

**TABLE OF CONTENTS**  
**SECTIONS V, VI, AND VII**

*SECTION V - SPECIAL REVENUE FUNDS*

Planning and Development Services Department

Planning and Development Services Department Summary--	
Community Development & HOME Funds .....	207
Revenue Sources.....	208
Community Development Block Grant Sources and Use of Funds.....	209
Community Development Block Grant Description of Activities .....	210
HOME Investment Partnership Program Sources and Use of Funds.....	212
HOME Investment Partnership Program Description of Activities .....	213
Neighborhood Initiatives.....	216

Economic Development Department

Economic Development Department Organization Chart and Summary--DCOA Fund.....	219
Revenue Sources.....	221
Business Services.....	222
Economic Development Department Summary--Reinvestment Zone Fund.....	224

Housing Fund

Planning and Development Services Department Summary .....	226
Revenue Sources.....	227
Housing.....	228

Library Grant Fund

Community Services Department Summary.....	231
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Public Health Services Fund

Community Services Department Summary.....	232
Revenue Sources.....	233
Health .....	234

Transportation Planning Fund

Planning and Development Services Department Summary .....	237
Transportation Planning .....	238

Hotel/Motel Fund

Finance Department Summary.....	240
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*SECTION VI - GENERAL DEBT SERVICE FUNDS*

Description .....	241
Comments on Debt Management .....	242
Schedule of General Long Term Obligation Bonds Payable .....	243
Schedule .....	244

*SECTION VII - ENTERPRISE FUNDS*

Water and Sewer Operating Fund

Water Utilities Department Organization Chart and Summary .....	245
Revenue Sources .....	247
Water Administration .....	249
Water Utility Office .....	250
Water Production .....	252
Water Treatment .....	254
Water Distribution .....	256
Sewage Collection .....	258
Wastewater Treatment .....	260
Quality Control .....	262

Abilene Transit System Fund

Public Works Department Summary .....	264
Revenue Sources .....	265
Transit .....	266

Solid Waste Services Fund

Public Works Department Summary .....	269
Solid Waste Services .....	270

Stormwater Utility Fund

Public Works Department Summary .....	273
Stormwater Utility .....	274

## SPECIAL REVENUE FUNDS

The Special Revenue Funds account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or for major capital projects) that are legally restricted to expenditure for specified purposes. The City accounts for Federal and State grant activities in these funds. Eight individual funds are budgeted within the Special Revenue Funds.

**Community Development:** Community Development Block Grant revenues and related expenditures are accounted for in this fund.

**Housing:** The function of this fund is to account for the City's housing program activities.

**Library Grants:** State and Federal grants for library activities are accounted for in this fund. This fund includes only expenditures financed by grant revenues.

**Health Services:** The function of this fund is to account for the operations and City's share of health programs operated within Taylor County. Financing is provided from the General Fund to the extent patient's fees and miscellaneous revenues are not sufficient to provide support for operations and by State grants, which can only be used, for health services.

**HOME:** HOME Investment Partnership Grant revenues and related expenditures are accounted for in this fund.

**Miscellaneous Grants:** The function of this fund is to account for short-term and/or non-recurring grants and donations as well as the Seized Funds of the Police Department.

**Transportation Planning Grant:** This fund is used to account for operations financed by a grant that is administered by the Texas Department of Transportation.

**Hotel/Motel Fund:** This fund accounts for the revenues and related expenditures of the hotel/motel occupancy tax.



**PLANNING AND DEVELOPMENT SERVICES**  
 Community Development & HOME Funds  
 DEPARTMENT SUMMARY

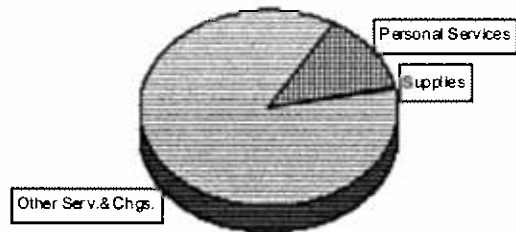
DEPARTMENT REVENUE	ACTUAL 2005-06	REVISED 2006-07	APPROVED 2007-08
TOTAL	\$2,327,652	\$1,738,660	\$1,743,090

EXPENDITURES BY DIVISION	ACTUAL 2005-06	REVISED 2006-07	APPROVED 2007-08
1175 CDBG Rehab	\$130,010	\$140,360	\$126,000
2510 Community Development Administration	211,054	213,790	206,250
2527 Code Enforcement/Zoning	120,310	0	0
2567 Emergency Repairs	142,851	110,000	110,000
2570 First Time Home Buyer	61,273	0	0
2571 Section 108 Debt Service	427,050	664,050	664,050
Contractual Programs CDBG	384,417	293,810	112,790
2570 First Time Home Buyer	0	60,000	60,000
2860 HOME General Administration	15,831	14,680	14,430
2875 Housing HOME Administration	37,641	44,030	43,310
2880 HOME Single Family Rehab	191,973	368,000	338,600
2885 HOME Tenant Based Rental	118,686	100,000	60,000
Contractual Programs HOME	285,114	299,880	318,720
TOTAL	\$2,126,210	\$2,308,600	\$2,054,150

TOTAL FULL TIME PERSONNEL	ACTUAL 2005-06	REVISED 2006-07	APPROVED 2007-08
	7	7	7

Personal Services	\$265,450
Supplies	7,500
Maintenance	0
Other Serv. & Chgs.	1,781,200
Capital	0
Total	\$2,054,150

**EXPENDITURES BY CLASSIFICATION**  
 APPROVED 2007-08



**COMMUNITY DEVELOPMENT FUND  
PLANNING & DEVELOPMENT SERVICES  
REVENUE SOURCES**

Revenue Source	Description	2006 Actual	2007 Approved	2007 Revised	2008 Approved
3303	Community Development Block Grant	\$1,493,423	\$1,125,810	\$1,125,810	\$1,120,610
3459	Miscellaneous Health	0	750	750	2,000
3775	Principal on Loans/Assess	0	4,830	0	4,830
3802	Interest on Loans/Assessments	13,219	13,160	0	13,170
3809	Other Interest	2,625	0	0	0
3816	Building/Space Rental	0	25,000	25,000	25,000
3839	Miscellaneous Recoveries	25,870	0	0	0
Department 250 Total		\$1,535,137	\$1,169,550	\$1,151,560	\$1,165,610

**HOME FUND  
PLANNING & DEVELOPMENT SERVICES  
REVENUE SOURCES**

Revenue Source	Description	2006 Actual	2007 Approved	2007 Revised	2008 Approved
3307	HOME Entitlement	\$768,574	\$579,050	\$579,050	\$573,120
3839	Miscellaneous Recoveries	23,941	8,050	8,050	4,360
Department 250 Total		\$792,515	\$587,100	\$587,100	\$577,480

**Community Development Block Grant (CDBG)  
Source and Use of 2008 Funds**

**Source of Funds**

2007 Entitlement	\$ 1,120,611
Reallocated money	53,504
Program income	<u>45,000</u>
<b>Total Funds Available</b>	<b>\$ 1,219,115</b>

**Public Service Cap**

Based on 15% of estimated program income + 2007 Entitlement \$ 174,980

**Planning & Admin. Cap**

Based on 20% of estimated program income + 2007 Entitlement \$ 233,122

**Use of Funds**

Access to Jobs/City Link	\$ 20,000
Medical / Dental	15,970
Senior Services	46,360
Youth Services - Teen Court	<u>0</u>
<b>Total Public Service Activities</b>	<b>\$ 82,330</b>

CDBG Housing Administration	\$ 126,000
Community Development Administration	206,250
Community Enhancement	0
Limited/Critical Rehabilitation Program	110,000
First Time Homebuyer ( <i>Moved to HOME Funds</i> )	0
Section 108 Debt Repayment	664,050
Adult Protective Services Partners, Inc	14,000
Faith Works of Abilene, Inc.	12,460
Abilene Volunteer Weatherization	4,000
Planning	0
Reserved Funds	<u>0</u>
<b>Total Non-Public Service Activities</b>	<b>\$ 1,136,760</b>

**Total CDBG Funds** \$ 1,219,090

**COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)  
DESCRIPTION OF ACTIVITIES  
ONE-YEAR ACTION PLAN FY 2007-08**

**Planning and Development Services Administration – \$206,250 CDBG**

This activity provides general oversight, management and delivery of the CDBG Program, administered by the Planning and Development Services Department/Neighborhood Initiatives Division, including professional service contracts to support community and economic development projects, and indirect cost allocations. Funding also partially supports management of the HOME Program.

**Critical/Limited Rehab – \$110,000 CDBG**

The Limited Rehab Program is designed to assist very low-income homeowners in Abilene with repairs to items that pose an imminent threat to the health and/or safety of the occupant(s) and the surrounding neighborhood. Under the Limited Rehab Program, the Critical Rehab program will address cases where a situation or condition occurred without warning (within two weeks), is detrimental to life, health or safety, is not due to neglect, and can be repaired in 24-72 hours. Examples of assistance include, but are not limited to, repair of gas leaks, leaking roofs, unsafe electrical wiring and other hazardous problems. In conjunction with CDBG dollars, homeowners will contribute volunteer labor towards the completion of the rehab project. Advertisement for this program includes press releases announcing available funding in the local newspaper, the City of Abilene website, and staff presentations with local non-profit service agencies. The City of Abilene Planning and Development Services Department administers the Program.

**CDBG Housing Rehab Administration – \$126,000 CDBG**

This activity supports the overall administrative and delivery costs for CDBG funded housing rehabilitation and homeownership activities operated by the City of Abilene.

**Adult Protective Services Partners, Inc. – \$14,000 CDBG**

Serving the elderly and persons with disabilities age 18 and older, this project will assist with minor home repairs to improve safety and security and install handicap ramps to improve accessibility.

**Abilene Volunteer Weatherization Program – \$4,000 CDBG**

Abilene Volunteer Weatherization Program will use the funds to purchase building materials to weatherize homes and replace entrance doors, which fail to provide proper security or weather-tightness. Weatherization is made available to low-income, persons with disabilities and the elderly to meet urgent need.

**Medical/Dental Program – \$15,970 CDBG**

This program provides crisis intervention, medical and dental care to low-income adults and children. The City Health Department administers this program.

**Senior Nutrition and Activities – \$46,360 CDBG**

The Seniors Division will utilize CDBG funds for the Senior Nutrition and Activities Program which is designed to stop isolation and help maintain a good and active lifestyle through social services and nutrition for elderly and senior citizens. The program offers transportation, shopping assistance, education, nutrition, recreation and social activities, and health screenings.

**Access to Jobs – \$20,000 CDBG**

The Access-to-Jobs program uses CDBG funds to match other federal funds to expand the City transit service, CityLink, for the purpose of enabling low-income persons and persons on public assistance to access employment. Previously, CityLink operated until 6:00 p.m. With lack of transportation cited as one of the main obstacles to persons seeking entry-level jobs that entail evening work hours, the program expands curbside transit service to this population until as late as 11:00 p.m. Clients will be screened for the program through an intake process documenting household income, race/ethnicity, and purpose of transportation utilization.

**FaithWorks of Abilene, Inc. – \$12,460 CDBG**

FaithWorks serves under/unemployed individuals by providing personal and professional competencies needed for meaningful employment and self-sufficiency. A donated building will be rehabilitated to increase classrooms, computer lab, offices and other training spaces.

**Section 108 Debt Repayment – \$664,050 CDBG**

CDBG funds will be used to repay loans funded through the City's Section 108 Downtown Loan Program. Program income received in the form of Section 108 repayments will be applied first to offset the use of CDBG funds for this activity.

**Home Investment Partnerships Program (HOME)  
Source and Use of 2008 Funds**

**Source of Funds**

Entitlement	\$ 573,121
Program income	4,360
HOME Reserve	<u>257,584</u>
<b>Total Funds Available</b>	<b>\$ 835,065</b>

Minimum CHDO Set-Aside	\$ 85,968
Home Administrative Cap	\$ 57,748

**Use of Funds**

Home Administration Total	
--Neighborhood Initiatives	\$ 14,430
--Housing Authority	43,310
Home Single Family Rehab	338,600
First Time Homebuyer	60,000
Home CHDO	85,970
Home Tenant Based Rental	60,000
Homeowner Reconstruction	<u>232,750</u>
<b>Total Home Funds</b>	<b><u><u>\$ 835,060</u></u></b>

**HOME INVESTMENT PARTNERSHIPS PROGRAM (HOME)  
DESCRIPTION OF ACTIVITIES  
ONE-YEAR ACTION PLAN FY 2007-08**

**HOME Administration – \$14,430 HOME**

This activity supports staff and delivery costs of the HOME Program, including HOME administrative costs incurred by the Planning and Development Services Department/Neighborhood Initiatives Division and the HOME-funded Single-Family Rehabilitation, Home Owner Reconstruction, and First Time Homebuyer programs operated by the Planning and Development Services Department.

**First Time Home Buyers – \$60,000 HOME**

This program is designed to provide necessary down payment and closing costs assistance to low- and moderate-income persons for the acquisition of a single-family home. The First Time Home Buyer Program prioritizes persons who are currently living in federally assisted housing or receiving federal rental assistance and who are able to meet all requirements of the program, including the ability to obtain financing for the purchase of a home through a local lender. Advertisement for this program includes press releases announcing available funding in the local newspaper, the City of Abilene website, and staff presentations to local non-profit service agencies. The City of Abilene Planning and Development Services Department administers the program.

**Tenant-Based Rental Assistance/Self-Sufficiency (TBRASS) – \$60,000 HOME**

The Tenant-Based Rental Assistance/Self-Sufficiency (TBRASS) Program will continue to provide up to two years of rental housing assistance to eligible participants, or until the family is selected from the HCV Program waiting list. The program targets families on the APHA's HCV waiting list, which consists of over 1,200 families. Participants must agree to maintain employment and/or enrollment in continuing education or a recognized training program, and community volunteer hours are encouraged. Advertisement for this program includes press releases announcing available funding in the local newspaper, the City of Abilene website, and staff presentations to local non-profit service agencies. Housing Division staff refers applicants who update or submit new applications for the HCV Program to the TBRASS Program. The waiting list for the TBRASS Program has substantially decreased due to shorter wait times on the Section 8 waiting list now with a three- to six-month wait. The City of Abilene Planning and Development Services Department administers the Program.

**Single-Family Rehabilitation – \$338,600 HOME**

This program provides moderate or substantial rehabilitation of existing owner-occupied single-family residential properties by providing grants or loans to low-and moderate-income homeowners. Residential properties are rehabilitated to meet local housing codes and locally adopted written property standards, including suitable amenities. In conjunction with the HOME dollars, homeowners will contribute volunteer labor towards the completion of the rehab project. Advertisement for this program includes press releases announcing available funding in the local newspaper, the City of Abilene website, and staff presentations with local non-profit service agencies. The City of Abilene Planning and Development Services Department administers the Program.

