

# CITY OF KILLEEN, TEXAS

**Fiscal Year 2005–2006 Budget**

*The City Without Limits*





**CITY OF KILLEEN, TEXAS**  
**2005-06 ANNUAL BUDGET**  
**AND**  
**PLAN OF MUNICIPAL SERVICES**

**MAYOR**

Maureen J. Jouett

**CITY COUNCIL**

Timothy Hancock, Mayor Pro Tem

Bob Hausmann

Dick Young

Fred Latham

Ernest L. Wilkerson

Scott Cosper

Eddie Vale

**CITY STAFF**

Connie J. Green, City Manager

Rana D. Lacer, CPA, Director of Finance

*“The City Without Limits!”*

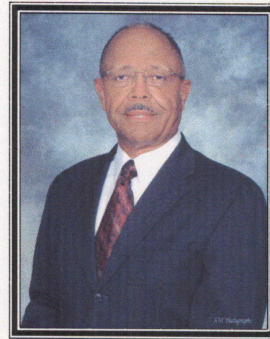




# City of Killeen Mayor and City Council 2005/2006



Maureen J. Jouett  
Mayor



Timothy Hancock  
Mayor Pro Tem



Bob Hausmann  
District 1



Dick Young  
District 2



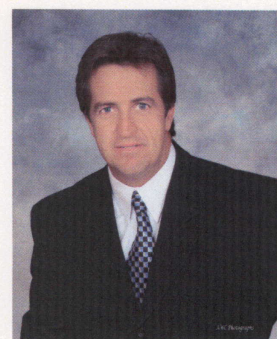
Fred Latham  
District 3



Ernest L. Wilkerson  
District 4

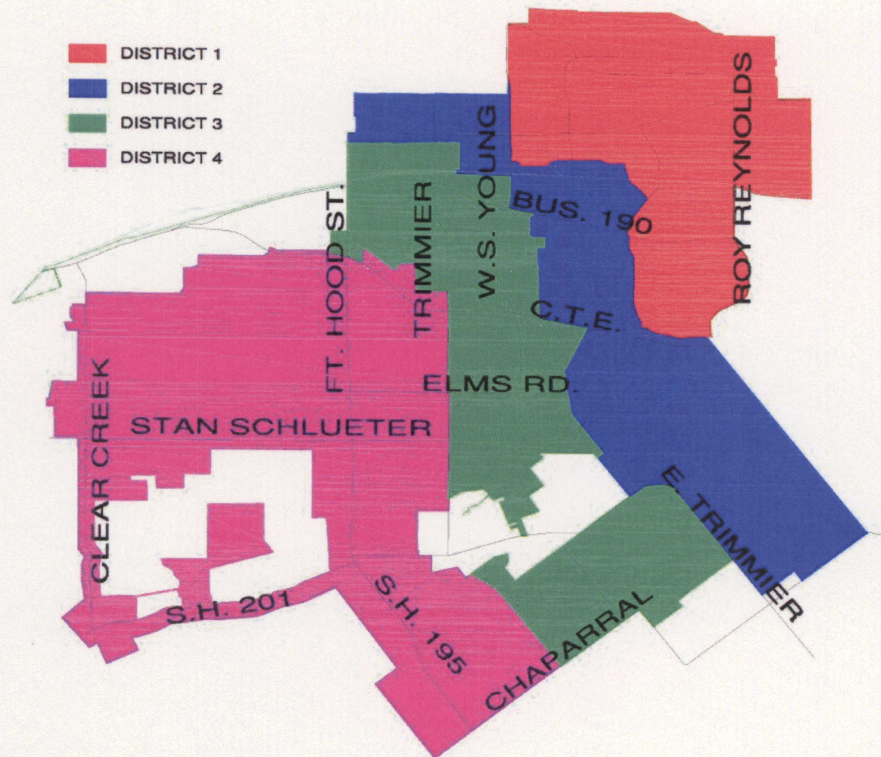


Scott Cospers  
At Large



Eddie Vale  
At Large





The City Council is elected on an at-large basis. Council members are elected to two-year staggered terms with four council members elected every year. The mayor is elected to two-year terms. Four of the council members must reside in their respective District, although voting for these seats is at-large. The mayor and three remaining council members are elected at-large.

**Maureen J. Jouett, Mayor**

Phone: 254-681-9112  
 mjouett@ci.killeen.tx.us  
 Term expires May 2006

**Bob Hausmann, District 1**

Phone: 254-681-3518  
 bhausmann@ci.killeen.tx.us  
 Term expires May 2007

**Timothy Hancock, Mayor Pro Tem**

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 Term expires May 2006

**Dick Young, District 2**

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 Term expires May 2007

**Scott Cosper, At Large**

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 Term expires May 2006

**Fred Latham, District 3**

Phone: 254-699-9317  
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 Term expires May 2007

**Eddie Vale, At Large**

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 Term expires May 2006

**Ernest L. Wilkerson, District 4**

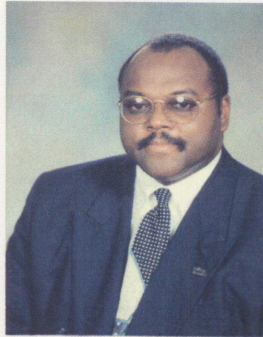
Phone: 254-213-0751  
 ewilkerson@ci.killeen.tx.us  
 Term expires May 2007





## City Staff

City Manager



Connie J. Green

Assistant City Manager



Don Christian

## Department Heads

Aviation .....	John Sutton
City Attorney .....	Kathy Davis
Community Services .....	Glenn Morrison
Finance .....	Rana Lacer
Fire .....	Henry Young
Human Resources .....	Debbie Maynor
Information Technology .....	Kevin Gunn
Municipal Court .....	Barbara Weaver
Police .....	Dennis Baldwin
Public Information .....	Hilary Shine
Public Works .....	Bruce Butscher





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Killeen  
Texas**

For the Fiscal Year Beginning

**October 1, 2004**

President

Executive Director

THE CITY OF KILLEEN RECEIVED THE GOVERNMENT FINANCE OFFICERS ASSOCIATION OF THE UNITED STATES AND CANADA (GFOA) AWARD FOR THEIR ANNUAL BUDGET AND PLAN OF MUNICIPAL SERVICES FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2004. IN ORDER TO RECEIVE THIS AWARD, A GOVERNMENT UNIT MUST PUBLISH A BUDGET DOCUMENT THAT MEETS PROGRAM CRITERIA AS A COMMUNICATIONS DEVICE, POLICY DOCUMENT, OPERATIONS GUIDE, AND FINANCIAL PLAN.

THE DISTINGUISHED BUDGET PRESENTATION AWARD IS VALID FOR A PERIOD OF ONE YEAR ONLY. WE BELIEVE THE CURRENT BUDGET DOCUMENT CONFORMS TO THE GFOA BUDGET PROGRAM REQUIREMENTS, AND WE ARE SUBMITTING IT TO GFOA TO DETERMINE ITS ELIBILITY FOR ANOTHER AWARD.



# CITY OF KILLEEN



## MISSION

Dedicated Service—Everyday, For Everyone!

## VISION

Team Killeen—World Class, Plus One!

## VALUES

Dependability, Integrity, Professionalism, Dedication,  
Leadership, Respect





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Fiscal Year 2005–2006 Budget**

*The City Without Limits*





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ORDINANCE 05-77

**AN ORDINANCE APPROVING AND ADOPTING A BUDGET FOR OPERATING THE MUNICIPAL GOVERNMENT OF THE CITY OF KILLEEN FOR THE FISCAL YEAR BEGINNING ON OCTOBER 1, 2005 AND ENDING ON SEPTEMBER 30, 2006; UPDATING THE NON-CIVIL SERVICE PAY PLAN TO INCLUDE A 3% COST OF LIVING ADJUSTMENT AND PROVIDING FOR AN INCREASE IN THE NUMBER OF NON CIVIL SERVICE EMPLOYEES; APPROPRIATING MONEY FOR THE VARIOUS FUNDS AND PURPOSES OF SUCH BUDGET INCLUDING APPROPRIATIONS OF MONEY TO PAY INTEREST AND PRINCIPAL SINKING FUND REQUIREMENTS ON ALL INDEBTEDNESS; PROVIDING A SAVINGS AND SEVERABILITY CLAUSE; REPEALING ALL ORDINANCES AND APPROPRIATIONS IN CONFLICT WITH THE PROVISIONS OF THIS ORDANCE; AND ESTABLISHING AN EFFECTIVE DATE.**

**WHEREAS**, a budget for operating the municipal government of the City of Killeen for the fiscal year October 1<sup>st</sup>, 2005, to September 30<sup>th</sup>, 2006, has been prepared by Connie J. Green, City Manager, as Budget Officer for the City of Killeen, Texas; and

**WHEREAS**, the City Council authorize the amendment of the non civil service pay plan to include a 3% cost of living increase and to reflect the changes in the number of positions in the non civil service classifications.

**WHEREAS**, said budget has been submitted to the City Council by the City Manager along with his budget message, in accordance with the City Charter; and

**WHEREAS**, public notice of a public hearing upon this budget has been duly and legally made as required by City Charter and law; and

**WHEREAS**, the public hearing has been had upon said budget and, after full and final consideration of proposed expenditures, revenues, financial condition, and comparative



expenditures as presented, it is the consensus of opinion that the budget as considered and amended at said hearing should be approved and adopted; **NOW, THEREFORE,**

**SECTION I.** That the City Council of the City of Killeen ratifies, approves and adopts the budget as finally considered for the fiscal year of October 1<sup>st</sup>, 2005, to September 30<sup>th</sup>, 2006, a copy of which shall be filed with the office of the City Secretary and with the Bell County Clerk and which is incorporated herein for all intents and purposes.

**SECTION II.** That the appropriations for the 2005-2006 fiscal year for the different administrative units and purposes of the City of Killeen, Texas be fixed and determined for said fiscal year in accordance with the expenditures shown in said budget, and that the distribution and division of said appropriations be made in accordance with said budget including such amounts shown for providing for sinking funds for the payment of the principal and interest and the retirement of the bonded debt of the city of Killeen.

**SECTION III.** That pursuant to Section 76 of the City Charter, approval in this budget of items costing up to and including \$25,000 shall constitute the prior approval of said expenditures by City Council, and the City Manager or the Acting City Manager is authorized to advertise for bids for all contracts or purchases involving more than \$25,000 as provided by said Section without further authorization by the City Council.

**SECTION IV.** That should any part, portion, or section of this ordinance be declared invalid or inoperative or void for any reason by a court of competent jurisdiction, such decision,



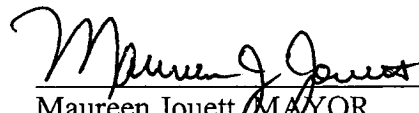
opinion or judgment shall in no way affect the remaining portions, parts, or sections or parts of a section of this ordinance, which provisions shall be, remain and continue to be in full force and effect.

**SECTION V.** That all ordinances and appropriations for which provision has heretofore been made or hereby expressly repealed if in conflict with the provisions of this ordinance.

**SECTION VI.** That this ordinance shall take effect and be in full force and effect from and after its passage and approval according to law.

**PASSED AND APPROVED** at a regular meeting of the City Council of the City of Killeen, Texas this 13th day of September, 2005, at which meeting a quorum was present, held in accordance with the provisions of V.T.C.A. Government Code, §551.001 *et. seq.*

**APPROVED**

  
Maureen Jouett, MAYOR

**ATTEST:**

  
Paula A. Miller, CITY SECRETARY



**APPROVED AS TO FORM:**



*Kathy Hoffman Davis*

\_\_\_\_\_  
Kathy Hoffman Davis, CITY ATTORNEY

CITY SECRETARY DISTRIBUTION:  
Director of Finance



**ORDINANCE 05-78**

**AN ORDINANCE SETTING THE TAX RATE AND LEVYING A TAX UPON ALL PROPERTY SUBJECT TO TAXATION WITHIN THE CITY LIMITS OF THE CITY OF KILLEEN, TEXAS, FOR THE 2005 TAX YEAR AND FOR THE USE AND SUPPORT OF THE MUNICIPAL GOVERNMENT OF THE CITY OF KILLEEN FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2005, AND ENDING SEPTEMBER 30, 2006; APPORTIONING SAID LEVY AMONG THE VARIOUS FUNDS AND ITEMS FOR WHICH REVENUE MUST BE RAISED INCLUDING PROVIDING A SINKING FUND FOR THE RETIREMENT OF THE BONDED DEBT OF THE CITY; AND ESTABLISHING AN EFFECTIVE DATE.**

**WHEREAS**, the Chief Appraiser of the Bell County Tax Appraisal District has prepared and certified the appraisal roll for the City of Killeen, Texas, said roll being that portion of the approved appraisal roll of the Bell County Tax Appraisal District which lists property taxable by the City of Killeen, Texas; and

**WHEREAS**, the Chief Appraiser of the Bell County Tax Appraisal District has performed the statutory calculations required by Section 26.04 of the Texas Property Tax Code, and has published the effective rate, the rollback tax rate, an explanation of how they were calculated, and has fulfilled all other requirements for publication as contained in Section 26.04(e) of the Texas Property Tax Code, in a manner designated to come to the attention of all residents of said City and has submitted rates to the City Council of said City prior to the Special City Council meeting of August 8, 2005; and,

**WHEREAS**, the City Council has complied with all applicable requirements of the Texas Property Tax Code prior to the setting of the tax rate for said City for 2005; **NOW, THEREFORE**,

**BE IT ORAINED BY THE CITY COUNCIL OF THE CITY OF KILLEEN;**

**SECTION I.** That the tax rate of the City of Killeen, Texas for the tax year 2005 be, and is hereby, set at 69.5 cents on each one hundred dollars (\$100) of the taxable value of real and personal property not exempt from taxation by the constitution and laws of this state within the corporate limits of said City.

**THIS RATE WILL RAISE MORE TAXES FOR MAINTENANCE AND OPERATIONS THAN LAST YEAR'S TAX RATE.**

**THE TAX RATE WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A \$100,000 HOME BY APPROXIMATELY \$17.50.**

**SECTION II.** That there is hereby levied for the tax year 2005 upon all real and personal property not exempt from taxation by the constitution and laws of this state situated within the corporate limits of said City, and there shall be collected for the use and support of the municipal government of the City of Killeen, Texas, to provide a sinking fund for the retirement of the bonded debt of said City and to provide for permanent improvements in said City, said tax; and said tax, so levied and collected, shall be apportioned to the specific purposes hereinafter set forth; to wit:

- A. For the payment of current expenses and to be deposited in the general fund (for the purposes of maintenance and operations) 50.02 cents on each one hundred dollars (\$100) of the taxable value; and,
- B. To provide for sinking funds for the payment of the principal and interest and the retirement of bonded debt, 19.48 cents on each one hundred (\$100) of the taxable value of such property as follows:

1.81	per \$100 valuation	to Interest and Sinking Fund Series	2003 C/O
2.11	per \$100 valuation	to Interest and Sinking Fund Series	2000 C/O
1.66	per \$100 valuation	to Interest and Sinking Fund Series	2001 C/O
0.94	per \$100 valuation	to Interest and Sinking Fund Series	2002 C/O
0.69	per \$100 valuation	to Interest and Sinking Fund Series	1999 Refunding GOB
0.67	per \$100 valuation	to Interest and Sinking Fund Series	1999 C/O
0.96	per \$100 valuation	to Interest and Sinking Fund Series	1996 C/O
0.26	per \$100 valuation	to Interest and Sinking Fund Series	2004 C/O
7.10	per \$100 valuation	to Interest and Sinking Fund Series	2004 GOB
2.65	per \$100 valuation	to Interest and Sinking Fund Series	2005 C/O
0.64	per \$100 valuation	to Interest and Sinking Fund Series	2005 GOB

**SECTION III.** That the Chief Appraiser is hereby authorized to assess and collect the taxes of said City employing the above tax rate.

**SECTION IV.** That the Director of Finance of said City shall keep accurate and complete records of all monies collected under this Ordinance and of the purposes for which same are expended.

**SECTION V.** That monies collected pursuant to this Ordinance shall be expended as set forth in the City of Killeen 2005-06 Annual Budget and Plan of Municipal Services.

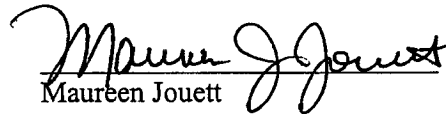
**SECTION VI.** That all monies collected which are not specifically appropriated shall be deposited in the general fund.



**SECTION VII.** That this ordinance shall take effect and be in full force and effect from and after its passage and approval according to law.

**PASSED AND APPROVED** at a regular meeting of the City Council of the City of Killeen, Texas this 13th day of September, 2005, at which meeting a quorum was present, held in accordance with the provisions of V.T.C.A. Government Code, Section 551.001 et. seq.

**APPROVED**

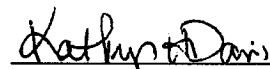
  
Maureen Jouett  
MAYOR

**ATTEST:**

  
Paula A. Miller  
CITY SECRETARY



**APPROVED AS TO FORM:**

  
Kathy Hoffman Davis  
CITY ATTORNEY





# COMMUNITY INFORMATION

**City of Killeen, Texas  
Fiscal Year 2005–2006 Budget**

*The City Without Limits*



Community Information







# CITY HIGHLIGHTS



2005 Review

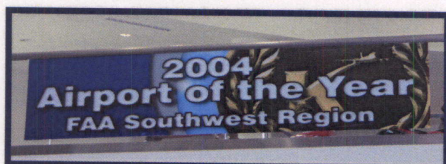
## FAA honors Killeen-Fort Hood Regional Airport

By Sarah Chacko

Killeen Daily Herald

After only six months of operation, the Killeen-Fort Hood Regional Airport is already catching national attention.

The Federal Aviation Administration Southwest Region Airports Division recognized the Killeen-Fort Hood Regional Airport as the 2004 Texas Airport of the Year.



FAA Texas Airports development office manager Mike Nicely presented the award Wednesday at the FAA Annual Partnership Conference in Fort Worth.

According to a news release from the FAA, each year an outstanding Primary-Commercial Service Airport is selected from those that enplane more than 10,000 passengers annually.

Assistant City Manager of Community Services Don Christian said Killeen was competing against 26 other airports in Texas.

"It's a real honor to receive this Federal Aviation Administration award," he said.

Christian, the city's former director of aviation, said the award just highlights how efficient and well-planned the airport is.

"It's recognized by experts as being one of the best," he said.

Councilman Scott Cospers said the award speaks highly toward the city staff and the cooperation of federal and state leaders.

"It's about the entire effort," Cospers said.

The FAA supported the airport plan and made it a top project, Cospers said.

"They're just as proud of the facility as we are and we're glad to know that," he said.

Christian said the award was based on the development and building of the airport over the last several years.

In 1991, an airport master plan identified the need for improved airport facilities and concluded that a longer runway and expanded terminal facilities were needed to accommodate the growing number of passengers from surrounding communities.

The physical constraints at the municipal airport made it impractical to expand the airport, the release stated, and as an alternative, the city initiated discussion with the U.S. Army concerning joint use of Robert Gray Army Airfield, located at Fort Hood.

Councilman Fred Latham was mayor during part of the negotiation process but said the airport effort lasted about 10 years and included three mayors and many council members.

Latham said the city had to first push forward legislative changes before facing negotiations. The city and U.S. Army completed negotiations in 1999 with a joint-use agreement that allowed Killeen to lease property southeast of Robert Gray Army Airfield and allow civilian aircraft access to the runway.

Latham said the process took so long because the city had to find the funding for the \$85 million project as well meet new security regulations for a post-9/11 airport.

"There were a whole litany of obstacles we had to overcome and we did," he said.

In 1999, Killeen applied and was selected for the FAA's Military Airport Program. According to the FAA, this paved the way for Killeen to receive Airport Improvement Program funding, which is designated for former military bases or joint-use facilities.

Construction began on a new taxiway to serve the city's lease property in 2000, and shortly afterward construction began on a new terminal building, aircraft parking apron, parking facilities, access roads and more.

In August 2004, the city relocated passenger service from Killeen Municipal Airport to new facilities at the regional airport.

Mayor Maureen Jouett said the airport was designed so beautifully that it definitely deserves the recognition.

"We're really happy that other people recognize that," Jouett said.



An aerial view of the airport shows the area surrounding the facility, with its six gates to depart from. Systems Studies & Simulation, a flight company based in Killeen and operating at the airport, provided visitors with the opportunity to get a birds eye view of the facility.



# Christmas Cleanup

By Jennifer M. Sims

Killeen Daily Herald

With the smell of pine tickling their senses, city staff members and volunteers helped hundreds of area residents turn their old, dried out Christmas trees into something good for the environment Saturday.

Sponsored by the Keep Killeen Beautiful committee, the city's Christmas tree recycling program collected more than 200 trees, which were then ground into mulch. Those bringing in trees were offered a young Afghan pine sapling to plant and a bag of mulch for participating in the program.

"It's one way to recycle the trees, to bring it back into the environment," said Craig Good, a Killeen code enforcement officer.

The program also helps cut down on illegal dumping of old trees on private property, said Good, who is responsible for addressing littering concerns on the outskirts of town.

As city crews fed the trees into one end of the mulching machine, one-inch chunks of pine needles and wood sprayed out the other side into a city dump truck.

City workers estimated that the trees generated around six or seven truckloads of mulch Saturday. Whatever mulch was not taken home by citizens was taken to the local compost site.

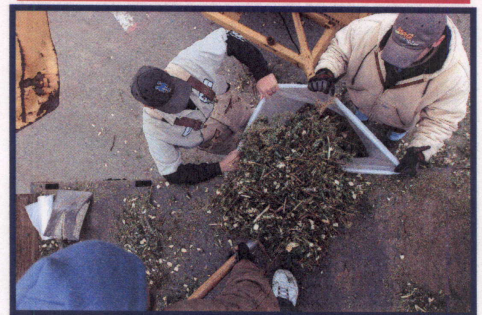
As citizens brought in trees large and small, sometimes several at a time piled in the back of pickup trucks, they seemed to appreciate having an environmentally friendly alternative for getting rid of their old trees.

"It's a good idea," said Steve Dugan of Killeen after helping pull a tree off the top of his car. "It puts the trees to good use."

In its 10th year, the program continues to grow, said Pete Vento of the city's Parks and Recreation department. "It's bigger and bigger each year," he said.



Above: A resident prepares to unload his Christmas tree for recycling. Below: City of Killeen employees mulched more than 100 trees, and nearly 200 saplings were given away for families to use around their houses.



# Residents turn out for Killeen celebration

By Judy Pack

Killeen Daily Herald

The timing couldn't have been better for the Celebrate Killeen Festival on Saturday at the Killeen Community Center. The warm temperatures and sunny skies during the past week have given many local residents a case of spring fever, and the festival provided the perfect opportunity for families to spend time outdoors.

Early morning showers concerned organizers, but participants in the 5K run at 8 a.m. didn't let a little precipitation stop their enthusiasm. The clouds began clearing around noon.

The theme for the fifth annual Celebrate Killeen Festival was "A Salute to Our Soldiers" and included an art show sponsored by the Killeen Civic Art Guild.

A petting zoo, train rides, and a puppet show excited the younger visitors.

Rivera said her family comes every year to the Celebrate Killeen Festival because it offers plenty of fun for the kids. Her daughter and son-in-law had



Michael Philson, 9, chooses a Simpson kite to fly during the annual Celebrate Killeen festival at the Killeen Community Center. A kite flying contest was planned for the annual celebration. Wal-Mart donated 500 kites for the children and the contest.

done some shopping at the arts and crafts exhibits and said the festival had been an excellent way to spend their day.

"We were a bit concerned this morning with the rain," said Joyce Hodson, director of Killeen Volunteer Services. "But we had 100 runners in the rain."

The overall female winner in the 5K race was Donna Palisca, and Colin Hilliman took the title for overall male winner.

The arts and crafts booths were moved inside

"We gave away 800 T-shirts and 500 kites," Hodson said. "I'm going to call the event a success."



# Killeen Visitors Center nabs awards from state

## From staff reports

The Killeen Civic & Conference Center and Convention and Visitors Bureau put the city on the map at the state's Association of Convention and Visitor Bureaus Annual Conference and Idea Fair earlier this month in Arlington.

In competitions that included entries from all over Texas, Killeen brought home four first-place awards in convention advertising, tourism promotions, sports marketing and cooperative marketing. The winning entries will be displayed for the public at the convention center.

One of the more involved campaigns won the Cooperative Marketing first place award.

Killeen recently affiliated with the "Texas Brazos Trail," one of the Texas Historic Commission's most recently recognized official Travel Trails.

The city was successful in securing a partnership grant with the 1st Cavalry Division, 4th Infantry Division and Fort Hood Cultural Resources Program

to produce a brochure titled "Fort Hood Heritage: Preserving the Past, Defending the Future." The historical guide was approved for printing by the Texas Historic Commission and will be available soon.

KCCC & CVB director Connie Kuehl, who served as 2005 TACVB conference chair, said the convention was a huge success. "The organization continues to provide the best resources for learning about the convention and tourism business," she said.

"It's the same in any kind of profession," she said. "You learn from your peers."

The conference allows the exchange of ideas in a number of areas - - how to be more efficient, stretch a budget and market better. Educational seminars are also held on upcoming legislation, the use of hotel/motel taxes, and how to get sponsors.

Kuehl completed the requirements for the Texas Destination Marketing Certification Program, which required her to read about Texas history, culture, and geography and apply their effects on the region's travel and



The Killeen Civic & Conference Center brought home 4 1st place awards at the state convention.

tourism market. The program requires looking at the state's marketing campaigns and relating them to local markets.

She says TACVB allows professionals to learn from other professionals in the industry who have experienced these situations and learn to prepare or prevent. She also says she finds success stories of other cities inspirational and uses those examples to improve Killeen.

"I learned lots of things that apply not only to running a conference center but helping the community," she said.

# Killeen makes partners for building playgrounds

## By Wendy Gragg

Killeen Daily Herald

Some key community partnerships are helping Killeen become a more play-friendly city.

A new playground will be presented to the community Wednesday, courtesy of the Rotary Club of Killeen and the City of Killeen. The new addition, at the parks and recreation complex off of W.S. Young, is the first in a string of playgrounds that will pop up around the city over the next few years.

The Rotary Club of Killeen funded the \$25,000 Children's Park as a nod to the 100th anniversary of Rotary.

"We wanted to do something for the

community," said Raymond Perez, Rotary Club of Killeen president. "We're a service organization, but we really like to do things for the youth."

The playground project, which began about six months ago, was funded mostly by Perez's club, but the city provided the labor and concrete. The playground will mark the beginning of the hike and bike trail that the city plans to construct.

"We're not done with it," Perez said about the playground. "We're going to expand and keep expanding."

Perez said the club plans to add something each year, such as planting trees for the charter members and putting in the bricks bought by project supporters.

"It's going to be a park when we're all done," Perez said. "We wanted it to be something that when they go to celebrate Rotary in another 100 years, that playground will still be there."

The city already has plans for more partnership playgrounds in the works.

The master plan for Killeen includes putting playgrounds at three Killeen Independent School District campuses. The playgrounds will be on school property, but funded by the city and accessible to everyone.

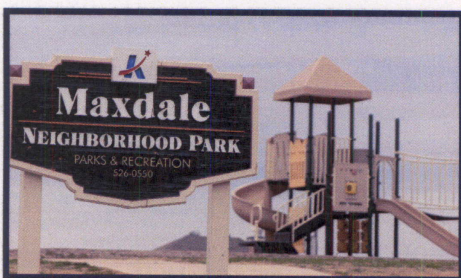
"For years we've been saying there ought to be a way to use the taxpayer dollars better," Killeen Mayor Maureen Jouett said. The answer was to mix city and school district resources to create something of benefit to the whole community, she said.

Jouett labeled the city's first joint-use playground, at Maxdale Elementary, a complete success.

City administration has hopes of completing about one joint-use playground a year. The schools already in line for the playgrounds are Iduma, Ira Cross and Timber Ridge elementary schools.

KISD administration also seems to be excited about the partnership.

"We're glad we can work with the city on these projects, because they're great for the community," he said.





# Stonetree Golf Course is up to par

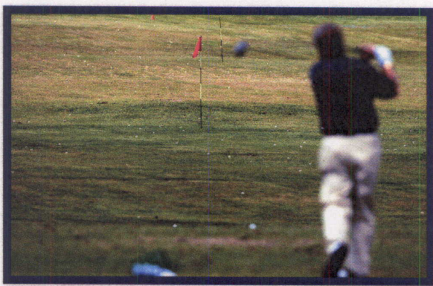
By Sarah Chacko

Killeen Daily Herald

Recent upgrades at Stonetree Golf Club at Killeen are proving to be up to par. A new pro shop, city-owned cart barns, a shed for privately owned carts, a larger parking lot and an expansive practice facility debuted Feb. 18. There are no definitive numbers but head golf pro Greg Antunes said using the number of rounds played as a tracking device, the course is definitely seeing more play.

"Rounds are up, sales are up and the driving range is really up," Antunes said. The increase in golfers can best be seen at the driving range and short-game green, Antunes said.

The 340-yard double-ended driving range features a full acre tee box at which 30 to 35 players can practice



The new driving range features a two-tee system that allows for increased use, as Jimmy Towers, a member of the club's Golf Advisory Committee, found out on Thursday as he practiced his swing.

their drives at the same time.

The other end will contain a tee box that will accommodate 20 to 25 players at one time.

Antunes said it's not unusual to see 10 to 12 golfers at the range at a time when before there might have been two or three.

Use of the driving range and short-game green alone is currently bringing in about \$1,000 a week, Antunes said, whereas the former facilities only brought in about \$12,000 annually.

Lt. Col. Todd Morrow of Fort Hood said he had been to the course a few times, but Thursday was his first game since returning from Iraq.

Though it might have been a big investment, Morrow said the improve-

ments have made the course a little more competitive.

"It'll make it a place that will make more money," he said.

The \$3 million owed on the golf course through the enterprise fund is expected to be paid back at about \$220,000 a year from course revenues.

Antunes said the challenge is to break even financially while remaining an affordable municipal course with a country club atmosphere.

"It's a difficult balancing task," Antunes said.

In an effort to include the non-golfing community, Antunes said the clubhouse will have rooms that can be used for brunches, lunches, weddings and receptions and club meetings.

The clubhouse will have a grand opening May 6, with the restaurant starting service at the end of April.

An 11-member ad hoc advisory committee also was formed to have an open line of communication between the golfing community and the course staff.

The newly furnished practice complex also includes a 12,000-square-foot putting green and an 8,500-square-foot chipping green with a practice sand bunker.

"We really have a state-of-the-art facility now. It's not just a driving range," Antunes said.

Advisory committee member Jimmy Towers, who has been a regular at the course since 1991, said before, the practice facilities were more for warming up.



After two years, the new Stonetree Golf Course is in full swing, with old and new members raving about the longer holes and improved facilities, Golf Pro Antunes said that use is up.



City Council, staff, and Chamber of Commerce representatives had a ribbon-cutting ceremony in May marking the grand opening of the new clubhouse and course.

Now there are several ways for people to work on their game.

Former members who may have been skeptical about the changes seem to be getting back into full swing while new players are eager to check out the renovated facilities. Antunes said that while the criticism regarding the changes is waning as time goes by, complaints are oftentimes louder than compliments.

However, the vast majority of the feedback he's received has been positive, Antunes said.

Towers, pastor at LifeWay Fellowship Church in Killeen, said that while the course is still growing and maturing, the benefits of change are apparent.

"We have something now to be very proud of and it will be if we maintain it," Towers said.

Donnie Mathes of Killeen, who has been playing at the course for about 17 years, said that while people may have grumbled over the improvements, changes in the past have only proven beneficial in the long run.

"They don't like it to impede their golf," Mathes said. "But for improvements, you've got to give way."

Mathes said the Stonetree course is cheaper and more accessible than the Clear Creek course on Fort Hood, better quality than Copperas Cove's course and more convenient than driving to Temple.

"It's by far the best value in Central Texas," Mathes said.



# Happy Birthday Killeen-Fort Hood Regional Airport

By Sarah Chacko

Killeen Daily Herald

Surrounded by friends sharing in the joy of its success, the Killeen-Fort Hood Regional Airport celebrated its first birthday Tuesday.

"This is a celebration, and it's not just about us. It is about you all," said Mayor Maureen Jouett.

Representatives from the Greater Killeen Chamber of Commerce, Harker Heights and other civic organizations mingled in the foyer of the new facility before toasting to its accomplishments.

Aviation Director John Sutton said most of the people who turned out at the celebration were instrumental to the project in one way or another.

Several were on the Blue Ribbon Panel, a group that included representatives from surrounding communities that offered input for the airport's creation.

"It's really very encouraging to see them all turn out for this celebration," Sutton said.

Mayor Maureen Jouett said the airport took a long time to come to fruition -- over at least a decade, with many hurdles to overcome. The effort spanned three mayors and required the collaboration of the Killeen's surrounding communities, to the benefit of all the nearly half-million Central Texans.

"We appreciate the fact that it did span a long time, and it was the success of more than one person," she said.

If they had not kept up the mission



and the determination, the projected 43,000-square-foot project would never have grown to twice that size, she said.

"It would not be the impressive facility you see now," Jouett said.

Former Mayor Raul Villaronga also thanked Fort Hood officials, specifically Gen. Tom Schwartz and Gen. Bob Shoemaker, for their efforts to study the feasibility of the project.

The initial fear was that a joint-use airport would endanger Fort Hood's operations. A bill that was blocking the collaboration also had to be worked away by congressional representatives.

Villaronga was the first mayor to see the airport project grow wings and said it has been worth the work and cooperation that came together to make it fly.

"It's great to see all the obstacles we've overcome to make this happen," he said.

Councilman Fred Latham, who also worked on the airport project during his mayoral term, said the fact that all of the community's dreams came true is exciting.

"It's bigger than I imagined," he said.

Latham said he once thought the airport's success was mainly due to the Army personnel making trips around the world.

"It's more than that," he said.

With a beautiful design and passenger-friendly services, the airport catches the attention of all who come in and out of it, Latham said.

"If we continue to take care of our business, the business will continue to come," he said.

Greater Killeen Chamber President John Crutchfield said the airport solidified the Killeen area as a business center in the region. The facility makes a positive statement of the region in terms of professionalism and class, he said.

As Killeen continues to grow and other major cities, like Austin, also expand north, Crutchfield said the airport's value will only increase.

"I think this facility is going to grow tremendously in the years to come," he said.

Jouett toasted sparkling grape juice with the rest of the guests first in acknowledgment of "those that came before and those that will go ahead."

"For the prosperity and continued success of this facility and all of our communities," she said. "To the airport."



Killeen Mayor Jouett toasts Diane Connell, along with Mary Kliever, Don Christian, and Raul Villaronga to celebrate the first anniversary of the Killeen-Fort Hood Regional Airport at a reception at the airport on Tuesday.



# Killeen Police show off new mobile command vehicle

By Jimmie Ferguson

Killeen Daily Herald

Smiles filled the faces of the Killeen police chief, as well as several residents, Thursday as a special 18-wheeler pulled into the parking lot at the Killeen Community Center.

"I am very, very pleased with this," sighed KPD Chief Dennis Baldwin, as he watched his new Mobile Command Center being set up for probably the public's last examination.

The Mobile Command Unit is a tractor and trailer that will primarily serve as the Tactical Response Unit's (Special Weapons and Tactics and Hostage Negotiations) command center, but it will also be used for local disasters, combating drug trafficking and gang activity, as well as police recruiting and public safety demonstrations, Baldwin said.

The 35-foot trailer, donated by the Military Surplus Program at Fort Hood, was furnished with more than \$10,000 worth of communications and computer equipment purchased by the Citizens Alert Committee with money collected from various businesses, organizations and individuals in several fund-raisers, said J.T. Smith, secretary-treasurer for the Citizens Alert Committee.

Addressing a small crowd of a few donors, police officers and people who worked to get the project completed, Baldwin said this was a special moment in KPD's history.

"This is something that we have been waiting on for several years, and we are very thankful to have it debut today," Baldwin said.

"This is not only a police mission that we are trying to address, but also keep our community outreach and be an effective police department," Baldwin said. "This command center gives us that effective ability that we didn't have as well before."

Councilman Fred Latham said it was another great day for Killeen. "It's a combination of a lot of people knowing what's best for our Killeen Police Department and our citizens.

I am very proud that this has happened," Latham said.

Councilman Ernest Wilkerson also praised the accomplishment of the people responsible for the vehicle. "This is a great thing for our community, especially at a time of rumors of terrorism and terrorism," Wilkerson said. "This is a great opportunity for us to be prepared in our community."

Connie Green, the interim city manager, told the crowd that the Mobile Command Center will be a great asset to the police department in helping it do its job.

"This project is a good example of what you can do when you have no limits," Green said. "It was a project between the police department, the citizens of Killeen and the business community. I want to thank everyone involved for their support of this project."

The Mobile Command Center was a dream come true by the Killeen Citizens Alert Committee that originated the idea and kicked off a fund-raiser in May 2002 to get the vehicle.

"This vehicle should have been on the street before the convention center and golf course, but it didn't make it," said Edmond Jones, president of the Killeen Citizens Alert Committee.

Jones said the original idea was to put everything that's in the trailer into a Winnebago. "We submitted the idea and plans, and everybody just tap-danced around it, tap-danced around it," Jones said. "Thankfully, we finally got it completed with a whole lot of screaming and pushing from the Citizens Alert Committee."

Baldwin said there were a lot of people involved in the process of getting the vehicle on the street, and the Citizens Alert Committee was the first to be recognized with a Certificate of Appreciation, accepted by Iris Smith, the committee's vice president.

A KPD Certificate of Appreciation also was presented to representatives of Goode Towing, whose owner, David Goode, donated the 1984 Freightliner tractor at no cost to the city.

Baldwin also recognized two of his officers, Lee Whisenhunt and Michael Watts, for their respective expertise in putting together the command center.



The 18 wheeled unit is equipped to command the police department from the field, house the S.W.A.T. Team and a hostage negotiation team.



# COMMUNITY INFORMATION





## Community Information

The city of Killeen was born May 15, 1882, when the Santa Fe Railroad extended its line westward through central Texas. Killeen, in Bell County, is centrally located in Texas along US Highway 190. Situated 17 miles East of Interstate 35, Killeen is just a short drive to major metropolitan areas like Austin-70 miles, San Antonio-150 miles, Houston-190 miles, and Dallas-160 miles.

Named for Frank P. Killeen, an official of the railroad in Galveston, some believe that Killeen may have been among the railroad dignitaries on the train that arrived to mark the beginning of the town, but it has never been confirmed. The town of about 300 people became a shipping point of the area for agricultural products, cotton in particular.

In the next 60 years, the city prospered and grew to over 1,200 people. But in 1942, this small railroad town became home to military post Camp Hood. The military camp's impact was tremendous more than quintupling Killeen's population in its first few years.

After World War II, the Army was looking for a place to train soldiers in tank destroyer tactics, and Killeen fit the bill. Camp Hood was named for Confederate General John Bell Hood. The initial installation covered 160,000 acres, which encompassed most of Killeen's best farming land, forcing many families from their homesteads. In 1950, the camp was declared a permanent post changing its name to Fort Hood.

Killeen was now a military town, so its goal became to make it the best town for military families to live. Supporting our soldiers and their families is still the top priority today.

The town and the fort grew together. Killeen worked to develop infrastructure that would incorporate the military base and its needs. Immediate needs were water leading to the construction of Belton Lake and later, Stillhouse Hollow Reservoir, the construction of better highways to meet military and civilian travel needs, major construction to provide housing, and an accompanying growth in retail business.

In ensuing years, the city secured facilities like libraries, hotels, shopping centers, an airport, golf course, and more recently, a community theater, top-notch movie theater, restaurants, and civic and conference center.

This small agriculture, turned railroad, turned military town, now has a population of over 100,000 people. With tremendous growth in retail trade and in dining facilities in the late 90s, Killeen has spread its trade area to cover a 100-mile stretch of Central Texas pulling people in to take advantage of the special services the city offers.

The adoption of the City Charter in 1949 established the Council-Manager form of government that the City of Killeen still operates under today. The mayor is the city's chief elected officer, presides over the city's seven-member City Council, which sets all policy. The City Manager oversees the operations and administration of the city.

The city elects its council members at large, meaning that every registered voter within the city limits may vote for all seven council members. Four council members, however, represent specific geographical areas or wards of the city, while the other three represent



the city as a whole. Policy making and legislative authority are vested in the city council, which is responsible, among other things, for passing ordinances, adopting the budget, appointing committees and hiring the city manager.

Terms for the mayor and all council members are two years, with a three-consecutive-term limitation for each office. The city holds nonpartisan elections each May with the terms staggered so about half the council is elected each year. The mayor and the at-large council members are elected in even-numbered years, while the four ward council members are elected in odd-numbered years.

The city manager is responsible for carrying out the policies and ordinances of the city council, for overseeing the day-to-day operations of the government, and for appointing department heads.

With over 900 regular employees, the city is one of the largest employers in the Killeen area. In addition to police and fire forces, which were expanded this year, the city owns and operates its own emergency medical services, water, sewer, and garbage utilities, two airports, an 18-hole golf course, a public library system with two locations, and numerous parks and recreation facilities, including two public swimming pools.

The city of Killeen continues to enjoy a favorable economic environment. The city's economy is primarily military and service-oriented. Fort Hood is the largest armored military installation in the nation. Located adjacent to Killeen, the post covers an area of 327 square miles. Fort Hood is the only post in the United States capable of stationing and training two armored divisions and is the Army's "premier installation to train and deploy heavy forces." Fort Hood is the largest single location employer in the state of Texas with 45,777 military personnel and more than 5,000 civilians. Fort Hood's total economic impact on the area is estimated at \$6.09 billion.

Killeen is served by Metroplex Hospital and Pavilion, which offers a full range of medical services with a 202-bed, multi-campus facility. Metroplex is currently expanding its facility to better service its growing patient population. The Scott & White Killeen Clinic offers 10 Family Medicine physicians, 3 pediatricians, and 2 physician's assistants. They offer referral service to specialists in their 375-bed, regional hospital 25 miles away. Scott & White Hospital is also going through a major expansion. The military community is served by the 265-bed Darnall Army Hospital and the satellite clinics.

Killeen boasts a high quality education for students from kindergarten through graduate school. The Killeen Independent School District is the largest school district between Dallas and Austin and has grown from an enrollment of 20,413 students in 1986-87 to an enrollment of over 34,000 in 2005-2006. KISD employs over 5,500 teachers and support personnel to serve the District's 50 campuses and is the area's second largest employer. Students attend classes at twenty-nine elementary schools (K-5), eleven middle schools (6-8), four high schools (9-12), and six specialized campuses. KISD is accredited by the Texas Education Agency. Central Texas College and Tarleton State University-Central Texas, located on a 550 acre campus adjacent to Killeen, provide secondary and graduate educational opportunities. Within a one hour drive of Killeen, there are several major four-year universities including: 1) University of Texas - Austin, Texas, 2) Baylor



University - Waco, Texas, 3) Southwestern University - Georgetown, Texas and 4) University of Mary Hardin Baylor - Belton, Texas.

Killeen offers many services of a metropolitan city while maintaining the quality of life of a smaller town. Killeen is a shopping center with a large mall anchored major department stores and numerous retail shopping centers. The city also has dozens of chain and local restaurants featuring cuisines from all over the world. There is plenty of entertainment including bowling alleys, a stadium movie theater, a community theatre, skating rinks, an auto race track, and much more. Water sports enthusiasts are just a short drive from Belton and Stillhouse Hollow Lakes. Killeen also has over 135 service clubs, associations, and organizations that may be found within the community. The Killeen community has over 100 churches representing most every religious denomination.



**KILLEEN AT A GLANCE**

**Form of Government**

The City of Killeen is a City Council-City Manager form of government established in March of 1949 by the adoption of a charter.

The charter established a seven member council with three council members that are elected at large in even-numbered years and four ward members elected in odd-numbered years. All council members are elected to two-year terms with a maximum of three consecutive terms.

The mayor is elected separately in even-numbered years and serves as the presiding officer for City Council business and as the head of government for ceremonial purposes. The mayor only votes to break a tie.

The City Manager is appointed by the City Council.

**Fiscal year begins October 1<sup>st</sup>**

Number of employees 2005-06 940

**Major Services provided by the City of Killeen**

- Airport Facilities
- Building and Housing Inspections
- Convention Facilities
- Fire and Emergency Medical Service
- Municipal Court System
- Police Protection
- Recreation, Parks, and Golf
- Sewer Maintenance
- Street Lighting
- Traffic Waste Collections
- Water Supply

**Tax Structure**

**2005-06**

Property Tax	2.7803
City of Killeen	.6950
Public Schools-KISD	1.5633
Bell County	.3351
CTC	.1475
Road	.0299
Clear Water	.0049

**2006 Property Tax Valuations**

Total Assessed Value	\$ 3,359,238,703
Exempt Value	<u>333,412,453</u>
Total Taxable Value	\$ 3,025,826,250

**Ten Largest Taxpayers 2005**

**Assessed Value**

TXU Electric Delivery CO.	\$ 35,806,660
Central Telephone Company	33,864,610
GG&A Killeen Mall Partners LP	17,047,581
Texas Cable Partners LP	14,562,770
Sallie Mae Inc	12,576,845
Wal-Mart Stores #0407	10,055,531
Wal-Mart Real Estate Business	9,260,169
Feiga/Sierra Creek LP	9,160,336
Stone Stream Associates, LP	7,793,870
Arbors 2003 LP	<u>7,393,050</u>
	\$ 157,521,422

**2004-05 Service Statistics**

**Airport:**

Number of Airports	2
Number of Acres	289
Number of Airlines	2
Passengers Enplaning	147,441
Passengers Deplaning	147,396

**Fire Protection:**

Number of Stations	7
Fire Apparatus	19
Number of Hydrants	3,500
Number of Firemen	137
Number of Fire Runs	5,486
Number of Paramedic Runs	9,058
EMS Units	9

**Libraries:**

Number of Libraries	2
Number of Visitors	317,835
Number of Volumes	95,691
Circulation of Volumes	282,314
Library Cards in Force	27,154
Story Time Attendance	12,636
Public Computer Sessions	103,721

**Parks and Recreation**

Number of Parks	15
Playgrounds	22
Municipal Golf Course	1
Swimming Pools	2
Tennis Courts	9
Recreation Center	1
Baseball/Softball Fields	14



**Police Protection:**

Number of Facilities	4
Commissioned Police Officers	194
Number of Employees-Other	75

**Demographics****Area of City (in square miles):**

2002	35.45
2003	35.50
2004	44.47
2005	45.09

**Population:**

2001	86,911
2002	91,000
2003	100,975
2004	103,210
2005	103,210

**Racial Composition:**

White	44.97%
Black	30.98%
American Indian	.82%
Asian Alone	4.27%
Native Hawaiian	.69%
Other	10.85%
Mixed	7.42%
Hispanic	20.61%

**Gender Composition:**

Male	50.15%
Female	49.85%

**Median Household Income:** \$ 40,112

**Number of Households:** 35,343

**Median Age of Population:** 27.93

**Unemployment Rates:**

Killeen	5.4
Texas	5.5
United States	5.4

**Public Works:**

Paved Streets	445 mi.
Unpaved Streets	1.0 mi.
Arterial Streets (State)	30.10 mi.
Storm Sewers	44,310 ft.
Lined Drainage Channels	150,000 ft.
Unlined Drainage Channels	185,000 ft.
Signalized Intersections	86
Street Lights	3,066

**Utilities****TXU Electric and Gas:**

Reliability	.999813
Total Capacity	22,340,000 KW
Reserve at System Peak	23.9%
Transmission Voltage	69KV 138KV 345KV
Service Voltage	120/208 120/240
	240/480 277/480
BTU/Cubic Foot	1,050
Cost/1,000 CF:	
Winter	Summer
Nov-April	May-Oct
5.468 MCF-\$6.50	5.1168 MCF-\$4.50

**Sprint -Texas:**

Type of Central Office Digital  
 Analog Electro Mechanical  
 Make/Model: DMS 100/200  
 Fiber Optics Available  
 High Capacity Digital (T-1) Available  
 Digital Data Service Available  
 911 Available

**City of Killeen Wastewater Systems:**

Sanitary Sewer Mains	436.00 mi.
Sewer Connections	32,688
Sewer Treatment Plant is Activated Sludge	
	Plant 1    Plant 2
Max Capacity	15 MGD    6 MGD

**City of Killeen Water System:**

Average Daily Consumption	11,215,822 gpd
Rated Daily Capacity	29,500,000 gpd
Water Mains	466.7 mi.
Water Connections	33,948
Max System Daily Capacity	29,500,000 Killeen
	80,500,000 WCID
Max Daily Use to Date	21,117,000 Killeen
	50,000,000 WCID



Pressure on Mains	37-100 PSI Killeen 75-135 PSI WCID
Storage Capacity	19,650,000 Killeen 20,000,000 WCID
Size of Mains	6"-30" Killeen 18"-54" WCID

**Major Employers in Killeen Area:**

Fort Hood	45,777
KISD	5,145
Central Texas College	1,100
City of Killeen	940
Metroplex Hospital	935
Killeen Mall	800
Walmart	700
Sallie Mae	627
First National Bank	507
First Community Services	500
HEB	465
M/A/R/C Group	350
DynCorp	309
Convergys Corporation	300

**Elevation:** 827 feet above sea level

**Average Temperature:** 69.7  
 Monthly Avg High Temp 77.8  
 Monthly Avg Low Temp 56.4

**Average Annual Rainfall:** 34.2 inches/year

**Average Annual Snowfall:** .9 inches/year

**Area Universities/Colleges (name and location)**

- Central Texas College, Killeen
- Temple College, Temple
- Tarleton State University-Central Texas, Killeen
- University of Mary Hardin-Baylor, Belton
- University of Texas, Austin
- Baylor University, Waco







# CITY MANAGER MESSAGE

**City of Killeen, Texas  
Fiscal Year 2005–2006 Budget**

*The City Without Limits*



**City Manager Message**







September 13, 2005

Honorable Maureen J. Jouett, Mayor, and Members of the City Council:

I am pleased to submit to you the Annual Budget and Plan of Municipal Services for the 2005-06 fiscal year, which begins October 1, 2005 and ends September 30, 2006. Three public forums were held to give citizens an opportunity to address issues of concern in the development of the budget. These meetings were well attended and provided citizens with opportunities to voice their concerns over a wide range of issues such as parks and recreational services, crime prevention, street maintenance, and other City services.

While several goals and priorities have been identified, I believe six overriding priorities have surfaced. These priorities are: 1) maintaining current programs, services, and the ad valorem property tax rate; 2) strengthening our police department resources in order to provide proactive patrol to deter crime and to provide an enhanced feeling of safety for our citizens; 3) providing funding for street improvements and infrastructure needs; 4) providing adequate pay and benefits to City employees; 5) continuing implementation of Phase II of the 2002 General Obligation Bond program for the Recreation and Seniors Center; and 6) establishing a right-of-way mowing program and drainage maintenance program to provide a safe, clean living environment for our citizens. I believe this Budget addresses each of these priorities.

This budget is submitted in accordance with the provisions of our City Charter which requires the City Manager to submit a proposed budget between forty-five and ninety days prior to the beginning of each fiscal year. I believe that this budget formulates a plan of municipal services, which reflects the general directions and concerns of the City Council and the input from citizens concluding from the public forums and our strategic planning process.

### ***STRATEGIC PLANNING BUDGET PRIORITIES***

The Strategic Planning process resulted in the following key service outcomes and objectives for the City of Killeen.

Significant Area of Interest: Economic Development

Mission: To aggressively expand and enhance economic development for the City of Killeen

Objectives:

- ED1.1 Increase opportunities for all levels of Killeen workforce by:
  - creating quality jobs for military spouses
  - attracting businesses that offer compensation in the \$60,000 to \$100,000 range

ED1.2 Creation of a stand-alone, upper level university



- ED1.3 Keep building costs, for all economic levels, among the most affordable in the nation
- ED1.4 Enhance Killeen as a regional retail, entertainment, and dining experience
- ED1.5 Increase funding sources for economic development efforts
- ED1.6 Maximize utilization of Ft. Hood as our prime economic engine
- ED1.7 Increase tourism
- ED1.8 Retain, support and expand current businesses
- ED1.9 Bring intercollegiate athletics to Killeen

Significant Area of Interest: Physical Appearance

Mission: Creation of an environment that fosters community pride and appeals to visitors

- Objectives:
- PA1.1 Create a safe, clean living environment
  - PA1.2 Create great curb appeal
  - PA1.3 Create a favorable 1<sup>st</sup> impression for visitors
  - PA1.4 Reflect our diversity and patriotism

Significant Area of Interest: Services

Mission: To provide services to ensure that Killeen continues to progress and develop as the regional leader of Central Texas

- Objectives:
- S1.1 Develop infrastructure proactively through comprehensive master planning efforts
  - S1.2 Improve public safety by:
    - reducing crimes against people
    - studying and establishing public safety staffing level goals
    - assessing the cost of service for public safety
  - S1.3 Improve the delivery of all city services by:
    - assessing their effectiveness and efficiency
    - enhancing customer service
  - S1.4 Improve communications between the city and its citizens by:
    - creating a 360 degree approach
    - increasing public relations and marketing efforts



Significant Area of Interest: Quality of Life

Mission: Enhance and expand the quality of life for all citizens of Killeen.

- Objectives:
- QL1.1 Continue to develop a master plan for expansion of quality of life facilities and programs
  - QL1.2 Continue to develop master plan that moves people and goods to places and services
  - QL1.3 Develop a beautification master plan
  - QL1.4 Seek grants for all programs and services
  - QL1.5 Develop a master plan to facilitate education at all levels
  - QL1.6 Seek to be in the top 25% of cities across the nation in quality of life ratings

### ***OPERATING BUDGET***

The expenditure budget for the City's operating funds is \$101,006,708. Total expenditures for all funds in the FY 2005-06 budget are anticipated to be \$160,358,887. The budget includes several new programs and services, which have been included in the budget to address the six most significant priority issues identified by both citizens and Council:

- 1) The budget provides for adequate funding to maintain and increase existing levels of services to our citizens and maintains the ad valorem tax rate at 0.695.
- 2) Nineteen positions have been added to the Police Department budget and six positions have been added to the Fire Department.
- 3) The budget addresses funding for street improvements and infrastructure needs, which was identified by citizens and Council as a high priority issue. Over \$1.3 million dollars in direct funding for street and roadway drainage repairs is included in the budget. \$712,000 is allocated to General Fund street maintenance and \$200,000 is allocated to roadway drainage maintenance in the Drainage Utility Fund. In addition, a Street Maintenance Crew is funded with the recommended new programs and services, with personnel funded in the General Fund (\$130,095) and the equipment funded in a proposed Certificate of Obligation (\$160,864). The Certificate of Obligation will also fund \$1,000,000 for TxDOT projects, \$5 million for City-Owner agreements, and \$2,512,000 for a building purchase to enhance delivery of local community service programs in the downtown area.
- 4) In accordance with Council's priority to provide adequate and fair pay to all City employees, the budget includes a 3% cost of living adjustment (COLA) for all civil and non-civil service employees (\$1,034,066). In addition, a thorough analysis and revision of the existing Police and



Fire pay plan structures was recently completed. The budget provides for revisions to the pay plan to provide adequate pay for all civil-service employees (\$876,372).

5) The budget also includes the issuance of Phase II of the 2002 General Obligation Capital Improvements Program to fund the construction of the Recreation and Seniors Center at Lions Club Park.

6) The budget addresses two additional major program areas identified by City Council as priority needs. The first program will establish a right-of-way maintenance program division within the Solid Waste Fund. The second program establishes a drainage maintenance program division within the Drainage Utility Fund.

The following is a brief summary of the budget by major operating funds.

### **General Fund**

The recommended General Fund expenditure budget is \$48,639,009. Revenues are budgeted at \$45,453,324. The expenditure budget represents a 10% increase over the FY 2004-05 expenditure budget of \$44,016,358. The increase in expenditures is due to providing a 3% cost of living adjustment for all civil and non-civil service employees, implementing revisions to the Police and Fire adequate pay plan structures, the addition of nineteen new positions in the Police Department, and the addition of other new programs and services for the FY 2005-06 budget. The budget also includes funding for a Purchasing Manager {Objective S1.3} as approved by the City Council during the FY 2004-05 mid-year budget review:

The budget proposes the following significant new programs and services for FY 2005-06:

- 15 Police Officer positions - \$745,680 {Objective S1.2}
- 2 Police Sergeants positions - \$128,200 {Objective S1.2}
- 1 Police Intelligence Manager and 1 Evidence Manager - \$117,550 {Objective S1.2}
- Adjustments to the Police education incentive pay - \$125,051 {Objective S1.2}
- New and replacement Police fleet - \$486,012 {Objective S1.2}
- 6 Fire and Rescue Officer positions - \$278,994 {Objective S1.2}
- New incentive pay categories and training for Fire and Rescue Officers - \$147,124 {Objective S1.2}
- Fire Fighters Retirement Fund Matching Contribution (1%) - \$52,230 {Objective S1.2}
- Fleet Replacements and Additions - \$1,044,709 {Objective S1.3}
- Street Maintenance Crew - \$130,095 {Objective PA1.2}
- 2 Building Inspector positions - \$144,310 {Objective PA1.1}
- 1 Risk Manager position - \$54,133 {Objective S1.3}
- 1 City Planner position - \$69,623 {Objective PA1.1}
- General Fund allocation of a City photographic overflight – \$53,750
- Adjustment to Adequate Pay for Police and Fire - \$876,372
- 3% Cost of Living Adjustment for Police and Fire - \$456,890
- 3% Cost of Living Adjustment for Non-Civil Service Employees - \$343,668
- Various other New Program and Services Requests - \$237,474



Each new program is itemized in the Summary of New Program and Service Requests, which follow the City Manager's Message. The following information provides an overview of several of the significant new programs.

The budget provides funding for fifteen new police officers, two sergeants, and the transition of the intelligence officer and the evidence officer to civilian personnel by creating the positions of Intelligence Manager and Evidence Manager. Each manager position will oversee the functions of their respective unit. The Intelligence Manager and Evidence Manager positions will also allow for the reassignment of two officers for enforcement duties and continue our program of transitioning positions currently held by police officers to non-civil service personnel. The fifteen police officer positions will allow more officers on the street to respond to calls-for-service, which will reduce response times and lessen the workload per officer. The two sergeant positions will reduce the span-of-control in the Patrol Division to a more manageable level and allow the Lieutenants/District Commanders to focus more on crime-related issues instead of first-line supervision.

At the present time, the police department has approximately 1.77 sworn officers per thousand population, based on a population of 103,210. The additional seventeen positions will bring the department to approximately 1.88 officers per thousand. The police department's minimum goal is to have 206 licensed police officers (2.0 officers per thousand). To meet that goal, the department would need an additional 12 police officer positions. The ideal ratio would be 2.26 officers per thousand, requiring 234 police officers or an additional 39 positions.

The budget provides funding for a Comprehensive Land Use Plan. The City has not updated digital contour maps nor produced new planimetric data since 2000-01. Since that time, over 200 subdivisions have been platted, the City has grown by 25% in area, and Extraterritorial Jurisdiction (ETJ) has grown from 3.5 to 5 miles. The City has entered into an Interlocal Agreement with Bell County and is the sole government entity processing plats in the ETJ. This program will also provide contour maps to analyze drainage and water runoff conditions in the expanded City and ETJ, with emphasis on growth areas to the South. The City Planner position was included in the FY 2005-06 budget to assume the responsibilities for the coordination and development of the Comprehensive Land Use Plan and for long-range planning of City land use and thoroughfare development.

Two new building inspectors were included in the budget due to the continuing growth and development in Killeen. Annual inspections increased 24% in 2004 over 2003, and it is estimated that the number of inspections this year will surpass 2004 by an additional 28%. The new inspectors will enhance the output of the division so that more inspections can be performed on a timely basis and onsite inspections can be performed on activities such as signs, billboards, sheds, backflow prevention, above ground pools, and fence replacements. One of the inspector positions is revenue neutral, as staff is proposing several nominal increases in the permits and licenses fee structure. In addition, staff is currently researching methods to expedite the permitting process and will be providing council with a recommended program for consideration. That recommendation will include provisions to maintain compliance with code and life safety issues.

The budget provides funding for a Risk Manager. This position will provide oversight to reduce and prevent losses to financial assets and property. In addition, the program will help build a risk adverse culture and implement an effective management program for the City's multiple

insurance programs. A recent risk management analysis by Palmer & Cay of Texas, LLC included a recommendation that the City employ a risk management co-coordinator as a part of a more aggressive risk management strategy. This substantiated prior year staff recommendations for this program.

In addition to the priorities identified and funded through new programs and services, the Council indicated an interest in identifying potential downtown revitalization programs. Towards that goal, \$65,000 in Professional Services has been allocated for funding a consultant's review and recommendations for downtown revitalization efforts. The budget also provides for the purchase of a building to provide for a multi-use health and human services facility in the downtown area.

The budget has been developed using an ad valorem tax rate of .6950 cents per \$100 of taxable assessed valuation. The .6950 cent proposed tax rate is the same as the previous year and includes provisions to increase the debt service portion of the tax rate to continue implementation of the general obligation capital improvement programs passed by the voters in the bond election of 2002.

The development of the General Fund budget was influenced by the economic assumptions affecting the major revenue sources of property tax and sales tax revenues. The certified tax value from the Tax Appraisal District of Bell County indicates a taxable assessed valuation of \$3,025,826,250. This valuation represents a 12.4% increase over the prior year's certified taxable valuation of \$2,691,178,312. The tax roll reflects a total of \$152,370,480 in new improvements added to the tax roll. The increase in new improvements added to the tax roll will generate an additional \$1,011,850 in new property tax revenues, net of early payment discounts, assuming a tax rate of .6950 cents per \$100 of taxable property valuation. The effective tax rate, which is the tax rate that will generate the same amount of ad valorem tax revenue as the prior year, excluding new property additions is .6498 cents per \$100 of taxable property valuation.

Sales tax revenues are budgeted as \$16,246,705. This represents an increase of 3% over the estimated revenues for FY 2004-05 and reflects a moderate growth projection based on recent economic data. Although the sales revenues for FY 2004-05 exceed the prior year by 10.8%, it is unwise to project that this trend would continue into FY 2005-06.

The base-operating budget for each department was capped at the previous years spending level less capital outlay expenditures. The budget cap includes amounts budgeted for employee performance raises. This amount will continue to fund the same level of basic services and operations as in FY 2004-05.

In preparing this budget the budgeted ending fund balance will increase over the amount in the previous year's budget by \$1,270,028. This represents an 11.8% increase in the budgeted ending fund balance over FY 2004-05. In conjunction with our 5 Year Financial Plan, the goal will be to eliminate the deficit between projected budgeted revenues and projected budgeted expenditures in the general fund over the next 5 years. This goal will be accomplished through a combination of balancing revenue and expenditure projections based upon actual year-to-year results.



## Water and Sewer Operating Fund

The City of Killeen provides water and sanitary sewer services to approximately 33,000 residential and commercial customers. The water system has approximately 466.7 miles of water mains serving the City with seven elevated storage tanks and four ground storage tanks. Total overall storage capacity is 19.65 million gallons. The City's distribution system has the capacity to deliver 34.3 million gallons daily (MGD). Current peak demand is about 22 MGD, average daily usage is 12.69 MGD.

Currently, the wastewater generated by the City of Killeen is treated by the Bell County Water Control and Improvement District #1 (WCID #1). The WCID #1 operates two wastewater plants. The capacities of these plants are 15 MGD and 6 MGD. The capacity allocated to the City of Killeen is 7.5 MGD in plant #1 and 6 MGD in plant #2. Bell County Water Control and Improvement District # 1 is currently in the process of designing and constructing a second sewer treatment plant. The entire capacity of this plant will be allocated to Killeen, making the total available Killeen capacity 19.5 MGD. The construction of the new plant and the required capital improvements to the existing plant is estimated to cost \$34.5 million. In addition to the construction of the new sewer treatment plant, the District is also replacing a major water line with an estimated cost to the City of \$5.3 million. The construction of the new sewer treatment plant, existing plant renovations, and replacement of the major water line have a significant impact on our customer rates for water and sewer services. The City has implemented several capital improvement programs necessary to provide the infrastructure to make the new sewer treatment plant operational. These projects resulted in the City issuance of \$21 million in water and sewer revenue bonds in FY 2004-05 to be repaid from the revenues of the system. Based on an engineering study and five-year financial forecast presented to the City Council, rates increased an average of 8-13% in FY 2004-05 depending on customer type and usage. In addition to the increase in rates, FY 2005-06 will be the second of three years that the City will use reserve funding to balance the budget within the Water and Sewer Fund. \$1 million in reserves will be used in the fourth succeeding fiscal year to level out the increase in rates due to the construction of the new sewer treatment plant and other capital improvement projects. As outlined in the Five Year Water & Sewer Rate Study, the FY 2005-06 Budget does not include an increase in the residential and commercial water and sewer rates.

The budget for the Water and Sewer Operating Fund expenditures is \$26,115,186. This budget reflects a 1.5% increase over the FY 2004-05 expenditure budget of \$25,726,576. The total new programs and services included in this budget are \$1,215,855. These include a new meter reader and service worker in Utility Collections - (\$64,299), new and replacement fleet additions - (\$507,618), Water & Wastewater Master Plan Update - (\$125,000), W&S allocation of a City photographic overflight - (\$53,750), 3% cost of living adjustment - (\$100,311), and the funding for six employees previously funded from W&S bond issuances - (\$252,580). All of these new programs and services relate to strategic plan Objective S1.3. In addition to the new programs and services listed, \$516,835 is included for the North Sanitary Sewer Rehabilitation Project. This project was initially proposed for CDBG funding. Due to the guidance provided by Council during the CDBG program funding review, the expenditures have been included in the Water & Sewer operating fund.

## Solid Waste Fund

Solid Waste operates as an enterprise fund and has four major processes; (a) residential collection, (b) commercial collection, (c) recycling, and (d) waste transfer and landfilling. The City currently provides solid waste collection and disposal services to approximately 36,000 residential households, and 1,600 commercial locations. The City adds, on average, 200+ residential households to the collection routes each month.

The City adopted a "Pay as You Throw" philosophy and variable rate structure beginning with the implementation of the residential automated collection system in 1997. Solid Waste has undergone operational reviews and cost of service studies, which culminated in changes in the delivery of services, and the City's adoption of a new Solid Waste Ordinance in October 2003.

Today, the single most significant challenge to solid waste operations is the growth and expansion of the City, new homes and businesses, increase in population, and the corresponding increase in the generation of municipal waste. For example, as of June 2005, the City is now tracking towards an annual weight of 95,000 tons for FY 04/05, which is a 10.7% increase over FY 2003-04 (85,823 tons). This is the largest increase in any single year over the last 10-year period. The City's growth must be closely monitored to ensure adequate resources are available to continue current level of services without interruption.

The Transfer Station has reached capacity and the Solid Waste Master Plan recommended construction of a new facility beginning in FY 2004-05. Issuance of debt for this project was delayed during FY 2004-05; however, funding for the new transfer station and composting facility and the new Solid Waste administrative facility are included in the adopted budget for FY 2005-06. The amortization of the debt to support these capital improvement projects is included in the current fee structure.

The overall recycling programs, which include the Killeen Recycling Center and its multiple activities, and residential recycling subscription service, result in approximately a 10% diversion of waste from landfill disposal. Discussions are planned with the Solid Waste Committee in FY 2005-06 to consider long term recycling goals for the City and guidance for future programs.

The budget also includes the establishment of a formal mowing program. \$500,000 has been allocated to the creation of a division within the Solid Waste fund to devote a consolidated effort to the City's right of way mowing needs. This division will be responsible for right-of-way mowing, bar-ditch maintenance, weeds and high grass abatement, trash and debris removal for major thoroughfares, and an herbicide program in the downtown area.

The budget for the Solid Waste Operating Fund expenditures is \$10,964,585. The budget reflects an increase of 2.7% in expenses from the FY 2004-05 budget. The increase reflects several new programs and services that have been included in the budget. New Programs and Services that have been included in the budget total \$1,008,378. Recommended new programs and services include two new collection crew employees - (\$54,357), new and replacement fleet additions - (\$296,650), Solid Waste allocation of a City photographic overflight - (\$53,750), development of a new mowing program with 11 employees - (\$500,000), and a 3% cost of living adjustments - (\$72,108). All of these new programs and services relate to strategic plan Objective S1.3.



Revenues for the Solid Waste Fund are budgeted at \$10,881,056, an increase of 6% over the FY 2004-05 budgeted revenues. The Adopted Budget does not recommend an increase in the residential solid waste rates; however, commercial dumpster rates will increase 3-4% per the guidance in the adopted rate study.

### **Drainage Utility Fund**

The Drainage Utility Fund was established with the adoption of the FY 2001-02 budget. The fund was established to address the unfunded federal mandates of the Environmental Protection Agency (EPA) National Pollutant Discharge Elimination System (NPDES) Phase II Rule that regulates storm water discharges from certain municipalities and industrial activities. The City of Killeen is a Phase II regulated municipality. Since the fund's inception, it has matured to support a wide variety of drainage management services for the City of Killeen to address water quality improvements, infrastructure improvements, and environmental enhancement.

