



City Manager's MONTHLY UPDATE

TO THE ANDREWS CITY COUNCIL, COMMUNITY, AND EMPLOYEES

July 15, 2021

Greetings,

One of our four Employee Core Values is the desire to create a culture where employees are engaged and empowered. Employee engagement is the extent to which our employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work.

In 2018, we began using a modified version of the Gallup Q12 survey to measure the 12 most important elements of employee engagement. In June, all full-time city employees participated in this survey and a summary of the city-wide results is included under the "Our Employees" section of this update. More detailed survey reports have been provided to City Staff to encourage further discussion with direct reports.

On a city-wide basis, I am encouraged that almost every area showed improvement over last year and every area but one showed improvement since the initial survey in 2018. In the coming weeks, City staff will be reviewing these results and developing a game plan for ways to further engage and empower our employees.

I encourage all our employees and residents to stay "engaged" by reading these updates each month. Items updated from last month's Update are in **green bold font**. As always, feel free to ask me about anything going on at the City.

Committed to Excellence,
Steve Eggleston

OUR VISION & FOCUS AREAS

VISION:

To become a City of Excellence – one others admire, learn from, and aspire to be.

Strategic Objectives grouped into four Key Focus Areas:

1. Deliver Exceptional Service

- Manage our resources in a responsible manner.
- Develop a high-performance workforce.
- Achieve a high level of customer satisfaction.
- Leverage technology to enhance efficiency and productivity.

2. Upgrade Essential Infrastructure

- Promote superior utility services.
- Proactively manage drainage infrastructure.
- Continuously improve the quality of City roadways.

3. Ensure Economic Vitality

- Develop targeted policies and incentives that boost economic growth and vitality.
- Encourage development, redevelopment, recruitment, and retention.
- Use innovative finance methods to support the City's economic vitality.
- Ensure a range of safe, quality housing

4. Enhance Quality of Life

- Enhance public health and safety.
- Promote clean and healthy neighborhoods.
- Provide outstanding leisure, cultural, & educational opportunities.

UPCOMING EVENTS

July 12-16

- **Junior Police Academy**

July 19

- 7:00 P&Z Committee Meeting

July 20

- **10:00 Open Enrollment Meeting**
- **3:00 Open Enrollment Meeting**
- **6:00 AEDC "How to Build Your Business" @ Country Club**

July 21

- **3:00 A.R.R.C. Board Meeting**
- 3:00 A.E.D.C. Board Meeting
- **7:00 Movie Night at Pioneer Park**

July 22

- 5:30 City Council Meeting

July 23

- 12:00 Investment Committee Meeting at PRMC

August 12

- 1st Day of School for Students
- 5:30 City Council Meeting
 - Set Tax Rate
 - Budget Presentation

August 18

- 3:00 A.E.D.C. Board Meeting

August 26

- 5:30 City Council Meeting
 - Public Hearing for Tax Rate
 - Public Hearing for Budget

OUR FY2021 WORK PLAN

1. DELIVER EXCEPTIONAL SERVICE

Manage our resources in a responsible manner	
o Decide City Hall / Police Station direction based on an architect's Facilities Study.	COMPLETE. Presented to Council 3/18/21.
o Resurface roads based on an engineered grading system.	COMPLETE.
o Select major infrastructure projects based on the Infrastructure Master Plan.	COMPLETE. Basis for 10-year Capital Plan.
Develop a high-performance workforce	
o Conduct 4th annual Employee Survey to gauge satisfaction & engagement.	COMPLETE. Results posted in Newsletter
o Provide harassment training for all employees.	COMPLETE. Provided 10/21-10/29/20
o Conduct a Salary Survey to ensure employee pay is competitive.	COMPLETE. Surveys completed 3/26/21.
o Use technology to improve the employee onboarding experience.	POSTPONED. Will attempt in FY2022.
o Create an Assistant EMS Director position to plan for succession.	COMPLETE. Position added 10/1/20.
o Enhance employee benefit package with an Employee Assistance Program.	COMPLETE. Implemented in September 2020.
Achieve a high level of customer satisfaction	
o Conduct a 2nd Customer Survey of City operations and services.	COMPLETE. Conducted in October 2020.
o Implement an improved process for bulk trash pick-ups in alleys.	COMPLETE. Amended Ordinance 10/22/20.
o Improve customer's ability to electronically report and receive information.	IN PROCESS. "Text-My-Gov" by end of July