**Housing Reconstruction – \$232,750 HOME**

The purpose of the Homeowner Reconstruction Program is to provide assistance to low- to moderate-income families for demolishing and rebuilding a new unit on the same property when it is determined that the homeowner's existing house is substandard and not suitable for rehabilitation. Substandard structurally unsound units do not meet code standards, utilize excessive energy, contain lead based paint and are not universally designed. With this program, the unsound structure is replaced with a new, high-energy efficient, universal house. This program will expand the supply decent, safe, and affordable housing for low- to moderate-income families and complement the revitalization efforts of existing neighborhood housing programs. Homeowner reconstruction is voluntary. In conjunction with the HOME dollars, homeowners will contribute volunteer labor towards the completion of the project. Advertisement for this program will include press releases announcing available funding in the local newspaper, the City of Abilene website, and staff presentations with local non-profit service agencies. The City of Abilene Planning and Development Services Department will administer the Program.

**Community Housing Development Organization (CHDO) – \$85,970 HOME**

The City has set aside 15% of its HOME Program Year 2007 entitlement, as well as previous entitlements for use by Community Housing Development Organizations (CHDO). The CHDO is responsible for developing, sponsoring, and/or owning HOME-assisted housing available to low- and moderate-income families. Habitat for Humanity and NIP are the only two non-profit housing development organizations to have applied for and received CHDO designation from the City. Using HOME funds previously allocated, Habitat is currently acquiring existing single-family properties for rehabilitation and constructs new single-family housing in the community. NIP will construct new single-family housing in targeted neighborhoods. City staff has begun work with two additional non-profit organizations that have expressed an interest in becoming CHDOs. All HOME-assisted CHDO units will be completed for resale to individual HOME-eligible homebuyers.

**Housing Rehab Administration – \$43,310 HOME**

This activity supports staff and delivery costs of the HOME Program, including HOME administrative costs incurred by the Planning and Development Services Department for the Single-Family Rehab, Homeowner Reconstruction, First Time Homebuyer, and Tenant Based Rental Assistance programs.



## NEIGHBORHOOD INITIATIVES

### **Description**

The Neighborhood Initiatives Division is responsible for administering two federal grants: the Community Development Block Grant (CDBG) and the Home Investment Partnerships Program (HOME). To remain eligible for the grants, the City submitted a five-year strategic plan — the 2005-2009 Consolidated Plan for Housing and Community Development — to the U.S. Department of Housing and Urban Development in August 2005. The City submits an annual One-Year Action Plan that outlines proposed projects and allocations for both programs.

### **Major FY 2007-08 Goals/Programs**

- Continue to deliver the CDBG and HOME assisted housing programs under the Office of Neighborhood Services to continue program efficiency.
- Continue to review policies, procedures and processes of the CDBG and HOME assisted housing programs to improve program efficiency.
- Continue to utilize HUD required performance measures for evaluating program effectiveness, and maintain the annual expenditure rate for CDBG overall benefit ratio of 70/30% LMI as required by HUD.
- Evaluate and improve the use of electronic technology in the field to improve customer service and efficiency.
- Collaboration with neighborhood based organizations to improve leveraging of community resources.
- Expand program education and outreach opportunities in the community and related resource organizations.
- Break ground with the reconstruction program to address properties unsuitable for rehab.
- Identify new homebuyer assistance opportunities with lending institutions and prospective homebuyers.
- Identify additional program income sources to offset declining federal funds.

OPERATIONAL WORKLOAD PERFORMANCE ANALYSIS	DEMAND/ GOAL	PROJECTED 2005-06	ACTUAL 2005-06	PROJECTED 2006-07	PROJECTED 2007-08
Overall Program Benefit Ratio  *NOTE: HUD does not calculate benefit ratio on HOME funds due to the parameters of HOME Program benefit. HOME allows only housing for low-income families	70% / 30% (cumulative for the certification period)	100%-0%	100%	100%	100%
Percentage of Low-Mod Income Benefit Budget Expended	100%	95%	90%	100%	100%
Additional Affordable Housing Units Created/Rehabilitated with CDBG Program Assistance	15-20	58	52	48	20
Additional Affordable Housing Units Created/ Rehabilitated with HOME Program Assistance.	60-70	65	74	65	65

EXPENDITURES	ACTUAL 2005-06	PROPOSED 2006-07	REVISED 2006-07	PROPOSED 2007-08
Personal Services	216,693	249,940	249,940	250,000
Supplies	5,978	4,400	4,400	4,000
Maintenance	2,761	0	0	0
Other Services and Charges	169,095	192,910	192,910	75,980
Contingency	0	0	0	0
<b>TOTAL</b>	<b>394,527</b>	<b>447,250</b>	<b>447,250</b>	<b>329,980</b>
Total Full-time Personnel	7	7	7	7

# NEIGHBORHOOD INITIATIVES

## FY 2006-07

### **Accomplishments**

- Construction was completed on the Arbors at Rose Park an 80-unit senior affordable housing (independent living) community located across from major senior center. This is a low income housing tax credit project.
- Completed the 2007 One-Year Action Plan including revised performance measurement guidelines with collaboration from the Office of Neighborhood Services Advisory Council.
- Partnered with HUD to distribute Faith-Based Community Initiative Roundtable information concerning federal funding opportunities for faith-based organizations.
- Completed minor repairs and installed fixtures, minor accessories, and wheelchair ramps to ensure handicap accessibility and safety in 6 homes.
- Assisted with funding the Community Enhancement Division that worked 6,870 complaints. This division includes the Condemnation/ Rehab Program, as well.
- Assisted the Planning Division with funding for a contract to rewrite City Ordinance. Planned funding will span various phases of the contract.
- Provided funds for rehabilitation of new FaithWorks employment training facility for under/unemployed individuals located at 1229 N. Mockingbird.
- Completed 8 single-family rehabs, 24 Limited/Critical Repairs, assisted 11 First Time Homebuyers, assisted 63 tenants with Tenant Based Rental Assistance, assisted one CHDO with new construction on 2 single-family houses and 1 acquisition/rehab single-family houses. All of these units provided homes for LMI qualified families.
- Served 954 Medical/Dental Program clients, 6,786 Senior Nutrition & Activity clients, 2,229 Access to Jobs (CityLink) clients and 615 Teen Court clients. (Client count based on one time served only)
- Assisted with funding the remodeling of existing restrooms in Stevenson Park. Remodel provided more fixtures and space for wheel chair access.

## FY 2008-09

### **Goal**

Preserve and improve the image, integrity and sustainability of neighborhoods by enhancing the affordable housing stock, empowering residents, and proactively abate public nuisances.

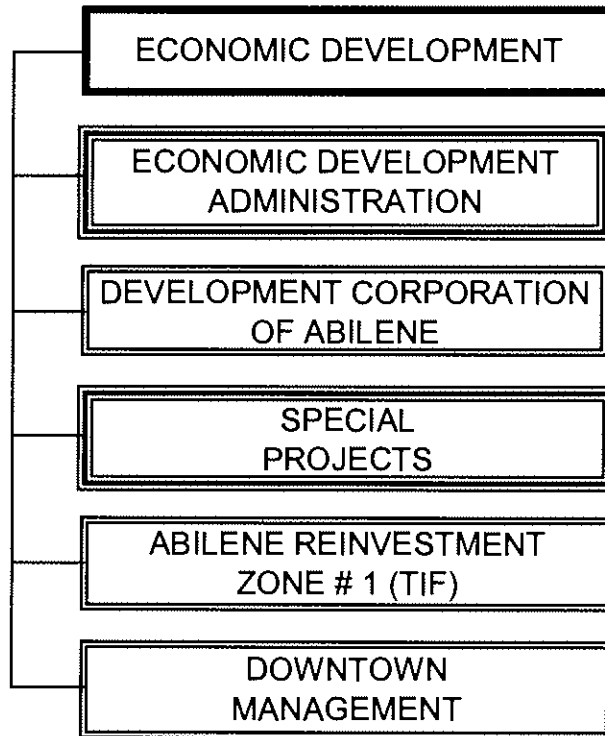
### **Objectives**

- Execute the 2005-2009 Consolidated Plan.
- Execute the FY 08-09 Action Plan.
- Support activities of the Office of Neighborhood Services.
- Support the Neighborhood Housing Services Division.

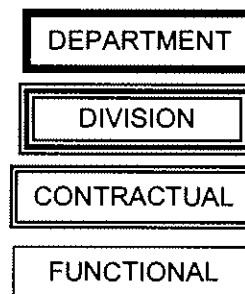


# ORGANIZATION CHART

OCTOBER 2007



## LEGEND



**ECONOMIC DEVELOPMENT**  
 DCOA Funds  
 DEPARTMENT SUMMARY

**Description**

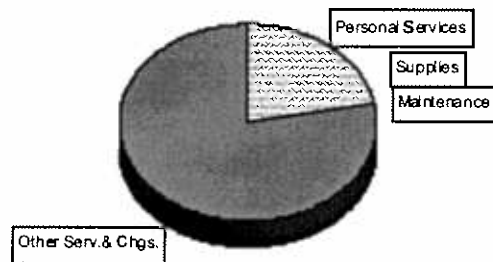
The Department of Economic Development (Department) exists to generate community wealth, thereby enhancing the quality of life for present and future citizens of Abilene and the region. The Department accomplishes its goals through a comprehensive economic development program conducted by two divisions and through a contractual relationship with the Development Corporation of Abilene, Inc. (DCOA). The Assistant City Manager (ACM) for Economic Development serves as the Chief Executive Officer of the DCOA. The two divisions are Business Services and Downtown Management.

DEPARTMENT REVENUE	ACTUAL 2005-06	REVISED 2006-07	APPROVED 2007-08
TOTAL	\$9,501,237	\$9,183,810	\$9,071,110

EXPENDITURES BY DIVISION	ACTUAL 2005-06	REVISED 2006-07	APPROVED 2007-08
2760 General Fund Economic Dev. Admn. Reimb.	\$541,450	\$565,090	\$617,070
2775 Annual Contracts	1,233,242	1,327,640	1,328,060
Contractual Programs	11,762,768	5,380,686	0
TOTAL	\$13,537,460	\$7,273,416	\$1,945,130

**EXPENDITURES BY CLASSIFICATION**  
 APPROVED 2007-08

Personal Services	\$419,100
Supplies	5,200
Maintenance	700
Other Serv. & Chgs.	1,520,130
Capital	0
<b>Total</b>	<b>\$1,945,130</b>



**DEVELOPMENT CORPORATION  
ECONOMIC DEVELOPMENT  
REVENUE SOURCES**

Revenue Source	Description	2006 Actual	2007 Approved	2007 Revised	2008 Approved
3131	City Sales Tax	\$7,953,933	\$8,025,460	\$8,191,950	\$8,437,710
3132	Sales Tax Retained by City	47,593	48,440	49,450	50,930
3775	Principal on Loans/Assessments	16,899	72,000	70,030	70,500
3802	Interest on Loans/Assessments	64,394	56,880	32,220	25,000
3803	Investment Pool Revenue	557,652	310,000	310,000	0
3810	Land Leases	1,524	990	1,520	1,520
3816	Building/Space Rental	371,889	567,750	526,500	485,250
3839	Miscellaneous Recoveries	0	0	1,740	0
3870	Sale of Land	39,386	0	0	0
3871	Sale of Buildings	446,853	0	0	0
3892	Miscellaneous Revenue	1,114	200	400	200
Department 275 Total		\$9,501,237	\$9,081,720	\$9,183,810	\$9,071,110

## BUSINESS SERVICES

### *Description*

The mission of the Business Services Division of the Department of Economic Development is to enhance economic opportunities for the citizens of Abilene through creation/retention of jobs, expansion of the tax base, revitalization of downtown, and elimination of blight. Staff structures and underwrites economic development projects utilizing various funding sources to maximize tax dollars. The Department also serves as staff to the Development Corporation of Abilene, Inc. (DCOA), the Abilene Economic Development Company, Inc. (AEDC), the Abilene Improvement Corporation (AIC), and Abilene Reinvestment Zone No. 1 (also known as the TIF District). The majority of projects are funded by the DCOA using proceeds from the half-cent sales tax for economic development.

In 1982 the Abilene City Council created Abilene Reinvestment Zone No. 1, a tax increment financing (TIF) district, encompassing a 100-block area in and near downtown, and appointed a 15-member board as a recommending body for use of TIF funds. The District will expire January 1, 2008. Funding has been used to revitalize downtown through infrastructure improvements, cultural incentives grants and other projects for the benefit of the public.

### *Major FY 07-08 Goals/Programs*

- Continue pursuing Freeport Tax Exemption and New Markets Tax Credits as additional tools for development.
- Continue to identify and recruit innovative industries that offer higher wages, appropriate benefits, and career advancement.
- Pursue additional resources for establishment of a life sciences accelerator for biomedical and immunotherapeutic research.
- Continue to support workforce training programs that help prepare workers for available Abilene jobs.
- Support the new branding and wayfinding/destination signage projects affecting downtown.
- Continue to pursue construction of a third speculative industrial shell building at the Five Points Business Park and expansion of DCOA-owned structure at 6450 Five Points Parkway.

OPERATIONAL WORKLOAD/PERFORMANCE ANALYSIS	DEMAND/ GOAL	PROJECTED 2005-06	ACTUAL 2005-06	PROJECTED 2006-07	PROJECTED 2007-08
No. New Jobs Committed	400	589	589	343	400
Loans/Agreement Closed	15	11	11	14	15
Projected Private Investment (\$)	10,000,000	13,450,011	13,450,011	28,636,340	10,000,000
DCOA Investment (\$)	5,000,000	12,529,063	12,529,063	13,497,097	5,000,000
Ratio-DCOA to Projected Private Invest.	1:2	1:1.1	1:1.1	1:2	1:2

EXPENDITURES	ACTUAL 2005-06	APPROVED 2006-07	REVISED 2006-07	APPROVED 2007-08
Personal Services	375,024	375,450	374,700	419,100
Supplies	3,195	6,310	6,200	5,900
Maintenance	164	750	600	750
Other Services and Charges	207,227	212,550	233,400	243,380
Capital Outlay	252,114	216,720	242,870	242,870
<b>TOTAL</b>	<b>837,724</b>	<b>811,780</b>	<b>857,770</b>	<b>912,000</b>
Total Full-Time Personnel	5	5	5	5

## **BUSINESS SERVICES**

### **FY 06-07**

#### ***Accomplishments***

- The DCOA approved assistance to: Receptor Logic for equipment and furniture purchases and building renovations for biomedical research; Eagle Aviation Services for equipment and recruitment expenses for 40 new maintenance jobs; Abtex Beverage for equipment purchases and real estate upgrades for 104 jobs retained; BMWT Leasing for real estate purchase and improvements for 7 jobs retained; Senior Safe at Home for equipment and furniture for 17 new jobs.
- DCOA approved a contract with Dr. Kenneth Ford of the Institute for Human and Machine Cognition to conduct the initial feasibility analysis for establishment of an Abilene-based research institute.
- DCOA authorized assistance of \$2 million to relocate Receptor Logic, Ltd to Abilene to commercialize biotechnology invented by Dr. John Weidanz.
- DCOA authorized staff to hire an architect to design a life sciences accelerator building to be constructed to meet the needs of Receptor Logic and other biotechnology research tenants.
- DCOA approved additional funding to support local researchers and entrepreneurs wishing to apply for federal funding under the SBIR/STTR programs of the SBA.
- DCOA approved additional funding to help the Workforce Center of West Central Texas conduct additional Fast Track Welder training sessions and a pilot program for the Manufacturers Skill Standards Council (MSSC) Certified Manufacturing Production Technicians.
- DCOA authorized contracts with Carter & Burgess to design a third speculative industrial shell building in the Five Points Business Park and a mass grading plan to reclaim some currently undevelopable land.
- Staff worked with the Abilene Independent School District to approve Freeport Tax Exemption for local industry. Work continues with Taylor County and Abilene City Council to establish triple Freeport Tax Exemption as an economic development tool.
- The TIF board approved funding to help contract with North Star Destination Strategies to develop a research-based brand and implementation strategy to replace the current Friendly Frontier brand with one that will differentiate Abilene from other travel destinations. The new brand will be incorporated in the destination/wayfinding signs.
- The TIF board approved funding to demolish the former 325 Club at Cedar St. and No. 2<sup>nd</sup> St. and redevelop the lot along with the lot immediately north into metered public parking to help address the need for parking in the downtown.
- The TIF board approved funding to purchase signs relating to the downtown to direct traffic to various downtown destinations along with funding to replace the existing banners in downtown.

