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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. Seven 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.

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

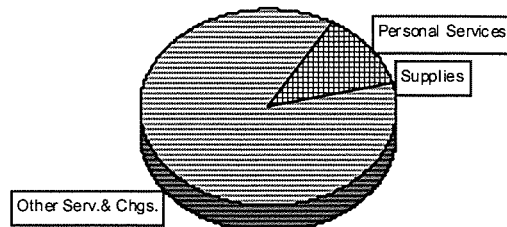
DEPARTMENT REVENUE	ACTUAL 2006-07	REVISED 2007-08	APPROVED 2008-09
TOTAL	\$1,992,092	\$1,704,400	\$1,638,490

EXPENDITURES BY DIVISION	ACTUAL 2006-07	REVISED 2007-08	APPROVED 2008-09
1175 CDBG Rehab	\$112,130	\$126,000	\$120,000
2510 Community Development Administration	207,952	206,250	175,000
2567 Emergency Repairs	108,196	110,000	120,000
2571 Section 108 Debt Service	619,245	664,050	612,380
Contractual Programs CDBG	292,927	112,790	93,480
2570 First Time Home Buyer	21,000	60,000	10,000
2860 HOME General Administration	13,989	14,430	14,050
2875 Housing HOME Administration	42,810	43,310	42,420
2880 HOME Single Family Rehab	342,026	338,600	500,000
2885 HOME Tenant Based Rental	102,495	60,000	40,000
Contractual Programs HOME	81,980	318,720	314,950
TOTAL	\$1,944,750	\$2,054,150	\$2,042,280

TOTAL FULL TIME PERSONNEL	ACTUAL 2006-07	REVISED 2007-08	APPROVED 2008-09
	7	7	6

Personal Services	\$254,340
Supplies	5,290
Maintenance	0
Other Serv. & Chgs.	1,782,650
Capital	0
Total	\$2,042,280

EXPENDITURES BY CLASSIFICATION
 APPROVED 2008-09



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

Revenue Source	Description	2007 Actual	2008 Approved	2008 Revised	2009 Approved
3303	Community Development Block Grant	\$1,393,217	\$1,120,610	\$1,120,610	\$1,078,260
3459	Miscellaneous Health	1,082	2,000	1,000	1,000
3775	Principal on Loans/Assess	0	4,830	0	0
3802	Interest on Loans/Assessments	0	13,170	0	0
3816	Building/Space Rental	0	25,000	0	0
3839	Miscellaneous Recoveries	1,440	0	0	0
Department 250 Total		\$1,395,739	\$1,165,610	\$1,121,610	\$1,079,260

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

Revenue Source	Description	2007 Actual	2008 Approved	2008 Revised	2009 Approved
3307	HOME Entitlement	\$588,407	\$573,120	\$573,120	\$556,340
3839	Miscellaneous Recoveries	7,946	4,360	9,670	2,890
Department 250 Total		\$596,353	\$577,480	\$582,790	\$559,230

**Community Development Block Grant (CDBG)
Source and Use of 2009 Funds**

Source of Funds

2008 Entitlement	\$ 1,078,264
Reallocated money	32,603
Program income	<u>10,000</u>
Total Funds Available	\$ 1,120,867

Public Service Cap

Based on 15% of estimated program income + 2008 Entitlement \$ 162,673

Planning & Admin. Cap

Based on 20% of estimated program income + 2008 Entitlement \$ 217,653

Use of Funds

Access to Jobs/City Link	\$ 15,500
Medical / Dental	<u>15,500</u>
Total Public Service Activities	\$ 31,000

CDBG Housing Administration	\$ 120,000
Community Development Administration	175,000
Limited/Critical Rehabilitation Program	120,000
Section 108 Debt Repayment	612,380
Adult Protective Services Partners, Inc	10,000
Christian Community Dev. Corp. ("Our House")	28,480
Abilene Volunteer Weatherization	4,000
Connecting Caring Communities (CCC)	<u>20,000</u>
Total Non-Public Service Activities	\$ 1,089,860

Total CDBG Funds \$ 1,120,860

**COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)
DESCRIPTION OF ACTIVITIES
ONE-YEAR ACTION PLAN FY 2008-09**

Planning and Development Services Administration – \$175,000 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 – \$120,000 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, sewer 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 – \$120,000 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. – \$10,000 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.

Medical/Dental Program – \$15,500 CDBG

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

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.

Christian Community Development Corp. (CCDC) – \$28,480 CDBG

City staff began working with Christian Community Development Corporation (CCDC) during 2006. CCDC has worked to identify the type of client served and the services they will make available to transitional youth between the ages of 16 and 21. The City has committed \$28,480 towards the acquisition and/or building of a facility to be called Our House, which will house and serve transitional youth.

Connecting Caring Communities Infrastructure and Park for Residential Development – \$20,000 CDBG

CCC will develop a one-city block area in an established LMI neighborhood. The development will include 12 mixed-income single-family units, a neighborhood Friendship House and a small park with walking trails. The \$2 million dollar project will provide four affordable housing units on scattered sites for families in the 80% and below income bracket. In addition to the CDBG funding committed to this project, uncommitted HOME CHDO funds from previous years will be used to construct the four affordable units.

Access to Jobs – \$15,500 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.

Section 108 Debt Repayment – \$612,380 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 2009 Funds**

Source of Funds

Entitlement	\$ 556,339
Program income	8,360
HOME Reserve	<u>125,227</u>
Total Funds Available	\$ 689,926

Minimum CHDO Set-Aside	\$ 83,450
Home Administrative Cap	\$ 56,470

Use of Funds

Home Administration Total	
--Neighborhood Initiatives	\$ 14,050
--Housing Authority	42,420
Home Single Family Rehab/Recon	500,000
First Time Homebuyer	10,000
Home CHDO	83,450
Home Tenant Based Rental	<u>40,000</u>
Total Home Funds	<u><u>\$ 689,920</u></u>

**HOME INVESTMENT PARTNERSHIPS PROGRAM (HOME)
DESCRIPTION OF ACTIVITIES
ONE-YEAR ACTION PLAN FY 2008-09**

HOME Administration – \$14,050 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/Reconstruction, and First Time Homebuyer programs operated by the Planning and Development Services Department.

Tenant-Based Rental Assistance/Self-Sufficiency (TBRASS) – \$40,000 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 HACA's HCV waiting list, which consists of over 600 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. HACA 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 HCV waiting list now with a 12- to 18-month wait. The City of Abilene Planning and Development Services Department administers the Program.

Community Housing Development Organization (CHDO) – \$83,451 HOME

The City has set aside 15% of its HOME Program Year 2008 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 CCC 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. CCC will develop a mixed-income project that will include constructing new single-family affordable housing in a targeted neighborhood.

Single-Family Rehabilitation/Reconstruction – \$500,000 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 Housing Quality Standards (HQS) including suitable amenities. Previously, Single-Family Rehab and Reconstruction were treated as separate programs, but have been merged into one program. If a structure fails the feasibility of rehabilitation, the project will be considered for reconstruction. The purpose of Reconstruction 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 (Energy Star Certified), 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 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 Rehab Administration – \$42,420 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/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 2008-09 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.
- Identify unsuitable for rehab properties and determine eligibility with the Reconstruction program.
- Identify new homebuyer assistance opportunities with lending institutions and prospective homebuyers.
- Identify additional program income sources to offset declining federal funds.
- Update the Analysis of the Impediments to Fair Housing study.

OPERATIONAL WORKLOAD PERFORMANCE ANALYSIS	DEMAND/ GOAL	PROJECTED 2006-07	ACTUAL 2006-07	PROJECTED 2007-08	PROJECTED 2008-09
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%	100%	100%	100%
Percentage of Low-Mod Income Benefit Budget Expended	100%	100%	100%	100%	100%
Additional Affordable Housing Units Created/Rehabilitated with CDBG Program Assistance	15-20	48	36	58	62
Additional Affordable Housing Units Created/ Rehabilitated with HOME Program Assistance.	60-70	65	88	76	61

EXPENDITURES	ACTUAL 2006-07	PROPOSED 2007-08	REVISED 2007-08	PROPOSED 2008-09
Personal Services	232,180	265,450	261,660	254,140
Supplies	6,557	7,500	15,450	5,580
Maintenance	0	0	0	0
Other Services and Charges	272,785	155,090	154,760	104,770
Contingency	0	0	0	0
TOTAL	511,522	428,040	431,870	364,490
Total Full-time Personnel	7	7	7	6

NEIGHBORHOOD INITIATIVES

FY 2007-08

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 was completed during 2006-07. Lease-up was accomplished within the first 9 months.
- Completed the 2008 One-Year Action Plan and budget with collaboration of the Office of Neighborhood Services Advisory Council.
- Completed minor repairs and installed fixtures, minor accessories, and wheelchair ramps to ensure handicap accessibility and safety in 14 homes through Adult Protective Services Partners, Inc.
- Completed weatherization and corrected minor accessibility and security issues for 18 senior/disabled clients through the Abilene Volunteer Weatherization Program.
- Provided funds for rehabilitation of FaithWorks employment training facility for under/unemployed individuals located at 1229 N. Mockingbird.
- Completed 13 single-family rehabs, 34 Limited/Critical Repairs, assisted 10 First Time Homebuyers, assisted 40 new tenants (total 65) with Tenant Based Rental Assistance, assisted one CHDO with new construction on 5 single-family houses. All of these units provided homes for LMI qualified families.
- Completed two Energy Star Certified energy-efficient houses in new Reconstruction Program. The original homes were unsuitable for rehab, demolished and a new unit built on the original footprint.
- Served 1,028 Medical/Dental Program clients, 315 new Senior Nutrition & Activity clients and a total of 7,783 meals and activities, 849 new clients with 19,265 Access to Jobs (CityLink) client trips. For these public service activities, HUD only counts a client as one time served regardless of the number of times the client actually receives the service.