2. UPGRADE ESSENTIAL INFRASTRUCTURE

Promote superior utility services.	
o Replace water transmission line from Florey Wellfield to City with a 20" PVC line.	IN PROCESS. See "Our Projects"
o Change out approximately 1,000 water meters.	COMPLETE. 600 meters changed out in Jan-Feb.
o Video & clean/rehab existing sewer lines.	REDIRECTED funds to purchase video equipment
o Replace water lines in approximately 12 alleys.	COMPLETE. Tejas replaced lines in 12+ alleys.
o Conduct a Hydrology Study to determine long-range water availability & sources.	COMPLETE. Presented to Council 5/27.
o Complete AWIA Risk and Resilience Assessment & Emergency Response Plan.	COMPLETE. Submitted in March 2021.
Continuously improve the quality of City roadways.	
o Crack seal and cut-and-patch Loop 1910.	COMPLETE.
o Re-establish annual seal-coating program of interior roads.	COMPLETE.

3. ENSURE ECONOMIC VITALITY

Encourage development, redevelopment, recruitment, and retention.	
o Directly contact industries to attract new businesses.	COMPLETE. / Ongoing
o Identify and provide opportunities for workforce skills training.	COMPLETE. CDL classes
o Increase awareness of AEDC through strategic marketing and networking.	COMPLETE. Move Ahead Andrews program
o Pursue opportunities to diversify the local economy.	COMPLETE. / Ongoing
Ensure a range of safe, quality housing	
o Develop new land opportunities for future housing development.	COMPLETE.
o Develop 23.5 acres purchased in NW Andrews.	POSTPONED. Grant for apartments fell through.
o Explore opportunities to expand basic infrastructure beyond City's current footprint.	IN PROCESS. Pursuing CARES grant for SW.

OUR FY2021 WORK PLAN (continued from previous page)

4. ENHANCE QUALITY OF LIFE

Promote clean and healthy neighborhoods	
○ Create a larger impound area to address Junk or Abandoned Vehicles.	IN PROCESS. Caliche down; adding fence.
○ Systematically target specific neighborhoods for improvement.	IN PROCESS. Targeting project in September.
○ Update downtown landscaping and irrigation.	IN PROCESS. In planning stages.
○ Organize City-wide cleanup events.	COMPLETE. 2 events conducted in FY2021.
○ Enlist a horticulturalist to advise City and residents on landscaping issues	COMPLETE. Class held 5/19/21 at B/T Center.
Provide outstanding leisure and cultural opportunities	
○ Add an adult fitness area to the Wetlands Park.	COMPLETE. Ribbon cutting in December 2020.
○ Provide oversight and direction for the Legacy Park project.	IN PROCESS. See “Our Projects”
○ Refurbish Splash Park features and repaint kiddie pool surface.	COMPLETE.
○ Identify options for Council to consider to re-purpose Amphitheater.	COMPLETE. Best viable option is drainage.
Enhance Public Safety	
○ Create a fenced-in area for a Dog Park.	IN PROCESS. Water line added; adding fence.
○ Provide more opportunities for animals to be adopted out.	COMPLETE. Multiple events have occurred.