### **FY 08-09**

#### ***Goals***

Make Abilene more competitive in attraction of industry to create new permanent jobs, retain existing jobs, and increase tax base by providing assistance, and strengthen and expand skills of Abilene labor force.

#### ***Objectives***

- Continue development of the life sciences accelerator and further build on relationships with Texas Tech University Health Sciences Center to establish Abilene as a biotechnology research center.
- Continue development of Five Points Business Park.
- Continue pursuing Freeport Tax Exemption status with the City of Abilene and Taylor County.
- Support and promote efforts to retain and expand local businesses by providing incentives.
- Continue to work with universities and colleges to further develop a curriculum to satisfy the needs of present and potential future businesses.
- Close cooperation with the Abilene Industrial Foundation in their business recruitment program.

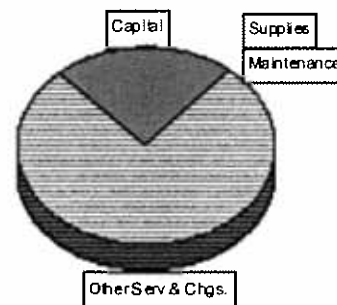
**ECONOMIC DEVELOPMENT**  
 Reinvestment Zone Fund  
 DEPARTMENT SUMMARY

DEPARTMENT REVENUE	ACTUAL 2005-06	REVISED 2006-07	APPROVED 2007-08
Current Taxes	\$457,041	\$457,900	\$223,160
Delinquent Taxes	7,827	7,000	0
Penalty, Interest & Cost	5,471	4,500	0
Principal on Loans/Assessments	100,000	0	0
Interest on Loans/Assessments	3,208	0	0
Investment Pool Revenue	53,245	30,000	0
Building/Space Rental	14,400	14,400	3,600
Miscellaneous Revenues	21,675	0	0
<b>TOTAL</b>	<b>\$662,867</b>	<b>\$513,800</b>	<b>\$226,760</b>

EXPENDITURES BY DIVISION	ACTUAL 2005-06	REVISED 2006-07	APPROVED 2007-08
2740 Downtown Management Program	\$273,840	\$269,160	\$267,750
Contractual Programs TIF	342,891	534,000	788,503
<b>TOTAL</b>	<b>\$616,731</b>	<b>\$803,160</b>	<b>\$1,056,253</b>

**EXPENDITURES BY CLASSIFICATION**  
 APPROVED 2007-08

Personal Services	\$0
Supplies	700
Maintenance	50
Other Serv. & Chgs.	812,633
Capital	<u>242,870</u>
<b>Total</b>	<b>\$1,056,253</b>





**PLANNING AND DEVELOPMENT SERVICES**  
 Low Rent Public Housing Fund, Section 8 Housing Fund  
 DEPARTMENT SUMMARY

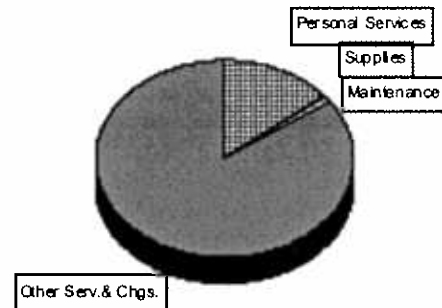
DEPARTMENT REVENUE	ACTUAL 2005-06	REVISED 2006-07	APPROVED 2007-08
TOTAL	\$6,113,074	\$7,240,060	\$6,483,950

EXPENDITURES BY DIVISION	ACTUAL 2005-06	REVISED 2006-07	APPROVED 2007-08
1160 Low Rent	\$682,612	\$707,810	\$622,780
1170 Section 8 Vouchers	3,677,188	5,666,180	5,703,420
TOTAL	\$4,359,800	\$6,373,990	\$6,326,200

TOTAL FULL TIME PERSONNEL	ACTUAL 2005-06	REVISED 2006-07	APPROVED 2007-08
	16.1	16.1	16.1

**EXPENDITURES BY CLASSIFICATION**  
 APPROVED 2007-08

Personal Services	\$871,250
Supplies	29,870
Maintenance	47,300
Other Serv. & Chgs.	5,377,780
Capital	0
<b>Total</b>	<b>\$6,326,200</b>



**LOW RENT  
PLANNING & DEVELOPMENT SERVICES  
REVENUE SOURCES**

Revenue Source	Description	2006 Actual	2007 Approved	2007 Revised	2008 Approved
3336	AHA - Dwelling Rentals	\$271,229	\$205,950	\$205,950	\$288,000
3338	AHA - Other Operating Receipts	3,214	58,200	58,200	54,000
3339	AHA - HUD Operating Subsidy	484,537	627,780	627,780	444,710
3344	AHA - CIAP	399,906	0	664,170	0
3800	Interest on Investments	19,094	16,000	16,000	22,400
Department 250 Total		\$1,177,980	\$907,930	\$1,572,100	\$809,110

**SECTION 8  
PLANNING & DEVELOPMENT SERVICES  
REVENUE SOURCES**

Revenue Source	Description	2006 Actual	2007 Approved	2007 Revised	2008 Approved
3341	AHA - Housing Assistance Payment	\$4,310,589	\$5,013,890	\$5,013,890	\$4,893,370
3342	AHA - Administrative Fees	535,528	503,100	503,100	489,670
3800	Interest on Investments	52,465	42,170	42,170	64,800
3809	Other Interest	33,982	0	108,000	108,000
3892	Miscellaneous Revenue	2,530	0	800	119,000
Department 250 Total		\$4,935,094	\$5,559,160	\$5,667,960	\$5,674,840

# HOUSING

## Description

The Housing Authority's mission is to manage resources efficiently and to provide safe, decent, and sanitary housing conditions for low-income, very low-income, and extremely low-income families in the Public Housing Authority's jurisdiction, which includes 19 surrounding counties. The Housing Division oversees the community's public housing programs and offers housing-related services targeted to persons of very low to moderate income. Staff takes policy direction from an appointed Housing Authority Board of Commissioners. The Division is responsible for implementing mandates of the Quality Housing Work Responsibility Act (QHWRA) and other federal legislation impacting the quality of life for citizens in subsidized rental assistance property. Housing staff works closely with the Office of Neighborhood Services to assist citizens which may qualify for assistance under the Tenant Based Rental Assistance Self-Sufficiency (T-BRASS) program. Public Housing residents and participants in the Section 8 program provide input regarding the programs through an Annual Plan and Five Year Plan via a Resident Advisory Board.

## FY 2007-08 Major Goals/Programs

- Maximize utilization of HUD approved funds for Section 8 Housing Choice Voucher Program or maximize the 1029 voucher approved by HUD.
- Submit closeout reports to HUD for all Capital Fund Grant Programs for FY 2005 and FY 2006.
- Develop a system to recognize habitual Housing Quality Standards (HQS) violators, and provide HQS training.
- Aggressively seek new grant opportunities from HUD and other funding sources/entities.
- Develop and implement resident initiative training programs that will provide residents with resources that will enhance self sufficiency, i.e. job training classes, survival skills.
- Finalize and integrate ACH Direct Deposit necessary for electronically depositing HAP payments to Section 8 Landlords and to Housing accounts payable vendors.
- Complete revision of the Low Rent Public Housing Admission and Continued Occupancy Plan to include all HUD required and local policies (i.e. PHA's lawn care fee policy, and parking policy, etc.)
- Conduct more community outreach.
- Purchase 2 new pick-up trucks: for Public Housing Maintenance Worker and Section 8 Inspector.

OPERATIONAL WORKLOAD/PERFORMANCE ANALYSIS	DEMAND/ GOAL	PROJECTED 2005-06	ACTUAL 2005-06	PROJECTED 2006-07	PROJECTED 2007-08
Maintenance Work Orders Received/ Responses of 24 Hours or Less	100%	1100	1000	950	950
# Auth. Voucher/Cert. Leased Per Month-%	100%	100%	78%	100%	100%
Section 8 Participants	1029	1029	807	850	850

## HOUSING

EXPENDITURES	ACTUAL 2005-06	APPROVED 2006-07	REVISED 2006-07	APPROVED 2007-08
Administrative Services	844,642	812,960	884,406	850,000
Utilities	125,145	102,500	115,868	135,000
Maintenance	298,946	369,721	371,759	300,000
Other Services and Charges	3,722,510	5,087,039	4,077,809	4,000,000
TOTAL	4,991,243	6,372,220	5,449,842	5,785,000
Total Full-Time Personnel	21	21	21	21

### **FY 2006-07**

#### ***Accomplishments***

- Developed specifications and contract for the continuation of major upgrades to all Public Housing sites utilizing HUD approved Capital Fund Program (CFP) Grants for FY 2006 (\$300,064), FY 2005 (\$320,018).
- Received \$8,800 in bonus funds for CFP 2006. Received approval of the CFP Grant for 2007 in the amount of \$316,221.
- Achieved over 100% submission rate within HUD's PIC (Public Information Center) system and have maintained no less than a yearly average of 97%.
- Completed the \$244,000 irrigation system project at the E.W. Williams (Pioneer) Housing Site.
- Planned and hosted a successful NARHO (National Association of Housing and Redevelopment Officials) Winter Conference.
- Completed the revision of the Section 8 Administration Plan to include all HUD required and local policies (i.e. PHA's late payment policy, and contract and payment process time).
- Fully implement new Yardi Voyager software for Section 8 program.

### **FY 2008-09**

#### ***Goal***

Preserve and improve the image, integrity and sustainability of existing PHA development sites and empower residents through programs which result in sustained economic independence/self sufficiency.

#### ***Objectives***

- Submit and receive HUD approval for PHA's 2008-2009 Annual Plan.
- Submit closeout reports to HUD for Capital Fund Grant Programs for FY 2006 and FY 2007.
- Aggressively seek new grant opportunities from HUD and other funding sources/entities.
- Complete new maintenance building, bathroom renovations, and gutter and down spout replacement.
- Increase funding expenditure and maintain 100% utilization.



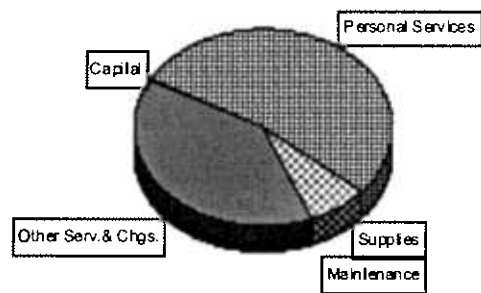
**COMMUNITY SERVICES**  
Library Grant Fund  
DEPARTMENT SUMMARY

DEPARTMENT REVENUE	ACTUAL 2005-06	REVISED 2006-07	APPROVED 2007-08
Lone Star	\$11,387	\$11,360	\$22,001
Interlibrary Loan	83,821	93,220	94,505
LSA Library	305,922	302,078	332,953
Tech Assist. Neg. Grant (TANG)	68,942	71,470	72,917
<b>TOTAL</b>	<b>\$470,072</b>	<b>\$478,128</b>	<b>\$522,376</b>

EXPENDITURES BY DIVISION	ACTUAL 2005-06	REVISED 2006-07	APPROVED 2007-08
7410 Library System Act – State	\$305,922	\$302,078	\$332,953
7420 Tech Assist. Neg. Grant (TANG)	68,942	71,470	72,917
7430 Inter-Library Loan	83,821	93,220	94,505
7491 Lone Star	11,387	11,360	22,001
<b>TOTAL</b>	<b>\$470,072</b>	<b>\$478,128</b>	<b>\$522,376</b>

**EXPENDITURES BY CLASSIFICATION**  
APPROVED 2007-08

Personal Services	\$276,048
Supplies	40,375
Maintenance	540
Other Serv. & Chgs.	204,413
Capital	<u>1,000</u>
<b>Total</b>	<b>\$522,376</b>



**COMMUNITY SERVICES**  
Public Health Services Fund  
DEPARTMENT SUMMARY

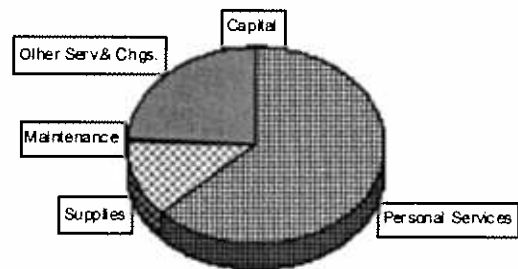
DEPARTMENT REVENUE	ACTUAL 2005-06	REVISED 2006-07	APPROVED 2007-08
TOTAL	\$2,826,752	\$3,358,950	\$3,263,760

EXPENDITURES BY DIVISION	ACTUAL 2005-06	REVISED 2006-07	APPROVED 2007-08
7510 General Health Services/Animal Control	\$895,086	\$910,310	\$1,043,630
7520 Women, Infant, Children (WIC) Grant	641,341	653,130	646,130
7696 TB Grant	29,734	0	0
7718 Primary Care	204,193	228,010	226,570
7728 Refugee Services Grant	112,954	133,330	133,330
7738 Maternal & Child Care Grant - Part A	136,502	270,580	293,220
7748 Immunization	64,498	219,200	236,500
7758 Preparedness Grant	181,482	441,140	189,560
7768 Dental	63,426	84,960	93,410
7778 Community & Rural Health	308,513	342,790	395,980
7768 HIV State Services	18,972	20,000	20,000
TOTAL	\$2,656,701	\$3,303,450	\$3,278,350

TOTAL FULL TIME PERSONNEL	ACTUAL 2005-06	REVISED 2006-07	APPROVED 2007-08
	49	48	50

**EXPENDITURES BY CLASSIFICATION**  
APPROVED 2007-08

Personal Services	\$2,069,120
Supplies	409,510
Maintenance	18,270
Other Serv. & Chgs.	776,150
Capital	<u>5,300</u>
<b>Total</b>	<b>\$3,278,350</b>



**PUBLIC HEALTH SERVICES FUND  
COMMUNITY SERVICES  
REVENUE SOURCES**

Description	2006 Actual	2007 Approved	2007 Revised	2008 Approved
Licenses & Permits	\$7,316	\$10,000	\$7,320	\$7,320
WIC Program Grant	563,328	555,500	560,200	553,430
Maternal & Child Care Grant	68,606	115,760	117,560	99,450
Primary Care Grant	188,870	209,200	209,190	211,020
Immunization Grant	51,519	64,780	143,140	143,140
Regional Planning Grant	161,466	161,470	161,470	161,470
TB Grant	0	10,970	0	0
Refugee Services Grant	97,775	113,360	119,330	118,200
Medicaid/Medicare Payments	159,940	191,950	146,700	234,180
HIV Grants	20,772	20,000	20,000	20,000
Preparedness Grant	136,709	169,580	409,140	173,580
County Programs	127,640	119,880	119,880	137,810
Charges for Services	481,639	513,830	543,160	583,620
Indirect Cost Recovery	129,061	148,140	161,290	150,870
General Fund Contribution	592,760	592,760	592,760	620,960
Miscellaneous Revenue	22,586	28,520	27,710	27,710
Miscellaneous Prior Year Revenue	13,855	0	0	0
Interfund Recoveries	2,910	2,100	20,100	21,000
 Department 700 Total	 \$2,826,752	 \$3,027,800	 \$3,358,950	 \$3,263,760

# HEALTH

## **Description**

The Health Division includes 5 functional sections. The WIC Program provides nutrition education and electronic food purchasing for pregnant women, infants and children. The Laboratory is responsible for testing of clinical and environmental samples. The Nursing section provides child and adult immunizations, family planning, tuberculosis control services, sexually transmitted disease testing and treatment, and refugee health services. The Preparedness section is responsible for epidemiological investigations, bioterrorism, public health emergency preparedness and the health alert network. Administrative responsibilities include primary health care, dental, vital statistics, contracting, billing and personnel services.