FY 2009-10

Goal

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

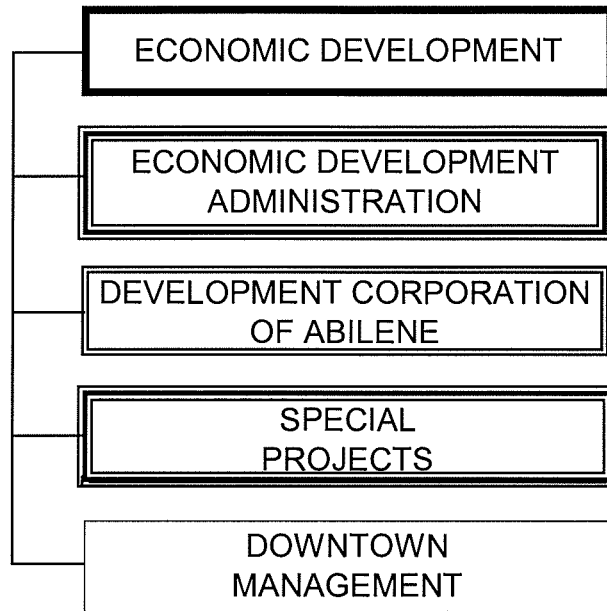
Objectives

- 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.

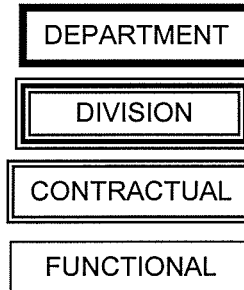


ORGANIZATION CHART

OCTOBER 2008



LEGEND



ECONOMIC DEVELOPMENT
 DCOA Funds
 DEPARTMENT SUMMARY

Description

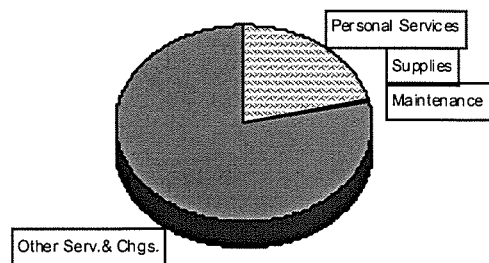
The Department of Economic Development (Department) exists to generate community wealth, thereby enhancing the quality of life for present and future citizens of Abilene and the region. The Department accomplishes its goals through a comprehensive economic development program (Business Services division 2760) 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.

DEPARTMENT REVENUE	ACTUAL 2006-07	REVISED 2007-08	APPROVED 2008-09
TOTAL	\$9,902,762	\$11,159,590	\$10,875,490

EXPENDITURES BY DIVISION	ACTUAL 2006-07	REVISED 2007-08	APPROVED 2008-09
2760 General Fund Economic Dev. Admin. Reimb.	\$512,666	\$632,910	\$617,840
2775 Annual Contracts	1,121,702	1,358,810	1,348,960
Contractual Programs	7,409,637	26,768,602	0
TOTAL	\$9,044,005	\$28,760,322	\$1,966,800

Personal Services	\$413,320
Supplies	5,100
Maintenance	700
Other Serv. & Chgs.	1,547,680
Capital	<u>0</u>
Total	\$1,966,800

EXPENDITURES BY CLASSIFICATION
 APPROVED 2008-09



**DEVELOPMENT CORPORATION
ECONOMIC DEVELOPMENT
REVENUE SOURCES**

Revenue Source	Description	2007 Actual	2008 Approved	2008 Revised	2009 Approved
3131	City Sales Tax	\$8,339,493	\$8,437,710	\$8,437,710	\$8,796,450
3132	Sales Tax Retained by City	49,113	50,930	50,930	52,580
3775	Principal on Loans/Assessments	69,752	70,500	2,146,060	453,230
3802	Interest on Loans/Assessments	36,952	25,000	26,250	23,500
3803	Investment Pool Revenue	846,615	0	0	615,000
3810	Land Leases	1,024	1,520	7,370	1,520
3816	Building/Space Rental	528,026	485,250	491,070	933,010
3839	Miscellaneous Recoveries	28,329	0	0	0
3892	Miscellaneous Revenue	3,458	200	200	200
Department 275 Total		\$9,902,762	\$9,071,110	\$11,159,590	\$10,875,490

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), and the Abilene Improvement Corporation (AIC). The majority of projects are funded by the DCOA using proceeds from the half-cent sales tax for economic development.

In 1982 the 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. Funding has been used to revitalize downtown through infrastructure improvements, cultural incentives grants and other projects for the benefit of the public. Though the District expired on January 1, 2008, the downtown remains an important element in Abilene's overall appeal, and staff will continue to pursue further redevelopment through other available sources.

Major FY 08-09 Goals/Programs

- Continue with construction of a Life Sciences Accelerator and pursue related companies to establish a biotech and immunotherapeutic research sector in Abilene.
- Continue pursuing additional development tools such as Freeport Tax Exemption and New Markets Tax Credits to assist in reaching the goals mentioned above.
- Continue to identify and recruit innovative industries that offer higher wages, appropriate benefits, and career advancement.
- Continue to support workforce training programs that help prepare workers for available Abilene jobs.
- Continue supporting downtown redevelopment and seek out new funding sources to facilitate additional efforts.
- Continue aggressive development of the Five Points Business Park via construction of a third speculative industrial shell building and marketing of the Park to prospective industrial tenants.

OPERATIONAL WORKLOAD/PERFORMANCE ANALYSIS	DEMAND/ GOAL	PROJECTED 2006-07	ACTUAL 2006-07	PROJECTED 2007-08	PROJECTED 2008-09
No. New & Retained Jobs Committed	400	197	197	608	400
No. of Projects Approved	8	9	9	9	8
Projected Private Investment (\$)	10,000,000	9,832,960	9,832,960	41,940,000	10,000,000
DCOA Investment (\$)	5,000,000	7,140,495	7,140,495	12,428,500	5,000,000
Ratio-DCOA to Projected Private Invest.	1:2	1:1.4	1:1.4	1:3.3	1:2

EXPENDITURES	ACTUAL 2006-07	APPROVED 2007-08	REVISED 2007-08	APPROVED 2008-09
Personal Services	362,989	419,100	430,500	413,320
Supplies	1,456	5,900	3,950	5,100
Maintenance	0	750	700	700
Other Services and Charges	189,966	243,380	249,240	198,720
Capital Outlay	242,864	242,870	242,870	0
TOTAL	797,275	912,000	927,260	617,840
Total Full-Time Personnel	5	5	5	5

BUSINESS SERVICES

FY 07-08

Accomplishments

- The DCOA approved assistance to: Energy Maintenance Services for job creation and capital improvements to the former Lockheed building for 89 new jobs; Bimbo Bakeries (Mrs. Baird's Bakeries) for expansion of its shipping dock and new equipment for 170 retained jobs; Genesis Networks Solutions for phase 2 expansion and 150 additional jobs; BMWT Leasing (Texas Metals & Recycling) for new equipment and a rail spur for 2 new jobs; Tower Tech Systems for job creation and construction of a new manufacturing plant in the Five Points Business Park for 150 new jobs.
- DCOA approved funding and a construction contract to expand the existing Spec 2 building in the Five Points Business Park (Park) to accommodate the warehousing needs of PWP Industries.
- DCOA approved funding and a construction contract to build a new industrial shell building in the Park (otherwise known as Spec 3) to be later finished-out to suit the needs of a prospective tenant.
- DCOA authorized a contract with Tittle Luther Architects to design the Life Sciences Accelerator building and funding to purchase land for construction in the 1300 block of Pine Street and some adjacent land on Walnut St.
- DCOA approved a sponsorship of Abilene Christian University's Springboard Idea Challenge competition designed to increase the entrepreneurial drive and spirit across Abilene.
- DCOA was recognized and presented two 2008 Workforce Best Practices Awards at the 2008 Spring Conference of the Texas Economic Development Council for the implementation of the MSSC and Fast Track Welding training programs developed in partnership with Texas State Technical College, Cisco Junior College, and the West Central Texas Workforce Board.
- DCOA approved funding to help establish a new technology research institute in Abilene and leverage research funding from other sources. Fourteen new research positions are expected.
- DCOA approved funding to construct improvements to a 6,000 sq ft building to accommodate Receptor Logic's immediate need for laboratory space which must be addressed prior to completion of the Life Sciences Accelerator.
- The TIF board and City Council approved a Termination Agreement for the TIF whereby all remaining funds after expiration of the District would be used to a) redevelop two lots on Cedar St. between N. 2nd and N. 3rd into a Downtown Parking Lot with public restrooms, 2) commission a redevelopment plan to include areas of the TIF District that benefited little from TIF funding during the TIF tenure, and 3) make additional streetscape and sidewalk improvements on Cypress, Pine, Cedar and Walnut streets.