The State of Texas has been delegated NPDES permitting authority by the EPA. As a small municipal separate storm sewer system (MS4) operator, the City has developed a 5-year Storm Water Management Program (SWMP) to meet the mandates of the State of Texas Phase II program. The City currently manages storm water discharge permits for selected municipal industrial operations, and for City-performed/City-sponsored construction activities that disturb 1 acre or greater. The City must also comply with six SWMP minimum control measures: 1) public education/outreach; 2) public participation/involvement; 3) identification and elimination of illicit discharges; 4) control of storm water discharges associated with construction; 5) management of storm water run-off associated with new development/re-development; and 6) pollution prevention/good housekeeping for municipal operations, to minimize adverse impacts to storm water run-off.

The City has implemented a drainage capital improvements program and has developed a Drainage Master Plan to address drainage infrastructure inadequacies and required system upgrades. Under the master planning process, the City has also undertaken comprehensive detailed studies of special flood hazard areas to support and enhance FEMA's Flood Insurance Rate Map Modernization project in Bell County. The City recently initiated a surface water quality-monitoring project in the South Nolan Creek Watershed under a Clean Water Act 319(h) grant agreement with the Texas Commission on Environmental Quality.

New programs and services that are included in the budget total \$869,291. Recommended new programs and services include funding for street drainage repair – (\$200,000), allocation of a City photographic overflight – (\$53,750), and a drainage infrastructure maintenance program – (\$611,000). The new drainage infrastructure maintenance program will be funded from rates charged by the Drainage Utility Fund. The program includes a drainage maintenance supervisor, two equipment operators, two service workers, and equipment. Carter & Burgess, Inc recently conducted a revenue analysis and have developed a rate model to support the City's program goals. The rate model supports drainage operations, minor drainage projects, the drainage infrastructure and street drainage programs. In addition the rates support the debt service for an \$8 million issuance to fund high priority major capital improvement projects. The budget for the Drainage Utility Fund expenditures is \$10,314,551 and includes \$723,080 {Objective S1.1} for minor drainage improvement projects during the fiscal year, as well as \$7,630,855 for high priority major drainage projects.

Total revenues are budgeted in the amount of \$9,857,252, consisting of \$1,857,252 in operating revenues and \$8,000,000 in capital improvement program bond proceeds. The revenues are based on implementing a new rate structure for drainage utility fees that will allocate fees on a more proportionate basis than the current rate structure. The rate structure will be presented to Council in early July, so that it can be analyzed in concurrence with the budget process. The City will continue to develop and implement the Drainage Master Plan, which will provide for the design and construction of the high priority major drainage improvements.

### **Aviation Fund**

The Aviation Budget reflects a full year of operating Killeen Municipal Airport (Skylark Field) and a full year of operations at Killeen-Fort Hood Regional Airport (KFHRA). This is the second year that full operating and maintenance expenses have been developed for both airports.

The budget for the Killeen Municipal General Aviation Operating Fund (Skylark Field) is \$904,932. The budget for the Killeen-Fort Hood Regional Airport (Joint Use Airport at Robert Gray Army Airfield) is \$2,626,321. The total operating expenditures budget for both aviation facilities is \$3,531,253.

Several new programs and services totaling \$329,612 have been included in the KFHRA and Skylark fund budgets {Objective S1.3}. These new programs include the City's share of pavement crack seal and guidance sign panel replacements (\$17,500), new and replacement fleet and equipment (\$199,440), and pay plan adjustments (\$43,559). The Skylark budget also includes initial funding for terminal building repairs in the amount of \$50,000. A recent survey of the condition of the terminal building revealed numerous leaks that must be corrected prior to any tenant occupying the building. Due to its age, the roof will most likely need to be replaced. Additionally, tests have indicated the presence of both asbestos and mold in various locations in the building, which will need to be remediated. The budget for renovations does not include funding for renovation work inside that may be needed to suit a prospective tenant.

In addition to the renovations to the terminal building, the budget includes the expenditure of \$250,000 for a corporate hangar and \$200,000 for an 8-unit T-hangar from remaining funds in the 2003 Certificate of Obligation. The corporate hangar will provide for the full design and construction of an approximately 10,000 square foot hangar suitable for a variety of uses, to include hangaring of a small jet or twin-engine aircraft, aircraft maintenance facility, a flight school, medical helicopter base, cargo, or other related uses. The project also provides for necessary apron connections, auto parking, and utility connections to support the building. The airport frequently receives requests from various companies and individuals requesting to rent a large hangar on the airport. Depending upon the type of business, this facility could directly support the employment of approximately 4 to 10 employees.

The T-hangar project will provide for the full design and construction of an eight unit T-hangar and necessary taxi-lane connections to the existing taxiway system. Funding also provides for any necessary utility connections to support the building. The waiting list of T-hangar spaces averages approximately 32 names. Most of those waiting are not currently based at Skylark field. Of the names on the list, the longest have been waiting over three years for hangar space. The building would generate approximately \$17,000 per year in direct revenues. Other airport

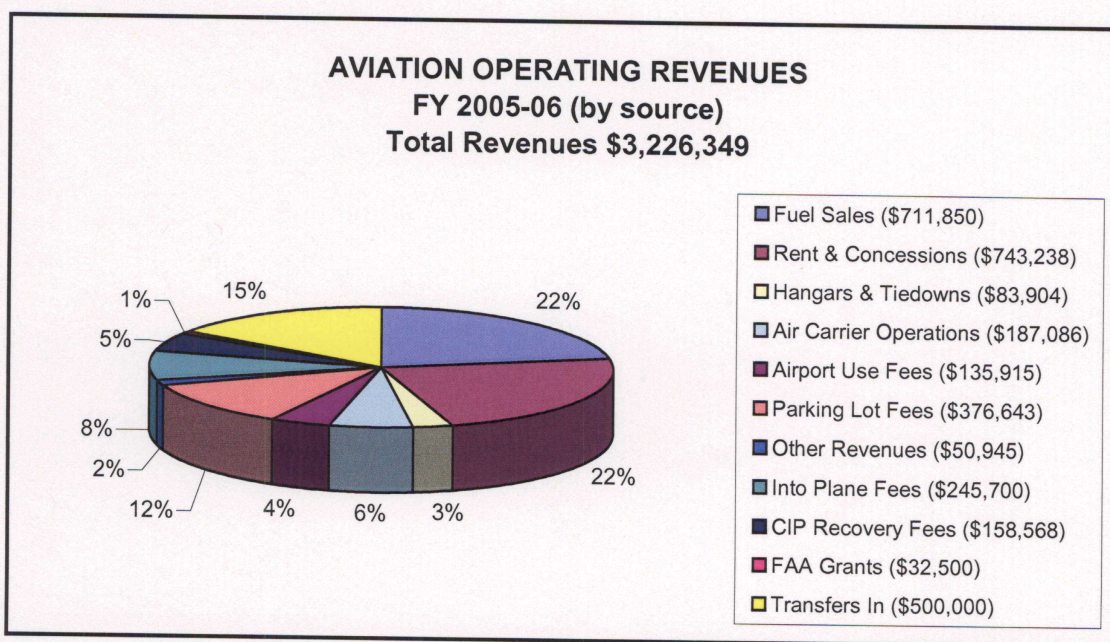


revenues would be generated from additional fuel sales and other economic benefits as a result of additional tenant activity at the airport.

The Killeen-Fort Hood Regional Airport (KFHRA) has three significant capital improvement projects planned for the coming fiscal year. The aircraft-parking apron at KFHRA will be expanded to approximately twice its current size. This is necessary to accommodate more and larger aircraft that can be expected as the airport grows. It will also allow the airport to accommodate a large number of transient aircraft that may divert here as a result of poor weather conditions at other airports in the area. This project was called for in the Airport Master Plan that was approved in 2002. The estimated cost is \$6.2 million and the City has received an FAA grant award for this project.

In addition, KFHRA will expand the paid parking lot. The paid parking lot currently contains space for approximately 822 vehicles. Due to the greatly increased number of passengers using the airport, the parking lot is reaching capacity faster than expected. Current parking lot numbers projected out suggest the demand will exceed capacity in approximately 18 to 24 months and possibly sooner if another airline should locate to Killeen. It is estimated that the expansion of the lot should add another 700 spaces. This project was called for in the Airport Master Plan that was approved in 2004. The estimated cost is \$3.6 million and the City has received an FAA grant award for this project.

The third major project at KFHRA encompasses performing a feasibility study. A study is required to determine if a location for a second runway can be found at the Killeen – Fort Hood Regional Airport. If it is determined a second runway is possible, the Airport Layout Plan (which is part of the Airport Master Plan) must be updated to reflect the location of the proposed second runway. The Airport Layout Plan then becomes the base document around which land use and airspace planning is performed. Additionally, a second feasibility study must be conducted to determine possible revenue generating industries that would be located in the 100 acres of additional leased military land requested by the City. Industries identified must support the City’s goals and be acceptable to the military. The FAA has indicated they will not commit funds to any projects in the 100 acres without an identifiable need.





## **Killeen Municipal Golf Course – Enterprise Fund**

The FY 2005-06 Budget will account for municipal golf activities as an enterprise fund activity for the second fiscal year. The total budget for the golf course is \$1,425,380. This is an increase of 27.4% over the previous year's budget. The budget for Golf Course Fund revenues is \$1,432,600, an increase of 28.9% over the FY 2004-05 budget.

Expenditures for the golf course are budgeted at the level of expected revenues. If the level of revenues expected does not materialize, Council may have to consider reducing expenditures, increasing revenues, raising rates or some combination of the above to keep the fund balanced. Major new programs funded in the Golf Course budget for FY 2005-06 include four new greenskeepers – (\$114,160), fountains – (\$54,000), heavy duty utility vehicle – (\$4,200), rough rider mower – (\$4,200), and a cost of living adjustment (\$12,989). All new programs funded in the Golf Course budget total \$244,349. {Objective S1.3}

## **Capital Improvement Program**

The adopted budget includes the issuance of Phase II of the capital improvement program passed by the voters in 2002. Phase II will include the issuance of \$8 million in general obligation bonds for the community services department to be used for construction of the new senior and recreation center complex at Lions Club Park {Objective QL1.1}. The current planning models call for the issuance of the bonds in several phases over the next several budget years. Subsequent phases for the issuance of the remaining 2002 General Obligation bond monies will be in accordance with Council approved multi-year plans and subject to available funding.

The Recreation and Senior Center project will enhance what is arguably the finest park facility in Central Texas and definitely the crown jewel of the City's park system, Lions Club Park. These facilities will provide citizens of all ages the types of programs and opportunities they have wanted for years. This project will also help to ignite a neighborhood oriented approach to program delivery as identified in the Parks Master Plan. This project will serve as a catalyst for expanded program delivery to neighborhoods throughout Killeen as well as enhance partnership opportunities for citizens and the business community to make Killeen the best community in central Texas.

## **Conclusion**

The budget does not fund all the requests made by City Staff. Department Heads submitted a total of \$18,510,384 in critical programs and services requests. \$8,513,936 of these new programs and services requests are included in the adopted budget. I believe these programs represent the most critical new programs that will enhance services to our citizens, improve the quality of life in Killeen, and support the progress and development occurring in Killeen. Revenues budgeted in the City's major operating funds grew from \$79,582,301 to \$87,610,664 (excluding FAA Grants for construction in the Aviation Funds and bond proceeds in the Drainage Utility Fund) a 10.1% rate of growth. The budgeted operating expenditures in the City's major funds grew from \$85,619,763 to \$93,375,853 (excluding RGAAF construction in the Aviation Funds and bond proceeds in the Drainage Utility Fund), an increase of 9.1%. The ending fund balance for the major operating funds is \$33,632,406, which is in compliance with



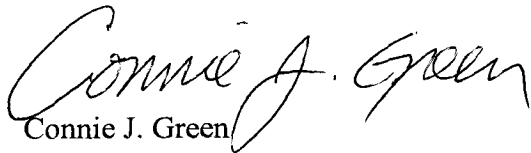
the City's adopted policy for minimum levels of fund balances and reserves. The City of Killeen continues to be in sound financial condition.

### **Acknowledgements**

This Annual Budget and Plan of Municipal Services for the 2005-06 fiscal year, which begins on October 1, 2005 and ends September 30, 2006 was submitted for review by the City Council, in accordance with the Charter of the City of Killeen. Public hearings were held on changes to the preliminary budget. Two public hearings were also held on the tax rate as required by recent changes in tax law. The City Council unanimously adopted the budget for FY 2005-06 on September 13, 2005.

On behalf of the staff, I would like to thank the elected officials for providing the leadership, policy and direction in formulating this budget. Special thanks and appreciation are extended to all employees who worked very hard to prepare this budget. I look forward to the successful implementation of this Budget and Plan of Municipal Services for FY 2005-06.

Respectfully submitted,

A handwritten signature in cursive script that reads "Connie J. Green". The signature is written in black ink and is positioned above the printed name and title.

Connie J. Green  
City Manager

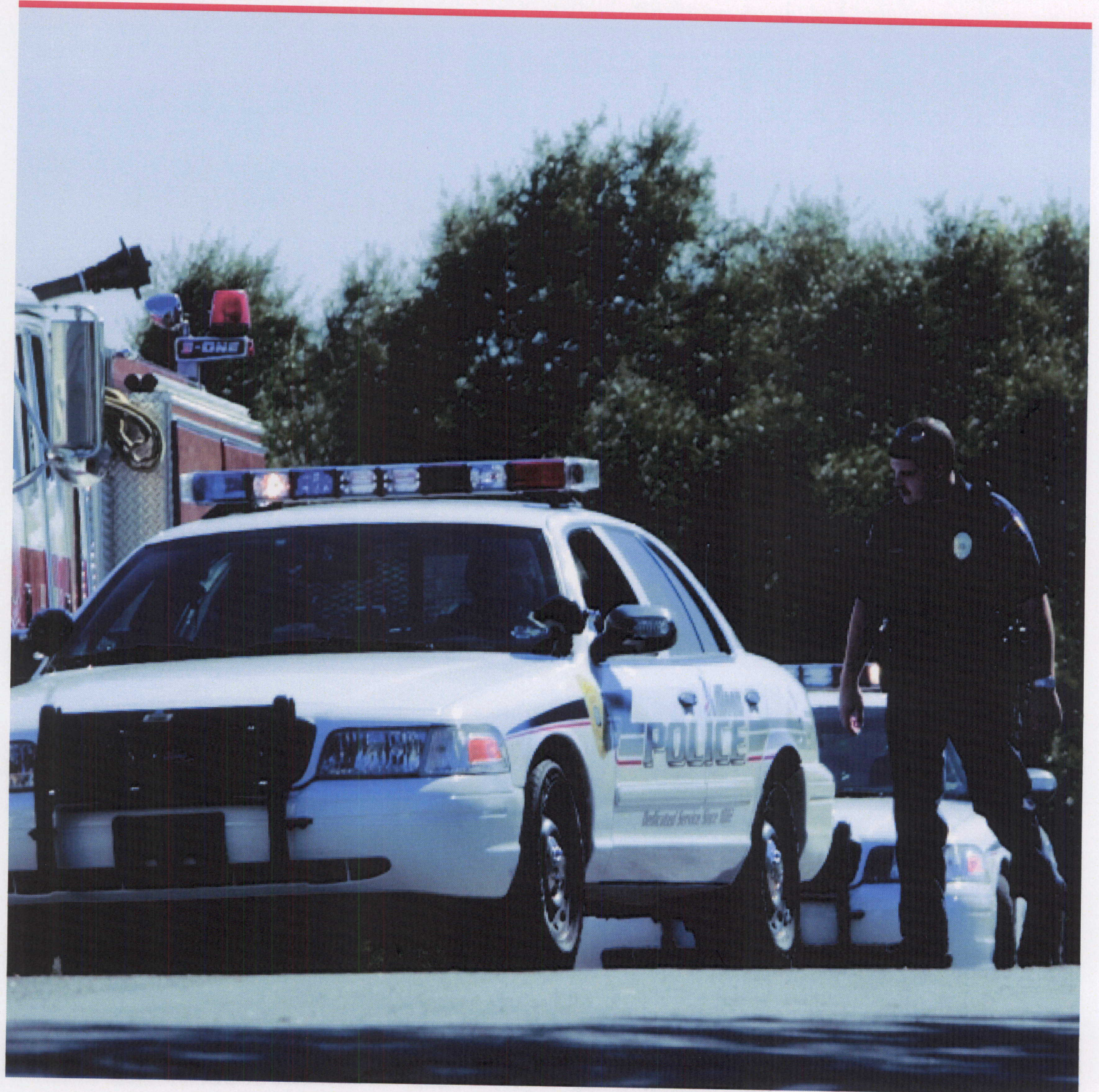




# BUDGET SUMMARY

City of Killeen, Texas  
Fiscal Year 2005–2006 Budget

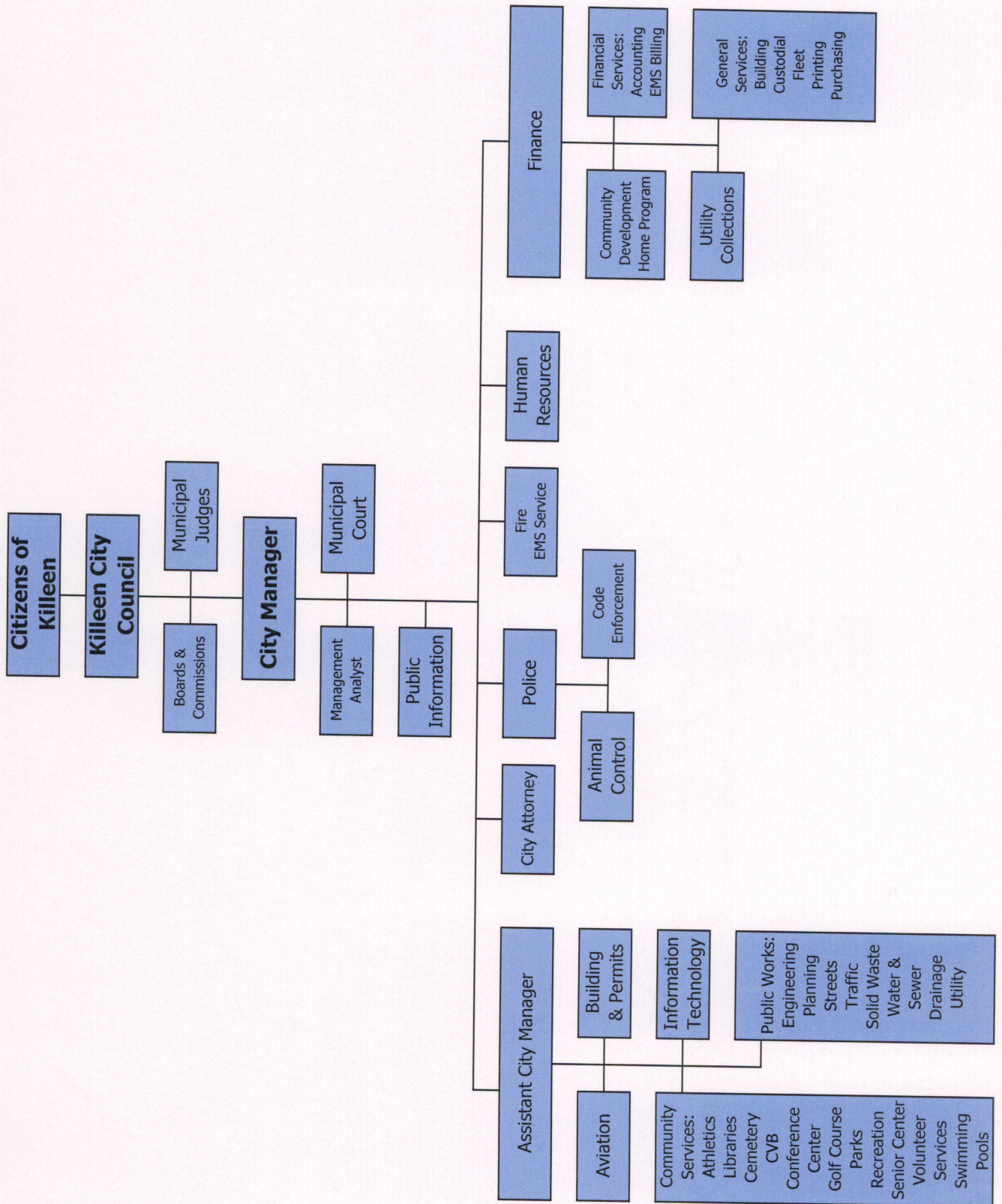
*The City Without Limits*







# CITY OF KILLEEN ORGANIZATIONAL STRUCTURE





# City of Killeen

## 2005-06 Annual Budget

### Organizational Matrix - Department/Division Assignment by Fund

This annual budget is presented by fund. This matrix shows the assignment of departments and divisions by fund within the budget. Listed across the top of the matrix are the major funds. The departments are shown in the left column of the matrix. The divisions are listed within the matrix as they correspond to their parent department and operating fund.

	General Fund	Aviation Funds	Golf Course Fund	Water & Sewer Fund	Solid Waste Fund	Drainage Utility Fund	Hotel Occupancy Tax Fund
	City Council						
<b>CITY MANAGER</b>	City Manager						
	Municipal Court						
	Permits/Inspections						
<b>PIO</b>	Public Information						
<b>LEGAL</b>	City Attorney						
	City Secretary						
<b>FINANCE</b>	Finance			Fleet Services			
	Accounting			Utility Collections			
	Purchasing						
	Building Services						
	Custodial Services						
	Printing Services						
	EMS Billing						
	Community Development						
	Home Program						
<b>HUMAN RESOURCES</b>	Human Resources						
<b>INFORMATION TECHNOLOGY</b>	Information Technology			Information Technology			
<b>AVIATION</b>		Skylark Field KFHRA					
<b>COMMUNITY SERVICES</b>	Volunteer Services		Golf Course				Conference Center
	Parks						Convention and Visitor's Bureau
	Library						
	Recreation						
	Athletics						
	Cemetery						
	Senior Citizens						
	Swimming Pools						
<b>PUBLIC WORKS</b>	PW Administration			W&S Contracts	Residential Operations	Engineering	
	Streets			Water Distribution	Commercial Operations	Roadway Drainage	
	Traffic			Sanitary Sewers	Recycling	Drainage Maintenance	
	Planning			W&S Operations	Transfer Station	Drainage Projects	
				W&S Projects	Mowing		
<b>POLICE</b>	Police						
	Animal Control						
	Code Enforcement						
<b>FIRE</b>	Fire						



## **BUDGET SUMMARY**

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### **INTRODUCTION**

The City of Killeen Annual Budget and Plan of Municipal Services is designed to function effectively as a policy document, financial plan and operations guide. In addition, the document must serve as an effective communication device for the citizens of Killeen and other interested parties. Numerous hours of staff time are devoted to this function.

The Annual Budget and Plan of Municipal Services is presented in fourteen sections. The Community Information tab is designed to enhance the budget as a communication document. This section is a compilation of information about Killeen and the surrounding community intended to inform the reader about our history, our government, our quality of life, and our economic status. The City Manager's Message highlights the City Council's goals and priorities for the fiscal year. The message also states the City's long-range plans and short-term plans for the budget year. The Budget Summary provides the reader with a broad overview of the budget process and a summary of the 2005-06 Annual Budget and Plan of Municipal Services. Departmental operating budgets are provided for in the City's major operating funds. These operating budgets provide information on the department and division missions, organizational structure, operating budget and number of full-time personnel. They also highlight goals, accomplishments, plans, and new programs and services. The reader will find that this effectively communicates the plan of municipal services from a departmental, as well as divisional, perspective. A section is provided for debt service funds and a section is also provided for special revenue funds.

The Capital Outlay section details expenditures for capital outlay items for fixed assets such as equipment, furniture and fixtures and automobiles. The Capital Improvements Program section details expenditures for capital improvement projects.

Finally, the Appendix Section provides several different appendices including one for a five year forecast. The five year forecast for the General Fund was significantly improved during this fiscal year. The City engaged a consultant to analyze ten year historical trends for revenue and expenditure accounts and created a long term forecast for use in the preliminary budget planning and evaluation of potential debt service issuances. Staff used the results to create an interactive model that the City Council used during the budget process to evaluate the long term impact of adding new programs and issuing additional debt. In addition, the appendix provides sections for a glossary, statistics about the city, a full time employee schedule, the city's position classification and pay plan, and a schedule of incentives available to employees.

### **THE BUDGETING PROCESS**

A Budget is a plan for utilizing the City's available funds during a fiscal year to accomplish established goals and objectives. The budget also serves to:

1. Provide the public with an understandable financial plan which plainly describes activities that will be undertaken during the next fiscal year.
2. Establish priorities among City programs.
3. Define the financial framework that will be used to periodically check the status of City operations.
4. Determine the level of taxation necessary to finance City programs.

### **LEGAL REQUIREMENTS**

The budgeting process in every Texas city, regardless of size, must comply with the requirements of the Texas Uniform Budget Law. Under the statute:



1. The City Council must adopt an annual budget and conduct the financial affairs of the City in strict conformance with the adopted budget.
2. The budget for each fiscal year must be adopted prior to the first day of such fiscal year.
3. The budget must include a list of all expenditures proposed to be made during the next fiscal year, and show item-by-item comparisons with expenditures for the same purposes for the current fiscal year.
4. The budget must show a complete financial statement for the City, including all debts and other outstanding financial obligations; the estimated amount of cash or other balances that will be left in each fund at the end of the current fiscal year; and projected revenues for the next fiscal year.
5. Each project or activity the City proposes to fund during the next fiscal year must be shown in the budget as definitely as possible, with an indication of the estimated amount of money needed for each item.
6. The City Manager must prepare a proposed budget for the consideration of the City Council.
7. Copies of the proposed budget compiled by the City Manager must be filed with the City Secretary and made available for public inspection. The proposed budget must be filed between 45 and 90 days prior to the beginning of the next fiscal year.
8. At the meeting of the Council at which the budget is submitted, the Council shall fix the time and place of a public hearing on the budget and shall cause to be published a notice of the hearing setting forth the time and place thereof at least five days before the date of hearing.
9. Following the public hearing, the budget proposed by the City Manager can be changed by the City Council.
10. Upon adoption of the final budget by majority vote of the Council, copies must be filed with the County Clerk and City Secretary and made available for public inspection.
11. Once the budget is adopted, the City Manager shall authorize no expenditure over the total funds for expenditure in the overall budget unless the budget is amended by the same public notice procedure called for in adopting a budget.

### **BASIS OF ACCOUNTING**

Both the AICPA Audit Guide (Audits of State and Local Governmental Units) and NCGA-1 conclude that governmental revenues and expenditures are recorded on the modified accrual basis. The modified accrual basis is a mixture of both cash and accrual basis concepts. Revenues, including funds received from other governmental units and the issuance of debt, should be recorded when they are *susceptible to accrual*. In order for revenue to be considered susceptible to accrual, it must be both measurable and available to finance current expenditures of the fund. Revenue is considered available when it is collectible during the current period, and the actual collection will occur either (1) during the current period or (2) after the end of the period but in time to pay current year-end liabilities. Generally, property taxes, grants, and inter-fund transfers are accounted for on a modified accrual basis, while income taxes, gross receipts taxes, and sales taxes are recorded on a cash basis. These are generalizations, and the basis of accounting for specific revenue is subject to the measurable and available criteria interpreted in the context of each fund.

Expenditures, for the most part, are recorded on an accrual basis because they are measurable when they are incurred. Expenditures include salaries, wages, and other operating expenditures, payments for supplies, transfers to other funds, capital outlays for fixed assets, and payments for the service of debt. However, expenditures for interest on long-term debt is not accrued, but recorded when due. Although most expenditures are recorded on an accrual basis (timing emphasis), as described below, the measurement focus of a governmental fund significantly affects what items are to be considered expenditures in the governmental fund. Thus, expenditures for a governmental fund cannot be equated to expenses of a business enterprise.

## **BUDGET BASIS**

Budgets for the General Fund, Special Revenue Funds, and Enterprise Funds are adopted on a basis specified by the Charter of the City of Killeen. For these funds this basis is consistent with the modified accrual basis of accounting, except that encumbrances are charged as expenditures. This budgetary basis is not in conformance with generally accepted accounting principles because of the treatment of encumbrances, depreciation on capital assets, and accounting for compensated absences. The budgetary basis is in compliance with the charter requirements. Capital Project Funds use project-oriented budgeting on a cash basis. Specific appropriations for each project are approved by the City Council and this project budget remains in effect (unless amended) until the project is completed regardless of fiscal year ends. For purposes of the annual operating budget, the unencumbered budget amount remaining on the project authorization is shown as the current period's budget amount.

## **FUNDS**

A "fund" is an accounting device used to classify City activities for management purposes. A fund can be thought of as a bank account into which revenues are deposited and from which expenditures are made for a specific purpose. Funds are generally classified in the following manner:

1. The General Fund is used to account for all financial resources not covered under another fund, such as those for general administration, recreation, libraries, police services, fire services, etc. Its revenues are generally unrestricted which means they may be used for any approved governmental purpose.
2. Enterprise Funds are most commonly used to account for utility system revenues and expenditures. Depending on the number and types of city-owned utilities, the accounting system would include a Water Fund, Sewer Fund, Gas Fund and so on.
3. Internal Service Funds are used to track goods and services provided by one department to others in the organization.
4. Debt Service Funds are used to account for funds set aside to pay the principal and interest due on tax bonds, revenue bonds, certificates of obligation and other long-term debts.
5. Capital Project Funds are used to account for revenues (most of which probably are derived from bond proceeds) and expenditures relative to the acquisition or construction of major capital facilities.
6. Special Revenue Funds are used to account for revenues that are earmarked for specific purposes, for example, hotel-motel tax receipts.
7. Special Assessment Funds are used to account for revenues and expenditures relative to street improvements and other projects financed by means of special assessments against properties that will benefit from the improvements.
8. Trust and Agency Funds are used to account for collections and disbursements earmarked for employee pensions and other restricted purposes.

## **SOURCES OF REVENUE**

The revenue structure of the budget follows the revenue structure of the City as defined in the accounting system. Major revenue classifications include taxes (property, sales, franchise and other), fees, investments, grants, and utility charges for various types of services. The budgeting assumptions used to develop the major revenue projections are as follows:

*Property Taxes* - Revenues from ad valorem property taxes was determined using the Certified Tax Roll and a .6950 cents per \$100 valuation property tax rate. Based on prior year's collection patterns, a collection ratio of 98% was used. Property tax revenues are a very dependable source of revenue, annual collections historically exceed 95% of the amount budgeted for current collections.



Sales Tax Revenues - Sales tax revenues represent the largest single source of revenue in the general fund. The City relies on historical trend data and management information from the State Comptroller to project sales tax revenues for the budget. The City sales tax rate is 1.5% of taxable purchases. These taxes are collected by local vendors, reported to the State and the State rebates the revenues to the City on a monthly basis. Based on the prior years collection data, a conservative increase of 3.0% over the amount estimated to be collected for FY 2004-05 was budgeted as sales tax revenues for FY 2005-06.

Franchise Fees - Franchise Fees from utility companies (electric, telephone, and cablevision) is a major source of revenue in the General Fund. Historically these revenues have been based on a percentage of gross receipts determined by contractual agreement. Recent State legislation has dramatically changed the method by which cities may collect franchise fees. Revenues from franchise fees are projected to increase 1.2% in the FY 2005-06 budget.

Investments - Investment income is a significant revenue source. Management of the investment portfolio has been delegated to the Director of Finance who manages the investment portfolio in accordance with the City's formal Investment Policy. The policy requires that the investment portfolio be managed in a prudent manner and that all investments purchased have a stated maturity of two years or less from date of purchase. As a matter of policy, the City does not invest in any derivative securities. The investment portfolio consists of investments in U.S. Agencies, Treasuries, and Local Government Investment Pools. The current investment philosophy is to remain fairly liquid as financial markets adjust to the changing environment in interest rates. As a result, financial resources have been targeted towards investments in the Local Government Investment Pools and U.S. Agency securities with maturities one year or less.

Utility Rates - The rates charged for water, sewer and solid waste services have been set based upon engineering studies. The engineering studies prepared a rate structure designed to finance utility operations over future periods. The studies recommended few changes in utility fees during FY 2005-06, with the exception of a 3-4% rate increase for solid waste commercial dumpster services. A recent study was performed and a master plan developed for the City's drainage utility services. The study recommended a significant change to the fee structure in FY 2005-06 to support operations and major drainage infrastructure capital improvement projects. These rate changes will be implemented October 1, the beginning of FY 2005-06.

Other Revenues - Other revenue sources were generally derived from forecasts done by the staff member responsible for management of the revenue.

## **BUDGET POLICIES**

The following fiscal and budgetary policies have a significant impact on the preparation of this Annual Budget and Plan of Municipal Services. Decisions made, as a result of these policies, not only formulate the current plan of services, but also lay a foundation for future organizational goals that cover more than one fiscal year. The primary policies which have had a significant impact on the budgetary process are budgetary, fiscal, and debt services.

## **BUDGETARY**

Budgetary policies are those policies which serve as fundamental guidelines for the preparation of the Annual Budget and Plan of Municipal Services. These policies may originate from several sources such as charter mandates, city council directives and administrative policies.

## **CHARTER MANDATES**

Charter mandates are found in the home rule charter for the City of Killeen. The charter was adopted by the voters of the city on March 3, 1949 and amended on April 1, 1958, May 1, 1971 and January 15, 1994.

1. The charter designates the City Manager as the budget officer for the city. Duties of the budget officer include preparation and submission of the annual budget to the City Council.

2. The charter governs the time frame for submission of the proposed budget to the City Council. The budget must be submitted to the City Council between forty-five and ninety days prior to the beginning of each fiscal year. The content of the proposed budget is also stated in the city charter.
3. The charter mandates that the budgetary process be open to the public. Several public hearings on the budget are required by city charter and copies of the proposed budget must be on file at several locations.
4. The charter requires that the budget must be adopted by a majority of the whole council no later than the twentieth day of the last month of the fiscal year.
5. The charter requires balanced budgets for the General Fund and all general obligation Debt Service Funds. Section 64 of the city charter states that the total estimated expenditures of the general fund and debt services fund shall not exceed the total estimated resources of each fund.

### **CITY COUNCIL BUDGET DIRECTIVES**

The City Council is the governing body of the city and is responsible for establishing goals and priorities for the budgetary process. This objective was met during the City Council's annual planning meetings. During the meetings, City Council members reviewed the goals and objectives of the previous fiscal year. The City Manager presented a presentation to the City Council which reviewed departmental performance during the year. Each Council member had an opportunity to evaluate staff performance in meeting the goals and objectives for the previous fiscal year. The Mayor and Council members had the opportunity to brainstorm ideas designed to develop the goals and priorities for the upcoming fiscal year. Three Town Hall meetings were held to provide citizenry with the opportunity to voice their priorities for the coming fiscal year. The City Manager compiled all of the issues brought forth from the citizens and the City Council members and submitted a Budget Survey to City Council members. The comprehensive survey sought Councils consensus on major goals and priorities for the 2005-06 fiscal year. After development of the goals and priorities for the budget, the City Manager began development of the preliminary budget document. The City Manager's preliminary budget was developed in accordance with the goals and priorities and included numerous meetings with departments to review base budget requests and proposals for new programs and services. Programs were prioritized and the City Managers preliminary budget was produced. The preliminary budget was presented to the City Council for review and approval. This procedure was handled during budget planning sessions held with the city staff. During these sessions, departmental presentations were made to the City Council regarding every function of municipal government. The Council reviewed these presentations with city staff and established the budget. Public hearings were held on the budget and after the period for public input and comments, a final budget was adopted by the City Council on September 13, 2005. The City Charter requires that the City Council adopt a budget by September 20, or the City Manager's original preliminary budget will become the budget for the new fiscal year.

### **ADMINISTRATIVE BUDGET POLICIES**

Administrative budget polices consists of those policies and directives from the City Manager's office which are provided to department heads. These policies and procedures are codified in the annual budget manual which is distributed at the start of the budgetary process each year. Significant short-term financial and operational policies that guided the budget development process were:

- A. Prepare a "maintenance of operations" or base budget which details the cost of maintaining the existing level of city services. The base budget should not contain any new programs, new employees, or requests for additional fleet.
- B. New program and service requests should be submitted separately. Each new program or service request must be prioritized.
- C. Funding for computer hardware and software, fleet, and approved new programs and services will be added to the base budget request .
- D. The budget for full-time employee salaries and benefits will be prepared assuming a 4% merit increase.



In addition to the significant short-term financial and operating policies, the City has adopted fundamental long-term fiscal and accounting policies which are designed to provide the infrastructure for continued fiscal stability. These policies include fund balances and operating reserves, year-end encumbrances, and debt management.

Fund Balances and Operating Reserves - The policy was adopted by Ordinance dated July 9, 1996. The policy requires a minimum fund balance of 25% of annual budget expenditures be maintained in the major operating funds (general fund, water and sewer fund, solid waste fund). Reserves in excess of the required amounts are to be used for planning capital outlay and improvements.

Year-end encumbrances - The policy was adopted by Ordinance dated March 11, 1997. The policy was designed to reinforce the provisions of the City Charter which state that all budget appropriations lapse at the end of the fiscal year. The policy defines the procedure for encumbering of funds at the end of a fiscal year and defines time frames for the liquidation or cancellation of these encumbrances.

Debt Management - The Debt Management Policy was adopted by ordinance on May 27, 1997. The policy identified the need for fiscal planning related to major capital improvement programs and water and sewer infrastructure development. The policy addresses several areas which are critical to an effective debt management program. These areas are: 1) the acceptable levels of debt, 2) purpose and type of debt issuances, 3) guidelines for the evaluation of short-term debt issues and performance measurement standards, 4) use of tax supported, general obligation bonds versus self-supporting revenue bonds, 5) The evaluation of "pay-as-you-go" financing versus debt financing, 6) use of fixed versus variable rate debt and the structure of each type of debt issued, 7) debt maturity schedules, 8) competitive selection of financial consultants, bond counsel, bond underwriters, paying agents and other service providers, 9) use of bond credit rating agencies, 10) other matters which are relevant to the City's credit standings.

CITY OF KILLEEN  
ADOPTED BUDGET SUMMARY  
ALL FUNDS, FY 2005-06

	PROJECTED BEGINNING FUND BALANCE	* 2005-06 REVENUES	* 2005-06 EXPENDITURES	PROJECTED ENDING FUND BALANCE
<b>OPERATING FUNDS</b>				
GENERAL FUND	\$15,227,154	\$45,453,324	\$48,639,009	\$12,041,469
AVIATION FUND - KILLEEN-FORT HOOD REGIONAL AIRPORT	487,907	2,481,425	2,643,065	326,267
AVIATION FUND - SKYLARK FIELD	649,169	744,924	904,932	489,161
GOLF COURSE FUND	12,373	1,432,600	1,425,380	19,593
SOLID WASTE FUND	4,449,274	10,881,056	10,964,585	4,365,745
WATER & SEWER FUND	17,120,026	24,760,083	26,115,186	15,764,923
DRAINAGE UTILITY FUND	1,082,547	9,857,252	10,314,551	625,248
<b>SUBTOTAL OPERATING FUNDS</b>	<b>\$39,028,450</b>	<b>\$95,610,664</b>	<b>\$101,006,708</b>	<b>\$33,632,406</b>
<b>DEBT SERVICE FUNDS</b>				
TAX I&S 1993	\$32,289	\$0	\$32,289	\$0
TAX I&S 1995	89,169	-	89,169	-
TAX I&S 1996 C/O	38,728	280,500	319,000	228
TAX I&S 1999 C/O	36,481	329,900	316,300	50,081
G.O. REFUND BOND I&S 1999	1,247,121	1,442,024	2,212,275	476,870
TAX I&S 2000 C/O	45,388	618,000	577,250	86,138
TAX I&S 2001 C/O	41,493	487,000	460,280	68,213
TAX I&S 2002 C/O	27,857	275,000	264,300	38,557
TAX I&S 2003 C/O	38,745	526,500	492,663	72,582
TAX I&S 2004 C/O	232,417	78,000	154,549	155,868
2004 GO BONDS I&S	232,542	2,175,458	1,871,550	536,450
2004 GOLF REVENUE I&S	7,531	151,000	154,549	3,982
TAX I&S 2005 COMB TAX & REV C/O	-	1,537,758	1,416,449	121,309
TAX I&S 2005 GOB	-	186,000	154,000	32,000
I&S HOTEL OCCUPANCY TAX	13,144	699,792	697,016	15,920
WATER & SEWER I&S 1960A	11,394	-	-	11,394
W&S REFUNDING BONDS I&S 1991	10,795	-	10,795	-
W&S REFUNDING BOND RESERVE 1991	952,028	20,000	-	972,028
WATER & SEWER I&S 1996	234,976	563,900	563,900	234,976
WATER & SEWER I&S 1997	126,741	557,113	566,250	117,604
WATER & SEWER I&S 1999	159,373	813,350	736,350	236,373
WATER & SEWER I&S 2001	214,667	558,879	631,241	142,305
WATER & SEWER I&S 2004	458,209	1,373,200	1,361,650	469,759
<b>SUBTOTAL DEBT SERVICE FUNDS</b>	<b>\$4,251,088</b>	<b>\$12,673,374</b>	<b>\$13,081,825</b>	<b>\$3,842,637</b>
<b>SPECIAL REVENUE FUNDS</b>				
CABLESYSTEM IMPROVEMENTS	\$13,588	\$80,778	\$35,000	\$59,366
COMMUNITY DEVELOPMENT BLOCK GRANT	11,219	1,871,932	1,883,151	-
COMMUNITY DEVELOPMENT - HOME PROGRAM	48,003	1,069,391	1,117,394	-
HOTEL OCCUPANCY TAX	823,499	2,151,500	2,006,103	968,896
LAW ENFORCEMENT GRANT	117,678	47,919	47,919	117,678
STATE SEIZURE FUND	183,688	20,000	50,000	153,688
FEDERAL SEIZURE FUND	28,820	1,000	10,000	19,820
LIONS CLUB PARK	29,710	-	29,410	300
COURT TECHNOLOGY FUND	87,134	40,000	-	127,134
COURT SECURITY FEE FUND	16,597	70,000	80,142	6,455
<b>SUBTOTAL SPECIAL REVENUE FUNDS</b>	<b>\$1,359,936</b>	<b>\$5,352,520</b>	<b>\$5,259,119</b>	<b>\$1,453,337</b>
<b>CAPITAL PROJECTS FUNDS</b>				
1991 GENERAL OBLIGATION BONDS	\$3,157	\$0	\$0	\$3,157
1993 GENERAL OBLIGATION BONDS	5,942	-	-	5,942
1995 GENERAL OBLIGATION BONDS	14,453	-	-	14,453
1999 C/O CONSTRUCTION FUND	4,245	-	-	4,245
2001 C/O CONSTRUCTION FUND	614,718	15,000	-	629,718
2002 C/O CONSTRUCTION FUND	20,000	-	20,000	-
2003 C/O CONSTRUCTION FUND	3,051,588	634,147	950,000	2,735,735
2004 GOLF REVENUE C/O CONSTRUCTION FUND	86,884	1,000	87,884	-
2004 C/O CONSTRUCTION FUND	236,005	2,000	-	238,005
2004 GENERAL OBLIGATION BONDS	12,931,740	320,000	11,001,283	2,250,457
2005 C/O CONSTRUCTION FUND	-	11,700,000	11,665,190	34,810
2005 GENERAL OBLIGATION BONDS	-	8,005,000	4,150,000	3,855,000
1999 WATER & SEWER BOND	54,435	-	47,500	6,935
2001 WATER & SEWER BOND	6,736	1,500	-	8,236
2004 WATER & SEWER BOND	4,848,407	250,000	3,630,231	1,468,176
2005 SOLID WASTE CONSTRUCTION FUND	8,850,000	75,000	8,925,000	-
PASSENGER FACILITY CHARGE FUND	120,272	534,147	534,147	120,272
SPECIAL EVENTS CENTER	66,310	1,000	-	67,310
<b>SUBTOTAL CAPITAL PROJECTS FUNDS</b>	<b>\$30,914,892</b>	<b>\$21,538,794</b>	<b>\$41,011,235</b>	<b>\$11,442,451</b>
<b>TOTAL ALL FUNDS</b>	<b>\$75,554,366</b>	<b>\$135,175,352</b>	<b>\$160,358,887</b>	<b>\$50,370,831</b>

\*INCLUDES TRANSFERS



CITY OF KILLEEN  
 FY 2005-06 ADOPTED BUDGET  
 COMBINED SUMMARY OF REVENUES & EXPENDITURES

	General Fund	Aviation Funds	Golf Course Fund	Solid Waste Fund	Water & Sewer Fund	Drainage Utility Fund	Debt Service Funds	Special Revenue Funds	Capital Projects Funds	Total for All Funds
Beginning Fund Balance	\$ 15,227,154	\$ 1,137,076	\$ 12,373	\$ 4,449,274	\$ 17,120,026	\$ 1,082,547	\$ 4,251,088	\$ 1,359,936	\$ 30,914,892	\$ 75,554,366
<b>Revenues</b>										
Property Taxes	\$ 14,899,480						\$ 5,632,000	1,100,000		\$ 20,531,480
Sales & Occupation Taxes	16,572,985									17,672,985
Franchise Fees	4,310,835									4,310,835
Charges for Services	2,989,218	2,684,349	1,157,600	10,700,656	23,945,583	1,737,252		439,500	532,147	44,186,305
Interest Income	600,000	7,200		180,000	400,000	120,000	135,000	10,000	972,500	2,424,700
Federal, State and Local Grants	272,194	32,500						2,959,193		3,263,887
Other Revenues	200,919	2,300		400	2,500					206,119
Fines and Penalties	1,207,422			412,000				110,000		1,729,422
Bond Proceeds						8,000,000			19,500,000	27,500,000
<b>Total Revenues</b>	\$ 41,053,053	\$ 2,726,349	\$ 1,157,600	\$ 10,881,056	\$ 24,760,083	\$ 9,857,252	\$ 5,767,000	\$ 4,618,693	\$ 21,004,647	\$ 121,825,733
Transfers from Other Funds	4,400,271	500,000	275,000				6,906,374	733,827	534,147	13,349,619
<b>Total Available Resources</b>	\$ 60,680,478	\$ 4,363,425	\$ 1,444,973	\$ 15,330,330	\$ 41,880,109	\$ 10,939,799	\$ 16,924,462	\$ 6,712,456	\$ 52,453,686	\$ 210,729,718
<b>Expenditures</b>										
Salaries	\$ 27,375,678	\$ 1,271,472	\$ 560,338	\$ 2,612,572	\$ 3,199,309	\$ 257,715		\$ 556,112	\$ 55,105	\$ 35,888,301
Supplies	2,108,908	117,080	106,702	468,636	471,331	51,175		59,851	34,096	3,417,779
Maintenance	1,368,663	46,235	10,028	58,325	456,244	226,800		48,375		2,214,670
Repairs	796,847	80,033	38,450	620,507	151,519	14,000		18,700	1,500	1,721,556
Support Services	6,327,156	679,410	164,714	505,190	1,631,029	381,212	10,795	379,841	1,318	10,080,665
Benefits	7,683,313	409,377	172,608	866,793	1,019,644	88,541		177,986	14,556	10,432,818
Designated Expenses	434,138	618,710	168,540	2,793,814	(28,000)	1,000		132,152	350,000	4,470,354
Capital Improvements		115,000			1,413,340	8,353,935		3,025,166	38,376,823	51,284,264
Capital Outlay	1,535,479	210,680	54,000	555,707	689,129	355,340		168,644	1,143,690	4,712,669
Sewer Payments				5,300,000						5,300,000
Water Payments				3,961,000						3,961,000
Debt Service						567,620			12,957,572	13,525,192
<b>Total Expenditures</b>	\$ 47,630,182	\$ 3,547,997	\$ 1,275,380	\$ 8,481,544	\$ 18,264,545	\$ 10,297,338	\$ 12,968,367	\$ 4,566,827	\$ 39,977,088	\$ 147,009,268
Transfers to Other Funds	1,008,827		150,000	2,483,041	7,850,641	17,213	113,458	692,292	1,034,147	13,349,619
<b>Ending Fund Balances</b>	\$ 12,041,469	\$ 815,428	\$ 19,593	\$ 4,365,745	\$ 15,764,923	\$ 625,248	\$ 3,842,637	\$ 1,453,337	\$ 11,442,451	\$ 50,370,831

ALLOCATION OF FY 2005-06 BUDGET  
BY OBJECT CLASS

GENERAL FUND SERVICES

	Salaries	Supplies	Maintenance	Repairs	Support Services	Benefits	Designated Expenses	Capital Improvements	Capital Outlay	Sewer Payments	Water Payments	Debt Service	TOTAL
City Council	10,800	2,050			62,500	843							76,193
City Manager	264,207	3,025			43,490	62,431			600				373,753
Municipal Court	487,137	32,266		5,800	29,005	178,607			6,466				739,281
Public Information Officer	83,157	1,070			6,700	23,222							132,984
Killeen Volunteer Services	88,706	2,218			65,054	100,518							125,326
City Attorney	387,267	7,230			3,711	13,745	13,000		18,100				578,169
City Secretary	51,947	1,300			52,419	100,913							83,703
Finance	398,027	5,235			8,820	65,793							556,584
Accounting	227,725	9,094			5,546	54,406							311,432
Purchasing	194,614	2,935		650	6,250	25,877							258,151
Building Services	73,570	6,391		1,400	1,300	67,495							113,488
Custodial Services	187,558	29,104		3,500	1,300	67,495							288,957
Printing Services	59,949	5,816		9,100	49,120	19,249			5,700				148,934
EMS Billings & Collections	121,621	11,721			4,616	43,300							181,258
Human Resources	352,410	54,977			81,975	103,711	11,104		5,380				609,557
Information Technology	476,009	5,038		1,500	76,094	135,589			25,184				719,414
Permits & Inspections	603,138	26,238		6,000	23,335	168,879			53,928				881,518
Library	681,383	78,586		5,250	68,355	206,027			117,000				1,156,601
Parks	853,749	240,735	204,300	58,000	216,750	274,215			61,350				1,909,099
Recreation	151,253	59,381			39,700	35,130							285,464
Athletics	108,308	44,860			89,107	33,782							276,057
Cemetery	179,366	25,192		10,128	3,470	58,436			9,500				293,503
Senior Center	102,700	16,404	7,411	1,863	27,346	30,351			3,500				182,164
Swimming Pools	69,245	34,941	5,700	100	14,400	5,131							129,517
Community Development	175,631	5,360		450	88,292	47,046							316,779
Home Program	39,314	2,436			7,011	11,163							59,924
Public Works	141,433	1,500			8,758	35,246			2,200				186,937
Engineering	112,138	7,315		5,596	77,127	29,552							233,928
Traffic	337,960	39,420	50,000	54,273	93,474	106,248							681,375
Streets	1,258,339	105,284	726,500	133,366	64,513	427,384			121,100				2,836,486
Planning	327,907	10,789			12,197	92,009							445,052
Police	11,345,327	655,604		266,141	589,721	3,061,308	(184,733)		612,189				16,315,527
Code Enforcement	285,533	22,313		3,600	23,568	100,000			300				495,683
Animal Control	215,264	34,990		6,550	24,071	70,369			41,291				393,236
Fire	6,942,986	432,090	2,500	131,480	212,272	1,886,566			393,523				9,663,942
Non-Departmental		86,000	372,252	92,100	5,160,381		494,767						6,599,023
Subtotal	27,375,678	2,108,908	1,368,663	798,847	7,335,983	7,683,313	434,138	-	1,535,479	-	-	-	48,639,009

AVIATION FUNDS

Killeen-Fort Hood Regional Airport	1,129,659	100,442	36,995	59,883	607,976	360,815	140,210		207,085				2,643,065
Skyhawk Field	141,813	16,638	9,240	20,150	71,434	48,562	478,500	115,000	3,595				904,932
Subtotal	1,271,472	117,080	46,235	80,033	679,410	409,377	618,710	115,000	210,680	-	-	-	3,547,997

GOLF COURSE FUND

Subtotal	560,338	106,702	10,028	38,450	314,714	172,608	168,540	-	54,000	-	-	-	1,425,380
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SOLID WASTE FUND

Residential Services	1,219,943	204,551		296,550	29,820	400,687	5,179		142,570				2,299,300
Commercial Services	611,534	131,496	1,500	183,200	12,100	199,799	2,500		402,017				1,544,146
Recycling Programs	186,734	11,349		6,450	7,170	57,202	900						269,805
Transfer Station Operations	356,958	27,240	29,730	40,700	98,850	114,115	2,600,235						3,267,828
Mowing Operations	237,403	89,000		58,607	20,000	94,990							500,000
Solid Waste Miscellaneous		5,000	27,095	35,000	2,820,291	185,000			11,120				3,083,506
Subtotal	2,612,572	488,636	58,325	620,507	2,988,231	866,793	2,793,814	-	555,707	-	-	-	10,964,585

WATER & SEWER FUND

Fleet Services	647,625	64,956	3,100	17,000	39,490	198,741	(129,000)		44,850				886,762
Utility Collections	821,739	193,552		16,325	13,507	272,350			121,816				1,441,289
Water and Sewer Contracts										5,300,000	3,961,000		9,261,000
Water Distribution	414,908	37,411	138,449	24,000	19,745	140,670	301,505		171,270				1,247,958
Sanitary Sewers	364,741	32,860	49,819	36,644	15,211	123,749	1,000		65,784				689,808
Water and Sewer Operations	826,455	91,217	121,500	25,500	489,964	249,226			182,200				1,986,112
Water and Sewer Miscellaneous	123,841	51,335	143,376	30,000	8,903,753	34,908	101,000	1,110,835	103,200				10,602,257
Subtotal	3,199,309	471,331	456,244	151,519	9,481,670	1,019,644	(28,000)	1,413,340	689,129	5,300,000	3,961,000	-	26,115,186

DRAINAGE UTILITY FUND

Subtotal	257,715	51,175	226,800	14,000	398,425	88,541	1,000	8,353,935	355,340	-	-	587,620	10,314,551
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OTHER FUNDS

Subtotal	611,217	93,947	48,375	20,200	2,231,851	192,542	482,152	41,401,989	1,312,334	-	-	12,957,572	59,352,179
TOTAL FY 2005-06 BUDGET	35,888,301	3,417,779	2,214,670	1,721,556	23,430,284	10,432,818	4,470,354	51,284,264	4,712,669	5,300,000	3,961,000	13,525,192	160,358,887
PERCENT OF TOTAL 2005-06 BUDGET PROGRAM ALLOCATION	22.38%	2.13%	1.39%	1.07%	14.61%	6.51%	2.79%	31.98%	2.94%	3.31%	2.47%	8.43%	100.00%



**FY 2005-06 MAJOR FUNDS OPERATING BUDGET BY PROGRAM AREA**

<b>ALLOCATION OF FY 2005-06 BUDGET BY PROGRAM AREA - MAJOR FUNDS</b>	<b>PUBLIC WORKS</b>	<b>PUBLIC SAFETY</b>	<b>COMMUNITY SERVICES</b>	<b>ADMIN</b>	<b>AVIATION</b>	<b>TOTAL</b>
<b>GENERAL FUND</b>						
City Council				76,193		76,193
City Manager				373,753		373,753
Municipal Court				739,281		739,281
Public Information Officer				132,984		132,984
Killeen Volunteer Services			125,326			125,326
City Attorney				578,169		578,169
City Secretary				83,703		83,703
Finance				556,594		556,594
Accounting				311,432		311,432
Purchasing				258,151		258,151
Building Services				113,488		113,488
Custodial Services				288,957		288,957
Printing Services				148,934		148,934
EMS Billings & Collections				181,258		181,258
Human Resources				609,557		609,557
Information Technology				719,414		719,414
Permits & Inspections			881,518			881,518
Library			1,156,601			1,156,601
Parks			1,909,099			1,909,099
Recreation			285,464			285,464
Athletics			276,057			276,057
Cemetery			293,503			293,503
Senior Center			182,164			182,164
Swimming Pools			129,517			129,517
Community Development			316,779			316,779
Home Program			59,924			59,924
Public Works	186,937					186,937
Engineering	233,928					233,928
Traffic	681,375					681,375
Streets	2,836,486					2,836,486
Planning	445,052					445,052
Police - Operations		16,315,527				16,315,527
Code Enforcement		495,683				495,683
Animal Control		393,236				393,236
Fire		9,663,942				9,663,942
Non-Departmental				6,599,023		6,599,023
<b>AVIATION FUNDS</b>						
Killeen-Fort Hood Regional Airport					2,643,065	2,643,065
Skylark Field					904,932	904,932
<b>GOLF COURSE FUND</b>						
			1,425,380			1,425,380
<b>SOLID WASTE FUND</b>						
Residential Services	2,299,300					2,299,300
Commercial Services	1,544,146					1,544,146
Recycling Programs	269,805					269,805
Transfer Station Operations	3,267,828					3,267,828
Mowing Operations	500,000					500,000
Solid Waste Miscellaneous	3,083,506					3,083,506
<b>WATER &amp; SEWER FUND</b>						
Fleet Services	886,762					886,762
Utility Collections	1,441,289					1,441,289
Water and Sewer Contracts	9,261,000					9,261,000
Water Distribution	1,247,958					1,247,958
Sanitary Sewers	689,808					689,808
Water and Sewer Operations	1,986,112					1,986,112
Water and Sewer Miscellaneous	10,602,257					10,602,257
<b>DRAINAGE UTILITY FUND</b>						
	10,314,551					10,314,551
<b>TOTAL FY 2005-06 BUDGET</b>						
<b>PROGRAM ALLOCATION</b>	<u>51,778,100</u>	<u>26,868,388</u>	<u>7,041,332</u>	<u>11,770,891</u>	<u>3,547,997</u>	<u>101,006,708</u>
<b>PERCENT OF TOTAL 2005-06</b>						
<b>BUDGET PROGRAM ALLOCATION</b>	51.26%	26.60%	6.97%	11.65%	3.51%	100.00%

**GENERAL FUND REVENUES ANALYSIS**

Total General Fund Resources are \$60,680,478. This represents an increase of 10.8% over the prior years budget. The following is a summary of the City's major revenue categories and their revenue assumptions for FY 2005-06.

REVENUE CATEGORY	ACTUAL 2003-04	BUDGET 2004-05	ESTIMATED 2004-05	ADOPTED 2005-06	% OF TOTAL	% INCREASE OVER BUDGET 2004-05
Property Taxes	\$ 12,997,032	\$ 13,288,415	\$ 13,834,914	\$ 14,899,480	24.6%	12.1%
Sales and Occupancy Taxes	14,952,350	15,358,000	16,084,500	16,572,985	27.3%	7.9%
Franchise Taxes	3,933,838	4,258,000	4,119,059	4,310,835	7.1%	1.2%
Misc. Revenues	1,581,128	1,848,000	1,989,634	1,944,769	3.2%	5.2%
Permits and Licenses	1,069,025	787,800	958,300	1,041,863	1.7%	32.2%
Court Fines & Fees	1,027,804	1,055,713	1,194,483	1,207,422	2.0%	14.4%
Recreation Revenues	199,307	156,085	157,450	203,505	0.3%	30.4%
Interest Earned	325,146	285,000	475,850	600,000	1.0%	110.5%
Golf Course Revenue	608,998	-	-	-	0.0%	0.0%
Intergovernmental	700,552	307,210	297,580	272,194	0.4%	-11.4%
Transfers-In	3,470,040	4,148,067	4,131,999	4,400,271	7.3%	6.1%
RESERVES	14,765,969	13,296,509	14,403,342	15,227,154	25.1%	14.5%
TOTAL RESOURCES	\$ 55,631,189	\$ 54,788,799	\$ 57,647,111	\$ 60,680,478	100.0%	10.8%

- \* Property Tax Revenues are increasing 12.1% over FY 2004-05. This is due to an increase in the assessed taxable property valuations along with area growth.
- \* Revenues from Sales and Occupancy Taxes are budgeted to increase 7.9% which is based on current economic conditions and a forecasted continued area business growth. Revenues were budgeted based on a 3% growth assumption over estimated FY 2004-05 revenues.
- \* Franchise Tax Revenues show an increase of 1.2%. Growth assumptions were moderate due to the FY 2004-05 actual receipts.
- \* Miscellaneous Revenues show an increase of 5.2%. It represents 3.2% of total revenues.
- \* Revenues from Permits and Licenses is budgeted to increase 32.2%. This increase is due to an anticipated growth in the area construction to accommodate a projected population increase. The FY 2005-06 budget also includes the effect of fee increases for FY 2005-06.
- \* Courts Fines and Fees is budgeted to increase 14.4% which is based on current levels of revenue.
- \* Recreation Revenues is showing an increase of 30.4% due to the area growth along with fee increases.
- \* Interest Earned is increasing by 110.5% based on anticipated market conditions.
- \* Intergovernmental is decreasing by 11.4% due to a decrease in Grant funding from FY 2004-05.

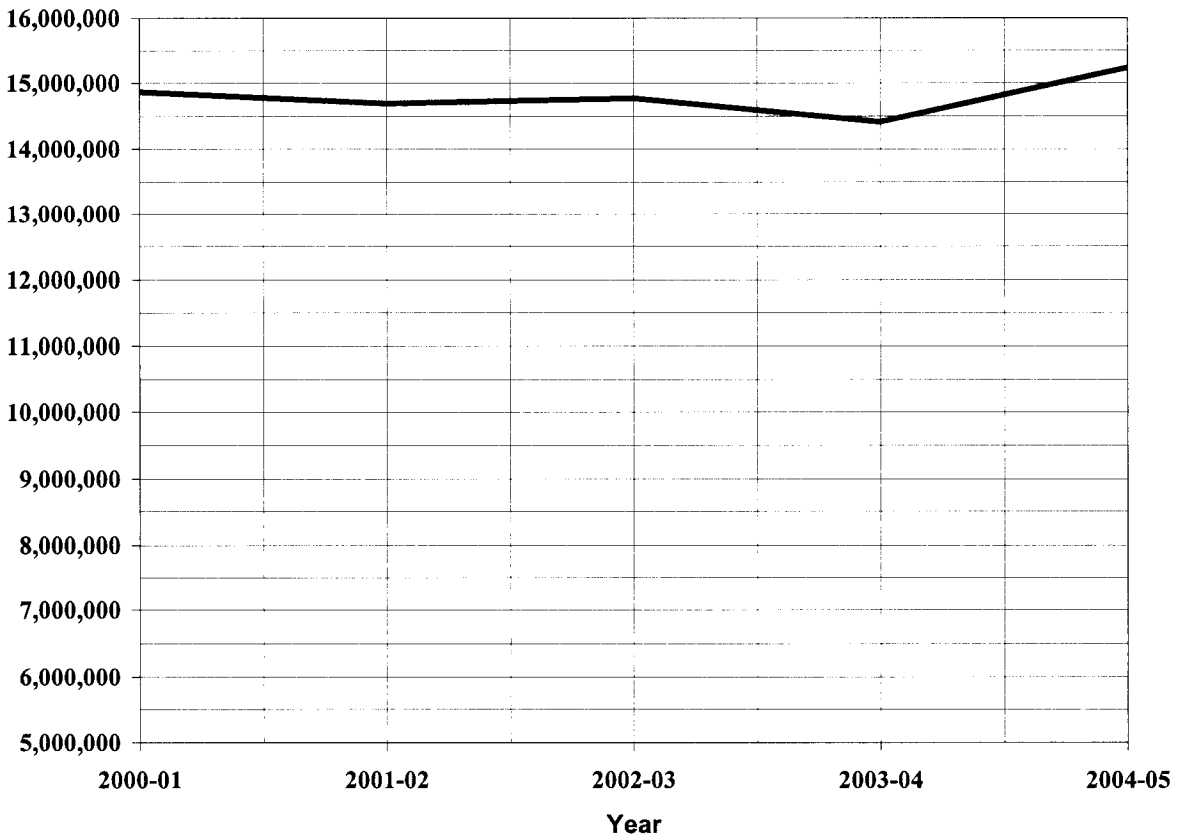


**FUND BALANCES**

Fund balances represent the excess of the assets of a fund over its liabilities, reserves, and encumbrances. The fund balance is a good measure of the fiscal strength and stability of a fund. The City of Killeen, has a fiscal policy requiring the maintenance of adequate fund balances and reserves in the major operating funds. Generally, the policy requires that the fund balances be equal to three-months operating expenditures plus amounts designated as emergency use only reserve funds. For FY 2004-05 the ending fund balance for the general fund is projected to be \$15,227,154 which represents 35.9% of the estimated expenditures for FY 2004-05.

# GENERAL FUND

Fund Balance - Last Five Years

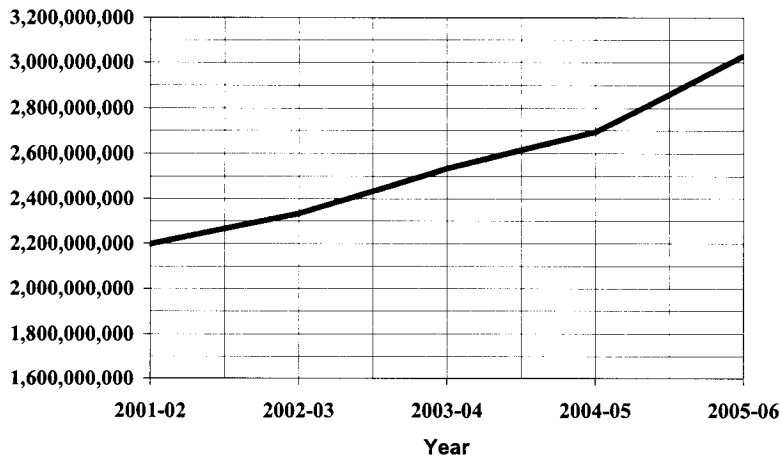


**AD VALOREM TAXES**

Ad Valorem Taxes represent 24.6% of the General Fund revenues. The city's property tax is levied each October 1 on the assessed valuation listed as of the previous January 1 for all real and personal property located in the city. The appraisal of property within the city is the responsibility of the Bell County Tax Appraisal District. The appraisal district is required under the state property tax code to assess all property within the district on the basis of 100 percent of its appraised value and is prohibited from applying any assessment ratios. The total assessed valuation for the FY 2005-06 budget is \$3,025,826,250. This value represents an increase of \$334,647,938 or 12.4% over the previous years assessed valuation of \$2,691,178,312. The change in the tax base will generate \$2,325,803 in additional tax revenues. The tax rate for the FY 2005-06 budget is .6950 cents per \$100 of property assessed valuation. The tax rate is distributed .5002 cents, or 71.97%, to the General Fund and .1948 cents, or 28.03% to fund debt service.

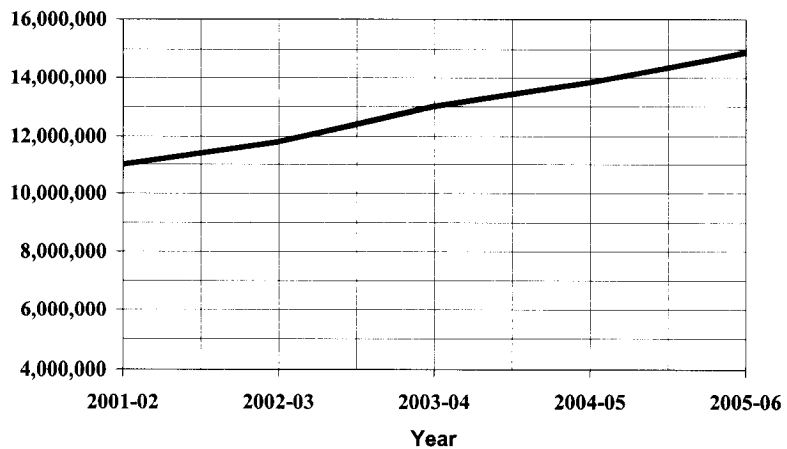
**GENERAL FUND**

Assessed Property Value - Last 5 Years



**GENERAL FUND**

Ad Valorem Tax Revenues - Last 5 Years



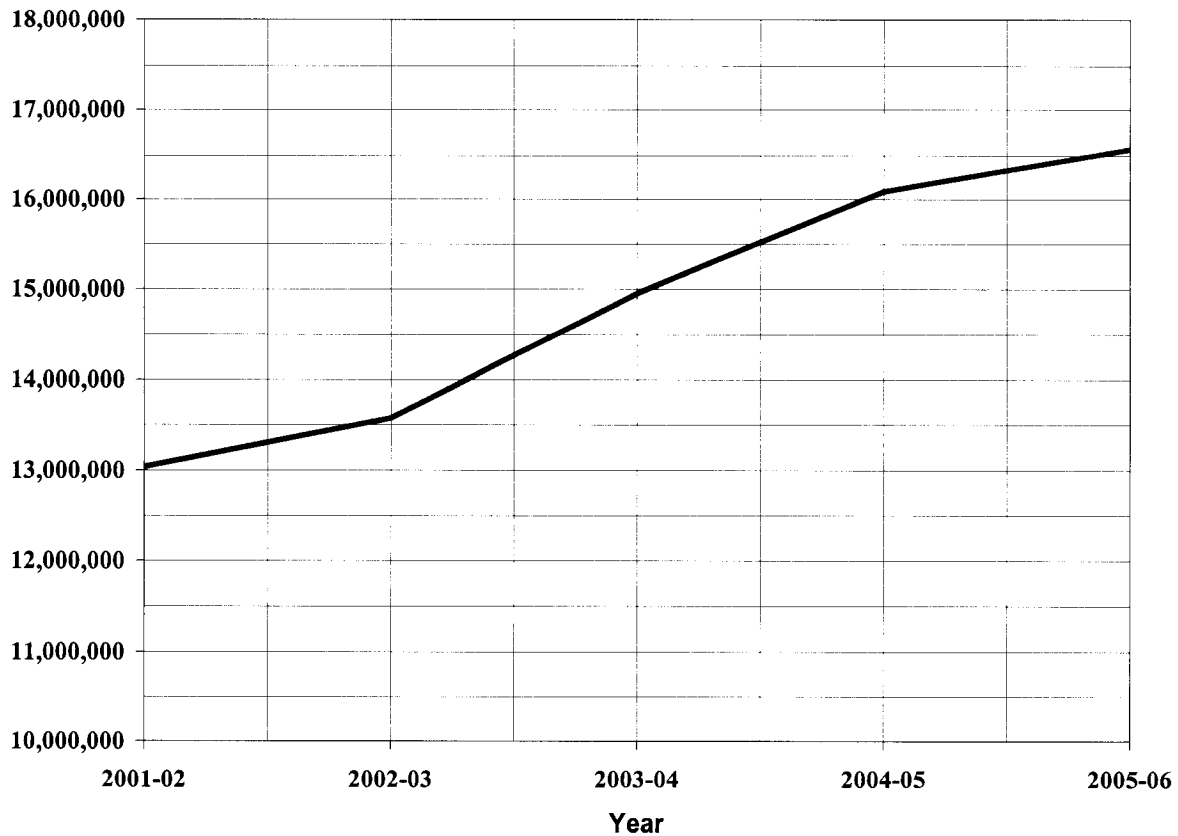
Note: FY 2005-06 represents budgeted amounts.