OUR COMMITMENT TO EXCELLENCE

Major Activities & Accomplishments ABOVE & BEYOND the City’s Work Plan

Since October 1, 2020

- Annual Financial Report awarded the GFOA Certificate of Achievement for “Excellence in Financial Reporting.”
- Rolled out Tip411 program for anonymous tips.
- Worked with Andrews AMS Problem Solvers to provide a monthly community Market.
- Expanded the City’s Waterwise Landscape Incentive Program to encourage xeriscaping.
- Partnered with AISD to use 2 abandoned kindergarten buildings for future police training.
- EMS Paramedics involved in dual credit EMS Program for AHS seniors.
- Refurbished the stage used by the Chamber of Commerce for community events.
- Purchased 227 acres in SW Andrews for a future industrial park. (AEDC)
- Keep Andrews Beautiful recognized as Gold Star Affiliate by Keep Texas Beautiful.
- Conducted dog adoption events at the Animal Shelter every weekend in April & May.
- Provided “How to Build Your Business” Seminar on May 11. (AEDC & BAM Consulting)
- City Attorney provided all supervisors training on Employee Discipline on May 13.
- Added 2 Pickleball Courts **and 4 cornhole boards** to the tennis courts located near the Andrews Country Club.
- Upgraded website was rolled out in June.
- For the first time in the City’s history, no TCEQ violations regarding drinking water quality were required to be reported on the 2020 Consumer Confidence Report (January 1 – December 31, 2020)
- AEDC purchased land in NW Andrews for future affordable housing.
- **Signed an Interlocal Agreement with Andrews County for a future junk/abandoned vehicle yard.**
- **Conducted a Hydrology Study of the city’s future water supply and presented to Council on May 27.**

OUR EMPLOYEES

Core Values: Committed to Excellence • Engaged & Empowered • Family Oriented • Integrity at All Times

New Employees

- Patrick Kirksey – EMS Paramedic
- Antonia Martinez – Building & Grounds

New Certifications & Licenses

- Jon Mikal Mosher – Advanced Trauma
- Clayton O’Rear – Advanced Trauma
- Isaiah Lopez – Customer Service Cert.

Current Full-Time Job Openings

- EMS – Paramedic
- Water/Sewer – Utility Operator

Recent Graduates from the Permian Basin Law Enforcement Academy



Officer Zachery Montez
Officer James Joiner

City Employees living out our Core Values >>

Celebrating Work Anniversaries in July (# of years)

- Shane Dolgener (1)
- Rayme Brooks (2)
- Paige Burt (4)
- Chris Davis (9)
- Daryl Cunningham (13)

Future Employee Meetings & Activities

- July 20 Open Enrollment for Employee Benefits
- July 27 Warehouse Safety Meeting

June 9 · 🌐

Today [redacted] was throwing the trash and a city employee stops and said let me help you with that. It's hot out here you try to stay inside out of this heat. ❤️



2021 Employee Survey Results

The annual employee survey is designed to provide specific information about how employees feel about their work environment and how leaders and employees can best work together to create a better place to work. The survey uses a five-point scale, where 5 means the employee strongly agrees with the statement and 1 means they strongly disagree with the statement.

		All Employees			
		2021	2020	2019	2018
		Avg	Avg	Avg	Avg
1	I know what is expected of me at work.	4.65	4.71	4.72	4.68
2	I have the materials and equipment I need to do my work right.	4.58	4.54	4.52	4.26
3	At work, I have the opportunity to do what I do best every day.	4.59	4.59	4.61	4.38
4	I regularly receive recognition or praise for doing my job well.	3.92	3.88	3.84	3.56
5	My supervisor, or someone at work, seems to care about me as a person.	4.50	4.43	4.46	4.23
6	There is someone at work who encourages my development.	4.25	4.28	4.43	3.95
7	At work, my opinions seem to count.	4.06	3.96	3.89	3.77
8	The mission or purpose of the City makes me feel my job is important.	4.44	4.46	4.36	4.08
9	My co-workers are committed to doing quality work.	4.44	4.26	4.21	4.05
10	At work, I consider at least one of my co-workers to be a true friend.	4.44	4.32	4.39	4.34
11	My personal progress and development is important around here.	4.35	4.21	4.20	3.95
12	In my role, there are ongoing opportunities to learn and grow.	4.48	4.46	4.41	3.97

Green items represent an improvement from prior year.

Red items represent a decline from prior year.