## **Major FY 07-08 Goals/Programs**

- Implement National Environmental Laboratory Accreditation Conference water testing protocols
- Prepare for and successfully comply with Clinical Laboratory Improvement Act regulations
- Plan for the West Texas Public Health Association regional conference in Abilene
- Upgrade the emergency trailer communications capabilities
- Maintain Nursing/Dietitian certifications/licenses
- Plan for and implement seasonal influenza clinic operations upgrade
- Prepare for and meet all auditing requirements for the WIC program
- Complete the Annual Report format development and prepare a draft report for 07
- Initiate a public education campaign for pandemic/seasonal influenza
- Evaluate the expanded immunization education and outreach program

OPERATIONAL WORKLOAD/PERFORMANCE ANALYSIS	DEMAND/ GOAL	PROJECTED 2005-06	ACTUAL 2005-06	PROJECTED 2006-07	PROJECTED 2007-08
Persons attending all clinics	32,000	31,000	31,077	31,000	32,000
Births and deaths recorded	4,500	4,340	4,657	4,390	4,500
WIC clients served/staff	440	435	422	435	435
% of Potential WIC clients served	48	48	46	48	48
Clinical services provided per staff	300	300	277	300	300
Laboratory services provided per staff	800	750	1,004	750	800

EXPENDITURES	ACTUAL 2005-06	APPROVED 2006-07	REVISED 2006-07	APPROVED 2007-08
Personnel Services	473,515	553,660	502,220	574,920
Supplies	240,487	231,400	225,890	282,490
Maintenance	14,799	15,510	15,780	15,980
Other Services and Charges	162,469	166,630	166,350	164,940
Capital Outlay	3,816	0	70	5,300
<b>TOTAL</b>	<b>895,086</b>	<b>967,200</b>	<b>910,310</b>	<b>1,043,630</b>
Total Full-Time Personnel	64	46	46	49

## HEALTH

### FY 06-07

#### **Accomplishments**

- Application for an anti-obesity grant was approved and the program initiated
- Tracked and addressed legislation impacting public health
- Maintained active disease surveillance program; syndromic surveillance discussed
- Developed protocols to comply with National Environmental Laboratory Accreditation
- Maintained Nursing/Dietitian certifications/licenses
- Health Alert Network and communication equipment upgrade partially completed
- Completed all hazards preparedness plan review and conducted exercises
- Completed upgrade of clinical laboratory equipment
- Initiated an expanded immunization education and outreach program
- Established local Pandemic Influenza Coordinating Committee

### FY 08-09

#### **Goal**

Emphasis will be placed on essential health services, health and community preparedness and response capabilities, quality personal health care services, utilization of technology to advance public health, monitoring/evaluation of the community's personal health status, and accreditation standards.

#### **Objectives**

- Evaluate and upgrade the Vital Statistics electronic record storage process
- Prepare for and successfully comply with Clinical Laboratory Improvement Act (CLIA) regulations
- Host the Texas Public Health Association regional conference
- Maintain Nursing/Dietitian certifications/licenses.
- Plan for and implement seasonal influenza clinic operations upgrade
- Conduct preparedness exercises to improve response and meet grant requirements
- Update the immunization program outreach and education activities
- Prepare for and meet all auditing requirements for Primary Care/Family Planning/Local Health Services programs
- Prepare and distribute an Annual Health Division Report for FY08
- Develop and implement a plan to increase programs with high health related content such as obesity reduction
- Prepare for and host the Texas Association of Local WIC Directors annual conference



**PLANNING AND DEVELOPMENT SERVICES**  
 Transportation Planning Fund  
 DEPARTMENT SUMMARY

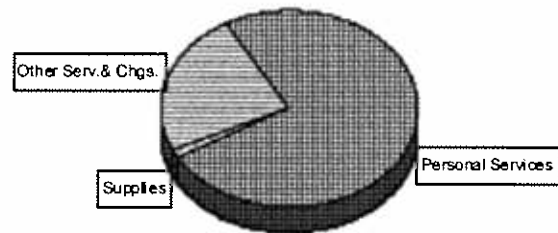
DEPARTMENT REVENUE	ACTUAL 2005-06	REVISED 2006-07	APPROVED 2007-08
FHWA Planning Grant	\$176,328	\$220,000	\$220,000

EXPENDITURES BY DIVISION	ACTUAL 2005-06	REVISED 2006-07	APPROVED 2007-08
3760 Transportation Planning	\$176,328	\$220,000	\$220,000

TOTAL FULL TIME PERSONNEL	ACTUAL 2005-06	REVISED 2006-07	APPROVED 2007-08
	2	2	2

**EXPENDITURES BY CLASSIFICATION**  
 APPROVED 2007-08

Personal Services	\$165,290
Supplies	3,500
Maintenance	0
Other Serv. & Chgs.	51,210
Capital	0
<b>Total</b>	<b>\$220,000</b>



## TRANSPORTATION PLANNING

### **Description**

The Transportation Planning Division utilizes the resources of the Metropolitan Planning Organization (MPO) to assess, conduct and implement transportation system priorities for the Abilene Metropolitan Area. Staff takes direction from the MPO Policy Board for program budget and work activities, which are contained in an annual work plan known as the Unified Planning and Work Program (UPWP). The program is funded from state and federal sources. On a routine basis, the division's planners and technician work with other personnel in the Planning and Development Services Division to integrate long-range transportation planning perspectives and analysis into the City's current and advance planning activities.

### **Major FY 07-08 Goals/Programs**

- Development of new travel demand model for the Abilene Metropolitan Area in cooperation with the Texas Department of Transportation
- Revision of Thoroughfare Plan to incorporate new road classification
- Revision of project cost estimations in Metropolitan Transportation Plan and Transportation Improvement Program to adjust cost estimates for inflation through year of construction rather than using traditional constant dollar estimates.
- Improved planning analysis and public outreach through the use of visualization techniques
- Achieve other transportation priorities identified in the UPWP.

OPERATIONAL WORKLOAD/PERFORMANCE ANALYSIS	DEMAND/ GOAL	PROJECTED 2005-06	ACTUAL 2005-06	PROJECTED 2006-07	PROJECTED 2007-08
Administration and Management Tasks Effort	75-125%	100%	101%	115%	100%
Data Development and Maintenance Tasks Effort	75-125%	100%	78%	96%	100%
Short Range Planning Tasks Effort	75-125%	100%	61%	77%	100%
Metropolitan Transportation Plan Tasks Effort	75-125%	100%	96%	34%	100%
Overall Program Effort	100%	100%	93%	73%	100%

EXPENDITURES	ACTUAL 2005-06	APPROVED 2006-07	REVISED 2006-07	PROPOSED 2007-08
Personal Services	111,307	151,740	115,410	158,830
Supplies	2,845	3,500	3,500	3,500
Maintenance				
Other Services and Charges	59,579	64,760	101,090	56,780
Capital Outlay				
<b>TOTAL</b>	<b>173,731</b>	<b>220,000</b>	<b>220,000</b>	<b>218,410</b>
Total Full-time Personnel Authorized	2	3	3	3

# TRANSPORTATION PLANNING

## FY 06-07

### **Accomplishments**

- Revision of Metropolitan Transportation Plan for 2005-2030 to incorporate new federal requirements
- New agreement among the City of Abilene, Abilene Metropolitan Planning Organization Transportation Policy Board, and State of Texas concerning funding, oversight, and operation of Metropolitan Transportation Planning Program.
- New agreement between the City of Abilene and Abilene Metropolitan Planning Organization Transportation Policy Board for financial management and personnel management for Abilene Metropolitan Planning Organization staff operations.
- Filled third staff position, Planning Technician, for first time
- Adoption of new public participation guidelines
- Consultation on development of new Land Development Code in cooperative effort with other City of Abilene divisions
- Consultation on implementation of Sidewalk Master Plan in cooperation with other City of Abilene Divisions

## FY 08-09

### **Goal**

Provide a comprehensive planning service including data and resource development, current and long-range land use and transportation planning, and fostering community involvement in development planning and decision-making.

### **Objectives**

- Complete development of new travel demand in cooperation with the Texas Department of Transportation
- Comprehensive revision of Thoroughfare Plan to incorporate new road classification in conjunction with proposed Land Development Code
- Execute the transportation Unified Planning Work Program.
- Continued consultation with agencies providing transportation services and infrastructure and promotion of cooperation among such agencies.
- Improve outreach program to determine community perspectives concerning future transportation needs and preferences

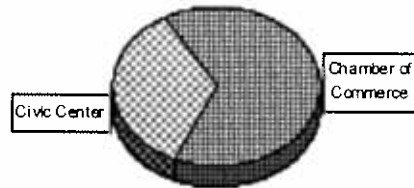
**FINANCE**  
 Hotel/Motel Fund  
 DEPARTMENT SUMMARY

DEPARTMENT REVENUE	ACTUAL 2005-06	REVISED 2006-07	APPROVED 2007-08
Hotel/Motel Tax	\$0	\$2,125,000	\$2,167,500

EXPENDITURES BY DIVISION	ACTUAL 2005-06	REVISED 2006-07	APPROVED 2007-08
Chamber of Commerce	\$0	\$1,381,250	\$1,408,880
Civic Center	0	743,750	758,620
<b>TOTAL</b>	<b>\$0</b>	<b>\$2,125,000</b>	<b>\$2,167,500</b>

**EXPENDITURES BY CLASSIFICATION**  
 APPROVED 2007-08

Chamber of Commerce	\$1,408,880
Civic Center	<u>758,620</u>
<b>Total</b>	<b>\$2,167,500</b>



## GENERAL DEBT SERVICE FUNDS

The Debt Service Funds account for the accumulation of resources for, and the payment of, general long-term debt principal and interest. The City is required by ordinance to create from current and future ad valorem taxes to be levied against taxable property a sinking fund sufficient to pay each installment of principal and related interest of general obligation bonds as it becomes due. Each Debt Service Fund accounts for the resources and payments of the debt principal, interest, and related cost corresponding to the outstanding debt issuance for which the fund is entitled. The twenty-five Debt Service Funds are:

1997	Certificates of Obligation
1998	Certificates of Obligation
1999	General Obligation
1999	Certificates of Obligation
1999	Airport Revenue Certificates
2000	General Obligation
2000	Certificates of Obligation
2001	General Obligation
2001	Certificates of Obligation
2002	General Obligation
2002	Certificates of Obligation
2002	Airport Revenue Certificates
2003	Certificates of Obligation
2003	General Obligation Refunding "C"
2004	Certificates of Obligation
2004	Airport Revenue Certificates
2005	Certificates of Obligation
2005	Public Safety Certificates of Obligation
2006	General Obligation
2006	Certificates of Obligation
2006	Airport Revenue Certificates
2007	General Obligation
2007	Airport General Obligation
2007	Certificates of Obligation
2007	Airport Revenue Certificates



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## GENERAL OBLIGATION DEBT SERVICE

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The City intends to retire all of its general purpose obligation bonds, plus interest, from future ad valorem tax levies and is required by ordinance to create from such tax revenues a sinking fund sufficient to pay the current interest due thereon and each installment of principal as it becomes due. The general obligation bonds outstanding will be amortized serially each year on dates prescribed by each respective bond ordinance.

In August 2007, the City issued \$4,000,000 in certificates of obligation for the purpose of constructing improvements and repairs to streets and sidewalks, together with drainage, traffic and street signalization, crosswalks, and ADA curb ramps; constructing, improving and equipping the park and recreation system; acquisition of fire trucks and equipment and improvements to Fire Stations; and improvements to the Law Enforcement Center, to the oil storage facility, to the Zoo buildings, to the Civic Center, and to the Fleet Maintenance facility. For the Airport, \$4,895,000 was issued for terminal parking lot improvements. Also, \$6,610,000 of the voter approved \$29,820,000 was issued in general obligation bonds for the purpose of constructing and improving the City's streets and traffic, stormwater and drainage system, Zoo improvements, and sidewalk improvements; and \$1,070,000 for Airport improvements.

### Impact on Operations

All capital programs impact operations, but in varying degrees. Some projects may require continuing operating cost, others may extend useful life and reduce maintenance, or others may reduce or delete operating costs or procedures. All capital projects will impact operations in some fashion and hopefully always in a favorable fashion.

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## COMMENTS ON DEBT MANAGEMENT

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The City of Abilene issues debt in the following three ways, as authorized by state statute and City Charter: General Obligation Bonds, Revenue Bonds, and Certificates of Obligations.

General Obligation Bonds are payable from the proceeds on an annual property tax, levied within the limitations of the law. The payment of General Obligation Bonds is guaranteed by the full faith and credit of the City. General Obligation Bonds must be authorized by a vote of the citizens.

Certificates of Obligation are payable from the proceeds of an annual property tax, levied within the limitations of the law.

The City of Abilene's debt instruments are currently rated as follows by Moody's and Standard & Poor's (S & P):

General Obligation Bonds- "Aa3" by Moody's and "AA" by S & P.

Revenue Bonds – "A" by Moody's and "AA" by S & P.

Certificates of Obligation – "Aa3" by Moody's and "AA" by S & P.

The City has adopted the policy of scheduling debt issues so that an equal principal amount is retired each year over the life of the issue producing a total debt service schedule with a declining balance each year. This strengthens the City's debt position and is viewed very favorably by rating agencies.