**SALES AND OCCUPANCY TAXES**

The city receives 27.3% of its General Fund Revenues from sales and occupancy taxes. These taxes include sales tax revenue, mixed beverages tax revenue, and bingo tax revenues. Sales tax revenues are derived from the local sales tax which is 1.5% of taxable sales. Mixed beverage tax revenues are derived from a state revenue sharing program for city and county mixed beverage tax allocations. The state statutes levy a tax of 14 percent on the gross receipts from the sales of mixed beverages in Texas. Each city and county is entitled to receive an allocation of 10.7143% of the taxes collected within the city or county on a quarterly basis. Bingo tax receipts are derived from a state tax levy of 5% of the gross receipts from the conduct of bingo games within the city. The state rebates half of the taxes collected to the cities. Total sales and occupation tax revenues budgeted for FY 2005-06 is \$16,572,985. This is an increase of 3% over actual revenues for FY 2004-05. The increase in revenues will be used for operating expenses.

**GENERAL FUND**  
**Sales Tax Revenue - Last Five Years**

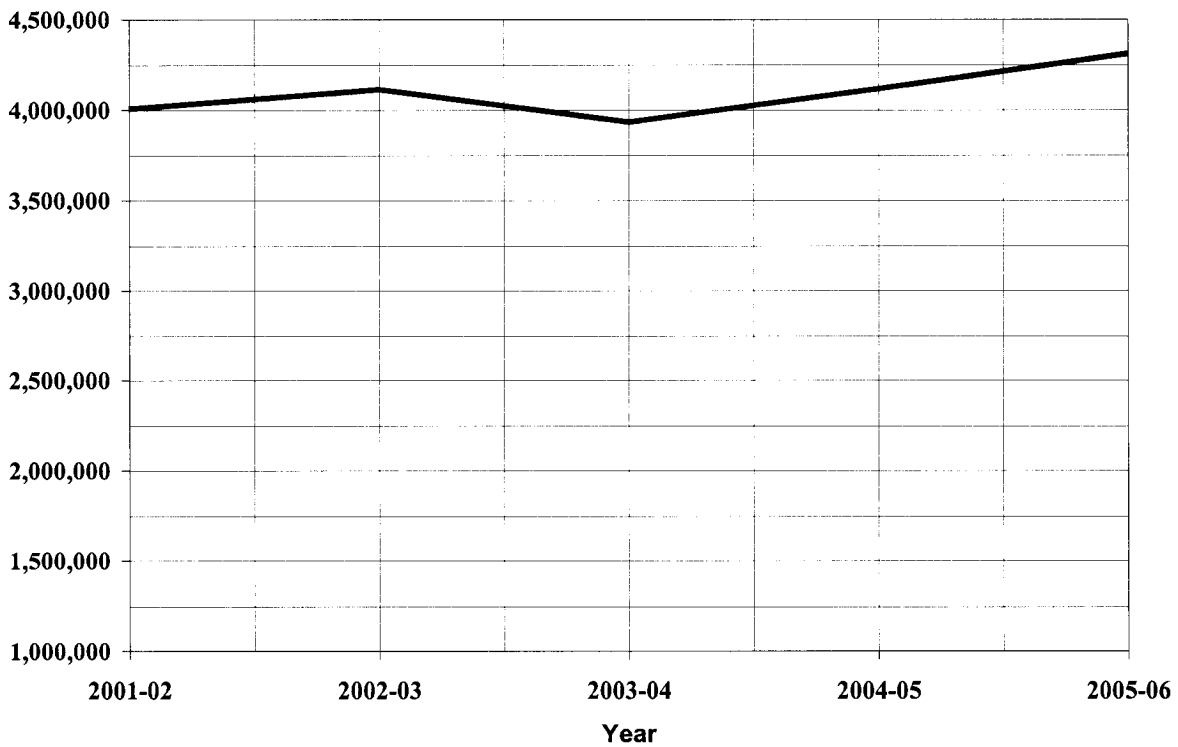


Note: FY 2005-06 represents budgeted amounts.

**FRANCHISE TAXES**

The city receives 7.1% of its General Fund revenues from franchise taxes. The city imposes a tax on public utility companies for the use of city property and right-of-ways. The tax is referred to as a franchise fee and is based on a percentage of the gross revenues of the public utility company. The telephone franchise fee is an access line rate established by the Public Utility Commission of Texas. The natural gas franchise fee is 4% of the gross receipts from domestic and commercial gas sales. The electric utility franchise fee is equal to 4% of its gross receipts from the sale of electric power. The cablevision franchise fee is 5% of the Utility's gross receipts. Total franchise taxes budgeted for FY 2005-06 is \$4,310,835. This is an increase of \$52,835 or 1.2% over the amount budgeted in FY 2004-05.

**GENERAL FUND**  
**Franchise Tax Revenue - Last Five Years**



Note: FY 2005-06 represents budgeted amounts.



## **OPERATING TRANSFERS**

The city receives 7.3% of its General Fund revenues from operating transfers. Transfers from the enterprise funds to the General Fund are based on a definite, quantifiable analysis of the costs incurred by those funds. Currently there are three types of transfers from enterprise funds to the General Fund:

1. Franchise Fees
2. Indirect Cost Allocation
3. Budget Transfers

### **FRANCHISE FEES**

Franchise fees are charged for the right to use City facilities such as rights-of-way, streets, or infrastructure.

Franchise fees for these Enterprise Funds were determined as follows:

1. Aviation Funds - Due to federal regulations restricting all but direct costs, no franchise fee is proposed.
2. Solid Waste Fund - Because of the high use of City streets, the fee was set at 7%.
3. Water and Sewer Fund - For use of rights-of-way, the fee was set at 4%.

### **INDIRECT COST ALLOCATIONS**

Indirect cost allocations, transfer actual costs for services such as administration and facility use to those funds that use the services. Indirect costs are allocated on the assumption that they are in proportion to the costs of operating the funds. The base assumption is that allocation be based on total operating budget, less transfers and debt service. Percentages for individual departments are adjusted as conditions warrant. Appropriate transfers were determined for the common costs traditionally paid for by a single fund. Finally, credits were given for any cost borne directly by individual funds.

### **BUDGET TRANSFERS**

Budget transfers are residual equity transfers based upon economic conditions. These transfers are typically made when there is a surplus of available funds in one fund and a shortfall of funding for a priority project or program in another fund. All budget transfers require the formal approval of the City Council.

## **EXPENDITURE OBJECT CLASSES**

Definitions are provided for the following expenditure object classes to assist the reader in analysis of the budget:

1. Salaries - Salaries object class includes the following accounts: Full Time, Part Time, Overtime, Longevity, Incentive Pay, Assignment, Car Allowance, On-Call, Vacation Buyback, Salary Contra
2. Supplies – Supplies object class includes the following accounts: Office, Postage, Uniforms, Subscriptions, Motor Vehicle, Print, Computer, Fuel, Freight, Food, Minor Tools, Cleaning, Medical and Chemical, Mechanical, Educational, Extinguishing Chemicals, Agricultural, Animal
3. Maintenance – Maintenance object class includes the following accounts: Walks and Drives, Building, Fire Hydrants, Wells, Pump Equipment, Water Main, Fence, Sign and Painting, Tanks, Towers and Reservoirs, Landfill, Sewer, Customer Services, Customer Meters, Street, Bridge, Curb and Gutter, Filter, Storm Sewer, Parks, Ditch
4. Repairs – Repairs object class includes the following accounts: Furniture and Fixtures, Small Equipment, Motor

Vehicle, Heating and Air Conditioning, Radio and Communications, Computer Hardware, Computer Software, Machinery, Sound System, Traffic Lights, Dumpster

5. Support Services - Support Services object class includes the following accounts: Telephone, Equipment Rental, Insurance, Other Charges, Professional Services, Legal and Public Notices, Travel and Training, Confidential Expense, Prisoner Support, Public Official and Liability Insurance, Light and Power, Office Space Rental, Computer Rental, Bell County Health Department, Grant to Non-Profit Corporation, Trophies and Awards, Interest and Sinking Fund Transfer, Dues and Memberships, Administrative Transfer, Court Costs, General Fund Franchise Fee Transfer, Claims and Damages, Tap Fees, Industrial Development, Jury Fees
6. Benefits – Benefits object class includes the following accounts: Hospital Insurance, Retirement, Social Security, Workers Compensation
7. Designated Expenses – Designated Expenses object class includes the following accounts: Cost of Goods Sold, Contract Labor, Rental Purchases, Bank Loan, Reimbursable Expense, Unemployment Reimbursement, Year End Salary Accrual, Contingency, Reserve Appropriation, Fund Balance Reserve, Bell Tax District, Inventory Shortage, Bad Debts, Collection Expense
8. Capital Improvements – Capital Improvements object class includes the following accounts: Buildings, Bridges, Curb and Gutter, Swimming Pool Equipment, Tanks, Towers and Reservoirs, Storm Sewers, Wells, Pump Equipment, New Streets, Fences, Walks and Drives, Sewer Mains, Water Mains, New Customer Service, New Fire Hydrants, New Customer Meters, Major Machinery, Taxi Ways, Major Equipment
9. Capital Outlay – Capital Outlay object class includes the following accounts: Office Machines and Equipment, Motor Vehicles, Heating and Air Conditioning, New Books, Sound Systems, New Radios, Equipment, Computer Hardware, Computer Software, Furniture and Fixtures, Machinery, Traffic Lights and Signals



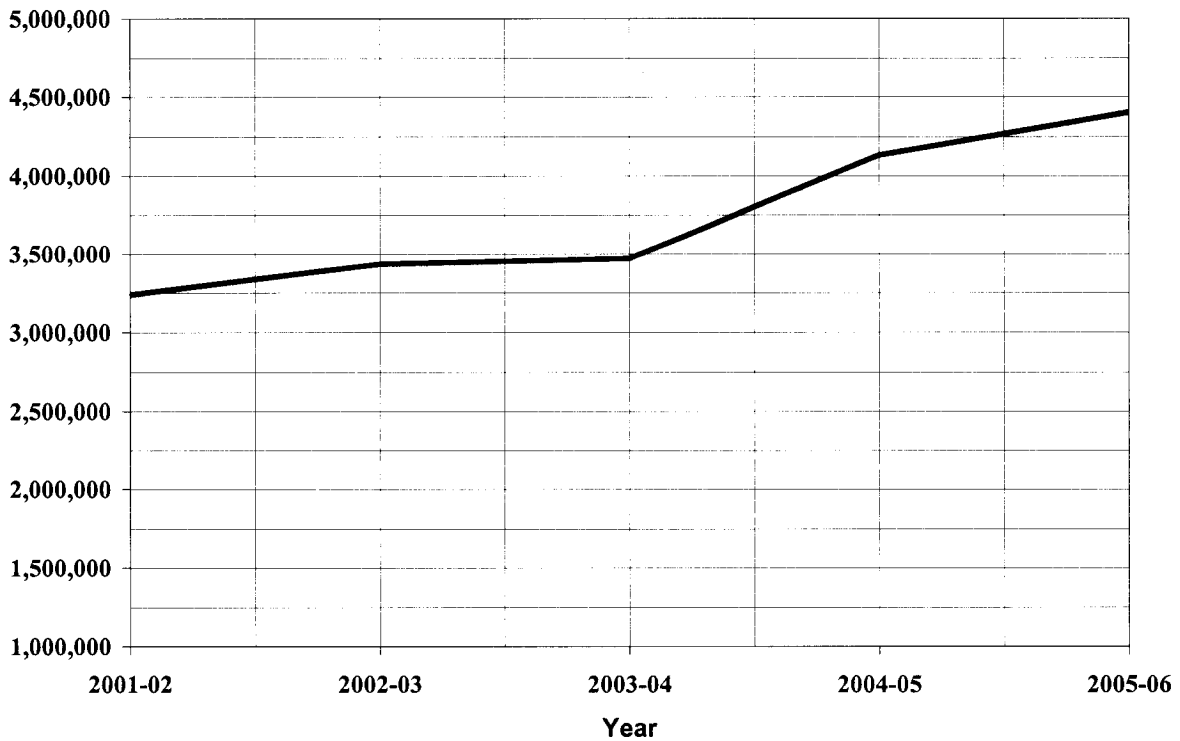
**INDIRECT COST TRANSFERS**

Indirect cost transfers are direct transfers from the Enterprise Funds to the General Fund and are determined by a predetermined formula.

Total indirect cost transfers budgeted for FY 2005-06 is \$4,400,274. This is an increase of \$252,207, or 6.1%, from the previous year. This can be attributed to the substantial growth of the Solid Waste and Water & Sewer Funds.

# GENERAL FUND

## Total Transfers - Last Five Years



Note: FY 2005-06 represents budgeted amounts.

**GENERAL FUND EXPENDITURES**

Total General Fund expenditures are \$48,639,009. This represents an increase of 10.5% over the prior years budget.

EXPENDITURES	ACTUAL 2003-04	BUDGET 2004-05	ESTIMATED 2004-05	ADOPTED 2005-06	% OF TOTAL	% INCREASE OVER BUDGET 2004-05
General Government	\$ 10,445,562	\$ 11,200,176	\$ 10,478,590	\$ 11,770,891	24.2%	5.1%
Public Safety	21,344,080	23,483,950	22,954,083	26,868,388	55.2%	14.4%
Public Works	3,692,023	4,115,001	4,006,693	4,383,778	9.0%	6.5%
Community Development	281,248	317,960	295,565	376,703	0.8%	18.5%
Community Services	5,464,934	4,899,271	4,685,026	5,239,249	10.8%	6.9%
<b>TOTAL</b>	<b>\$41,227,847</b>	<b>\$44,016,358</b>	<b>\$42,419,957</b>	<b>\$48,639,009</b>	<b>100.0%</b>	<b>10.5%</b>

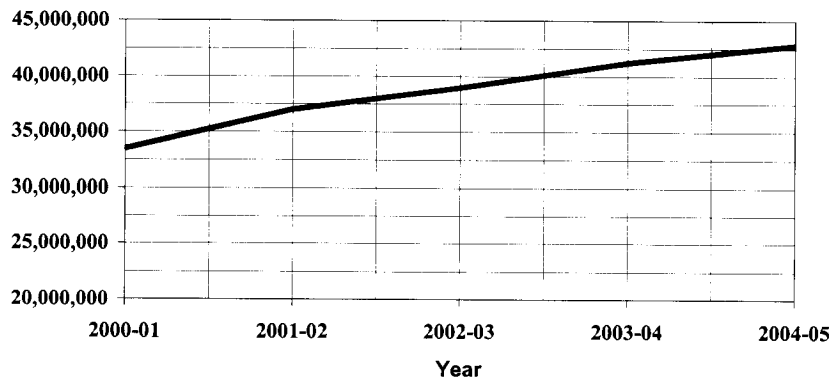
\* The increase in General Government of 5.1% can be attributed to fund transfer increases, the addition of new employees in the General Services, Information Technology and Human Resources divisions along with a 3% cost of living pay adjustment.

\* The Public Safety budget is showing a 14.4% increase in the FY 2005-06 budget. This increase results from the addition of police officers and fire prevention officers in the FY 2005-06 budget along with a 3% cost of living adjustment, adjustments to the pay plan structures and also incentive pay changes.

\* The increase in Public Works of 6.5% can be attributed to a new street maintenance crew with additional fleet budgeted in the Streets department, a new city planner position added in the FY 2005-06 budget and a 3% cost of living pay adjustment.

\* The Community Services' budget is increasing 6.9% over the prior year budget primarily from increased costs associated with rodeo maintenance, replacement fleet budgeted purchases and the 3% cost of living adjustment.

**GENERAL FUND  
Expenditures - Last 5 Years**



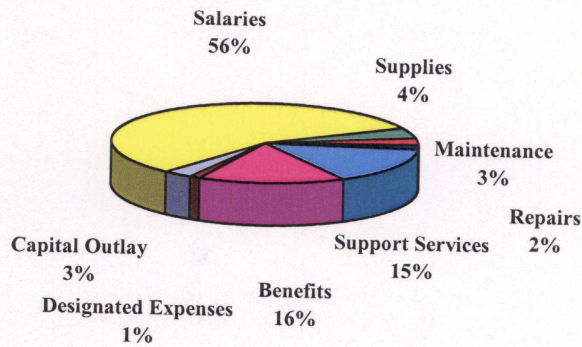


Note: The following table and pie chart depicts expenditures for the General Fund, by object class.

EXPENDITURES	ACTUAL 2003-04	BUDGET 2004-05	ESTIMATED 2004-05	ADOPTED 2005-06	% OF TOTAL	% INCREASE OVER BUDGET 2004-05
Salaries	\$ 22,050,318	\$ 23,459,732	\$ 22,979,030	\$ 27,375,678	56.3%	16.7%
Supplies	2,031,362	1,982,158	1,866,713	2,108,908	4.3%	6.4%
Maintenance	1,164,778	1,243,656	1,237,128	1,368,663	2.8%	10.1%
Repairs	1,042,956	875,081	853,035	796,847	1.6%	-8.9%
Support Services	6,953,562	6,867,562	6,292,284	7,335,983	15.1%	6.8%
Benefits	6,231,057	6,803,180	6,495,112	7,683,313	15.8%	12.9%
Designated Expenses	645,204	437,513	547,892	434,138	0.9%	-0.8%
Capital Outlay	1,108,610	2,347,476	2,148,763	1,535,479	3.2%	-34.6%
TOTAL EXPENDITURES	\$ 41,227,847	\$ 44,016,358	\$ 42,419,957	\$ 48,639,009	100.0%	10.5%

## FY 2005-06 General Fund Expenditures

By Object Class





**KILLEEN-FORT HOOD REGIONAL AIRPORT REVENUES ANALYSIS**

Total Killeen-Fort Hood Regional Airport fund resources are \$2,969,332. This represents a decrease of 79.7% over the prior years budget due to the opening of KFHRA. The 2004-05 budget included Federal Grant receipts attributable to the construction of the new terminal building. The following is a summary of the KFHRA Funds major revenue categories and their revenue assumptions for FY 2005-06.

REVENUE CATEGORY	ACTUAL 2003-04	BUDGET 2004-05	ESTIMATED 2004-05	ADOPTED 2005-06	% OF TOTAL	% INCREASE OVER BUDGET 2004-05
Misc. Receipts	\$ 879	\$ 8,500	\$ 2,367	\$ 1,800	0.1%	-78.8%
Airport Rent & Concessions	70,001	494,071	711,142	743,238	25.0%	50.4%
Air Carrier Operations	6,245	169,404	184,263	187,086	6.3%	10.4%
Airport Use Fees	-	104,952	99,542	124,090	4.2%	18.2%
Parking Lot Fees	22,869	254,000	339,044	376,643	12.7%	48.3%
Recovery Fees	-	101,650	140,000	158,568	5.3%	56.0%
Fuel Sales	27,356	95,400	83,483	142,800	4.8%	49.7%
Operating Supplies	-	1,500	-	300	0.0%	-80.0%
Into Plane Fees	-	175,500	237,297	245,700	8.3%	40.0%
Interest Earned	185	1,000	1,000	1,200	0.0%	20.0%
Federal Grants and Receipts	17,997,866	12,374,746	14,155,634	-	0.0%	-100.0%
Transfer from Bond Fund	-	600,000	600,000	500,000	16.8%	-16.7%
Transfer from General Fund	662,472	-	-	-	0.0%	0.0%
RESERVES	(2,179,543)	213,671	(1,551,415)	487,907	16.4%	128.3%
TOTAL RESOURCES	\$16,608,330	\$14,594,394	\$ 15,002,357	\$ 2,969,332	100.0%	-79.7%

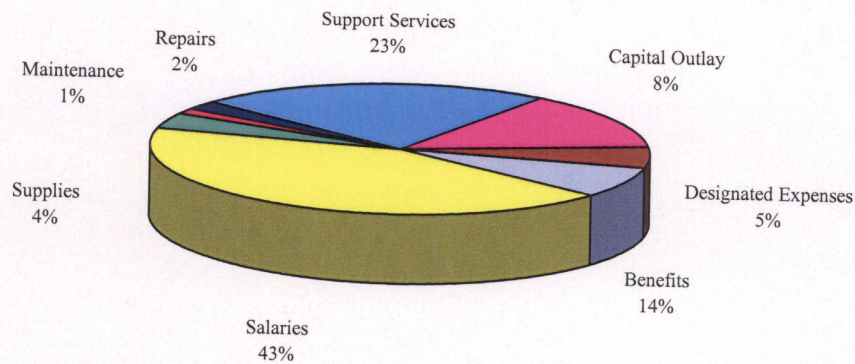


Note: The following table and pie chart depicts operating expenditures for the Killeen-Fort Hood Regional Airport, by object class. RGAAP Construction costs from prior years that were reimbursed from FAA have been excluded from this table in order to obtain a more reasonable comparison of operating costs.

EXPENDITURES	ACTUAL 2003-04	BUDGET 2004-05	ESTIMATED 2004-05	ADOPTED 2005-06	% OF TOTAL	% INCREASE OVER BUDGET 2004-05
Salaries	\$ 241,218	\$ 996,413	\$ 973,004	\$ 1,129,659	42.7%	13.4%
Supplies	27,411	98,807	95,425	100,442	3.8%	1.7%
Maintenance	10,855	74,701	70,701	36,995	1.4%	-50.5%
Repairs	12,797	42,120	40,201	59,883	2.3%	42.2%
Support Services	125,480	554,497	511,244	607,976	23.0%	9.6%
Benefits	81,570	318,370	289,997	360,815	13.7%	13.3%
Designated Expenses	32,345	49,600	107,736	140,210	5.3%	182.7%
Capital Outlay	74,949	104,510	51,396	207,085	7.8%	98.1%
TOTAL EXPENDITURES	\$ 606,625	\$ 2,239,018	\$ 2,139,704	\$ 2,643,065	100.0%	18.0%

### FY 2005-06 Killeen-Fort Hood Regional Airport Expenditures

By Object Class





**SKYLARK FIELD FUND REVENUES ANALYSIS**

Total Skylark Field Fund Resources are \$1,394,093. This represents an increase of 24.6% over the prior years budget due to the increase in fuel sales. The following is a summary of the Skylark Field Fund's major revenue categories and their revenue assumptions for FY 2005-06.

REVENUE CATEGORY	ACTUAL 2003-04	BUDGET 2004-05	ESTIMATED 2004-05	ADOPTED 2005-06	% OF TOTAL	% INCREASE OVER BUDGET 2004-05
Misc. Receipts	\$ 5,271	\$ 1,000	\$ 500	\$ 500	0.0%	-50.0%
Airport Rent & Concessions	191,132	-	880	-	0.0%	0.0%
Fixed Base Operations	5,827	5,885	12,140	16,920	1.2%	187.5%
Hangars and Tiedowns	79,987	83,904	83,904	83,904	6.0%	0.0%
Air Carrier Operations	117,092	-	-	-	0.0%	0.0%
Airport Use Fees	69,020	10,010	10,808	11,825	0.8%	18.1%
Parking Lot Fees	189,586	-	-	-	0.0%	0.0%
Fuel Sales	419,787	445,570	426,656	569,050	40.8%	27.7%
Operating Supplies	3,267	21,859	19,735	24,225	1.7%	10.8%
Interest Earned	9,737	500	19,500	6,000	0.4%	1100.0%
Federal Grants and Receipts	-	-	30,000	32,500	2.3%	100.0%
RESERVES	832,737	550,049	726,790	649,169	46.6%	18.0%
TOTAL RESOURCES	\$ 1,923,443	\$ 1,118,777	\$ 1,330,913	\$ 1,394,093	100.0%	24.6%

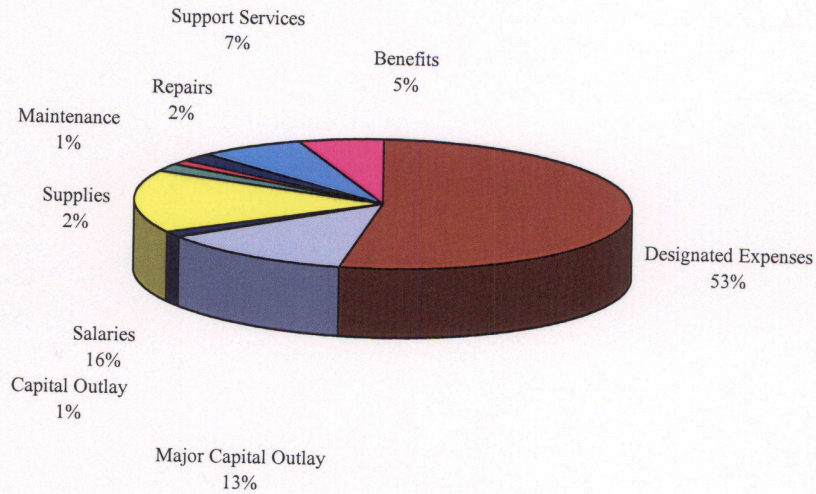


Note: The following table and pie chart depicts operating expenditures for the Skylark Field Fund, by object class.

EXPENDITURES	ACTUAL 2003-04	BUDGET 2004-05	ESTIMATED 2004-05	ADOPTED 2005-06	% OF TOTAL	% INCREASE OVER BUDGET 2004-05
Salaries	\$ 523,179	\$ 133,676	\$ 126,337	\$ 141,813	15.7%	6.1%
Supplies	24,801	22,220	20,328	16,638	1.8%	-25.1%
Maintenance	25,055	8,860	8,850	9,240	1.0%	4.3%
Repairs	29,895	19,844	19,720	20,150	2.2%	1.5%
Support Services	178,787	64,362	63,186	64,518	7.1%	0.2%
Benefits	166,258	45,345	36,250	48,562	5.4%	7.1%
Designated Expenses	204,246	356,358	346,673	477,500	52.8%	34.0%
Major Capital Outlay	31,498	35,000	35,000	115,000	12.7%	228.6%
Capital Outlay	12,934	25,400	25,400	11,511	1.3%	-54.7%
TOTAL EXPENDITURES	\$ 1,196,653	\$ 711,065	\$ 681,744	\$ 904,932	100.0%	27.3%

### FY 2005-06 Skylark Field Fund Expenditures

By Object Class





**KILLEEN MUNICIPAL GOLF COURSE FUND REVENUES ANALYSIS**

Total Killeen Municipal Golf Course Fund Resources are \$1,444,973. This represents an increase of 30.1% over the prior years budget due to the renovation of the golf course. The following is a summary of the Killeen Municipal Golf Course Funds major revenue categories and their revenue assumptions for FY 2005-06.

REVENUE CATEGORY	ACTUAL 2003-04	BUDGET 2004-05	ESTIMATED 2004-05	ADOPTED 2005-06	% OF TOTAL	% INCREASE OVER BUDGET 2004-05
Trail Fees	\$ -	\$ 17,000	\$ 21,510	\$ 24,000	1.7%	41.2%
Green Fees	-	284,000	227,000	290,000	20.1%	2.1%
Pro Shop	-	285,000	202,098	267,000	18.5%	-6.3%
Carts	-	180,000	189,000	215,200	14.9%	19.6%
Clubs	-	4,000	2,336	3,700	0.3%	-7.5%
Annual Pass	-	194,000	190,000	200,000	13.8%	3.1%
Snack Bar	-	22,250	1,250	24,000	1.7%	7.9%
Cart Shed	-	91,800	96,000	96,000	6.6%	4.6%
Handicap Fees	-	3,000	2,248	2,700	0.2%	-10.0%
Driving Range	-	30,000	29,182	35,000	2.4%	16.7%
Miscellaneous Receipts			2,083	-	0.0%	0.0%
Transfer from General Fund	-	-	116,420	-	0.0%	0.0%
Transfer from Bond Fund	-	-	-	275,000	19.0%	100.0%
RESERVES	-	-	-	12,373	0.9%	100.0%
TOTAL RESOURCES	\$ -	\$ 1,111,050	\$ 1,079,127	\$ 1,444,973	100.0%	30.1%

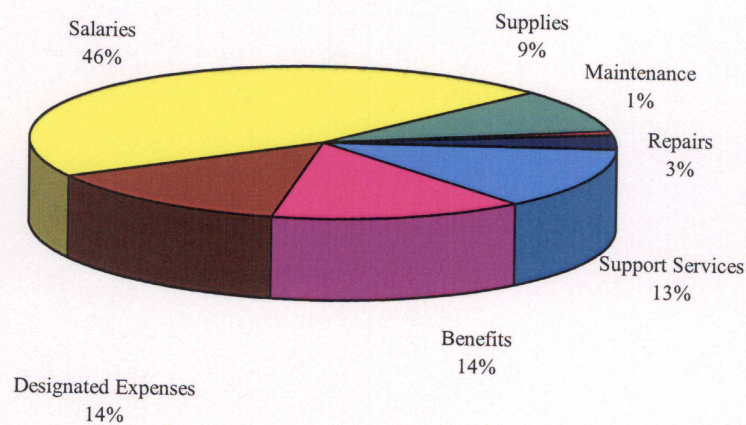


Note: The following table and pie chart depicts expenditures for the Killeen Municipal Golf Course Fund, by object class.

EXPENDITURES	ACTUAL 2003-04	BUDGET 2004-05	ESTIMATED 2004-05	ADOPTED 2005-06	% OF TOTAL	% INCREASE OVER BUDGET 2004-05
Salaries	-	433,060	436,885	\$ 560,338	39.3%	29.4%
Supplies	-	93,894	70,634	106,702	7.5%	13.6%
Maintenance	-	6,100	6,100	10,028	0.7%	64.4%
Repairs	-	23,350	21,550	38,450	2.7%	64.7%
Support Services	-	123,008	135,434	164,714	11.6%	33.9%
Benefits	-	131,090	115,511	172,608	12.1%	31.7%
Designated Expenses	-	308,758	280,640	168,540	11.8%	-45.4%
Capital Outlay	-	-	-	54,000	3.8%	100.0%
Transfer to Debt Service	-	-	-	150,000	10.5%	100.0%
TOTAL EXPENDITURES	-	1,119,260	1,066,754	\$ 1,425,380	100.0%	27.4%

### FY 2005-06 Killeen Municipal Golf Course Fund Expenditures

By Object Class





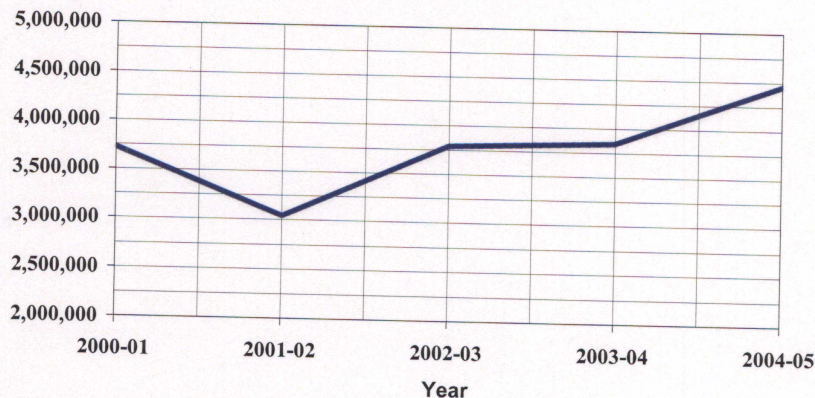
## SOLID WASTE FUND REVENUES ANALYSIS

Total Solid Waste Fund Resources are \$15,330,330. This represents an increase of 10% over the prior years budget. The following is a summary of the City's major revenue categories and their revenue assumptions for FY 2005-06.

REVENUE CATEGORY	ACTUAL 2003-04	BUDGET 2004-05	ESTIMATED 2004-05	ADOPTED 2005-06	% OF TOTAL	% INCREASE OVER BUDGET 2004-05
Residential Sanitation Fees	\$ 5,096,971	\$ 5,346,785	\$ 5,346,785	\$ 5,560,656	36.3%	4.0%
Commercial Sanitation Fees	3,987,098	4,229,000	4,229,000	4,398,000	28.7%	4.0%
Transfer Station Fees	184,506	170,000	225,000	230,000	1.5%	35.3%
Dumpster Rentals	290,609	295,000	313,000	330,000	2.2%	11.9%
Recycling Fees	33,416	36,000	39,000	44,000	0.3%	22.2%
Misc. Revenues	108,334	95,800	117,600	138,400	0.9%	44.5%
Interest Earned	59,239	48,000	110,000	180,000	1.2%	275.0%
RESERVES	3,782,808	3,720,452	3,837,282	4,449,274	29.0%	19.6%
TOTAL RESOURCES	\$ 13,542,981	\$ 13,941,037	\$ 14,217,667	\$ 15,330,330	100.0%	10.0%

- \* Residential Sanitation Fees increased by 4.0% due to a projected increase in residential customers.
- \* Revenues from Commercial Sanitation Fees is budgeted to increase 4.0%. Transfer Station Fees are increasing 35.3% and Dumpster Rentals are increasing 11.9% when combined. These increases are due to the area growth plus increases in various rates.
- \* Subscription Recycling Fees increased by 22.2% which is based on FY 2004-05 projected revenues.
- \* Miscellaneous Revenues which include other types of recycling income, equipment sales, public scale fees and other miscellaneous revenues show an increase of 44.5%.
- \* For FY 2004-05 the ending fund balance is projected to be \$4,449,274. Since 2000-2001 the Solid Waste Fund Balance reserves have increased 19.7%.

### SOLID WASTE FUND Fund Balance - Last 5 Years





## SOLID WASTE FUND EXPENDITURES

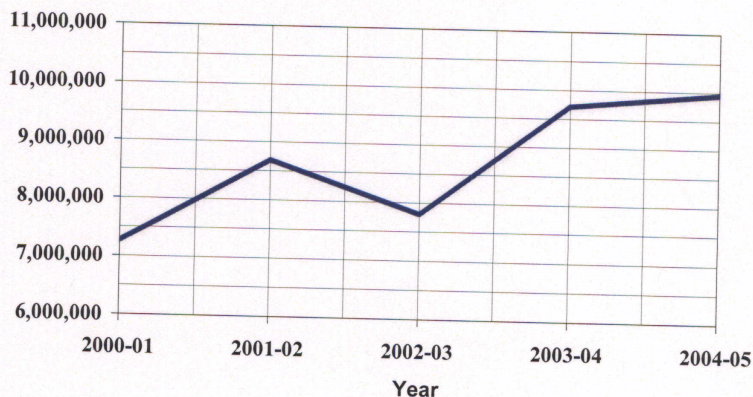
Total Solid Waste Fund expenditures are \$10,964,585. This represents a decrease of 2.7% over the prior years budget.

EXPENDITURES	ACTUAL 2003-04	BUDGET 2004-05	ESTIMATED 2004-05	ADOPTED 2005-06	% OF TOTAL	% INCREASE OVER BUDGET 2004-05
Code Enforcement	\$ 43,886	\$ 47,558	\$ 42,260	\$ -	0.0%	-100.0%
Residential Operations	2,404,363	2,636,784	2,615,379	2,299,300	21.0%	-12.8%
Commercial Operations	1,558,679	1,543,302	1,498,858	1,544,146	14.1%	0.1%
Recycling Program	243,276	283,991	271,756	269,805	2.5%	-5.0%
Transfer Station	3,380,690	3,013,549	2,991,547	3,267,828	29.8%	8.4%
Mowing	-	-	-	500,000	4.6%	0.0%
Debt Service	460,799	1,205,176	442,900	895,658	8.2%	-25.7%
Miscellaneous	355,180	466,386	421,654	597,965	5.5%	28.2%
Transfers	1,258,826	1,484,039	1,484,039	1,589,883	14.5%	7.1%
<b>TOTAL</b>	<b>\$ 9,705,699</b>	<b>\$ 10,680,785</b>	<b>\$ 9,768,393</b>	<b>\$ 10,964,585</b>	<b>100.0%</b>	<b>2.7%</b>

- \* Code Enforcement is now budgeted in the General Fund.
- \* Residential Operations decrease of 12.8% can be attributed to budgeting normal additions to replacement fleet in a bond fund for FY 2005-06. Commercial Operations shows a small increase of 0.1%.
- \* There is a decrease in the Recycling Program of 5.0%. The FY 2004-05 budget included a vehicle purchase which will not be required in FY 2005-06.
- \* The Transfer Stations' budget is increasing 8.4% over the prior year budget. This is due to an increase in expenses related to refuse transportation and disposal.
- \* The Mowing division is new in FY 2005-06 and includes 11 new employees.
- \* The Debt Service budget is decreasing 25.7%. An anticipated new bond issuance in FY 2003-04 did not occur and the related costs for an issuance in FY 2005-06 are less than previously estimated.
- \* The increase in the Miscellaneous budget of 28.2% is primarily due to the photographic overflight new program that will assist with planning needs.

## SOLID WASTE FUND

Expenditures - Last 5 Years



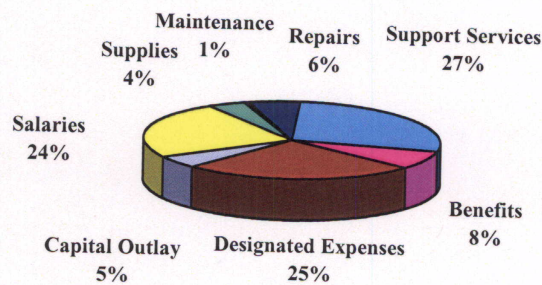


Note: The following table and pie chart depicts expenditures for the Solid Waste Fund, by object class.

EXPENDITURES	ACTUAL 2003-04	BUDGET 2004-05	ESTIMATED 2004-05	ADOPTED 2005-06	% OF TOTAL	% INCREASE OVER BUDGET 2004-05
Salaries	\$ 2,132,685	\$ 2,211,204	\$ 2,130,066	\$ 2,612,572	23.8%	18.2%
Supplies	285,970	253,521	263,766	468,636	4.3%	84.9%
Maintenance	619,643	62,649	53,724	58,325	0.5%	-6.9%
Repairs	612,569	511,310	543,175	620,507	5.7%	21.4%
Support Services	1,718,049	1,981,228	1,949,402	2,988,231	27.3%	50.8%
Benefits	716,674	748,253	673,870	866,793	7.9%	15.8%
Designated Expenses	2,685,988	3,637,359	2,875,408	2,793,814	25.5%	-23.2%
Capital Outlay	934,121	1,275,261	1,278,982	555,707	5.1%	-56.4%
TOTAL EXPENDITURES	\$ 9,705,699	\$ 10,680,785	\$ 9,768,393	\$ 10,964,585	100.0%	2.7%

### FY 2005-06 Solid Waste Fund Expenditures

By Object Class





## WATER & SEWER FUND REVENUES ANALYSIS

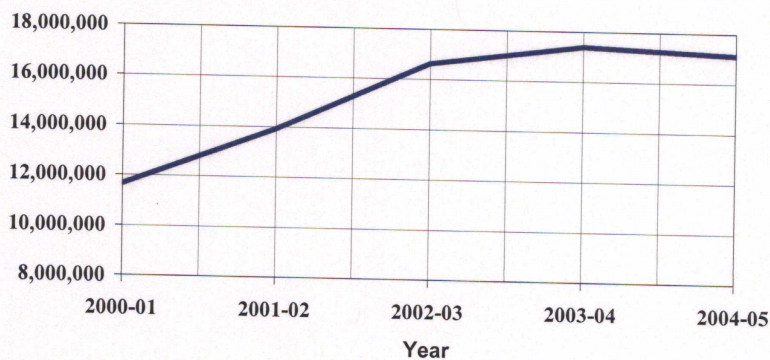
Total Water & Sewer Fund Resources are \$41,880,109. This represents an increase of 5.7% over the prior years budget. The following is a summary of the City's major revenue categories and their revenue assumptions for FY 2005-06.

REVENUE CATEGORY	ACTUAL 2003-04	BUDGET 2004-05	ESTIMATED 2004-05	ADOPTED 2005-06	% OF TOTAL	% INCREASE
						OVER BUDGET 2004-05
Sale of Water	\$ 8,598,684	\$ 11,290,679	\$ 11,231,566	\$ 11,549,110	27.6%	2.3%
Sewer Fees Collected	8,937,118	10,186,459	10,231,580	11,070,863	26.4%	8.7%
Water & Sewer Taps	1,109,663	625,000	1,333,206	643,750	1.5%	3.0%
Delinquent Penalty	430,195	400,000	462,000	412,000	1.0%	3.0%
Misc. Revenues	651,646	664,500	717,590	684,360	1.6%	3.0%
Interest Earned	274,354	233,000	350,000	400,000	1.0%	71.7%
Transfers-In	-	5,033	5,033	-	0.0%	0.0%
RESERVES	16,621,771	16,214,767	17,387,376	17,120,026	40.9%	5.6%
TOTAL RESOURCES	\$ 36,623,431	\$ 39,619,438	\$ 41,718,351	\$ 41,880,109	100.0%	5.7%

- \* Sale of Water increased by 2.3%. This is based on a conservative estimated increase in customers.
- \* Revenues from Sewer Fees Collected is budgeted to increase 8.7%. This increase is due to a change in the rate structure which goes into effect at the start of the fiscal year along with the overall area growth.
- \* Water & Sewer Taps, Delinquent Penalties and Miscellaneous Revenues all are budgeted to increase 3.0%. These increases are also based on area growth.
- \* Interest Earned is increasing 71.7%. The increase is due to favorable market conditions and current earnings.
- \* For FY 2004-05 the ending fund balance for the Water and Sewer fund is projected to be \$17,120,026. Since 2000-01 the Water and Sewer Fund balance reserves have increased 46.9%.

## WATER & SEWER FUND

Fund Balance - Last 5 Years





## WATER & SEWER FUND EXPENDITURES

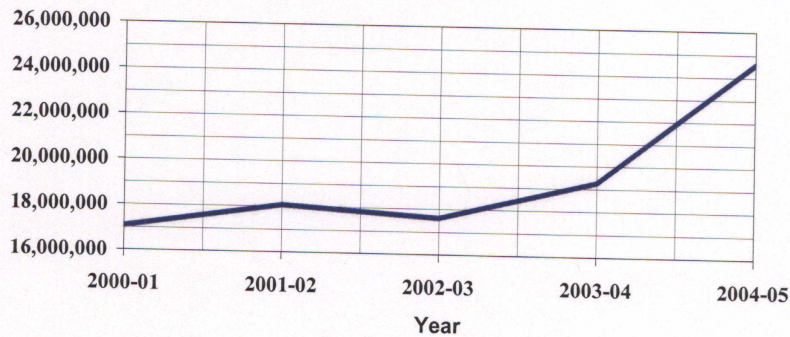
Total Water and Sewer Fund expenditures are \$26,115,186. This represents an increase of 1.5% over the prior years budget.

EXPENDITURES	ACTUAL 2003-04	BUDGET 2004-05	ESTIMATED 2004-05	ADOPTED 2005-06	% OF TOTAL	% INCREASE
						OVER BUDGET 2004-05
Fleet Services	\$ 732,510	\$ 886,472	\$ 822,632	\$ 886,762	3.4%	0.0%
Utility Collections	1,174,125	1,238,482	1,204,117	1,441,289	5.5%	16.4%
W&S Contracts	5,953,715	8,635,866	8,580,919	9,261,000	35.5%	7.2%
Water Distribution	995,845	1,046,836	940,671	1,247,958	4.8%	19.2%
Sanitary Sewers	632,157	708,015	677,492	689,808	2.6%	-2.6%
W&S Operations	1,541,710	1,642,333	1,380,837	1,986,112	7.6%	20.9%
W&S Projects	300,609	1,614,391	1,064,188	1,110,835	4.3%	-31.2%
Debt Service	4,467,035	5,966,157	5,966,157	5,057,466	19.4%	-15.2%
Miscellaneous	1,227,135	1,429,379	1,402,667	1,640,781	6.3%	14.8%
Transfers	2,211,214	2,558,645	2,558,645	2,793,175	10.7%	9.2%
<b>TOTAL</b>	<b>\$ 19,236,055</b>	<b>\$ 25,726,576</b>	<b>\$ 24,598,325</b>	<b>\$ 26,115,186</b>	<b>100.0%</b>	<b>1.5%</b>

- \* Fleet Services represents 3.4% of the Water and Sewer budget for FY 2005-06.
- \* The Utility Collections budget is showing a 16.4% increase in the FY 2005-06 budget. This increase results from the addition of 2 new employees and vehicles along with replacement fleet.
- \* The Water and Sewer Contracts budget is increasing 7.2% over the prior year budget. This increase can be attributed to higher Water District rates along with higher demand due to area growth.
- \* Water Distribution is increasing 19.2% due to new and replacement fleet budgeted purchases.
- \* Sanitary Sewers is decreasing 2.6% mainly from a reduction in their capital outlay budget.
- \* The Water & Sewer Operations budget is increasing 20.9%. This is from the transfer of Water and Sewer Bond employees to this division along with new and replacement fleet budgeted expenditures.
- \* The decrease in Debt Service of 15.2% can be attributed to final payment of a bond in FY 2004-05.
- \* Miscellaneous is increasing 14.8% primarily from the master plan update and photographic overflight programs.

## WATER & SEWER FUND

Expenditures - Last 5 Years



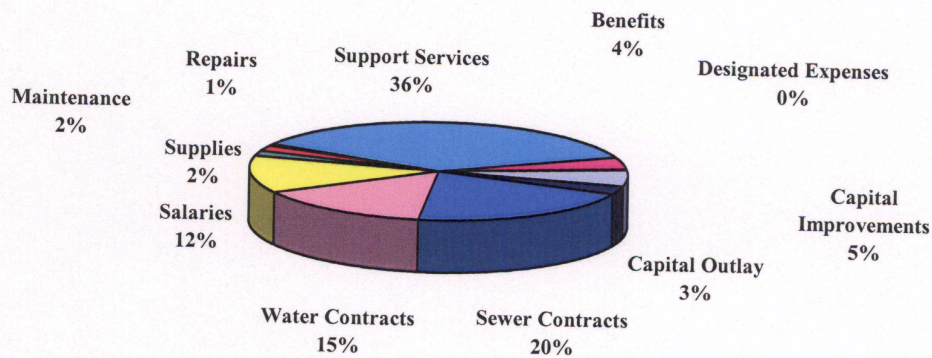


Note: The following table and pie chart depicts expenditures for the Water & Sewer Fund, by object class.

EXPENDITURES	ACTUAL 2003-04	BUDGET 2004-05	ESTIMATED 2004-05	ADOPTED 2005-06	% OF TOTAL	% INCREASE OVER BUDGET 2004-05
Salaries	\$ 2,609,467	\$ 2,804,852	\$ 2,659,246	\$ 3,199,309	12.3%	14.1%
Supplies	431,736	441,508	418,884	471,331	1.8%	6.8%
Maintenance	494,612	440,233	416,919	456,244	1.7%	3.6%
Repairs	132,991	182,203	154,020	151,519	0.6%	-16.8%
Support Services	7,946,153	10,032,295	9,904,924	9,481,670	36.3%	-5.5%
Benefits	838,890	904,646	872,761	1,019,644	3.9%	12.7%
Designated Expenses	(69,351)	(28,500)	(33,900)	(28,000)	-0.1%	-1.8%
Capital Improvements	545,123	1,877,159	1,279,388	1,413,340	5.4%	-24.7%
Capital Outlay	352,719	436,314	345,164	689,129	2.6%	57.9%
Sewer Contracts	2,831,682	4,820,000	5,105,164	5,300,000	20.3%	10.0%
Water Contracts	3,122,033	3,815,866	3,475,755	3,961,000	15.2%	3.8%
TOTAL EXPENDITURES	\$ 19,236,055	\$ 25,726,576	\$ 24,598,325	\$ 26,115,186	100.0%	1.5%

### FY 2005-06 Water & Sewer Fund Expenditures

By Object Class





## DRAINAGE UTILITY FUND REVENUES ANALYSIS

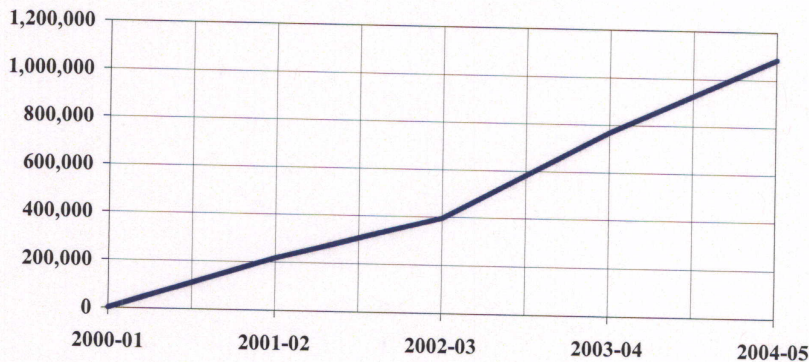
Total Drainage Utility Fund Resources are \$10,939,799. This represents an increase of 623.9% over the prior years budget primarily due to the anticipated sale of bonds. The following is a summary of the City's major revenue categories and their revenue assumptions for FY 2005-06.

REVENUE CATEGORY	ACTUAL 2003-04	BUDGET 2004-05	ESTIMATED 2004-05	ADOPTED 2005-06	% OF TOTAL	% INCREASE
						OVER BUDGET 2004-05
Residential Storm Water Fees	\$ 659,269	\$ 658,000	\$ 683,424	\$ 1,368,072	12.5%	107.9%
Commercial Storm Water Fees	114,650	117,000	119,000	369,180	3.4%	215.5%
Interest Earned	6,536	4,000	19,217	120,000	1.1%	2900.0%
Sale of Bonds	-	-	-	8,000,000	73.1%	100.0%
RESERVES	393,932	732,271	766,612	1,082,547	9.9%	47.8%
TOTAL RESOURCES	\$ 1,174,387	\$ 1,511,271	\$ 1,588,253	\$ 10,939,799	100.0%	623.9%

- \* Residential Storm Water Fees increased by 107.9% due to a projected increase in residential customers along with a new fee structure change for single-family, duplex and multi-family residential property.
- \* Commercial Storm Water Fees is budgeted to increase 215.5% due to a new rate structure for FY 2005-06 which is based on the square feet of a lot or parcel on property classified as non-residential.
- \* For FY 2005-06 Interest Earned is increasing substantially due to an increase in cash available from the Sale of Bonds and increases in other operating revenues along with favorable market conditions.
- \* For FY 2004-05 the ending fund balance is projected to be \$1,082,547 which accounts for 9.9% of the budget for FY 2005-06.

## DRAINAGE UTILITY FUND

Fund Balance - Last 5 Years





## DRAINAGE UTILITY FUND EXPENDITURES

Total Drainage Utility Fund expenditures are \$10,314,551. The following is a summary of the City's major expenditure categories for FY 2005-06.

EXPENDITURES	ACTUAL 2003-04	BUDGET 2004-05	ESTIMATED 2004-05	ADOPTED 2005-06	% OF TOTAL	% INCREASE OVER BUDGET 2004-05
Engineering	\$ 246,677	\$ 581,798	\$ 268,883	\$ 294,600	2.9%	-49.4%
Street	15,322	-	-	200,000	1.9%	0.0%
Drainage Maintenance	-	-	-	609,950	5.9%	0.0%
Drainage Projects	129,682	508,080	200,000	8,353,935	81.0%	1544.2%
Debt Service	-	-	-	567,620	5.5%	0.0%
Non-Departmental	16,094	36,823	36,823	288,446	2.8%	683.3%
<b>TOTAL</b>	<b>\$ 407,775</b>	<b>\$ 1,126,701</b>	<b>\$ 505,706</b>	<b>\$ 10,314,551</b>	<b>100.0%</b>	<b>815.5%</b>

\* The decrease in Engineering in FY 2005-06 of 49.4% is primarily due to a reduction in professional engineering services.

\* Street drainage maintenance is budgeted for \$200,000 and represents 1.9% of the total Drainage Utility budget.

\* The Drainage Maintenance Program includes 6 new employees and \$350,000 in equipment.

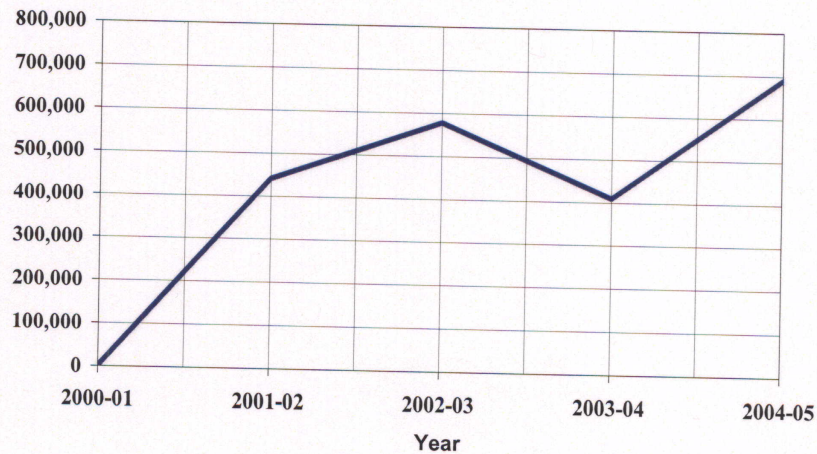
\* Projects account for 81.0% of the FY 2005-06 budget. The City has implemented a drainage capital improvements program to address drainage infrastructure inadequacies and system upgrades.

\* Debt Service represents 5.5 % of the Drainage Utility budget which will service the anticipated issuance of new bonds in FY 2005-06.

\* The Non-Departmental increase consist primarily from the cost of issuance of bonds along with a photographic overflight new program.

## DRAINAGE UTILITY FUND

Expenditures - Last 5 Years



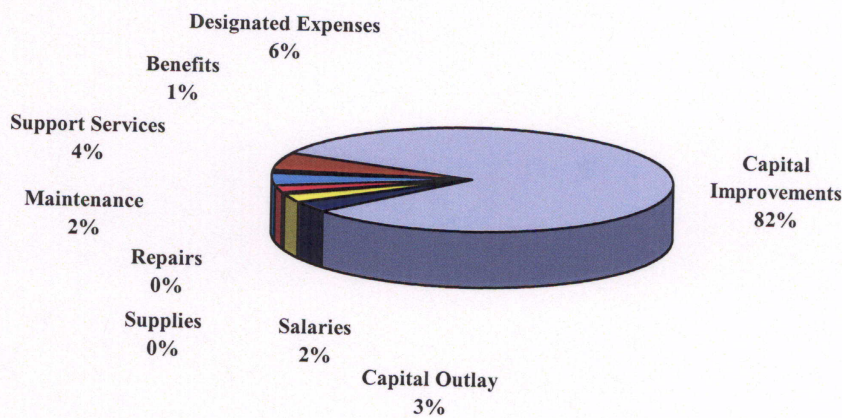


Note: The following table and pie chart depicts expenditures for the Drainage Utility Fund, by object class.

EXPENDITURES	ACTUAL 2003-04	BUDGET 2004-05	ESTIMATED 2004-05	ADOPTED 2005-06	% OF TOTAL	% INCREASE OVER BUDGET 2004-05
Salaries	\$ 111,121	\$ 122,962	\$ 113,536	\$ 257,715	2.5%	109.6%
Supplies	1,791	7,822	4,426	51,175	0.5%	554.2%
Maintenance	19,645	3,201	3,201	226,800	2.2%	6985.3%
Repairs	1,235	2,210	2,210	14,000	0.1%	533.5%
Support Services	100,719	433,799	136,634	398,425	3.9%	-8.2%
Benefits	32,591	34,909	31,981	88,541	0.9%	153.6%
Designated Expenses	(832)	5,000	5,000	568,620	5.5%	11272.4%
Capital Improvements	129,682	508,080	200,000	8,353,935	81.0%	1544.2%
Capital Outlay	11,823	8,718	8,718	355,340	3.4%	3975.9%
TOTAL EXPENDITURES	\$ 407,775	\$ 1,126,701	\$ 505,706	\$ 10,314,551	100.0%	815.5%

### FY 2005-06 Drainage Utility Fund Expenditures

By Object Class





**CITY OF KILLEEN  
RECAP OF NEW PROGRAMS AND SERVICES  
FY 2005-06**

**GENERAL FUND**

PAY PLAN INCREASES	POLICE - ADJUSTMENT TO ADEQUATE PAY	566,628
	FIRE - ADJUSTMENT TO ADEQUATE PAY	309,744
	POLICE - 3% COLA	270,970
	FIRE - 3% COLA	185,920
	NON-CIVIL SERVICE - 3% COLA	343,668
INFORMATION TECHNOLOGY	NEW EMPLOYEE - CAD/GIS TECH	42,136
	NEW EMPLOYEE - WEB TECHNICIAN	40,813
	NEW FLEET - MID-SIZE REG CAB PICKUP WITH CAMPER SHELL	20,514
ACCOUNTING	PT TEMP POSITION TO PT REGULAR WITH BENEFITS	1,852
GENERAL SERVICES	FACILITIES MANAGER MAINTENANCE SPECIALIST	24,441
	PURCHASING MANAGER (ADDED MID YEAR-2004-05)	60,955
PRINTING SERVICES	PREPECT BINDER AND PADDER	5,700
PERMITS AND INSPECTIONS	NEW EMPLOYEE - BUILDING INSPECTOR WITH VEHICLE	72,155
	NEW EMPLOYEE - BUILDING INSPECTOR WITH VEHICLE (COST OF \$72155 REVENUE OFFSET OF \$83,363)	(11,208)
	NEW INCENTIVE PAY SCHEDULE	8,576
PARKS	OFFICE ASSISTANT (COST OFFSET IN P/T SALARIES \$25,199 - EXP \$25,199)	-
	RODEO MAINTENANCE	-
	REPLACEMENT VEHICLE - 1/2 TON CREW CAB L/W/B	57,300
	REPLACEMENT VEHICLE - 1/2 TON CREW CAB L/W/B	19,450
	REPLACEMENT VEHICLE - 1/2 TON CREW CAB L/W/B	19,450
	REPLACEMENT VEHICLE - 3/4 TON REGULAR CAB PICKUP L/W/B	22,450
SENIOR CENTER	WIDESCREEN TELEVISION	3,500
CEMETERY	MOWER WITH 60" FLIP-UP DECK	9,500
HUMAN RESOURCES	NEW EMPLOYEE - RISK MANAGER	54,133
	EMPLOYEE ASSISTANCE PROGRAM ((529 PLAN REVENUE OFFSET \$19,896)	-
	NEW EMPLOYEE - HUMAN RESOURCE ASSISTANT (REVENUE \$26,658-EXP 29,658)	-
	TUITION REIMBURSEMENT (REVENUE \$30,000-EXPENSE \$30,000)	-
TRAFFIC COMMUNITY DEVELOPMENT	UPGRADE INCENTIVE FOR JOURNEYMAN'S ELECTRICIAN'S LICENSE	905
	UPGRADE INCENTIVE FOR MASTER'S ELECTRICIAN'S LICENSE	1,809
ENGINEERING	UPGRADE INCENTIVE PAY FOR IMSA LEVEL ONE TRAFFIC SIGN CERT	753
	UPGRADE INCENTIVE PAY FOR IMSA LEVEL TWO TRAFFIC SIGN CERT	2,110
STREETS	FOUR NEW EMPLOYEES - STREET MAINTENANCE CREW	130,095
	REPLACEMENT FLEET - CRACK SEAL MACHINE	38,000
	REPLACEMENT FLEET - ONE TON FLAT BED PICKUP TRUCK	28,200
	REPLACEMENT FLEET - 3/4 TON PICKUP WITH UTILITY BED	27,450
	REPLACEMENT FLEET - 3/4 TON PICKUP WITH UTILITY BED	27,450
PLANNING	NEW EMPLOYEE - CITY PLANNER	69,623
POLICE	7 NEW EMPLOYEES - POLICE OFFICERS	347,984
	2 NEW EMPLOYEES - POLICE SERGEANTS	128,200
	INTELLIGENCE MANAGER	58,775
	EVIDENCE MANAGER	58,775
	NOTICE ABATEMENT - PD OVERTIME	50,000
	EDUCATION INCENTIVE	59,771
	EDUCATION INCENTIVE	65,280
	8 NEW EMPLOYEES - POLICE OFFICERS	397,696
	WIRELESS COMPUTER WORKSTATION	16,891
	REPLACEMENT	486,012
ANIMAL CONTROL	REPLACEMENT FLEET - 3/4 TON PICKUP WITH ANIMAL CARRY CAGE	32,525
FIRE	6 NEW EMPLOYEES - FIRE AND RESCUE OFFICERS	278,994
	ASSIGNMENT PAY FOR EMERGENCY MANAGEMENT COORDINATOR	1,458
	MEDICAL DIRECTORS FEE INCREASE	3,600
	DETECTOR/RECALIBRATION/RECERTIFICATION FEES	7,000
	ACLS TRAINING	8,750
	BTLS TRAINING	13,150
	ARFF TRAINING	46,610
	HAZMAT INCENTIVE PAY	46,535
	ARFF INCENTIVE PAY	32,079
	INCREASE FIREMAN'S FUND CONTRIBUTION TO 13% (FROM 12%)	52,230
	REPLACEMENT FLEET - SEDAN	31,500
NON-DEPARTMENTAL	ELDERLY TRANSPORTATION PROGRAM	10,000
	ELDERLY TRANSPORTATION PROGRAM/MEALS ON WHEELS	75,000
	PHOTOGRAPHIC OVERFLIGHT	53,750
	TRANSFER TO GOLF	275,000

TOTAL GENERAL FUND

\$ 5,092,607



**CITY OF KILLEEN  
RECAP OF NEW PROGRAMS AND SERVICES  
FY 2005-06**

<b>KILLEEN-FORT HOOD REGIONAL AIRPORT</b>		
KILLEEN-FORT HOOD REGIONAL AIRPORT	NON-CIVIL SERVICE - 3% COLA	38,701
	FUEL HANDLER INCENTIVE PAY	7,140
	REPLACEMENT FLEET - 1/2 TON REGULAR CAB L/W/B PICK-UP	18,400
	NEW UNIT - RIDING MOWER	12,995
	NEW UNIT - RUNWAY SWEEPER	140,450
	NEW UNIT - PORTABLE PASSENGER STAIRS	24,000
<b>TOTAL KILLEEN-FORT HOOD REGIONAL AIRPORT FUND</b>		<b>\$ 241,686</b>
<b>SKYLARK FIELD</b>		
SKYLARK FIELD	FUEL HANDLER INCENTIVE PAY/(REVENUE \$6,872 EXP \$3,845)	(3,027)
	PAVEMENT CRACK SEAL - 50% TXDOT GRANT	12,500
	GUIDANCE SIGN PANEL - 50% TXDOT GRANT	5,000
	DIESEL STORAGE TANK	15,000
	NEW UNIT - GARDEN TRACTOR	3,595
	NON-CIVIL SERVICE - 3% COLA	4,858
	SKYLARK TERMINAL BUILDING RENOVATION	50,000
<b>TOTAL SKYLARK FIELD FUND</b>		<b>\$ 87,926</b>
<b>KILLEEN MUNICIPAL GOLF COURSE</b>		
KILLEEN MUNICIPAL GOLF COURSE	NON-CYBIL SERVICE - 3% COLA	12,989
	FOUR NEW GREENSKEEPERS	114,160
	AGRICULTURAL AND LAKE TREATMENT	16,000
	NINE FOUNTAINS	54,000
	UTILITY CART LEASE	4,800
	HEAVY DUTY UTILITY VEHICLE	4,200
	ROUGH RIDER MOWER	4,200
	LIGHT AND POWER SHORTFALL	40,000
	CONTRACT FOR BAR SERVICES (\$24,000 REVENUE - \$18,000 EXPENSE)	(6,000)
<b>TOTAL KILLEEN MUNICIPAL GOLF COURSE FUND</b>		<b>\$ 244,349</b>
<b>SOLID WASTE FUND</b>		
RESIDENTIAL	2 NEW EMPLOYEES - ADDITIONAL COLLECTION CREW FOR MAN COLL	54,357
	NEW EMPLOYEE - RESIDENTIAL EQUIPMENT OPERATOR	31,513
	REPLACEMENT FLEET - 1/2 TON STANDARD CAB PICKUP TRUCK	19,150
COMMERCIAL	REPLACEMENT FLEET - FRONTLOADING COLLECTION VEHICLE	159,500
	REPLACEMENT FLEET - ROLL-OFF COLLECTION VEHICLE	118,000
MOWING	11 NEW EMPLOYEES - MOWING PROGRAM	500,000
NON-DEPARTMENTAL	PHOTOGRAPHIC OVERFLIGHT	53,750
NON-CIVIL SERVICE COLA 3%	NON-CIVIL SERVICE COLA 3%	72,108
<b>TOTAL SOLID WASTE FUND</b>		<b>\$ 1,008,378</b>
<b>WATER &amp; SEWER FUND</b>		
FLEET SERVICES	REPLACEMENT FLEET 3/4 TON REGULAR CAB TRUCK, DIESEL ENGINE	26,950
	REPLACEMENT FLEET - 1/2 TON REGULAR CAB PICKUP TRUCK	17,900
UTILITY COLLECTIONS	NEW EMPLOYEE - METER READER INCLUDING TRUCK	55,045
	NEW EMPLOYEE - SERVICE WORKER INCLUDING NEW TRUCK	54,372
	REPLACEMENT FLEET - 1/2 TON REGULAR CAB PICKUP TRUCK	18,295
	REPLACEMENT FLEET - 1/2 TON REGULAR CAB PICKUP TRUCK	18,295
	REPLACEMENT FLEET - 1/2 TON REGULAR CAB PICKUP TRUCK	18,295
	REPLACEMENT FLEET - 1/2 TON REGULAR CAB PICKUP TRUCK	18,295
WATER DISTRIBUTION	REPLACEMENT FLEET - 1 TON EXTENDED CAB TRUCK DIESEL	32,700
	REPLACEMENT FLEET - 3/4 TON REGULAR CAB PICKUP TRUCK	23,200
	NEW FLEET - DITCH ROCK TOOL TRENCHER WITH BACKHOE	51,350
	NEW FLEET - MINI EXCAVATOR WITH TRAILER	38,170
SANITARY SEWERS	TRANSFER W&S BOND EMPLOYEES (2) TO SANITARY SEWER	58,966
	REPLACEMENT FLEET - 3/4 TON REGULAR CAB PICKUP TRUCK	22,950
OPERATIONS	TRANSFER W&S BOND EMPLOYEES (4) TO OPERATIONS	193,614
	REPLACEMENT FLEET - 3/4 TON REGULAR CAB PICKUP TRUCK	23,200
	REPLACEMENT FLEET - 1 TON CREW CAB PICKUP TRUCK	39,950
	REPLACEMENT FLEET - 1 TON CREW CAB PICKUP TRUCK	39,950
	NEW FLEET - 4X4 TRACTOR WITH ARTICULATING BOOM W SHREDDER	73,000
INFORMATION TECHNOLOGY	NEW EMPLOYEE - CAD/GIS TECHNOLOGY	50,031
	GIS FIELD LAPTOPS	37,266
NON-DEPARTMENTAL	WATER & WASTEWATER MASTER PLAN UPDATE	125,000
	UTILITIES BILL PAYMENT TRANSIT PROGRAM	25,000
	PHOTOGRAPHIC OVERFLIGHT	53,750




**CITY OF KILLEEN  
 RECAP OF NEW PROGRAMS AND SERVICES  
 FY 2005-06**

	NON-CIVIL SERVICE COLA 3%		100,311
<b>TOTAL WATER &amp; SEWER FUND</b>		\$	<b>1,215,855</b>
<b>DRAINAGE UTILITY FUND</b>			
ENGINEERING	DRAINAGE INFRASTRUCTURE MAINTENANCE PROGRAM INCLUDING 6 EMPLOYEES AND \$350,000 EQUIPMENT		611,000
	STREET DRAINAGE MAINTENANCE		200,000
	PHOTOGRAPHIC OVERFLIGHT		53,750
	NON-CIVIL SERVICE COLA 3%		4,541
<b>TOTAL DRAINAGE UTILITY FUND</b>		\$	<b>869,291</b>
<b>TOTAL NEW PROGRAMS AND SERVICES</b>		\$	<b>8,760,092</b>



**CITY OF KILLEEN  
BUDGET CALENDAR  
FY 2005-06**

MAR	APR	MAY	JUN	JUL	AUG	SEP
<ul style="list-style-type: none"> <li>•Begin budget process.</li> <li>•Hold City Council planning sessions.</li> <li>•Distribute budget worksheets.</li> <li>•Conduct budget training classes.</li> </ul>	<ul style="list-style-type: none"> <li>•Deadline for staff completion of preliminary budget forms.</li> <li>•Hold FY '04-05 mid-year budget review to set goals and priorities for FY '05-06 budget.</li> </ul>	<ul style="list-style-type: none"> <li>•Hold budget meetings between City Manager and Department Heads.</li> <li>•Hold Public Hearing on budget.</li> </ul>	<ul style="list-style-type: none"> <li>•Hold Town Hall meetings to obtain citizen input on budget issues.</li> <li>•City Manager finalizes proposed budget.</li> </ul>	<ul style="list-style-type: none"> <li>•City Manager delivers preliminary budget to City Council.</li> <li>•Preliminary budget is filed with the City Secretary.</li> <li>•Hold Public Hearing on proposed budget.</li> <li>•Departments present budget presentations to City Council.</li> <li>•City Council holds budget retreat.</li> </ul>	<ul style="list-style-type: none"> <li>•Hold City Council meetings to discuss budget and make changes to preliminary budget.</li> <li>•Set preliminary tax rate.</li> <li>•Hold Public Hearings on the tax rate.</li> <li>•Hold Public Hearing on changes to the preliminary budget.</li> </ul>	<ul style="list-style-type: none"> <li>•Hold Public Hearing on the budget.</li> <li>•Adopt the budget.</li> <li>•Adopt the tax rate.</li> <li>•Budget wrap-up.</li> <li>•Present adopted budget to Department Heads.</li> </ul>









# GENERAL FUND

City of Killeen, Texas  
Fiscal Year 2005–2006 Budget

*The City Without Limits*





# GENERAL FUND

The primary operating fund of the City of Killeen is the General Fund. The General Fund is used to account for all financial resources not restricted to special or specific projects and/or funds that are not required to be accounted for in a different fund. The use of this fund is outlined by the *Codification of Governmental Accounting and Financial Reporting Standards*, Section 1300.104. The Governmental Accounting Standards Board *Codification*, Section 1300.106, prohibits the use of more than one general fund.