FY 09-10

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 recruiting businesses to occupy the Life Sciences Accelerator and further build on relationships with Texas Tech University Health Sciences Center to expand Abilene's biotech and research sector.
- 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 competitive incentives.
- Cooperate closely with the Abilene Industrial Foundation in their business recruitment program.

ECONOMIC DEVELOPMENT
 Reinvestment Zone Fund
 DEPARTMENT SUMMARY

DEPARTMENT REVENUE	ACTUAL 2006-07	REVISED 2007-08	APPROVED 2008-09
Current Taxes	\$416,393	\$0	\$0
Delinquent Taxes	7,145	0	0
Penalty, Interest & Cost	3,421	0	0
Investment Pool Revenue	73,646	0	0
Building/Space Rental	14,400	14,400	0
Miscellaneous Revenues	326	0	0
TOTAL	\$515,331	\$14,400	\$0

EXPENDITURES BY DIVISION	ACTUAL 2006-07	REVISED 2007-08	APPROVED 2008-09
2740 Downtown Management Program	\$263,017	\$267,750	\$0
Contractual Programs TIF	494,198	57,934	0
TOTAL	\$757,215	\$325,684	\$0

The Abilene Reinvestment Zone No. 1 was terminated during FY 08. This district had a scheduled life of twenty-five years concluding on December 31, 2007.

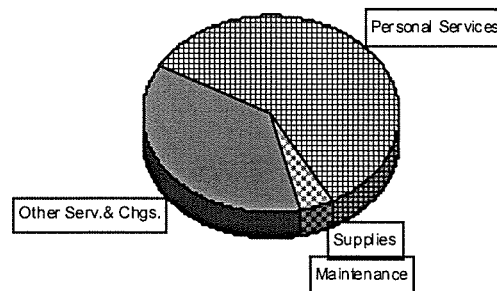
COMMUNITY SERVICES
Library Grant Fund
DEPARTMENT SUMMARY

DEPARTMENT REVENUE	ACTUAL 2006-07	REVISED 2007-08	APPROVED 2008-09
Lone Star	\$11,360	\$22,001	\$21,231
Interlibrary Loan	93,212	99,989	101,914
LSA Library	302,077	332,953	300,000
Tech Assist. Neg. Grant (TANG)	70,797	72,917	76,707
TOTAL	\$477,446	\$527,860	\$499,852

EXPENDITURES BY DIVISION	ACTUAL 2006-07	REVISED 2007-08	APPROVED 2008-09
7410 Library System Act – State	\$302,077	\$332,953	\$300,000
7420 Tech Assist. Neg. Grant (TANG)	70,797	72,917	76,707
7430 Inter-Library Loan	93,212	99,989	101,914
7491 Lone Star	11,360	22,001	21,231
TOTAL	\$477,446	\$527,860	\$499,852

EXPENDITURES BY CLASSIFICATION
APPROVED 2008-09

Personal Services	\$293,547
Supplies	21,160
Maintenance	290
Other Serv. & Chgs.	184,855
Capital	0
Total	\$499,852



COMMUNITY SERVICES
Public Health Services Fund
DEPARTMENT SUMMARY

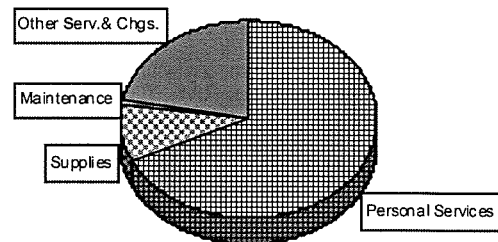
DEPARTMENT REVENUE	ACTUAL 2006-07	REVISED 2007-08	APPROVED 2008-09
TOTAL	\$3,077,653	\$3,425,880	\$3,334,480

EXPENDITURES BY DIVISION	ACTUAL 2006-07	REVISED 2007-08	APPROVED 2008-09
7510 General Health Services/Animal Control	\$931,071	\$972,470	\$916,880
7520 Women, Infant, Children (WIC) Grant	669,658	736,820	703,430
7719 Primary Care	231,060	180,080	180,080
7729 Refugee Services Grant	128,710	165,840	150,840
7739 Maternal & Child Care Grant - Part A	211,435	303,340	328,310
7749 Immunization	209,391	229,850	245,120
7759 Preparedness Grant	252,480	303,230	144,130
7769 Dental	83,251	111,430	111,430
7779 Community & Rural Health	319,250	371,200	422,320
7789 HIV State Services	17,568	20,000	20,000
TOTAL	\$3,053,874	\$3,394,260	\$3,222,540

TOTAL FULL TIME PERSONNEL	ACTUAL 2006-07	REVISED 2007-08	APPROVED 2008-09
	48	50	49

EXPENDITURES BY CLASSIFICATION
APPROVED 2008-09

Personal Services	\$2,193,449
Supplies	299,755
Maintenance	18,750
Other Serv. & Chgs.	710,586
Capital	<u>0</u>
Total	\$3,222,540



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

Description	2007 Actual	2008 Approved	2008 Revised	2009 Approved
Licenses & Permits	\$7,775	\$7,320	\$6,480	\$6,480
WIC Program Grant	585,211	553,430	637,210	597,020
Maternal & Child Care Grant	76,757	99,450	60,000	99,450
Primary Care Grant	205,871	211,020	175,000	175,000
Immunization Grant	155,099	143,140	143,130	148,130
Regional Planning Grant	163,771	161,470	161,470	161,470
Refugee Services Grant	117,816	118,200	150,710	135,710
Medicaid/Medicare Payments	129,871	234,180	230,950	181,270
HIV Grants	18,919	20,000	20,000	20,000
Preparedness Grant	231,822	173,580	287,230	142,130
County Programs	119,875	137,810	137,270	145,780
Charges for Services	555,677	583,620	540,230	569,280
Indirect Cost Recovery	96,362	150,870	135,740	123,540
General Fund Contribution	592,760	620,960	720,960	809,720
Miscellaneous Revenue	0	27,710	0	0
Interfund Recoveries	20,067	21,000	19,500	19,500
Department 700 Total	\$3,077,653	\$3,263,760	\$3,425,880	\$3,334,480

HEALTH

Description:

The Health Division includes 5 functional sections. 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 WIC Program provides nutrition education and electronic food purchasing for pregnant women, infants and children. 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 services, vital statistics, contracting, billing and personnel services.

Major FY 08-09 Goals/Programs

- Evaluate and upgrade the Vital Statistics electronic record storage process
- Successfully comply with Clinical Laboratory Improvement Act (CLIA) and NELAC regulations
- Maintain Nursing/Dietitian certifications/licenses.
- Conduct preparedness exercises to include nursing homes, pandemic influenza and continuity of operations
- Develop a draft Annual Health Division Report for FY08
- Develop a planning process to address state/national accreditation standards
- Evaluate and adjust Influenza Clinic operations for vaccine types and third party payments
- Adjust and expand Immunization education and outreach activities, immunizations available
- Upgrade the Health Alert Network and WIC internet core hardware
- Implement at least quarterly WIC classes concerning overweight children and caregivers
- Develop a cardiovascular disease work plan in conjunction with the state plan
- Install upgrades to computer, audio-visual and communications networks/systems

OPERATIONAL WORKLOAD/PERFORMANCE ANALYSIS	DEMAND/ GOAL	PROJECTED 2006-07	ACTUAL 2006-07	PROJECTED 2007-08	PROJECTED 2008-09
Persons attending all clinics	32,000	31,000	30,872	32,000	32,000
Births and deaths recorded	4,500	4,390	4,432	4,500	4,500
WIC clients served/staff	440	435	405	435	435
% of Potential WIC clients served	46	48	43	48	45
Clinical services provided per staff	300	300	272	300	300
Laboratory services provided per staff	800	750	991	800	900

EXPENDITURES	ACTUAL 2006-07	APPROVED 2007-08	REVISED 2007-08	APPROVED 2008-09
Personnel Services	489,688	574,9200	555,890	559,420
Supplies	256,061	282,490	231,780	168,360
Maintenance	18,693	15,980	18,900	14,990
Other Services and Charges	166,571	164,940	160,950	167,200
Capital Outlay	67	5,300	4,950	0
TOTAL	931,080	1,043,630	972,470	909,972
Total Full-Time Personnel	46	49	49	48

HEALTH

FY 07-08

Accomplishments

- Implemented National Environmental Laboratory Accreditation Conference (NELAC) water testing standards
- Prepared for and successfully complied with Clinical Laboratory Improvement Act regulations
- Hosted the West Texas Public Health Association regional conference in Abilene
- Upgraded the emergency trailer communications capabilities & acquired a solar powered trailer
- Maintained Nursing/Dietitian certifications/licenses
- Planned for and implemented seasonal influenza clinic operations upgrade
- Prepared for and met auditing requirements for the WIC program
- Successfully competed for host site selection for the Public Health Apprenticeship Program
- Implemented new electronic service data collection system
- Conducted a Mass Fatalities planning workshop & Divisional Continuity of Operations exercise
- Completed community project to establish communications paths and methods for at risk populations during a public health emergency

FY 09-10

Goals

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

Objectives

- Prepare for and successfully comply with Clinical Laboratory Improvement Act (CLIA) and NELAC regulations
- Maintain Nursing/Dietitian certifications/licenses.
- Conduct preparedness exercises to improve response and meet grant requirements
- Prepare for and meet all auditing requirements for Primary Care/Family Planning/Local Health/WIC Services programs
- Prepare and distribute an Annual Health Division Report for FY09
- Develop a plan to meet state and/or national accreditation standards for public health agencies
- Implement changes in influenza clinic operations based on FY8-09 evaluations
- Implement changes in the Immunization program based on state and or federal requirements
- Implement the cardiovascular disease work plan developed in FY08-09
- Apply for additional obesity grant funding through the WIC program