Bond issues are refunded only if there is a significant cash flow and present value savings. The benchmark has been 5% to 10% of refunded principal.

The City has maintained high credit ratings due in part to the above-mentioned practices. A credit rating is an assessment of the city's ability and willingness, as well as its legal obligation, to make full and timely payments of principal and interest on the debt security over the course of its maturity schedule. Ratings are designed exclusively for the purpose of grading debt instruments according to their

credit qualities and do not constitute a recommendation to buy or sell a security.

The rating process looks at the past performance and trends as well as at estimated future prospects. Qualitative data as well as quantitative data is considered. Historical trends and current conditions, in addition to prepared projections, are utilized when making evaluations about future performance. Evaluations are generally based on what has taken place over the last five to ten years.

When applying for a credit rating, the items required of the City include audit reports, current budget document, current capital improvement program, statement of long-and short-term debt, and indication of appropriate authority for debt issuance.

Standard & Poor's rating scheme ranges from AAA to BBB. AAA is the highest rating and indicates the issuer has an extremely strong capacity to meet debt obligations. AA indicates the issuer has a very strong capacity to meet debt obligations and differs from an AAA rating only slightly. An A indicates the issuer has a strong capacity to meet debt obligations but is more susceptible to adverse economic conditions. BBB indicates the issuer has an adequate capacity to meet debt obligations.

Moody's has nine basic rating categories for long-term obligations. They range from Aaa to C. An Aaa rating indicates the issuer has an extremely strong ability to meet its debt obligations, whereas a C rating represents an adequate ability to meet debt requirements.

The City currently employees First Southwest Company in the capacity of financial advisor. First Southwest Company coordinates the debt issuance of the City. In this regard, First Southwest Company determines the City's capacity to authorize, issue, and service debt. On the basis of this determination and with the approval of the City, First Southwest Company proceeds with the sale of the debt instruments. When a bid for the debt instruments is accepted by the City, First Southwest Company directs the closing of the sale.

SCHEDULE OF GENERAL LONG TERM OBLIGATION BONDS PAYABLE

	<u>Bond Date</u>	<u>True Interest Cost</u>	<u>Maturity and Option</u>	<u>Amount of Original Issue</u>	<u>Bond Principal Payable 09-30-07</u>
General Obligation	04/15/1999	4.7338%	02-15-10/09	\$6,000,000	\$3,600,000
General Obligation	04/15/2000	5.4664	02-15-20/10	5,000,000	3,250,000
General Obligation	04/15/2001	5.1414	02-15-21/11	3,105,000	2,170,000
General Obligation	04/15/2002	4.7213	02-15-22/12	3,845,000	2,870,000
General Obligation	07/15/2006	4.5419	02-15-26/17	6,000,000	5,700,000
General Obligation	08/01/2007	4.5993	02-15-27/18	6,610,000	6,610,000
General Obligation	08/01/2007	5.0467	02-15-27/18	1,070,000	1,070,000
Total General Obligation				<u>\$31,630,000</u>	<u>\$25,270,000</u>
Certificates of Obligation	04/15/1997	5.2178%	02-15-12	\$2,400,000	\$800,000
Certificates of Obligation	04/15/1998	4.8980	02-15-13	2,430,000	960,000
Certificates of Obligation	04/15/1999	4.5817	02-15-14	2,500,000	1,180,000
Certificates of Obligation - Airport	04/15/1999	4.8737	02-15-14	1,200,000	560,000
Certificates of Obligation	04/15/2000	5.4203	02-15-15	2,000,000	1,080,000
Certificates of Obligation	04/15/2001	4.9452	02-15-16	2,000,000	1,190,000
Certificates of Obligation	04/15/2002	4.4096	02-15-17	3,700,000	2,475,000
Certificates of Obligation - Airport	04/15/2002	4.8655	02-15-17	1,500,000	1,000,000
Certificates of Obligation	05/15/2003	3.3226	02-15-18	2,800,000	2,060,000
Certificates of Obligation - Refunding	12/01/2003	2.5797	02-15-11	3,775,000	1,365,000
Certificates of Obligation	05/01/2004	4.2328	02-15-19	2,000,000	1,595,000
Certificates of Obligation - Airport	05/01/2004	5.0509	02-15-19	800,000	635,000
Certificates of Obligation	06/01/2005	3.7350	02-15-20	5,150,000	4,470,000
Certificates of Obligation - Public Safety	12/1/2005	3.9266	02-15-19	10,930,000	10,930,000
Certificates of Obligation	07/15/2006	4.4403	02-15-21	4,645,000	4,335,000
Certificates of Obligation - Airport	07/15/2006	6.1705	02-15-19	1,205,000	1,120,000
Certificates of Obligation	08/01/2007	4.4533	02-15-22	4,000,000	4,000,000
Certificates of Obligation - Airport	08/01/2007	4.7993	02-15-22	4,895,000	4,895,000
Total Certificates of Obligation				<u>\$57,930,000</u>	<u>\$44,650,000</u>
<b>TOTAL GENERAL LONG-TERM OBLIGATIONS BONDS PAYABLE</b>				<u><b>\$89,560,000</b></u>	<u><b>\$69,920,000</b></u>

<b>DEBT SERVICE REQUIREMENTS TO MATURITY</b>
<b>GENERAL OBLIGATION DEBT</b>

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Airport Self Supporting</u>	<u>Net</u>
2007 -08	\$5,815,000	\$3,040,951	\$8,855,951	\$558,268	\$8,297,683
2008 -09	5,705,000	2,758,433	8,463,433	554,038	7,909,395
2009 -10	5,575,000	2,508,631	8,083,631	553,146	7,530,485
2010 -11	5,450,000	2,262,685	7,712,685	551,425	7,161,260
2011 -12	5,320,000	2,020,703	7,340,703	543,994	6,796,709
2012 -13	5,175,000	1,784,088	6,959,088	540,862	6,418,226
2013 -14	5,040,000	1,552,857	6,592,857	541,823	6,051,034
2014 -15	4,795,000	1,331,343	6,126,343	458,848	5,667,495
2015 -16	4,675,000	1,120,032	5,795,032	457,063	5,337,969
2016 -17	4,565,000	915,242	5,480,242	460,713	5,019,529
2017 -18	4,235,000	721,777	4,956,777	464,510	4,492,267
2018 -19	4,065,000	537,901	4,602,901	466,988	4,135,913
2019 -20	2,695,000	383,649	3,078,649	468,046	2,610,603
2020 -21	2,115,000	270,099	2,385,099	467,750	1,917,349
2021 -22	1,595,000	182,270	1,777,270	471,155	1,306,115
2022 -23	680,000	129,090	809,090		809,090
2023 -24	680,000	97,682	777,682		777,682
2024 -25	680,000	66,044	746,044		746,044
2025 -26	680,000	34,201	714,201		714,201
2026 -27	380,000	9,088	389,088		389,088
<b>TOTAL</b>	<b><u>\$69,920,000</u></b>	<b><u>\$21,726,766</u></b>	<b><u>\$91,646,766</u></b>	<b><u>\$7,558,629</u></b>	<b><u>\$84,088,137</u></b>

General Obligation Bonds authorized and unissued amount to \$300,000 at September 30, 2007.

## ENTERPRISE FUNDS

The Enterprise Funds account for operations that are financed and operated in a manner similar to private business enterprises - where the intent of the City is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges, or where the City Council has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. There are four major Enterprise Fund activities - the Water and Sewer Utility System, the Transit System, the Stormwater Services System, and Solid Waste Services System.

**Water and Sewer:** The Water and Sewer Fund accounts for the revenues and expenses associated with providing water and sewer services to the citizens of the City of Abilene. The Water and Sewer Fund includes the following types of funds:

Operating: To account for the operations of the water and sewer utilities.

Debt Service: To account for the accumulation of resources for and the payment of O.H. Ivie Debt Service principal and interest and the 2005 Waterworks and Sewer System Revenue Certificates of Obligation.

**Transit:** This fund accounts for the operations of the City's bus system. The system is managed by an independent management company under contract with the City.

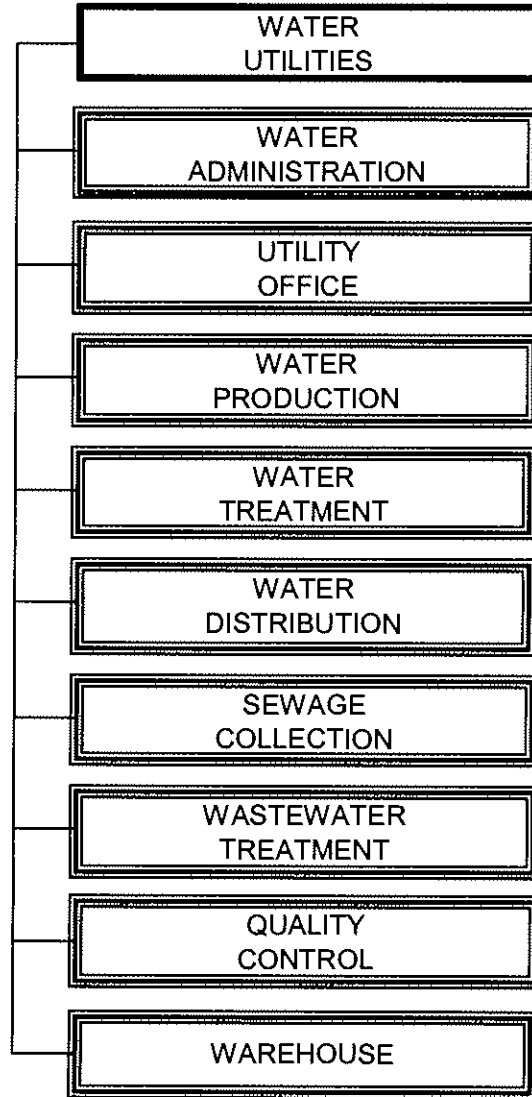
**Stormwater Services:** The Stormwater Services Fund is a fund established to account for the revenues and expenses associated with the quality and quantity of stormwater runoff due to ever evolving regulations.

**Solid Waste Services:** This fund accounts for the operations of the City's solid waste services to the citizens of Abilene.

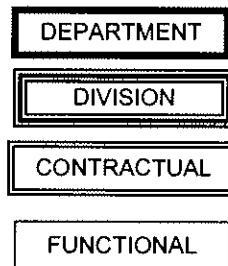


# ORGANIZATION CHART

OCTOBER 2007



## LEGEND



**WATER UTILITIES**  
Water & Sewer Operating Fund  
DEPARTMENT SUMMARY

**Description**

The Water Utilities Department is to provide an adequate, safe water supply to all customers and collect, treat and properly discharge all wastewater. Employees of the eight divisions are committed to utilizing, through a team effort, the most economical and efficient methods available while meeting all federal and state regulations with positive and cooperative approach.

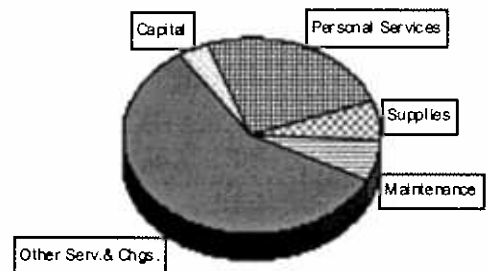
DEPARTMENT REVENUE	ACTUAL 2005-06	REVISED 2006-07	APPROVED 2007-08
TOTAL	\$26,524,252	\$29,471,600	\$28,610,600

EXPENDITURES BY DIVISION	ACTUAL 2005-06	REVISED 2006-07	APPROVED 2007-08
8010 Water Administration	\$1,604,119	\$1,598,660	\$1,167,570
8020 Utility Office	887,905	998,170	1,005,070
8030 Water Production	5,329,670	5,543,450	5,755,830
8040 Water Treatment	4,122,087	4,406,120	4,535,960
8050 Water Distribution	4,875,642	4,281,440	4,429,220
8060 Sewage Collection	1,210,065	958,360	987,480
8070 Wastewater Treatment	2,381,755	2,728,390	2,976,440
8080 Quality Control	724,962	1,184,010	1,207,210
8110 Utility Special Services	7,642,997	7,729,860	3,520,800
TOTAL	\$28,779,202	\$29,428,460	\$25,585,580

TOTAL FULL TIME PERSONNEL	ACTUAL 2005-06	REVISED 2006-07	APPROVED 2007-08
	142	141	141

**EXPENDITURES BY CLASSIFICATION**  
APPROVED 2007-08

Personal Services	\$6,349,600
Supplies	1,630,170
Maintenance	1,719,640
Other Serv. & Chgs.	14,921,170
Capital	<u>965,000</u>
<b>Total</b>	<b>\$25,585,580</b>



**WATER & SEWER OPERATING  
WATER UTILITIES  
REVENUE SOURCES**

Revenue Source	Description	2006 Actual	2007 Approved	2007 Revised	2008 Approved
3700	Metered Sales	\$12,421,693	\$16,000,000	\$14,550,000	\$14,550,000
3701	O.H. Ivie Charge	4,332,818	3,900,000	3,900,000	3,900,000
3702	Contract Customers Sales	1,480,712	2,070,000	2,070,000	1,475,000
3719	Raw Water Sales	58,226	140,000	50,000	50,000
3720	Sewer Charges	6,317,585	7,800,000	7,050,000	7,050,000
3721	Industrial Waste	99,851	80,000	80,000	80,000
3722	New Service Fees	152,513	150,000	150,000	150,000
3723	Reclaimed Water Sales	334,440	435,000	250,000	250,000
3731	Other Service Charges	175,652	100,000	150,000	100,000
3732	Returned Check Charge	2,268	1,000	1,500	1,500
3733	Transfer Fee	20,939	20,000	20,000	20,000
3734	Water Demand Charges	11,660	10,000	10,000	10,000
3735	Firelines	28,103	22,000	22,000	22,000
3737	Water Citation Fee	8,700	4,500	5,500	4,500
3740	Water Taps	158,045	100,000	125,000	100,000
3741	Laboratory Fees	121,314	100,000	100,000	100,000
3803	Investment Pool Revenue	374,527	150,000	550,000	550,000
3810	Land Leases	159,287	130,000	130,000	130,000
3815	Oil Royalties	31,607	15,000	20,000	15,000
3828	Interfund Recoveries	8,009	5,000	5,000	5,000
3829	Sales to Private Source	53,786	40,000	40,000	40,000
3839	Miscellaneous Recoveries	9,285	2,000	2,000	2,000
3840	Miscellaneous Prior Years	153,573	2,000	175,000	2,000
3889	Miscellaneous Damage Claims	8,740	3,000	15,000	3,000
3891	Dispensing Machines	119	100	100	100
3892	Miscellaneous Revenue	800	500	500	500
Department 800 Total		\$26,524,252	\$31,280,100	\$29,471,600	\$28,610,600



## WATER ADMINISTRATION

### *Description*

The Water Administration Division is engaged in overall supervision and inspection of all phases of water and sewer operations. Every effort is made to see that all citizens receive water and sewer services in the most effective and economical way.