The City of Killeen, uses the General Fund to account for revenues received from tax levies, permits and inspections, and various other permits, licenses and fees. Appropriations made from the General Fund are made up of services for public safety, administration of the municipality, recreational activities provided by the City to the citizens and the maintaining of the City infrastructure.

***"The City Without Limits!"***



**General Fund  
Adopted Budget  
Summary  
FY 2005-06**

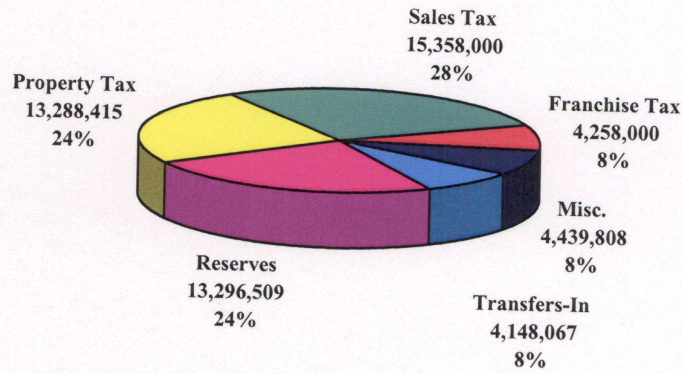
		2003-04 ACTUAL	2004-05 ADOPTED	2004-05 ESTIMATED	2005-06 ADOPTED
<b>BEGINNING FUND BALANCE</b>					
	Reserved Fund Balance	1,525,000	1,525,000	1,525,000	1,525,000
	Unreserved Fund Balance	13,240,969	11,771,509	12,878,342	13,702,154
<b>TOTAL BEGINNING FUND BALANCE</b>		<u>14,765,969</u>	<u>13,296,509</u>	<u>14,403,342</u>	<u>15,227,154</u>
<b>REVENUES</b>					
	Property Taxes	12,997,032	13,288,415	13,834,914	14,899,480
	Sales and Occup. Taxes	14,952,350	15,358,000	16,084,500	16,572,985
	Franchise Taxes	3,933,838	4,258,000	4,119,059	4,310,835
	Miscellaneous Revenues	1,581,128	1,848,000	1,989,634	1,944,769
	Permits and Licenses	1,069,025	787,800	958,300	1,041,863
	Court Fines and Fees	1,027,804	1,055,713	1,194,483	1,207,422
	Recreation Revenues	199,307	156,085	157,450	203,505
	Interest Earned	325,146	285,000	475,850	600,000
	Golf Course Revenues	608,998	0	0	0
	Intergovernmental	700,552	307,210	297,580	272,194
<b>TRANSFERS IN</b>		<u>3,470,040</u>	<u>4,148,067</u>	<u>4,131,999</u>	<u>4,400,271</u>
<b>TOTAL CURRENT REVENUES</b>		<u>40,865,220</u>	<u>41,492,290</u>	<u>43,243,769</u>	<u>45,453,324</u>
<b>TOTAL FUNDS AVAILABLE</b>		<u>55,631,189</u>	<u>54,788,799</u>	<u>57,647,111</u>	<u>60,680,478</u>
<b>EXPENDITURES</b>					
	City Council	59,361	75,468	57,311	76,193
	City Manager	379,326	402,281	391,193	373,753
	Municipal Court	612,736	742,459	716,585	739,281
	Public Information Office	83,571	95,743	91,722	132,984
	Volunteer Services	116,393	124,313	121,249	125,326
	City Attorney	412,397	560,437	518,099	578,169
	City Secretary	69,272	78,934	76,187	83,703
	Finance	443,225	489,805	496,882	556,594
	Accounting	277,157	291,374	288,862	311,432
	General Services	160,514	205,244	178,791	258,151
	Building Services	94,181	89,487	79,289	113,488
	Custodial Services	257,716	314,370	305,190	288,957
	Printing Services	126,994	136,537	135,114	148,934
	EMS Billings & Collections	155,729	176,090	172,087	181,258
	Human Resources	491,896	501,551	496,034	609,557
	Information Systems	524,862	612,402	596,490	719,414
	Permits & Inspections	796,107	699,690	672,847	881,518
	Library	1,038,029	1,118,514	1,084,404	1,156,601
	Golf Course	892,720	0	0	0
	Parks	1,648,090	1,823,403	1,718,934	1,909,099
	Recreation	269,503	304,671	288,160	285,464
	Athletics	244,169	259,755	259,532	276,057
	Cemetery	230,774	271,563	260,882	293,503
	Senior Citizens	122,534	167,637	162,355	182,164
	Swimming Pools	106,615	129,725	116,663	129,517
	Community Dev.	230,225	263,768	241,722	316,779
	Community Dev./Home Program	51,023	54,192	53,843	59,924
	Public Works	172,579	182,615	181,090	186,937
	Engineering	220,144	260,623	248,448	233,928
	Traffic	655,539	745,785	707,975	681,375
	Streets	2,376,834	2,565,689	2,553,614	2,836,486
	Planning	266,927	360,289	315,566	445,052
	Police	13,084,486	14,117,679	13,775,616	16,315,527
	Code Enforcement	144,164	455,625	440,765	495,683
	Animal Control	310,568	372,075	322,239	393,236
	Fire	7,804,862	8,538,571	8,415,463	9,663,942
	Non-Departmental	4,834,151	5,696,494	5,173,697	5,590,196
<b>TOTAL OPERATING EXPENDITURES</b>		<u>39,765,373</u>	<u>43,284,858</u>	<u>41,714,900</u>	<u>47,630,182</u>
<b>TRANSFERS OUT</b>		<u>1,462,474</u>	<u>731,500</u>	<u>705,057</u>	<u>1,008,827</u>
<b>TOTAL EXPENDITURES</b>		<u>41,227,847</u>	<u>44,016,358</u>	<u>42,419,957</u>	<u>48,639,009</u>
<b>ENDING FUND BALANCE</b>					
	Reserved Fund Balance	1,525,000	1,525,000	1,525,000	1,525,000
	Unreserved Fund Balance	12,878,342	9,247,441	13,702,154	10,516,469
<b>TOTAL ENDING FUND BALANCE</b>		<u>14,403,342</u>	<u>10,772,441</u>	<u>15,227,154</u>	<u>12,041,469</u>



# GENERAL FUND

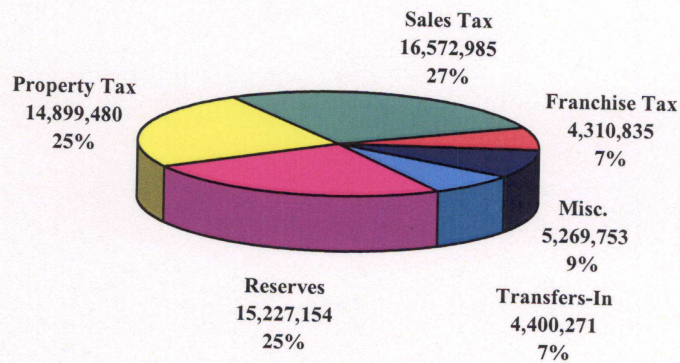
## Comparison of FY 2004-05 Budget to FY 2005-06 Budget

**FY 2004-05 Revenues by Source**



**Total Revenues \$54,788,799**

**FY 2005-06 Revenues by Source**



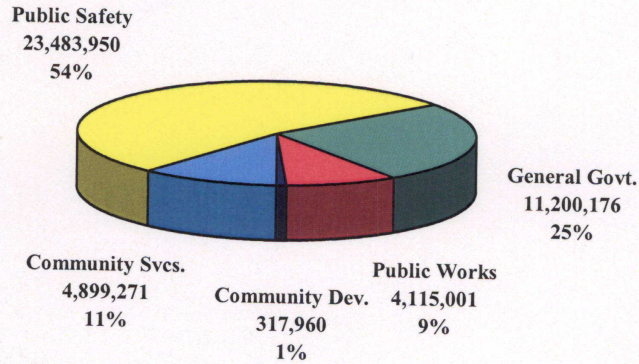
**Total Revenues \$60,680,478**



# GENERAL FUND

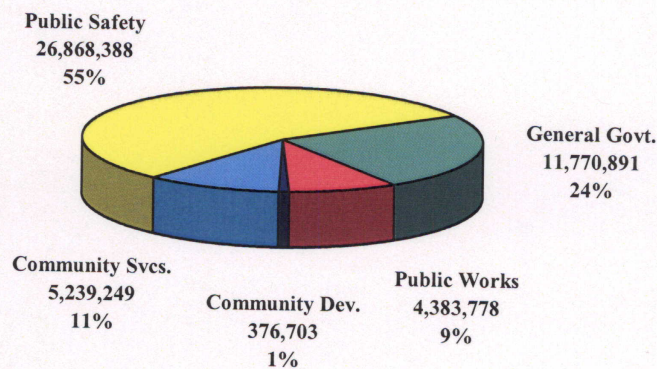
## Comparison of FY 2004-05 Budget to FY 2005-06 Budget

### FY 2004-05 Expenditures by Function



**Total Expenditures \$44,016,358**

### FY 2005-06 Expenditures by Function



**Total Expenditures \$48,639,009**

Note: Significant changes between FY 2004-05 and FY 2005-06 are discussed on each division's financial page



**GENERAL FUND REVENUES**

	<b>Actual 2003-04</b>	<b>Budget 2004-05</b>	<b>Estimated 2004-05</b>	<b>Adopted 2005-06</b>
<b>Beginning Fund Balance</b>				
Reserved	1,525,000	1,525,000	1,525,000	1,525,000
Unreserved	13,240,969	11,771,509	12,878,342	13,702,154
<b>Total Beginning Fund Balance</b>	<b>14,765,969</b>	<b>13,296,509</b>	<b>14,403,342</b>	<b>15,227,154</b>
<b>Property Taxes</b>				
Ad Valorem Taxes	12,627,725	12,968,415	13,432,014	14,461,680
Delinquent Ad Valorem Taxes	157,259	157,000	180,900	198,000
Delinquent Tax Penalties & Interest	150,943	118,000	162,000	178,000
Delinquent Tax Fees	61,105	45,000	60,000	61,800
<b>Total Property Taxes</b>	<b>12,997,032</b>	<b>13,288,415</b>	<b>13,834,914</b>	<b>14,899,480</b>
<b>Sales &amp; Occupancy Tax</b>				
Sales Tax	14,537,309	15,080,000	15,645,000	16,246,705
Local Sales Tax	121,914	-	128,500	-
Bingo Tax	129,452	115,000	135,000	145,000
Drink Tax	163,675	163,000	176,000	181,280
<b>Total Sales &amp; Occupancy Tax</b>	<b>14,952,350</b>	<b>15,358,000</b>	<b>16,084,500</b>	<b>16,572,985</b>
<b>Franchise Tax</b>				
Telephone Franchise Fees	217,965	223,000	241,331	247,200
Miscellaneous Telephone	12,483	14,000	10,000	15,000
TXU Gas Franchise Fees	275,342	268,000	272,000	280,160
Cable Television Franchise Fees	845,043	852,000	891,085	908,000
Taxi Cabs Franchise Fees	2,865	2,000	2,450	2,500
TU Electric Franchise Fees	2,580,140	2,899,000	2,702,193	2,857,975
<b>Total Franchise Tax</b>	<b>3,933,838</b>	<b>4,258,000</b>	<b>4,119,059</b>	<b>4,310,835</b>
<b>Miscellaneous Revenues</b>				
Miscellaneous Police Receipts	37,887	32,000	33,000	34,000
Taxi Operators License	2,205	2,000	2,280	2,350
Planning & Zoning Fees	43,015	30,000	30,000	35,000
Fire Dept. Service Fees Collected	1,147,099	1,300,000	1,437,571	1,478,000
High School Fire Cadet	30,000	-	-	-
Recruit Fire Academy	49,215	-	-	-
Library Xerox Charges	5,389	5,000	18,283	20,500
Library Fines and Contributions	22,157	15,000	22,000	22,000
Animal Control Fees	42,194	43,000	43,000	43,000
Curb and Street Cuts	1,927	1,000	1,500	1,000
Code Enforcement - Mowing	-	140,000	120,000	109,000
Miscellaneous Receipts	200,040	280,000	282,000	199,919
<b>Total Miscellaneous Revenues</b>	<b>1,581,128</b>	<b>1,848,000</b>	<b>1,989,634</b>	<b>1,944,769</b>
<b>Permits &amp; Licenses</b>				
Food Handlers Permits	16,800	15,000	15,000	15,000
Electrical License	5,495	-	-	-

**GENERAL FUND REVENUES**

Continued

	<b>Actual 2003-04</b>	<b>Budget 2004-05</b>	<b>Estimated 2004-05</b>	<b>Adopted 2005-06</b>
<b>Permits &amp; Licenses (Continued)</b>				
Mechanical Inspection Permits	42,572	45,000	45,000	45,000
Building Plans Review Fees	106,759	90,000	95,000	95,000
Garage Sale Permits	10,260	7,500	7,500	7,500
Animal License Receipts	3,424	3,000	3,000	2,000
Contractor License	39,040	35,000	40,000	40,000
Certificates of Occupancy	17,370	13,500	13,500	35,460
Trailer Court License/Permits	7,230	6,300	6,300	6,500
Bldg Permits & Inspections	512,946	400,000	500,000	561,403
Electrical Inspections/Permits	127,859	100,000	125,000	125,000
Plumbing Inspections/Permits	89,499	60,000	88,000	89,000
Inspection Fees	18,076	12,500	20,000	20,000
Code Enforcement - Mowing	71,695	-	-	-
<b>Total Permits &amp; Licenses</b>	<b>1,069,025</b>	<b>787,800</b>	<b>958,300</b>	<b>1,041,863</b>
<b>Court Fines &amp; Fees</b>				
Municipal Court Receipts	772,824	780,000	867,000	884,000
Arrest Fees	160,178	170,000	214,200	210,000
Parking Fines	28,978	28,580	29,150	28,580
Court Tax Service Fees	42,239	52,000	59,000	57,200
Traffic Cost (C.R.)	23,558	25,070	25,070	27,579
Jury Fees	27	63	63	63
<b>Total Court Fines &amp; Fees</b>	<b>1,027,804</b>	<b>1,055,713</b>	<b>1,194,483</b>	<b>1,207,422</b>
<b>Recreation Revenues</b>				
Swimming Pool Receipts	13,799	14,750	14,750	29,500
Rodeo Arena Receipts	-	1,000	-	-
Athletic Revenue	49,392	20,000	21,000	25,000
Cemetery Lots	53,450	50,335	49,700	39,200
Recreation Revenue	50,577	45,000	45,000	61,950
Swimming Pool Lessons	14,995	15,000	15,500	22,800
Facilities Revenue	13,580	10,000	10,000	23,055
Concession Stand Revenue	3,514	-	1,500	2,000
<b>Total Recreation Revenue</b>	<b>199,307</b>	<b>156,085</b>	<b>157,450</b>	<b>203,505</b>
<b>Interest Earned</b>				
Interest Earned	325,146	285,000	475,850	600,000
<b>Total Interest Earned</b>	<b>325,146</b>	<b>285,000</b>	<b>475,850</b>	<b>600,000</b>
<b>Golf Course</b>				
Golf Course Tournament Fees	(1,500)	-	-	-
Trail Fees	7,508	-	-	-
Green Fee	156,597	-	-	-
Pro Shop	179,173	-	-	-
Carts	103,293	-	-	-
Clubs	3,632	-	-	-



**GENERAL FUND REVENUES**

Continued

	<b>Actual 2003-04</b>	<b>Budget 2004-05</b>	<b>Estimated 2004-05</b>	<b>Adopted 2005-06</b>
<b>Golf Course (Continued)</b>				
Annual Pass	109,638	-	-	-
Snack Bar	3,000	-	-	-
Cart Shed	33,466	-	-	-
Handicap Fees	2,156	-	-	-
Driving Range	12,139	-	-	-
GPS Rental Fees	(104)	-	-	-
<b>Total Golf Course Revenue</b>	<b>608,998</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Intergovernmental Revenue</b>				
Juvenile Gangs	129,357	-	-	-
Home Program	50,933	51,142	51,141	48,957
CDBG Administration	229,548	225,200	225,200	214,637
Bell County Contributions	11,332	10,000	10,000	8,600
Civil Defense Matching Funds	26,808	20,868	10,500	-
Fire Department Grant	2,574	-	739	-
Young Parent Program	-	-	-	-
Communities in Schools	250,000	-	-	-
<b>Total Intergovernmental Revenue</b>	<b>700,552</b>	<b>307,210</b>	<b>297,580</b>	<b>272,194</b>
<b>Transfers from other funds</b>				
Transfer from Water & Sewer	2,211,214	2,558,645	2,558,645	2,793,175
Transfer from Solid Waste	1,258,826	1,484,039	1,484,039	1,589,883
Transfer from Drainage Utility	-	17,213	17,213	17,213
Transfer from Tax Increment	-	-	-	-
Transfer from I & S 1996	-	-	-	-
Transfer from I & S 1993	-	88,170	72,102	-
Transfer from I & S 1991	-	-	-	-
<b>Total Transfers from other funds</b>	<b>3,470,040</b>	<b>4,148,067</b>	<b>4,131,999</b>	<b>4,400,271</b>
<b>Total Fund Balance and Revenue</b>	<b>55,631,189</b>	<b>54,788,799</b>	<b>57,647,111</b>	<b>60,680,478</b>

**GENERAL FUND  
CITY COUNCIL**

**DEPARTMENT DESCRIPTION**

---

The City of Killeen operates under the Council – Manager form of government. The governing body consists of a separately elected mayor, four council members elected from the various wards in the City and three council members elected at large. The City Council, as the elected legislative branch of government, is responsible for making policy decisions.

The Mayor occupies the highest elective office in the City of Killeen. The Mayor presides over council meetings and is recognized as the ceremonial and government head of the City. The Mayor is expected to provide the leadership necessary to keep the city moving in the proper direction.

The Mayor Pro-Tem is a member of the council who performs the Mayor’s duties during his or her absence. The Mayor Pro-Tem is selected by majority vote of the council from its own membership.

The Mayor and City Council, as a governing body, gives direction to the City Manager who is the chief administrator of the City, and to the municipal and associate municipal judges.

**MAJOR DEPARTMENT GOALS**

---

- Identify the needs of Killeen residents and develop policies that enhance quality of life in the City.
- Formulate programs to meet the changing needs of the community.
- Measure the effectiveness of ongoing municipal services.
- Promote community involvement and participation in the city’s activities, services, and local government.
- Strive to represent the Citizens of Killeen in dealing with the City’s economic development, industrial development and overall growth.
- Maintain the financial integrity of the City.
- Develop a Master Plan for the future growth and development of the City.

**WHAT WE ACCOMPLISHED IN FISCAL YEAR 2004-2005**

---

- Adopted a Budget and Plan of Municipal Services.
- Called an election for the four ward member council positions.
- Continue to expand the services provided to the citizens including the airport improvements.
- Completed a development option agreement for a proposed Conference Center Hotel.
- Completed major renovations to the municipal golf course to include renovating nine holes, the clubhouse, driving range, and practice facilities.

**WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2005-06**

---

- Determine priorities among City projects and programs to best serve the Citizens of Killeen.
- Adopt a balanced budget for the next fiscal year.
- Continue to make the accomplishments of Killeen known by applying for numerous awards.
- Implement the Council’s State and Federal Legislative Agenda Program.
- Assist local efforts for the establishment of a Killeen site for an upper-level state supported University.
- Adopt a Comprehensive Land Use Plan.
- Implement a Down-Town Revitalization Program.
- Work with the Killeen Economic Development Corporation to create new jobs and expand the tax base.
- Conduct monthly visits to Killeen’s Major Employers to discuss expansion and retention opportunities.



<b>PERFORMANCE AND WORKLOAD MEASURES</b>	<b>Actual 2003-04</b>	<b>Projected 2004-05</b>	<b>Proposed 2005-06</b>
Hours Spent in Council Meetings	56.25	56.50	52.00
Ordinances / Resolutions Passed	261	320	300

**MAJOR NEW PROGRAMS AND SERVICES**

There were no major new programs or services added to the City Council for FY 2005-06.

**GENERAL FUND**

**CITY COUNCIL**

<b>EXPENDITURES</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
Salaries	\$ 10,900	\$ 10,800	\$ 10,800	\$ 10,800
Supplies	1,780	2,050	2,050	2,050
Support Services	46,028	62,618	43,618	62,500
Capital Outlay	653	-	843	843
<b>Total Expenditures</b>	<b>\$ 59,361</b>	<b>\$ 75,468</b>	<b>\$ 57,311</b>	<b>\$ 76,193</b>

<b>PERSONNEL SUMMARY</b>				
<b>Position Title</b>	<b>Number of Positions</b>			
	<b>2002-03</b>	<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>
At Large	3	3	3	3
Mayor	1	1	1	1
Ward #1	1	1	1	1
Ward #2	1	1	1	1
Ward #3	1	1	1	1
Ward #4	1	1	1	1
<b>Total</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>



**GENERAL FUND  
CITY MANAGER**

**DEPARTMENT DESCRIPTION**

---

The City Manager is the chief administrative and executive officer appointed by the City Council to provide leadership throughout the City's organization. Responsibilities include the administration of all City affairs, serving as a liaison between the policymaking and the administrative branches of City Government, and coordinating activities to effectively accomplish the City Council goals and objectives. The City Manager oversees the City's Standing and Ad Hoc Committee's agenda process which includes creation of monthly agendas, coordination of agenda memoranda, duplication and distribution of agenda material to interested parties. The City Manager also acts as the City's representative and liaison to local groups, service organizations and businesses in the community, as well as at the County, State, and Federal levels. The City Manager ensures financial accountability, efficient use of resources, and is the City leader for the overall vision.

**MAJOR DEPARTMENT GOALS**

---

- Protect and enhance City financial resources.
- Work with the Killeen Economic Development Corporation to continue to draw quality corporations to the City of Killeen.
- Promote and support a safe, peaceful community and a positive image of the City.
- Plan and provide for new public facilities.
- Improve citizen awareness and understanding of City programs, services and issues.
- Ensure delivery of quality services to citizens through effective leadership, management, and administration.
- Coordinate the implementation of City Council goals and objectives with all City Departments.
- Organize and mobilize City departments to address the six priorities established by the City Council.
- Provide overall management of all City departments in a way that empowers employees to exceed customer expectations.
- Provide effective communication between the City Council, staff, residents and other customers.

**WHAT WE ACCOMPLISHED IN FISCAL YEAR 2004-2005**

---

- Worked with the City Council and the Killeen Economic Development Corporation to bring a conference center hotel to expand the city tax base and revenues from hotel occupancy and tourism.
- Worked with the Central Texas Council of Governments to obtain a grant for the installation of a public safety communications tower to improve communications between our police and fire departments and the Bell County Communication Center.
- Secured Texas Department of Transportation funding for four major traffic improvement projects to alleviate traffic congestion on the City's expressway and major thoroughfares.
- Assisted the Greater Killeen Chamber of Commerce and the Heart of Texas Defense Alliance in securing State Legislative approval of a bill to establish Texas A&M University - Central Texas Campus.
- Successfully implemented the City Councils legislative agenda working with the Federal and State lobbyists to implement the stated goals.

**WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2005-06**

---

- Assist City Council with the Downtown Revitalization Program. Efforts will include strategic planning for the downtown area and evaluation of physical assets in the downtown area.
- Implement the next phase of the 2004 General Obligation Bond Capital Improvement Program to include the construction of the Senior and Recreational Center Project.

- Implement a performance based management and accountability program. Conduct at least two departmental operational reviews.
- Improve communication with the citizens of Killeen by implementation of a Citizen Relationship Management System.
- Review and update the City's Strategic Plan. Re-establish the City's goals and objectives and promote the strategic planning process.
- Maintain the City's financial policies that promote long-term financial responsibility and economic stability.
- Streamline the agenda presentation process by using the latest information available.
- Begin preparations to obtain the All-American City Award in FY 2006-07.
- Review the City staff organizational structure and complete a review of the non-civil service pay plan.
- Implement City Employee Recognition Program.

PERFORMANCE AND WORKLOAD MEASURES	Actual 2003-04	Projected 2004-05	Proposed 2005-06
Maintain a 90% Citizen Satisfaction Rating	Not Available 2001-02 = 90%	88%	90%
Present monthly/quarterly operating, legislative, and business reports to City Council	12	12	16
Maintain a Minimum Fund Balance of 25% of Annual Operating Budget in Major Operating Funds	39.6%	29.3%	33.3%
Maintain AA General Obligation Bond Rating:			
Standard & Poor's	AA-	AA-	AA-
Fitch Investment Service	AA-	AA-	AA-
Moody's	Aa3	Aa3	Aa3
Maintain AA Revenue Bond Rating:			
Standard & Poor's	AA-	AA-	AA-
Fitch Investment Service	AA-	AA-	AA-
Moody's	A1	A1	Aa3

#### **MAJOR NEW PROGRAMS AND SERVICES**

---

There were no major new programs or services added to the City Manager for FY 2005-06.



**GENERAL FUND**

**CITY MANAGER**

<b>EXPENDITURES</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
Salaries	\$ 272,481	\$ 282,045	\$ 278,471	\$ 264,207
Supplies	1,776	3,200	2,400	3,025
Repairs	-	-	-	-
Support Services	44,545	46,346	42,637	43,490
Benefits	60,524	66,690	61,504	62,431
Capital Outlay	-	4,000	6,181	600
<b>Total Expenditures</b>	<b>\$ 379,326</b>	<b>\$ 402,281</b>	<b>\$ 391,193</b>	<b>\$ 373,753</b>

<b>Position Title</b>	<b>Number of Positions</b>			
	<b>2002-03</b>	<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>
Administrative Assistant	1	1	1	1
City Manager	1	1	1	1
Management Analyst	0	0	0	1
Deputy City Manager	1	1	1	0
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

**GENERAL FUND  
MUNICIPAL COURT**

**DEPARTMENT DESCRIPTION**

---

The Killeen Municipal Court of Record is responsible for the adjudication of Class C Misdemeanors, including traffic and city ordinance violations occurring within the jurisdiction of the City of Killeen.

**MAJOR DEPARTMENT GOALS**

---

- Conduct arraignments and trials in a manner that ensures that each person has their day in court in a fair and unbiased manner.
- Ensure that defendants who violate the laws of the City of Killeen are held accountable. Issue warrants for those who had reasonable notice and failed to appear.
- Collect the fines and costs due to the city and to the state.
- Reassure the public that offenders are being punished.

**WHAT WE ACCOMPLISHED IN FISCAL YEAR 2004-2005**

---

- Implemented Click2gov program for online payments.
- Purchased hardware and software for ticketwriters for KPD.
- Held evening court to accommodate the citizens and the police department.
- Increased gross revenue by \$308,716.
- Installed closed-circuit monitoring (video cameras) at front counters.
- Implemented digital signature for warrants.
- Added all active warrants to web page.

**WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2005-06**

---

- Reorganize Court - Add Inhouse Collections Manager and Juvenile Case Manager positions.
- Offer more efficient customer relations using Interactive Voice Recognition Program.
- Scan documents for computer files to create less paper files.
- Initiate Instant check debiting system.
- Enhance physical appearance of building (interior and exterior).
- Develop screening process for juvenile cases to find appropriate community service assignment and identify habitual juvenile offenders and provide outreach to schools.
- Improve collection rate.
- Conduct a Warrants Round-up.

PERFORMANCE AND WORKLOAD MEASURES	Actual 2003-04	Projected 2004-05	Proposed 2005-06
# of Citations Received	19,441	20,901	20,203
Gross Revenue	\$1,835,804	\$2,144,520	\$2,000,000

**MAJOR NEW PROGRAMS AND SERVICES**

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There were no major new programs or services added to Municipal Courts for FY 2005-06.



**GENERAL FUND**

**MUNICIPAL COURT**

<b>EXPENDITURES</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
Salaries	\$ 400,500	\$ 475,802	\$ 475,502	\$ 487,137
Supplies	20,510	22,946	22,196	32,266
Repairs	2,425	6,052	6,052	5,800
Support Services	31,714	28,203	28,203	29,005
Benefits	157,787	170,201	152,783	178,607
Capital Outlay	(200)	39,255	31,849	6,466
<b>Total Expenditures</b>	<b>\$ 612,736</b>	<b>\$ 742,459</b>	<b>\$ 716,585</b>	<b>\$ 739,281</b>

<b>PERSONNEL SUMMARY</b>				
<b>Position Title</b>	<b>Number of Positions</b>			
	<b>2002-03</b>	<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>
Accounting Clerk	1	1	1	1
Associate Municipal Judge (Part-Time)	1	1	1	1
Baliff	1	1	1	1
City Marshal	1	1	1	1
Clerk of the Court	1	1	1	1
Court Administrator	1	0	0	0
Court Citation Specialist	1	1	1	1
Court Collections Clerk	4	4	4	4
Court Collections Supervisor	1	1	1	1
Deputy City Marshal	2	2	2	2
Juvenile Coordinator/Accounting Clerk	1	1	1	1
Municipal Judge	1	1	1	1
Principal Secretary	1	1	1	1
Warrants Clerk	1	1	1	1
Warrants Coordinator	2	2	2	2
<b>Total</b>	<b>20</b>	<b>19</b>	<b>19</b>	<b>19</b>

**GENERAL FUND  
PUBLIC INFORMATION**

**DEPARTMENT DESCRIPTION**

---

The Public Information Department plans and implements the public relations program for the city of Killeen. It develops and maintains a positive public image for the city by keeping the public informed of services, disruptions in service, activities, city accomplishments, goals, and other useful information. The Public Information Department is responsible for resident relations, media relations, employee relations, community presentations, protocol, the city web site, and the government access channel including the production of City Council Meetings and Presentations. It is also responsible for public information emergency preparedness, event planning, service on various committees in city government and the community, and providing assistance to the Mayor, Council, and City Manager as needed.

**MAJOR DEPARTMENT GOALS**

---

- Provide relevant, concise, timely information to residents, media, and staff using various communication tools to enhance communication between the City of Killeen and its customers in accordance with City Council objectives.
- Improve communication between the city and its residents by creating a 360 degree approach.
- Increase public relations and marketing efforts

**WHAT WE ACCOMPLISHED IN FISCAL YEAR 2004-2005**

---

- Produced the City's 2004 Annual Report
- Received the Texas Association of Municipal Information Officers (TAMI) Award for the 2004 Annual Report.
- Responded to 744 media calls and produced 72 press releases resulting in 353 media stories.
- Produced 24 City Council Meetings, 12 Mayor's Presentations, the Mid-Year Budget Review and Budget Workshops.
- Maintained and utilized the City's Web Site and Government Channel.

**WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2005-06**

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- Continue and improve media relations.
- Produce the City's 2005 Annual Report.
- Improve Government Access Channel Equipment and Programming.
- Reinstigate quarterly production of *City Insight*.

<b>PERFORMANCE AND WORKLOAD MEASURES</b>	<b>Actual 2003-04</b>	<b>Projected 2004-05</b>	<b>Proposed 2005-06</b>
Media Inquiries/Contacts	701	816	904
Council/Presentation Broadcasts	37	45	45
City Beat-employee newsletter	0	2	12
City Insight-public newsletter	0	0	4
Events Coordinated	21	27	25

**MAJOR NEW PROGRAMS AND SERVICES**

---

There were no major new programs or services added to Public Information for FY 2005-06.



**GENERAL FUND**

**PUBLIC INFORMATION**

<b>EXPENDITURES</b>					
		<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
		<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
Salaries	\$	53,801	\$ 54,878	\$ 54,878	\$ 83,157
Supplies		389	1,340	920	1,070
Support Services		15,458	25,459	21,959	25,535
Benefits		13,923	14,066	13,965	23,222
<b>Total Expenditures</b>	<b>\$</b>	<b>83,571</b>	<b>\$ 95,743</b>	<b>\$ 91,722</b>	<b>\$ 132,984</b>

<b>PERSONNEL SUMMARY</b>				
<b>Position Title</b>	<b>2002-03</b>	<b>Number of Positions</b>		
		<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>
Director of Public Information	1	1	1	1
Public Information Assistant	0	0	0	1
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>

**GENERAL FUND  
KILLEEN VOLUNTEER SERVICES**

**DIVISION DESCRIPTION**

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The Volunteer Services Division assists in facilitating the volunteer programs for the City of Killeen. In addition, the Volunteer Services Division works with the 501(c)(3) corporation, Killeen Volunteers, Inc., and its five program committees: (1) Keep Killeen Beautiful (2) Celebrate Killeen Committee (3) Killeen Volunteer Corps (4) America's Promise and (5) Youth Advisory Commission. Volunteer Services coordinates a number of local, state, and national community projects and events throughout the year in effort to enhance the quality of life in Killeen and to promote volunteerism in the community.

**MAJOR DIVISION GOALS**

---

- To rebuild the volunteer program by implementing a central volunteer database, to use as a main source for identifying volunteers to fit specific needs.
- To promote volunteerism and enhance the quality of life in Killeen.
- To enhance our committee operations through the review of policies and procedures as well as review of committee goals and objectives.

**WHAT WE ACCOMPLISHED IN FISCAL YEAR 2004-2005**

---

- Volunteer Services received the Make A Difference Day Encore Honoree Award in 2004.
- Keep Texas Beautiful recognized Keep Killeen Beautiful for the Governor's Community Achievement Award of Excellence on June 30, 2005.
- Hosted a number of successful community events to include: Make a Difference Day; Trash Off; Volunteer Appreciation Week; Earth Day/Arbor Day; President's Youth Service Day; Groundhog Job Shadow Day; Annual Christmas Parade; Holiday Under the Stars; Celebrate Killeen Festival; Christmas Tree Recycling; National Youth Service Day; Youth Summit; Relay for Life; Boards & Commissions Recognition; Volunteer Training 101 and 102; Adopt-A-Roadside; YAC Swearing In Ceremony; Outdoor Decorating Contest and Business Yard of the Month.

**WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2005-06**

---

- Continue to oversee the activities of all committees within Volunteer Services.
- Manage attendance at board meetings more efficiently to enhance the productivity of our committees.
- Work towards a more unified volunteer network between the city, Fort Hood, and other surrounding cities.

PERFORMANCE AND WORKLOAD MEASURES	Actual 2003-04	Projected 2004-05	Proposed 2005-06
Great Texas Trash Off Participants	350	325	330
Groundhog Job Shadow Day Part	298	301	300
Volunteer Match Referrals	1,121	1,500	1,600
Hurricane Katrina and Rita Relief	0	0	2,600

**MAJOR NEW PROGRAMS AND SERVICES**

---

There were no major new programs or services added to Volunteer Services for FY 2005-06.



**GENERAL FUND**

**KILLEEN VOLUNTEER SERVICES**

<b>EXPENDITURES</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
Salaries	\$ 84,620	\$ 89,906	\$ 89,957	\$ 88,706
Supplies	1,048	2,070	2,019	2,218
Support Services	5,984	5,789	5,789	6,700
Benefits	24,741	26,548	23,484	27,702
<b>Total Expenditures</b>	<b>\$ 116,393</b>	<b>\$ 124,313</b>	<b>\$ 121,249</b>	<b>\$ 125,326</b>

<b>PERSONNEL SUMMARY</b>				
<b>Position Title</b>	<b>Number of Positions</b>			
	<b>2002-03</b>	<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>
Director of Volunteer Services	1	1	1	1
Senior Secretary	1	1	1	1
Youth Programs Specialist	1	1	1	1
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

**GENERAL FUND  
CITY ATTORNEY**

**DEPARTMENT DESCRIPTION**

---

A support department, consisting of 5 attorneys one administrative assistant and one senior secretary, which provides on-going legal support to the City Council, all city departments and divisions, and various City boards and commissions. Primary duties include attendance at all City Council meetings; review of all ordinance revisions, all documents before Council consideration, and all contracts before signing by the City Manager; providing litigation support and coordination; representation of the City's interests before various state agencies, commissions and the State Legislature; review and respond to every Public Information request received by the City; prosecuting all Class "C" misdemeanors that occur within the city limits.

**MAJOR DEPARTMENT GOALS**

---

- Review and revise various city ordinances as required.
- Monitor changes in state and federal law and ensure that each department is aware of, and complies with, those changes.
- Provide review of City Council meeting agendas and supporting materials, including cover memorandums, ordinances and resolutions.
- Provide contracting support, including drafting, review and negotiation as necessary, of various contracts for professional and other services, as well as goods.
- Provide support for protection of City's interests in litigation, including coordinating with outside counsel, keeping City Council and management staff informed and facilitating input from City Council and management staff at key junctures.

**WHAT WE ACCOMPLISHED IN FISCAL YEAR 2004-2005**

---

- Drafted more than 5,000 documents.
- Reviewed and responded to more than 1,000 Public Information requests.
- Litigated more than 1,200 cases.
- Provided legal support to Finance Department in collection of miscellaneous revenues and delinquent hotel occupancy taxes; filed lawsuits in JP and District Courts.
- Assisted Aviation Department with negotiation and execution of numerous contracts relating to the operations of the new airport.
- Provided on-going legal support for implementation of the city's new annexation plan.
- Provided legal support for issues relating to golf course expansion.
- Provided continuing legal support to the city safety committee, including chairing the committee.
- Prepared a complaints notebook for the Police Department.
- Attended and provided legal support for regularly occurring meetings including, but not limited to, City Council, Transportation Committee, Water/Sewer/Drainage Committee, Airport Expansion Committee, Ethics and Protocol Committee, Special Events Center Committee, Planning and Zoning Commission, Animal Advisory Committee, Civilian Employee Review Board, Civil Service Commission, Zoning Board of Adjustment and Appeals, Construction Board of Adjustment and Appeals, Community Development Advisory Committee, Firemen's Pension Board and City Safety Committee.
- Drafted the billboard moratorium for State Highways 195 and 201 corridors, drafted the extended moratorium and worked with P&Z and the billboard subcommittee on revisions to the sign ordinance.
- Testified before State Legislature House Committee in support of a bill to limit voluntary ETJ expansions.
- Staff liaison to Charter Review Committee; drafted ballot language and voters' guide; gave presentations on the ballot issues to various citizens' groups.
- Reviewed all employee terminations and suspensions before they were imposed.
- Provided on-scene legal representation for SWAT calls and all officer-involved shootings for the Police Department.



- Reviewed and revised new PD General Orders to prepare for CALEA certification.
- Reviewed and revised all PD Misdemeanor complaints prior to presentation to the County Attorney's office for prosecution.
- Taught classes for the Killeen Citizens on Patrol and Citizens Police Academy.
- Responded to and provided legal advice regarding all major fleet accidents city-wide.

**WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2005-06**

---

- Continue to provide timely and efficient legal assistance regarding all matters related to the continued expansion of City services, including the Killeen-Ft. Hood Regional Airport, Golf Course, Killeen Civic & Conference Center, Rodeo, and continue to provide legal support to all city departments on a daily basis.
- Monitor and respond to all claims and lawsuits filed against the City.
- Continue to provide legal assistance to public works relating to the city's aggressive new annexation plan and related infrastructure expansion.

<b>PERFORMANCE AND WORKLOAD MEASURES</b>	<b>Actual 2003-04</b>	<b>Projected 2004-05</b>	<b>Proposed 2005-06</b>
Claims Filed	98	86	90
Public Information Requests	1,442	912	958
Documents reviewed/drafted	5,914	5,096	5,351
Topics Researched	107	142	149
Legal Consultations	973	1,164	1,222
Cases Litigated	1,150	1,274	1,338
Opinions Issued	192	206	216
Collections	\$21,820	\$40,438	\$40,438

**MAJOR NEW PROGRAMS AND SERVICES:**

---

There were no major new programs or services added to the City Attorney for 2005-06.

**GENERAL FUND**

**CITY ATTORNEY**

<b>EXPENDITURES</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
Salaries	\$ 279,179	\$ 376,099	\$ 348,180	\$ 387,267
Supplies	5,210	7,348	6,890	7,230
Repairs	-	125	125	-
Support Services	30,836	63,584	59,298	65,054
Benefits	77,350	95,981	86,276	100,518
Capital Outlay	19,822	17,300	17,330	18,100
<b>Total Expenditures</b>	<b>\$ 412,397</b>	<b>\$ 560,437</b>	<b>\$ 518,099</b>	<b>\$ 578,169</b>

<b>PERSONNEL SUMMARY</b>				
<b>Position Title</b>	<b>Number of Positions</b>			
	<b>2002-03</b>	<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>
Assistant City Attorney	2	2	2	2
Assistant City Attorney I	0	0	1	1
City Attorney	1	1	1	1
Deputy City Attorney	1	1	1	1
Executive Assistant	1	1	1	1
Senior Secretary	1	1	1	1
<b>Total</b>	<b>6</b>	<b>6</b>	<b>7</b>	<b>7</b>



**GENERAL FUND  
CITY SECRETARY**

**DIVISION DESCRIPTION**

---

The City Secretary's Office keeps and maintains all city records, including City Council minutes, ordinances, and resolutions. The City Secretary's Office also conducts City elections, issues various permits and licenses, codifies ordinances, and maintains portions of the City's web site. The City Secretary attends and prepares for all City Council meetings, including procedures to maintain ordinances and resolutions current and in safekeeping. Additionally, the City Secretary conducts an active permit issuance program including applications for permits for carnivals, amusement, parades, assembly, roadway solicitations, beer, taxi, limousine, and wrecker permits.

**MAJOR DIVISION GOALS**

---

- Conduct general election
- Codify ordinances within one day of passage

**WHAT WE ACCOMPLISHED IN FISCAL YEAR 2004-2005**

---

- Conducted one general election
- Codified 19 ordinances

**WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2005-06**

---

- Conduct one general election

<b>PERFORMANCE AND WORKLOAD MEASURES</b>	<b>Actual 2003-04</b>	<b>Projected 2004-05</b>	<b>Proposed 2005-06</b>
Codification of ordinances	14	19	20
Permits Issued	273	326	330

**MAJOR NEW PROGRAMS AND SERVICES**

---

There were no major new programs or services added for the City Secretary to FY 2005-06.

**GENERAL FUND**

**CITY SECRETARY**

<b>EXPENDITURES</b>	<b>Actual</b>		<b>Budget</b>		<b>Estimated</b>		<b>Adopted</b>	
	<b>2003-04</b>		<b>2004-05</b>		<b>2004-05</b>		<b>2005-06</b>	
Salaries	\$	45,324	\$	48,470	\$	48,470	\$	51,947
Supplies		940		2,200		1,920		1,300
Support Services		1,489		5,475		3,109		3,711
Benefits		12,187		12,789		12,688		13,745
Designated Expenses		9,332		10,000		10,000		13,000
<b>Total Expenditures</b>	<b>\$</b>	<b>69,272</b>	<b>\$</b>	<b>78,934</b>	<b>\$</b>	<b>76,187</b>	<b>\$</b>	<b>83,703</b>

<b>PERSONNEL SUMMARY</b>	<b>2002-03</b>	<b>Number of positions</b>		
		<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>
<b>Position Title</b>				
City Secretary	1	1	1	1
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>



**GENERAL FUND  
FINANCE**

**DEPARTMENT DESCRIPTION**

---

The Finance Department is responsible for the sound fiscal management of all City assets. Finance provides support to all City departments through leading and managing Finance, Grant Administration, Accounting, Purchasing, Print Services, Building Services, Custodial Services, Fleet Services, EMS Billing and Collection, Utility Billing and Collection, and Community Development. Finance directs the City's budget process; monitors and updates long-term financial plans; prepares policy recommendations; plans and coordinates city debt issuances, including presentations to bond rating agencies; facilitates the annual audit with the City's independent auditors; and monitors the City's utility rate structure to ensure financial stability of the City's utility systems. The Finance Department is also responsible for the City's debt and cash management programs, along with implementation of financial policies for the City.

**MAJOR DEPARTMENT GOALS**

---

- Plan for the City's future financial growth.
- Monitor and protect the City's assets by maximizing available resources, minimizing costs, and protecting cash principal.
- Monitor the City's operating and capital budgets.
- Evaluate and make recommendations on City operations and procedures to ensure the most efficient use of City resources.
- Be the leader in fostering a "customer-orientated" approach and providing the highest level of service to internal and external customers.

**WHAT WE ACCOMPLISHED IN FISCAL YEAR 2004-2005**

---

- Implemented a new General Fund Long Term Financial Reporting Model.
- Awarded the Government Finance Offices Association (GFOA) Certificate of Achievement of Excellence in Financial Reporting.
- Awarded the Government Finance Officers Association (GFOA) Distinguished Budget Presentation.
- Completed audits of hotel/motel occupancy tax receipts, Federal and State Police Seizure Fund receipts and expenditures, and Police Confidential Fund activities.
- Coordinated the 2004 and 2005 bond issuances for general debt, solid waste revenue, and water and sewer revenue debt issuances.
- Maintained the City's high bond ratings.
- Maximized investment earnings while maintaining the safety and liquidity of the City's portfolio.
- Provided internship to graduate student.

**WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2005-06**

---

- Coordinate the issuance of general obligation debt for the construction of a recreational and senior citizens facility complex.
- Coordinate the issuance of drainage utility revenue debt for major drainage infrastructure capital improvement projects.
- Maintain the City's high bond ratings.
- Receive the Government Finance Offices Association (GFOA) Certificate of Achievement of Excellence in Financial Reporting.
- Receive the Government Finance Officers Association (GFOA) Distinguished Budget Presentation.
- Complete evaluations of energy costs to the City and identify efficiencies and savings opportunities.
- Develop a comprehensive and centralized grant management program.
- Maintain certification of the City's investment policy.

<b>PERFORMANCE AND WORKLOAD MEASURES</b>	<b>Actual 2003-04</b>	<b>Projected 2004-05</b>	<b>Proposed 2005-06</b>
Bond Rating:			
Standard & Poor's	AA-	AA-	AA-
Fitch Investment Service	AA-	AA-	AA-
Moody's	Aa3	Aa3	Aa3
Maintain AA Revenue Bond Rating:			
Standard & Poor's	AA-	AA-	AA-
Fitch Investment Service	AA-	AA-	AA-
Moody's	A1	A1	Aa3
Receive GFOA Budget Award	Yes	Yes	Yes
Receive GFOA Achievement for Excellence in Financial Reporting Certificate of Distinction for Investment Policy	Yes	Yes	Yes
Adopted Budget – All Funds	\$103,756,041	\$137,820,889	\$160,358,887
Annual Investment Yield (Average)	1.33%	2.33%	2.50%

#### **MAJOR NEW PROGRAMS AND SERVICES**

Several divisions within the Finance Department received new programs in the FY 2005-06 budget. A Facilities Maintenance Specialist was added to Building Services, a new Meter Reader and a Service Worker positions were added to Utility Billing and Collections, two vehicles are being replaced in Fleet Services, and Printing Services received funding for a new binder/padder.



**GENERAL FUND**

**FINANCE**

<b>EXPENDITURES</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
Salaries	\$ 313,614	\$ 313,472	\$ 339,233	\$ 398,027
Supplies	3,623	5,267	4,559	5,235
Maintenance	-	4,500	-	-
Support Services	48,731	71,448	70,988	52,419
Benefits	77,257	91,125	78,273	100,913
Capital Outlay	-	3,993	3,829	-
<b>Total Expenditures</b>	<b>\$ 443,225</b>	<b>\$ 489,805</b>	<b>\$ 496,882</b>	<b>\$ 556,594</b>

<b>PERSONNEL SUMMARY</b>				
<b>Position Title</b>	<b>Number of Positions</b>			
	<b>2002-03</b>	<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>
Director of Finance	1	1	1	1
Executive Assistant	1	1	1	1
Grants Project Administrator	0	0	1	1
Management Accountant	3	3	3	3
<b>Total</b>	<b>5</b>	<b>5</b>	<b>6</b>	<b>6</b>

**GENERAL FUND  
ACCOUNTING**

**DIVISION DESCRIPTION**

---

The Accounting Division is responsible for keeping accurate financial records for the City and providing financial related information to other City personnel, department heads, and City management. The division processes accounts payable, processes the City's payroll and related reports, processes and records accounts receivables, maintains the general ledger, monitors internal controls, and prepares interim and annual financial reports. The accounting staff also works closely with the City's independent auditors to facilitate the City's annual audit process.

**MAJOR DIVISION GOALS**

---

- Provide accurate and timely financial information to all users.
- Provide accurate and timely payments to City employees.
- Provide accurate and timely payments to vendors.
- Monitor budget revenues and expenses to ensure fiscal accountability and responsible use of City resources.
- Monitor internal controls to safeguard the City's assets.

**WHAT WE ACCOMPLISHED IN FISCAL YEAR 2004-2005**

---

- Processes vendors within 30 day cycle of receipt of invoice and within terms to claim prompt payment discounts.
- Met all payroll deadlines for employee check distribution and direct deposits.
- Met all reporting deadlines and compliance requirements for Federal and State tax reporting.
- Accurately and timely filed all reports for the City's employee retirement fund.
- Accurately and timely filed all reports to state agencies for revenue, statistics and audit requirements.

**WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2005-06**

---

- File accurate reports and meet all reporting deadlines to Federal and State tax agencies.
- File accurate reports and meet all reporting deadlines for the City's employee retirement contributions.
- File accurate reports and meet all reporting deadlines for revenue, statistics and audit reports to state agencies.
- Meet all reporting deadlines for employee check distribution and direct deposits.
- Monitor timeliness of invoice payments to maximize the City's return on investments by; 1) delaying early payment of invoices to maximize cash available for investment to increase the City's returns, 2) ensuring payment within 30 days of invoice receipt to avoid late charges, and 3) identifying invoices that will earn discounts for early payment.

<b>PERFORMANCE AND WORKLOAD MEASURES</b>	<b>Actual 2003-04</b>	<b>Projected 2004-05</b>	<b>Proposed 2005-06</b>
Payroll direct deposits processed	24,358	24,993	25,012
Payroll checks processed	5,032	5,663	4,660
Accounts Payable checks processed	12,114	11,569	10,996
Journal entries prepared	3,735	3,672	3,548

**MAJOR NEW PROGRAMS AND SERVICES:**

---

A temporary part-time accounting clerk was changed to a permanent part-time accounting clerk.



**GENERAL FUND**

**ACCOUNTING**

<b>EXPENDITURES</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
Salaries	\$ 198,437	\$ 214,949	\$ 212,048	\$ 227,725
Supplies	10,851	8,572	8,750	9,094
Support Services	6,244	7,990	8,445	8,820
Benefits	56,947	59,601	58,869	65,793
Capital Outlay	4,678	262	750	-
<b>Total Expenditures</b>	<b>\$ 277,157</b>	<b>\$ 291,374</b>	<b>\$ 288,862</b>	<b>\$ 311,432</b>

<b>PERSONNEL SUMMARY</b>				
<b>Position Title</b>	<b>Number of Positions</b>			
	<b>2002-03</b>	<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>
Accounting Manager	1	1	1	1
Accounting Specialist	4	4	4	4
Accounting Supervisor	1	1	1	1
Temp-Clerk (part-time)	1	1	1	1
<b>Total</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

**GENERAL FUND  
PURCHASING**

**DIVISION DESCRIPTION**

---

Purchasing collaborates state and local laws as well as procedures in order to provide an effective and consistent means of procurement that is in compliance with all laws and regulations. It is the responsibility of the General Services - Purchasing division to provide staff, management, and Council with the tools to make decisions for the behalf of the citizens to procure supplies and services that will serve as the best value to the City. The Purchasing staff assists employees and Council in procuring the best value, locally (when possible) with standard procedures and formats according to policy. Purchasing prepares, or assists in the preparation of, all documentation and required paperwork for the various steps involved in the bid process. Also, Purchasing is responsible for making recommendations to the City Council on all formal bids and disposal of surplus and salvage property.

**MAJOR DIVISION GOALS**

---

- Maintain the current level of service with the increasing demands placed upon the Purchasing Division.
- Provide departments the resources needed to successfully procure items/services at the best value for the City with minimal difficulty (standardize and streamline processes).
- Ensure that procurements are made in compliance with all laws and policies.

**WHAT WE ACCOMPLISHED IN FISCAL YEAR 2004-2005**

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- Revised the Purchasing Policy; approved by City Council.
- Implemented new asset tracking program (RCI).
- Converted power source from TXU Energy to DEBS.
- Filled and trained Purchasing Manager position.

**WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2005-06**

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- Train staff on Purchasing Policy, Procurement Card Policy and purchasing procedures.
- Develop online auction procedure for disposal of surplus and salvage property.
- Completed mid-year revision of the Purchasing Policy and Procurement Card Policy as needed (to include disposal of property).
- Evaluate FY 2004-05 expenditures to assess if formal bids should be processed for commodities in FY 2005-06; put into action such bids as required. Create a bid schedule for capital outlay items in FY 2006.
- Develop a purchasing manual containing all policies and procedures that relate to procurement for departmental reference.
- Incorporate use of new inventory system (RCI) for asset management. Develop procedure for issuing tags and scanning assets into RCI and possibility of interfacing information into THE.
- Analyze and assess the possible need for a second city-wide auction.

<b>PERFORMANCE AND WORKLOAD MEASURES</b>	<b>Actual 2003-04</b>	<b>Projected 2004-05</b>	<b>Proposed 2005-06</b>
Bids Issued	30	46	55
Requisitions Processed	21,113	18,548	19,000
Purchase Orders Issued	2,337	8,727	9,000

**MAJOR NEW PROGRAMS AND SERVICES**

---

There were no major new programs or services added to Purchasing for FY 2005-06.



**GENERAL FUND**

**PURCHASING**

<b>EXPENDITURES</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
Salaries	\$ 114,877	\$ 146,986	\$ 134,066	\$ 194,614
Supplies	2,393	2,880	2,355	2,935
Repairs	212	650	500	650
Support Services	3,397	6,573	4,869	5,546
Benefits	35,520	42,065	36,651	54,406
Capital Outlay	4,115	6,090	350	-
<b>Total Expenditures</b>	<b>\$ 160,514</b>	<b>\$ 205,244</b>	<b>\$ 178,791</b>	<b>\$ 258,151</b>

<b>PERSONNEL SUMMARY</b>				
<b>Position Title</b>	<b>Number of Positions</b>			
	<b>2002-03</b>	<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>
Buyer	1	1	1	1
Director of General Services	1	1	1	1
Purchasing Manager	0	0	0	1
Principal Secretary	1	1	1	1
Secretary	1	1	1	1
<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>5</b>

**GENERAL FUND  
BUILDING SERVICES**

**DIVISION DESCRIPTION**

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The General Services – Building Services division is responsible for routine, breakdown, and emergency maintenance on over one-hundred (100) City owned and leased buildings. These responsibilities include managing consolidated maintenance budget for all major funds and KCCC as well as monitoring pest control, alarms, HVAC and elevator contracts.

**MAJOR DIVISION GOALS**

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- Bring all city owned real property up to acceptable quality, safety, and legal standards
- Implement a plan to provide adequate and efficient emergency, routine, and preventive maintenance to all city owned real property.
- Establish policies governing the structural, mechanical, and cosmetic maintenance and upkeep of all city owned real property and to provide a safe professional environment for the citizens and employees of the City of Killeen.

**WHAT WE ACCOMPLISHED IN FISCAL YEAR 2004-2005**

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- Maintained over one-hundred (100) city owned buildings (approximately 450,000 square feet) with a staff of two employees
- Justified and obtained an additional employee.
- Processed over eight-hundred (800) work orders.
- Completed remodeling projects for city manager, general services, finance, human resources, fleet services and volunteer services.

**WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2005-06**

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- Design and recommend a facilities maintenance master plan.
- Streamline the work order system in order to reduce response time for routine requests from four to three days.
- Complete a ‘Facility Maintenance Survey’ to assist in identifying major projects needed, repairs before they become major maintenance issues and budget concerns.

PERFORMANCE AND WORKLOAD MEASURES	Actual 2003-04	Projected 2004-05	Proposed 2005-06
Work Orders Processed	1,400	880	1,200

**MAJOR NEW PROGRAMS AND SERVICES:**

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The FY 2005-06 budget includes the authorization and funding for a new facilities maintenance specialist.



**GENERAL FUND**

**BUILDING SERVICES**

<b>EXPENDITURES</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
Salaries	\$ 61,918	\$ 56,830	\$ 48,800	\$ 73,570
Supplies	4,643	5,824	5,802	6,391
Maintenance	-	-	-	-
Repairs	2,224	1,400	1,400	1,400
Support Services	5,438	6,360	5,962	6,250
Benefits	19,958	19,073	17,325	25,877
<b>Total Expenditures</b>	<b>\$ 94,181</b>	<b>\$ 89,487</b>	<b>\$ 79,289</b>	<b>\$ 113,488</b>

<b>PERSONNEL SUMMARY</b>				
<b>Position Title</b>	<b>2002-03</b>	<b>Number of Positions</b>		
		<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>
Facilities Maintenance Specialist	1	1	1	2
Lead Facilities Maintenance Specialist	1	1	1	1
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>

**GENERAL FUND  
CUSTODIAL SERVICES**

**DIVISION DESCRIPTION**

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The General Services - Custodial Services Division is responsible for maintaining twenty (20) City facilities. These facilities equate to 118,177 square feet. Routine duties include maintaining floor, carpet, walls, windows, restrooms, dusting furniture, wastebaskets and entranceways. Additional tasks include dusting light fixtures, air vents, computers, desks and fans; cleaning baseboards, stair hand rails, walls, door frames, recycling bins, inner windows / window frames, and trashcans; applying acid bowl cleaner; disinfect door knobs and phones; clean chairs and chair mats; dust blinds and window ledges; and organizing cleaning storage and supply rooms.

**MAJOR DIVISION GOALS**

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- Create a safe and healthy work environment for City employees and all citizens.
- Maintain a high quality of services within budget constraints.
- Promote facility security, through monitoring facility safeguards and locked doors. Communicate to city management security concerns.
- Establish a safety training program

**WHAT WE ACCOMPLISHED IN FISCAL YEAR 2004-2005**

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- Provided high quality services within same operating budget for last couple of years.
- Completed weekly safety training to reduce workers compensation claim.
- Established an equipment checklist to keep repair cost down.
- Implemented a customer survey.

**WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2005-06**

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- Maintain the safety training program and keep accidents to less than 3%.
- Create a customer complaint form to track operational success and/or shortfalls.
- Maintain 16,882sf of facilities with existing staff and no increases to operating budget.

PERFORMANCE AND WORKLOAD MEASURES	Actual 2003-04	Projected 2004-05	Proposed 2005-06
Ratio of custodians to square footage	1:14,279.5 sq ft	1:14,279.5 sq ft	1:16,882 sq ft

**MAJOR NEW PROGRAMS AND SERVICES**

---

There were no major new programs or services added to Custodial Services for FY 2005-06.



**GENERAL FUND**

**CUSTODIAL SERVICES**

<b>EXPENDITURES</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
Salaries	\$ 164,820	\$ 179,169	\$ 177,156	\$ 187,558
Supplies	23,743	25,888	25,976	29,104
Repairs	6,067	3,295	3,500	3,500
Support Services	1,726	2,100	1,845	1,300
Benefits	61,360	66,718	62,997	67,495
Capital Outlay	-	37,200	33,716	-
<b>Total Expenditures</b>	<b>\$ 257,716</b>	<b>\$ 314,370</b>	<b>\$ 305,190</b>	<b>\$ 288,957</b>

<b>PERSONNEL SUMMARY</b>				
<b>Position Title</b>	<b>Number of Positions</b>			
	<b>2002-03</b>	<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>
Custodian	7	7	7	7
Custodian Supervisor	1	1	1	1
<b>Total</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

**GENERAL FUND  
PRINTING SERVICES**

**DIVISION DESCRIPTION**

---

The Printing Services Department is responsible in producing all printing for 42 department / divisions. Printing Services also determines outsource/in-house printing and contracts out for these jobs. Printing Services performs all graphic layouts for all City documentation.

**MAJOR DIVISION GOALS**

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- Plan for City growth in equipment needed to perform printing requests.
- Monitor all outsourced jobs closer to determine cost effectiveness of outsourcing.
- Educate all departments on Print Shop system.
- Perform spot inventory on a monthly basis to keep more accurate inventory counts.
- Continue research on utilizing computer to plate process for improvement of quality.

**WHAT WE ACCOMPLISHED IN FISCAL YEAR 2004-2005**

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- Attended nation wide printers' conference and learned new technology in printing field.
- Air quality inspection on the shop by TDH was performed, finding meeting safety standard.
- Donated 4000 programs to the City of Killeen Vs. Temple Police football game fundraiser and memorial for all fallen soldiers.
- Participated in the Texas Work Force youth summer hire program to guide and train at risk youths for future employment.
- Printing Service employees attended CPR and first aid training, became certified, and instructed in how to use the defibulator machine by the City of Killeen Fire Department.

**WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2005-06**

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- Provide all printing requests at a cost effective rate and within timelines to ensure City services are not impacted.
- Implement a strict outsource program to monitor and implement savings.

PERFORMANCE AND WORKLOAD MEASURES	Actual 2003-04	Projected 2004-05	Proposed 2005-06
Work Orders Processed	1,100	1,200	1,100
Paper Inventory	22,944	16,000	16,877

**MAJOR NEW PROGRAMS AND SERVICES**

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The FY 2005-06 Printing Services budget includes funding for a new padding machine. The equipment will save time and money with a faster turnover rate.



**GENERAL FUND**

**PRINTING SERVICES**

<b>EXPENDITURES</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
Salaries	\$ 51,124	\$ 55,241	\$ 54,725	\$ 59,949
Supplies	4,659	5,513	5,175	5,816
Repairs	7,761	9,147	9,100	9,100
Support Services	46,412	47,223	47,283	49,120
Benefits	17,038	17,813	17,231	19,249
Capital Outlay	-	1,600	1,600	5,700
<b>Total Expenditures</b>	<b>\$ 126,994</b>	<b>\$ 136,537</b>	<b>\$ 135,114</b>	<b>\$ 148,934</b>

<b>PERSONNEL SUMMARY</b>				
<b>Position Title</b>	<b>Number of Positions</b>			
	<b>2002-03</b>	<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>
Press-Operator	1	1	1	1
Reprographics Technician	1	1	1	1
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

**GENERAL FUND  
EMS BILLING AND COLLECTION**

**DIVISION DESCRIPTION**

The EMS Billing Division conducts all ambulance billing and collections for the City of Killeen. EMS Billing maintains records involving a variety of complex medical treatments administered during emergency medical responses throughout the city. EMS Billing staff review and interpret Emergency Medical Services reports for the input of billing, completion of medical information, entering of charges based on procedures outlined in the City Fee Ordinance, entering of information according to the different needs of the various insurance carriers including Medicare, Medicaid, Department of Defense, Commercial Insurance and private pays, and the processing of all accounts receivable for EMS transports. Tasks require geographical knowledge of the surrounding area for county billing, comprehension of medical terminology, experience in medical coding and coding of all charges.

**MAJOR DIVISION GOALS**

- Enter 5 days of emergency medical service transport information, balance accounts receivable report against run-sheets, and verify insurance as necessary within 6 working days.
- Process insurance claims accurately and in a timely manner to ensure eligibility for payment.
- Meet program deadlines for all insurance appeals.
- Monitor outstanding accounts receivable and follow-up on outstanding accounts to ensure collection of City revenues.
- Ensure compliance with all local, State, and Federal laws related to EMS billing and collection practices.

**WHAT WE ACCOMPLISHED IN FISCAL YEAR 2004-2005**

- Increased mailing of delinquent letters by 1.27%.
- Increased the number of appeals processed by 1.12%.
- Maintained compliance with all applicable laws related to EMS billing practices.
- Successfully implemented a new fee schedule for ambulance transports.

**WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2005-06**

- File accurate reports and meet all reporting deadlines to Federal and State agencies.
- Increase insurance appeals submitted by 5%.
- Increase delinquency collections by 5%.
- Ensure timely processing of all insurance claims.
- Turn delinquent accounts over to the City's collection agency within 150 days of delinquency.

PERFORMANCE AND WORKLOAD MEASURES	Actual 2003-04	Projected 2004-05	Proposed 2005-06
Calls entered	8,994	10,206	10,000
Payments posted	7,113	9,197	9,000
Delinquent letters mailed	7,800	9,940	10,000
Insurance claims processed	4,453	5,476	5,550
Appeals processed	526	589	620
EMS Revenue Collections	\$1,147,099	\$1,789,361	\$1,478,000

**MAJOR NEW PROGRAMS AND SERVICES**

There were no major new programs or services added to EMS Billing and Collections for FY 2005-06.



**GENERAL FUND**

**EMS BILLING AND COLLECTIONS**

<b>EXPENDITURES</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
Salaries	\$ 104,539	\$ 122,004	\$ 121,310	\$ 121,621
Supplies	9,856	10,772	10,772	11,721
Support Services	4,075	4,341	4,183	4,616
Benefits	36,083	38,973	35,822	43,300
Capital Outlay	1,176	-	-	-
<b>Total Expenditures</b>	<b>\$ 155,729</b>	<b>\$ 176,090</b>	<b>\$ 172,087</b>	<b>\$ 181,258</b>

<b>PERSONNEL SUMMARY</b>				
<b>Position Title</b>	<b>2002-03</b>	<b>Number of Positions</b>		
		<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>
EMS Billing Clerk	3	3	3	3
EMS Billing Specialist	1	1	1	1
EMS Billing Supervisor	1	1	1	1
<b>Total</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>

**GENERAL FUND  
HUMAN RESOURCES**

**DEPARTMENT DESCRIPTION**

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The Human Resources Department develops and administers programs and activities to ensure the availability of the right amount and types of employees for organizational needs. Human Resources provides the City Manager and the City Council with accurate advice so they can make well-informed policy decisions on personnel issues. Human Resources assists management in planning staffing, benefits and compensation; provides employee training and education and facilitates the development of positive organizational and employee relationships.

**MAJOR DEPARTMENT GOALS**

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- To protect the City's assets and resources by minimizing the internal and external exposures and associated risks. Provide direction and assistance to all departments to facilitate the review and revision of their accident prevention plan effectiveness. Monitor the maintenance, revision, and effectiveness of the Safety Program in an effort to reduce lost time and insurance related costs.
- To ensure the City's compensation practices and benefits are competitive with the market and related industry. Conduct labor market salary surveys of comparable municipalities and specific competitive industries. Evaluate utilization of benefit services to identify areas where the implementation of wellness initiatives may provide alternatives; implement those alternatives. Explore all options available concerning benefit insurance coverage to ensure employees have access to the best offerings at a competitive price. Provide all employees access to training seminars targeted toward their improved wellness to include health and fitness seminars.
- Enable employees to maximize their career potential by providing a variety of training and development opportunities that are of interest to all employees and are of business necessity. Develop, coordinate, and/or conduct organizational learning and development seminars for all City employees.
- Enable supervisors to maximize their effectiveness by providing a variety of training and development opportunities to develop management skills. Develop, coordinate, and/or conduct learning and development seminars for all City supervisors.