OUR FINANCES (\$000)

Year to Date through June 2021

	<u>Actual</u>	<u>Budget</u>
General Fund		
Operating Revenue	7,561	7,183
Operating Expense	6,011	5,910
Sales Tax Revenue	5,161	4,814
Utility Fund		
Operating Revenue	3,306	3,111
Operating Expense	3,082	2,933
Sanitation Fund		
Operating Revenue	1,492	1,582
Operating Expense	1,344	1,390

OUR STATISTICS

Year to Date through June 2021

	<u>2021</u>	<u>2020</u>
Public Safety		
Number of Criminal Offenses Reported	313	286
Number of Fire Department responses	233	280
Public Works		
Water Customers	5,074	5,069
Water Metered (million gallons)	509	499
Sewer Plant Flow (million gallons)	226	309

OUR WORKLOAD INDICATORS

Year to Date through June 2021

	<u>2021</u>	<u>2020</u>
Public Safety		
EMS City Transfers	602	523
Traffic Cases Filed in Court	1,457	1,490
Non-Traffic Cases Filed in Court	619	575
Public Works		
Flat Bed Loads to Landfill	738	642
Packer Loads to Landfill	1,172	1,076
Work Orders / Service Calls Handled	3,136	2,821
Community Services		
Permits Issued (Building, Electricity, Plumbing, Mechanical)	571	522
Inspections (Building, Electricity, Plumbing, Mechanical)	2,648	944
Property Maintenance Notices	1,990	1,171
Weed Control Letters	2,423	1,687

OUR MAJOR PROJECTS

Drill 2 New water wells on DCP property

The City has 20 water wells located on 3 wellfields (DCP, Florey, and University) some 10 miles north of town. A volume-based royalty is required to produce water from the DCP and University wellfields. The wells located on the DCP wellfield do not produce enough water to meet the minimum contractual volume levels; therefore, the City is currently paying a premium for water produced from DCP. This project should allow the City to produce volumes that exceed the minimum, reducing the average production cost at DCP by almost half.

Budget: \$470,000 (from AEDC Sales Tax receipts)

Status: **Drilling of first well is in almost complete. Test pumping week of July 12.**



Replace Florey Transmission Line

Transmission lines deliver water produced in the City's wellfields to the water treatment plant. The University line is a 20" line and is capable of delivering the volume of water required by the city during normal months. The older Florey line is a 14" line not solely capable of meeting monthly water volume requirements. Over the past several years, the Florey line has had to be repaired on numerous occasions (see picture). This project will replace the Florey 14" line with a 20" line, giving the City the ability to maintain water volumes from 2 lines instead of 1. The project also includes adding a 500,000 gallon groundwater storage tank and a booster pump suction header at Florey.

Budget: \$9,383,000 (from AEDC Sales Tax receipts)

Status: **BenMark was awarded the bid for pipe and materials at \$5,094,078. The City will go out for bids for the storage tank and header in August, and the installation of the pipe in September. Construction is scheduled to begin in October or November.**



Legacy Park

This project will honor Andrews County veterans, 1st responders, and its history. The park will feature an upgraded veteran's memorial section, a 1st responder mural wall, a history of Andrews County mural wall, a small museum in the Mean's house, and an antique trail wagon display. The project also included adding a large, covered patio, an upgraded sound system, and landscaping.

Budget: \$1,997,572 (from Legacy Fund)

Status: Veteran's section was complete in May. Currently waiting on the artist to provide mural wall tiles; museum & chamber work will begin in the coming months.



Design New City Hall

A Facilities Study recently concluded that the most effective method to address future facility requirements for departments currently housed in City Hall and the Public Safety Building was to build a new City Hall for the Administration and Finance departments, renovate the existing City Hall for the Police department and Municipal Court, and renovate the existing Public Safety Building for AEDC and the Community Services department. On March 18, 2021, the City Council authorized Pate Architects to design a new City Hall to be located on the lot south of the existing City Hall.

Budget: \$182,000 (from the General Fund)

Status: **2nd meeting with architects scheduled for July 20 to discuss floorplans.**



Pate Architects Proposed Renovations & Additions with estimated costs:

1) Construct a new 1-story building for Administration & Finance departments	\$ 2,560,000
2) Renovate and build addition to existing City Hall for Police & Municipal Court departments	3,146,000
3) Renovate the existing Public Safety building for AEDC and Community Services department	<u>288,000</u>
Estimated Total	\$ 5,994,000