### **MAJOR FY 2007-08 GOALS/PROGRAMS**

- Complete Multiple Planning Studies
  - Future Water Supply Sources and Options Evaluation
  - Reservoir System Operations Plan
  - Phase B of the Ft. Phantom Lake Study
  - Reuse System Evaluation
  - Water System & Sewer System Models
- Initiate and complete a comprehensive rate study for water, sewer, and reuse services
- Evaluate the Departments Safety Procedures and Safety Training practices
- Evaluate the needs of the individual divisions within the department and fill positions and assign personnel appropriately
- Complete the development of a Water Department information clearinghouse to continually manage and update data so to make information readily accessible
- Evaluate current staffing levels, staffing certifications, and existing procedures to ensure continued compliance with all Federal and State regulations

EXPENDITURES	ACTUAL 2005-2006	APPROVED 2006-2007	REVISED 2006-2007	APPROVED 2007-2006
Personal Services	\$ 404,176	\$ 424,920	\$ 429,410	\$ 484,550
Supplies	5,916	20,500	21,500	7,500
Maintenance	950	880	880	0
Other Services and Charges	1,193,007	973,290	1,146,870	675,520
Capital Outlay				
<b>TOTAL</b>	<b>\$ 1,604,119</b>	<b>\$ 1,419,590</b>	<b>\$ 1,598,660</b>	<b>\$ 1,167,570</b>
Total Full-Time Personnel	6	6	6	6

## WATER UTILITY OFFICE

### **Description**

This division manages meter reading, billing, collections, service arrangements, payment arrangements, and daily customer contacts for over 38,000 water accounts. Additionally, the division manages the leases for the lake Ft. Phantom leased lots.

### **Major FY 07-08 Goals/Programs**

- Lake Ft. Phantom – Efforts will continue to improve the safety and appearance of the Lake Ft. Phantom area. Staff will continue to actively pursue lease violations, including condemnation and removal of hazardous buildings and docks, mowing/clean up of cluttered lots, removal of junked vehicles, and the collection of unpaid taxes
- Security – The Utility Office will install new security cameras and equipment to help insure the safety of the office personnel and money
- Online Bill Pay – The Utility Office will work with Municipal Court to install online bill pay software
- Cash Counter – The Utility Office will purchase a cash/currency counter to help streamline the money intake and deposit processes
- Meter Readers will be taking over the reread process from the Water Distribution Division
- Investigate opportunities to streamline bill processing and posting through check processing technologies

OPERATIONAL WORKLOAD/PERFORMANCE ANALYSIS	DEMAND/ GOAL	PROJECTED 2005-06	ACTUAL 2005-06	ACTUAL 2006-07	PROJECTED 2007-08
Billions of gallons of water billed	N/A	7.5	7.8	6.2	7.0
Active Accounts	N/A	38,100	38,208	38,538	38,750
Total Transactions	N/A	456,000	458,498	462,458	463,000

EXPENDITURES	ACTUAL 2005-06	APPROVED 2006-07	REVISED 2006-07	APPROVED 2007-08
Personal Services	512,523	510,240	537,230	572,290
Supplies	12,988	23,510	47,950	31,350
Maintenance	10,791	23,900	23,970	30,920
Other Services and Charges	351,603	351,390	354,930	370,510
Capital Outlay		55,050	34,090	
<b>TOTAL</b>	<b>887,905</b>	<b>964,090</b>	<b>998,170</b>	<b>1,005,070</b>
Total Full Time Personnel	17	17	17	17

## WATER UTILITY OFFICE

### FY 06-07

#### ***Accomplishments***

- Marked improvement in the upkeep and maintenance of the leased properties due to proactive enforcement of city ordinances and lease provisions
- Started taking credit card payments over the phone and at the counter
- Promoted resource conservation by handing out 3000 free aerators to Abilene residences
- Purchased mail opening table instead of daily opening mail by hand

### FY 08-09

#### ***Goals & Objectives***

- Continue to improve customer service to internal and external customers
- Review standardized operating procedures to ensure effectiveness
- Institute consistent safety education/awareness programs and procedures
- Review bill printing and mailing practices and efficiencies

## WATER PRODUCTION

### **Description**

The Water Production Division is to provide effective facilities maintenance and repairs for raw water pumping, water treatment, and water distribution; and to provide instrumentation systems support for water and wastewater treatment facilities and the water distribution system.

### **MAJOR FY 07-08 GOALS/PROGRAMS**

- Provide mechanical support for water supply issues as appropriate: continue production of O. H. Ivie water, revise Coordinated Use Plans to accommodate Ivie and include new drought records.
- Maintain a work force qualified to address equipment and facility maintenance: continue employee training programs, evaluate organizational structure to maximize efficiency, including evaluation of staffing needs related to additional Ivie facilities.
- Maintain an aggressive equipment and facilities maintenance program.
- Utilize technologies to improve operations: continue to monitor new stringent turbidity requirements, continue to evaluate impacts of facility modifications and new construction, maintain leak detection systems, safety-climbing devices, monthly safety meetings, continue evaluating NTSCADA2's capabilities and plan to maximize it efficiently, provide support on O. H. Ivie Pipeline and Treatment Plant facilities.

OPERATIONAL WORKLOAD/PERFORMANCE ANALYSIS	PROJECTED 2005-06	ACTUAL 2005-06	PROJECTED 2006-07	PROJECTED 2007-2008
Billion Gallons of raw water from Hubbard	3.52	2.39	3.52	3.52
Billion Gallons of raw water from Abilene	0	0	0	0
Billion Gallons of raw water from Ft. Phantom	3.52	4.64	3.52	3.52
Billion Gallons of raw water from Ivie	1.50	1.51	1.50	1.50
Billion Gallons of raw water from Clear Fork	2.00	2.93	2.00	0
Total raw water pumpage	10.54	11.47	10.54	8.54

EXPENDITURES	ACTUAL 2005-06	APPROVED 2006-07	REVISED 2006-07	PROJECTED 2007-08
Personal Services	457,810	451,450	439,970	477,540
Supplies	22,886	27,990	25,990	25,990
Maintenance	199,206	114,700	120,060	125,330
Other Services and Charges	4,649,768	4,460,870	4,957,430	5,126,970
Capital Outlay				
TOTAL	\$5,329,670	\$5,055,010	\$5,543,450	\$5,755,830
Total Full-Time Personnel	10	10	10	10

# WATER PRODUCTION

## FY 06-07

### **Accomplishments**

- Coordinated electrical design and installation of Turbo Mister at the Hargesheimer Treatment Plant
- Installed new Decant pump at the Hargesheimer Water Treatment Plant
- Rerouted fiber optic cable at Ovalo Terminal Storage Facility into it's own casing under Highway 83
- Completed Filter to Waste Project at Northeast Water Treatment Plant
- Completed 87 hours of City Training
- Performed major pipe repair work at the Old Clearfork Pump Station
- Reformed capacitors on 11 VFD cells at Phantom and the Ivie Pump Stations
- Installed new Backwash and Drain valve actuators on Filters 5-7 at Northeast Water Treatment Plant
- Coordinated inspections and demolitions involving City Lease Lots on Lake Fort Phantom properties
- Painted Clearfork Electrical Building and did Preventative Maintenance on the Electrical Switchgear
- Replaced Alum pumps and application line at Northeast Water Treatment Plant

## FY 08-09

### **Goals**

Maintain a work force qualified to address equipment and facility maintenance: continue employee training programs, evaluate organizational structure to maximize efficiency, including evaluation of staffing needs related to additional Ivie facilities.

Utilize technologies to improve operations: continue to monitor new stringent turbidity requirements, continue to evaluate impacts of facility modifications and new construction, maintain leak detection systems, safety-climbing devices, monthly safety meetings, continue evaluating NTSCADA2's capabilities and plan to maximize it efficiently, provide support on O. H. Ivie Pipeline and Treatment Plant facilities.

### **Objectives**

- Inspect and Evaluate City Lease Lots and Boat Docks on Lake Fort Phantom properties
- Continue with SCADA Database Development and Training
- Continue evaluating impacts of facility modifications and new construction
- Continue Corrosion Control Program
- Ongoing repair, replacement, upgrade programs.
- Monitor progress of 25 Year Plan
- Continue Grounds Maintenance on Lake Dams and Spillways
- Procure Electrical Maintenance contract on Ivie Electrical System
- Assist in VA Reuse Project design and installation

## WATER TREATMENT

### *Description*

The Water Treatment Division treats the raw water that is pumped from area lakes to three treatment plants where it undergoes chemical and mechanical processing to meet and exceed Federal and State drinking water regulations. Personnel in this area are also involved in public relations functions (treatment plant tours, manning of after-hours repair service line.) New regulations, aging facilities, a need for highly qualified technical staff, and increasing consumer awareness of water supply and quality issues continue to challenge this division.

### *Major FY 07-08 Goals/Programs*

- Propose plan to adequately staff Water Treatment Plants with Certified Operators to meet current Federal and State Rules and Regulations.(30 TAC 290 Subchapters D and F).
- Optimize Redesign of Northeast Treatment Plant, and Retrofit Grimes to meet current and future Federal and State rules, regulations, and guidelines.
- Develop and initiate treatment and pumping schemes to reduce water age and improve chlorine residuals throughout the distribution system.
- Redesign and upgrade of outdated chemical feed systems for disinfection and treatment processes.
- Treat approximately 7.0 billion gallons of water for potable use meeting and exceeding Federal and State drinking water regulations
- Maintain our Operator Continuing Education Program in order to upgrade and keep existing licenses current per TCEQ Rules and Regulations, (30 TAC 290 Subchapters D and F). This will ensure that we have the best trained and qualified personnel possible.

OPERATIONAL WORKLOAD/PERFORMANCE ANALYSIS	ACTUAL 2004-05	ACTUAL 2005-06	ACTUAL 2006-07	PROJECTED 2007-08
Billion gallons of water treated	7.250	8.286	6.861	7.00
Peak day production-million gallons	34.465	37.705	28.149	36.00
Average million gallons per day produced	19.863	22.701	18.790	20.550
Cents per 1000 gallons treated	.321	.533	.582	.620

EXPENDITURES	ACTUAL 2005-06	APPROVED 2006-07	REVISED 2006-07	PROJECTED 2007-08
Personal Services	687,840	701,330	691,960	773,560
Supplies	1,080,555	1,012,300	1,163,710	1,222,950
Maintenance	352,351	398,830	468,900	424,120
Other Services and Charges	2,001,341	2,100,430	2,081,550	2,115,330
Capital Outlay				
TOTAL	4,122,087	4,212,890	4,406,120	4,535,960
Total Full-Time Personnel	18	18	18	18

## **Water Treatment**

### **FY 06-07**

#### ***Accomplishments***

- Treated over 6.8 billion gallons of potable water for public use, meeting and exceeding State and Federal rules and regulations.
- Completed the first phase of construction at the Northeast Water Treatment Plant. Initiated from our 25 year Treatment plant assessment study.
- Completed installation of the inline chemical mixer at the Grimes Water Treatment Plant (Major improvements to Enhance Coagulation).
- Completed installation of the Chlorine Scrubber System at the Grimes Water Treatment Plant.
- Completed the installation of the additional Decant Pump at the Hargesheimer Water Treatment Plant.
- Completed the installation of the RO concentrate evaporation system at the Hargesheimer Water Treatment Plant.
- Conducted over 30 public tour groups of our Water Treatment facilities.

### **FY 08-09**

#### ***Goals***

Maintain a qualified work force through aggressive Certification training in order to comply with State and Federal Regulations. Retain Certified personnel with competitive pay structure. Utilize technologies and plant upgrades to further improve Water quality. Optimize distribution and electrical operations.

#### ***Objectives***

- Adequately staff Water Treatment Plants with Certified Operators in accordance with Federal and State Rules and Regulations (30 TAC 290 Subchapters D and F).
- Continue aggressive preventive maintenance program.
- Continue open communications with regular scheduled staff meetings.
- Continue operator-training programs.
- Continue with Operator Safety programs.
- Implement aggressive distribution system management program in order to meet and exceed State and Federal rules and regulations.
- Replace obsolete continuous monitoring equipment at both the Northeast and Grimes Treatment Plants in order to comply with state and federal rules and regulations.
- Complete installation of the Security Fencing and gates at the Northeast and Grimes Water Treatment Plants.
- To implement pay for "Certification" program.

# WATER DISTRIBUTION

## *Description*

The Water Distribution Division is responsible for operation and maintenance of the water distribution system piping grid and customer meters. Subsections within the division provide specialized services such as meter maintenance and meter service orders, main tapping, leak repair, aging main replacement, City Warehouse, valve and hydrant maintenance, location and mapping, and customer support. New technologies are being used when possible to aid in saving time, money, and to make a safer work environment.

The Division faces the following challenges—Hiring and retaining employees continues to be an issue due to the local job market. This causes the division being constantly understaffed which in turn affects the ability to effectively maintain the distribution system. Also added measures in spoils disposal handling procedures from excavation sites has resulted in less production in other areas such as water main replacement. Asphalt repair costs continue to rise, making it more costly to replace and repair water mains in paved areas.

## **MAJOR 07-08 GOALS/PROGRAMS**

Maximize use of human resources:

- Evaluate workloads and staffing.
- Encourage certification through training initiatives.

Maintain water infrastructure through preventative maintenance and replacement:

- Replace 15,000 feet of water main per year.
- Continue valve and fire hydrant preventative maintenance programs.
- Respond to needs addressed in the Water Distribution System Study.

Better response to regulatory demands and community awareness of water quality:

- Continue aggressive technical training and certification programs.
- Monitor and respond to new regulations.
- Maintain effective divisional communication regarding water quality.
- Maintain viable equipment fleet through selection of more suitable equipment.
- Implement a more stringent water main flushing program.

Utilize technologies to improve operating

- Finalize and implement new computer model of the Water Distribution system.
- Act on areas of concern as identified by the model.

Improve safety record.

- Continue aggressive training and safety policy evaluations.
- Continue safety inspections.
- Continue furnishing of steel toe boots and other safety equipment

## WATER DISTRIBUTION

OPERATIONAL WORKLOAD/PERFORMANCE	Projected 05-06	Actual 05-06	Projected 06-07	Actual 06-07	Projected 07-08
New Taps	375	450	450	430	450
Re taps	25	18	20	15	20
Leaks Repaired	400	550	450	466	450
On orders	9,300	9,190	9,200	8,787	9,000
Off orders	8,000	8,026	8,000	7,443	8,000
Delinquent On Orders	9,000	7,172	7,500	7,263	7,500
Delinquent Off Orders	12,500	10,886	11,000	11,405	11,500
Feet of new water mains laid	3,000	1,160	1,100	4,114	2,000
Feet of water mains replaced	25,000	25,378	25,000	8,974	15,000
Line Location Requests	5,000	6,932	7,000	5,543	7,000

EXPENDITURES	ACTUAL 05-06	APPROVED 06-07	REVISED 06-07	PROPOSED 07-08
Personal Services	1,725,009	1,751,220	1,796,420	1,858,640
Supplies	45,048	47,840	47,710	47,840
Maintenance	618,004	487,960	718,900	730,750
Other Services and Charges	1,315,782	997,120	952,110	1,041,990
Capital Outlay	1,171,799	766,000	766,300	750,000
TOTAL	4,875,642	4,050,140	4,281,440	4,429,220
Total Full-Time Personnel	45	45	45	45

### FY 06-07

#### **ACCOMPLISHMENTS**

- 8,974 feet of water main was replaced through the water main replacement program.
- Continuous valve and fire hydrant preventative maintenance programs

### FY 08-09

#### **GOALS/OBJECTIVES**

- Maximize use of human resources:
  - Evaluate workloads, performance levels, equipment, and staffing.
- Maintain water infrastructure through preventative maintenance and replacement:
  - Continue aggressive water line and meter replacement programs
  - Continue systematic preventative maintenance program for fire hydrants and valves.
- Monitor regulatory demands and community awareness of water quality:
  - Continue aggressive technical training and certification programs.
  - Utilize all resources in the Water Distribution system to ensure proper circulation and high quality water.
- Continue to improve safety record.
  - Monitor all accidents and implement policies where needed.