**WHAT WE ACCOMPLISHED IN FISCAL YEAR 2004-2005**

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- Revised and implemented the use of a new City of Killeen application for employment.
- Created and distributed external customer survey.
- Incorporated legislative changes into Local Civil Service Regulations.
- Completed RFP for health insurance, dental insurance, life insurance and Third Party Administrator for cafeteria plan. Resulted in projected annual savings to the City of over \$85,000.
- Continued management of Safety Programs impacting workers' compensation rates; current programs resulted in reduction in City rates by 48%.
- Request For Proposal completed for pre-employment Drug/Alcohol physicals, resulting in projected annual City savings of approximately \$7,800.
- Service Awards Ceremony coordinated to include presentation of new service award jackets to employees based on years of service.
- Incorporated the revised FLSA guidelines for all city job classifications; determined the accuracy of designations of exempt/non-exempt status.
- Completed Non-Civil Service and Civil Service Salary Survey; made recommendations for pay adjustments and implemented pay adjustments authorized by City Council.
- Developed policy for Educational Assistance/Tuition Reimbursement program for city employees; implemented.
- Provided internships to two graduate students.



**WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2005-2006**

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- Develop Request for Proposal and implement process to secure an Employee Assistance Program Provider.
- Enhance Safety Programs under the auspices of new Risk Manager.
- Develop and deliver Diversity Training to all City employees.
- Create and distribute internal customer survey; utilize feedback to facilitate the development of programs, processes and procedures to provide excellence in customer services.
- Populate benefits data base in Human Resources Information System.
- Wellness Committee to develop and manage a Golf Tournament fundraiser for American Heart Walk.
- Update KEEPRA policies to incorporate legislative changes.
- Audit I-9s.
- Conduct Non-Civil Service Salary Survey and recommend appropriate salary adjustments.

<b>PERFORMANCE AND WORKLOAD MEASURES</b>	<b>Actual 2003-04</b>	<b>Projected 2004-05</b>	<b>Proposed 2005-06</b>
Customer Contacts	11,006	12,106	13,317
Job Postings	129	197	207
Applications Received/Reviewed	4,612	5,090	5,600
Payroll Actions Processed	891	897	900
Percent of Employees Satisfied with the City as an Employer	New	New	90%

**MAJOR NEW PROGRAMS AND SERVICES**

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- Employee Assistance Program – conduct request for bid and implement availability for all City employees.
- Risk Manager - enhance Safety Programs and coordinate the utilization of all insurance benefits to include liability insurance coverage. Conduct intense review of all insurance coverage to ensure the City is receiving the best benefits at the most competitive price; conduct bid process in the best interest of the City.

**GENERAL FUND**

**HUMAN RESOURCES**

<b>EXPENDITURES</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
Salaries	\$ 245,071	\$ 266,129	\$ 274,989	\$ 352,410
Supplies	59,476	59,145	60,535	54,977
Maintenance	-	8,000	-	-
Support Services	71,242	55,606	55,476	81,975
Benefits	69,163	78,621	73,934	103,711
Designated Expense	39,928	30,000	30,000	31,000
Capital Outlay	7,016	4,050	1,100	5,380
Reimbursable Expense	-	-	-	(19,896)
<b>Total Expenditures</b>	<b>\$ 491,896</b>	<b>\$ 501,551</b>	<b>\$ 496,034</b>	<b>\$ 609,557</b>

<b>PERSONNEL SUMMARY</b>				
<b>Position Title</b>	<b>Number of Positions</b>			
	<b>2002-03</b>	<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>
Director of Human Resources	1	1	1	1
Employee Benefits Specialist	1	1	1	1
Employee Relations/Training Coordinator	1	1	1	1
Executive Assistant	1	1	1	1
Human Resources Assistant	1	1	1	2
Human Resources Payroll Coordinator	1	1	1	1
Human Resources Specialist	2	2	2	2
SR. Human Res Spec-Risk Mgmt	0	0	0	1
<b>Total</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>10</b>



**GENERAL FUND  
INFORMATION TECHNOLOGY**

**DEPARTMENT DESCRIPTION**

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The Department of Information Technology's responsibilities fall into three categories:

- Operation of IT and communications infrastructure including all related equipment, software and personnel.
- Governance of IT investments in support of the city staff, management and City Council.
- Procurement of technology on behalf of the Departments and Divisions in the City of Killeen.

Also included in our responsibilities is the operation and maintenance of the enterprise resource planning software.

**MAJOR DEPARTMENT GOALS**

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- Provide Technical service to enhance the efficiency and effectiveness of our customer; maximizing their productivity.

**WHAT WE ACCOMPLISHED IN FISCAL YEAR 2004-2005**

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- Completion and sustained operation of technology for the Killeen-Fort Hood Regional Airport.
- Completion and sustained operation of a voice over IP phone system.
- Deployed an electronic citation system to Police Department, Code Enforcement and Animal Control.
- Deployed online payment system for Utility Billing and the Municipal Court of Record. Results for online payment have greatly exceeded expectations.
- Completed new building and relocations for Code Enforcement and Golf Course personnel.
- Posted Crime Incident and Drainage features on the public GIS web site.
- Upgraded Exchange email server with zero lost data and minimal down time.
- Enhanced the training program by updating curriculum, creating a training web site, registration process and partnered with area institutions to provide Continuing Education and Continuing Professional Education credits.
- Renegotiated audio visual maintenance contracts to lower costs.

**WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2005-06**

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- The highest priority for IT is to reduce the cost of ongoing operations. Our goals are achieved through standardization, contract renegotiation, and innovation.
- Staffing to maintain GIS feature classes and attributes is an ongoing concern.
- Centralized web site maintenance is an IT initiative to improve the quality of the website and keep content useful, accurate and current.

PERFORMANCE AND WORKLOAD MEASURES	Actual 2003-04	Projected 2004-05	Proposed 2005-06
Service calls per month	189	250	275
Customer satisfaction	92%	95%	96%
PCs / devices Supported	670	700	720
Phones Supported	0	325	375
IT Classes Delivered	96	120	144

**MAJOR NEW PROGRAMS AND SERVICES**

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- GIS Data technician
- Website technician

**GENERAL FUND**

**INFORMATION TECHNOLOGY**

<b>EXPENDITURES</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
Salaries	\$ 351,373	\$ 390,459	\$ 390,459	\$ 476,009
Supplies	5,585	4,394	4,394	5,038
Maintenance	-	-	-	-
Repairs	2,716	2,400	3,000	1,500
Support Services	64,546	70,162	69,562	76,094
Benefits	99,202	107,857	102,503	135,589
Capital Outlay	1,440	37,130	26,572	25,184
<b>Total Expenditures</b>	<b>\$ 524,862</b>	<b>\$ 612,402</b>	<b>\$ 596,490</b>	<b>\$ 719,414</b>

<b>PERSONNEL SUMMARY</b>				
<b>Position Title</b>	<b>2002-03</b>	<b>Number of Positions</b>		
		<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>
CAD/GIS Technician	0	0	0	1
Computer Mainframe Specialist	1	1	1	1
Computer Operator	1	1	1	1
Computer Technician	1	1	1	1
Director of Information Technology	1	1	1	1
Information Technology Operations Manager	1	1	1	1
Information Technology Training Specialist	1	1	1	1
Information Technology Network Manager	1	1	1	1
Network Technician	1	1	1	1
Network/Exchange Administrator	1	1	1	1
Secretary	1	1	1	1
WEB Technician	0	0	0	1
<b>Total</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>12</b>



**GENERAL FUND  
PERMITS & INSPECTIONS**

**DIVISION DESCRIPTION**

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The Permits & Inspections Division ensures quality-building development by providing homeowners, developers, builders, contractors, architects, and engineers with information for applications and issuance of permits for building and construction in a professional and courteous manner. The department also conducts inspections and provides technical assistance for construction and responds to emergency call-outs regarding damaged structures.

**MAJOR DIVISION GOALS**

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- Reduce the plan review time for new residential construction from up to 14 days to 5 days.
- Increase inspection quality time from 8.6 minutes per inspection to 12 minutes each.
- Adopt new construction codes to bring us into compliance with State law by January 2006.
- Evaluate and develop department's organizational alignment for FY 2006-07 budget.
- Complete ordinance, duties and manpower modifications regarding the January 2003 Permits & Inspections / Code Enforcement split by September 2006.
- Provide additional clerical staff to aide in customer service and assistance to inspection staff.

**WHAT WE ACCOMPLISHED IN FISCAL YEAR 2004-2005**

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- Issued 17,408 building permits valuing \$245 million.
- Issued building permits for 1,234 new single-family structures, 154 duplexes, and 56 multi-family (176 units) structures.
- Issued 199 permits for commercial projects valuing \$38,676,840.
- Generated \$1,276,715 in fee revenue.
- Performed 27,286 construction inspections.

**WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2005-06**

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- Implement New Residential Check List beginning November 2005 to improve quality of plan submittal documents in order to reduce permit disapprovals
- Implement the phase-in of one new building inspector position to increase inspection time per inspection from 8.6 minutes to 12 minutes average
- Implement the phase-in of one new building inspector position to provide inspections for billboards, signs and accessory permitted items
- Reinstate backflow prevention field inspections and compliance with State law regulations starting January 2006
- Complete FEMA CAV investigation and amend flood ordinances to match federal law by February 2006

PERFORMANCE AND WORKLOAD MEASURES	Actual 2003-04	Projected 2004-05	Proposed 2005-06
Inspections performed	21,146	27,286	29,444
Inspections per inspector	7,049	6,822	4,907
Average Minutes per inspection	9.5	8.6	10.3
# of permits issued	16,199	17,408	19,000

**MAJOR NEW PROGRAMS AND SERVICES**

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- FY 2005-06 budget included two building inspectors in October 2005. The new positions will improve permit issuance time, quality of inspections, start up the new billboard registration program, allow the backflow program to start back up, etc.
- FY 2005-06 included revisions to incentive program by amending, adding and/or replacing recognized incentives and state required licenses. The new program is now in line with the adopted International Code Council construction codes.

**GENERAL FUND**

**PERMITS AND INSPECTIONS**

<b>EXPENDITURES</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
Salaries	\$ 561,535	\$ 495,069	\$ 476,260	\$ 603,138
Supplies	21,194	17,791	16,991	26,238
Repairs	7,349	6,244	3,000	6,000
Support Services	15,337	18,273	17,673	23,335
Benefits	158,425	135,757	132,618	168,879
Designated Expenses	29,987	-	-	-
Capital Outlay	2,280	26,556	26,305	53,928
<b>Total Expenditures</b>	<b>\$ 796,107</b>	<b>\$ 699,690</b>	<b>\$ 672,847</b>	<b>\$ 881,518</b>

<b>PERSONNEL SUMMARY</b>				
<b>Position Title</b>	<b>Number of Positions</b>			
	<b>2002-03</b>	<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>
Assistant City Manager	1	1	1	1
Building Inspector	4	4	4	6
Building Official	1	1	1	1
Building Permit Clerk	2	2	2	2
Office Assistant	1	1	1	1
Office Supervisor	1	1	1	1
Plans Examiner	0	0	1	1
Receptionist	1	1	1	1
<b>Total</b>	<b>11</b>	<b>11</b>	<b>12</b>	<b>14</b>



**GENERAL FUND  
LIBRARY SERVICES**

**DIVISION DESCRIPTION**

The Library Services Division operates two facilities: the Main library, a 14,200 square foot building in the downtown area, and the Copper Mountain Branch Library, a 9,800 square foot building near the heart of Killeen's retail district. These two buildings house a dynamic collection of more than 95,000 items for all ages and educational levels. In addition to books, the libraries provide audiobooks on cassette and CD, videos and DVDs and online database access. A strong commitment to preschool literacy has led the division to offer 14 story times each week during the school year, and 16 during the annual Texas Reading Club summer program. Access to a wide variety of online databases for almost every type of information need rounds out the services provided by the Library Services Division.

**MAJOR DIVISION GOALS**

- Provide access to information that meets the needs of the school, work and home users.
- Provide a dynamic, constantly updated collection of materials that serves all segments of the community.
- Encourage a love of reading and lifelong learning.

**WHAT WE ACCOMPLISHED IN FISCAL YEAR 2004-2005**

- Began offering online access through the library's website to the TexShare databases, a small collection of authoritative online resources offered to public libraries at low cost through the Texas State Library.
- Expanded evening story times to three per week to meet the needs of parents who work during the day.
- Completely redesigned library's website to make it more accessible and relevant; implemented bi-weekly updates to the site, where appropriate.

**WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2005-06**

- Expand online database access beyond the limited offerings of TexShare to meet our citizens' needs.
- Digitize and catalog the photographs in our archives (year 1 of a two year project).

<b>PERFORMANCE AND WORKLOAD MEASURES</b>	<b>Actual 2003-04</b>	<b>Projected 2004-05</b>	<b>Proposed 2005-06</b>
Library attendance	298,965	317,835	325,000
Story time attendance	10,055	12,636	13,000
Summer reading club registrations	1,491	1,681	1,750
Public computer use sessions	90,047	103,721	106,500
Reference transactions	25,594	35,244	31,000*
Circulation of materials	273,007	282,314	285,250

\*Addition of online databases will give citizens the ability to find answers without our intervention

**MAJOR NEW PROGRAMS AND SERVICES**

Combined Main Library and Branch Library budgets for FY 2005-06.

**GENERAL FUND**

**LIBRARY**

<b>EXPENDITURES</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
Salaries	\$ 592,158	\$ 645,490	\$ 640,368	\$ 681,383
Supplies	59,454	67,778	64,478	78,586
Maintenance	-	-	-	-
Repairs	3,770	7,380	7,380	5,250
Support Services	87,713	71,053	65,608	68,355
Benefits	181,831	192,224	189,081	206,027
Capital Outlay	113,103	134,589	117,489	117,000
<b>Total Expenditures</b>	<b>\$ 1,038,029</b>	<b>\$ 1,118,514</b>	<b>\$ 1,084,404</b>	<b>\$ 1,156,601</b>

<b>PERSONNEL SUMMARY</b>				
<b>Position Title</b>	<b>Number of Positions</b>			
	<b>2002-03</b>	<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>
Assistant Director of Library Services	1	1	1	1
Branch Manager	1	1	1	1
Cataloging Assistant	1	1	1	1
Clerk	8	8	8	8
Director of Library Services	1	1	1	1
Library Assistant	5	3	2	2
Library Clerks (Part-time)	9	9	9	9
Library Supervisor	1	2	3	3
Reference Librarian	1	1	1	1
Senior Reference Assistant	2	2	2	2
Senior Secretary	1	1	1	1
<b>Total</b>	<b>31</b>	<b>30</b>	<b>30</b>	<b>30</b>



**GENERAL FUND  
PARKS**

**DIVISION DESCRIPTION**

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The Parks division conducts maintenance, enhancement and construction operations at various parks, athletic fields and municipal facility landscapes. The division also provides a wide range of logistical support to operations of the Athletics and Recreation divisions. This support includes a wide range of activities. Some of these include athletic field preparation for league play and tournaments, special event set-up and take down, and swimming pool maintenance.

**MAJOR DIVISION GOALS**

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- Ensure that all park and athletic facilities are maintained efficiently and are safe for citizens to utilize.
- Engage in intensive planning to make sure that facility type, locations and conditions meet the needs of the citizens of Killeen.

**WHAT WE ACCOMPLISHED IN FISCAL YEAR 2004-2005**

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- Completed construction of Rotary Children's Park
- Enhanced the Davis baseball fields through the addition of new bleacher covers, walkways, landscaping and irrigation.
- Installed new play structure and swing unit at Long Branch Community Park.

**WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2005-06**

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- Construction of new parks at Iduma, Timber Ridge and Ira Cross Elementary schools.
- Construction of a skate park at Conder Park.
- Construction of a restroom/concession facility and lighting for the multi-purpose fields at Lion's Club Park.
- Completion of the Design and Bid phase of the Lions Club Park Recreation and Senior Center Complex

<b>PERFORMANCE AND WORKLOAD MEASURES</b>	<b>Actual 2003-04</b>	<b>Projected 2004-05</b>	<b>Proposed 2005-06</b>
Park Patrons Served (visits to KPR facilities)	85,000 (est.)	90,000	100,000+

**MAJOR NEW PROGRAMS AND SERVICES**

---

There were no major new programs or services added to Parks for FY 2005-06.

**GENERAL FUND**

**PARKS**

<b>EXPENDITURES</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
Salaries	\$ 767,876	\$ 822,393	\$ 783,891	\$ 853,749
Supplies	220,928	229,340	228,690	240,735
Maintenance	86,207	146,000	145,500	204,300
Repairs	60,401	53,919	45,500	58,000
Support Services	211,458	218,408	214,658	216,750
Benefits	251,220	274,083	230,109	274,215
Designated Expenses	50,000	-	-	-
Capital Outlay	-	79,260	70,586	61,350
<b>Total Expenditures</b>	<b>\$ 1,648,090</b>	<b>\$ 1,823,403</b>	<b>\$ 1,718,934</b>	<b>\$ 1,909,099</b>

<b>PERSONNEL SUMMARY</b>				
<b>Position Title</b>	<b>Number of Positions</b>			
	<b>2002-03</b>	<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>
Custodian	1	1	1	1
Director of Community Services	1	1	1	1
Grounds Crew Leader	2	2	2	2
Grounds Maintenance Specilist	4	4	4	4
Grounds Maintenance Worker	20	20	20	20
Parks and Public Grounds				
Superintendent	1	1	1	1
Principal Secretary	1	1	1	1
Small Equipment Mechanic	1	1	1	1
<b>Total</b>	<b>31</b>	<b>31</b>	<b>31</b>	<b>31</b>



**GENERAL FUND  
RECREATION**

**DIVISION DESCRIPTION**

---

The Killeen Recreation division is responsible for offering quality recreation activities for Killeen citizens of all ages. The Recreation division specializes in hosting events such as; 5k runs, holiday events, Summer Camps , and our Hot Summer Nights concert series. Recreation is also in charge of seeking out recreation class instructors to offer safe affordable classes to be held at the Killeen Community Center. The recreation division is also responsible for coordinating the rental of the Killeen Community Center, park pavilions, athletic facilities, and the Killeen amphitheater.

**MAJOR DIVISION GOALS**

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- Start new recreation classes to maximize space available at the Community Center.
- Promote events and programs that raise the profile of recreation and encourage recreation in Killeen.
- Continue to expand sponsorship opportunities through our "Partners in Parks" program.

**WHAT WE ACCOMPLISHED IN FISCAL YEAR 2004-2005**

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- Enhanced Cen-Tex Race Series by adding additional events/partners.
- Developed promotional material to market Killeen Parks and Recreation to the City of Killeen.
- Became voting member on the Celebrate Killeen Committee in order to help them plan and carry out special events.
- Hosted special events such as; Halloween Carnival, Holiday Under the Stars, Turkey Trot 5k, Jingle Bell Dash 5k, Spring Break Day Camp, Celebrate Killeen Festival, Summer Day Camp, and Caliente 10k.

**WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2005-06**

---

- Continue to add new events and support other events hosted by the City of Killeen.
- Develop marketing strategies to increase participation in all recreation programs.
- Continue seeking out new sponsorship opportunities to enhance current recreation activities.

<b>PERFORMANCE AND WORKLOAD MEASURES</b>	<b>Actual 2003-04</b>	<b>Projected 2004-05</b>	<b>Proposed 2005-06</b>
Participants in programs sponsored by the recreation division.	29,000	33,000	35,000

**MAJOR NEW PROGRAMS AND SERVICES**

---

There were no major new programs or services added to Recreation for FY 2005-06.

**GENERAL FUND**

**RECREATION**

<b>EXPENDITURES</b>					
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>	
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>	
Salaries	\$ 143,016	\$ 158,054	\$ 144,844	\$ 151,253	
Supplies	56,291	63,373	62,000	59,381	
Support Services	38,274	37,436	36,736	39,700	
Benefits	31,922	34,808	33,729	35,130	
Capital Outlay	-	11,000	10,851	-	
<b>Total Expenditures</b>	<b>\$ 269,503</b>	<b>\$ 304,671</b>	<b>\$ 288,160</b>	<b>\$ 285,464</b>	

<b>PERSONNEL SUMMARY</b>				
<b>Position Title</b>	<b>Number of Positions</b>			
	<b>2002-03</b>	<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>
Office Assistant	1	1	1	1
Recreation Superintendent	1	1	1	1
Recreation Supervisor	1	1	1	1
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>



**GENERAL FUND  
ATHLETICS**

**DIVISION DESCRIPTION**

---

The Athletics Division exists to provide and promote a wide variety of youth and adult team sports and athletic clinics. In addition, the Athletics Division exists to promote the City of Killeen as a viable option for championship play for youth and adult baseball, basketball, softball and flag football, thus enhancing the city's tourism efforts and regional shopping center efforts. The Athletics division offers a wide variety of youth sports to include volleyball, basketball, flag football, baseball, softball and soccer. Adult sports offered include flag football, slow pitch softball, volleyball and basketball.

**MAJOR DIVISION GOALS**

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- Continue to facilitate joint use agreements with KISD to accommodate the current growth rate in all sports.
- Seek staff training on ways to conduct cross training with parents, players, coaches and officials on dealing with violence in athletics to better equip staff, parents, players, officials and coaches with ways to reduce, eliminate and deal with volatile issues related to program participants.
- Continue to accommodate the growth in youth and adult sports while maintaining the required 100% supervision policy to insure programs are conducted within city standards and procedures.

**WHAT WE ACCOMPLISHED IN FISCAL YEAR 2004-2005**

---

- Grew at an overall participant rate of 15% in youth sports.
- Hosted the 2005 Texas Teen Age Baseball 10 & Under Boys State Tournament at Lions Club Park.
- Hosted the 2005 Amateur Softball Association 12 & Under Girls B State Tournament at Lions Club Parks and Killeen Athletic Complex.
- Hosted the 2005 Amateur Softball Association Men's A National Fast Pitch Tournament at Killeen Athletic Complex.
- Established a Women's Division of slow pitch softball.

**WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2005-06**

---

- Establish the City of Killeen as a viable tournament location for Texas Amateur Athletic Federation (TAAF) events. We will be hosting the TAAF Women's Major State Basketball Tournament.
- We will be host to four state tournaments and one national tournament in 2006.
- Increase the participation in all of our youth and adult programs while maintaining a standard of excellence in our program.
- Implement the Texas Amateur Athletic Federation (TAAF) Male and Female Athlete of the Year program.

PERFORMANCE AND WORKLOAD MEASURES	Actual 2003-04	Projected 2004-05	Proposed 2005-06
Youth Sports Participation	3,011	3,321	3,650
Adult Sports Participation	900	1,700	2,000

**MAJOR NEW PROGRAMS AND SERVICES**

---

There were no major new programs or services added to Athletics for FY 2005-06.

**GENERAL FUND**

**ATHLETICS**

<b>EXPENDITURES</b>					
		<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
		<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
Salaries	\$	155,089	\$ 124,877	\$ 124,773	\$ 108,308
Supplies		29,378	30,969	30,969	44,860
Support Services		27,685	65,523	65,506	89,107
Benefits		32,017	38,386	38,284	33,782
<b>Total Expenditures</b>	<b>\$</b>	<b>244,169</b>	<b>\$ 259,755</b>	<b>\$ 259,532</b>	<b>\$ 276,057</b>

<b>PERSONNEL SUMMARY</b>				
<b>Position Title</b>	<b>2002-03</b>	<b>Number of Positions</b>		
		<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>
Community Center Coordinator	1	1	1	1
Recreation Specialist	1	1	1	1
Recreation Superintendent	1	1	1	1
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>



**GENERAL FUND  
CEMETERY**

**DIVISION DESCRIPTION**

Killeen City Cemetery operates a 63-acre memorial park to include an 801 square foot cemetery office/maintenance building. The cemetery shows/sells cemetery lots maintaining lot purchase records and coordinates burial interments/disinterments with funeral homes maintaining burial records to meet state requirements. Staff assists patrons in locating burial locations and providing information to assist in their family genealogy search. Staff performs daily grounds maintenance of City cemetery as well as Blackburn cemetery and Police Academy, beautification of grounds, and maintenance of building. Staff opens and closes gravesites for cremation and infant services. As needed, staff assists in funeral traffic direction and serves as pallbearers.

**MAJOR DIVISION GOALS**

- Provide a well-maintained cemetery with added beautification that is aesthetically pleasing to the eye and provide our patrons with quality customer service.
- Verify, complete, and maintain all cemetery records regarding lot purchases and interments that will provide our patrons with more accurate information of their family genealogy and meet state compliance.

**WHAT WE ACCOMPLISHED IN FISCAL YEAR 2004-2005**

- Continued planting trees (33 planted) under the Living Tree Program
- Continued tree planting beautification program along internal roadways (20 planted).
- Continued bench installation program in walkways and easements (13 installed).
- Completed inputting cemetery interment data for OS-A and OS-E and completed ownership data entry for Sections A,B,C,D,E,F,G,H,I,J,K,L,M,N and OS-A and OS-E from old software to new.
- Repaired and straightened monuments (29) in Old Section B.
- Top dressed and seeded 153 new interment spaces.

**WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2005-06**

- Continue beautification through living tree program, roadway tree planting program, and bench installation program and the addition of landscaping beds.
- Continue research and review of cemetery records and begin inputting interment data and ownership data for OS-B, OS-C, OS-D into new software and complete mapping OS-D and begin mapping OS-B & OS-C.
- Began digital imaging of all memorials and interment/deed records to be added to new software.

PERFORMANCE AND WORKLOAD MEASURES	Actual 2003-04	Projected 2004-05	Proposed 2005-06
Spaces Sold	74	70	56
Interments	141	149	116
Acreage Mowed & Trimmed Yearly	1,985	1,985	1,985

**MAJOR NEW PROGRAMS AND SERVICES**

There were no major new programs or services added to Cemetery for FY 2005-06.

**GENERAL FUND**

**CEMETERY**

<b>EXPENDITURES</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
Salaries	\$ 140,484	\$ 169,486	\$ 165,961	\$ 179,366
Supplies	19,871	25,276	24,199	25,192
Maintenance	6,506	7,400	7,342	7,411
Repairs	8,515	8,000	8,000	10,128
Support Services	4,858	5,052	4,200	3,470
Benefits	50,540	56,349	51,180	58,436
Capital Outlay	-	-	-	9,500
<b>Total Expenditures</b>	<b>\$ 230,774</b>	<b>\$ 271,563</b>	<b>\$ 260,882</b>	<b>\$ 293,503</b>

<b>PERSONNEL SUMMARY</b>				
<b>Position Title</b>	<b>Number of Positions</b>			
	<b>2002-03</b>	<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>
Cemetery Superintendent	1	1	1	1
Grounds Crew Leader	1	1	1	1
Grounds Maintenance Worker	4	4	4	4
<b>Total</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>



**GENERAL FUND  
SENIOR CITIZENS**

**DIVISION DESCRIPTION**

The Bob Gilmore Senior Center provides quality recreational, educational and health related activities for senior adults age 55 and older. The center also networks with various governmental, social, health and service organizations and is an information and referral resource that assists not only senior citizens but the community as well.

**MAJOR DEPARTMENT GOALS**

- Provide a well-run, well-maintained senior center where seniors can socialize and participate in recreational, educational and health-filled activities of interest to them.
- To direct, help, and assist senior citizens with their individual concerns and needs.
- To continue to provide innovative programming that promotes new membership.

**WHAT WE ACCOMPLISHED IN FISCAL YEAR 2004-2005**

- Registered 313 new members from October 1, 2004 – September 30, 2005 (an increase of 69 new members from 2003-04)
- Members held several Tsunami Relief Benefit activities that generated over \$3,000 for the Salvation Army's Tsunami Relief effort.
- Established 6 new activities at the center for members to enjoy (i.e. Mosaic Class, Saturday Night Dance, Grief Counseling, Las Damas del Folklorico Dance Group, Chicken Foot Domino Game and Red Hat Chapter "The Ya'Ya's".)
- Increased daily lunch participation.
- The center was the emergency dining facility for the Katrina and Rita evacuees. This entailed coordinating with volunteers and various businesses and churches in an orderly and concise manner.

**WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2005-06**

- Continue to increase participation and promote new membership by offering new and innovative programs of interest to senior citizens
- Continue to keep the membership involved in community spirited events (i.e. The Great American Trash-Off, Salvation Army Dress Me Bear Project, Lutheran Ladies Quilt Project, Linus Project, American Heartwalk, Love Basket Project as well as our dance and choir performances at schools and community functions.)
- Continue to keep updated in what programs or benefits are new in the aging field.

PERFORMANCE AND WORKLOAD MEASURES	Actual 2003-04	Projected 2004-05	Proposed 2005-06
Participation of Individuals	35,347	34,440 / *75,063	34,894
New Members	244	313	308

\* Increase reflects the evacuees, staff and volunteers coming to the center for registration and meal program- day and evening

**MAJOR NEW PROGRAMS AND SERVICES**

- Raise funds to construct a pavilion on the new walking trail.
- Widescreen television.

**GENERAL FUND**

**SENIOR CITIZENS**

<b>EXPENDITURES</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
Salaries	\$ 69,609	\$ 97,523	\$ 95,023	\$ 102,700
Supplies	9,381	11,709	11,347	16,404
Maintenance	-	-	-	-
Repairs	570	1,450	1,405	1,863
Support Services	23,594	25,129	24,699	27,346
Benefits	19,380	28,026	26,094	30,351
Capital Outlay	-	3,800	3,787	3,500
<b>Total Expenditures</b>	<b>\$ 122,534</b>	<b>\$ 167,637</b>	<b>\$ 162,355</b>	<b>\$ 182,164</b>

<b>PERSONNEL SUMMARY</b>				
<b>Position Title</b>	<b>2002-03</b>	<b>Number of Positions</b>		
		<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>
Custodian	0	0	1	1
Office Assistant	1	1	1	1
Office Assistant (Part-Time)	1	1	1	1
Senior Center Manager	1	1	1	1
<b>Total</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>



**GENERAL FUND  
SWIMMING POOLS**

**DIVISION DESCRIPTION**

---

The swimming pools division exists to provide and promote safe aquatic facilities and programs for citizens of all ages. The pools division oversees the maintenance, and programming of activities for both of the public swimming pools in the City. This division is also responsible for providing the Red Cross "Learn to Swim" program for children 4 to 14 years old. The pools division also supervises 25 seasonal employees including lifeguards, water safety instructors and pool managers throughout each pool season.

**MAJOR DIVISION GOALS**

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- Continue to employ qualified water safety instructors and lifeguards.
- Provide upkeep and general maintenance of the swimming pool structures.
- Continue to enhance training of lifeguards, pool managers, and cashiers.
- Provide a well-rounded aquatics program.

**WHAT WE ACCOMPLISHED IN FISCAL YEAR 2004-2005**

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- Installed new sidewalk at Pershing park pool.
- Replaced lifesaving equipment to meet requirements set by TML.
- Updated swimming lesson program to meet American Red Crosses new standards.
- Installed new perimeter fence at Long branch pool.
- Worked with other area swimming pools to create an in-service training program.

**WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2005-06**

---

- Replace equipment at both pools to conform to TML standards.
- Increase marketing of summer seasonal job opportunities.
- Provide a safe fun environment for all swimmers.
- Increase awareness of summer swim pass program.

<b>PERFORMANCE AND WORKLOAD MEASURES</b>	<b>Actual 2003-04</b>	<b>Projected 2004-05</b>	<b>Proposed 2005-06</b>
Swimming lesson participants	538	485	570
Daily pool attendance	13,699	11,500	14,500

**MAJOR NEW PROGRAMS AND SERVICES**

---

There were no major new programs or services added to Pools for FY 2005-06.

**GENERAL FUND**

**SWIMMING POOLS**

<b>EXPENDITURES</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
Salaries	\$ 55,541	\$ 71,400	\$ 65,000	\$ 69,245
Supplies	29,249	33,991	30,100	34,941
Maintenance	9,691	5,671	5,200	5,700
Repairs	-	100	100	100
Support Services	7,452	11,656	9,356	14,400
Benefits	4,682	6,907	6,907	5,131
Major Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 106,615</b>	<b>\$ 129,725</b>	<b>\$ 116,663</b>	<b>\$ 129,517</b>

**PERSONNEL SUMMARY**

This Division is only open during the Summer months of the year with part-time employees.



**GENERAL FUND  
COMMUNITY DEVELOPMENT**

**DIVISION DESCRIPTION**

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The purpose of Community Development is to provide guidance and appropriate policy development from which to implement strategies, programs and projects to assist in meeting decent and affordable housing needs, suitable living environments and the expansion of economic opportunities for all citizens of Killeen, principally low and moderate income citizens. This grant program comes to the city as an entitlement program funded through the U.S. Department of Housing and Urban Development. This program is very flexible in allowing the local community to decide on funding priorities.

**MAJOR DIVISION GOALS**

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- Improve supportive human services to include, but not limited to health, housing, senior, disabled, youth, transportation, child care, substance abuse, job skills, employment training, and counseling services for low and moderate income persons.
- Increase, improve and maintain affordable housing for low and moderate income residents
- Improve and expand infrastructure that benefits low and moderate-income neighborhoods and residents.

**WHAT WE ACCOMPLISHED IN FISCAL YEAR 2004-2005**

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- Facilitated neighborhood street improvement projects in low income neighborhoods
- Managed funding and facilitated Public Service facility improvement projects - Killeen Housing Authority Community Center, C.I.S., Food Care Center, and Transformative Charter Academy
- Facilitated funding for Code enforcement abatement
- Facilitated funding for clearance and demolition of unsafe structures
- Facilitated funding for transportation services for Elderly Killeen Residents
- Provided project oversight for demolition and reconstruction project for elderly citizen

**WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2005-06**

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- Purchase building for faith based substance abuse center
- Facilitate funding and project management for water and sewer line improvements to lower income neighborhoods
- Facilitate funding and project management for transitional housing for youth in conjunction with Central Texas Youth Services
- Complete renovations to Killeen Food and Clothing Center for warehouse operations
- Facilitate funding and project management for parking lot improvements to Hill Country Community Action Agency Senior Center
- Facilitate funding and project management for playground improvements to Head Start center
- Facilitate funding and project management for sidewalk improvements in low income neighborhoods
- Facilitate funding and project management for clearance and demolition of unsafe structures

PERFORMANCE AND WORKLOAD MEASURES	Actual 2003-04	Projected 2004-05	Proposed 2005-06
Assist low to moderate income persons in Killeen	43,822	74,912	41,835

**MAJOR NEW PROGRAMS AND SERVICES**

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The FY 2005-06 budget includes \$65,000 in additional professional services funding to engage a consultant to review downtown revitalization programs.

**GENERAL FUND**

**COMMUNITY DEVELOPMENT**

<b>EXPENDITURES</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
Salaries	\$ 159,181	\$ 168,534	\$ 165,220	\$ 175,631
Supplies	4,516	5,505	5,505	5,360
Repairs	168	1,060	610	450
Support Services	23,899	26,416	26,866	88,292
Benefits	42,461	44,253	43,521	47,046
Capital Outlay	-	18,000	-	-
<b>Total Expenditures</b>	<b>\$ 230,225</b>	<b>\$ 263,768</b>	<b>\$ 241,722</b>	<b>\$ 316,779</b>

<b>PERSONNEL SUMMARY</b>				
<b>Position Title</b>	<b>2002-03</b>	<b>Number of Positions</b>		
		<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>
Community Development Program Manager	1	1	1	1
Community Development Specialist Director of	1	1	1	1
Community Development Community Development Program Assistant	1	1	1	1
<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>



**GENERAL FUND  
HOME PROGRAM**

**DIVISION DESCRIPTION**

The HOME Program is a function within the direction of the Community Development Division which provides guidance and appropriate policy development from which to implement strategies, programs and design projects to assist in meeting decent and affordable housing needs, for all citizens of Killeen, principally low and moderate income citizens. The HOME program is funded through an entitlement grant from the U.S. Department of Housing and Urban Development. This is strictly an affordable housing grant.

**MAJOR DIVISION GOALS**

- Improve supportive human services to include, but not limited to health, housing, senior, disabled, youth, transportation, child care, substance abuse, job skills, employment training, and counseling services for low and moderate income persons.
- Increase, improve and maintain affordable housing for low and moderate income residents
- Improve and expand infrastructure that benefits low and moderate-income neighborhoods and residents.

**WHAT WE ACCOMPLISHED IN FISCAL YEAR 2004-2005**

- Received an award from the National Community Development Association for affordable housing for seniors
- Received top ranking by HUD at the state level for leveraging public and private funding against HOME funds; \$14.25:\$1 ratio
- Received top ten ranking from HUD at the state level, providing over ninety percent (90%) of all HOME funds to assist very low income households (0% - 50% of the area median income)
- Completed a 152-unit affordable elderly housing complex utilizing Federal Housing Tax Credits

**WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2005-06**

- Coordinate funding and facilitate project management for Transitional Housing for youth in conjunction with Central Texas Youth Services
- Complete construction of a new 172-unit affordable housing complex for families
- Complete new construction of four homes for disabled/handicapped homebuyers in conjunction with Killeen Housing Authority
- Provide education and information classes to citizens purchasing homes in Killeen

PERFORMANCE AND WORKLOAD MEASURES	Actual 2003-04	Projected 2004-05	Proposed 2005-06
Assist low income households in Killeen	468	608	610

**MAJOR NEW PROGRAMS AND SERVICES**

There were no major new programs or services added to the HOME program for FY 2005-06.

**GENERAL FUND**

**HOME PROGRAM**

<b>EXPENDITURES</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
Salaries	\$ 34,267	\$ 36,359	\$ 36,359	\$ 39,314
Supplies	2,597	2,436	2,289	2,436
Support Services	4,239	5,099	4,999	7,011
Benefits	9,920	10,298	10,196	11,163
<b>Total Expenditures</b>	<b>\$ 51,023</b>	<b>\$ 54,192</b>	<b>\$ 53,843</b>	<b>\$ 59,924</b>

<b>PERSONNEL SUMMARY</b>				
<b>Position Title</b>	<b>Number of Positions</b>			
	<b>2002-03</b>	<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>
Community Development Program				
Assistant	1	1	1	1
Home Program Coordinator	1	1	1	1
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

**GENERAL FUND  
PUBLIC WORKS**

**DEPARTMENT DESCRIPTION**

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The Public Works Department is dedicated to providing the citizens of Killeen with quality infrastructure systems and orderly planning and development and includes the following:

- Public Works Administration
- Traffic
- Planning
- Sanitary Sewer
- Engineering
- Streets
- Water and Sewer Operations
- Water and Sewer Construction
- Solid Waste Collection [Residential and Commercial]
- Transfer Station
- Recycle Center
- Drainage Utility
- Bond Operations

The Water and Sewer Operations, Sanitary Sewer and Water and Sewer Construction are budgeted in the Water and Sewer Fund. The Solid Waste Collection, Transfer Station and Recycle Center are budgeted in the Solid Waste Fund. Drainage is budgeted in the Drainage Utility Fund.

**MAJOR DEPARTMENT GOALS**

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- Repair and maintain Public Works assets in order to provide the Citizens of Killeen with quality infrastructure.
- Continue capital improvement projects and master planning efforts to support annexation and population growth.

**WHAT WE ACCOMPLISHED IN FISCAL YEAR 2004-2005**

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- Employed a Project Manager to oversee \$26M in street and traffic capital improvement projects. Entered into engineering contracts for the design of first \$10M of projects.
- Contracted for the design of \$21M in water and wastewater capital improvement projects.
- Employed a Senior Planner to assist in the review of plat and zoning submittals, and to begin the process of developing a comprehensive plan.

**WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2005-06**

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- Complete the East Side Infrastructure and Lift Station No. 2 Projects by September 2006 for the opening of the New South Wastewater Treatment Plant.
- Acquire an updated Water & Wastewater Master Plan.
- Contract for the overflight of the entire city limits and ETJ to obtain up-to-date digital orthophotographs and topographic maps.

PERFORMANCE AND WORKLOAD MEASURES	Actual 2003-04	Projected 2004-05	Proposed 2005-06
Public Works (FTE) Employees	168	176	192
Area of City (Sq Miles)	35.5	44.47	45.09
PW FTE Per Square Mile	4.73	3.95	4.26

**MAJOR NEW PROGRAMS AND SERVICES**

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- Establish a 6-member crew for channel and ditch maintenance.
- Establish an 11-member crew for right-of-way mowing.



**GENERAL FUND**

**PUBLIC WORKS**

<b>EXPENDITURES</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
Salaries	\$ 132,806	\$ 138,814	\$ 136,832	\$ 141,433
Supplies	1,114	1,536	1,500	1,500
Support Services	5,977	8,587	8,207	8,758
Benefits	32,242	33,240	34,551	35,246
Capital Outlay	440	438	-	-
<b>Total Expenditures</b>	<b>\$ 172,579</b>	<b>\$ 182,615</b>	<b>\$ 181,090</b>	<b>\$ 186,937</b>

<b>PERSONNEL SUMMARY</b>				
<b>Position Title</b>	<b>Number of Positions</b>			
	<b>2002-03</b>	<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>
Director of Public Works	1	1	1	1
Executive Assistant	1	1	1	1
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

**GENERAL FUND  
ENGINEERING**

**DIVISION DESCRIPTION**

The Engineering Division provides professional engineering services to all City of Killeen departments. The division reviews plats and construction plans for residential and commercial building; inspects all infrastructure construction; oversees the design of major infrastructure construction; manages preparation of infrastructure master plans; and directs development of the Storm Water Program.

**MAJOR DIVISION GOALS**

- Increase the capability to perform traffic engineering studies and projects to support the Thoroughfare Plan.
- Ensure infrastructure is developed and repaired in accordance with City standards.
- Develop and maintain the Storm Water Program and related maintenance activities.
- Complete development of a Geographic Information System (GIS) database and maintain the data in a timely manner.
- Develop long-term water, wastewater and drainage master plans using the latest engineering tools available.
- Improve daily operations through continued training and implementation of up-to-date software.

**WHAT WE ACCOMPLISHED IN FISCAL YEAR 2004-2005**

- Drainage Utility staff conducted daily field inspections throughout the city to provide advice and solutions to resident complaints and/or questions.
- Approved the design of \$10M in Street and Traffic Projects; and \$20M in Water & Wastewater Projects.
- Engineering staff provided more than 900 hours reviewing plats and construction plans; inspected 129 street cuts and 94 curb cuts; and provided daily inspections at 120 ongoing developments.
- Design was completed on the East Side Infrastructure Project; the construction contract was awarded (\$7,694,497); and the project is under construction. Completion is expected in September 2006.

**WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2005-06**

- Award a contract for the development of the 2006 Water & Wastewater Master Plan.
- Continue to develop, populate and maintain the GIS database.

PERFORMANCE AND WORKLOAD MEASURES	Actual 2003-04	Projected 2004-05	Proposed 2005-06
Review plats in a timely manner	115	100	115
Review and inspect all infrastructure design and construction actions	343	350	350
Develop a comprehensive Water & Wastewater Master Plan	0	1*	1
*Update of the 2000 Master Plan			

**MAJOR NEW PROGRAMS AND SERVICES**

Acquire computer software and develop capability to analyze water distribution, wastewater collection, and traffic management issues.

**GENERAL FUND**

**ENGINEERING**

<b>EXPENDITURES</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
Salaries	\$ 110,955	\$ 109,305	\$ 104,060	\$ 112,138
Supplies	4,662	4,172	3,987	7,315
Repairs	1,690	4,550	3,200	5,596
Support Services	74,318	79,033	77,083	77,127
Benefits	28,519	27,763	28,082	29,552
Capital Outlay	-	35,800	32,036	2,200
<b>Total Expenditures</b>	<b>\$ 220,144</b>	<b>\$ 260,623</b>	<b>\$ 248,448</b>	<b>\$ 233,928</b>

<b>PERSONNEL SUMMARY</b>				
<b>Position Title</b>	<b>2002-03</b>	<b>Number of Positions</b>		
		<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>
City Engineer	1	1	1	1
Project Engineer	2	2	2	2
Senior Construction Inspector	1	1	1	1
<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>



**GENERAL FUND  
TRAFFIC**

**DIVISION DESCRIPTION**

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The Traffic Division provides quality service and timely response in maintaining traffic signals devices; regulatory signs; school safety flashers and signs; and electrical maintenance at city-owned facilities. Through an agreement with the Texas Department of Transportation, the division maintains all signal devices on state and federal highways within the city limits.

**MAJOR DIVISION GOALS**

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- Reorganize the division's personnel to provide better crew structure. Response time and maintenance scheduling should improve.
- Provide educational opportunities for all division personnel.
- Establish a Traffic Signal Control Center to monitor and expedite traffic flow in the major corridors.
- Continue to upgrade school zone flashers and signs as adopted in the 2004 WHM Engineering School Zone Study.

**WHAT WE ACCOMPLISHED IN FISCAL YEAR 2004-2005**

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- Completed 1,350 traffic-related service calls; 1,000 electrical service calls; and 1,500 sign service calls.
- Assisted the Engineering Division with plans to implement replacement and upgrade for school zones in accordance with MUTCD standards.
- Completed Phase Four of the Hi-Intensity school zone sign replacement.

**WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2005-06**

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- Perform monthly maintenance on 86 signalized intersections.
- Perform semi-annual preventive electrical maintenance on 69 city-owned facilities.
- Install a traffic control room for traffic flow monitoring.
- Install 4 new signalized intersections.
- Maintain 20,000 traffic control devices.
- Install traffic control devices in new subdivisions.

<b>PERFORMANCE AND WORKLOAD MEASURES</b>	<b>Actual 2003-04</b>	<b>Projected 2004-05</b>	<b>Proposed 2005-06</b>
Signal Repair / Maintenance	500	472	1,032
Training (Employee Attendance)	1	10	12
Electrical Maintenance	450	425	475
Sign Repair / Maintenance	1,300	1,400	1,350
Drill Stem Pole Replacement	500	650	300

**MAJOR NEW PROGRAMS AND SERVICES**

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Incentive Pay Upgrades for various licenses.

**GENERAL FUND**

**TRAFFIC**

<b>EXPENDITURES</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
Salaries	\$ 339,341	\$ 351,446	\$ 326,697	\$ 337,960
Supplies	27,792	30,113	29,084	39,420
Maintenance	49,768	50,000	50,000	50,000
Repairs	42,132	53,436	51,186	54,273
Support Services	93,275	98,332	95,471	93,474
Benefits	103,231	113,258	112,264	106,248
Capital Outlay	-	49,200	43,273	-
<b>Total Expenditures</b>	<b>\$ 655,539</b>	<b>\$ 745,785</b>	<b>\$ 707,975</b>	<b>\$ 681,375</b>

<b>PERSONNEL SUMMARY</b>				
<b>Position Title</b>	<b>Number of Positions</b>			
	<b>2002-03</b>	<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>
Electrical Maintenance Technician	2	2	2	2
Senior Traffic Technician	1	1	1	1
Sign Technician	1	1	1	1
Traffic Superintendent	1	1	1	1
Assistant Traffic Superintendent	1	1	1	1
Senior Sign Technician	1	1	1	1
Traffic Technician	1	1	1	1
Truck Driver	2	2	2	2
<b>Total</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>

**GENERAL FUND  
STREET**

**DIVISION DESCRIPTION**

The Street Division provides well-maintained pavement surfaces and traffic control devices in order to protect the motoring public's safety and welfare. Programs include routine maintenance such as pothole patching; street cut repair; grass removal; and repair of concrete sidewalks, driveways and curb/gutter. In addition, the Street Division performs scheduled pavement maintenance through crack seal, seal coat and hot mix overlays. The division provides street sweeping services and pavement marking maintenance.

**MAJOR DIVISION GOALS**

- Continue to provide superior preventive pavement maintenance services on 68.58 lane miles.
- Repair 4,000 linear feet of sidewalk with Community Development Block Grant (CDBG) funds.
- Sweep 3,942 lane miles.
- Respond to service requests in a timely manner.

**WHAT WE ACCOMPLISHED IN FISCAL YEAR 2004-2005**

- Performed preventive maintenance on 54.36 lane miles.
- Performed street improvements to 27.37 lane miles in CDBG target areas.
- Successfully repaired 36,564 square yards of failed streets due to wet weather damage.
- Responded to 850 requests for service; closed out 85% of the requests for service.

**WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2005-06**

- Sealcoat 45.95 lane miles.
- Underseal & overlay 20.12 lane miles.
- Crackseal 68.58 lane miles

PERFORMANCE AND WORKLOAD MEASURES	Actual 2003-04	Projected 2004-05	Proposed 2005-06
Underseal & Overlay (sq yds)	22,426	79,217	118,026
Sealcoat (sq yds)	168,082	309,649	269,548
Crackseal (sq yds)	357,699	388,866	402,359
Base Failures	820	800	1,050
Street Cuts	350	300	300
Street Sweeping (miles)	3,984	3,942	3,943
ADA Access Ramps	129	30	0

**MAJOR NEW PROGRAMS AND SERVICES**

- The Street Division added 4 Full-Time employees to perform street maintenance. This crew will enable the division to repair an estimated 250 additional base repairs; and perform preventive maintenance to an additional 8 lane miles.
- Replacement fleet – Crack seal machine.
- Replacement fleet – One ton flat bed pickup.
- Replacement fleet – 3/4 ton pickup with utility bed.
- Replacement fleet – 3/4 ton pickup with utility bed.



**GENERAL FUND**

**STREET**

<b>EXPENDITURES</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
Salaries	\$ 1,020,889	\$ 1,071,496	\$ 1,060,639	\$ 1,258,339
Supplies	97,175	98,478	107,478	105,284
Maintenance	633,981	656,739	663,740	726,500
Repairs	201,788	191,269	181,621	133,366
Support Services	73,875	72,530	86,573	64,513
Benefits	348,156	372,927	357,557	427,384
Capital Outlay	970	102,250	96,006	121,100
<b>Total Expenditures</b>	<b>\$ 2,376,834</b>	<b>\$ 2,565,689</b>	<b>\$ 2,553,614</b>	<b>\$ 2,836,486</b>

<b>PERSONNEL SUMMARY</b>				
<b>Position Title</b>	<b>Number of Positions</b>			
	<b>2002-03</b>	<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>
Director of Street Services	1	1	1	1
Equipment Operator	7	7	7	8
Principal Secretary	1	1	1	1
Street Maintenance Supervisor	6	6	6	7
Street Service Worker	6	6	6	7
Street Services Superintendent	1	1	1	1
Truck Driver	11	12	12	13
Welder	2	1	1	1
<b>Total</b>	<b>35</b>	<b>35</b>	<b>35</b>	<b>39</b>

**GENERAL FUND  
PLANNING**

**DIVISION DESCRIPTION**

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The mission of the Planning Division is to direct the orderly growth of private development within the City's Development Standards for new development and individual property owners. The Planning Division directs the orderly growth of private development by systematically applying the City's development standards and zoning regulations and, through the Planning and Zoning Commission and the City Council, provide long range assessments of the City's needs and programs to direct the growth process.

**MAJOR DIVISION GOALS**

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- Provide high quality customer service to citizens, builders, developers and neighborhood groups by processing 95% of land use management requests within 60 days.
- Provide timely growth of the tax base and enhance the quality of life of the community by processing 95% of development plats within 60 days.

**WHAT WE ACCOMPLISHED IN FISCAL YEAR 2004-2005**

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- Assisted the development community and individual citizens with the process of platting and replatting properties and recording documents in Bell County Deed Records (116 cases).
- Assisted the development community and individual citizens in the preparation of rezoning, special and specific use permits, and abandonment applications for consideration by the Planning and Zoning Commissions and City Council (95 Cases).
- Assisted the Killeen Chamber of Commerce in their efforts to broaden business diversity and expand the economic base by providing inquiring and prospective companies and organizations with positive information and timely land use data.
- In cooperation with the Chamber of Commerce, encouraged development in Killeen's two state recognized Enterprise Zones.
- Assisted Killeen Independent School District in their analysis of development and future growth areas to determine appropriate future school sites.
- Participated in the Killeen-Temple Urban Transportation Study (KTUTS), the Metropolitan Planning Organization for the planning of the regional transportation network.
- Assisted in updating the City's Thoroughfare Plan as accepted and approved by City Council.
- Amended off-premises sign regulations.
- Completed a land use plan for SH 195/201.
- Completed annexations totaling 5,316 acres.
- One of eight cities in state awarded a Certificate for Planning Excellence, (5<sup>th</sup> consecutive year) by the Texas Chapter of the American Planning Association.

**WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2005-06**

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- Continue to meet development plat and zoning case processing goals.
- Develop a Planned Unit Development Ordinance.
- Develop a "special district" ordinance.
- Reduce the plat processing time.
- Adopt and implementation of a "fast-track" permitting process.
- Continue implementation of the City of Killeen Annexation Plan.

PERFORMANCE AND WORKLOAD MEASURES	Actual 2003-04	Projected 2004-05	Proposed 2005-06
Plat Cases	59	100	95
Zoning Cases	22	70	40

**MAJOR NEW PROGRAMS AND SERVICES**

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New Employee – City Planner.

**GENERAL FUND**

**PLANNING**

<b>EXPENDITURES</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
Salaries	\$ 186,876	\$ 264,310	\$ 227,952	\$ 327,907
Supplies	8,122	10,210	8,010	10,789
Support Services	7,392	11,794	12,294	12,197
Benefits	56,623	73,975	67,310	92,009
Capital Outlay	7,914	-	-	2,150
<b>Total Expenditures</b>	<b>\$ 266,927</b>	<b>\$ 360,289</b>	<b>\$ 315,566</b>	<b>\$ 445,052</b>

<b>PERSONNEL SUMMARY</b>				
<b>Position Title</b>	<b>Number of Positions</b>			
	<b>2002-03</b>	<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>
CAD/GIS Technician	1	1	1	1
City Planner	0	0	0	1
Director of Planning	1	1	1	1
Engineering Technician	1	1	1	1
Planning Specialist	1	1	1	1
Principal Secretary	0	0	1	1
Secretary	1	1	0	0
Senior CAD/GIS Technician	1	1	1	1
Senior Planner	0	0	1	1
<b>Total</b>	<b>6</b>	<b>6</b>	<b>7</b>	<b>8</b>



**GENERAL FUND  
POLICE DEPARTMENT**

**DEPARTMENT DESCRIPTION**

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The mission of the Killeen Police Department is to create a partnership with the community to combat crime and improve the quality of life for all citizens of Killeen. With a vision to provide effective and efficient police services to our citizens, in the most professional and courteous manner possible by tailoring our manifold operations to meet the needs and expectations of our community.

Direction and guidance is based upon our core values:

- 1) To maintain the highest level of integrity.
- 2) To engage in open honest communication.
- 3) To treat all persons with compassion, respect and dignity.
- 4) To be self critical and accountable for our commitments and results.
- 5) To always seek to provide the highest quality service.
- 6) To preserve and safeguard individual rights and liberties.

The Department offers many police services to the community. These services include uniformed patrol, traffic enforcement, criminal investigations, narcotics trafficking, training and intelligence gathering/analysis. Additional services, such as our community-based programs, offer citizens a police academy, citizens on patrol and handicap enforcement.

Community policing districts divide the city into four areas, each under the direct responsibility of a district commander who uses CompStat methodologies to deliver effective and efficient police services to reduce crime and improve the quality of life for all citizens.

**MAJOR DEPARTMENT GOALS**

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- Reduce crime while improving the quality of life for all citizens.
- Maintain an active recruiting program to fill vacancies and new positions.
- Continue to increase police per citizen ratio for effective delivery of police services.
- Maintain a progressive partnership with the community through various programs and services.

**WHAT WE ACCOMPLISHED IN FISCAL YEAR 2004-2005**

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- Hosted Community Forums to establish relationships with Killeen's diverse community.
- Worked closely with the community to address racial profiling concerns.
- Implemented Public Service Officers Program to supplement patrol manpower and releasing officers for street duty.
- Established four community policing districts, each managed by a District Commander.
- Continue to seek accreditation through CALEA guidelines and policy revisions.
- Created the Disturbance Control Unit.
- Developed a five-year strategic plan.
- Criminal Investigations Division assisted Bell County Sheriff's Department in the investigation of eight murders.
- Property and cash seized by the CID, that sold at city auction for \$153,447.
- The Academy met State mandated training with 100% compliance.
- Completed the fourth Basic Police Officer Course with 100% pass rate.
- Patrol increased beat areas from nine to fourteen.
- Implemented customer service and supervisor training to assist the citizens with quality of life concerns.
- KCOPS began assisting the Patrol Division by doing day-time checks on vacation house watches.
- Issued digital cameras to each patrol officer for better documentation of collected evidence.
- Added two police motorcycles to the Traffic Section to enhance traffic enforcement.

**WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2005-06**

---

- Increase our recruiting efforts to attract qualified applicants for the position of police officer to fill remaining vacancies and new positions adopted in the fiscal year.
- Increase our authorized sworn strength to address the increased demand for police services.
- Continue to forge a solid partnership with the communities, both in the private and business sectors to reduce crime and gain a better insight into the needs of the community.
- Increase staffing levels in the Criminal Investigation Division to meet the increasing case load.
- Maintain mandatory training requirements for all department employees with 100% compliance.
- Establish the Killeen Police Academy as a regional training center.
- Continue to increase staffing levels with Patrol to meet the increased calls for police services.
- Continue to market the community policing philosophy to both the officers and the community.
- Deploy CompStat methodologies to identify and abate criminal activities.
- Implement a Patrol Canine Program.
- Add two additional police motorcycles for traffic enforcement.
- Increase education levels of employees through the College Tuition Reimbursement Program.

<b>PERFORMANCE AND WORKLOAD MEASURES</b>	<b>Actual 2003-04</b>	<b>Projected 2004-05</b>	<b>Proposed 2005-06</b>
Assigned Case Load / Clearance	3,691 / 2,650	3,987 / 2,419	4,372 / 3,060
Beat Areas – Average Staffing Levels	11.5	11	12
Calls for Police Services	113,801	119,220	125,000
Traffic Enforcement Contacts	20,903	20,838	21,200
Mandatory Training Completed	100%	100%	100%
Vacancies / Hires	21 / 11	23 / 8	24 / 21
Internal Affairs Complaints Filed / Sustained	7 / 6	12 / 11	10 / 9
Administrative Reviews Filed / Unfounded	20 / 12	37 / 22	21 / 12

**MAJOR NEW PROGRAMS AND SERVICES:**

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- Increased authorized sworn strength by (15) fifteen officers.
- Added (2) two additional Sergeants to Patrol for more effective leadership and span of control.
- Replaced two sworn positions with civilian managers in the Intelligence and Evidence Units.
- Implemented a 5% over-hire strategy for sworn positions.

**GENERAL FUND**

**POLICE DEPARTMENT**

<b>EXPENDITURES</b>	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
Salaries	\$ 8,655,665	\$ 9,284,692	\$ 9,045,455	\$ 11,345,327
Supplies	628,772	627,557	593,638	655,604
Repairs	432,480	300,628	299,345	266,141
Support Services	586,683	514,736	509,092	559,721
Benefits	2,477,345	2,764,699	2,611,500	3,061,308
Capital Outlay	435,497	775,289	866,508	612,159
State and Federal Grants	14,414	4,811	4,811	-
Reimbursable Expense	(146,370)	(154,733)	(154,733)	(184,733)
<b>Total Expenditures</b>	<b>\$ 13,084,486</b>	<b>\$ 14,117,679</b>	<b>\$ 13,775,616</b>	<b>\$ 16,315,527</b>

<b>PERSONNEL SUMMARY</b>	<b>Number of Positions</b>			
	<b>2002-03</b>	<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>
Assistant Chief of Police	0	1	1	1
Call Takers	12	0	0	0
Chief of Police	1	1	1	1
Communications Specialist	0	12	12	12
Crime Prevention Coordinator	1	1	1	1
Crime Statistical Analyst	1	1	1	1
Deputy Chief	2	0	0	0
Evidence Manager	0	0	0	1
Evidence Technician	0	0	1	1
Executive Assistant	1	1	1	1
Finance Manager	0	1	1	1
Intelligence Manager	0	0	0	1
Jailer	8	8	8	8
Police Captain	4	4	4	4
Police Clerk	14	12	12	12
Police Fiscal Specialist	0	1	1	1
Police Lieutenant	8	8	8	8
Police Officers	135	138	147	162
Police Personnel Assistant	1	1	1	1
Police Records Supervisor	1	1	1	1
Police Sergeant	16	16	16	18
Police Training Assistant	0	1	1	1
Principal Secretary	2	1	1	1
Public Service Officer	0	0	6	6
Senior Secretary	3	4	4	4
Special Projects Coordinator	1	1	1	1
<b>Total</b>	<b>211</b>	<b>214</b>	<b>230</b>	<b>249</b>



**GENERAL FUND  
CODE ENFORCEMENT**

**DIVISION DESCRIPTION**

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The Code Enforcement Department enforces the city nuisance codes and ordinances in order to provide a safe, clean and aesthetically pleasing community for the citizens of Killeen. The staff focuses on educating the citizens of their responsibilities to maintain their property in conformance with the minimum health and safety standards adopted by the Council. The Code Enforcement officers respond to citizen and interdepartmental complaints dealing with substandard and dangerous buildings, high weeds and grass, junk vehicles, graffiti and other nuisance violations. The code officers enforce and abate properties when voluntary compliance from the property owner cannot be achieved.

**MAJOR DIVISION GOALS**

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- Provide timely and efficient response to code enforcement complaints.
- Provide an aesthetically pleasing community by ensuring adopted codes and ordinances are enforced citywide to ensure the health, safety and general welfare of the public.
- Promote the public safety and security by the elimination of abandoned items, code violations, dangerous buildings, and promoting the maintenance and improvement of personal property.

**WHAT WE ACCOMPLISHED IN FISCAL YEAR 2004-2005**

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- Investigated 7868 complaints during the calendar year 2004-05, an increase of 37.9 percent from 2003-04.
- Performed 17,073 inspections during the calendar year 2004-05, an increase of 35.9 percent from 2003-04.
- Abated 7449 code violations during the calendar year 2004-05, an increase of 40.3 percent from 2003-04.
- Billed for cleanup costs on 471 properties for a total amount of \$82,109 in 2004-05.
- Received payment on liens and bills in 2004-05 for a total amount of \$89,870.
- Abated 90 dangerous buildings in 2004-05.

**WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2005-06**

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- Improve response time to perform initial investigation of complaints.
- Focus more on abatement of nuisance violations that tend to reduce the aesthetics of the city.
- Continue to focus on use of digital documents to reduce the costs of paper files.

<b>PERFORMANCE AND WORKLOAD MEASURES</b>	<b>Actual 2003-04</b>	<b>Projected 2004-05</b>	<b>Proposed 2005-06</b>
Number of Complaints Investigated	5,705	7,868	8,600
Number of Violations Abated	5,310	7,449	7,310
Number of Dangerous Buildings Abated	68	90	95

**MAJOR NEW PROGRAMS AND SERVICES**

---

There were no major new programs or services added to Code Enforcement for FY 2005-06.

**GENERAL FUND**

**CODE ENFORCEMENT**

<b>EXPENDITURES</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
Salaries	\$ 16,472	\$ 219,353	\$ 212,079	\$ 265,533
Supplies	2,503	20,719	20,719	22,313
Repairs	2,305	3,724	3,724	3,600
Support Services	1,822	17,279	17,279	23,568
Benefits	6,033	64,150	58,811	80,369
Designated Expenses	18,159	89,000	89,000	100,000
Capital Outlay	96,870	41,400	39,153	300
<b>Total Expenditures</b>	<b>\$ 144,164</b>	<b>\$ 455,625</b>	<b>\$ 440,765</b>	<b>\$ 495,683</b>

<b>PERSONNEL SUMMARY</b>				
<b>Position Title</b>	<b>2002-03</b>	<b>Number of Positions</b>		
		<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>
Code Enforcement Clerk	0	0	1	1
Code Enforcement Officer	2	2	4	5
Director of Code Enforcement	1	1	1	1
Senior Secretary	1	1	1	1
<b>Total</b>	<b>4</b>	<b>4</b>	<b>7</b>	<b>8</b>

**GENERAL FUND  
ANIMAL CONTROL DIVISION**

**DIVISION DESCRIPTION**

---

The Animal Control division protects the health and safety of both humans and animals through enforcement of Federal, State and Local Laws and Ordinances with regard to any and all types of animals within the corporate city limits of Killeen. The division is responsible for protecting the citizens of Killeen from the threat of rabies. The division is a 7 day a week operation. Animal Control Officers respond to a variety of calls for service from citizens, as well as other law enforcement agencies, and are on call 24 hours a day for emergency situations. The division is responsible for operating and maintaining the City's Animal Shelter as well as the quarantine facility.

**MAJOR DIVISION GOALS**

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- Increase response times to calls for service with satisfactory results.
- To increase public awareness regarding the danger of Rabies through education and information.
- To increase public awareness of pet overpopulation and continue encouraging sterilization of pets to decrease the number of unwanted homeless animals euthanatized.

**WHAT WE ACCOMPLISHED IN FISCAL YEAR 2004-2005**

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- Four Officers responded to 8606 calls for service averaging 2,151 each.
- One Animal Control Attendant was responsible for the care of 4,808 animals housed at the animal shelter, not including animals housed in the Quarantine facility. The attendant is also responsible for maintaining the shelter grounds.
- One Animal Control Assistant was responsible for 951 animal adoptions, 800 animal redemptions and receiving 581 owner released animals.

**WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2005-06**

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- Take a proactive approach to the issues of stray, homeless animals.
- Reduce the numbers of animals euthanatized through education of the public and stronger enforcement of animal ordinances.

PERFORMANCE AND WORKLOAD MEASURES	Actual 2003-04	Projected 2004-05	Proposed 2005-06
Routine calls for service	8,138	8,606	10,500
After hour emergency calls	468	500	500
Animals impounded	4,808	4,808	4,800
Animals adopted	951	951	975
Animals redeemed	800	800	850

**MAJOR NEW PROGRAMS AND SERVICES:**

---

There were no major new programs or services added to Animal Control for FY 2005-06.



**GENERAL FUND**

**ANIMAL CONTROL**

<b>EXPENDITURES</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
Salaries	\$ 177,693	\$ 205,822	\$ 171,064	\$ 215,264
Supplies	25,060	30,230	30,230	34,990
Maintenance	-	-	-	-
Repairs	7,335	6,650	6,650	6,550
Support Services	18,545	21,329	21,329	24,071
Benefits	61,832	64,544	58,503	71,070
Capital Outlay	20,103	43,500	34,463	41,291
<b>Total Expenditures</b>	<b>\$ 310,568</b>	<b>\$ 372,075</b>	<b>\$ 322,239</b>	<b>\$ 393,236</b>

<b>PERSONNEL SUMMARY</b>				
<b>Position Title</b>	<b>2002-03</b>	<b>Number of Positions</b>		
		<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>
Animal Control Assistant	1	1	1	1
Animal Control Attendent	1	1	1	1
Animal Control Officer	5	5	5	5
Animal Control Supervisor	1	1	1	1
<b>Total</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

**GENERAL FUND  
KILLEEN FIRE DEPARTMENT**

**DEPARTMENT DESCRIPTION**

---

The Killeen Fire Department operates 7 fire stations, a full service training facility, a support service section, and a fire prevention section with 143 employees. Services include fire suppression, an advanced life support emergency medical service at the mobile intensive care level, a full response hazardous materials response team, fire and arson investigation, fire code inspections and plan reviews and traditional rescue responses. Among other public education and public out reach efforts the Killeen Fire Department operates an open to the public fire certification academy and a fire certification academy in conjunction with the Killeen Independent School District Career and Technical Education program.

**MAJOR DEPARTMENT GOALS**

---

- The Killeen Fire Department will be fully accredited through a nationally recognized fire department accreditation service.
- Fire stations located within 1.5 miles of 90 % of all structures.
- Minimum of 50% Quint placement throughout the city.
- All fire apparatus are staffed with 3 people as a minimum at least one of which is an EMS functioning paramedic; all ambulances are staffed with two paramedics as a minimum. A plan in place to achieve 4 people staffing per fire apparatus.
- Ranked driver positions for each ambulance and fire apparatus.
- Fully trained and certified personnel at advanced levels in all disciplines.
- Establish a fully functional citizens fire academy with an active citizens alumni association.
- Achieve a City Fire Protection Rating of 2 as determined by the Insurance Service Office.
- Accomplish a fully voluntary Paramedic core to staff our EMS service.
- Develop a full functional training and drill field facility.
- Establish an individual professional development program for all of our employees.
- Achieve a fire department workforce demographically representative of Killeen's population.
- Establish the most cost efficient method of handling the KFD's support service needs
- Effectively and efficiently utilize to its optimum benefit the 2002 Capital Improvement Dollars voted by the Citizens of Killeen for Fire Department facilities development.