PLANNING AND DEVELOPMENT SERVICES

Transportation Planning Fund DEPARTMENT SUMMARY

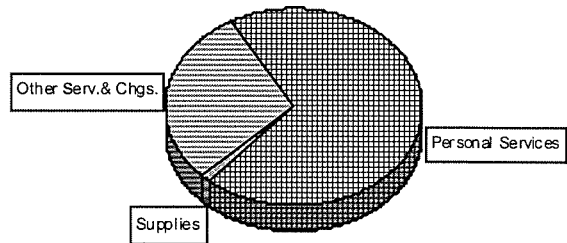
DEPARTMENT REVENUE	ACTUAL 2006-07	REVISED 2007-08	APPROVED 2008-09
FHWA Planning Grant	\$158,628	\$220,000	\$241,770

EXPENDITURES BY DIVISION	ACTUAL 2006-07	REVISED 2007-08	APPROVED 2008-09
3760 Transportation Planning	\$158,629	\$249,000	\$241,770

TOTAL FULL TIME PERSONNEL	ACTUAL 2006-07	REVISED 2007-08	APPROVED 2008-09
	2	2	2

EXPENDITURES BY CLASSIFICATION APPROVED 2008-09

Personal Services	\$168,570
Supplies	3,500
Maintenance	0
Other Serv. & Chgs.	69,700
Capital	<u>0</u>
Total	\$241,770



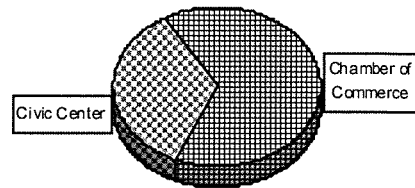
FINANCE
Hotel/Motel Fund
DEPARTMENT SUMMARY

DEPARTMENT REVENUE	ACTUAL 2006-07	REVISED 2007-08	APPROVED 2008-09
Hotel/Motel Tax	\$2,195,857	\$2,167,500	\$2,167,500

EXPENDITURES BY DIVISION	ACTUAL 2006-07	REVISED 2007-08	APPROVED 2008-09
Chamber of Commerce	\$1,427,307	\$1,408,880	\$1,408,880
Civic Center	768,550	758,620	758,620
TOTAL	\$2,195,857	\$2,167,500	\$2,167,500

EXPENDITURES BY CLASSIFICATION
APPROVED 2008-09

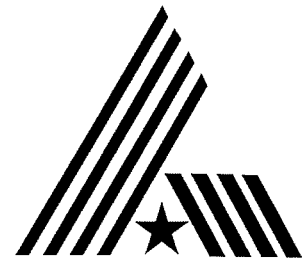
Chamber of Commerce	\$1,408,880
Civic Center	<u>758,620</u>
Total	\$2,167,500



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-eight 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
2008	General Obligation
2008	Certificates of Obligation
2008	Energy Conservation Certificates of Obligation



CITY OF ABILENE

GENERAL OBLIGATION DEBT SERVICE

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 June 2008, the annual certificates of obligation sale financed \$2,425,000 in projects for the purpose of constructing improvements and repairs to City streets and sidewalks, together with drainage, traffic and street signalization, crosswalks, and ADA curb ramps; constructing, improving and equipping the City's Park and Recreation System and acquisition of land for Sears Park; construct and equip Fire Training Facility and Police Academy; and improvements to City's Law Enforcement Center, to City's Container Maintenance Shop, to City's Zoo buildings, and to City's Fleet Maintenance Facility. The energy conservation certificates of obligation sale financed \$8,720,000 of the Council approved \$9,064,417 in projects for the purpose of constructing energy and water conservation improvements and retrofitting to existing City buildings, including energy conservation improvements to City street lights and traffic lights, and other projects. Also, the voter approved general obligation

bonds financed \$8,000,000 for the purpose of constructing and improving the City's streets together with traffic improvements and for constructing, improving and equipping Lake Ft. Phantom Hill Park boat ramps, docks, and Dyess recreation area. Of the authorized \$29,820,000 in general obligation bonds, the first sale of \$6,000,000 was held in July 2006, and the second sale of \$7,680,000 was held in August 2007.

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.

COMMENTS ON DEBT MANAGEMENT

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, which was upgraded in 2008.

Revenue Bonds – "A" by Moody's and "AA+" by S & P, which was upgraded in 2008.

Certificates of Obligation – "Aa3" by Moody's and "AA+" by S & P, which was upgraded in 2008.

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 with the plus sign meaning the issuer is in the higher end of the double-A rating 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 employs 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 09-30-08</u>
General Obligation	04/15/1999	4.7338%	02-15-10/09	\$6,000,000	\$3,300,000
General Obligation	04/15/2000	5.4664	02-15-20/10	5,000,000	3,000,000
General Obligation	04/15/2001	5.1414	02-15-21/11	3,105,000	2,015,000
General Obligation	04/15/2002	4.7213	02-15-22/12	3,845,000	2,675,000
General Obligation	07/15/2006	4.5419	02-15-26/17	6,000,000	5,400,000
General Obligation	08/01/2007	4.5993	02-15-27/18	6,610,000	6,275,000
General Obligation - Airport	08/01/2007	5.0467	02-15-27/18	1,070,000	1,015,000
General Obligation	07/01/2008	4.6874	02-15-28/19	8,000,000	8,000,000
Total General Obligation				<u>\$39,630,000</u>	<u>\$31,680,000</u>
Certificates of Obligation	04/15/1997	5.2178%	02-15-12	\$2,400,000	\$640,000
Certificates of Obligation	04/15/1998	4.8980	02-15-13	2,430,000	800,000
Certificates of Obligation	04/15/1999	4.5817	02-15-14	2,500,000	1,015,000
Certificates of Obligation - Airport	04/15/1999	4.8737	02-15-14	1,200,000	480,000
Certificates of Obligation	04/15/2000	5.4203	02-15-15	2,000,000	945,000
Certificates of Obligation	04/15/2001	4.9452	02-15-16	2,000,000	1,055,000
Certificates of Obligation	04/15/2002	4.4096	02-15-17	3,700,000	2,230,000
Certificates of Obligation - Airport	04/15/2002	4.8655	02-15-17	1,500,000	900,000
Certificates of Obligation	05/15/2003	3.3226	02-15-18	2,800,000	1,875,000
Certificates of Obligation - Refunding	12/01/2003	2.5797	02-15-11	3,775,000	820,000
Certificates of Obligation	05/01/2004	4.2328	02-15-19	2,000,000	1,460,000
Certificates of Obligation - Airport	05/01/2004	5.0509	02-15-19	800,000	580,000
Certificates of Obligation	06/01/2005	3.7350	02-15-20	5,150,000	4,130,000
Certificates of Obligation - Public Safety	12/1/2005	3.9266	02-15-19	10,930,000	10,015,000
Certificates of Obligation	07/15/2006	4.4403	02-15-21	4,645,000	4,025,000
Certificates of Obligation - Airport	07/15/2006	6.1705	02-15-19	1,205,000	1,040,000
Certificates of Obligation	08/01/2007	4.4533	02-15-22	4,000,000	3,730,000
Certificates of Obligation - Airport	08/01/2007	4.7993	02-15-22	4,895,000	4,685,000
Certificates of Obligation	07/01/2008	4.5147	02-15-23	2,425,000	2,425,000
Certificates of Obligation - Energy	07/01/2008	4.4931	02-15-23	8,720,000	8,720,000
Total Certificates of Obligation				<u>\$57,930,000</u>	<u>\$51,570,000</u>
TOTAL GENERAL LONG-TERM OBLIGATIONS BONDS PAYABLE				<u>\$97,560,000</u>	<u>\$83,250,000</u>

DEBT SERVICE REQUIREMENTS TO MATURITY
GENERAL OBLIGATION DEBT

Fiscal Year	Principal	Interest	Total	Airport Self Supporting	Net
2008 -09	\$6,660,000	\$3,685,245	\$10,345,245	\$554,038	\$9,791,207
2009 -10	6,590,000	3,293,026	9,883,026	553,146	9,329,880
2010 -11	6,485,000	3,006,079	9,491,079	551,425	8,939,654
2011 -12	6,375,000	2,722,297	9,097,297	543,994	8,553,303
2012 -13	6,245,000	2,443,181	8,688,181	540,862	8,147,319
2013 -14	6,130,000	2,168,750	8,298,750	541,823	7,756,927
2014 -15	5,905,000	1,903,236	7,808,236	458,848	7,349,388
2015 -16	5,810,000	1,647,025	7,457,025	457,063	6,999,962
2016 -17	5,725,000	1,396,335	7,121,335	460,713	6,660,622
2017 -18	5,425,000	1,155,517	6,580,517	464,510	6,116,007
2018 -19	5,275,000	920,695	6,195,695	466,988	5,728,707
2019 -20	3,930,000	708,774	4,638,774	468,046	4,170,728
2020 -21	3,380,000	532,724	3,912,724	467,750	3,444,974
2021 -22	2,890,000	380,895	3,270,895	471,155	2,799,740
2022 -23	2,005,000	262,215	2,267,215		2,267,215
2023 -24	1,080,000	187,682	1,267,682		1,267,682
2024 -25	1,080,000	136,044	1,216,044		1,216,044
2025 -26	1,080,000	84,201	1,164,201		1,164,201
2026 -27	780,000	39,088	819,088		819,088
2027 -28	400,000	10,000	410,000		410,000
TOTAL	<u>\$83,250,000</u>	<u>\$26,683,009</u>	<u>\$109,933,009</u>	<u>\$7,000,361</u>	<u>\$102,932,648</u>

General Obligation Bonds authorized and unissued amount to \$300,000 at
September 30, 2008.