# SEWAGE COLLECTION

## *Description*

The Sewage Collection Division is responsible for the operation and maintenance of the wastewater collection system within the city. The division responds to sewer stops and conducts extensive routine maintenance and main replacement. Recently acquired remote T.V. inspection equipment is more versatile and is being used to inspect sewer mains that were difficult to inspect with the past equipment. Inflows to the system during rainy weather continue to be an issue and are being addressed through smoke testing and repairs. Sewage Collection system computer model will assist in the identification of problem areas and in sizing of mains for future development. The inability to retain personnel in this division has had an impact in several areas in sewer system maintenance, including feet of sewer main cleaned, TV inspected, and feet of sewer main replaced.

## **MAJOR 07-08 GOALS/PROGRAMS**

Maximize use of human resources:

- Evaluate workloads and staffing.
- Encourage certification through training initiatives.

Maintain sewer infrastructure through preventative maintenance and replacement:

- Continue sewer main smoke testing along creeks and other waterways.
- Continue aggressive sewer line replacement and rehab programs
- Continue systematic cleaning, inspection, and repairs of sewer lines by basin
- Respond to needs addressed in the Sanitary Sewer Study
- Initiate aggressive and comprehensive program of maintenance, operations, and management to eliminate Sanitary Sewer Overflows.

Better response to regulatory demands and community awareness of water quality:

- Continue aggressive technical training and certification program.
- Monitor and respond to new regulations.
- Maintain effective divisional communication regarding water quality.
- Maintain viable equipment fleet through selection of more suitable equipment.

Utilize technologies to improve operations:

- Data base construction for sewer system
- Edit computerized maps as required by field reviews
- Utilize new sewer main inspection equipment
- Utilize computer model of the sewage collection system.

Improve safety record.

- Continue aggressive training and safety policy evaluations.
- Continue safety inspections.
- Maintain facilities
- Continue furnishing of steel toe boots and other safety equipment

## SEWAGE COLLECTION

OPERATIONAL WORKLOAD/PERFORMANCE ANALYSIS	PROJECTED 05-06	ACTUAL 05-06	PROJECTED 06-07	ACTUAL 06-07	PROJECTED 07-08
Feet of sewer lines cleaned	275,000	225,289	250,000	165,487	200,000
Main stops	350	301	310	319	310
Manholes adjusted -Repaired/Installed	200	153	200	179	200
Clean outs adjusted -Repaired/Installed	25	27	25	23	25
Feet of sewer lines TV inspected	7,000	46,159	70,000	32,699	50,000
Feet of new sewer mains lald	1,000	287	1,000	287	500
Feet of sewer main replaced		2,678	6,000	2,678	3,000

EXPENDITURES	ACTUAL 05-06	APPROVED 06-07	REVISED 06-07	PROPOSED 07-08
Personal Services	408,280	430,280	423,470	467,380
Supplies	20,838	22,390	22,390	25,990
Maintenance	53,928	63,950	64,240	64,860
Other Services and Charges	603,773	284,230	253,260	279,250
Capital Outlay	123,246	195,000	195,000	150,000
TOTAL	1,210,065	995,850	958,360	987,480
Total Full - Time Personnel	12	12	12	12

### FY 06-07

#### **ACCOMPLISHMENTS**

- Replaced 2678 feet of sewer main
- Cleaned 165,487 feet of sewer main
- Continued technical training and certification programs.
- Continued Sewer System diagnostics and point repairs

### FY 08-09

#### **GOALS/OBJECTIVES**

- Maximize use of human resources:
  - Evaluate workloads, performance levels, equipment, and staffing.
- Maintain sewer infrastructure through preventative maintenance and replacement:
  - Continue to clean, inspect, and smoke test Sewage Collection system.
  - Continue aggressive sewer line replacement and rehab programs.
- Respond to regulatory demands and community awareness of water quality:
  - Continue aggressive technical training and certification programs.
  - Monitor and respond to new regulations
- Utilize technologies to improve operations:
  - Update video inspection equipment as new technologies become available.
- Continue to improve safety record.
  - Monitor accidents and implement policies where needed.

# WASTEWATER TREATMENT

## **Description**

The Wastewater Treatment Division is responsible for operation and maintenance of the Buck Creek Lift Station, and the Hamby Wastewater Treatment Plant. The Buck Creek station and plant have undergone numerous improvements in the past several years including new pumps, motors, filters and other equipment. The staff continually strives to meet stringent effluent water quality parameters while maintaining equipment in a demanding and corrosive environment. The mission of the Wastewater Treatment Division is to efficiently and effectively treat and discharge wastewater for the City of Abilene in compliance with State and Federal regulations.

## **Major FY 07-08 Goals/Programs**

Maintain a qualified work force:

- Maximize human resources to meet growing demands of regulatory environment.
- Continue aggressive training program and encourage operator "B" license level.

Improving operations and performance of treatment process:

- Continue with cost-effective plant maintenance and upgrade program.
- Replace weirs, baffle plates & troughs on Primary Clarifiers #1, #2 & #3.
- Replace aged flow splitter tower at Hamby WWTP
- Explore converting old storage ponds to Emergency Storm water Basins
- Use technologies to improve operations.
- Continue facility and corrosion control program.
- Replace caulking on #2 Sand Filter to stop sand loss to effluent stream.
- Replace/upgrade VFD's on #3 & #4 RSP Pump Stations.
- Evaluate methods and opportunities to reduce energy consumption while maintaining process performance.

Improve Division safety:

- Conducting monthly safety meetings.
- Enforcing the use of safety equipment and procedures.

Respond appropriately to Federal and State mandates

- Monitor and respond to regulatory requirements in the most cost-effective way.
- Aerial spray mesquite trees in ponds at Hamby Plant as per TCEQ inspection.

OPERATIONAL WORKLOAD/PERFORMANCE ANALYSIS	DEMAND/ GOAL	PROJECTED 2006-07	ACTUAL 2006-07	PROJECTED 2007-08	PROJECTED 2008-09
Million gallons of wastewater treated dally	N/A	13.5	12.78	13.5	13.5
Total Biological Oxygen Demand:					
Raw ppm	N/A	190	189	190	190
Final effluent ppm	7	7	2.2	7	7
Total Suspended Solids:					
Raw ppm	N/A	220	193	220	220
Final effluent ppm	15	15	2.5	15	15

## WASTEWATER TREATMENT

EXPENDITURES	ACTUAL 2005-06	APPROVED 2006-07	REVISED 2006-07	PROPOSED 2007-08
Personal Services	689,477	761,720	732,900	851,390
Supplies	148,594	183,750	183,750	189,050
Maintenance	130,914	262,760	262,960	278,300
Other Services and Charges	1,412,770	1,584,830	1,530,780	1,657,700
Capital Outlay	0	18,000	18,000	0
TOTAL	2,381,755	2,811,060	2,728,390	2,976,440
Total Full-Time Personnel	19	19	19	19

### **FY 06-07**

#### ***Accomplishments***

- Certified earthen pond at Buck Creek Pump Station with TCEQ.
- Installed valve on Prison Lift Station discharge line to facilitate repair of station.
- Worked on removal of mesquite trees in Pond #7 as per TCEQ inspection.
- Continued to monitor and respond to regulatory requirements.
- Continued to maximization of human resources
- Replaced gate valve and check valve on #1 pump at Prison Lift Station.

### **FY 08-09**

#### ***Goals***

- Respond appropriately to State and Federal mandates and regulatory requirements.

#### ***Objectives***

- Continue aggressive training program: encourage "B" operator licenses.
- Continue cost-effective plant maintenance and upgrade programs.
- Use technologies to improve operations.
- Replace caulking on #1 Sand Filter to stop sand loss to effluent stream.

# QUALITY CONTROL

## **Description**

The Quality Control Division provides analytical services for various divisions in the Water Department, administers the Industrial Pretreatment Program, has principal oversight of the Cross Connection Control/Customer Service Inspection Program, and oversees the Total Coliform rule monitoring in order to protect public health and safety, to protect the environment, and to maintain compliance with state and federal regulations. This division monitors water quality in all phases of the utility's operations and takes a leading role in monitoring regulations and communicating their impacts. Major regulations include: Municipal Separate Storm Sewer Systems, Disinfectants/Disinfection By-Product Rule, NPDES Stormwater, Sludge, Lead and Copper, Interim Enhanced Surface Water Treatment Rule, Pretreatment, and others.

The major focus of the division in personnel and funding is the laboratory. This area is a very technical field requiring sound analytical, microbiological, and sampling skills. This area also requires appropriate current technologies in laboratory instrumentation to keep pace with ever-changing regulations. Crucial to the ongoing effectiveness of this division is the ability to attract, and more importantly, to retain a qualified staff of chemists and biologists. The Quality Control Division also serves as a regional laboratory for small municipalities and private citizens in the West Central Texas area.

## **MAJOR FY 07-08 GOALS/PROGRAMS**

- Continue to be aware and responsive to environmental regulatory issues impacting Water Department. This will be accomplished by monitoring changes in the regulations and modifying our procedures.
- Implement a more intense and aggressive distribution system monitoring program to more effectively identify and react to aged water, colored water, and chlorine residual issues.
- Continue to be sensitive to citizen awareness of water quality issues. This goal will be achieved through our Consumer Confidence Reports, proactively address customer concerns, and by educating the general public (seminars).
- Expand the in-house laboratory technician certification program. Expanding the data base of questions to cover all procedures that we added in the past two years.
- Enhance and expand state required Cross Connection Control/Customer Service Inspection Program. We need to check private wells to insure that they are not connected to the water distribution system or have adequate backflow prevention devices in place.
- To obtain NELAC Laboratory Accreditation. This is our inspection year.
- Add Water Quality parameters to our Performance Evaluation Samples. We will participate in the DW studies in anticipation of NELAC requirements.
- Add Soil Quality parameters to our Performance Evaluation Samples. We will participate in the Solids and Sludges studies in anticipation of NELAC requirements.
- Add Non-potable water parameters to our Performance Evaluation Samples. We will participate in the NPW studies in anticipation of NELAC requirements.
- Add new bacterial identification methods to our testing procedures. We are looking into some specific bacteria indicators that will work with our present methods.

OPERATIONAL WORKLOAD/PERFORMANCE ANALYSIS	DEMAND/ GOAL	PROJECTED 2005-2006	ACTUAL 2005-2006	PROJECTED 2006-2007	PROJECTED 2007-2008
Tests performed on water	N/A	32,000	36,000	37,000	39,000
Tests performed on wastewater	N/A	(Combined)	(Combined)	(Combined)	(Combined)
Quality control tests performed	N/A	14,800	21,505	22,000	23,000

## QUALITY CONTROL

EXPENDITURES	ACTUAL 2005-2006	APPROVED 2006-2007	REVISED 2006-2007	APPROVED 2007-2008
Personal Services	\$ 400,815	\$ 499,380	\$ 468,910	\$ 558,910
Supplies	46,234	53,100	54,500	79,500
Maintenance	36,782	60,080	60,190	65,360
Other Services and Charges	241,131	339,260	390,410	438,440
Capital Outlay	0	210,000	210,000	65,000
<b>TOTAL</b>	<b>\$ 724,962</b>	<b>\$ 1,161,820</b>	<b>\$ 1,184,010</b>	<b>\$ 1,207,210</b>
Total Full-Time Personnel	11	11	11	12

### **FY 06-07**

#### **Accomplishments**

- The Cross Connection Control/Customer Service Inspection Program is implemented working in cooperation with Building Inspections. All high risk establishments were inspected
- All bacteria performance tests were passed
- Directed final stages of production and delivery of 2006 Consumer Confidence Report
- We passed our performance tests for the GC/MS
- 6 Operator licenses were issued to technicians this year

### **FY 08-09**

#### **GOALS**

- Continue to be aware of and sensitive to citizen concerns about water quality issues.
- Utilize new technologies to improve laboratory efficiency and meet regulatory requirements
- Have NELAC application on file by December 31, 2007 (date changed by the TCEQ)
- To get all Laboratory Technicians licensed in at least one area this year.

#### **OBJECTIVES**

- Continue to include water quality issues in Water Department Public Information efforts
- Continue immediate and proactive response to customer concerns
- Assist with enhancing production and delivery of Consumer Confidence Report
- Keep informed of changing technologies in laboratory instrumentation and administration
- Change all paperwork to the new format
- Update all personnel training records
- Set up Inspection for laboratory and personnel
- To help keep the City of Abilene compliant with EPA, TCEQ, and NELAC regulations

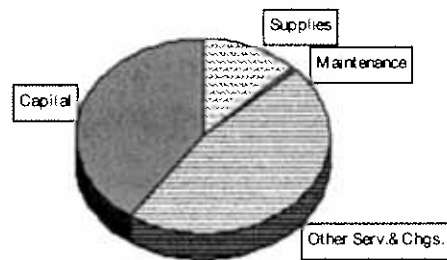
**PUBLIC WORKS**  
Abilene Transit System Fund  
DEPARTMENT SUMMARY

DEPARTMENT REVENUE	ACTUAL 2005-06	REVISED 2006-07	APPROVED 2007-08
TOTAL	\$5,830,794	\$3,475,690	\$3,330,660

EXPENDITURES BY DIVISION	ACTUAL 2005-06	REVISED 2006-07	APPROVED 2007-08
6110 Abilene Transit System	\$1,921,685	\$2,129,000	\$1,959,340
6120 UMTA Grants	2,381,492	904,690	1,458,520
6130 Evening Service Grant	197,732	156,710	181,830
TOTAL	\$4,500,909	\$3,190,400	\$3,599,690

**EXPENDITURES BY CLASSIFICATION**  
APPROVED 2007-08

Personal Services	\$0
Supplies	450,050
Maintenance	19,910
Other Serv. & Chgs.	1,676,210
Capital	<u>1,453,520</u>
Total	\$3,599,690



**ABILENE TRANSIT SYSTEM  
PUBLIC WORKS  
REVENUE SOURCES**

Revenue Source	Description	2006 Actual	2007 Approved	2007 Revised	2008 Approved
3270	FTA Planning	\$128,034	\$104,000	\$64,000	\$64,000
3271	FTA Capital	949,291	575,060	639,600	574,820
3272	FTA Operations	1,587,215	871,400	871,400	685,000
3273	FTA Access to Jobs	127,062	92,690	92,690	125,980
3274	CDBG Match Access to Jobs	52,280	41,820	41,820	20,000
3279	FTA Earmark	1,268,000	0	0	528,000
3280	FTA	49,652	49,650	49,650	25,000
3285	Medical Transportation Program	143,185	226,280	226,280	175,000
3326	Scholarships	3,376	1,000	6,000	1,000
3359	Miscellaneous State Grants	443,938	399,540	399,540	249,860
3580	Passenger Fares	263,674	205,000	250,000	280,000
3581	Charter Service	11,344	12,000	14,000	11,000
3582	Station Concessions	2,010	2,000	1,880	2,000
3583	Advertising	8,690	50,000	30,000	30,000
3584	Contract Service	41,962	50,000	80,000	50,000
3587	Evening Service Fares	20,535	22,000	18,000	22,000
3803	Investment Pool Revenue	923	1,000	26,000	26,000
3828	Interfund Recoveries	0	45,000	26,880	0
3840	Miscellaneous Prior Years	0	0	5,300	0
3850	General Fund Transfer	725,740	412,800	612,800	450,000
3872	Sale of Equipment	0	14,000	14,000	10,000
3881	Motor Vehicle Damage Claims	2,274	0	4,850	0
3892	Miscellaneous Revenue	1,609	1,000	1,000	1,000
Department 305 Total		\$5,830,794	\$3,176,240	\$3,475,690	\$3,330,660

## Abilene Transit System

### **Description**

CityLink is the public transportation provider for the Abilene Urbanized Area. CityLink currently provides fixed route and demand response service.