**WHAT WE ACCOMPLISHED IN FISCAL YEAR 2004-2005**

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- Hired 6 new Fire Fighters (full year)
- Hired 3 new Fire Fighters (mid-year)
- Instituted assignment pay program for Paramedics and EMT's
- Increased contributions to Fire Fighter's Retirement Fund
- Replaced 8 staff vehicles
- Replaced 4 ambulances
- Replaced 2 brush trucks
- Established a fully trained and equipped Hazardous Materials Response Team
- Began work on Fire Station Location Study
- Initiated work on paperless reporting system
- Purchased several new radios for MDT program

**WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2005-06**

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- Complete Fire Station Location Study
- Complete Drill Field
- Begin Construction of Fire Station #8

- Renovation of several existing Fire Stations
- Installation of Engine bay ventilation systems

<b>PERFORMANCE AND WORKLOAD MEASURES</b>	<b>Actual 2003-04</b>	<b>Projected 2004-05</b>	<b>Proposed 2005-06</b>
Fire Calls	4,128	5,651	6,000
EMS Calls	8,709	9,058	9,600

**MAJOR NEW PROGRAMS AND SERVICES**

---

- Six new Fire and Rescue Officers.
- Assignment pay for Emergency Management Coordinator.
- Medical Directors fee increase.
- Detector/Recalibration/Recertification fees.
- ACLS, BTLS and ARFF Training.
- Hazmat and ARFF incentive pay.
- Increase Fireman's Fund contribution from 12% to 13%.
- Replacement fleet – sedan.



**GENERAL FUND**

**FIRE DEPARTMENT**

<b>EXPENDITURES</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
Salaries	\$ 5,582,171	\$ 5,942,070	\$ 5,937,509	\$ 6,942,986
Supplies	454,139	411,566	346,786	432,090
Maintenance	2,756	2,500	2,500	2,500
Repairs	170,488	136,533	142,568	131,480
Support Services	181,416	182,326	195,244	212,272
Benefits	1,405,658	1,559,412	1,569,667	1,886,566
Capital Outlay	8,234	304,164	221,189	56,048
<b>Total Expenditures</b>	<b>\$ 7,804,862</b>	<b>\$ 8,538,571</b>	<b>\$ 8,415,463</b>	<b>\$ 9,663,942</b>

<b>PERSONNEL SUMMARY</b>				
<b>Position Title</b>	<b>Number of Positions</b>			
	<b>2002-03</b>	<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>
Captain	4	4	4	4
Deputy Chief	3	3	3	3
Deputy Chief-Fire Marshal	1	1	1	1
Executive Assistant	1	1	1	1
Fire and Rescue Officer	91	91	100	106
Fire Chief	1	1	1	1
Fire Prevention Officer	3	3	3	3
Lieutenant	22	22	22	22
Principal Secretary	2	2	2	2
<b>Total</b>	<b>128</b>	<b>128</b>	<b>137</b>	<b>143</b>

## ***GENERAL FUND***

### **NON-DEPARTMENTAL**

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#### **DESCRIPTION:**

The General Fund Non-Departmental budget is used to account for expenditures not directly related to any specific department.

#### **AVENUE D BUILDING - MUNICIPAL ANNEX:**

The Avenue D Building budget is utilized to account for costs not directly related to any specific department for the Municipal Annex building located at 200 East Avenue D.

#### **CITY HALL:**

The City Hall Division of Non-Departmental is used to budget for all expenditures that are not directly related to any specific department for the City Hall facility located at 101 North College.

#### **CONSOLIDATED:**

This division includes appropriations budgeted for professional services, insurance, industrial development, City dues and memberships, tax appraisal district fees and other miscellaneous charges.

#### **PUBLIC SERVICE:**

The budget for this division accounts for contributions to the Bell County Health Department , the Help Center and other Non-Profit organizations along with transfers to other City Funds.

#### **STREET LIGHTS:**

The street lights budget provides appropriations for electricity used for street lights operated by the city.

#### **INFORMATION TECHNOLOGY:**

The Information Technology budget is utilized to account for general fund expenditures related to information technology.

#### **BELL COUNTY COMMUNICATION CENTER:**

The Bell County Communication Center budget accounts for expenditures related to the City's portion of the county - wide communication system.

**GENERAL FUND**

**NON-DEPARTMENTAL**

**AVENUE D BUILDING - MUNICIPAL ANNEX**

<b>EXPENDITURES</b>					
		<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
		<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
Supplies	\$	4,921	\$ 15,000	\$ 9,000	\$ 11,000
Repairs		15,420	17,500	17,500	21,850
Support Services		50,312	55,000	55,000	58,000
Capital Outlay		1,134	-	-	-
<b>Total Expenditures</b>	<b>\$</b>	<b>71,787</b>	<b>\$ 87,500</b>	<b>\$ 81,500</b>	<b>\$ 90,850</b>

**CITY HALL**

<b>EXPENDITURES</b>					
		<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
		<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
Supplies	\$	18,895	\$ 23,000	\$ 21,000	\$ 23,000
Maintenance		-	-	-	-
Repairs		17,476	36,000	34,000	40,250
Support Services		524,901	758,224	755,324	564,284
<b>Total Expenditures</b>	<b>\$</b>	<b>561,272</b>	<b>\$ 817,224</b>	<b>\$ 810,324</b>	<b>\$ 627,534</b>

**CONSOLIDATED**

<b>EXPENDITURES</b>					
		<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
		<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
Supplies	\$	5,889	\$ 7,000	\$ 7,000	\$ 7,000
Maintenance		144,298	150,000	150,000	150,000
Support Services		1,100,905	1,226,330	1,236,330	1,479,329
Designated Expenses		483,405	458,435	568,814	494,767
<b>Total Expenditures</b>	<b>\$</b>	<b>1,734,497</b>	<b>\$ 1,841,765</b>	<b>\$ 1,962,144</b>	<b>\$ 2,131,096</b>



**GENERAL FUND**

**NON-DEPARTMENTAL  
PUBLIC SERVICES**

<b>EXPENDITURES</b>								
		<b>Actual</b>		<b>Budget</b>		<b>Estimated</b>		<b>Adopted</b>
		<b>2003-04</b>		<b>2004-05</b>		<b>2004-05</b>		<b>2005-06</b>
Support Services	\$	551,180	\$	858,818	\$	395,000	\$	874,461
Transfers		1,462,474		731,500		705,057		1,008,827
<b>Total Expenditures</b>	<b>\$</b>	<b>2,013,654</b>	<b>\$</b>	<b>1,590,318</b>	<b>\$</b>	<b>1,100,057</b>	<b>\$</b>	<b>1,883,288</b>

**STREET LIGHTS**

<b>EXPENDITURES</b>								
		<b>Actual</b>		<b>Budget</b>		<b>Estimated</b>		<b>Adopted</b>
		<b>2003-04</b>		<b>2004-05</b>		<b>2004-05</b>		<b>2005-06</b>
Support Services	\$	449,999	\$	480,000	\$	480,000	\$	494,400
<b>Total Expenditures</b>	<b>\$</b>	<b>449,999</b>	<b>\$</b>	<b>480,000</b>	<b>\$</b>	<b>480,000</b>	<b>\$</b>	<b>494,400</b>

**INFORMATION TECHNOLOGY**

<b>EXPENDITURES</b>								
		<b>Actual</b>		<b>Budget</b>		<b>Estimated</b>		<b>Adopted</b>
		<b>2003-04</b>		<b>2004-05</b>		<b>2004-05</b>		<b>2005-06</b>
Supplies	\$	38,473	\$	45,000	\$	45,000	\$	45,000
Maintenance		221,728		212,846		212,846		222,252
Repairs		22,742		23,569		23,569		30,000
Support Services		110,184		33,422		33,422		40,000
Capital Outlay		383,365		571,350		463,840		393,523
<b>Total Expenditures</b>	<b>\$</b>	<b>776,492</b>	<b>\$</b>	<b>886,187</b>	<b>\$</b>	<b>778,677</b>	<b>\$</b>	<b>730,775</b>

**BELL COUNTY COMMUNICATION CENTER**

<b>EXPENDITURES</b>								
		<b>Actual</b>		<b>Budget</b>		<b>Estimated</b>		<b>Adopted</b>
		<b>2003-04</b>		<b>2004-05</b>		<b>2004-05</b>		<b>2005-06</b>
Support Services	\$	688,924	\$	725,000	\$	666,052	\$	641,080
<b>Total Expenditures</b>	<b>\$</b>	<b>688,924</b>	<b>\$</b>	<b>725,000</b>	<b>\$</b>	<b>666,052</b>	<b>\$</b>	<b>641,080</b>





# AVIATION FUND

City of Killeen, Texas  
Fiscal Year 2005–2006 Budget

*The City Without Limits*





# AVIATION FUND

The Aviation Fund is one of the six enterprise funds that the City of Killeen maintains. The Governmental Accounting Standards Board *Codification*, Section 1300.104, states that "the enterprise fund type may be used: to account for operations (a) that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body 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 (b) where the governing body has decided that periodic determination or revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance public policy, management control, accountability, or other purposes." These funds are not required by GASB, but are permitted.

The City of Killeen uses this fund to account for all expenditures incurred and revenues received pertaining to the operation, maintenance, and improvement of the airports.

***"The City Without Limits!"***



**KILLEEN-FORT HOOD REGIONAL AIRPORT**

**Adopted Budget**

**Summary**

**FY 2005-06**

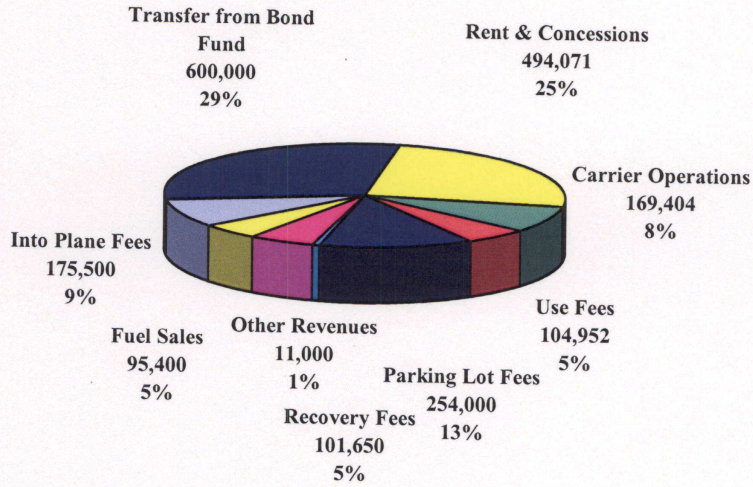
	<b>2003-04 ACTUAL</b>	<b>2004-05 ADOPTED</b>	<b>2004-05 ESTIMATED</b>	<b>2005-06 ADOPTED</b>
<b>BEGINNING FUND BALANCE</b>				
Unreserved Fund Balance	(2,179,543)	213,671	(1,551,415)	487,907
<b>TOTAL BEGINNING FUND BALANCE</b>	<b>(2,179,543)</b>	<b>213,671</b>	<b>(1,551,415)</b>	<b>487,907</b>
<b>REVENUES</b>				
Miscellaneous Receipts	879	8,500	2,367	1,800
Airport Rent & Concessions	70,001	494,071	711,142	743,238
Air Carrier Operations	6,245	169,404	184,263	187,086
Airport Use Fees	0	104,952	99,542	124,090
Airport Parking Lot Fees	22,869	254,000	339,044	376,643
Recovery Fees	0	101,650	140,000	158,568
Fuel Sales	27,356	95,400	83,483	142,800
Operating Supplies	0	1,500	0	300
Into Plane Fees	0	175,500	237,297	245,700
Interest Earned	185	1,000	1,000	1,200
Federal Grants & Receipts	199,659	0	0	0
FAA Grants Prior Years	17,798,207	12,374,746	14,155,634	0
Transfer from Aviation Fund	0	0	0	0
Transfer from Bond Fund	0	600,000	600,000	500,000
Transfer from General Fund	662,472	0	0	0
<b>TOTAL CURRENT REVENUES</b>	<b>18,787,873</b>	<b>14,380,723</b>	<b>16,553,772</b>	<b>2,481,425</b>
<b>TOTAL FUNDS AVAILABLE</b>	<b>16,608,330</b>	<b>14,594,394</b>	<b>15,002,357</b>	<b>2,969,332</b>
<b>EXPENSES</b>				
Airport Operations	576,705	2,163,417	2,065,619	2,547,021
RGAAF Construction	17,553,120	12,374,746	12,374,746	0
Airport Non-Departmental	29,920	75,601	74,085	96,044
<b>TOTAL OPERATING EXPENSES</b>	<b>18,159,745</b>	<b>14,613,764</b>	<b>14,514,450</b>	<b>2,643,065</b>
Robert Gray Army Airfield Projects	0	0	0	0
<b>TOTAL EXPENSES</b>	<b>18,159,745</b>	<b>14,613,764</b>	<b>14,514,450</b>	<b>2,643,065</b>
<b>ENDING FUND BALANCE</b>				
Unreserved Fund Balance	(1,551,415)	(19,370)	487,907	326,267
<b>TOTAL ENDING FUND BALANCE</b>	<b>(1,551,415)</b>	<b>(19,370)</b>	<b>487,907</b>	<b>326,267</b>



# KILLEEN-FORT HOOD REGIONAL AIRPORT

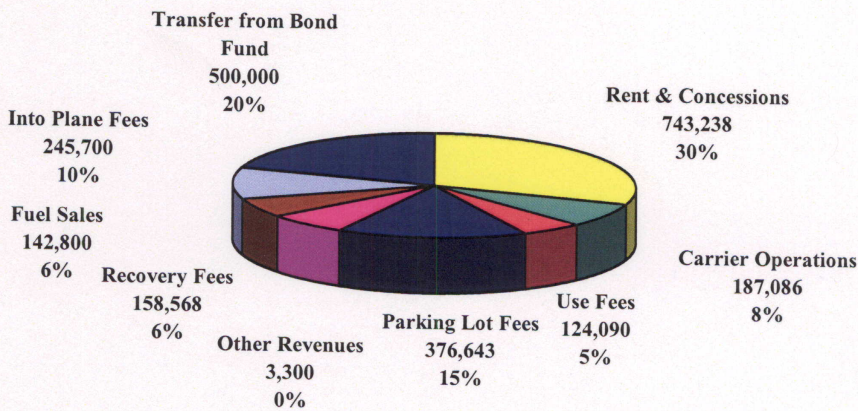
## Comparison of FY 2004-05 Budget to FY 2005-06 Budget

FY 2004-05 Revenues by Source



Total Revenues \$2,005,977

FY 2005-06 Revenues by Source



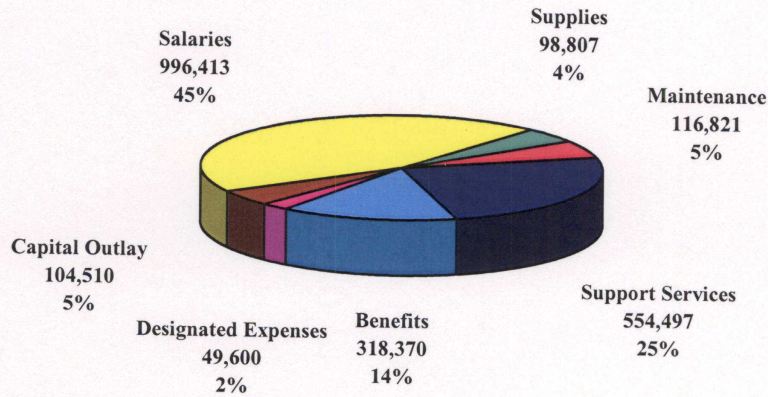
Total Revenues \$2,481,425



# KILLEEN-FORT HOOD REGIONAL AIRPORT

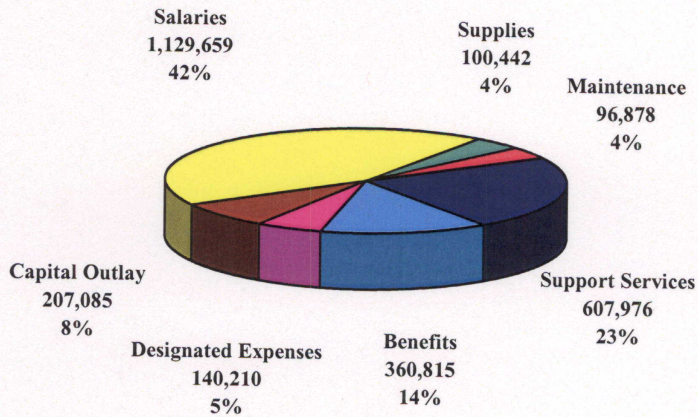
## Comparison of FY 2004-05 Budget to FY 2005-06 Budget

**FY 2004-05 Expenditures by Object Class**



**Total Expenditures \$2,239,018**

**FY 2005-06 Expenditures by Object Class**



**Total Expenditures \$2,643,065**

Note: Significant changes between FY 2004-05 and FY 2005-06 are discussed on each division's financial page



**KILLEEN-FORT HOOD REGIONAL AIRPORT FUND  
KILLEEN-FORT HOOD REGIONAL AIRPORT**

**DEPARTMENT DESCRIPTION**

---

Killeen-Fort Hood Regional Airport is a City of Killeen owned facility, operated as an enterprise fund. The Department of Aviation operates an 87,000 sq. ft. air carrier terminal building at Robert Gray Army Airfield as a joint-use facility with Fort Hood. The airport rents space to at least 15 business tenants to operate airlines, rental car companies, parking lot, restaurant, bar, gift shop, arcade and other miscellaneous concession activities. Airport staff operates an aviation fuel business, handling fuel receipt, storage and retail delivery to the airlines and corporate aircraft using the airport and sells motor gasoline to the tenant rental car companies. Airport staff provides maintenance of the City owned facilities and provides in kind services to the Army in lieu of rental payments for the area leased by the City.

**MAJOR DEPARTMENT GOALS**

---

- Ensure that aviation activities are conducted safely and efficiently within the City.
- Operate and maintain City owned airport facilities.
- Provide an adequate master plan for future aviation needs.
- Advise the City Manager and City Council on all aviation matters.

**WHAT WE ACCOMPLISHED IN FISCAL YEAR 2004-2005**

---

- Increased annual passenger enplanements nearly 35.7% over the last full year of operations at Municipal.
- Revenues exceeded projections by 38%.
- Added a monthly charter service (Casino Air) to Elko, Nevada.
- Extended Taxiway "B" 2000 feet and made improvements to the runway safety areas at both ends of the runway.
- Added Sprint wireless service to the terminal building, insuring excellent public communications.
- Provided excellent customer service to the flying public in a safe and efficient manner.
- Designated "Airport of the Year" by the Southwest Region of the FAA

**WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2005-06**

---

- Install a new, second Instrument Landing System (ILS) for runway 33.
- Expand the aircraft-parking apron to approximately twice the current size to accommodate larger and more aircraft in a safe manner.
- Expand the paid parking lot by 700 plus spaces for a total of 1522 paid spaces.
- Add additional pan tilt zoom CCTV cameras to all AOA gates to increase security on the AOA.
- Continue to provide excellent customer service to the flying public in a safe and efficient manner.
- Increase revenues to match expenditures without requiring a supplement from the Airport CIP fund.

PERFORMANCE AND WORKLOAD MEASURES	Actual 2003-04	Actual 2004-05	Proposed 2005-06
Enplaned Passengers	108,600	147,384	165,000
Deplaned Passengers	108,551	147,384	165,000

**MAJOR NEW PROGRAMS AND SERVICES**

---

- Replacement Fleet – ½ ton regular cab L/W/B Pick-up.
- New units: Riding mover, runway sweeper, and portable passenger stairs.



**KILLEEN-FORT HOOD REGIONAL AIRPORT FUND**

**KILLEEN-FORT HOOD REGIONAL AIRPORT**

**EXPENDITURES**

	<b>Actual 2003-04</b>	<b>Budget 2004-05</b>	<b>Estimated 2004-05</b>	<b>Adopted 2005-06</b>
Salaries	\$ 241,218	\$ 996,413	\$ 973,004	\$ 1,129,659
Supplies	27,411	97,007	93,625	99,242
Maintenance	10,855	33,140	29,140	30,640
Repairs	12,797	42,120	40,201	59,883
Support Services	125,480	554,497	511,244	535,727
Benefits	81,570	318,370	289,997	360,815
Designated Expenses	4,997	49,600	107,736	135,210
Major Capital Outlay	-	-	-	-
Capital Outlay	72,377	72,270	20,672	195,845
<b>Total Expenditures</b>	<b>\$ 576,705</b>	<b>\$ 2,163,417</b>	<b>\$ 2,065,619</b>	<b>\$ 2,547,021</b>

**PERSONNEL SUMMARY**

<b>Position Title</b>	<b>Number of Positions</b>			
	<b>2002-03</b>	<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>
Accounting Specialist	1	1	2	2
Airport Project Manager	1	0	0	0
Airport Service Worker	0	3	10	10
Airport Specialist	1	1	3	3
Assistant Director of Aviation	0	1	1	1
Contract Administrator	1	0	0	0
Aircraft Fuel Handler	0	3	5	5
Operations Specialist	0	4	6	6
Senior Aircraft Fuel Handler	0	0	1	1
Operations Supervisor	0	1	1	1
Airport Facilities Manager	0	0	1	1
Airport Maintenance Crew Leader	0	0	1	1
Airport Operations Manager	0	0	1	1
Director of Aviation	0	0	1	1
Executive Assistant	0	0	1	1
Flightline Service Crew Leader	0	0	0.5	0.5
Secretary	0	0	1	1
<b>Total</b>	<b>4</b>	<b>14</b>	<b>35.5</b>	<b>35.5</b>



**KILLEEN-FORT HOOD REGIONAL AIRPORT FUND**

**NON-DEPARTMENTAL**

**KFHRA CONSTRUCTION**

<b>EXPENDITURES</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
KFHRA Construction	\$ 17,553,120	\$ 12,374,746	\$ 12,374,746	\$ -
<b>Total Expenditures</b>	<b>\$ 17,553,120</b>	<b>\$ 12,374,746</b>	<b>\$ 12,374,746</b>	<b>\$ -</b>

**INFORMATION TECHNOLOGY**

<b>EXPENDITURES</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
Supplies	\$ -	\$ 1,800	\$ 1,800	\$ 1,200
Maintenance	-	41,561	41,561	6,355
Support Services	-	-	-	72,249
Designated Expenses	27,348	-	-	5,000
Capital Outlay	2,572	32,240	30,724	11,240
<b>Total Expenditures</b>	<b>\$ 29,920</b>	<b>\$ 75,601</b>	<b>\$ 74,085</b>	<b>\$ 96,044</b>



**SKYLARK FIELD**  
**Adopted Budget**  
**Summary**  
**FY 2005-06**

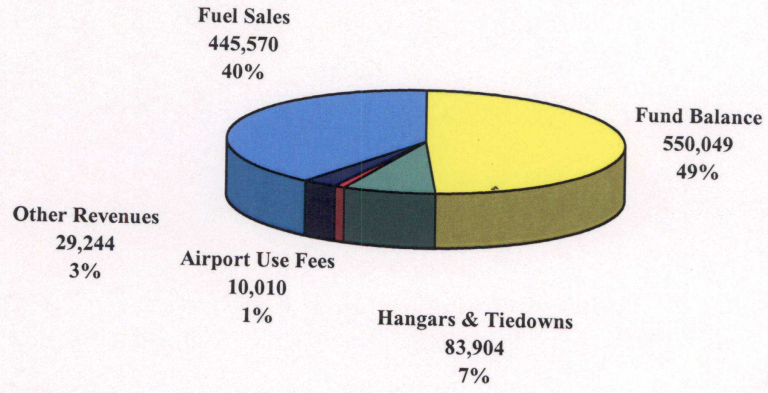
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
	<b>ACTUAL</b>	<b>ADOPTED</b>	<b>ESTIMATED</b>	<b>ADOPTED</b>
<b>BEGINNING FUND BALANCE</b>				
Unreserved Fund Balance	832,737	550,049	726,790	649,169
<b>TOTAL BEGINNING FUND BALANCE</b>	<b>832,737</b>	<b>550,049</b>	<b>726,790</b>	<b>649,169</b>
<b>REVENUES</b>				
Miscellaneous Receipts	5,271	1,000	500	500
Airport Rent & Concessions	191,132	0	880	0
Fixed Base Operations	5,827	5,885	12,140	16,920
Hangars and Tiedowns	79,987	83,904	83,904	83,904
Air Carrier Operations	117,092	0	0	0
Airport Use Fees	69,020	10,010	10,808	11,825
Airport Parking Lot Fees	189,586	0	0	0
Fuel Sales	419,787	445,570	426,656	569,050
Operating Supplies	3,267	21,859	19,735	24,225
Interest Earned	9,737	500	19,500	6,000
Federal Grants & Receipts	0	0	30,000	32,500
Transfer from General Fund	0	0	0	0
<b>TOTAL CURRENT REVENUES</b>	<b>1,090,706</b>	<b>568,728</b>	<b>604,123</b>	<b>744,924</b>
<b>TOTAL FUNDS AVAILABLE</b>	<b>1,923,443</b>	<b>1,118,777</b>	<b>1,330,913</b>	<b>1,394,093</b>
<b>EXPENSES</b>				
Airport Operations	1,167,235	710,665	681,344	897,016
Airport Non-Departmental	29,418	400	400	7,916
<b>TOTAL OPERATING EXPENSES</b>	<b>1,196,653</b>	<b>711,065</b>	<b>681,744</b>	<b>904,932</b>
Equity Transfer to RGA AF	0	0	0	0
<b>TOTAL EXPENSES</b>	<b>1,196,653</b>	<b>711,065</b>	<b>681,744</b>	<b>904,932</b>
<b>ENDING FUND BALANCE</b>				
Unreserved Fund Balance	726,790	407,712	649,169	489,161
<b>TOTAL ENDING FUND BALANCE</b>	<b>726,790</b>	<b>407,712</b>	<b>649,169</b>	<b>489,161</b>



# SKYLARK FIELD

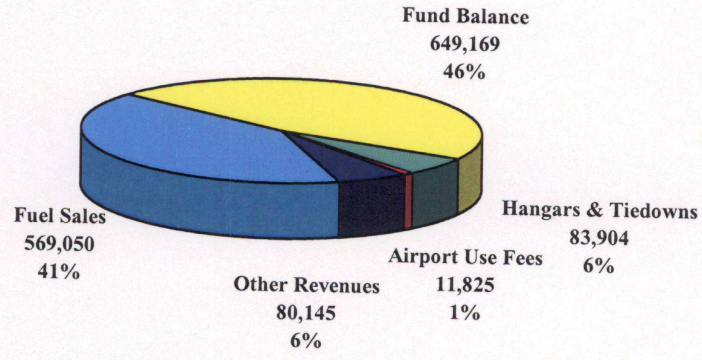
## Comparison of FY 2004-05 Budget to FY 2005-06 Budget

**FY 2004-05 Revenues by Source**



**Total Revenues \$1,118,777**

**FY 2005-06 Revenues by Source**



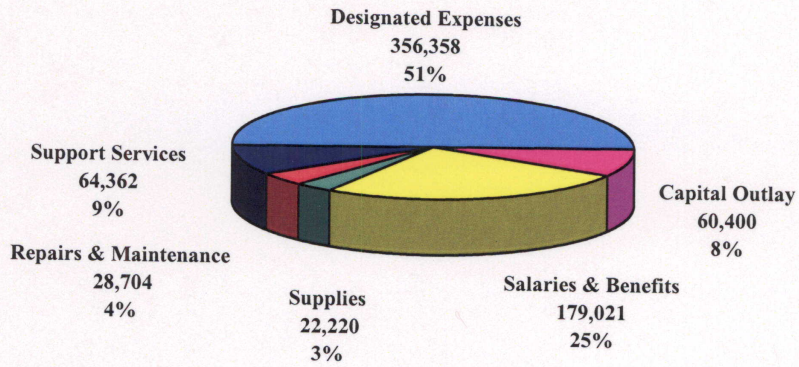
**Total Revenues \$1,394,093**



# SKYLARK FIELD

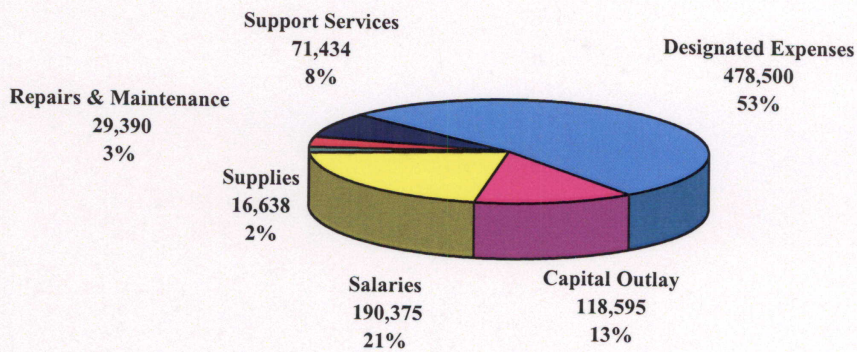
## Comparison of FY 2004-05 Budget to FY 2005-06 Budget

**FY 2004-05 Expenditures by Object Class**



**Total Expenditures \$711,065**

**FY 2005-06 Expenditures by Object Class**



**Total Expenditures \$904,932**

Note: Significant changes between FY 2004-05 and FY 2005-06 are discussed on each division's financial page



**AVIATION FUND  
SKYLARK FIELD**

**DEPARTMENT DESCRIPTION**

---

Skylark Field is a City of Killeen owned General Aviation facility, operated as an enterprise fund. The airfield is for the use of all aircraft other than air carriers. The Department of Aviation rents space to individual aircraft owners for storage of light aircraft, and rents space and buildings to business tenants to operate aviation related business on the airport. Airport staff operates the general aviation terminal building and an aviation fuel business, handling fuel receipt, storage and retail delivery of Jet fuel and 100LL Avgas to general aviation and military aircraft using the airport. Airport staff inspects and maintains the runway, taxiways and aprons as well as all City owned buildings and grounds.

**MAJOR DEPARTMENT GOALS**

---

- Provide a safe environment for general aviation and military aircraft operations by providing adequate airport facilities, enforcing rules and regulations and budgeting for necessary security, safety, maintenance and growth demands.
- Improve general aviation facilities and encourage growth in this market area.
- Work towards achieving financial self-sustainment as quickly as possible.

**WHAT WE ACCOMPLISHED IN FISCAL YEAR 2004-2005**

---

- Replaced numerous distressed airside guidance signs.
- Installed CCTV security system to monitor the airfield.

**WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2005-06**

---

- Rehab old terminal building and rent space to tenants conducting aviation related business.
- Construct a new t-hangar for light aircraft storage.
- Install a diesel fuel storage tank.
- Crack seal runway and taxiway.

PERFORMANCE AND WORKLOAD MEASURES	Actual 2003-04	Budget 2004-05	Actual 2004-05	Budget 2005-06
Based Aircraft	54	54	55	56
Fuel Sold/Distributed	450,855 gal	223,850 gal	183,155 gal	215,000 gal

**MAJOR NEW PROGRAMS AND SERVICES**

---

- Pavement crack seal.
- Guidance sign panel.
- Diesel storage tank.
- New garden tractor.
- Skylark Terminal building renovation.



**SKYLARK FIELD FUND**

**SKYLARK FIELD**

<b>EXPENDITURES</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
Salaries	\$ 523,179	\$ 133,676	\$ 126,337	\$ 141,813
Supplies	23,007	22,220	20,328	16,638
Maintenance	15,202	8,860	8,850	9,240
Repairs	29,395	19,844	19,720	20,150
Support Services	178,787	64,362	63,186	64,518
Benefits	166,258	45,345	36,250	48,562
Designated Expenses	199,909	356,358	346,673	477,500
Major Capital Outlay	31,498	35,000	35,000	115,000
Capital Outlay	-	25,000	25,000	3,595
<b>Total Expenditures</b>	<b>\$ 1,167,235</b>	<b>\$ 710,665</b>	<b>\$ 681,344</b>	<b>\$ 897,016</b>

<b>Position Title</b>	<b>Number of Positions</b>			
	<b>2002-03</b>	<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>
Accounting Specialist	1	1	1	1
Aircraft Fuel Handler	2	2	2	2
Aircraft Fuel Handler (Part-Time)	2	2	0	0
Airport Facilities Manager	1	1	0	0
Airport Maintenance Crew Leader	1	1	0	0
Airport Operations Manager	1	1	0	0
Airport Service Worker	5	5	0	0
Airport Specialist	2	2	1	1
Director of Aviation	1	1	0	0
Executive Assistant	1	1	0	0
Flightline Service Crew Leader	1	1	0.5	0.5
Secretary	1	1	0	0
Senior Aircraft Fuel Handler	1	1	1	1
<b>Total</b>	<b>20</b>	<b>20</b>	<b>5.5</b>	<b>5.5</b>



**SKYLARK FIELD FUND**

**NON-DEPARTMENTAL**

The Skylark Field Fund, Non-Departmental Division, accounts for expenditures that cannot be attributed to other divisions such as bank loans and year-end salary accruals.

**INFORMATION TECHNOLOGY**

<b>EXPENDITURES</b>							
	<b>Actual</b>		<b>Budget</b>		<b>Estimated</b>		<b>Adopted</b>
	<b>2003-04</b>		<b>2004-05</b>		<b>2004-05</b>		<b>2005-06</b>
Supplies	\$ 1,794	\$	-	\$	-	\$	-
Maintenance	9,853		-		-		-
Repairs	500		-		-		-
Support Services	-		-		-		6,916
Designated Expenses	4,337		-		-		1,000
Capital Outlay	12,934		400		400		-
<b>Total Expenditures</b>	<b>\$ 29,418</b>	<b>\$</b>	<b>400</b>	<b>\$</b>	<b>400</b>	<b>\$</b>	<b>7,916</b>

**SUPPORT SERVICES**

<b>EXPENDITURES</b>							
	<b>Actual</b>		<b>Budget</b>		<b>Estimated</b>		<b>Adopted</b>
	<b>2003-04</b>		<b>2004-05</b>		<b>2004-05</b>		<b>2005-06</b>
Equity Transfer to KFHRA	-		-		-		-
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>







# GOLF COURSE FUND

City of Killeen, Texas  
Fiscal Year 2005–2006 Budget

*The City Without Limits*



Golf Course Fund





# KILLEEN MUNICIPAL GOLF COURSE FUND

The Killeen Municipal Golf Course Fund is one of the six enterprise funds that the City of Killeen maintains. The Governmental Accounting Standards Board *Codification*, Section 1300.104, states that "the enterprise fund type may be used: to account for operations (a) that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is 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 (b) where the governing body has decided that periodic determination or revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance public policy, management control, accountability, or other purposes." These funds are not required by GASB, but are permitted.

The City of Killeen uses this fund to account for all expenditures incurred and revenues received pertaining to the operation, maintenance, and improvement of the golf course.

***"The City Without Limits!"***



**KILLEEN MUNICIPAL GOLF COURSE**

**Adopted Budget  
Summary  
FY 2005-06**

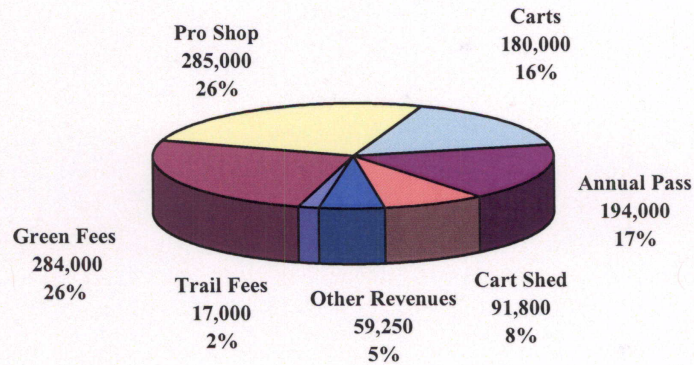
	<b>2003-04 ACTUAL</b>	<b>2004-05 ADOPTED</b>	<b>2004-05 ESTIMATED</b>	<b>2005-06 ADOPTED</b>
<b>BEGINNING FUND BALANCE</b>				
Unreserved Fund Balance	0	0	0	12,373
<b>TOTAL BEGINNING FUND BALANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,373</b>
<b>REVENUES</b>				
Trail Fees	0	17,000	21,510	24,000
Green Fees	0	284,000	227,000	290,000
Pro Shop	0	285,000	202,098	267,000
Carts	0	180,000	189,000	215,200
Clubs	0	4,000	2,336	3,700
Annual Pass	0	194,000	190,000	200,000
Snack Bar	0	22,250	1,250	24,000
Cart Shed	0	91,800	96,000	96,000
Handicap Fees	0	3,000	2,248	2,700
Driving Range	0	30,000	29,182	35,000
Miscellaneous Receipts	0	0	2,083	0
Transfer from Bond Fund	0	0	116,420	0
Transfer from General Fund	0	0	0	275,000
<b>TOTAL CURRENT REVENUES</b>	<b>0</b>	<b>1,111,050</b>	<b>1,079,127</b>	<b>1,432,600</b>
<b>TOTAL FUNDS AVAILABLE</b>	<b>0</b>	<b>1,111,050</b>	<b>1,079,127</b>	<b>1,444,973</b>
<b>EXPENSES</b>				
Golf Operations	0	912,502	924,521	1,265,568
Debt Service		206,758	142,233	150,000
Non-Departmental				9,812
<b>TOTAL OPERATING EXPENSES</b>	<b>0</b>	<b>1,119,260</b>	<b>1,066,754</b>	<b>1,425,380</b>
<b>ENDING FUND BALANCE</b>				
Unreserved Fund Balance	0	(8,210)	12,373	19,593
<b>TOTAL ENDING FUND BALANCE</b>	<b>0</b>	<b>(8,210)</b>	<b>12,373</b>	<b>19,593</b>



# KILLEEN MUNICIPAL GOLF COURSE

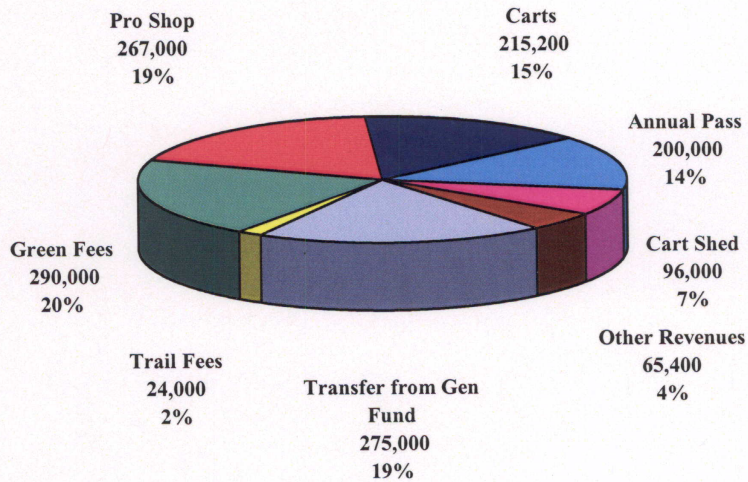
## Comparison of 2004-05 Budget to FY 2005-06 Budget

**FY 2004-05 Revenues by Source**



**Total Revenues \$1,111,050**

**FY 2005-06 Revenues by Source**



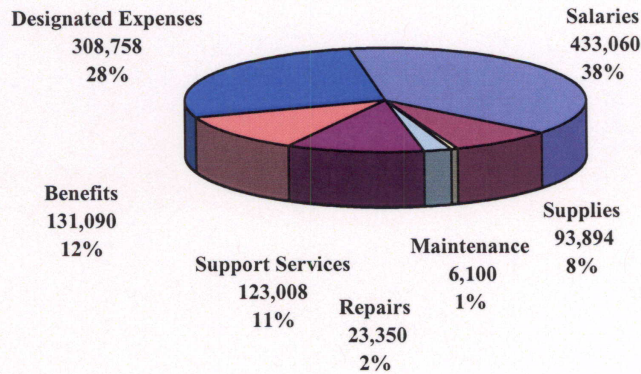
**Total Revenues \$1,432,600**



# KILLEEN MUNICIPAL GOLF COURSE

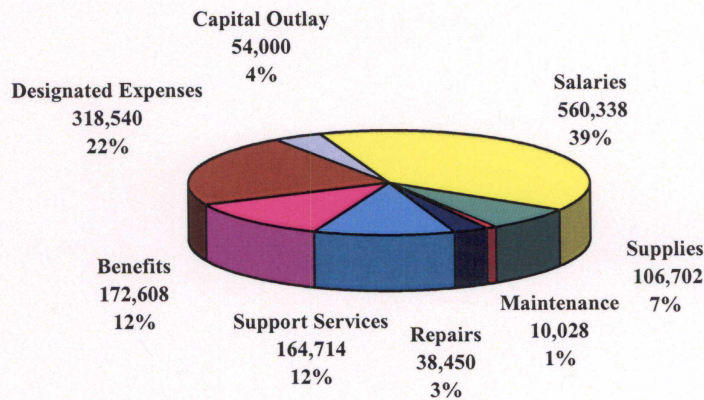
## Comparison of FY 2004-05 Budget to FY 2005-06 Budget

**FY 2004-05 Expenditures by Object Class**



**Total Expenditures \$1,119,260**

**FY 2005-06 Expenditures by Object Class**



**Total Expenditures \$1,425,380**



## **KILLEEN MUNICIPAL GOLF COURSE FUND**

### **DEPARTMENT DESCRIPTION**

---

The Killeen Municipal Golf Course was built in 1970. The city embarked on a major renovation plan in FY 2003-04 and was completed by May 2005. The golf course also was renamed Stonetree Golf Club of Killeen. The golf course is open to the public and attracts about 50,000 rounds of golf each year. The golf course holds from 30-40 golf tournaments a year and is host to some of the major charity fundraisers in the area. The pro shop is kept fully stocked with the latest in golf equipment and apparel. The clubhouse is an 8,000 square foot structure that offers a daily menu, sports bar, elegant evening dining on the weekends and is also available for a variety of functions and parties. The clubhouse is leased and operated by a private concessionaire.

### **MAJOR DEPARTMENT GOALS**

---

- Ensure that the golf course is in consistently good condition.
- Operate the golf operation in a friendly, professional manner.
- Provide professional tournaments and golf clinics.
- Advise City Manager and City Council on all golf course matters.

### **WHAT WE ACCOMPLISHED IN FISCAL YEAR 2004-2005**

---

- Completed construction of eight new golf holes and new tees on three existing holes.
- Completed renovation of new clubhouse and pro shop.
- Completed construction of rental cart fleet barn, private cart fleet barns, and state of the art practice facilities.
- Completed construction of parking lots and a new road from business 190.

### **WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2005-2006**

---

- Continue to expand consumer base.
- Continue the grow-in process on the golf course and practice facilities.
- Conduct a second in-house major golf tournament.
- Continue to increase revenues.

<b>PERFORMANCE AND WORKLOAD MEASURES</b>	<b>Actual 2003-04</b>	<b>Projected 2004-05</b>	<b>Proposed 2005-06</b>
Rounds of Golf Played	49,135	50,633	54,000

### **MAJOR NEW PROGRAMS AND SERVICES**

---

- Four new Greenskeepers
- Agricultural and Lake Treatment.
- Nine Fountains.
- Utility Cart Lease.
- Heavy Duty Utility Vehicle.
- Rough Rider Mower.
- Light and Power shortfall.
- Contract for bar services.



**KILLEEN MUNICIPAL GOLF COURSE FUND**

**KILLEEN MUNICIPAL GOLF COURSE**

<b>EXPENDITURES</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
Salaries	\$ -	\$ 433,060	\$ 436,885	\$ 560,338
Supplies	-	93,894	70,634	106,400
Maintenance	-	6,100	6,100	6,100
Repairs	-	23,350	21,550	38,450
Support Services	-	123,008	135,434	161,132
Benefits	-	131,090	115,511	172,608
Designated Expenses	-	102,000	138,407	166,540
Capital Outlay	-	-	-	54,000
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ 912,502</b>	<b>\$ 924,521</b>	<b>\$ 1,265,568</b>

<b>PERSONNEL SUMMARY</b>				
<b>Position Title</b>	<b>2002-03</b>	<b>Number of Positions</b>		
		<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>
Assistant Golf Professional	0	0	1	1
Cart Fleet / Range Attendant	0	0	1	1
Golf Course Maintenance Tech.	0	0	2	2
Golf Course Superintendent	0	0	1	1
Golf Professional	0	0	1	1
Golf Shop Attendant	0	0	2	2
Golf Shop Manager	0	0	1	1
Greenskeeper	0	0	4	8
<b>Total</b>	<b>0</b>	<b>0</b>	<b>13</b>	<b>17</b>

Golf Course operations were accounted for in the General Fund prior to FY 04-05.



**KILLEEN MUNICIPAL GOLF COURSE FUND**

**NON-DEPARTMENTAL**

<b>EXPENDITURES</b>		<b>Actual</b>		<b>Budget</b>		<b>Estimated</b>		<b>Adopted</b>
		<b>2003-04</b>		<b>2004-05</b>		<b>2004-05</b>		<b>2005-06</b>
Supplies	\$	-	\$	-	\$	-	\$	302
Support Services		-		-		-		3,582
Maintenance		-		-		-		3,928
Designated Expenses		-		206,758		142,233		152,000
<b>Total Expenditures</b>	\$	-	\$	<b>206,758</b>	\$	<b>142,233</b>	\$	<b>159,812</b>







# SOLID WASTE FUND

City of Killeen, Texas  
Fiscal Year 2005–2006 Budget

*The City Without Limits*



Solid Waste Fund





# SOLID WASTE FUND

The Solid Waste Fund is one of the six enterprise funds that the City of Killeen maintains. The Governmental Accounting Standards Board *Codification*, Section 1300.104, states that " the enterprise fund type may be used: to account for operations (a) that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body 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 (b) where the governing body has decided that periodic determination or revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance public policy, management control, accountability, or other purposes." These funds are not required by GASB, but are permitted.

The City of Killeen uses this fund to account for all expenditures incurred and revenues received pertaining to the operation, maintenance, and improvement of Solid Waste. Appropriations are made for three functions provided by Solid Waste. These functions include Solid Waste Operations, the Solid Waste Transfer Station, Recycle Program and the newly implemented Mowing Program.

***"The City Without Limits!"***



**SOLID WASTE FUND**

**Adopted Budget**

**Summary**

**FY 2005-06**

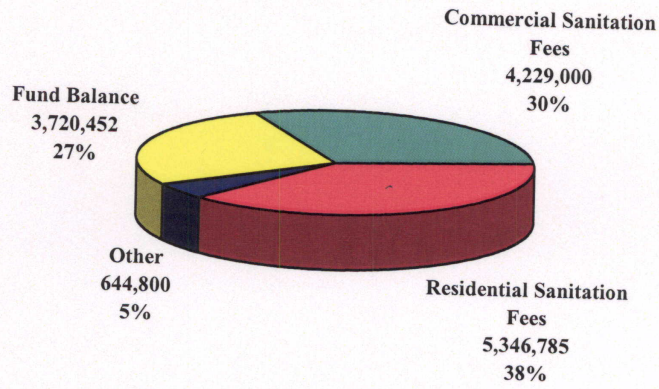
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
	<b>ACTUAL</b>	<b>ADOPTED</b>	<b>ESTIMATED</b>	<b>ADOPTED</b>
<b>BEGINNING FUND BALANCE</b>				
Reserved Fund Balance	975,000	1,075,000	1,235,000	1,395,000
Debt Service Reserve	180,313	233,002	233,002	233,002
Unreserved Fund Balance	2,627,495	2,412,450	2,369,280	2,821,272
<b>TOTAL BEGINNING FUND BALANCE</b>	<b>3,782,808</b>	<b>3,720,452</b>	<b>3,837,282</b>	<b>4,449,274</b>
<b>REVENUES</b>				
Transfer Station Fees	184,506	170,000	225,000	230,000
Dumpster Rentals	290,609	295,000	313,000	330,000
Sale of Equipment	9,379	12,000	9,000	24,000
Tire Disposal Fees	3,102	2,300	4,600	5,000
Sale of Metals-Recycling	35,622	32,000	49,000	50,000
Paper Products Recycling	45,899	36,000	41,000	43,000
Public Scale Fees	11,622	9,000	11,500	13,000
Other Recycle Revenues	2,245	4,000	2,200	3,000
Customer Recycling Fees	33,416	36,000	39,000	44,000
Commercial Sanitation Fees	3,987,098	4,229,000	4,229,000	4,398,000
Residential Sanitation Fees	5,096,971	5,346,785	5,346,785	5,560,656
Interest Earned	59,239	48,000	110,000	180,000
Miscellaneous Receipts	465	500	300	400
<b>TOTAL CURRENT REVENUES</b>	<b>9,760,173</b>	<b>10,220,585</b>	<b>10,380,385</b>	<b>10,881,056</b>
<b>TOTAL FUNDS AVAILABLE</b>	<b>13,542,981</b>	<b>13,941,037</b>	<b>14,217,667</b>	<b>15,330,330</b>
<b>EXPENSES</b>				
Code Enforcement	43,886	47,558	42,260	-
Residential Operations	2,404,363	2,636,784	2,615,379	2,299,300
Commercial Operations	1,558,679	1,543,302	1,498,858	1,544,146
Recycling Program	243,276	283,991	271,756	269,805
Transfer Station	3,380,690	3,013,549	2,991,547	3,267,828
Mowing	-	-	-	500,000
Debt Service	460,799	1,205,176	442,900	895,658
Solid Waste Miscellaneous	355,180	466,386	421,654	597,965
<b>TOTAL CURRENT EXPENSES</b>	<b>8,446,873</b>	<b>9,196,746</b>	<b>8,284,354</b>	<b>9,374,702</b>
<b>TRANSFERS OUT</b>	<b>1,258,826</b>	<b>1,484,039</b>	<b>1,484,039</b>	<b>1,589,883</b>
<b>TOTAL EXPENSES</b>	<b>9,705,699</b>	<b>10,680,785</b>	<b>9,768,393</b>	<b>10,964,585</b>
<b>ENDING FUND BALANCE</b>				
Reserved Fund Balance	1,075,000	1,235,000	1,395,000	1,395,000
Debt Service Reserve	233,002	233,002	233,002	233,002
Unreserved Fund Balance	2,529,280	1,792,250	2,821,272	2,737,743
<b>TOTAL ENDING FUND BALANCE</b>	<b>3,837,282</b>	<b>3,260,252</b>	<b>4,449,274</b>	<b>4,365,745</b>



# SOLID WASTE FUND

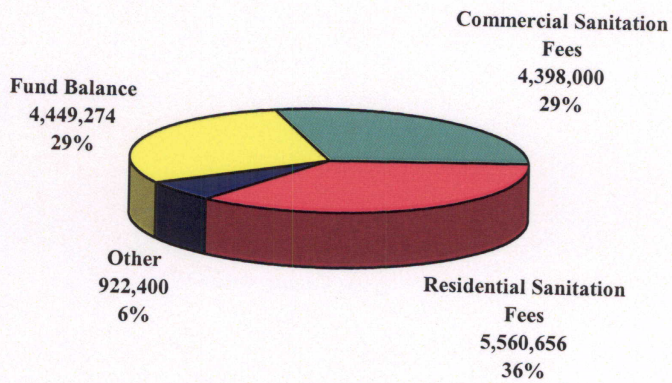
## Comparison of FY 2004-05 Budget to FY 2005-06 Budget

**FY 2004-05 Revenues by Source**



**Total Revenues \$13,941,037**

**FY 2005-06 Revenues by Source**



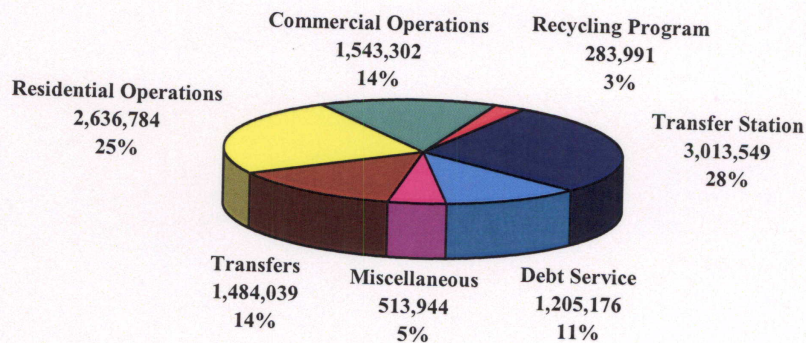
**Total Revenues \$15,330,330**



# SOLID WASTE FUND

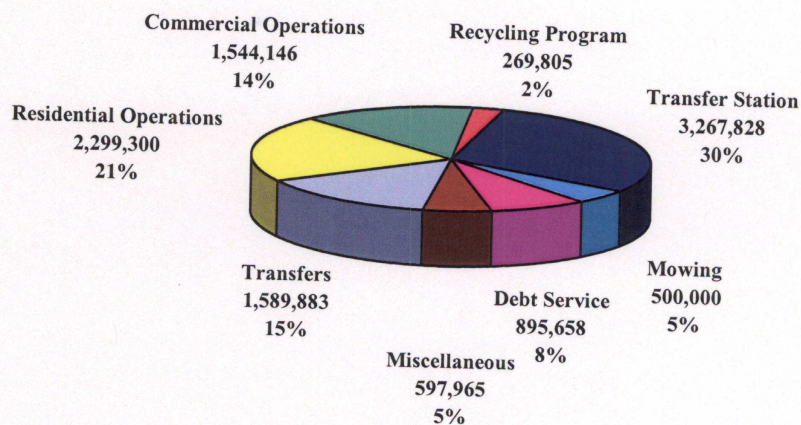
## Comparison of FY 2004-05 Budget to FY 2005-06 Budget

**FY 2004-05 Expenditures by Function**



**Total Expenditures \$10,680,785**

**FY 2005-06 Expenditures by Function**



**Total Expenditures \$10,964,585**

Note: Significant changes between FY 2004-05 and FY 2005-06 are discussed on each division's financial page

***SOLID WASTE FUND  
RESIDENTIAL SERVICES***

**DIVISION DESCRIPTION**

---

Residential Services provides waste collection services primarily to the citizens of Killeen. Waste is collected at curbside at residential addresses and transported to the Transfer Station. Services include:

- Once per week automated collection of household garbage placed in roll-out containers (96 gallon, 64 gallon and 32 gallon).
- Once per week collection of segregated tree limbs/brush.
- Once per week collection of bagged grass and leaves.
- Special collection services, for example, the pickup of furniture items, appliances, large bulky items, move-outs, garage cleanouts, and excess garbage. A fee is charged to the utility account for these services.
- Support to Commercial Services by picking up brush and excess garbage (not placed in dumpster containers). Fees are charged to the business for this service.
- Support to other City departments for special collections, such as Trash-Off, Voluntary Roadside Cleanup and special events.

**MAJOR DIVISION GOALS**

---

- Accurately forecast the resources that will be needed to accommodate the growth of the city so that the current level of services can be continued without interruption.
- Continue to monitor and modify collection routes as necessary to include new households that are constructed or annexed into the city. An optimum automated route shall include between 950 households (minimum) to 1,200 households (maximum) per collection day. A manual collection crew shall service an average of 3,000 homes per collection day.
- Maintain a collection vehicle ratio of 3:1, Primary Vehicle to Backup Vehicle.

**WHAT WE ACCOMPLISHED IN FISCAL YEAR 2004-2005**

---

- Continued to meet the challenge of providing solid waste services to a city that is growing in terms of population, size (area), and number of residential households.
- Continued the Residential Curbside Recycling Program. An average of 28 tons of recycling materials was collected at curbside per month. The number of accounts at year-end was 1801.
- Assisted in the design and physical layout of the New Solid Waste Administrative Facility.

**WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2005-06**

---

- Prepare to implement GIS, which will greatly assist in collection routing.
- Make preparations for move-in to the new administrative facility.
- Add two crews, one for automated collection and one for manual collection.



<b>PERFORMANCE AND WORKLOAD MEASURES</b>	<b>Actual 2003-04</b>	<b>Projected 2004-05</b>	<b>Proposed 2005-06</b>
<b>Percent (%)</b> of waste stream that came from a residential source	45.5%	45.4%	45.8%
<b>Tons</b> collected by collection vehicles (sideloaders, rearloader, flatbed)	39,139	43,129	47,000
Special Collections: Number of Pickups	22,767	22,026	22,600
Billed Charges	\$540,644	\$506,977	\$535,625
New Container Set-outs (new accounts)	1,902	2,238	2,200
<b>Percent (%)</b> of Residential customers complaints compared to service opportunities	<.01%	<.01%	<.01%

#### **MAJOR NEW PROGRAMS AND SERVICES**

---

- Two new employees for additional collection crew.
- New employee for residential equipment operator.
- Replacement fleet – ½ ton standard cab pickup truck.

**SOLID WASTE FUND**

**RESIDENTIAL SERVICES**

<b>EXPENDITURES</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
Salaries	\$ 1,008,533	\$ 1,083,731	\$ 1,049,049	\$ 1,219,943
Supplies	152,128	131,957	136,082	204,551
Repairs	303,101	241,550	290,930	296,550
Support Services	43,009	47,485	45,849	29,820
Benefits	342,749	365,408	318,807	400,687
Designated Expenses	1,772	3,000	3,000	5,179
Capital Outlay	553,071	763,653	771,662	142,570
<b>Total Expenditures</b>	<b>\$ 2,404,363</b>	<b>\$ 2,636,784</b>	<b>\$ 2,615,379</b>	<b>\$ 2,299,300</b>

<b>PERSONNEL SUMMARY</b>				
<b>Position Title</b>	<b>2002-03</b>	<b>Number of Positions</b>		
		<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>
Director of Solid Waste	1	1	1	1
Equipment Operator	5	5	5	5
Principal Secretary	1	1	1	1
Residential Equipment Operator	12	13	13	14
Residential Operations Superintendent	1	1	1	1
Residential Operations Supervisor	2	4	4	4
Secretary	0	1	1	1
Secretary (Part-Time)	1	0	0	0
Solid Waste Crew Chief	3	3	3	4
Solid Waste Specialist	1	1	1	1
Solid Waste Worker	4	4	4	5
Welder's Assistant	1	1	1	1
<b>Total</b>	<b>32</b>	<b>35</b>	<b>35</b>	<b>38</b>



**SOLID WASTE FUND  
COMMERCIAL SERVICES**

**DIVISION DESCRIPTION**

---

Commercial Services provides collection services and containers of various sizes to commercial customers. The available sizes of containers are: 2, 3, 4, 6, and 8 cubic yard; and the 300 gallon. Fees are based on the size and quantity of containers selected, and the frequency of service.

Commercial Services also rents 20 and 30 cubic yard roll-off containers for bulky items and construction and/or demolition materials, and provides collection service on a call-in basis. Fees include the rental and servicing of the container, and the weight of contents.

Commercial Services manages all container assets in the Solid Waste Division, including the 96-gallon, 64-gallon, and 32-gallon roll-out containers used in Residential Services. Containers are purchased, replaced, maintained, and repaired as needed. A stockage of repair parts and assemblies are kept on hand.

**MAJOR DIVISION GOALS**

---

- Provide responsive, reliable and quality support to all customers.
- Accurately forecast the resources that will be needed to accommodate the growth of the city so that the current level of services can be continued without interruption.
- Maintain a collection vehicle ratio of 3:1, Primary Vehicle to Backup Vehicle.

**WHAT WE ACCOMPLISHED IN FISCAL YEAR 2004-2005**

---

- Continued to meet the challenge of providing solid waste services to a city that is growing in terms of population, size (area), and number of commercial businesses. Collection routes continually have to be adjusted due to new accounts, and changes in services that are requested by customers on a daily basis.
- Maintained sufficient inventory of containers to accommodate the growth of the city, the replacement of privately owned containers, and the replacement of uneconomically repairable containers.
- Supported recycling operations by transporting 352 roll-off loads of recycling materials (metals, glass, paper, plastic) to market.
- Assisted in the design and physical layout of the New Solid Waste Administrative Facility.

**WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2005-06**

---

- Prepare to implement GIS, which will greatly assist in modifying and optimizing collection routes.
- Make preparations for move-in to the new administrative facility.
- Discontinue services to privately owned containers effective October 1, 2006, as per City Ordinance; replace privately owned containers with city-owned containers.

<b>PERFORMANCE AND WORKLOAD MEASURES</b>	<b>Actual 2003-04</b>	<b>Projected 2004-05</b>	<b>Proposed 2005-06</b>
<b>Percent (%)</b> of waste stream that came from a commercial source	54.5%	54.6%	54.2%
Number of hauls for roll-offs/compactors for commercial accounts;	2,519	2,722	2,850
Total weight ( <b>Tons</b> )	10,568 tons	10,165 tons	11,000 tons
<b>Tons</b> hauled by the primary collection vehicle (frontloader)	29,452 tons	32,908 tons	36,000 tons
Total number of dumpster containers serviced (as of end of year);	1,480	1,521	1,550
Total number of dumpster collections (weekly average)	2,960	3,124	3,200
<b>Percent (%)</b> of Commercial customers complaints compared to service opportunities	<.01%	<.01%	<.01%

#### **MAJOR NEW PROGRAMS AND SERVICES**

---

- Replacement Fleet – Frontloading Collection Vehicle
- Replacement Fleet – Roll-off Collection Vehicle



**SOLID WASTE FUND**

**COMMERCIAL SERVICES**

<b>EXPENDITURES</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
Salaries	\$ 599,258	\$ 588,118	\$ 555,158	\$ 611,534
Supplies	94,107	78,224	86,600	131,496
Maintenance	1,188	2,500	1,500	1,500
Repairs	217,892	180,200	176,200	183,200
Support Services	73,989	23,623	21,373	12,100
Benefits	201,797	204,844	190,450	199,799
Designated Expenses	525	3,000	2,500	2,500
Capital Outlay	369,923	462,793	465,077	402,017
<b>Total Expenditures</b>	<b>\$ 1,558,679</b>	<b>\$ 1,543,302</b>	<b>\$ 1,498,858</b>	<b>\$ 1,544,146</b>

<b>PERSONNEL SUMMARY</b>				
<b>Position Title</b>	<b>Number of Positions</b>			
	<b>2002-03</b>	<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>
Commercial Operations Superintende	1	1	1	1
Commercial Equipment Operator	10	10	10	10
Commercial Operations Supervisor	1	1	1	1
Container Operations Supervisor	1	1	1	1
Principal Secretary	1	1	1	1
Welder	2	3	3	3
Welder's Assistant	2	2	2	2
<b>Total</b>	<b>18</b>	<b>19</b>	<b>19</b>	<b>19</b>

**SOLID WASTE FUND  
RECYCLING CENTER**

**DIVISION DESCRIPTION**

---

The Solid Waste Recycling Center develops and maintains a comprehensive recycle program for the City of Killeen that will progress toward achieving waste reduction, reuse, and recycling goals. The Division operates the Killeen Recycling Center (KRC), and oversees the citizen recycling drop-off point at the Transfer Station, and the four (4) used oil collection sites in the City. Other programs include: the City's Workplace Recycling Program; Apartment Complex Recycling Program; Low Cost Freon Extraction Program; Yard Waste Management Program and the conduct of composting classes on a 3-4 month basis.

**MAJOR DIVISION GOALS**

---

Promote waste reduction, materials reuse, and recycling through various media, education programs, contact with general public, civic organizations, schools, and excellence in on-going programs.

**WHAT WE ACCOMPLISHED IN FISCAL YEAR 2004-2005**

---

- Approximately 1100 citizens visited the KRC to drop-off materials each month.
- Approximately 120 citizens (primarily soldiers) used the public scales each month.
- Approximately 20 households were provided a service each month to pick up move-in cardboard boxes and paper wrapping materials.
- Provided a recycling collection service to city facilities/offices and some businesses that have large quantities of cardboard/paper materials.
- Provided a recycling collection service to eleven (11) apartment complexes.
- Hosted a Household Hazardous Waste (HHW) Collection Event, which was sponsored by CTCOG grant program. A vehicle count of 570 vehicles came through the site, and 15 tons of HHW were collected.
- Processed the materials received from the Residential Curbside Recycling Program.
- Provided information and recycling support to a 9-week, 8<sup>th</sup> Grade Environmental Science class at Manor Middle School. Provided bins and collection.
- Recovered the following materials:
  - a) Metals: 723 tons
  - b) Paper products: 832 tons
  - c) Glass: 88 tons
  - d) Plastic containers: 16 tons
  - e) Used motor oil: 7,310 gallons
  - f) Antifreeze: 440 gallons
  - g) Lead acid batteries: 967 each
  - h) Appliances w/Freon: 438 each
  - i) Brush Diversion: 45, 218 cubic yards
- Received revenue from all the various programs in the amount of \$150,979.

**WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2005-06**

---

- Host a CTCOG sponsored HHW Collection Event in February 2006.
- Submit alternatives and recommendations to further expand the recycling program to achieve waste reduction goals. Presently, facility and equipment shortfalls prohibit any significant increase in material processing.

PERFORMANCE AND WORKLOAD MEASURES	Actual 2003-04	Projected 2004-05	Proposed 2005-06
10% waste reduction, diversion goal	7.6%	7.0%	6.5%

**MAJOR NEW PROGRAMS AND SERVICES**

---

There were no major new programs or services added to the Recycling Center for FY 2005-06.



**SOLID WASTE FUND**

**RECYCLING CENTER**

<b>EXPENDITURES</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
Salaries	\$ 156,645	\$ 175,330	\$ 169,139	\$ 186,734
Supplies	10,937	12,233	12,224	11,349
Maintenance	-	-	-	-
Repairs	12,749	7,660	8,295	6,450
Support Services	11,979	13,360	12,610	7,170
Benefits	50,841	54,776	48,461	57,202
Designated Expenses	125	-	825	900
Capital Outlay	-	20,632	20,202	-
<b>Total Expenditures</b>	<b>\$ 243,276</b>	<b>\$ 283,991</b>	<b>\$ 271,756</b>	<b>\$ 269,805</b>

<b>PERSONNEL SUMMARY</b>				
<b>Position Title</b>	<b>2002-03</b>	<b>Number of Positions</b>		<b>2005-06</b>
		<b>2003-04</b>	<b>2004-05</b>	
Recycling Attendant	2	2	2	2
Recycling Attendant (Part-Time)	0	3	3	3
Recycling Manager	1	1	1	1
Recycling Operations Supervisor	1	1	1	1
<b>Total</b>	<b>4</b>	<b>7</b>	<b>7</b>	<b>7</b>

**SOLID WASTE FUND  
TRANSFER STATION**

**DIVISION DESCRIPTION**

The Transfer Station is the central receiving facility for all solid waste generated by the City of Killeen. It must be operated in compliance with the Site Operating Plan, and TCEQ Rules and Regulations. City employees load the waste onto trailers, which are then transported by a contractor to the Sunset Farms Landfill, located southeast of Austin. The landfill is operated by Browning-Ferris Industries (BFI). The City began a 15-year contract with BFI in 1993 for waste transportation and landfill disposal.

Four separate landfill sites in the vicinity of the Transfer Station were closed in 1993, and are now under post-closure maintenance and care. These closed landfill sites must be inspected annually, maintained and repaired to comply with post closure requirements. The post-closure period is ended by a final inspection and the issuance of a final closure letter of approval from TCEQ.

All brush is collected from the city as a segregated waste, stockpiled at a site in the vicinity of the Transfer Station, and chipped two (2) or three (3) times a year on an on call basis by BFI.

**MAJOR DIVISION GOALS**

- Operate within the parameters of the Site Operating Plan. Satisfactorily complete all annual inspections and other visits by TCEQ without receiving warnings or violations.
- Obtain an agreement with WCID for their construction and operation of a regional sludge/composting site on a 10 acre site to the east and south of the new transfer station facilities.
- Construct the new transfer station facilities.

**WHAT WE ACCOMPLISHED IN FISCAL YEAR 2004-2005**

- Continued to operate at peak capacity at the Transfer Station due to the growth of the city and the corresponding increase in the generation of waste. The largest increases in tonnage in the last ten (10) years occurred in FY 03/04, and FY 04/05, with increases of 10.2% and 9.7%, respectively. The contractor transported 4,491 trailer loads of waste to the Sunset Farms landfill. A total of 94,168 tons of waste was landfilled.
- Completed the final plans and specifications for the construction of a New Transfer Station facility, including an administrative office and a new scale house with inbound/outbound scales.
- Completed all major projects to repair the landfill sites.

**WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2005-06**

- Advertise, award contract, and begin the construction on the new transfer station facilities. The construction period will be approximately ten (10) months.
- Prepare to close the old facility and move into the new facilities.
- Successfully complete a final closure inspection of the landfill sites by TCEQ.

<b>PERFORMANCE AND WORKLOAD MEASURES</b>	<b>Actual 2003-04</b>	<b>Projected 2004-05</b>	<b>Proposed 2005-06</b>
Total <b>Tons</b> received from all sources	89,654	99,746	104,500
Total <b>Tons</b> transported and landfilled	85,823	94,168	100,000
Number of Trailer loads transported	4,207	4,491	4,765
<b>Cubic yards</b> of brush chipped	44,500	45,218	60,000
Number of Violations/Warnings from TCEQ	None	None	None

**MAJOR NEW PROGRAMS AND SERVICES**

There were no major new programs or services added to the Transfer Station for FY 2005-06.