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.

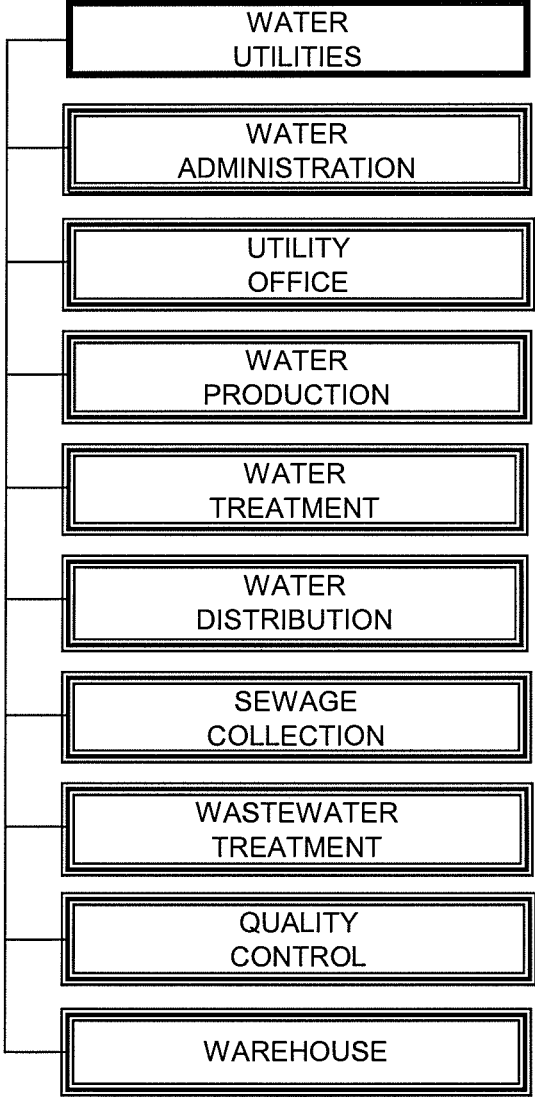
Stormwater Services: The Stormwater Services Fund is a fund established to account for the revenues and expenses associated with the quality and quantity of stormwater runoff due to ever evolving regulations.

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



ORGANIZATION CHART

OCTOBER 2008



LEGEND

- DEPARTMENT
- DIVISION
- CONTRACTUAL
- FUNCTIONAL

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.

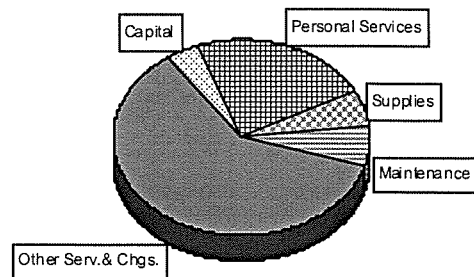
DEPARTMENT REVENUE	ACTUAL 2006-07	REVISED 2007-08	APPROVED 2008-09
TOTAL	\$27,071,415	\$28,748,600	\$35,663,600

EXPENDITURES BY DIVISION	ACTUAL 2006-07	REVISED 2007-08	APPROVED 2008-09
8010 Water Administration	\$1,868,447	\$1,295,620	\$2,234,370
8020 Utility Office	968,030	1,066,660	1,103,710
8030 Water Production	4,834,836	5,805,170	5,782,480
8040 Water Treatment	3,581,916	4,641,760	4,748,600
8050 Water Distribution	3,872,149	4,529,280	4,727,750
8060 Sewage Collection	861,704	1,025,870	1,156,720
8070 Wastewater Treatment	2,203,948	3,001,330	3,150,120
8080 Quality Control	939,414	1,223,420	1,278,740
8110 Utility Special Services	8,310,724	3,307,220	3,443,590
TOTAL	\$27,441,168	\$25,896,330	\$27,626,080

TOTAL FULL TIME PERSONNEL	ACTUAL 2006-07	REVISED 2007-08	APPROVED 2008-09
	141	141	143

Personal Services	\$6,241,360
Supplies	1,691,850
Maintenance	1,774,440
Other Serv. & Chgs.	16,781,430
Capital	<u>1,137,000</u>
Total	\$27,626,080

EXPENDITURES BY CLASSIFICATION
APPROVED 2008-09



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

Revenue Source	Description	2007 Actual	2008 Approved	2008 Revised	2009 Approved
3700	Metered Sales	\$13,215,410	\$14,550,000	\$14,550,000	\$19,681,000
3701	O.H. Ivie Charge	3,551,597	3,900,000	3,900,000	4,200,000
3702	Contract Customers Sales	1,514,593	1,475,000	1,475,000	1,971,000
3719	Raw Water Sales	12,366	50,000	15,000	15,000
3720	Sewer Charges	6,824,358	7,050,000	7,050,000	8,206,000
3721	Industrial Waste	73,910	80,000	80,000	70,000
3722	New Service Fees	149,263	150,000	150,000	150,000
3723	Reclaimed Water Sales	157,584	250,000	250,000	250,000
3731	Other Service Charges	186,556	100,000	100,000	100,000
3732	Returned Check Charge	2,718	1,500	1,500	1,500
3733	Transfer Fee	18,054	20,000	20,000	20,000
3734	Water Demand Charges	17,575	10,000	10,000	10,000
3735	Firelines	29,157	22,000	22,000	22,000
3737	Water Citation Fee	6,205	4,500	4,500	4,500
3740	Water Taps	144,780	100,000	100,000	100,000
3741	Laboratory Fees	119,069	100,000	100,000	100,000
3803	Investment Pool Revenue	617,984	550,000	550,000	550,000
3810	Land Leases	157,529	130,000	130,000	130,000
3815	Oil Royalties	28,778	15,000	30,000	30,000
3828	Interfund Recoveries	4,114	5,000	5,000	5,000
3829	Sales to Private Source	43,460	40,000	40,000	40,000
3839	Miscellaneous Recoveries	900	2,000	2,000	2,000
3840	Miscellaneous Prior Years	177,442	2,000	160,000	2,000
3889	Miscellaneous Damage Claims	17,857	3,000	3,000	3,000
3891	Dispensing Machines	146	100	100	100
3892	Miscellaneous Revenue	10	500	500	500
Department 800 Total		\$27,071,415	\$28,610,600	\$28,748,600	\$35,663,600



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.

FY 08-09 Goals & Objectives

- Continue to improve understanding, communication and cooperation across Departmental lines
- Continue to evaluate the primary functions of the department and provide direction and development opportunities to the staff to best accomplish those functions
- Continue to evaluate staffing levels and move to resolve staff shortages
- Continue to evaluate and implement the Department's Capital Improvement Program (CIP)
- Continue to evaluate the operations of the Department to ensure effectiveness, productivity, and fiscal responsibility

EXPENDITURES	ACTUAL 2006-2007	APPROVED 2007-2008	REVISED 2007-2008	APPROVED 2008-2009
Personal Services	\$ 425,624	\$ 484,550	\$ 460,550	\$ 459,470
Supplies	9,487	7,500	7,500	7,500
Maintenance	950	0	0	0
Other Services and Charges	1,432,386	675,520	827,570	1,767,400
Capital Outlay				
TOTAL	\$ 1,868,447	\$ 1,167,570	\$ 1,295,620	\$ 2,234,370
Total Full-Time Personnel	6	6	6	6

WATER UTILITY OFFICE

Description

This division manages 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.

FY 08-09 Goals & Objectives

- Promote resource conservation
- Initiate a seamless rate increase
- Institute consistent safety education/awareness programs and procedures
- Remodel Water Office
- Improve security for employees

OPERATIONAL WORKLOAD/PERFORMANCE ANALYSIS	DEMAND/ GOAL	PROJECTED 2006-07	ACTUAL 2006-07	PROJECTED 2007-08	PROJECTED 2008-09
Billions of gallons of water billed	N/A	6.5	6.2	7.0	7.0
Active Accounts	N/A	38,250	38,538	38,750	38,600
Total Transactions	N/A	459,000	462,458	463,000	463,000

EXPENDITURES	ACTUAL 2006-07	APPROVED 2007-08	REVISED 2007-08	APPROVED 2008-09
Personal Services	531,799	572,290	585,940	587,150
Supplies	38,803	31,350	43,130	80,850
Maintenance	20,990	30,920	22,860	17,870
Other Services and Charges	353,198	370,510	414,730	417,840
Capital Outlay	23,240	0	0	0
TOTAL	968,030	1,005,070	1,066,660	1,103,710
Total Full Time Personnel	17	17	17	17

WATER UTILITY OFFICE

FY 07-08

Accomplishments

- Security – The Utility Office installed security cameras
- Online Bill Pay – The Utility office installed and started offering online bill pay to citizens
- Credit Cards – The Utility Office started accepting credit/debit cards
- Cash Counter – The Utility Office bought a cash/coin counter to increase the efficiency and effectiveness of counting money.
- Meter Readers took over the reread process from the Water Distribution Division
- Marked improvement in the upkeep and maintenance of the leased properties due to proactive enforcement of city ordinances and lease provisions
- Developed a Policy and Procedures manual for the Utility Office

FY 09-10

Goals & Objectives

- Investigate opportunities to streamline bill processing and posting through check processing technologies
- Continue to improve policy and procedures to improve efficiency and effectiveness
- Assist Public Works in the evaluation and possible future sell of lake lot leases

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.