### **Major FY 07-08 Goals/Programs**

- Increase starting operator wage with subsequent increases for existing operators in order to better recruit and retain personnel.
- Minimize overtime caused by personnel shortages.
- Continued pursuit of Federal and State earmark funding for vehicle replacement and expansion purposes.
- Meet the needs of Abilene's growing elderly and disabled population with additional personnel and equipment for CityLink's ADA paratransit service.
- Effectively analyze and implement recommendations generated from the Fixed Route System Analysis.
- Increase advertising revenue through vinyl exterior and interior bus advertising.
- Completion of paving and fencing of adjacent lot for additional vehicle storage.

OPERATIONAL WORKLOAD/PERFORMANCE ANALYSIS	DEMAND/ GOAL	ACTUAL 2004-05	ACTUAL 2005-06	PROJECTED 2006-07	PROJECTED 2007-08
Fixed route passengers carried	N/A	497,574	506,631	513,500	520,000
Fixed route passengers per mille	1.20	1.16	1.17	1.25	1.30
Fixed route % on-time (0 to +3 min.)	100	99.46	98	100	100
% of fixed route trips completed	100	100.00	100	100	100
Van passengers carried	N/A	91,448	92,193	104,300	110,000
Van passengers per hour	2.75	2.43	2.76	2.80	2.80
Van % on-time (0 to +6 min.)	100	92.11	95	100	100

EXPENDITURES	ACTUAL 2004-05	ACTUAL 2005-06	PROJECTED 2006-07	PROJECTED 2007-08
Personal Services	0	0	0	0
Supplies	335,842	423,281	439,264	430,050
Maintenance	22,571	18,622	17,403	19,910
Other Services & Charges	1,603,108	1,677,722	1,624,661	1,800,710
Capital Outlay	969,047	2,376,632	962,766	1,463,820
TOTAL	2,930,568	4,496,257	3,044,094	3,714,490
Total Full-Time Personnel	37	37	37	37

## **Abilene Transit System**

### **FY 06-07**

#### ***Accomplishments***

- Complete transit service operational/fare structure analysis and develop recommendations for improvements to the fixed route service structure.
- Implementation of CityLink Ad Hoc Financial Advisory Committee.
- Procurement and award to GFI/Genfare for a new fare and data collection system, which will replace existing, outdated equipment on all fixed route vehicles.
- Completed procurement and award to Lasseter Bus and Mobility in Lewisville, TX for six (6) new Eldorado E-Z Rider II 30' Low-floor buses.
- Acquisition of land adjacent to facility for additional bus storage.
- Renovation of passenger waiting area, which includes constructing ADA-compliant automatic doors and dual, multi-height water fountains.
- Removal of underground waste oil storage tank per TCEQ compliance.
- Renovation of passenger restroom facilities for ADA compliance.

### **FY 08-09**

#### ***Goals***

- Increase efficiency of fixed route passengers per mile/van passengers per hour
- Increase efficiency of demand response ADA paratransit service
- Better recruitment/retention of personnel to minimize overtime

#### ***Objectives***

- Continue improvements to exterior of transfer/administrative facility and its surroundings
- Continued replacement and procurement of vehicle fleet that has exceeded its useful life



**PUBLIC WORKS**  
Solid Waste Services Fund  
DEPARTMENT SUMMARY

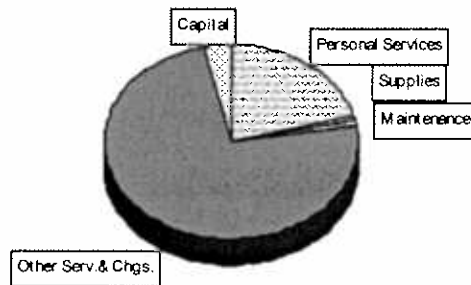
DEPARTMENT REVENUE	ACTUAL 2005-06	REVISED 2006-07	APPROVED 2007-08
Solid Waste Collection	\$10,244,484	\$10,452,230	\$10,993,290
Site Recycling Services	95,912	88,450	90,000
Solid Waste Environmental Fee	347,465	344,400	351,180
Miscellaneous Recycling	93,976	100,000	100,000
Solid Waste Code Enforcement	71,051	71,020	71,710
Investment Pool Revenue	1,269	8,120	8,000
Miscellaneous Prior Years	0	150	0
Dispensing Machines	50	450	250
<b>TOTAL</b>	<b>\$10,854,207</b>	<b>\$11,064,820</b>	<b>\$11,614,430</b>

EXPENDITURES BY DIVISION	ACTUAL 2005-06	REVISED 2006-07	APPROVED 2007-08
4060 Solid Waste and Recycling	\$9,082,396	\$10,586,620	\$11,881,640

TOTAL FULL TIME PERSONNEL	ACTUAL 2005-06	REVISED 2006-07	APPROVED 2007-08
	60	61	69

**EXPENDITURES BY CLASSIFICATION**  
APPROVED 2007-08

Personal Services	\$2,429,550
Supplies	63,640
Maintenance	131,000
Other Serv. & Chgs.	8,804,450
Capital	<u>433,000</u>
<b>Total</b>	<b>\$11,861,640</b>



## SOLID WASTE SERVICES

### *Description*

The Solid Waste Services Division is committed to providing cost effective and efficient residential and commercial refuse collection and recycling services. The Division promotes citizen and community awareness of environmental responsibilities through education and active participation in environmental programs to enhance the quality of life in Abilene.

### *Major FY 07-08 Goals/Programs*

- Prepare Solid Waste Business Plan
- Establish operating fund reserve.
- Improve bulky collection service in alleys.
- Increase market share of commercial collections.
- Complete the physical expansion of the Recycle Center
- Implement a "Buy Recycled" program for city government.

OPERATIONAL WORKLOAD/PERFORMANCE ANALYSIS	DEMAND/ GOAL	PROJECTED 2005-06	ACTUAL 2005-06	REVISED 2006-07	PROJECTED 2007-08
Residential tons collected	N/A	50,000	50,510	49,000	55,000
Frontloader tons collected	N/A	45,000	47,790	46,000	50,000
Roll-off tons collected	N/A	25,000	27,650	25,000	30,000
Tree limb cubic yards chipped	N/A	130,000	140,400	140,000	150,000
Recyclables tons collected	8,000	7,500	7,740	8,500	10,000
Recycle Rate	40%	7%	7%	10%	15%

EXPENDITURES	ACTUAL 2005-06	APPROVED 2006-07	REVISED 2006-07	APPROVED 2007-08
Personal Services	1,977,610	\$2,095,050	\$2,041,180	\$2,429,650
Supplies	181,846	84,440	58,440	63,840
Maintenance	105,381	118,380	111,780	131,000
Other Services and Charges	6,730,608	8,114,420	8,145,220	8,104,450
Capital Outlay	86,951	200,000	230,000	433,000
<b>TOTAL</b>	<b>9,082,396</b>	<b>10,594,240</b>	<b>10,586,620</b>	<b>11,161,680</b>
Total full-time Personnel	60	61	63	69

## SOLID WASTE SERVICES

### FY 06-07

#### **Accomplishments**

- The new Chapter 27, Solid Waste Ordinance was approved
- Continued to support recycling initiatives at the Environmental Recycle Center.
- Increased the number of special collection events at the recycle center.
- Continued to encourage initiatives, which reduce the municipal waste stream to the landfill.
- Support Community Development –Neighborhood Initiatives for neighborhood clean-ups.
- Expanded neighborhood-recycling programs.

### FY 08-09

#### **Goal**

Provide residential and commercial customers with efficient and cost effective solid waste collection service; reduce the municipal solid waste stream.

#### **Objectives**

- Develop new routes where necessary to meet the outward growth of the City.
- Continue to support recycling initiatives at the Environmental Recycle Center and at neighborhood drop-off sites.
- Develop a vehicle replacement schedule that will reduce the number of collection vehicles in the fleet and enhance resale values.
- Replace container maintenance facility.



**PUBLIC WORKS**  
Stormwater Utility Fund  
DEPARTMENT SUMMARY

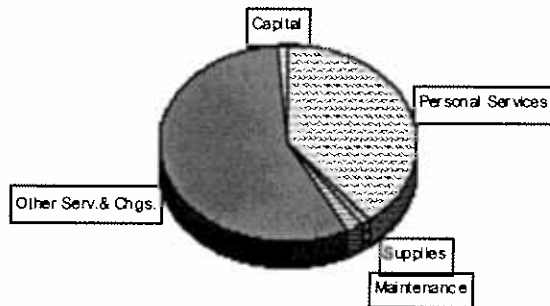
DEPARTMENT REVENUE	ACTUAL 2005-06	REVISED 2006-07	APPROVED 2007-08
Stormwater Environmental Fee	\$345,920	\$347,850	\$353,570
Stormwater Utility Fee	1,381,189	1,420,540	1,465,540
Investment Pool Revenue	13,391	17,000	19,000
Interfund Recoveries	6,334	0	0
Miscellaneous Recoveries	441	60	0
<b>Total</b>	<b>\$1,747,275</b>	<b>\$1,785,450</b>	<b>\$1,838,110</b>

EXPENDITURES BY DIVISION	ACTUAL 2005-06	REVISED 2006-07	APPROVED 2007-08
5960 Stormwater Utility	\$1,501,844	\$1,697,320	\$1,662,940

TOTAL FULL TIME PERSONNEL	ACTUAL 2005-06	REVISED 2006-07	APPROVED 2007-08
	16	16	17

**EXPENDITURES BY CLASSIFICATION**  
APPROVED 2007-08

Personal Services	\$650,070
Supplies	20,900
Maintenance	32,250
Other Serv. & Chgs.	938,720
Capital	<u>21,000</u>
<b>Total</b>	<b>\$1,662,940</b>



## STORMWATER UTILITY

### **Description**

The Stormwater Utility Division operational goal is to reduce or eliminate the contamination of stormwater run-off to improve water quality and to mitigate flooding, thus, minimizing the chances of property damage, personal injury, and/or loss of life. The following primary objectives are utilized to achieve these objectives.

Quality Compliance – Monitor and administer permit compliance with the Environmental Protection Agency (EPA) and the Texas Commission on Environmental Quality (TCEQ) stormwater regulations.

Creek Maintenance – Maintain creeks and other stormwater conveyances.

Projects – Development of drainage improvement projects.

### **Major FY 07-08 Goals/Programs**

- Perform vegetation and sediment removal through Elm Creek; starting at the Rebecca Lane Bridge and working north to the Winters Freeway Bridge.
- Continue sediment removal in Catclaw Creek to improve its stormwater carrying capacity.
- Initiate the Stormwater Industrial Facility Inspection Program.
- Begin inspections of Stormwater maintained detention ponds and perform necessary maintenance.
- Administer the City's MS4 Permit to City departments to prepare for future permit audits from regulating (EPA and/or TCEQ) entities.
- Develop and implement new mowing strategy, which includes addition of two new mowers (one with a boom mower attachment) and contracting right-of-way mowing.
- Continue to enhance the stormwater education program.

Operational Workload/ Performance Analysis	Projected 2005-06	Actual 2005-06	Projected 2006-07	Actual 2006-07	Projected 2007-08
Drainage Mowing (Acres)	3,500	4,584	4,300	3,366	4,000
Curb Street Cleaning (Miles)	3,600	3492	3,600	N/A	3,600
Creek Cleaning and Maintenance (Miles)	25	52	40	26	40
Silt & Dirt Removal (cu. Ft.)	120,000	163,757	145,000	186,743	165,000
Vegetation & Debris Removal (cu Ft.)	20,000	69,723	60,000	118,611	85,000
Trash & Illegal Dumping (cu. Yd.)	100	120	500	2,920	2,200

Expenditures	Actual 2005-06	Approved 2006-07	Revised 2006-07	Approved 2007-08
Personal Services	591,092	592,090	566,370	592,090
Supplies	8,300	14,790	19,540	14,790
Maintenance	16,197	30,050	30,540	30,050
Other Services & Charges	886,255	1,151,050	1,057,870	1,042,210
Capital Outlay	0	23,000	23,000	23,000
<b>Total</b>	<b>1,501,844</b>	<b>1,903,680</b>	<b>1,697,320</b>	<b>1,702,140</b>
<b>Total Full-Time Personnel</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>17</b>

## STORMWATER UTILITY

### FY 06-07

#### **Accomplishments**

- Completed first full year of the Stormwater Construction Site Inspection Program.
- Began detention pond inspection and maintenance program.
- Began sediment removal from Catclaw Creek.
- Greatly improved the Stormwater Education Program by remodeling the Stormwater Utility Division Webpage, creating numerous educational brochures, initiating the Adopt-A-Creek program, and coordinating City employee training.
- Performed internal audit of the Stormwater Utility Fee, which utilized the new GIS system to acquire more accurate hard surface area for subject sites.
- Implemented Stormwater Pollution Prevention Plans for six City of Abilene facilities to meet Texas Commission on Environmental Quality guidelines.

### FY 08-09

#### **Goals – Water Quality**

Improve water quality by mitigating the introduction of pollutants that enter the City of Abilene's watersheds through stormwater runoff.

#### **Objectives**

- Allocate staff to broaden the Stormwater Educational Program to inform City of Abilene employees and citizens of the environmental affects of stormwater runoff.
- Initiate Stormwater Utility Fee assessment.

#### **Goals – Water Quantity**

Improve flood prevention for the City of Abilene community by increasing drainage capacity of local creeks and water conveyances.

#### **Objectives**

- Conduct sediment removal from Catclaw Creek to increase the holding and carrying capacity of stormwater runoff.
- Continue detention pond maintenance program.