**SOLID WASTE FUND**

**TRANSFER STATION**

<b>EXPENDITURES</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
Salaries	\$ 340,340	\$ 334,071	\$ 329,808	\$ 356,958
Supplies	23,306	24,243	22,500	27,240
Maintenance	595,406	19,525	23,300	29,730
Repairs	36,136	41,400	37,250	40,700
Support Services	61,010	112,179	105,809	98,850
Benefits	112,475	113,921	107,630	114,115
Designated Expenses	2,212,017	2,365,250	2,365,250	2,600,235
Capital Outlay	-	2,960	-	-
<b>Total Expenditures</b>	<b>\$ 3,380,690</b>	<b>\$ 3,013,549</b>	<b>\$ 2,991,547</b>	<b>\$ 3,267,828</b>

<b>PERSONNEL SUMMARY</b>				
<b>Position Title</b>	<b>Number of Positions</b>			
	<b>2002-03</b>	<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>
Building/Grounds Service Worker	2	2	2	2
Building/Grounds Service Worker (Part-Time)	0	1	1	1
Equipment Operator	3	3	3	3
Heavy Equipment Crew Leader	1	1	1	1
Scale Attendant	2	2	2	2
Transfer Station Superintendent	1	1	1	1
Transfer Station Supervisor	1	1	1	1
<b>Total</b>	<b>10</b>	<b>11</b>	<b>11</b>	<b>11</b>

**SOLID WASTE FUND  
MOWING**

**DIVISION DESCRIPTION**

---

The Mowing Division mows and trims the roadway right-of-ways to a 12-inch standard, removes and disposes of trash/rubbish in the right-of-ways, and applies herbicide in designated areas of the City.

**MAJOR DIVISION GOALS**

---

Establish this new operating division in Solid Waste Services and be prepared to begin operations at the beginning of the growing season (March 2006).

**WHAT WE ACCOMPLISHED IN FISCAL YEAR 2004-2005**

---

This division did not exist in Solid Waste Services in FY 04/05. This mowing function was added to Solid Waste Services and adopted for implementation in the FY 05/06 Annual Budget.

**WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2005-06**

---

- Establish the organization and staffing (grades).
- Hire and train authorized personnel (eleven employees).
- Establish work area for Supervisor, and an area for parking/storing assigned vehicles and equipment.
- Transfer required vehicles and equipment from other departments/divisions to the Solid Waste Mowing Division.
- Develop an annual work plan and schedule.
- Begin mowing operations at the start of the growing season, which is approximately March 2006.

PERFORMANCE AND WORKLOAD MEASURES	Actual 2003-04	Projected 2004-05	Proposed 2005-06
Mow/trim, remove trash/debris for roadway right-of-ways; miles per week	----	----	To be determined

**MAJOR NEW PROGRAMS AND SERVICES**

---

Eleven new employees will be added to Mowing Operations for FY 2005-06.



**SOLID WASTE FUND**

**MOWING**

<b>EXPENDITURES</b>						
	<b>Actual</b>		<b>Budget</b>		<b>Estimated</b>	<b>Adopted</b>
	2003-04	2004-05	2004-05	2004-05	2005-06	
Salaries	\$ -	\$ -	\$ -	\$ -	\$ 237,403	
Supplies	-	-	-	-	89,000	
Maintenance	-	-	-	-	58,607	
Repairs	-	-	-	-	20,000	
Benefits	-	-	-	-	94,990	
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 500,000</b>	

<b>PERSONNEL SUMMARY</b>				
<b>Position Title</b>	<b>2002-03</b>	<b>Number of Positions</b>		
		<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>
Mowing Superintendent	0	0	0	1
Mowing Supervisor	0	0	0	2
Mowing Service Worker	0	0	0	8
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11</b>

**SOLID WASTE FUND**

**CODE ENFORCEMENT**

<b>EXPENDITURES</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
Salaries	\$ 27,909	\$ 29,954	\$ 26,912	\$ -
Supplies	1,464	2,664	2,160	-
Repairs	533	500	500	-
Support Services	1,644	3,053	2,233	-
Benefits	8,812	9,304	8,522	-
Designated Expenses	2,986	1,933	1,933	-
Capital Outlay	538	150	-	-
<b>Total Expenditures</b>	<b>\$ 43,886</b>	<b>\$ 47,558</b>	<b>\$ 42,260</b>	<b>\$ -</b>

<b>PERSONNEL SUMMARY</b>				
<b>Position Title</b>	<b>Number of Positions</b>			
	<b>2002-03</b>	<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>
Code Enforcement Clerk	1	1	1	0
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>

Code Enforcement will be accounted for in the General Fund beginning FY 05-06.



## SOLID WASTE FUND

### OTHER APPROPRIATIONS

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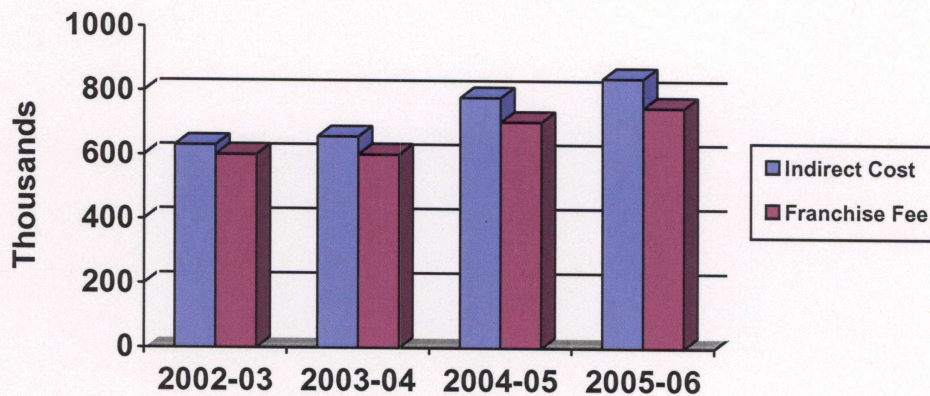
#### DEBT SERVICE:

The debt service divisions established in the Solid Waste Fund are used to account for the current year expenditures for principal, interest, and bank fees on various certificates of obligation issued by the City.

#### NON- DEPARTMENTAL:

The Non-Departmental Division is utilized to budget for Solid Waste Fund claims and damages, year end accruals, contingency funds and transfers to the General Fund. The transfers to the General Fund are derived from a franchise fee levied and an indirect cost allocation.

### Transfers to General Fund



#### INFORMATION TECHNOLOGY:

The Information Technology budget is used to account for Solid Waste Fund expenditures related to information technology.



**SOLID WASTE FUND**

**DEBT SERVICE**

<b>EXPENDITURES</b>		<b>Actual 2003-04</b>	<b>Budget 2004-05</b>	<b>Estimated 2004-05</b>	<b>Adopted 2005-06</b>
Designated Expenses	\$	460,799	\$ 1,205,176	\$ 442,900	\$ 895,658
<b>Total Expenditures</b>	<b>\$</b>	<b>460,799</b>	<b>\$ 1,205,176</b>	<b>\$ 442,900</b>	<b>\$ 895,658</b>

**NON-DEPARTMENTAL**

<b>EXPENDITURES</b>		<b>Actual 2003-04</b>	<b>Budget 2004-05</b>	<b>Estimated 2004-05</b>	<b>Adopted 2005-06</b>
Maintenance	\$	2,683	\$ 19,700	\$ 8,000	\$ 10,000
Support Services		50,525	75,000	55,000	244,750
Designated Expenses		134,831	185,000	185,000	185,000
Transfer Out		1,258,826	1,484,039	1,484,039	1,589,883
<b>Total Expenditures</b>	<b>\$</b>	<b>1,446,865</b>	<b>\$ 1,763,739</b>	<b>\$ 1,732,039</b>	<b>\$ 2,029,633</b>

**INFORMATION TECHNOLOGY**

<b>EXPENDITURES</b>		<b>Actual 2003-04</b>	<b>Budget 2004-05</b>	<b>Estimated 2004-05</b>	<b>Adopted 2005-06</b>
Supplies	\$	4,028	\$ 4,200	\$ 4,200	\$ 5,000
Maintenance		20,366	20,924	20,924	17,095
Repairs		42,158	40,000	30,000	35,000
Support Services		90,000	96,489	96,489	90,000
Capital Outlay		10,589	25,073	22,041	11,120
<b>Total Expenditures</b>	<b>\$</b>	<b>167,141</b>	<b>\$ 186,686</b>	<b>\$ 173,654</b>	<b>\$ 158,215</b>







# WATER AND SEWER FUND

City of Killeen, Texas  
Fiscal Year 2005–2006 Budget

*The City Without Limits*



Water & Sewer Fund



# WATER & SEWER FUND

The Water & Sewer Fund is one of the six enterprise funds that the City of Killeen maintains. The Governmental Accounting Standards Board *Codification*, Section 1300.104, states that "the enterprise fund type may be used: to account for operations (a) that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is 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 (b) where the governing body has decided that periodic determination or revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance public policy, management control, accountability, or other purposes." These funds are not required by GASB, but are permitted.

The City of Killeen uses this fund to account for all expenditures incurred and revenues received pertaining to the operation, maintenance, and improvement of Water & Sewer Services provided by the City. Appropriations are made for six functions provided by Water & Sewer. These functions include Water Contracts, Water & Sewer Operations, Sanitary Sewers, Water Distribution, Utility Collections and Fleet Services.

***"The City Without Limits!"***



**WATER & SEWER FUND**

**Adopted Budget**

**Summary**

**FY 2005-06**

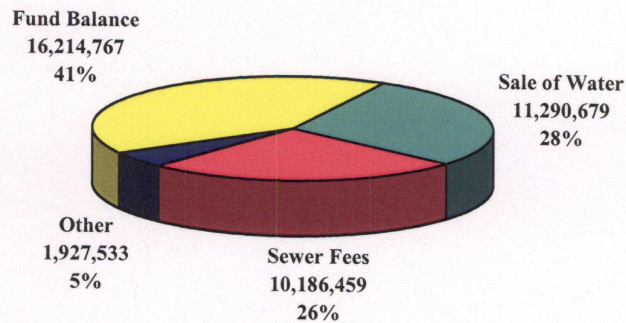
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
	<b>ACTUAL</b>	<b>ADOPTED</b>	<b>ESTIMATED</b>	<b>ADOPTED</b>
<b>BEGINNING FUND BALANCE</b>				
Reserved Fund Balance	1,727,000	1,727,000	1,727,000	1,727,000
Unreserved Fund Balance	14,894,771	14,487,767	15,660,376	15,393,026
<b>TOTAL BEGINNING FUND BALANCE</b>	<b>16,621,771</b>	<b>16,214,767</b>	<b>17,387,376</b>	<b>17,120,026</b>
<b>REVENUES</b>				
Sale of Water	8,598,684	11,290,679	11,231,566	11,549,110
Water & Sewer Taps	1,109,663	625,000	1,333,206	643,750
Sewer Fees Collected	8,937,118	10,186,459	10,231,580	11,070,863
Miscellaneous Srvcs. & Chrgs.	649,292	662,000	716,690	681,860
Delinquent Penalty	430,195	400,000	462,000	412,000
Interest Earned	274,354	233,000	350,000	400,000
Miscellaneous Receipts	2,354	2,500	900	2,500
Transfers-In	-	5,033	5,033	-
<b>TOTAL CURRENT REVENUES</b>	<b>20,001,660</b>	<b>23,404,671</b>	<b>24,330,975</b>	<b>24,760,083</b>
<b>TOTAL FUNDS AVAILABLE</b>	<b>36,623,431</b>	<b>39,619,438</b>	<b>41,718,351</b>	<b>41,880,109</b>
<b>EXPENSES</b>				
Fleet Services	732,510	886,472	822,632	886,762
Utility Collections	1,174,125	1,238,482	1,204,117	1,441,289
Water and Sewer Contracts	5,953,715	8,635,866	8,580,919	9,261,000
Water Distribution	995,845	1,046,836	940,671	1,247,958
Sanitary Sewers	632,157	708,015	677,492	689,808
Water and Sewer Operations	1,541,710	1,642,333	1,380,837	1,986,112
Water and Sewer Projects	300,609	1,614,391	1,064,188	1,110,835
Debt Service	4,467,035	5,966,157	5,966,157	5,057,466
Water & Sewer Miscellaneous	1,227,135	1,429,379	1,402,667	1,640,781
<b>TOTAL CURRENT EXPENSES</b>	<b>17,024,841</b>	<b>23,167,931</b>	<b>22,039,680</b>	<b>23,322,011</b>
<b>TRANSFERS OUT</b>	<b>2,211,214</b>	<b>2,558,645</b>	<b>2,558,645</b>	<b>2,793,175</b>
<b>TOTAL EXPENSES</b>	<b>19,236,055</b>	<b>25,726,576</b>	<b>24,598,325</b>	<b>26,115,186</b>
<b>ENDING FUND BALANCE</b>				
Reserved Fund Balance	1,727,000	1,727,000	1,727,000	1,727,000
Unreserved Fund Balance	15,660,376	12,165,862	15,393,026	14,037,923
<b>TOTAL ENDING FUND BALANCE</b>	<b>17,387,376</b>	<b>13,892,862</b>	<b>17,120,026</b>	<b>15,764,923</b>



# WATER & SEWER FUND

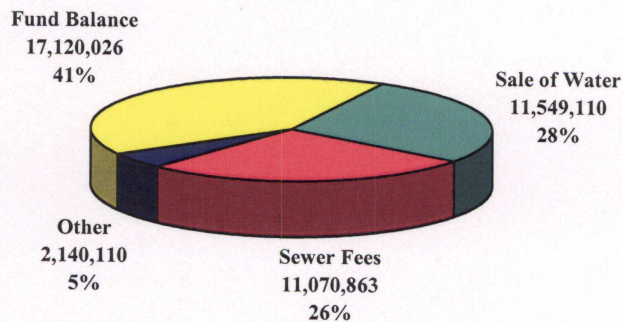
## Comparison of FY 2004-05 Budget to FY 2005-06 Budget

**FY 2004-05 Revenues by Source**



**Total Revenues \$39,619,438**

**FY 2005-06 Revenues by Source**



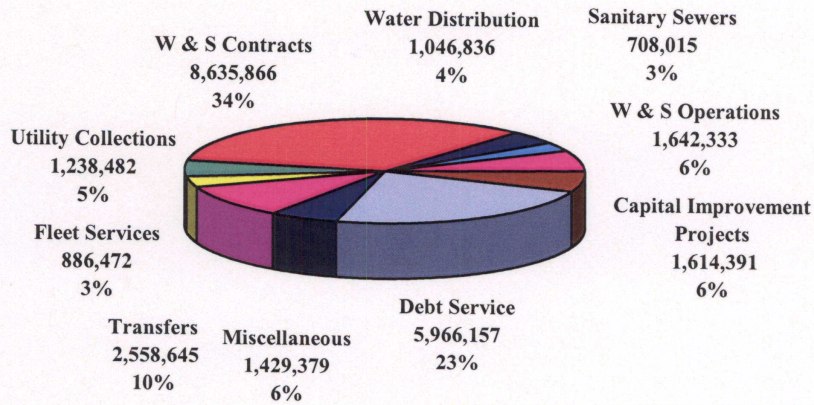
**Total Revenues \$41,880,109**



# WATER & SEWER FUND

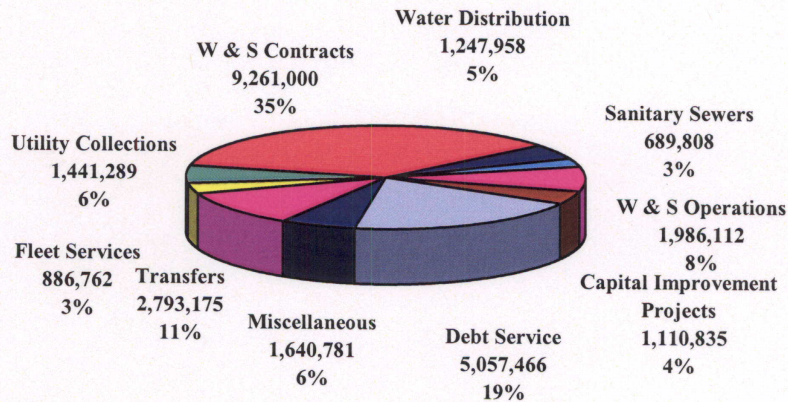
## Comparison of FY 2004-05 Budget to FY 2005-06 Budget

### FY 2004-05 Expenditures by Function



Total Expenditures \$25,726,576

### FY 2005-06 Expenditures by Function



Total Expenditures \$26,115,186

Note: Significant changes between FY 2004-05 and FY 2005-06 are discussed on each division's financial page



**WATER & SEWER FUND  
FLEET SERVICES**

**DIVISION DESCRIPTION**

---

Fleet Services is responsible for city-wide vehicle and equipment replacements. Fleet Services prepares a comprehensive vehicle and equipment replacement program during the budget process. Fleet Services prepares specifications for all vehicles and equipment acquired by the City. In addition, Fleet arranges for the leasing of all vehicles and equipment throughout the City and provides reports regarding internal charges to the departments for fuel and repairs performed on all vehicles and equipment.

**MAJOR DIVISION GOALS**

---

- Maintaining a 5-year fleet replacement schedule, including processing bids.
- Managing preventive maintenance programs and services city-wide for vehicles and equipment.
- Maintaining all repairs on all fleet.
- Implemented a 24-hour fuel site and fleet facility for all emergency repairs.

**WHAT WE ACCOMPLISHED IN FISCAL YEAR 2004-2005**

---

- Implemented the 5-year Replacement of Vehicles.
- Implemented a standard vehicle and equipment management and use policy.
- Replaced bay doors for security and improvements of the facility.
- Completed installation of exhaust system to provide safe environment and to meet TCEQ standards.
- Reorganize staff to assist in developing a more efficient preventive maintenance program due to increase of fleet.
- Processed bids, specifications, and procurement of FY 04-05 vehicles and equipment.
- Obtained forklift to assist in maintaining a safe environment for daily operations.
- Implemented new CCG/Faster maintenance software in order to improve the preventive maintenance scheduling and processing of our program.

**WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2005-06**

---

- The expansion building with equipment installed, storage areas, and bay assignments for improving of the programs.
- Training updated for technicians on heavy and light equipment available throughout the year.
- Improve processing FY 05-06 fleet procurements in a more effective and timely manner by working with departments on justifications and processing.
- Prepare a 5-year equipment replacement for heavy equipment purchases, leases, and /or buy-back programs.
- Update the TRAK fuel system to improve the fuel transaction process to the Faster software to improve billing processing transfer to H T E system.

PERFORMANCE AND WORKLOAD MEASURES	Actual 2003-04	Projected 2004-05	Proposed 2005-06
Cost of Vehicle Repairs	\$779,698	\$893,128	\$925,000
Parts Inventory	\$223,563	\$214,094	\$215,000

**MAJOR NEW PROGRAMS AND SERVICES**

---

There were no major new programs or services added to Fleet Services for FY 2005-06.

**WATER & SEWER FUND**

**FLEET SERVICES**

<b>EXPENDITURES</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
Salaries	\$ 541,165	\$ 609,724	\$ 595,120	\$ 647,625
Supplies	57,338	58,518	59,024	64,956
Maintenance	7,686	3,100	3,100	3,100
Repairs	16,516	16,914	12,000	17,000
Support Services	36,041	47,283	46,840	39,490
Benefits	181,241	190,368	174,545	198,741
Designated Expenses	408	4,000	3,600	3,000
Capital Outlay	28,743	90,065	61,903	44,850
Reimbursable Expense	(136,628)	(133,500)	(133,500)	(132,000)
<b>Total Expenditures</b>	<b>\$ 732,510</b>	<b>\$ 886,472</b>	<b>\$ 822,632</b>	<b>\$ 886,762</b>

<b>PERSONNEL SUMMARY</b>				
<b>Position Title</b>	<b>Number of Positions</b>			
	<b>2002-03</b>	<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>
Fleet Services Manager	1	1	1	1
Fleet Services Parts Supervisor	1	1	1	1
Fleet Services Supervisor	2	2	2	2
Fleet Services Technician	11	11	11	11
Parts Assistant	3	3	3	3
Senior Secretary	1	1	1	1
<b>Total</b>	<b>19</b>	<b>19</b>	<b>19</b>	<b>19</b>



**WATER & SEWER FUND  
UTILITY COLLECTIONS**

**DIVISION DESCRIPTION**

---

The Utility Collections Division of the Finance Department bills and collects for all City utility services and maintains accurate accounting for water, sewer, solid waste and drainage fee revenue. The division also accomplishes all monthly meter reading, initiates the water and sewer tap process for new development, performs utility service work orders, handles bad debt and collection issues, and provides customer counseling with conservation and water usage recommendations. Customer service is provided to citizens initiating and terminating utility accounts and those requesting assistance with billing issues.

**MAJOR DIVISION GOALS**

---

- Ensure the efficient delivery of timely and accurate billing and payment information for over 34,000 utility customers.
- Perform accurate and timely monthly meter reading and prompt notification to customers whose meter reading and water usage indicate a possible leak.
- Provide prompt and customer-friendly response to customer billing issues.

**WHAT WE ACCOMPLISHED IN FISCAL YEAR 2004-2005**

---

- Implemented on-line services for utility customers to allow customer to pay online and obtain billing information and account history.
- Co-operated with Bell County to provide water service to over 300 victims of Hurricane Katrina.
- Implemented new drainage fee rate structure.
- Re-designed bill format and implemented laser bill printing to provide a clear and easy-to-read bill.
- Revised work order scheduling for water turn-off requests to relieve work order load and maintain two afternoon service runs.

**WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2005-06**

---

- Develop and implement daily billing schedule to replace existing 8-cycle schedule, beginning with proactive communication with customers prior to implementation.
- Implement a process to manage requests for meter checks that will include issuance of work orders and written response to customers indicating the result of the meter check.
- Improve public awareness of water conservation and leak management by mailing flyers with the utility bills in April 2006.
- Promote on-line service usage through several mailing of flyers.

PERFORMANCE AND WORKLOAD MEASURES	Actual 2003-04	Actual 2004-05	Proposed 2005-06
Number of utility customers	31,575	33,948	35,305
Number of meters read	401,792	423,318	440,250
Number of meter over-reads	726	782	880
Number of payments received	385,711	400,124	414,128
On-line payments received	N/A	14,842	36,000

**MAJOR NEW PROGRAMS AND SERVICES**

---

Two new positions, one new Meter Reader and one new Service Worker, were added to Utility Billing and Collections Division for FY 2005-06.

**WATER & SEWER FUND**

**UTILITY COLLECTIONS**

<b>EXPENDITURES</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
Salaries	\$ 709,988	\$ 737,209	\$ 727,686	\$ 821,739
Supplies	190,262	177,376	176,310	193,552
Repairs	15,100	28,471	19,820	18,325
Support Services	30,375	23,572	22,390	13,507
Benefits	228,400	244,109	234,204	272,350
Capital Outlay	-	27,745	23,707	121,816
<b>Total Expenditures</b>	<b>\$ 1,174,125</b>	<b>\$ 1,238,482</b>	<b>\$ 1,204,117</b>	<b>\$ 1,441,289</b>

<b>Position Title</b>	<b>Number of Positions</b>			
	<b>2002-03</b>	<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>
Clerk	1	1	1	1
Customer Service Representative	3	3	3	3
Customer Service Supervisor	1	1	1	1
Mail Clerk (Part-Time)	0	1	1	1
Meter Reader	6	6	6	7
Principal Secretary	1	1	1	1
Senior Meter Reader	1	1	1	1
Senior Utility Clerk	2	2	2	2
Utilities Clerk	4	4	4	4
Utility Accounting Clerk	1	1	1	1
Utility Cashier	3	3	3	3
Utility Collections Manager	1	1	1	1
Utility Collections Supervisor	1	1	1	1
Utility Service Supervisor	1	1	1	1
Utility Service Worker	3	3	3	4
<b>Total</b>	<b>29</b>	<b>30</b>	<b>30</b>	<b>32</b>



**WATER & SEWER FUND  
WATER DISTRIBUTION**

**DIVISION DESCRIPTION**

---

The Water Distribution Division is responsible for distributing safe and quality water to City of Killeen residents. The Division is responsible for making long/short taps on water mains to new subdivisions, install water meters, maintain all fire hydrants, locate and mark water lines, and investigate and repair water leaks. The Division responds to customer service calls regarding possible water leaks, water pressure checks, water quality, etc. The Division includes two specialized programs, the meter change-out and valve & hydrant maintenance.

**MAJOR DIVISION GOALS**

---

- Improving water quality and disinfection residual by frequent flushing of fire hydrants.
- While we are still using copper when installing water pipes and/or making water taps we have started to utilize polyethylene to reduce the number of water leaks occurring on meter connections.
- Perform 100 Bac-T samples a month for 50 distribution sites to ensure water safety as well as quality throughout the City of Killeen.
- Perform other water samples required to meet State and Federal Regulations, such as: Lead & Copper, Trihalomethane, Haloacetic Acids, Ammonia, Construction, Specials, etc.
- Maintain good response time to customers as well as keep them informed about important information.
- Reduce the amount of water leaks by controlling the water pressure in the distribution system.

**WHAT WE ACCOMPLISHED IN FISCAL YEAR 2004-2005**

---

- A total of 784 line locates for contractors and construction.
- Performed 35 emergency water main repairs.
- Installed 1,605 water meters.
- Constructed 1,979 water taps for new residential and commercial subdivisions.
- Repaired a total of 1,212 water meters.

**WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2005-2006**

---

- Maintain the safety and the quality of the water for the City of Killeen.
- Lessen water interruption time when doing water main repairs or fire hydrant repairs.
- Continue installing new water services in new subdivisions, and continue providing support and services for the existing customers in the city.
- Departmental manpower used to verify mapping locations of the water and sewer system for the GIS database.

Performance and Workload Measures	Actual 2003-04	Projected 2004-05	Proposed 2005-06
Gallons sold to City of Killeen residents	4,064,494,000	4,194,140,000	4,323,786,000
Meter/Tap Work Orders	1,692	1,979	2,000
Water Leaks	500	500	300
Fire Hydrants Replaced/Repaired	8	9	50
Water Main Valves Repaired	20	20	100

**MAJOR NEW PROGRAMS AND SERVICES**

---

- Replacement fleet – 1 ton extended cab truck and ¾ ton regular cab pickup truck.
- New fleet – ditch witch rock tool trencher with backhoe and trailer.
- New fleet – mini excavator with trailer.

**WATER & SEWER FUND**

**WATER DISTRIBUTION**

<b>EXPENDITURES</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
Salaries	\$ 367,349	\$ 387,917	\$ 382,820	\$ 414,908
Supplies	37,457	39,751	32,100	37,411
Maintenance	133,275	94,314	84,000	138,449
Repairs	41,931	58,909	44,400	24,000
Support Services	22,673	32,559	33,373	19,745
Benefits	124,639	135,718	132,526	140,670
Major Capital Outlay	244,514	262,768	215,200	301,505
Capital Outlay	24,007	34,900	16,252	171,270
<b>Total Expenditures</b>	<b>\$ 995,845</b>	<b>\$ 1,046,836</b>	<b>\$ 940,671</b>	<b>\$ 1,247,958</b>

<b>PERSONNEL SUMMARY</b>				
<b>Position Title</b>	<b>Number of Positions</b>			
	<b>2002-03</b>	<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>
Equipment Operator	1	1	1	1
Senior Water & Sewer Service Work	1	1	1	1
Truck Driver	1	1	1	1
Water & Sewer Service Worker	11	11	11	11
Water Supervisor	1	1	1	1
<b>Total</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>



**WATER & SEWER FUND  
SANITARY SEWER**

**DIVISION DESCRIPTION**

---

The Sanitary Sewer Division is responsible for the safe and sanitary collection of wastewater for the City of Killeen. This Division monitors and maintains the entire wastewater collection system for the entire city, including the construction of new sewer lines, preventive maintenance, customer service, and identification (TV Inspection) and repair of damaged sewer mains. The Division monitors the City's compliance with federal & state regulatory agency requirements for wastewater collection.

**MAJOR DIVISION GOALS**

---

- Reduce the frequency and quality of wastewater overflows caused by blockages.
- Reduce inflow and Infiltration into the sewer system by repair and /or replacement of damaged sanitary sewer mains, manholes, taps and clean-outs.
- Reduce sewer treatment cost. Use new techniques and strategies to reduce grease in sewer system.

**WHAT WE ACCOMPLISHED IN FISCAL YEAR 2004-2005**

---

- TV Camera Truck aided in the inspections of 11 new subdivisions with an additional 10 subdivisions to be completed before the end of this fiscal year.
- The I/I construction crew completed 14 construction projects, repairing the inflow and infiltration problem at those locations. Completed construction renovations at Pump Station #2 for two new offices for the W&S Department. Assisted the Meter Change Out Crew with replacing 1,605 meters.
- The maintenance section finished assisting the Street Division with the street overlay/chip-seal project. Each manhole, clean out and valve on each street included was raised to avoid covering.
- In accordance with the new Texas One Call Law, crews completed 784 line locations for construction work done by other utilities or citizens of Killeen.

**WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2005-2006**

---

- Extending routes for preventive sewer jetting/cleaning. Needed to reduce the necessity for more employees and unscheduled overtime.
- Implement microbiology using enzymes for flushing of the sewer system to reduce overflows caused by grease build up.
- Departmental manpower used to verify mapping locations of the water and sewer system for the GIS database.

Performance and Workload Measures	Actual 2003-04	Projected 2004-05	Proposed 2005-06
Lines Cleaned (ft.)	259,794	278,930	1,000,000
Stoppages Cleared	575	730	200
Lines Inspected w/ TV Camera Truck	85,121	100,000	100,000
Footage of lines repaired to Sewer Mains	4,000	2,000	5,000

**MAJOR NEW PROGRAMS AND SERVICES**

---

- Add 2 employees – transfer from W&S Bond Fund.
- Replacement fleet – 3/4 ton regular cab pickup truck.

**WATER & SEWER FUND**

**SANITARY SEWER**

<b>EXPENDITURES</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
Salaries	\$ 309,685	\$ 316,135	\$ 298,300	\$ 364,741
Supplies	32,000	32,263	32,200	32,860
Maintenance	64,955	66,000	53,000	49,819
Repairs	29,341	46,509	46,400	36,644
Support Services	16,786	23,546	24,400	15,211
Benefits	97,315	104,862	104,630	123,749
Major Capital Outlay	-	-	-	1,000
Capital Outlay	82,075	118,700	118,562	65,784
<b>Total Expenditures</b>	<b>\$ 632,157</b>	<b>\$ 708,015</b>	<b>\$ 677,492</b>	<b>\$ 689,808</b>

<b>PERSONNEL SUMMARY</b>				
<b>Position Title</b>	<b>2002-03</b>	<b>Number of Positions</b>		
		<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>
Inflow and Infiltration Supervisor	1	1	1	1
Operator I/ Aparentice	0	0	0	2
Sanitary Sewer Supervisor	1	1	1	1
Senior W & S Service Worker	1	1	1	1
Water & Sewer Service Worker	8	8	8	8
<b>Total</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>13</b>



**WATER & SEWER FUND  
WATER AND SEWER OPERATIONS**

**DIVISION DESCRIPTION**

---

Water & Sewer Operation's programs include maintenance of the water storage tanks, water pumping facilities, and the wastewater lift stations. A significant amount of time is dedicated performing daily preventive maintenance checks, chemical disinfection monitoring services, maintenance services on all facilities, and corrective maintenance as needed to all water storage tanks and water pumping facilities, and wastewater lift stations. Operations provides quality and security control for the water system through water sampling, and monitoring the water distribution system to minimize unaccountable water loss.

**MAJOR DIVISION GOALS**

---

- Provide a safe working environment for our employees while protecting the health and safety of the public and the environment.
- Provide continuous delivery of potable and palatable water at adequate pressure and sufficient volume to all residential, commercial, industrial, and fire fighting consumers.
- Maintain Lift Stations to prevent overflows in the collection system to protect the public and environment.

**WHAT WE ACCOMPLISHED IN FISCAL YEAR 2004-2005**

---

- Upgraded the computerized Supervisory Control and Data Acquisition (SCADA) for optimal system use.
- Implement consistent operating practices and proactive maintenance for pump stations.
- As a result of low disinfections by –products, returned to a routine monitoring schedule.
- Perform routine and construction bacteriological, chlorine residual, and ammonia tests.
- Performed over 13,000 documented water quality tests.

**WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2005-2006**

---

- Consistent sampling techniques to determine water quality in order to protect the public and keep chemical usage to acceptable minimums.
- Try to devise new methods to prevent debris from entering into the wastewater facilities to prevent breakdown and wastewater overflows.
- Continue to meet existing and new TCEQ rules and regulations for overall operations.

Performance and Workload Measures	Actual 2003-04	Projected 2004-05	Proposed 2005-06
Security Checks	15,330	16,000	5,110
Water Analysis Tests	2,555	13,000	13,000
Bacteriological Samples (Routine)	1,200	1,200	1,200
Grounds Keeping	553,687 sq ft	553,687 sq ft	553,687 sq ft

**MAJOR NEW PROGRAMS AND SERVICES**

---

- Addition of 4 employees – transfer from W&S Bond Fund.
- Replacement fleet – 3/4 ton regular cab pickup truck.
- Replacement fleet – 1 ton crew cab truck with utility body.
- Replacement fleet – 1 ton crew cab truck with utility body.
- New fleet – 4 X 4 tractor with articulating boom with shredder.

**WATER & SEWER FUND**

**WATER & SEWER OPERATIONS**

<b>EXPENDITURES</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
Salaries	\$ 598,211	\$ 664,717	\$ 566,170	\$ 826,455
Supplies	77,243	88,600	74,250	91,217
Maintenance	124,672	110,800	110,800	121,500
Repairs	23,480	24,400	24,400	25,550
Support Services	484,304	515,304	387,890	489,964
Benefits	184,369	205,912	203,375	249,226
Capital Outlay	49,431	32,600	13,952	182,200
<b>Total Expenditures</b>	<b>\$ 1,541,710</b>	<b>\$ 1,642,333</b>	<b>\$ 1,380,837</b>	<b>\$ 1,986,112</b>

<b>PERSONNEL SUMMARY</b>				
<b>Position Title</b>	<b>Number of Positions</b>			
	<b>2002-03</b>	<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>
Chief Operator	1	1	1	1
Construction Inspector	0	0	0	1
Director of Utility Services	1	1	1	1
Principal Secretary	1	1	1	1
Secretary	0	0	0	1
Secretary (Part-time)	1	1	1	1
Senior Water & Sewer Service Work	1	0	0	0
Senior Construction Inspector	0	0	0	2
Water & Sewer Service Worker	12	12	12	12
Water and Sewer Materials Manager	0	1	1	1
Water and Sewer Superintendent	1	1	1	1
<b>Total</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>22</b>



## WATER & SEWER FUND

### OTHER APPROPRIATIONS

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#### WATER & SEWER CONTRACTS:

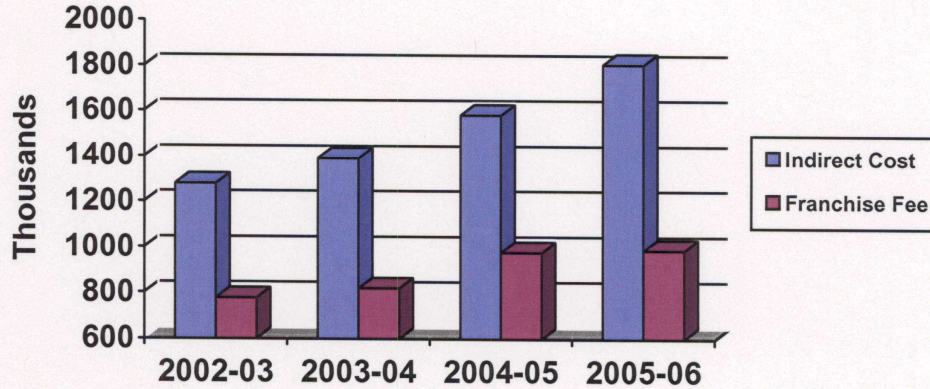
The Water and Sewer Contracts Division was established to account for payments for the purchase of water and for the processing of sewer to W.C.I.D. #1. Payments for future water rights are also included in payments for water.

	<u>Actual</u> <u>2001-02</u>	<u>Actual</u> <u>2002-03</u>	<u>Actual</u> <u>2003-04</u>	<u>Actual</u> <u>2004-05</u>
Rainfall (inches)	29.14"	32.51"	35.54"	24.98"
Sewer treatment (gallons)	4,173,301,600	4,026,284,477	4,369,015,032	5,219,832,017
Water purchased (gallons)	4,340,244,556	4,429,250,384	4,018,520,833	4,225,622,060
Water sold (gallons)	3,522,610,187	3,733,081,500	3,250,115,011	3,559,811,700
Water loss ratio	18.8%	15.7%	19.1%	15.8%

#### NON- DEPARTMENTAL:

The Water & Sewer Non-Departmental budget is used to account for charges which are not directly related to a specific department. These charges include transfers to the General Fund and the Water and Sewer Debt Service Funds transfers, professional services, bad debts, collection expenses and a contingency account.

### Transfers to General Fund



#### INFORMATION TECHNOLOGY:

The Information Technology budget is used to account for Water & Sewer Fund expenditures related to information technology.



**WATER & SEWER FUND**

**WATER & SEWER CONTRACTS**

<b>EXPENDITURES</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
Sewer Contracts	\$ 2,831,682	\$ 4,820,000	\$ 5,105,164	\$ 5,300,000
Water Contracts	3,122,033	3,815,866	3,475,755	3,961,000
<b>Total Expenditures</b>	<b>\$ 5,953,715</b>	<b>\$ 8,635,866</b>	<b>\$ 8,580,919</b>	<b>\$ 9,261,000</b>

**WATER & SEWER PROJECTS**

<b>EXPENDITURES</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
Capital Improvement	\$ 300,609	\$ 1,614,391	\$ 1,064,188	\$ 1,110,835
<b>Total Expenditures</b>	<b>\$ 300,609</b>	<b>\$ 1,614,391</b>	<b>\$ 1,064,188</b>	<b>\$ 1,110,835</b>

**NON-DEPARTMENTAL**

<b>EXPENDITURES</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
Maintenance	\$ 96,000	\$ 80,000	\$ 80,000	\$ 50,000
Support Services	443,230	586,326	586,326	854,912
Designated Expenses	66,869	101,000	96,000	101,000
Capital Outlay	-	20,000	-	-
Transfer Out	2,211,214	2,558,645	2,558,645	2,793,175
<b>Total Expenditures</b>	<b>\$ 2,817,313</b>	<b>\$ 3,345,971</b>	<b>\$ 3,320,971</b>	<b>\$ 3,799,087</b>



**WATER & SEWER FUND**

**INFORMATION TECHNOLOGY**

<b>EXPENDITURES</b>					
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>	
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>	
Salaries	\$ 83,069	\$ 89,150	\$ 89,150	\$ 123,841	
Supplies	37,436	45,000	45,000	51,335	
Maintenance	68,024	86,019	86,019	93,376	
Repairs	6,623	7,000	7,000	30,000	
Support Services	234,495	278,903	278,903	198,200	
Benefits	22,926	23,677	23,481	34,908	
Capital Outlay	168,463	112,304	110,788	103,209	
<b>Total Expenditures</b>	<b>\$ 621,036</b>	<b>\$ 642,053</b>	<b>\$ 640,341</b>	<b>\$ 634,869</b>	

**DEBT SERVICE**

<b>EXPENDITURES</b>					
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>	
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>	
Debt Service	\$ 4,467,035	\$ 5,966,157	\$ 5,966,157	\$ 5,057,466	
<b>Total Expenditures</b>	<b>\$ 4,467,035</b>	<b>\$ 5,966,157</b>	<b>\$ 5,966,157</b>	<b>\$ 5,057,466</b>	



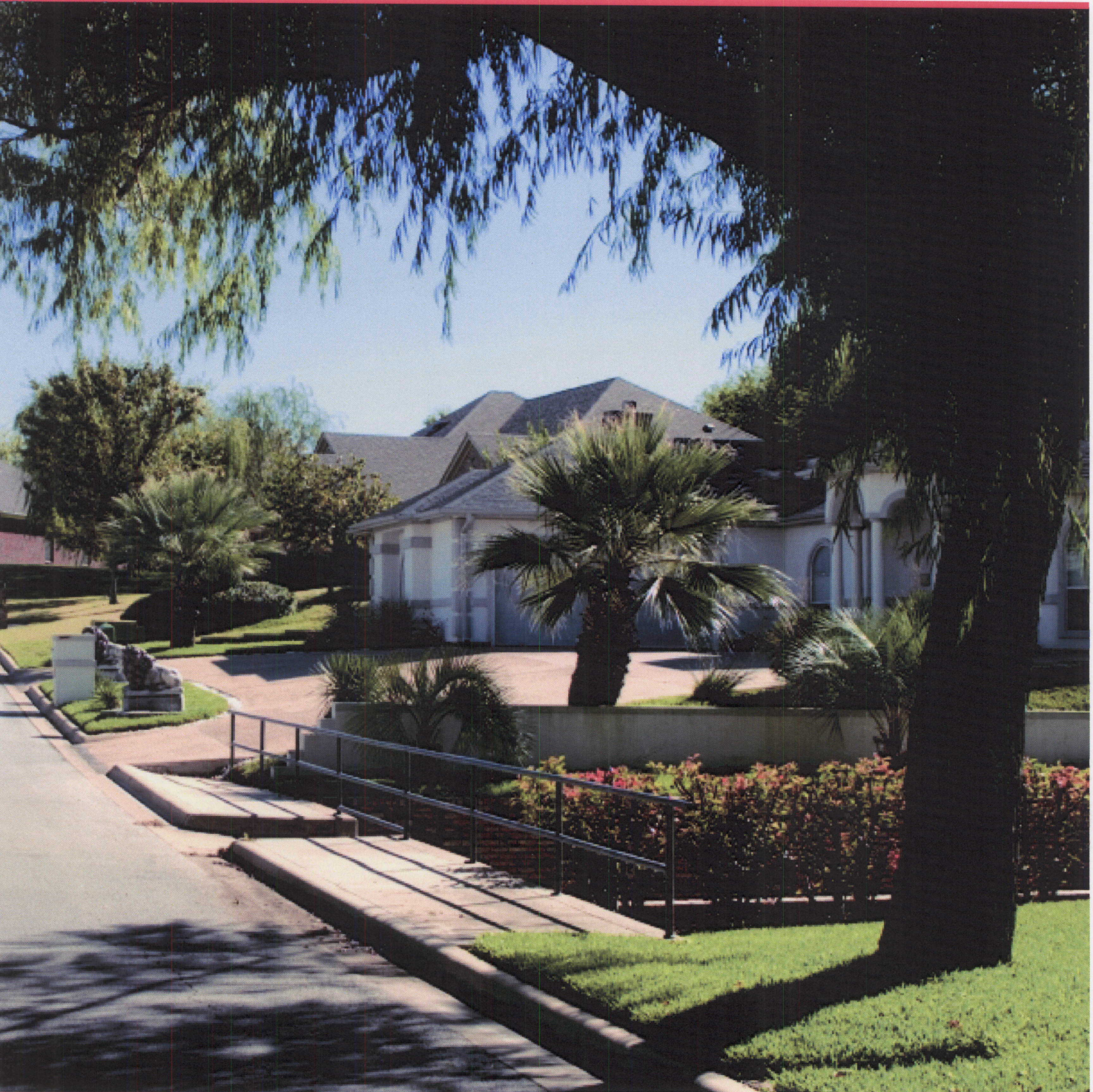




# DRAINAGE UTILITY FUND

**City of Killeen, Texas  
Fiscal Year 2005–2006 Budget**

*The City Without Limits*



**Drainage Utility Fund**



# DRAINAGE UTILITY FUND

The Drainage Utility Fund is one of the six enterprise funds that the City of Killeen maintains. The Governmental Accounting Standards Board *Codification*, Section 1300.104, states that "the enterprise fund type may be used: to account for operations (a) that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is 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 (b) where the governing body has decided that periodic determination or revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance public policy, management control, accountability, or other purposes." These funds are not required by GASB, but are permitted.

The City of Killeen uses this fund to account for all expenditures incurred and revenues received pertaining to the operation, maintenance, and improvement of Drainage Services provided by the City.

***"The City Without Limits!"***



**DRAINAGE UTILITY FUND**

**Adopted Budget**

**Summary**

**FY 2005-06**

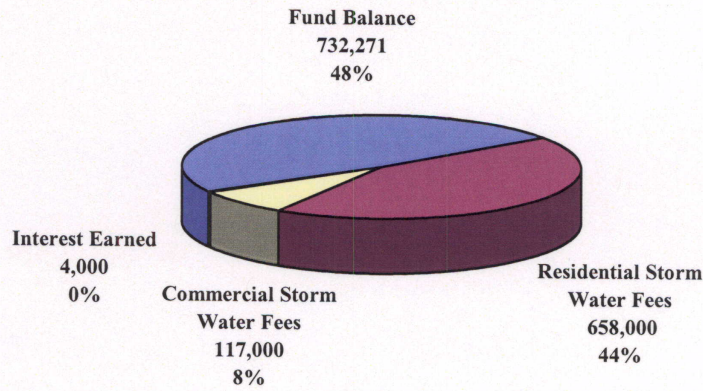
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
	<b>ACTUAL</b>	<b>ADOPTED</b>	<b>ESTIMATED</b>	<b>ADOPTED</b>
<b>BEGINNING FUND BALANCE</b>				
Unreserved Fund Balance	393,932	732,271	766,612	1,082,547
<b>TOTAL BEGINNING FUND BALANCE</b>	<b>393,932</b>	<b>732,271</b>	<b>766,612</b>	<b>1,082,547</b>
<b>REVENUES</b>				
Residential Storm Water Fees	659,269	658,000	683,424	1,368,072
Commercial Storm Water Fees	114,650	117,000	119,000	369,180
Interest Earned	6,536	4,000	19,217	120,000
Sale of Bonds	-	-	-	8,000,000
Miscellaneous Receipts	-	-	-	-
<b>TOTAL CURRENT REVENUES</b>	<b>780,455</b>	<b>779,000</b>	<b>821,641</b>	<b>9,857,252</b>
<b>TOTAL FUNDS AVAILABLE</b>	<b>1,174,387</b>	<b>1,511,271</b>	<b>1,588,253</b>	<b>10,939,799</b>
<b>EXPENSES</b>				
Engineering	246,677	581,798	268,883	294,600
Street	15,322	-	-	200,000
Drainage Maintenance	-	-	-	609,950
Drainage Projects - Minor	129,682	508,080	200,000	723,080
Drainage Projects - Major	-	-	-	7,630,855
Debt Service	-	-	-	567,620
Non-Departmental	16,094	19,610	19,610	271,233
<b>TOTAL CURRENT EXPENSES</b>	<b>407,775</b>	<b>1,109,488</b>	<b>488,493</b>	<b>10,297,338</b>
<b>TRANSFERS OUT</b>	<b>-</b>	<b>17,213</b>	<b>17,213</b>	<b>17,213</b>
<b>TOTAL EXPENSES</b>	<b>407,775</b>	<b>1,126,701</b>	<b>505,706</b>	<b>10,314,551</b>
<b>ENDING FUND BALANCE</b>				
Unreserved Fund Balance	766,612	384,570	1,082,547	625,248
<b>TOTAL ENDING FUND BALANCE</b>	<b>766,612</b>	<b>384,570</b>	<b>1,082,547</b>	<b>625,248</b>



# DRAINAGE UTILITY FUND

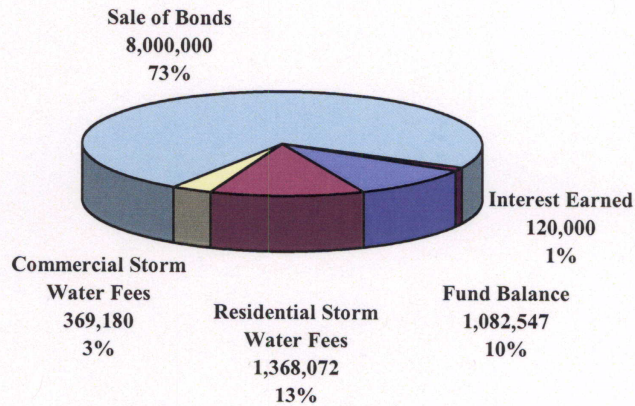
## Comparison of FY 2004-05 Budget to FY 2005-06 Budget

**FY 2004-05 Revenues by Source**



**Total Revenues \$1,511,271**

**FY 2005-06 Revenues by Source**



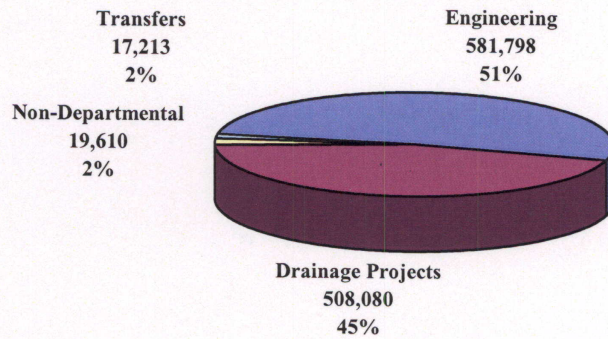
**Total Revenues \$10,939,799**



# DRAINAGE UTILITY FUND

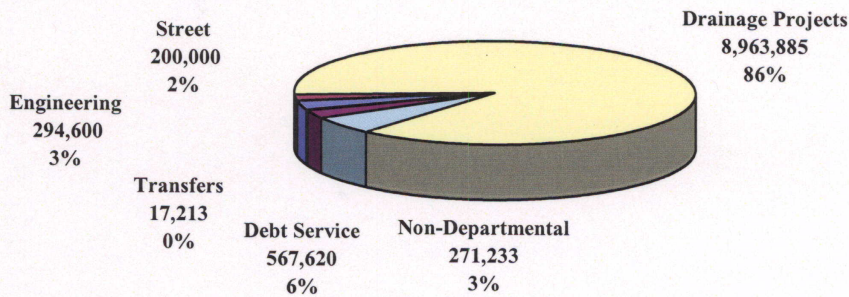
## Comparison of FY 2004-05 Budget to FY 2005-06 Budget

**FY 2004-05 Expenditures by Function**



**Total Expenditures \$1,126,701**

**FY 2005-06 Expenditures by Function**



**Total Expenditures \$10,314,551**

Note: Significant changes between FY 2004-05 and FY 2005-06 are discussed on each division's financial page

**DRAINAGE UTILITY  
DRAINAGE DIVISION**

**DIVISION DESCRIPTION**

---

As a small municipal separate storm sewer system (MS4) operator, the City has developed a 5-year Storm Water Management Program (SWMP) to meet the mandates of the State of Texas Phase II program. The City currently manages storm water discharge permits for selected municipal industrial operations, and for City-sponsored construction activities.

The City has implemented a drainage capital improvements program and has developed a Drainage Master Plan to address drainage infrastructure inadequacies and required system upgrades. Under the master planning process, the City has also undertaken comprehensive detailed studies of special flood hazard areas to support and enhance FEMA's Flood Insurance Rate Map Modernization project in Bell County. The City recently initiated a surface water quality monitoring project in the South Nolan Creek Watershed under a Clean Water Act 319(h) grant with the Texas Commission on Environmental Quality (TCEQ).

**MAJOR DIVISION GOALS**

---

The mission of the Drainage Utility is to provide drainage management services for the City of Killeen that support water quality improvements; run-off controls and beneficial usage solutions; system sustainability and chronic maintenance problem reduction; and environmental and aesthetic enhancement opportunities.

**WHAT WE ACCOMPLISHED IN FISCAL YEAR 2004-2005**

---

- Developed the City's Drainage Master Plan and completed a comprehensive utility rate analysis.
- Provided technical support to local and regional stakeholders groups and agencies (e.g., Stillhouse Clean Water Steering Committee; TCEQ Clean Rivers Program; Brazos River Authority) and performed monitoring to support surface water quality improvements.
- Developed 'stream line' and 'storm sewer system' feature classes and posted 'floodplain' feature class to the City's enterprise GIS.

**WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2005-06**

---

- Continue inventory, assessment, and improving City's drainage infrastructure.
- Implement approved recommendations from Drainage Master Plan Phase I.
- Design and construct CIP's in accordance with well-defined master planning priorities.

PERFORMANCE AND WORKLOAD MEASURES	Actual 2003-04	Projected 2004-05	Proposed 2005-06
Minor Drainage CIP (Projects)	14	16	14
Drainage Master Planning (Phases)	0	1	Continuing
Development of 'Storm' Geodataset (%completion)	25	50	60

**MAJOR NEW PROGRAMS AND SERVICES**

---

Filing of the City's NOI application for coverage under the state's small MS4 general permit, and formal adoption of the draft SWMP is expected to occur during FY 2005-2006. Phase II of the Drainage Master Plan will be developed to further guide CIP planning and implementation, and to define administrative improvements for drainage management.



**DRAINAGE UTILITY FUND**

**ENGINEERING**

<b>EXPENDITURES</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
Salaries	\$ 111,121	\$ 122,962	\$ 113,536	\$ 129,611
Supplies	1,603	7,091	3,695	9,885
Maintenance	82	-	-	-
Repairs	561	250	250	1,000
Support Services	100,719	416,586	119,421	116,919
Benefits	32,591	34,909	31,981	37,185
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 246,677</b>	<b>\$ 581,798</b>	<b>\$ 268,883</b>	<b>\$ 294,600</b>

**DRAINAGE MAINTENANCE**

<b>EXPENDITURES</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>
Salaries	\$ -	\$ -	\$ -	\$ 128,014
Supplies	-	-	-	40,490
Maintenance	-	-	-	23,600
Repairs	-	-	-	13,000
Support Services	-	-	-	3,400
Benefits	-	-	-	51,356
Capital Outlay	-	-	-	350,000
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 609,860</b>

<b>PERSONNEL SUMMARY</b>				
<b>Position Title</b>	<b>Number of Positions</b>			
	<b>2002-03</b>	<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>
Drainage Maintenance Supervisor	0	0	0	1
Drainage Service Worker	0	0	0	3
Equipment Operator	0	0	0	2
Project Engineer	1	1	1	1
Secretary	1	1	1	1
Storm Water Drainage Technician	1	1	1	1
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>9</b>

**DRAINAGE UTILITY FUND**

**INFORMATION TECHNOLOGY**

<b>EXPENDITURES</b>					
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>	
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>	
Supplies	\$ 188	\$ 731	\$ 731	\$ 800	
Maintenance	4,241	3,201	3,201	3,200	
Repairs	674	1,960	1,960	-	
Support Services	-	-	-	5,088	
Capital Outlay	11,823	8,718	8,718	5,340	
<b>Total Expenditures</b>	<b>\$ 16,926</b>	<b>\$ 14,610</b>	<b>\$ 14,610</b>	<b>\$ 14,428</b>	

**DRAINAGE UTILITY PROJECTS**

<b>EXPENDITURES</b>					
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>	
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>	
Capital Improvement	\$ 129,682	\$ 508,080	\$ 200,000	\$ 8,753,935	
<b>Total Expenditures</b>	<b>\$ 129,682</b>	<b>\$ 508,080</b>	<b>\$ 200,000</b>	<b>\$ 8,753,935</b>	

**NON-DEPARTMENTAL**

<b>EXPENDITURES</b>					
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>	
	<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>	
Support Services	\$ -	\$ 17,213	\$ 17,213	\$ 73,018	
Designated Expenses	(832)	5,000	5,000	568,620	
Transfer Out	-	-	-	-	
<b>Total Expenditures</b>	<b>\$ (832)</b>	<b>\$ 22,213</b>	<b>\$ 22,213</b>	<b>\$ 641,638</b>	



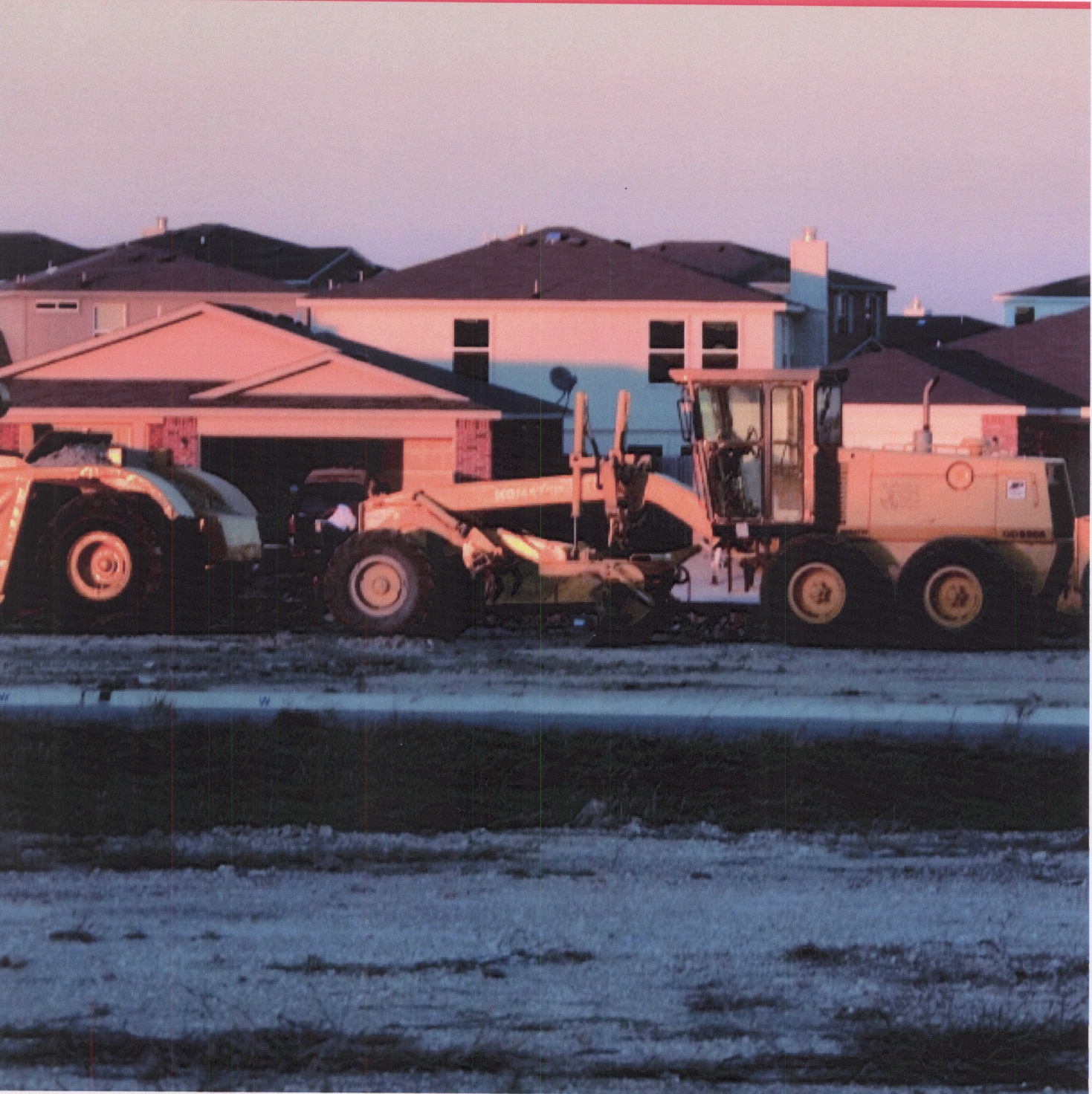




# DEBT SERVICES FUND

City of Killeen, Texas  
Fiscal Year 2005–2006 Budget

*The City Without Limits*





# DEBT SERVICE FUND

The City's debt service management policies are designed to comply with the legal provisions of the various bond ordinance and covenants governing the debt issue. The City established separate interest and sinking funds for each general obligation debt and revenue bond issue. City policy attempts to maintain a fund balance of at least two months of annual appropriated expenditures for debt service and any associated fees as a fund balance in the debt service fund at fiscal year end.

When the City of Killeen utilizes long-term financing, it will ensure that the debt is soundly financed by:

- Conservatively projecting the revenue sources that will be utilized to pay the debt.
- Financing the improvement over a period not greater than the useful life of the improvement.
- Determining that the cost benefit of the improvement including interest costs is positive.

The City's debt management objective is to maintain level debt service that does not adversely impact tax or utility rates and does not hinder the City's ability to effectively operate the utility systems, street network, or other facilities. The City's debt payments must stay within provisions of state law, bond covenants and council adopted policies. All of these criteria and objectives are met with the debt financing proposed in this budget.

The most recent debt issuances of the City of Killeen earned ratings as follows:

<u>Bond Type</u>	<u>Standard &amp; Poors</u>	<u>Moodys</u>	<u>Fitch</u>
General Obligation	AA-	Aa3	AA-
Utility Revenue Bond	AA-	A1	AA-

***"The City Without Limits!"***



## TAX INFORMATION

Since 1982, the appraisal of property within the City has been the responsibility of the county wide appraisal district. The appraisal district is required under the property tax code to assess all property within the appraisal district on the basis of 100 percent of its appraised value and is prohibited from applying any assessments ratios. The value of property within the appraisal district must be reviewed at least every five years. The City may challenge appraised values established by the appraisal district through various appeals and, if necessary, legal action. Under this legislation, the City continues to set tax rates on property within the City limits. The City Council may not adopt a tax rate that raises more tax revenue than the prior year without holding a public hearing on the tax increase. The hearing is held following a published notice to the taxpayers and otherwise complying with the State Tax Code. If the adopted tax rate exceeds the rollback tax rate, the qualified voters of the City by petition, may require that an election be held to determine whether or not to reduce the tax rate adopted for the current year to the rollback rate.

For definition purposes, .....

"Effective tax rate" means the rate that will produce last year's maintenance and operation tax levy (adjusted). "Adjusted" means lost values are not included in the calculation of last year's taxes and new values are not included in this year's taxable values. If the effective tax rate, excluding tax rates for bonds and other contractual obligations, and adjusted for new improvements, exceeds the rate of the previous year by more than 8 percent, qualified voters of the City may petition for an election to determine whether to limit the tax rate to no more than 8 percent above the tax rate of the previous year.

"Rollback tax rate" means the rate that will produce last year's maintenance and operation tax levy (adjusted) multiplied by 1.08 plus a rate that will produce this year's debt service from this year's values (unadjusted) divided by the anticipated tax collection rate.

By each September 1, or as soon thereafter as practicable, the City Council adopts a tax rate. The rate is expressed in terms of \$100 of taxable assessed valuation and consist of two components: (1) a tax rate for maintenance and operations, and (2) a tax rate for debt service.

Current tax notices are mailed out in early October of each year. Current taxes are due by January 31 of each year and incur penalty and interest after that date. There is a 15% attorney fee added after July 1. The penalty and interest rates are as follows:

<u>Month of Payment</u>	<u>Penalty</u>	<u>Interest</u>	<u>Total</u>
February	6%	1%	7%
March	7%	2%	9%
April	8%	3%	11%
May	9%	4%	13%
June	10%	5%	15%
July	12%	6%	18%

The City Council of Killeen has elected to provide that current taxes paid prior to December 31 of the year shall be subject to discounts as follows:

Paid October 1 to October 31	3%
Paid November 1 to November 30	2%
Paid December 1 to December 31	1%



**AD VALOREM TAXES**

**ESTIMATE OF AD VALOREM TAX REVENUE  
AND PROPOSED DISTRIBUTION OF COLLECTIONS**

**TAX ESTIMATE**

Assessed Valuation for 2005	\$ 3,025,826,250
Proposed Tax Rate of \$100 Valuation	0.695
Gross Revenue from Taxes	21,029,492
Estimated Percent of Collections	98%
Estimated Funds from Tax Levy	20,608,903
Less Discount for Early Payment	(515,223)
Estimated Funds Available	\$ 20,093,680

**PROPOSED DISTRIBUTION OF ALL TAX COLLECTIONS**

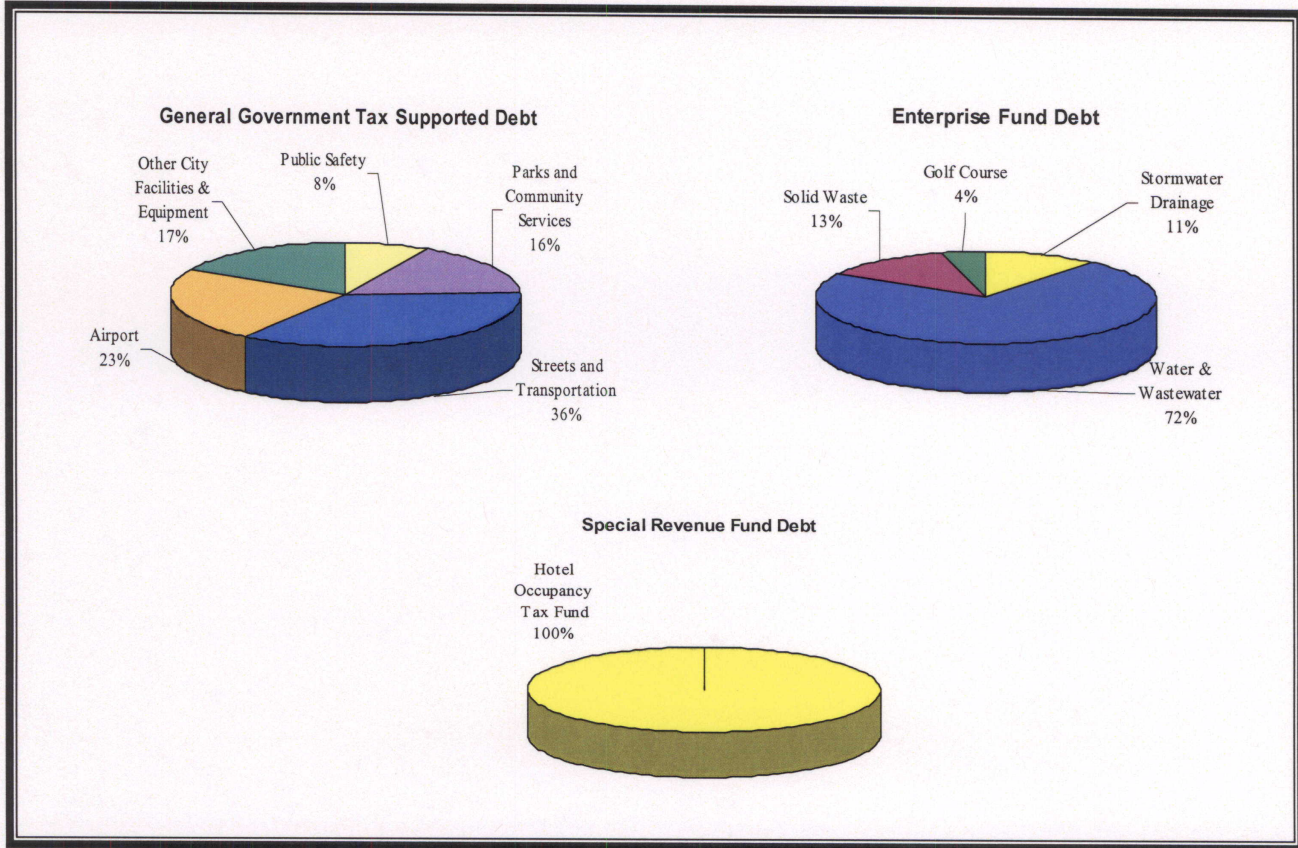
	<b>% of Total</b>	<b>Tax Rate</b>	<b>Collections</b>
General Fund	71.97%	50.020 \$	14,461,680
Interest & Sinking Fund 1996 - C/O	1.38%	0.960 \$	277,500
Interest & Sinking Fund 1999	0.97%	0.674 \$	195,000
Interest & Sinking Fund 1999 - Refunding	0.99%	0.688 \$	199,000
Interest & Sinking Fund 2000	3.03%	2.106 \$	609,000
Interest & Sinking Fund 2001	2.39%	1.664 \$	481,000
Interest & Sinking Fund 2002	1.35%	0.937 \$	271,000
Interest & Sinking Fund 2003	2.60%	1.807 \$	522,500
Interest & Sinking Fund 2004 C/O	0.37%	0.259 \$	75,000
Interest & Sinking Fund 2004 G.O.B.	10.21%	7.097 \$	2,052,000
Interest & Sinking Fund 2005 C/O	3.81%	2.646 \$	765,000
Interest & Sinking Fund 2005 G.O.B.	0.92%	0.640 \$	185,000
Total	100.00%	69.500 \$	20,093,680

**COMPARISON OF PREVIOUS YEAR TAX RATES**

	<b>2001-02</b>	<b>2002-03</b>	<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>
General Fund	50.580	51.620	52.110	52.183	50.020
I & S 1993 - Refunding	5.306	4.730	3.604	-	-
Interest & Sinking 1993	1.639	1.810	1.658	1.392	-
Interest & Sinking 1995	2.084	2.050	2.277	3.777	-
I & S 1996 - L.T.N. Fund	0.489	-	-	-	-
I & S 1996 - C/O Fund	1.342	1.620	1.390	1.233	0.960
Interest & Sinking 1999	0.891	0.840	0.749	0.650	0.674
I & S 1999 - Refunding	0.709	0.730	1.196	0.652	0.688
Interest & Sinking 2000	3.019	2.540	2.258	1.955	2.106
Interest & Sinking 2001	1.941	1.380	1.785	1.596	1.664
Interest & Sinking 2002	-	0.680	0.944	0.788	0.937
Interest & Sinking 2003	-	-	1.929	1.158	1.807
Interest & Sinking 2004 C/O	-	-	-	1.359	0.259
Interest & Sinking 2004 G.O.B.	-	-	-	2.757	7.097
Interest & Sinking 2005 C/O	-	-	-	-	2.646
Interest & Sinking 2005 G.O.B.	-	-	-	-	0.640
	68.000	68.000	69.900	69.500	69.500



## OUTSTANDING DEBT BY TYPE



### Legal Debt Margin for General Obligations:

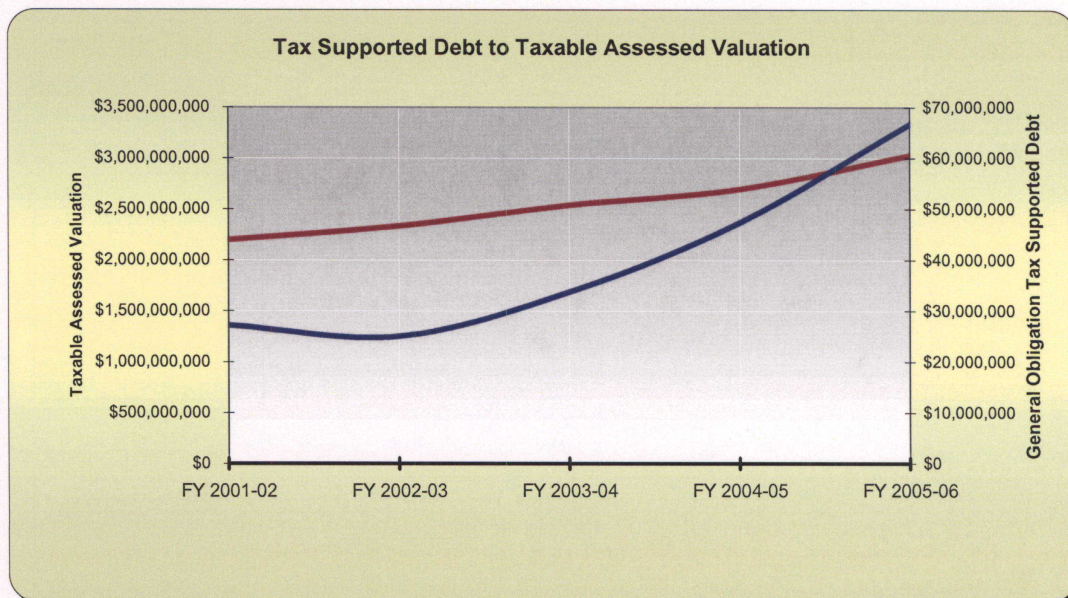
All taxable property within the City is subject to the assessment, levy and collection by the City of a continuing, direct annual ad valorem tax sufficient to provide for the payment of principal and interest on the Bonds within the limits prescribed by law. The City of Killeen has no legal debt limit established by its charter or ordinances. The Constitution of the State of Texas (Article 11, Section 5) limits the maximum amount that a city can designate for debt service to 2.5% of its total assessed value.