FY 08-09 Goals & Objectives

- 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	DEMAND/ GOAL	PROJECTED 2006-07	ACTUAL 2006-07	PROJECTED 2007-08	PROJECTED 2008-2009
Billion Gallons of raw water from Hubbard	N/A	3.52	3.39	3.52	3.52
Billion Gallons of raw water from Abilene	N/A	0	0	0	0
Billion Gallons of raw water from Ft. Phantom	N/A	3.52	2.69	3.52	3.52
Billion Gallons of raw water from Ivie	N/A	1.50	1.14	1.50	1.50
Billion Gallons of raw water from Clear Fork	N/A	2.00	2.15	1.00	1.00
Total raw water pumpage	N/A	10.54	9.38	9.54	9.54

EXPENDITURES	ACTUAL 2006-07	APPROVED 2007-08	REVISED 2007-08	PROJECTED 2008-09
Personal Services	435,711	477,540	500,090	475,320
Supplies	22,645	25,990	25,690	26,120
Maintenance	101,577	125,330	141,170	140,450
Other Services and Charges	4,274,903	5,126,970	5,138,220	5,140,590
Capital Outlay				
TOTAL	\$4,834,836	\$5,755,830	\$5,805,170	\$5,782,480
Total Full-Time Personnel	10	10	10	10

WATER PRODUCTION

FY 07-08

Accomplishments

- Pulled Dyess Reuse Pump & Motor and made repairs
- Installed new cell phone technology based Chlorine Analyzers at High Level Pump Station and Hartford Tank
- Replace Decant flow Magmeter at Hargesheimer Plant
- Replaced both North & South Sludge Recirculation Pumps & Motors for Grimes Plant Clarifiers
- Completed 216 hours of training
- Assisted Engineers in gathering Data for the Water Model
- Reformed capacitors on 7 VFD cells at Phantom Pump Station
- Installed 24 new Turbidity meters at Northeast and Grimes Water Treatment Plants
- Coordinated inspections and demolitions involving City Lease Lots on Lake Fort Phantom properties
- Cleaned and Disinfected Hartford Tank and brought it back into operation
- Installed Liquid Ammonia Sulfate systems at High Level and Kirby Pump Stations

FY 09-10

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
- Continue to record and document all calibrations done on all Flow, Turbidity, pH, CL2 Analyzers, and CL2 Leak equipment to comply with Regulations
- Continue to maintain and document all Reuse System equipment and flows

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.

FY 08-09 Goals & Objectives

- Implement 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, and Retrofit Grimes and Northeast Treatment Plants, to meet current and future Federal and State rules, Regulations, and Guidelines.
- Current Raw water qualities continue to present process control challenges.
- 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	DEMAND/ GOAL	ACTUAL 2005-06	ACTUAL 2006-07	ACTUAL 2007-08	PROJECTED 2008-09
Billion gallons of water treated	N/A	8.286	6.861	7.200	7.40
Peak day production-million gallons	N/A	37.705	28.149	32.500	36.00
Average million gallons per day produced	N/A	22.701	18.799	20.010	21.550
Cents per 1000 gallons treated	N/A	.533	.582	.605	.640

EXPENDITURES	ACTUAL 2006-07	APPROVED 2007-08	REVISED 2007-08	PROJECTED 2008-09
Personal Services	704,496	773,560	796,390	793,530
Supplies	981,168	1,222,950	1,223,950	1,223,950
Maintenance	233,985	424,120	444,120	398,720
Other Services and Charges	1,662,267	2,115,330	2,117,300	2,332,400
Capital Outlay				
TOTAL	3,581,916	4,535,960	4,641,760	4,748,600
Total Full-Time Personnel	18	18	20	22

WATER TREATMENT

FY 07-08

Accomplishments

- Treated over 6.8 billion gallons of potable water for public use, meeting and exceeding State and Federal Rules and Regulations.
- Replaced obsolete continuous turbidity monitoring equipment at both the Northeast and Grimes Treatment Plants in order to comply with State and Federal Rules and Regulations.
- Completed the reroofing project at the Northeast Treatment Facility, (fascia replacement included).
- Disposed of 3,500 cubic yards of water treatment sludge, per our land application approval from the TCEQ.
- Conducted over 30 public tour groups of our Water Treatment facilities.
- Completed the installation of the individual clarifier's turbidity monitoring equipment per State and Federal Rules and Regulations.

FY 09-10

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.
- Complete building maintenance projects at the Grimes Treatment Plant, (roof replacement, asbestos abatement, floor tile replacement, entry way renovation, etc.)
- Complete installation of the Security Fencing and gates at the Northeast and Grimes Water Treatment Plants.
- Implement a plant site security protocol.

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 results in 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. Also, maintenance of an aging infrastructure is an ongoing challenge in the Water Distribution division. Brass and iron fittings are increasing as well as PVC pipe due to unstable petroleum market.

FY 08-09 Goals & Objectives

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.
- Continue aggressive water line and water meter replacement programs.

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.
- Maintain a 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	Demand/ Goal	Projected 06-07	Actual 06-07	Projected 07-08	Actual 07-08	Projected 08-09
New Taps	N/A	450	430	450	338	400
Re taps	N/A	20	15	20	30	20
Leaks Repaired	N/A	450	466	450	457	450
On orders	N/A	9200	8787	9000	8532	8700
Off orders	N/A	8000	7443	8000	7227	7500
Delinquent On Orders	N/A	7500	7263	7500	7247	7500
Delinquent Off Orders	N/A	11000	11405	11500	11337	11500
Feet of new water mains laid	N/A	1100	4114	2000	2153	2200
Feet of water mains replaced	N/A	25000	8974	15000	8078	15000
Line Location Requests	N/A	7000	5543	7000	6184	7000

EXPENDITURES	ACTUAL 06-07	APPROVED 07-08	REVISED 07-08	PROPOSED 08-09
Personal Services	1,741,414	1,858,640	1,911,790	1,905,440
Supplies	46,141	47,840	47,840	46,040
Maintenance	637,738	730,750	755,740	813,170
Other Services and Charges	830,525	1,041,990	1,063,910	1,101,100
Capital Outlay	616,331	750,000	750,000	862,000
TOTAL	3,872,149	4,429,220	4,529,280	4,727,750
Total Full-Time Personnel	45	45	45	45

FY 07-08

ACCOMPLISHMENTS

- 8,078 feet of water main was replaced through the water main replacement program.
- Continuous valve and fire hydrant preventative maintenance programs

FY 09-10

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 FY 08-09 Goals & Objectives

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

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 06-07	ACTUAL 06-07	PROJECTED 07-08	ACTUAL 07-08	PROJECTED 08-09
Feet of sewer lines cleaned	250,000	165,487	200,000	142,850	150,000
Main stops	310	319	310	341	310
Manholes adjusted -Repaired/Installed	200	179	200	168	200
Clean outs adjusted –Repaired/Installed	25	23	25	24	25
Feet of sewer lines TV inspected	70,000	32,699	50,000	24,955	30,000
Feet of new sewer mains laid	1,000	287	500	1,225	1,200
Feet of sewer main replaced	6,000	2678	3,000	2,731	3,000

EXPENDITURES	ACTUAL 06-07	APPROVED 07-08	REVISED 07-08	PROPOSED 08-09
Personal Services	411,511	467,380	464,250	479,000
Supplies	20,170	25,990	25,990	32,440
Maintenance	42,601	64,860	64,860	65,960
Other Services and Charges	258,283	279,250	295,770	404,320
Capital Outlay	129,139	150,000	175,000	175,000
TOTAL	861,704	987,480	1,025,870	1,156,720
Total Full - Time Personnel	12	12	12	12

FY 07-08

ACCOMPLISHMENTS

- Replaced 2,731 feet of sewer main
- Cleaned 142,850 feet of sewer main
- Continued technical training and certification programs.
- Continued Sewer System diagnostics and point repairs

FY 09-10

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.

FY 08-09 Goals & Objectives

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.

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.
- Remove mesquite trees in ponds #4, 5, 6, E-1 & E-2 at Hamby Plant and maintain 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 daily	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 2006-07	APPROVED 2007-08	REVISED 2007-08	PROPOSED 2008-09
Personal Services	711,390	851,390	815,520	878,070
Supplies	156,194	189,050	189,300	182,750
Maintenance	155,767	278,300	328,300	266,870
Other Services and Charges	1,180,597	1,657,700	1,668,21	1,822,430
Capital Outlay				
TOTAL	2,203,948	2,976,440	3,001,330	3,150,120
Total Full-Time Personnel	19	19	19	19

FY 07-08

Accomplishments

- Cleared Ponds #1, 2, &3 of mesquite trees as per TCEQ inspection.
- Continued to monitor and respond to regulatory requirements.
- Continued to maximization of human resources
- Replaced VFD's on #3 and #4 RSP Pump Stations.
- Hired a Treatment Plant Operator III
- Replaced aged inlet knife valves for DAF Draw-off Pumps.
- Major repair of VFD at Buck Creek Pumps Station.

