SALARY SURVEY - NON CIVIL SERVICE

Survey FY	Range 15-44	Range 45-59	Mgmt. Band	Exec. Band	Actions Taken
2000					Increased minimum hourly rate to \$6.15; Pay Plan
FY 01	-13.06%	-17.73%	-15.41%	-5.51%	Ranges raised 8% to 10%; Pay for Performance at 0-8%.
2001					3% Across the Board 10/01; Pay Ranges 15-59 raised
FY02	-11.11%	-2.58%	-13.78%	0.06%	7% 4/02; developed Management/Executive bands for
					Range 60+; Pay for Performance at 0-8%.
2002					Pay for Performance suspended for fiscal year 2003;
FY 03	-8.31%	0.12%	-7.93%	-3.38%	3% Across the Board 1/03;
2003					Pay for Performance reinstated for fiscal year 2003 at 0-
FY04	-8.76%	-1.43%	-3.57%	2.14%	4%.
2004					Pay for Performance suspended for fiscal year 2005 for
FY05	-10.24%	-2.72%	-5.42%	2.17%	all employees; Zero increases given.
2005					Pay for Performance reinstated for fiscal year 2006 at 0-
FY06	-13.08%	-4.58%	-4.19%	-0.54%	5%.
2006					Pay for Performance for fiscal year 2007 at 0-5%.
FY 07	-15.78%	-5.76%	-7.01%	-1.95%	
2007					
FY08	-17.41%	-7.99%	Pending	Pending	

Pay Plan Ranges are surveyed on minimum of range. Management and Executive Bands are surveyed on actual salaries 6/21/2007

10 SURVEY CITIES MINIMUM SALARY PAID PER PAY PLANS

City	Hourly	Bi-weekly	Monthly	Annual	Ranking
Carrollton	\$11.77	\$941.60	\$2,040.13	\$24,481.60	2
Denton	\$11.80	\$944.00	\$2,045.33	\$24,544.00	1
Grand Prairie	\$ 8.73	\$698.40	\$1,513.20	\$18,158.40	5
Killeen	\$ 8.06	\$644.80	\$1,397.07	\$16,764.80	7
Lubbock	\$ 7.03	\$562.40	\$1,218.53	\$14,622.40	9
Midland	\$ 9.54	\$763.20	\$1,653.60	\$19,843.20	4
Odessa	\$10.60	\$848.00	\$1,837.33	\$22,048.00	3
San Angelo	\$ 7.20	\$576.00	\$1,248.00	\$14,976.00	8
Waco	\$ 6.73	\$538.40	\$1,166.53	\$13,998.40	10

Wichita Falls	\$ 8.47	\$677.60	\$1,468.13	\$17,617.60	6
Abilene	\$ 6.58	\$526.40	\$1,140.53	\$13,686.40	11
Average	\$ 8.99	\$719.44	\$1,558.79	\$18,705.44	

Goals for Compensation Plan

- Civil Service address through Meet & Confer (FY 09 agreement)
- Non-Civil Service
 - Market adjustment for Ranges 15-59
 - Raise Pay Plan Ranges to address survey gaps
 - Stay ahead of Minimum Wage increases
 - Maintain Pay-for Performance (0-5%)
 - Ongoing maintenance of pay plan
 - Convert to broad banding pay plan approach

What have peer cities done?

- Carrollton currently undergoing comp study, anticipate pay plan changes, possible ATB 1/08
- Denton 10/06 2% ATB + 2% pay plan adjustment, 10/07 making pay plan structure changes
- ✤ Killeen 10/06 4% COLA ATB
- Lubbock 10/06 \$1,200 ATB non-civil service; \$1,200 ATB Police; \$1,800 ATB Fire 4/07 2% ATB Fire, 10/07 proposed 3-3.5% ATB non-civil service and Police, 2% ATB Fire
- Midland 10/06 5% pay plan adjustment for non public safety; 5% ATB Police, 4% ATB Fire 5/07 4% COLA all employees except dept. heads and council appointees 10/07 proposed 5% COLA ATB; pay plan adjustments ranging from 11% to 17%; 5% increase 1 year after hire
- Odessa 10/06 5% ATB for "meets" or above, 5% adjustment to pay plan 10/07 5% ATB for "meets" or above, proposed 5% adjustment to pay plan
- ✤ San Angelo 10/06 PFP, but varied by groups 0-3% general employees; 0-1.5% management; 0-7% laborers and non-civil service law enforcement; dispatchers; 3% ATB Police and Fire
- \therefore Waco 10/06 5% ATB, Minimum and maximum salaries adjusted on pay plan
- ✤ Wichita Falls 10/06 Classification and compensation study, market adjustment for all employees, pay plan increases varied greatly by position, minimum between 1.5% and 3.9%

Pay Plan Recommendation

- \checkmark 3% across the board market adjustment for all employees in Ranges 15-59, then
- ✓ Increase pay plan minimums by 10%

Estimated Budgetary Impact (annual)

General Fund \$620,000 + \$150,000 FICA/TMRS Other Funds \$375,000 + \$90,000 FICA/TMRS

Council and staff discussion included: 1) Council noted the City can't and shouldn't compete in salaries with the private industry for commercial drivers in oil related fields); 2) the minimum salary paid per pay plan. Council requested prior to the budget sessions that staff provide them with a break down of the different levels of pay and examples of the different kinds of jobs (i.e. the entry level positions are these "types" of jobs, and then moving up the pay scale); 3) staff explained the minimum wage increases for the next two years and that staff is reviewing the best method to approach making adjustments to the budget to allow for those increases; 4) the pay plan recommendations/pay for performance/the potential impact of the minimum salaries increase to the budget. Council reiterated the need to have the pay plan information segmented into numbers of employees and the dollar impact, in order for the Council to prepare the budget and to answer citizen questions; 5) staff noted the 27th pay period occurs this year and is accounted for; 6) the City Manager noted the recommendations presented today on CityLink services and the Compensation Plan are accounted for in the budget Council will receive and will not be adjusted unless Council makes adjustments; 7) the pro's and con's of holding the workshop meetings (now held on the 1st Thursday of the month) in the Basement Conference room or in the Council Chambers, and; 8) the Mayor encouraged Council to bring the presentation information they received today to the budget sessions that will begin on July 18th.

No Council action was required.

An Executive Session was not held.

There being no further business, the meeting was adjourned at 10:40 a.m.

Jo Moore City Secretary Norm Archibald Mayor