FY 09-10

Goal

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.
- Clear Ponds #7, 8, 9, 10 & 11 of mesquite trees as per TCEQ inspection

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, NELAP 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. The Laboratory did receive Accreditation until July 2009, pending our assessment.

FY 08-09 Goals & Objectives

- Continue to be aware and responsive to environmental regulatory issues impacting the Water Department. This will be accomplished by monitoring changes in the regulations and modifying our procedures.
- 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 full NELAP Laboratory Accreditation. Since the TCEQ is behind on their assessments, 2008-2009 will be our assessment year.
- Add more 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.
- Add Volatile Organic Carbon to our analysis list.

OPERATIONAL WORKLOAD PERFORMANCE ANALYSIS	DEMAND/ GOAL	PROJECTED 2006-2007	ACTUAL 2006-2007	PROJECTED 2007-2008	PROJECTED 2008-2009
Tests performed on water	N/A				
Tests performed on wastewater	N/A	37,000 (Combined)	37,100 (Combined)	39,000 (Combined)	39,500 (Combined)
Quality control tests performed	N/A	22,000	22,105	23,000	23,100

QUALITY CONTROL

EXPENDITURES	ACTUAL 2006-2007	APPROVED 2007-2008	REVISED 2007-2008	APPROVED 2008-2009
Personal Services	440,949	558,910	562,590	585,130
Supplies	67,129	79,500	79,500	92,200
Maintenance	51,555	65,360	72,360	71,400
Other Services and Charges	286,074	438,440	444,070	430,010
Capital Outlay	93,707	65,000	64,900	100,000
TOTAL	939,414	1,207,210	1,223,420	1,278,740
Total Full-Time Personnel	11	11	13	13

FY 07-08

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
- Received interim Laboratory Accreditation from NELAP.
- Directed final stages of production and delivery of 2007 Consumer Confidence Report
- We passed our performance tests for the GC/MS
- All technicians now have at least one Operators license.

FY 09-10

GOAL

- Utilize new technologies to improve laboratory efficiency and meet regulatory requirements

OBJECTIVE

- Keep informed of changing technologies in laboratory instrumentation and administration

GOAL

- Receive full NELAP accreditation by the end of 2009.

OBJECTIVE

- Change all paperwork to the new format
- Update all personnel training records
- Set up Inspection for laboratory and personnel

GOAL

- To get all Laboratory Technicians licensed in at least two areas this year.

OBJECTIVE

- To help keep the City of Abilene compliant with EPA, TCEQ, NELAP, and NELAC regulations

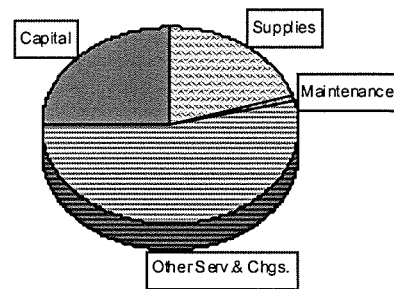
PUBLIC WORKS
Abilene Transit System Fund
DEPARTMENT SUMMARY

DEPARTMENT REVENUE	ACTUAL 2006-07	REVISED 2007-08	APPROVED 2008-09
TOTAL	\$4,711,518	\$3,821,426	\$3,240,370

EXPENDITURES BY DIVISION	ACTUAL 2006-07	REVISED 2007-08	APPROVED 2008-09
6110 Abilene Transit System	\$2,069,025	\$2,280,050	\$2,437,120
6120 UMTA Grants	887,248	1,448,320	907,550
6130 Evening Service Grant	118,054	297,930	255,700
TOTAL	\$3,074,327	\$4,026,300	\$3,600,370

EXPENDITURES BY CLASSIFICATION
APPROVED 2008-09

Personal Services	\$0
Supplies	723,800
Maintenance	23,120
Other Serv. & Chgs.	1,951,700
Capital	<u>901,750</u>
Total	\$3,600,370



**ABILENE TRANSIT SYSTEM
PUBLIC WORKS
REVENUE SOURCES**

Revenue Source	Description	2007 Actual	2008 Approved	2008 Revised	2009 Approved
3270	FTA Planning	\$10,666	\$64,000	\$64,000	\$72,000
3271	FTA Capital	2,643,286	574,820	555,456	494,040
3272	FTA Operations	110,695	685,000	739,320	850,000
3273	FTA Access to Jobs	135,217	125,980	150,000	130,460
3274	CDBG Match Access to Jobs	41,820	20,000	20,000	15,500
3279	FTA Earmark	0	528,000	559,420	166,000
3280	FTA	39,468	25,000	36,100	54,000
3285	Medical Transportation Program	250,620	175,000	225,000	200,000
3326	Scholarships	4,840	1,000	1,000	1,000
3359	Miscellaneous State Grants	399,544	249,860	363,780	369,870
3580	Passenger Fares	272,489	200,000	320,000	320,000
3581	Charter Service	14,964	11,000	14,470	10,000
3582	Station Concessions	2,359	2,000	1,000	1,500
3583	Advertising	36,275	30,000	20,000	25,000
3584	Contract Service	74,174	50,000	50,000	25,000
3587	Evening Service Fares	21,047	22,000	34,000	34,000
3803	Investment Pool Revenue	24,830	26,000	20,000	15,000
3840	Miscellaneous Prior Years	5,237	0	13,000	0
3850	General Fund Transfer	612,800	450,000	610,700	450,000
3872	Sale of Equipment	0	10,000	13,620	5,000
3881	Motor Vehicle Damage Claims	8,690	0	3,200	1,000
3892	Miscellaneous Revenue	2,497	1,000	7,360	1,000
Department 305 Total		\$4,711,518	\$3,250,660	\$3,821,426	\$3,240,370

Abilene Transit System

Description

CityLink Transit is the public transportation provider for the Abilene Urbanized Area. CityLink currently provides fixed route and paratransit service in accordance with the Americans with Disabilities Act (ADA). Our goal is to expand the existing fleet to ensure continued availability of vehicles to: a) meet the needs for ADA paratransit service, and b) to prepare for additional needs, such as the transportation for elderly and disabled individuals through coordinated service arrangements with senior programs, nursing homes, assisted living centers, and agencies servicing the disabled. CityLink will continue to pursue federal and state money in support of vehicle replacement and expansion.

Major FY 08-09 Goals/Programs

- Implement revised Fixed Route System with improved efficiency, service, and new destinations for our passengers
- Facilitate increases to wages of operators and maintenance staff
- Minimize overtime caused by personnel shortages
- Pursue Transportation Development Credits to leverage federal Congressional and SAFETEA-LU vehicle replacement earmarks
- Cultivate the progress of the CityLink Maintenance Department through effective training and continuing education
- Facilitate more community involvement with local public and private businesses in support of shared goals
- Increase advertising revenue through vinyl exterior and interior bus advertising programs

OPERATIONAL WORKLOAD/PERFORMANCE ANALYSIS	DEMAND/ GOAL	ACTUAL 2005-06	ACTUAL 2006-07	PROJECTED 2007-08	PROJECTED 2008-09
Fixed route passengers carried	N/A	506,631	485,752	500,000	510,000
Fixed route passengers per mile	1.20	1.17	1.11	1.14	1.20
Fixed route % on-time (0 to +3 min.)	100	98	98	98	100
% of fixed route trips completed	100	100	100	100	100
Van passengers carried	N/A	92,193	90,187	88,000	85,000
Van passengers per hour	2.75	2.76	2.70	2.50	2.75
Van % on-time (0 to +6 min.)	100	95	95	96	98

EXPENDITURES	ACTUAL 2005-06	ACTUAL 2006-07	REVISED 2007-08	PROJECTED 2008-09
Personal Services	0	0	0	0
Supplies	423,281	483,994	689,910	723,800
Maintenance	18,622	16,299	20,360	22,320
Other Services & Charges	1,677,722	1,686,786	1,867,710	1,946,700
Capital Outlay	2,376,632	887,248	1,448,320	907,550
TOTAL	4,496,257	3,074,327	4,026,300	3,600,370
Total Full-Time Personnel	37	36	34	35

Abilene Transit System

FY 07-08

Accomplishments

- Increased starting operator wage with subsequent increases for existing operators.
- Pursued and attained a Congressional Earmark (federal match) to purchase four Type III paratransit vans for the provision of services to the elderly and disabled.
- Staff was able to effectively analyze ridership and passenger surveys and make informed recommendations in support of the newly-revised Fixed Route system.
- Completed procurement of two (2) Type III paratransit vans to be received in the early months of FY09.
- Witnessed substantial increases in Fixed Route ridership over FY07s year-to-date totals.

FY 09-10

Goals

- Maintain efficiency of fixed route passengers per mile/van passengers per hour
- Increase efficiency of demand response ADA Paratransit service
- Better oversight of ADA Paratransit passenger certification process
- Better recruitment/retention of personnel
- Continuance of wage increases to compete with local employment market

Accomplishments

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



PUBLIC WORKS
Solid Waste Services Fund
DEPARTMENT SUMMARY

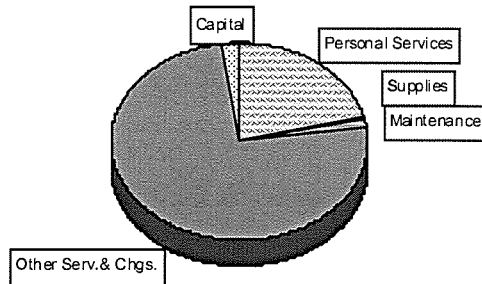
DEPARTMENT REVENUE	ACTUAL 2006-07	REVISED 2007-08	APPROVED 2008-09
Solid Waste Collection	\$10,310,061	\$10,450,740	\$11,780,600
Site Recycling Services	117,297	125,000	125,000
Solid Waste Environmental Fee	352,715	349,000	351,500
Miscellaneous Recycling	96,277	95,000	100,000
Solid Waste Code Enforcement	70,485	71,710	72,000
Investment Pool Revenue	13,183	8,000	8,000
Miscellaneous Prior Years	16,041	2,000	0
Dispensing Machines	642	750	750
TOTAL	\$10,976,701	\$11,102,200	\$12,437,850

EXPENDITURES BY DIVISION	ACTUAL 2006-07	REVISED 2007-08	APPROVED 2008-09
4060 Solid Waste and Recycling	\$10,815,790	\$11,603,910	\$11,432,180

TOTAL FULL TIME PERSONNEL	ACTUAL 2006-07	REVISED 2007-08	APPROVED 2008-09
	61	69	68

EXPENDITURES BY CLASSIFICATION
APPROVED 2008-09

Personal Services	\$2,372,190
Supplies	64,800
Maintenance	132,290
Other Serv. & Chgs.	8,572,900
Capital	<u>290,000</u>
Total	\$11,432,180



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 08-09 Goals/Programs

- Enhance recycling and commercial market share through the establishment of a business/recycling coordinator position at mid-year.
- Promote an increase in the City's recycle rate.
- Study the option and possibly conduct a pilot for once-per-week residential refuse and curbside recycling collection.
- Reconstruct the container maintenance facilities.
- Develop a fund balance for the division.
- Move collection from unsafe alleys to curbside where possible.
- Purchase a compost screen and a GPS operational tracking program by mid-year.
- Eliminate preventable accidents and injuries.
- Present a City-wide "Buy Recycled" policy to council for approval.

OPERATIONAL WORKLOAD/PERFORMANCE ANALYSIS	DEMAND/ GOAL	PROJECTED 2006-07	ACTUAL 2006-07	REVISED 2007-08	PROJECTED 2008-09
Residential tons collected	N/A	49,000	46,500	46,800	47,000
Frontloader tons collected	N/A	46,000	45,120	45,000	47,000
Roll-off tons collected	N/A	25,000	21,460	24,090	25,000
Tree limb cubic yards chipped	N/A	140,000	120,400	160,000	160,000
Recyclables tons collected	8,000	8,500	9,400	9,500	10,000
Recycle Rate	40%	7%	7%	7%	20%

EXPENDITURES	ACTUAL 2006-07	APPROVED 2007-08	REVISED 2007-08	APPROVED 2008-09
Personal Services	2,058,660	\$2,429,550	\$2,402,330	\$2,372,190
Supplies	54,875	63,640	60,690	64,800
Maintenance	109,746	131,000	130,800	132,290
Other Services and Charges	8,370,686	8,104,450	8,757,090	8,458,150
Capital Outlay	221,819	433,000	253,000	290,000
TOTAL	10,815,790	11,161,640	11,603,910	11,317,430
Total full-time Personnel	61	69	68	68

SOLID WASTE SERVICES

FY 07-08

Accomplishments

- Continued to support recycling initiatives at the Environmental Recycle Center.
- Increased the number of special collection events at the recycle center.
- Obtained certification for our compost through the U. S. Composting Council.
- Continued to encourage initiatives to reduce the municipal waste stream to the landfill.
- Supported neighborhood clean-up initiatives.
- Expanded Environmental Newsletter to a subscription based article for city-wide access.

FY 09-10

Goal

Provide residential and commercial customers with efficient cost effective solid waste collection service; reduce the municipal solid waste stream by increasing the recycling rate and composting, insure sufficient revenues are generated to cover increasing landfill disposal costs, and maintain a division fund balance.

Objectives

- Develop new routes where necessary to meet the outward growth of the City.
- Continue to support recycling and composting initiatives.
- Continue working toward a once-per-week residential refuse collection and curb side recycling program.
- Continue to move collection from unsafe alleys to curbside where possible.
- Eliminate accidents and injuries.



PUBLIC WORKS
Stormwater Utility Fund
DEPARTMENT SUMMARY

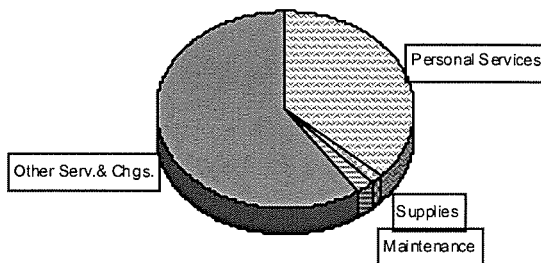
DEPARTMENT REVENUE	ACTUAL 2006-07	REVISED 2007-08	APPROVED 2008-09
Stormwater Environmental Fee	\$351,075	\$352,170	\$355,010
Stormwater Utility Fee	1,438,015	1,482,000	1,490,250
Investment Pool Revenue	26,149	19,000	20,000
Miscellaneous Recoveries	178	30	0
Total	\$1,815,417	\$1,853,200	\$1,865,260

EXPENDITURES BY DIVISION	ACTUAL 2006-07	REVISED 2007-08	APPROVED 2008-09
5960 Stormwater Utility	\$1,673,721	\$1,863,150	\$1,843,450

TOTAL FULL TIME PERSONNEL	ACTUAL 2006-07	REVISED 2007-08	APPROVED 2008-09
	16	17	17

EXPENDITURES BY CLASSIFICATION
APPROVED 2008-09

Personal Services	\$674,540
Supplies	33,740
Maintenance	37,420
Other Serv. & Chgs.	1,097,750
Capital	<u>0</u>
Total	\$1,843,450



STORMWATER UTILITY

Description

The Stormwater Utility Division's operational goals are to a) reduce and/or eliminate the introduction of pollutants to stormwater run-off and to b) keep drainage ways clear and free-flowing. The following are areas of focus in achieving these goals:

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.

Funding – Manage the Stormwater Utility Fee system to best achieve operational goals.

Projects – Develop projects that mitigate erosion or increase capacity of drainage ways.

Major FY 08-09 Goals/Programs

- Initiate the Stormwater Outfall Inspection Program.
- Initiate the Stormwater Detention Pond Inspection Program.
- Perform maintenance activities on outfalls and detention ponds from information gathered from these two programs.
- Continue development of the Stormwater Industrial Facility Inspection Program.
- Hire a Stormwater Education Coordinator to implement the Stormwater Education and Public Outreach Program.
- Implement compliance requirements as denoted in the EPA's audit report to be received in FY08-09.
- Continue vegetation, sediment, and litter removal from local creeks.

OPERATIONAL Workload/ Performance Analysis	PROJECTED 2006-07	ACTUAL 2006-07	PROJECTED 2007-08	PROJECTED 2008-09
Drainage Mowing (Acres)	4,300	3,366	4,000	4,000
Curb Street Cleaning (Miles)	3,600	4,003	3,600	3,800
Creek Cleaning and Maintenance (Miles)	40	26	40	30
Silt & Dirt Removal (cu. Ft.)	145,000	186,743	165,000	115,000
Vegetation & Debris Removal (cu Ft.)	60,000	118,611	85,000	50,000
Trash & Illegal Dumping (cu. Ft.)	500	2,920	2,200	2,000

EXPENDITURES	ACTUAL 2006-07	APPROVED 2007-08	REVISED 2007-08	APPROVED 2008-09
Personal Services	587,654	650,070	664,970	674,540
Supplies	17,612	20,900	25,530	33,740
Maintenance	17,841	32,250	42,250	37,420
Other Services & Charges	1,050,614	938,720	1,109,400	1,097,750
Capital Outlay	0	21,000	21,000	0
Total	1,673,721	1,662,940	1,863,150	1,843,450
Total Full-Time Personnel	16	17	17	17

STORMWATER UTILITY

FY 07-08

Accomplishments

- Conducted internal stormwater audit, which included several City departments, in preparation for the EPA audit.
- The City of Abilene and the Stormwater Utility Division received positive remarks from the EPA at the Exit Conference during the March 2008 audit.
- Conducted vegetation and sediment removal along Elm Creek from Rebecca Lane Bridge to S. 14th and S. 7th to S. 1st.
- Initiated the Stormwater Industrial Facility Inspection Program.
- Conducted substantial maintenance operations on several detention ponds.
- Completed the contract for right-of-way mowing and initiated first cycle in May 2008.
- Hired one additional employee to oversee the Stormwater Construction Site Inspection Program.

FY 09-10

Goals – Water Quality

Improve water quality by reducing the amount of pollutants that enter Abilene's watersheds through stormwater runoff.

Objectives

- Hire additional staff to expand the Stormwater Education Program to educate City of Abilene employees and citizens of the environmental affects of stormwater runoff.
- Complete first year of new inspection programs (Industrial Facility, Detention Pond, and Outfall) and assess data gathered to realize methods to improve water quality.

Goals – Water Quantity

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

Objectives

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