Assessed Value, 2005 Tax Roll	\$ 3,025,826,250
Limit on Amount Designated for Debt Service	<u>          X 2.5%</u>
Legal Limit	<u>\$ 75,645,656</u>
Actual Amount to be Expended for General Obligation Debt Service During the Year Ending September 30, 2006.	<u>\$ 5,274,531</u>



## OUTSTANDING DEBT SUMMARY – OCTOBER 1, 2005

	Debt Outstanding 10/01/2005	FY 2005/06 Principal	FY 2005/06 Interest	Debt Outstanding 09/30/2006	%
<b>GENERAL GOVERNMENT TAX SUPPORTED DEBT:</b>					
Public Safety Facilities and Equipment	\$ 5,149,567	\$ 142,293	\$ 222,916	\$ 5,007,274	8%
Parks & Community Services	10,611,050	351,600	118,629	10,259,450	16%
Streets and Transportation	23,654,717	797,763	979,913	22,856,952	36%
Airport	15,418,550	633,400	695,621	14,785,150	23%
Other City Facilities and Equipment	11,758,867	829,093	503,303	10,929,774	17%
<b>TOTAL TAX SUPPORTED DEBT</b>	<b>\$ 66,592,751</b>	<b>\$ 2,754,149</b>	<b>\$ 2,520,382</b>	<b>\$ 63,838,600</b>	<b>100%</b>
<b>ENTERPRISE DEBT: (Self-Supporting)</b>					
Stormwater Drainage	\$ 8,000,000	\$ 455,000	\$ 105,000	\$ 7,545,000	11%
Water & Wastewater	54,570,750	2,979,850	4,672,259	51,590,900	72%
Solid Waste	9,554,000	371,000	358,926	9,183,000	13%
Golf Course	2,952,500	40,000	112,549	2,912,500	4%
<b>TOTAL ENTERPRISE SUPPORTED DEBT</b>	<b>\$ 75,077,250</b>	<b>\$ 3,845,850</b>	<b>\$ 5,248,734</b>	<b>\$ 71,231,400</b>	<b>100%</b>
<b>HOTEL OCCUPANCY TAX SUPPORTED DEBT:</b>					
Killeen Civic & Conference Center	\$ 9,475,000	\$ 195,000	\$ 498,016	\$ 9,280,000	100%
<b>TOTAL CITY SUPPORTED DEBT</b>	<b>\$ 151,145,001</b>	<b>\$ 6,794,999</b>	<b>\$ 8,267,132</b>	<b>\$ 144,350,000</b>	



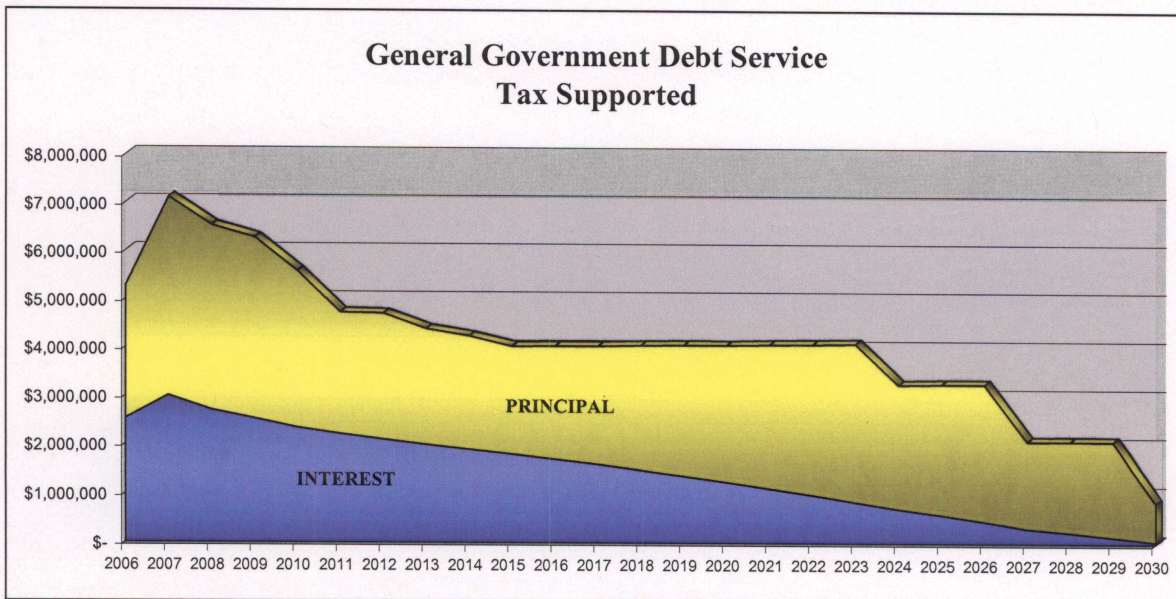


## SUMMARY OF DEBT SERVICE TO MATURITY

Debt funded by dedicated portion of local ad valorem tax

### TAX SUPPORTED

Year Ending September 30	Outstanding Beginning of Year	Interest	Principal	Total Requirements
2006	\$ 66,592,750	\$ 2,520,381	\$ 2,754,150	\$ 5,274,531
2007	63,838,600	2,999,383	4,115,900	7,115,283
2008	59,722,700	2,700,987	3,828,700	6,529,687
2009	55,894,000	2,521,427	3,758,900	6,280,327
2010	52,135,100	2,338,679	3,242,200	5,580,879
2011	48,892,900	2,209,351	2,520,500	4,729,851
2012	46,372,400	2,099,398	2,613,800	4,713,198
2013	43,758,600	1,990,800	2,401,100	4,391,900
2014	41,357,500	1,890,770	2,352,500	4,243,270
2015	39,005,000	1,790,710	2,242,500	4,033,210
2016	36,762,500	1,693,796	2,345,000	4,038,796
2017	34,417,500	1,591,088	2,450,000	4,041,088
2018	31,967,500	1,482,819	2,577,500	4,060,319
2019	29,390,000	1,364,779	2,700,000	4,064,779
2020	26,690,000	1,240,404	2,822,500	4,062,904
2021	23,867,500	1,110,836	2,970,000	4,080,836
2022	20,897,500	973,323	3,115,000	4,088,323
2023	17,782,500	827,065	3,272,500	4,099,565
2024	14,510,000	693,340	2,565,000	3,258,340
2025	11,945,000	570,446	2,700,000	3,270,446
2026	9,245,000	440,035	2,827,500	3,267,535
2027	6,417,500	301,276	1,787,500	2,088,776
2028	4,630,000	217,103	1,875,000	2,092,103
2029	2,755,000	128,080	1,960,000	2,088,080
2030	795,000	35,775	795,000	830,775
		<u>\$ 35,732,052</u>	<u>\$ 66,592,750</u>	<u>\$ 102,324,802</u>



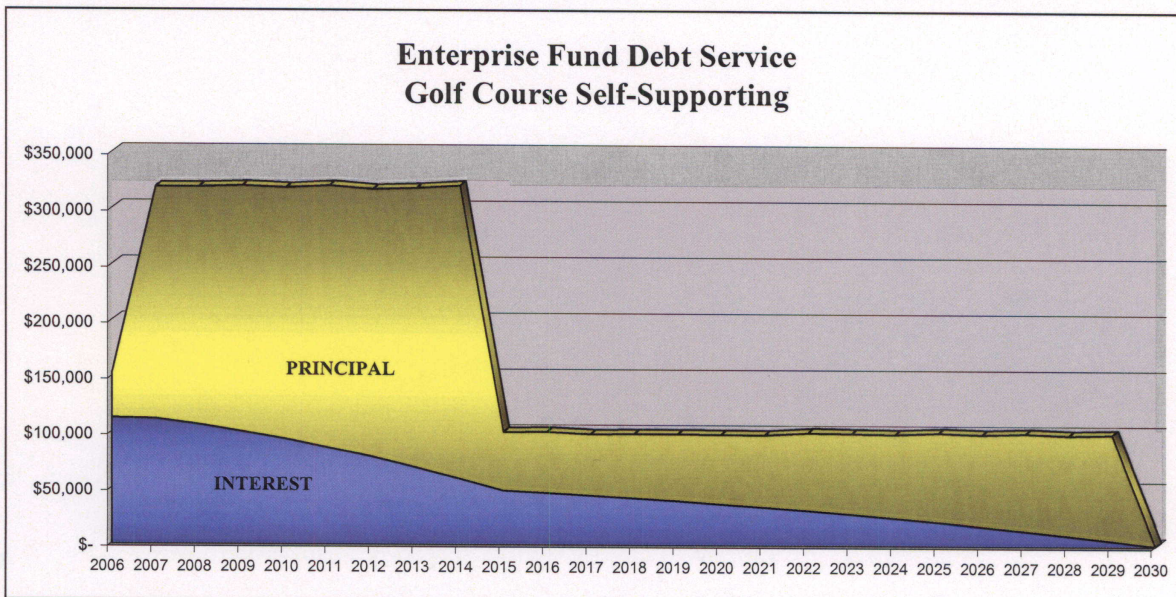


## SUMMARY OF DEBT SERVICE TO MATURITY

Debt issued for specific purposes and repaid through dedicated revenue

### ENTERPRISE FUND: GOLF COURSE - SELF-SUPPORTING

Year Ending September 30	Outstanding Beginning of Year	Interest	Principal	Total Requirements
2006	\$ 2,952,500	\$ 112,549	\$ 40,000	\$ 152,549
2007	2,912,500	111,649	207,500	319,149
2008	2,705,000	106,461	212,500	318,961
2009	2,492,500	100,086	220,000	320,086
2010	2,272,500	93,486	225,000	318,486
2011	2,047,500	85,611	235,000	320,611
2012	1,812,500	77,386	240,000	317,386
2013	1,572,500	68,386	250,000	318,386
2014	1,322,500	58,386	262,500	320,886
2015	1,060,000	47,886	52,500	100,386
2016	1,007,500	45,786	55,000	100,786
2017	952,500	43,586	55,000	98,586
2018	897,500	41,331	57,500	98,831
2019	840,000	38,916	60,000	98,916
2020	780,000	36,216	62,500	98,716
2021	717,500	33,404	65,000	98,404
2022	652,500	30,544	70,000	100,544
2023	582,500	27,394	72,500	99,894
2024	510,000	24,131	75,000	99,131
2025	435,000	20,663	80,000	100,663
2026	355,000	16,863	82,500	99,363
2027	272,500	12,944	87,500	100,444
2028	185,000	8,788	90,000	98,788
2029	95,000	4,513	95,000	99,513
2030	-	-	-	-
	<u>\$ 2,952,500</u>	<u>\$ 1,246,965</u>	<u>\$ 2,952,500</u>	<u>\$ 4,199,465</u>



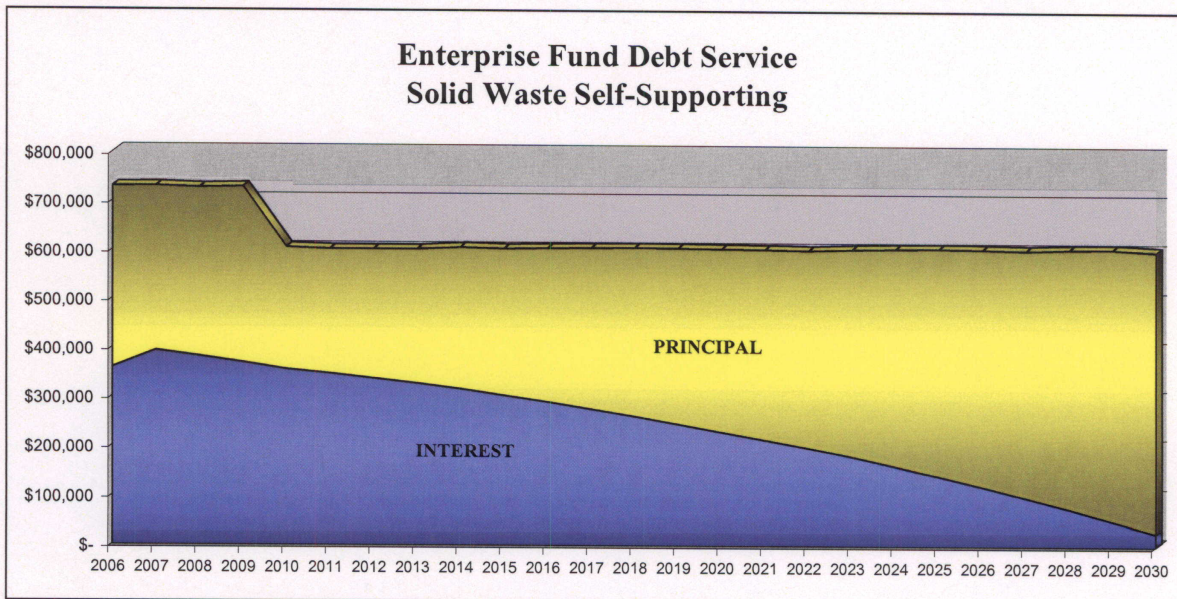


## SUMMARY OF DEBT SERVICE TO MATURITY

Debt issued for specific purposes and repaid through dedicated revenue

### ENTERPRISE FUND: SOLID WASTE - SELF-SUPPORTING

Year Ending September 30	Outstanding Beginning of Year	Interest	Principal	Total Requirements
2006	\$ 9,554,000	\$ 358,926	\$ 371,000	\$ 729,926
2007	9,183,000	393,416	337,000	730,416
2008	8,846,000	381,456	346,000	727,456
2009	8,500,000	369,109	360,000	729,109
2010	8,140,000	355,549	250,000	605,549
2011	7,890,000	346,799	255,000	601,799
2012	7,635,000	337,236	265,000	602,236
2013	7,370,000	327,299	275,000	602,299
2014	7,095,000	316,299	290,000	606,299
2015	6,805,000	303,249	300,000	603,249
2016	6,505,000	289,749	315,000	604,749
2017	6,190,000	275,574	330,000	605,574
2018	5,860,000	260,724	345,000	605,724
2019	5,515,000	245,199	360,000	605,199
2020	5,155,000	228,999	375,000	603,999
2021	4,780,000	213,061	390,000	603,061
2022	4,390,000	196,486	405,000	601,486
2023	3,985,000	178,768	425,000	603,768
2024	3,560,000	160,174	445,000	605,174
2025	3,115,000	140,705	465,000	605,705
2026	2,650,000	119,780	485,000	604,780
2027	2,165,000	97,955	505,000	602,955
2028	1,660,000	75,230	530,000	605,230
2029	1,130,000	50,850	555,000	605,850
2030	575,000	25,875	575,000	600,875
		<u>\$ 6,048,464</u>	<u>\$ 9,554,000</u>	<u>\$ 15,602,464</u>



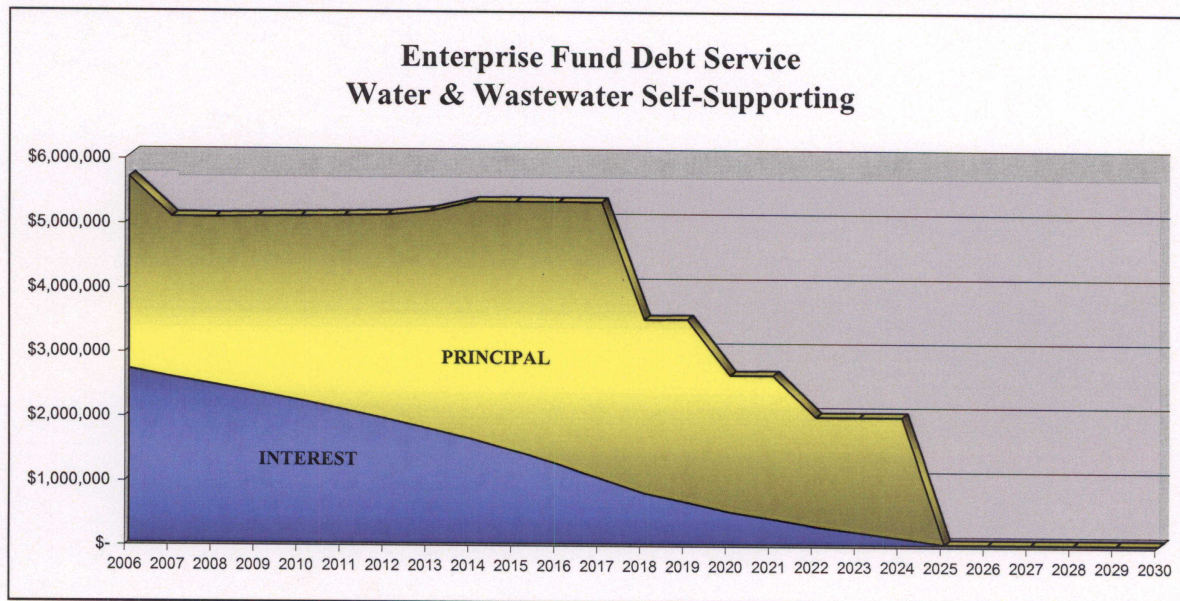


## SUMMARY OF DEBT SERVICE TO MATURITY

Debt issued for specific purposes and repaid through dedicated revenue

### ENTERPRISE FUND: WATER & WASTEWATER - SELF-SUPPORTING

Year Ending September 30	Outstanding Beginning of Year	Interest	Principal	Total Requirements
2006	\$ 54,570,750	\$ 2,692,409	\$ 2,979,850	\$ 5,672,259
2007	51,590,900	2,562,866	2,494,600	5,057,466
2008	49,096,300	2,447,874	2,607,800	5,055,674
2009	46,488,500	2,325,063	2,741,100	5,066,163
2010	43,747,400	2,200,293	2,872,800	5,073,093
2011	40,874,600	2,064,410	3,019,500	5,083,910
2012	37,855,100	1,917,306	3,181,200	5,098,506
2013	34,673,900	1,763,282	3,393,900	5,157,182
2014	31,280,000	1,605,087	3,700,000	5,305,087
2015	27,580,000	1,415,779	3,890,000	5,305,779
2016	23,690,000	1,214,969	4,090,000	5,304,969
2017	19,600,000	1,002,314	4,300,000	5,302,314
2018	15,300,000	777,756	2,705,000	3,482,756
2019	12,595,000	637,256	2,850,000	3,487,256
2020	9,745,000	488,756	2,130,000	2,618,756
2021	7,615,000	381,606	2,240,000	2,621,606
2022	5,375,000	268,750	1,705,000	1,973,750
2023	3,670,000	183,500	1,790,000	1,973,500
2024	1,880,000	94,000	1,880,000	1,974,000
2025	-	-	-	-
2026	-	-	-	-
2027	-	-	-	-
2028	-	-	-	-
2029	-	-	-	-
2030	-	-	-	-
		<u>\$ 26,043,275</u>	<u>\$ 54,570,750</u>	<u>\$ 80,614,025</u>



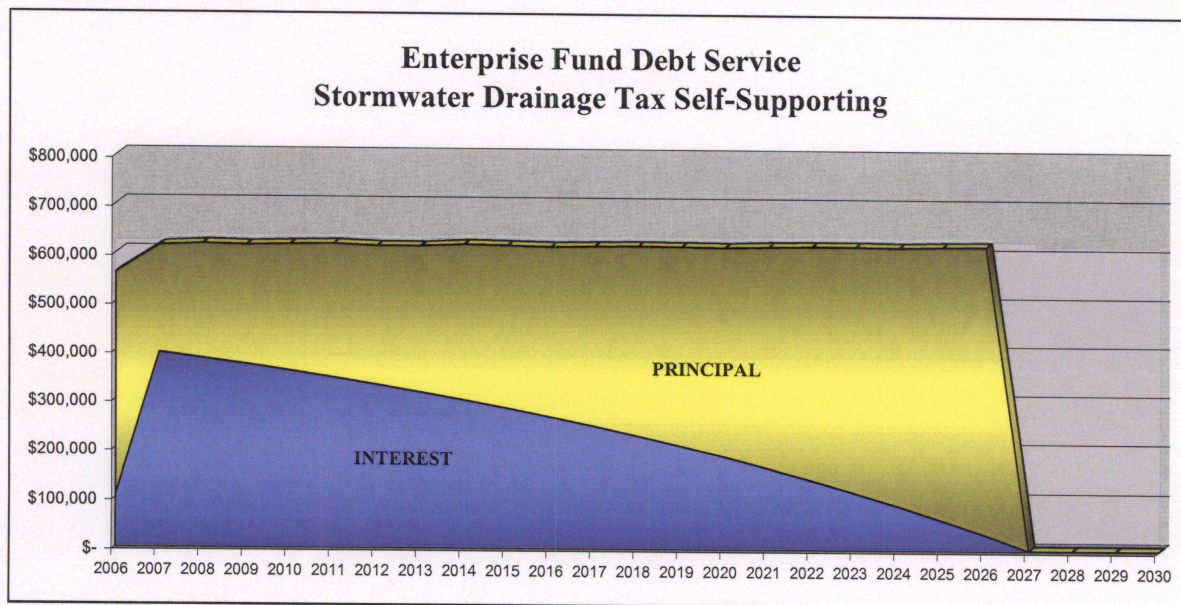


## SUMMARY OF DEBT SERVICE TO MATURITY

Debt issued for specific purposes and repaid through dedicated revenue

### ENTERPRISE FUND: STORMWATER DRAINAGE - SELF-SUPPORTING

Year Ending September 30	Outstanding Beginning of Year	Interest	Principal	Total Requirements
2006	\$ 8,000,000	\$ 105,000	\$ 455,000	\$ 560,000
2007	7,545,000	396,113	220,000	616,113
2008	7,325,000	384,563	235,000	619,563
2009	7,090,000	372,225	245,000	617,225
2010	6,845,000	359,363	260,000	619,363
2011	6,585,000	345,713	275,000	620,713
2012	6,310,000	331,275	285,000	616,275
2013	6,025,000	316,313	300,000	616,313
2014	5,725,000	300,563	320,000	620,563
2015	5,405,000	283,763	335,000	618,763
2016	5,070,000	266,175	350,000	616,175
2017	4,720,000	247,800	370,000	617,800
2018	4,350,000	228,375	390,000	618,375
2019	3,960,000	207,900	410,000	617,900
2020	3,550,000	186,375	430,000	616,375
2021	3,120,000	163,800	455,000	618,800
2022	2,665,000	139,913	480,000	619,913
2023	2,185,000	114,713	505,000	619,713
2024	1,680,000	88,200	530,000	618,200
2025	1,150,000	60,375	560,000	620,375
2026	590,000	30,975	590,000	620,975
2027	-	-	-	-
2028	-	-	-	-
2029	-	-	-	-
2030	-	-	-	-
		<u>\$ 4,929,488</u>	<u>\$ 8,000,000</u>	<u>\$ 12,929,488</u>



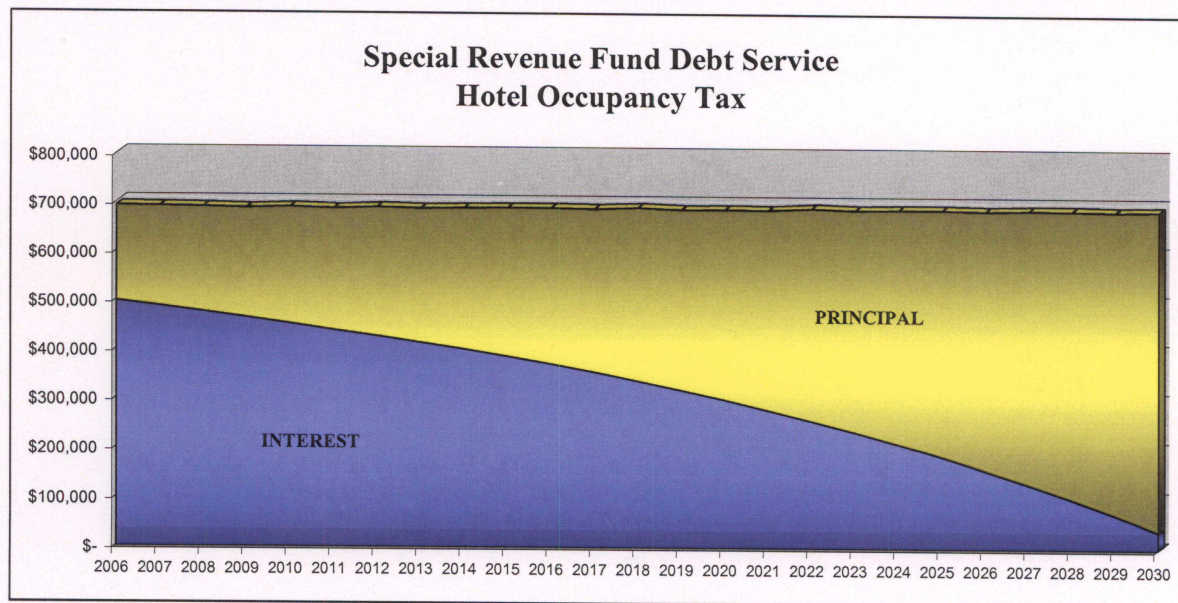


## SUMMARY OF DEBT SERVICE TO MATURITY

Debt issued for specific purposes and repaid through dedicated revenue

### SPECIAL REVENUE FUND: HOTEL OCCUPANCY TAX

Year Ending September 30	Outstanding Beginning of Year	Interest	Principal	Total Requirements
2006	\$ 9,475,000	\$ 498,016	\$ 195,000	\$ 693,016
2007	9,280,000	487,291	205,000	692,291
2008	9,075,000	476,016	215,000	691,016
2009	8,860,000	464,191	225,000	689,191
2010	8,635,000	451,816	240,000	691,816
2011	8,395,000	438,616	250,000	688,616
2012	8,145,000	426,866	265,000	691,866
2013	7,880,000	414,146	275,000	689,146
2014	7,605,000	400,671	290,000	690,671
2015	7,315,000	386,171	305,000	691,171
2016	7,010,000	370,921	320,000	690,921
2017	6,690,000	354,601	335,000	689,601
2018	6,355,000	337,349	355,000	692,349
2019	6,000,000	318,889	370,000	688,889
2020	5,630,000	299,464	390,000	689,464
2021	5,240,000	278,794	410,000	688,794
2022	4,830,000	257,269	435,000	692,269
2023	4,395,000	234,431	455,000	689,431
2024	3,940,000	210,544	480,000	690,544
2025	3,460,000	185,344	505,000	690,344
2026	2,955,000	158,831	530,000	688,831
2027	2,425,000	130,344	560,000	690,344
2028	1,865,000	100,244	590,000	690,244
2029	1,275,000	68,531	620,000	688,531
2030	655,000	35,206	655,000	690,206
		<u>\$ 7,784,562</u>	<u>\$ 9,475,000</u>	<u>\$ 17,259,562</u>





## PROPOSED FY 2005-06 DEBT

<b>General Tax Supported Debt</b>		
Certificate of Obligation	<i>Street and Transportation Improvements, Street Equipment, Ambulances</i>	\$ 11,500,000
General Obligation Bond	<i>Recreation and Senior Center Facility</i>	<u>8,000,000</u>
<b>Total New General Debt (Tax Supported)</b>		<b>\$ 19,500,000</b>
<b>Enterprise Self Supporting Debt</b>		
Solid Waste	<i>Transfer Station, Administration Facility, and Heavy Equipment</i>	9,100,000
Stormwater Drainage	<i>Major drainage infrastructure improvements</i>	<u>8,000,000</u>
<b>Total New Enterprise Debt (Self-Supporting)</b>		<b>\$ 17,100,000</b>
<b>Total Proposed New Debt FY 2005-06</b>		<b>\$ 36,600,000</b>

**FINANCIAL IMPACT:**

**General Debt:**

Proceeds from the Certificate of Obligation (\$11,500,000) will be used to fund ambulances for the Fire Department, heavy street equipment, the purchase and improvements of a building for health and human services, and street and transportation improvements.

Proceeds from the General Obligation Bond (\$8,000,000) will be used for the construction of a family and senior center recreational facility. This project represents Phase II of the \$64,295,000 general obligation bond election projects approved by voters in 2002.

The debt service impact for these issuances were evaluated in the General Fund Long Term Planning Model during the budget adoption process. The future debt service does not negatively impact the City's general obligation debt ratio, as other debt service obligations retire and continued growth in the City is expected.

**Enterprise Debt:**

**Solid Waste:** Proceeds from the Solid Waste debt issuance (\$9,100,000) will be used to construct a new Transfer Station and Administrative facilities. The facilities were recommended in the Solid Waste Master Plan. The proceeds will also fund the purchase of several pieces of heavy equipment for solid waste operations.

The amortization of the debt to support the Solid Waste capital improvement projects is included in the current fee structure.

**Stormwater Drainage:** Proceeds from the Stormwater Drainage debt issuance (\$8,000,000) will be used to address drainage infrastructure inadequacies and system upgrades.

The amortization of the debt to support the Stormwater Drainage capital improvement projects is included in the new rate structure adopted with the FY 2005-06 budget.



# SPECIAL REVENUE FUNDS

**City of Killeen, Texas  
Fiscal Year 2005–2006 Budget**

*The City Without Limits*





# SPECIAL REVENUE FUNDS

Special Revenue Funds are used to account for the proceeds of specific revenue sources that are required by law to be used for specified purposes. The City of Killeen has the following Special Revenue Funds:

**Cable System PEG Improvements Fund:** To account for resources contributed to the City, the use of which is restricted to the acquisition of appropriate equipment and other expense items for the benefit of the cable franchise system.

**Community Development Block Grant Fund:** To account for the operations of projects utilizing Community Development Block Grant funds. Such revenues are restricted to expenditures for specified projects by the Department of Housing and Urban Development.

**Home Program:** To account for program funds received from Housing Urban & Development (HUD). These programs are restricted to expenditures authorized by the Department of Housing and Urban Development.

**Hotel Occupancy Tax Fund:** To account for the levy and utilization of the hotel occupancy tax. State law requires that revenues from this tax be used for advertising and promotion of the City.

**Law Enforcement Grant:** To account for the operation of projects utilizing Law Enforcement Block Grant Funds. These projects are for the purpose of reducing crime and improving public safety.

**Library Memorial Fund:** To account for revenues that are restricted to the Killeen Public Library.

**Lions Club Park Fund:** To account for the construction of the Lion's Club Park. This fund also accounts for the revenues received from the State Parks and Wildlife Commission and donations from the Lion's Club and other constituents.

**Parks Improvements Fund:** To account for funds to be used for development and improvement of City park land.

**Police Federal Seizure Fund:** To account for revenues and expenditures that are restricted by federal seizure requirements.

**Police State Seizure Fund :** To account for the revenues and expenditures restricted to the Chapter 429 Fund and State seizure requirements.

*"The City Without Limits!"*



**TOTAL REVENUES & EXPENDITURES  
SPECIAL REVENUE FUNDS**

Fund Name	Actual 2003-04	Budget 2004-05	Estimated 2004-05	Adopted 2005-06
<b>Revenues</b>				
Cable System PEG Improvements	\$ 74,289	\$ 68,858	\$ 75,178	\$ 94,366
CDBG	1,326,271	1,921,785	1,415,782	1,883,151
Community Dev. - Home Program	243,136	1,484,919	956,158	1,117,394
Hotel Occupancy Tax	2,815,343	2,262,660	2,773,107	2,974,999
Law Enforcement Grant	229,168	144,828	117,678	165,597
Library Memorial	36,389	-	42,889	-
Lions Club Park	29,210	29,080	29,710	29,710
Park Improvements Fund	69,246	-	26,725	-
Police Federal Seizure	32,044	3,430	28,820	29,820
Police State Seizure	97,781	56,450	213,088	203,688
<b>Total Revenues</b>	<b>\$ 4,952,877</b>	<b>\$ 5,972,010</b>	<b>\$ 5,679,135</b>	<b>\$ 6,498,725</b>
<b>Expenditures</b>				
Cable System PEG Improvements	\$ 59,111	\$ 65,307	\$ 61,590	\$ 35,000
CDBG	1,326,271	2,144,039	1,404,563	1,883,151
Community Dev. - Home Program	195,235	1,512,845	908,155	1,117,394
Hotel Occupancy Tax	2,152,818	2,026,364	1,949,608	2,006,103
Law Enforcement Grant	159,601	55,300	-	47,919
Library Memorial	-	-	42,889	-
Lions Club Park	-	29,080	-	29,410
Park Improvements Fund	42,521	-	26,725	-
Police Federal Seizure	8,224	2,800	-	10,000
Police State Seizure	37,693	30,000	29,400	50,000
<b>Total Expenditures</b>	<b>\$ 3,981,474</b>	<b>\$ 5,865,735</b>	<b>\$ 4,422,930</b>	<b>\$ 5,178,977</b>

**CABLESYSTEM PEG IMPROVEMENTS**

	<b>Actual 2003-04</b>	<b>Budget 2004-05</b>	<b>Estimated 2004-05</b>	<b>Adopted 2005-06</b>
<b>Beginning Fund Balance</b>	\$ 24,191	\$ 8,858	\$ 15,178	\$ 13,588
<b>Revenues</b>				
Interest Earned	\$ 98	\$ -	\$ -	\$ -
Cablevision PEG Grant	50,000	-	-	-
Transfer from General Fund	-	60,000	60,000	80,778
<b>Total Fund Balance and Revenues</b>	<b>\$ 74,289</b>	<b>\$ 68,858</b>	<b>\$ 75,178</b>	<b>\$ 94,366</b>
<b>Expenditures</b>				
Council Broadcast Service	\$ 33,000	\$ 33,935	\$ 33,935	\$ 27,500
Presentations Broadcast	-	-	-	7,500
Salaries & Benefits	25,936	30,872	27,255	-
Supplies	175	500	400	-
<b>Total Expenditures</b>	<b>\$ 59,111</b>	<b>\$ 65,307</b>	<b>\$ 61,590</b>	<b>\$ 35,000</b>
<b>Ending Fund Balance</b>	<b>\$ 15,178</b>	<b>\$ 3,551</b>	<b>\$ 13,588</b>	<b>\$ 59,366</b>



**COMMUNITY DEVELOPMENT FUND**

	<b>Actual 2003-04</b>	<b>Budget 2004-05</b>	<b>Estimated 2004-05</b>	<b>Adopted 2005-06</b>
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ -	\$ 11,219
<b>Revenues</b>				
CDBG Program Income	\$ 2,755	\$ -	\$ 12,000	\$ 12,000
Federal Receipts	1,307,384	1,126,000	1,383,725	1,136,730
Federal Receipts - Prior Year	-	795,785	-	682,340
Transfer from General Fund	16,132	-	20,057	40,862
<b>Total Fund Balance and Revenues</b>	<b>\$ 1,326,271</b>	<b>\$ 1,921,785</b>	<b>\$ 1,415,782</b>	<b>\$ 1,883,151</b>
<b>Expenditures</b>				
Housing Rehabilitation Programs (23rd yr.)	\$ 16,031	\$ -	\$ -	\$ -
Comm Dev Housing Program (25th yr.)	4,798	88,969	88,969	-
Killeen Street Division (27th yr.)	44,084	-	-	-
Comm Dev Housing Program (27th yr.)	13,075	40,341	11,948	28,393
Killen Code Enforcement (27th yr.)	40	-	-	-
Temple Coord Child Care (27th yr.)	39,500	-	-	-
Food Care Center (27th yr.)	72,869	-	-	-
Transformative Charter Ac (27th yr.)	213,654	-	-	-
Killeen Transportation Program (28th yr.)	2,022	-	-	-
Families in Crisis Improv (28th yr.)	52,479	-	-	-
Tejas Council Camp Fire (28th yr.)	-	339	-	339
Temple Coord Child Care Improv (28th yr.)	5,492	2,509	476	2,033
Killeen PW Water & Sewer (28th yr.)	197,420	16,984	-	16,984
Food Care Center (28th yr.)	-	3,600	-	3,600
Transformative Charter Acad (28th yr.)	871	154,409	154,409	-
Home & Hope Shelter (28th yr.)	-	24,300	24,300	-
Families in Crisis (28th yr.)	24,000	-	-	-
Home & Hope Shelter (28th yr.)	-	53,206	53,206	-
Comm Dev Adminstrative (29th yr.)	229,548	-	-	-
Families in Crisis (29th yr.)	6,000	-	-	-
Greater Killeen Free Clinic (29th yr.)	28,210	-	-	-
Hill Country Act/Aging (29th yr.)	14,222	-	-	-
Killeen Transportation Program (29th yr.)	45,000	-	-	-
Killeen Street Division (29th yr.)	8,184	15,553	-	15,553
Cen TX Youth Serv Bureau (29th yr.)	10,000	-	-	-
Greater Ft Hood Comm in Schools (29th yr.)	19,945	2,662	-	2,662
Area Agency on Aging-Ct (29th yr.)	7,036	964	-	964

**COMMUNITY DEVELOPMENT FUND  
(CONTINUED)**

	<b>Actual 2003-04</b>	<b>Budget 2004-05</b>	<b>Estimated 2004-05</b>	<b>Adopted 2005-06</b>
Bell County Human Services (29th yr.)	20,000	-	-	-
Home & Hope Shelter (29th yr.)	17,261	-	-	-
Armed Services YMCA (29th yr.)	82,000	-	-	-
Central Texas 4C, Inc (29th yr.)	-	100,000	-	100,000
Food Care Center (29th yr.)	624	13,169	1,954	11,215
Housing Auth of Killeen (29th yr.)	355	49,645	49,645	-
Killeen Parks & Rec (29th yr.)	79,968	14,033	-	14,033
Killeen Water & Sewer Div (29th yr.)	-	151,640	36,800	114,840
Code Violation ID Program (29th yr.)	44,194	3,273	-	3,273
Clearance & Demolition (29th yr.)	27,383	77,617	68,000	9,617
Cmmty Dev Administration (30th yr)	-	225,200	225,200	-
Families in Crisis (30th yr.)	-	8,000	8,000	-
Greater Killeen Free Clinic (30th yr.)	-	37,779	37,779	-
Hill Country Act/Aging (30th yr.)	-	13,917	13,917	-
Killeen Transportation Program (30th yr.)	-	46,829	46,829	-
Cen Tx Youth Serv Bureau (30th yr.)	-	12,000	12,000	-
Bell County Human Services (30th yr.)	-	20,000	20,000	-
Home & Hope Shelter (30th yr.)	-	25,375	25,375	-
Housing Auth of Killeen (30th yr.)	-	5,000	5,000	-
Cent Tx 4C Inc Site Prep (30th yr.)	-	30,340	-	30,340
Cent Tx 4C Inc Moss Rose (30th yr.)	-	9,500	9,500	-
Comm in Schools Bell/Coryell (30th yr.)	-	100,000	99,997	3
Central texas YSB (30th yr.)	-	4,250	4,250	-
Hill Ctry Cmmty Action (30th yr.)	-	33,000	33,000	-
CoK Code Enforcement Abatement (30th yr.)	-	199,400	168,813	30,587
CoK Code Enf Clear/Demolition (30th yr.)	-	60,000	-	60,000
CoK PW Water & Sewer (30th yr.)	-	94,300	-	94,300
CoK PW Street Department (30th yr.)	-	403,623	200,000	203,623
Cmmty Dev Administration (31st yr)	-	-	-	214,637
Families in Crisis (31st yr.)	-	-	-	8,000
Greater Killeen Free Clinic (31st yr.)	-	-	-	37,295
Hill Country Act/Aging (31st yr.)	-	-	-	14,113
Food Care Center (31st yr.)	-	-	-	12,280
Bell County Human Services (31st yr.)	-	-	-	19,570
CoK Transportation Program (31st yr.)	-	-	-	53,000
Diversified Family Counsel (31st yr.)	-	-	-	1,000
Home & Hope Shelter (31st yr.)	-	-	-	28,000
CoK Code Enforcement Abatement (31st yr.)	-	-	-	170,161
Word of Life Subst Abuse (31st yr.)	-	-	-	166,674
Neighborhood Sidewalk Impr (31st yr.)	-	-	-	10,000
Accessibility Modification (31st yr.)	-	-	-	52,000
Minor Home Repair Program (31st yr.)	-	-	-	50,000
Unprogrammed Funds (31st yr.)	-	-	-	300,000



**COMMUNITY DEVELOPMENT FUND  
(CONTINUED)**

	<b>Actual 2003-04</b>	<b>Budget 2004-05</b>	<b>Estimated 2004-05</b>	<b>Adopted 2005-06</b>
Code Enforcement Personnel	44,199	189,088	161,947	173,867
Contra Account	(44,194)	(199,400)	(168,813)	(170,161)
Housing Rehabilitation	13,076	18,255	11,520	15,385
Contra Account	(13,075)	(18,120)	(11,948)	(15,029)
Computer Hardware	-	11,600	11,600	-
Computer Software	-	890	890	-
<b>Total Expenditures</b>	<b>\$ 1,326,271</b>	<b>\$ 2,144,039</b>	<b>\$ 1,404,563</b>	<b>\$ 1,883,151</b>
<b>Ending Fund Balance</b>	<b>\$ -</b>	<b>\$ (222,254)</b>	<b>\$ 11,219</b>	<b>\$ -</b>

**HOME PROGRAM**

	<b>Actual 2003-04</b>	<b>Budget 2004-05</b>	<b>Estimated 2004-05</b>	<b>Adopted 2005-06</b>
<b>Beginning Fund Balance</b>	\$ 24,005	\$ -	\$ 47,901	\$ 48,003
<b>Revenues</b>				
Program Income	\$ 34,454	\$ 12,187	\$ -	\$ -
Federal Receipts	-	511,419	908,257	512,339
Prior Year Receipts	-	961,313	-	544,865
Home Program Grant	134,677	-	-	-
Transfer from General Fund	50,000	-	-	12,187
<b>Total Fund Balance and Revenues</b>	<b>\$ 243,136</b>	<b>\$ 1,484,919</b>	<b>\$ 956,158</b>	<b>\$ 1,117,394</b>
<b>Expenditures</b>				
Hap 1st Time Homebuyers Prog (4th yr.)	-	32,137	16,000	16,137
CHDO - Operating Costs (6th yr.)	10,825	-	-	-
First Time Homebuyers Program (6th yr.)	29,132	1,175	1,175	-
CTYSB Project Future (6th yr.)	-	48,000	10,000	38,000
First Time Homebuyers Program (7th yr.)	22,831	68,366	3,576	64,790
CTYSB Project Future (7th yr.)	-	77,000	-	77,000
Families in Crisis Ten Ba (7th yr.)	40,027	-	-	-
Hill Country CHDO Project (7th yr)	27,568	144,725	144,725	-
Hill Country CHDO Operations (7th yr)	10,975	-	-	-
Ft Hood Area Hab CHDO Project (7th yr)	-	59,025	10,000	49,025
Ft Hood Area Hab CHDO Oper (7th yr)	-	10,975	10,138	837
Administration (8th yr.)	50,933	488	-	488
First Time Homebuyer's (8th yr.)	-	1,219	-	1,219
Families in Crisis - Ten Ba (8th yr.)	1,895	60,545	27,100	33,445
Hill Country CHDO Project (8th yr)	-	135,000	135,000	-
Hill Country CHDO Operations (8th yr)	1,048	23,952	17,452	6,500
Housing Auth of Killeen (8th yr.)	-	251,299	20,000	231,299
Administration (9th yr.)	-	51,142	51,142	-
Hill Country CHDO Operations (9th yr.)	-	521,949	461,949	60,000
FH Area Habitat for Humanity (9th yr.)	-	25,607	-	25,607
Administration (10th yr.)	-	-	-	48,956
FTH Habitat for Humanity (10th yr.)	-	-	-	38,364
Hill County Comm AA (10th yr.)	-	-	-	350,000
CTYSB Transit Housing (10th yr.)	-	-	-	75,000
Administrative Personnel	27,081	29,901	13,666	29,613
Contra Account	(27,080)	(29,660)	(13,768)	(28,886)
<b>Total Expenditures</b>	<b>\$ 195,235</b>	<b>\$ 1,512,845</b>	<b>\$ 908,155</b>	<b>\$ 1,117,394</b>
<b>Ending Fund Balance</b>	<b>\$ 47,901</b>	<b>\$ (27,926)</b>	<b>\$ 48,003</b>	<b>\$ -</b>



## HOTEL OCCUPANCY TAX

	Actual 2003-04	Budget 2004-05	Estimated 2004-05	Adopted 2005-06
<b>Beginning Fund Balance</b>	<b>\$ 568,720</b>	<b>\$ 433,260</b>	<b>\$ 662,525</b>	<b>\$ 823,499</b>
<b>Revenues</b>				
Hotel Occupancy Tax Receipts	\$ 975,275	\$ 810,900	\$ 1,063,791	\$ 1,100,000
Interest Earned	6,470	4,000	12,000	10,000
Miscellaneous Receipts	7,823	3,500	250	10,000
Catering Revenues	233,267	50,000	81,000	89,000
Event Revenue	273,788	286,000	325,000	340,500
Transfer from General Fund	750,000	675,000	625,000	300,500
CVB - Transfer from General Fund	-	-	-	299,500
Texas Commission Arts Grant	-	-	3,541	2,000
<b>Total Fund Balance and Revenues</b>	<b>\$ 2,815,343</b>	<b>\$ 2,262,660</b>	<b>\$ 2,773,107</b>	<b>\$ 2,974,999</b>
<b>Expenditures</b>				
Grants to the Arts	\$ 139,557	\$ 116,541	\$ 116,541	\$ 141,325
Historical Restoration/Preservation	-	8,500	-	8,500
Office Expense & Support Services	1,838	4,000	3,000	4,000
Transfer to Debt Service	693,191	693,016	693,016	692,292
Conference Center Salaries/Benefits	524,750	549,750	566,284	419,782
Conference Center Supplies	36,828	47,107	47,107	22,366
Conference Center Maint/Repairs	49,939	41,325	29,575	26,128
Conference Center Support Svcs	561,459	400,164	384,164	271,129
Year End Salary Accrual	2,095	-	-	2,000
Conf Cntr Advertising/Marketing	81,928	79,261	79,261	7,964
Convention/Visitors Bur Salaries/Bene	-	-	-	125,411
Convention/Visitors Bur Supplies	-	-	-	19,178
Convention/Visitors Bur Maint/Repair	-	-	-	3,447
Convention/Visitors Bur Support Svcs	-	-	-	80,167
Conv/Visitors Bur Advertising/Market	-	-	-	71,297
Consolidated Support Svcs	-	-	-	13,291
Conference Center Computer Supplies	-	-	-	2,126
Conference Center Capital Outlay	5,586	38,000	2,000	60,500
Information Tech Maintenance	55,647	48,700	28,660	35,200
<b>Total Expenditures</b>	<b>\$ 2,152,818</b>	<b>\$ 2,026,364</b>	<b>\$ 1,949,608</b>	<b>\$ 2,006,103</b>
<b>Ending Fund Balance</b>	<b>\$ 662,525</b>	<b>\$ 236,296</b>	<b>\$ 823,499</b>	<b>\$ 968,896</b>

**LAW ENFORCEMENT GRANT**

	Actual 2003-04	Budget 2004-05	Estimated 2004-05	Adopted 2005-06
<b>Beginning Fund Balance</b>	<b>\$ 121,412</b>	<b>\$ 89,528</b>	<b>\$ 69,567</b>	<b>\$ 117,678</b>
<b>Revenues</b>				
Federal Grants and Receipts	\$ 96,752	\$ 43,300	\$ 43,300	\$ 47,919
Interest Earned	254	-	-	-
City Matching Funds	10,750	12,000	4,811	-
<b>Total Fund Balance and Revenues</b>	<b>\$ 229,168</b>	<b>\$ 144,828</b>	<b>\$ 117,678</b>	<b>\$ 165,597</b>
<b>Expenditures</b>				
LE Equipment Grant 2001	-	-	-	-
LE Equipment Grant 2002	121,666	-	-	-
LE Equipment Grant 2003	37,935	-	-	-
LE Equipment Grant 2004	-	55,300	-	-
LE Equipment 2005 Jag Byrne Grant	-	-	-	47,919
<b>Total Expenditures</b>	<b>\$ 159,601</b>	<b>\$ 55,300</b>	<b>\$ -</b>	<b>\$ 47,919</b>
<b>Ending Fund Balance</b>	<b>\$ 69,567</b>	<b>\$ 89,528</b>	<b>\$ 117,678</b>	<b>\$ 117,678</b>



**LIBRARY MEMORIAL**

	Actual 2003-04	Budget 2004-05	Estimated 2004-05	Adopted 2005-06
<b>Beginning Fund Balance</b>	\$ 29,581	\$ -	\$ 36,389	\$ -
<b>Revenues</b>				
Memorials Collected	\$ 6,613	\$ -	\$ 6,500	\$ -
Interest Earned	195	-	-	-
<b>Total Fund Balance and Revenues</b>	<b>\$ 36,389</b>	<b>\$ -</b>	<b>\$ 42,889</b>	<b>\$ -</b>
<b>Expenditures</b>				
Expense	\$ -	\$ -	\$ 42,889	\$ -
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 42,889</b>	<b>\$ -</b>
<b>Ending Fund Balance</b>	<b>\$ 36,389</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**LIONS CLUB PARK**

	<b>Actual 2003-04</b>	<b>Budget 2004-05</b>	<b>Estimated 2004-05</b>	<b>Adopted 2005-06</b>
<b>Beginning Fund Balance</b>	\$ 28,888	\$ 29,080	\$ 29,210	\$ 29,710
<b>Revenues</b>				
Contributions & Donations	\$ -	\$ -	\$ -	-
Interest Earned	322	-	500	-
<b>Total Fund Balance and Revenues</b>	<b>\$ 29,210</b>	<b>\$ 29,080</b>	<b>\$ 29,710</b>	<b>\$ 29,710</b>
<b>Expenditures</b>				
Park Improvements	\$ -	\$ 29,080	\$ -	\$ 29,410
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ 29,080</b>	<b>\$ -</b>	<b>\$ 29,410</b>
<b>Ending Fund Balance</b>	<b>\$ 29,210</b>	<b>\$ -</b>	<b>\$ 29,710</b>	<b>\$ 300</b>



**PARK IMPROVEMENTS FUND**

	<b>Actual 2003-04</b>	<b>Budget 2004-05</b>	<b>Estimated 2004-05</b>	<b>Adopted 2005-06</b>
<b>Beginning Fund Balance</b>	\$ 19,109	\$ -	\$ 26,725	\$ -
<b>Revenues</b>				
Cruz-Hull Receipts	\$ 50,000	\$ -	\$ -	\$ -
Interest Earned	137	-	-	-
<b>Total Fund Balance and Revenues</b>	\$ 69,246	\$ -	\$ 26,725	\$ -
<b>Expenditures</b>				
Expense - Park Improvements	\$ 31,776	\$ -	\$ 26,725	\$ -
Expense	10,745	-	-	-
<b>Total Expenditures</b>	\$ 42,521	\$ -	\$ 26,725	\$ -
<b>Ending Fund Balance</b>	\$ 26,725	\$ -	\$ -	\$ -

**POLICE FEDERAL SEIZURE FUND**

		<b>Actual 2003-04</b>		<b>Budget 2004-05</b>		<b>Estimated 2004-05</b>		<b>Adopted 2005-06</b>
<b>Beginning Fund Balance</b>	\$	31,964	\$	2,430	\$	23,820	\$	28,820
<b>Revenues</b>								
Federal Seizure Receipts	\$	-	\$	1,000	\$	5,000	\$	1,000
Interest Earned		80		-		-		-
<b>Total Fund Balance and Revenues</b>	\$	32,044	\$	3,430	\$	28,820	\$	29,820
<b>Expenditures</b>								
Expense	\$	8,224	\$	2,800	\$	-	\$	10,000
<b>Total Expenditures</b>	\$	8,224	\$	2,800	\$	-	\$	10,000
<b>Ending Fund Balance</b>	\$	23,820	\$	630	\$	28,820	\$	19,820



**POLICE STATE SEIZURE FUND**

		<b>Actual 2003-04</b>		<b>Budget 2004-05</b>		<b>Estimated 2004-05</b>		<b>Adopted 2005-06</b>
<b>Beginning Fund Balance</b>	\$	30,948	\$	36,450	\$	60,088	\$	183,688
<b>Revenues</b>								
State Seizure Receipts	\$	66,783	\$	20,000	\$	153,000	\$	20,000
Interest Earned		50		-		-		-
<b>Total Fund Balance and Revenues</b>	\$	97,781	\$	56,450	\$	213,088	\$	203,688
<b>Expenditures</b>								
Expense	\$	37,693	\$	30,000	\$	29,400	\$	50,000
<b>Total Expenditures</b>	\$	37,693	\$	30,000	\$	29,400	\$	50,000
<b>Ending Fund Balance</b>	\$	60,088	\$	26,450	\$	183,688	\$	153,688



# CAPITAL OUTLAY

City of Killeen, Texas  
Fiscal Year 2005-2006 Budget

*The City Without Limits*



Capital Outlay





# CAPITAL OUTLAY

Capital Outlay items are expenditures for fixed assets such as equipment, remodeling, minor building improvements and vehicles that are funded from the operating budgets. These items generally have a life expectancy of five years or less. Since long-term financing is not necessary and expenditures of this type are of a recurring nature, these items are not part of the Capital Improvements Program. Capital Outlay expenditures that meet the City's established capitalization thresholds or minimum reporting requirements will be capitalized. Standard capitalization thresholds for assets have been established for each major class of assets.

## Capitalization Thresholds

Class of Asset	Threshold	Residual Value
Land/land improvements	Capitalize All	N/A
Buildings/building improvements	\$25,000	10%
Facilities and other improvements	\$25,000	10%
Infrastructure	\$25,000	10%
Personal property (equipment)	\$ 1,000	10%
Library books/materials (collections)	Capitalize All	N/A
Works of art/historical treasures	Capitalize All	N/A
Leasehold improvements	\$25,000	10%

The total FY 2005-06 Adopted Budget and Plan of Municipal Services for Capital Outlay is \$4,901,348. This amount represents a decrease of \$143,981 or 2.85% in Capital Outlay from the prior year. The changes in Capital Outlay expenditures for operations by fund are as follows:

	<u>FY 2004-05</u>	<u>FY 2005-06</u>	<u>Dollar Increase</u> <u>(Decrease)</u>
General Fund	\$ 2,262,544	\$ 1,535,479	\$ (727,065)
Killeen-Fort Hood Regional Airport Fund	108,310	207,085	98,775
Skylark Field Fund	25,400	118,595	93,195
Golf Course Fund	-	54,000	54,000
Solid Waste Fund	1,278,297	555,707	(722,590)
Water and Sewer Fund	412,814	991,634	578,820
Drainage Utility Fund	8,718	355,340	346,622
Other Funds	949,246	1,083,508	134,262
<b>Total</b>	<b><u>\$ 5,045,329</u></b>	<b><u>\$ 4,901,348</u></b>	<b><u>\$ (143,981)</u></b>

***"The City Without Limits!"***

**CAPITAL OUTLAY SUMMARY**

	<b>ADOPTED FY 2004-05</b>	<b>ADOPTED FY 2005-06</b>
<b>GENERAL FUND</b>		
City Council	-	-
City Manager	-	600
Municipal Court	38,505	6,466
Public Information	-	-
Volunteer Services	-	-
City Attorney	17,300	18,100
City Secretary	-	-
Finance	2,493	-
Accounting	-	-
Purchasing	350	-
Building Services	-	-
Custodial Services	37,200	-
Printing Services	1,600	5,700
EMS Billing & Collection	-	-
Human Resources	1,100	5,380
Information Technology	37,130	25,184
Permits & Inspections	27,650	53,928
Library	134,589	117,000
Parks	78,350	61,350
Recreation	11,000	-
Athletics	-	-
Cemetery	-	9,500
Senior Citizens	3,800	3,500
Swimming Pools	-	-
Community Development	18,000	-
Home Program	-	-
Public Works	-	-
Engineering	35,800	2,200
Traffic	49,200	-
Street	102,250	121,100
Planning	-	2,150
Police	776,108	612,159
Animal Control	43,500	41,291
Code Enforcement	41,400	300
Fire	260,735	56,048
Non-Departmental	544,484	393,523
<b>TOTAL GENERAL FUND</b>	<b>2,262,544</b>	<b>1,535,479</b>
<b>KILLEEN-FORT HOOD REGIONAL AIRPORT</b>		
Operations	76,070	195,845
Non-Departmental	32,240	11,240
<b>TOTAL KILLEEN-FORT HOOD REGIONAL AIRPORT</b>	<b>108,310</b>	<b>207,085</b>



**CAPITAL OUTLAY SUMMARY**

	<b>ADOPTED FY 2004-05</b>	<b>ADOPTED FY 2005-06</b>
<b>SKYLARK FIELD FUND</b>		
Operations	25,000	53,595
Non-Departmental	400	65,000
<b>TOTAL SKYLARK FIELD FUND</b>	<b>25,400</b>	<b>118,595</b>
<b>GOLF COURSE FUND</b>		
Operations	-	54,000
<b>TOTAL GOLF COURSE FUND</b>	<b>-</b>	<b>54,000</b>
<b>SOLID WASTE FUND</b>		
Code Enforcement	150	-
Residential	754,529	142,570
Commercial	453,475	402,017
Recycling Program	25,580	-
Transfer Station	19,490	-
Non-Departmental	25,073	11,120
<b>TOTAL SOLID WASTE FUND</b>	<b>1,278,297</b>	<b>555,707</b>
<b>WATER &amp; SEWER FUND</b>		
Fleet Services	90,065	44,850
Utility Collections	24,245	121,816
Water Distribution	34,900	472,775
Sanitary Sewer	118,700	66,784
Operations	32,600	182,200
Non-Departmental	112,304	103,209
<b>TOTAL WATER &amp; SEWER FUND</b>	<b>412,814</b>	<b>991,634</b>
<b>DRAINAGE UTILITY FUND</b>		
Operations	-	350,000
Non-Departmental	8,718	5,340
<b>TOTAL DRAINAGE UTILITY FUND</b>	<b>8,718</b>	<b>355,340</b>
<b>OTHER FUNDS</b>		
Law Enforcement Grant	55,300	47,919
Police State Seizure Fund	12,000	50,000
Police Federal Seizure Fund	2,000	10,000
Killeen Civic and Conference Center	41,586	60,500
Community Development	-	225
Aviation Cap Improv 2003	-	450,000
Golf Revenue C/O Construction	29,600	-
C/O Construction Fund Ser 2004	769,760	31,000
C/O Construction Fund Ser 1999	39,000	-
C/O Construction Fund 2005	-	348,864
Water & Sewer Bond Ser 1999	-	47,500
Solid Waste Construction 2005	-	37,500
<b>TOTAL OTHER FUNDS</b>	<b>949,246</b>	<b>1,083,508</b>
<b>TOTAL CAPITAL OUTLAY</b>	<b><u>\$ 5,045,329</u></b>	<b><u>\$ 4,901,348</u></b>

**CAPITAL OUTLAY BUDGET  
FY 2005-06**

FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL
<b>GENERAL FUND</b>				
<b>City Manager</b>	010-0200-413.61-50	Chair for Administrative Assistant	600	600
<b>Municipal Court</b>	010-0215-417.61-20	New Books	440	
	010-0215-417.61-30	New Radios	6,026	6,466
<b>City Attorney</b>	010-1005-416-6120	New Books	18,100	18,100
<b>Printing Services</b>	010-2034-415.61-35	Perfect Binder and Padder	5,700	5,700
<b>Human Resources</b>	010-2305-418.61-05	10 Key Adding Machine-Risk Mgr	65	
	010-2305-418.61-05	10 Key Adding Machine-HR Asst	65	
	010-2305-418.61-20	New Books	1,750	
	010-2305-418.61-20	Replacement Videos	1,000	
	010-2305-418.61-50	Desk with return-Risk Mgr	800	
	010-2305-418.61-50	Chair-Risk Mgr	200	
	010-2305-418.61-50	Bookcase-Risk Mgr	250	
	010-2305-418.61-50	Desk with return-HR Asst	800	
	010-2305-418.61-50	Chair-HR Asst	200	
	010-2305-418.61-50	Bookcase-HR Asst	250	5,380
<b>Information Technology</b>	010-2705-419.61-05	Office Mach for new Inspectors	20,514	
	010-2705-419.61-20	Reference, Tech and Proj Mgmt	1,500	
	010-2705-419.61-20	New Books for CAD/GIS Tech	150	
	010-2705-419.61-50	Chairs with arms (8)	1,600	
	010-2705-419.61-50	Panels to create walls	320	
	010-2705-419.61-50	Furniture for CAD/GIS Tech	550	
	010-2705-419.61-50	Furniture for Web Tech	550	25,184
<b>Permits &amp; Inspections</b>	010-3005-421.61-05	Off Mach for New Insp (2)	100	
	010-3005-421.61-10	1/2 Ton Ext Cab P/U for Insp	18,200	
	010-3005-421.61-10	1/2 Ton Ext Cab P/U for Insp	18,200	
	010-3005-421.61-20	New Books	7,500	
	010-3005-421.61-30	New Radios	6,928	
	010-3005-421.61-50	Furniture for New Insp	1,500	
	010-3005-421.61-50	Furniture for New Insp	1,500	53,928
<b>Library</b>	010-3015-423.61-20	New Books	117,000	117,000
<b>Parks</b>	010-3025-425.61-10	1/2 Ton Extended Cab P/U	19,450	
	010-3025-425.61-10	1/2 Ton Extended Cab P/U	19,450	
	010-3025-425.61-10	3/4 Ton Regular Cab P/U	22,450	61,350
<b>Cemetery</b>	010-3035-429.61-35	Mower with 60" Flip-Up Deck	9,500	9,500
<b>Senior Citizens</b>	010-3040-429.61-50	Widescreen Television	3,500	3,500
<b>Engineering</b>	010-3435-432.61-20	New Books	2,200	2,200
<b>Street</b>	010-3445-434.61-10	1 Ton Flat Bed P/U	28,200	
	010-3445-434.61-10	3/4 Ton P/U with Utility Bed	27,450	
	010-3445-434.61-10	3/4 Ton P/U with Utility Bed	27,450	
	010-3445-434.61-35	Crack Seal Machine	38,000	121,100
<b>Planning</b>	010-3450-433.61-50	Furniture for City Planner	2,150	2,150



**CAPITAL OUTLAY BUDGET  
FY 2005-06**

FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL
<b>GENERAL FUND</b>				
<b>Police Department</b>				
	010-6000-441.61-10	Mid-size Patrol Cruiser	45,188	
	010-6000-441.61-10	Mid-size Patrol Cruiser	45,188	
	010-6000-441.61-10	Mid-size Patrol Cruiser	45,188	
	010-6000-441.61-10	Mid-size Patrol Cruiser	45,188	
	010-6000-441.61-10	Mid-size Patrol Cruiser	45,188	
	010-6000-441.61-10	Mid-size Patrol Cruiser	45,188	
	010-6000-441.61-10	Mid-size Patrol Cruiser	45,188	
	010-6000-441.61-10	Mid-size Patrol Cruiser	45,188	
	010-6000-441.61-10	Mid-size Patrol Cruiser	45,188	
	010-6000-441.61-10	Mid-size Patrol Cruiser - Equipment	25,320	
	010-6000-441.61-10	Mid-size Sedan	18,000	
	010-6000-441.61-10	Mid-size Sedan	18,000	
	010-6000-441.61-10	Mid-size Sedan	18,000	
	010-6000-441.61-20	New Books	2,500	
	010-6000-441.61-20	New Books	85	
	010-6000-441.61-20	New Books	1,215	
	010-6000-441.61-30	New Radios	69,741	
	010-6000-441.61-35	Commercial Treadmill	4,000	
	010-6000-441.61-35	Remington 870P Shotguns (5)	1,875	
	010-6000-441.61-35	Streamlight Flashlights (10)	1,000	
	010-6000-441.61-35	DCU Equipment	7,118	
	010-6000-441.61-35	Equipment for 7 New Police Officers	7,532	
	010-6000-441.61-35	Equipment for 8 New Police Officers	8,600	
	010-6000-441.61-50	Modular Office for Records Clerk	1,827	
	010-6000-441.61-50	Tables and Chairs for Academy Classroom	1,120	
	010-6000-441.61-50	Wireless Computer Workstation	16,891	
	010-6000-441.61-50	2 Executive High Back Chairs	558	
	010-6000-441.61-50	Secretarial Desk w/Return and Credenza	1,585	
	010-6000-441.61-50	2 Replacement Chairs	500	612,159
<b>Animal Control</b>				
	010-6070-441.61-10	3/4 Ton P/U w/ Animal Carry Cage	32,525	
	010-6070-441.61-30	New Radios	8,766	41,291
<b>Code Enforcement</b>				
	010-6080-441.61-20	New Books	300	300
<b>Fire Department</b>				
	010-7070-442.61-10	Sedan	31,500	
	010-7070-442.61-30	New Radios	23,340	
	010-7070-442.61-35	Sig Sauer P-226 Pistol (2)	1,208	56,048
<b>Non-Departmental</b>				
City Manager	010-9508-491.61-40	Color Laser Printer	2,100	
	010-9508-491.61-40	Laser Printer	1,400	
Municipal Court	010-9508-491.61-40	Personal Computers (4)	5,200	
	010-9508-491.61-40	Document Imaging Scanner	7,595	
City Attorney	010-9508-491.61-40	Personal Computer	1,300	
Human Resources	010-9508-491.61-40	Color Laser Printer	2,100	
	010-9508-491.61-40	Computer DIR HR	2,200	
	010-9508-491.61-40	ID Badge System	8,983	
	010-9508-491.61-40	Personal Computers (2) - New	2,600	
Code Enforcement	010-9508-491.61-40	Personal Computer	1,300	
Finance	010-9508-491.61-40	Personal Computers (7)	9,100	
	010-9508-491.61-40	Notebook	2,000	

**CAPITAL OUTLAY BUDGET  
FY 2005-06**

FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL
<b>GENERAL FUND</b>				
	010-9508-491.61-40	Palm Pilot	200	
	010-9508-491.61-40	Color Laser Printer	2,100	
Custodial Services	010-9508-491.61-40	Personal Computer	1,300	
General Services	010-9508-491.61-40	Personal Computers (2)	2,600	
	010-9508-491.61-40	Laser Printer	1,400	
EMS Billing and Collections	010-9508-491.61-40	Personal Computer	1,300	
Information Syst GIS	010-9508-491.61-40	GIS Server Upgrades	15,000	
	010-9508-491.61-40	Cisco Speech Recognition	33,123	
	010-9508-491.61-40	Wireless Connections	5,694	
	010-9508-491.61-40	Projector / Screen	1,600	
	010-9508-491.61-40	Logic Cube Hard Drive Duplication	2,991	
	010-9508-491.61-40	Monitors for Kioshes (5)	1,025	
	010-9508-491.61-40	Cisco vpn 3002 Hardware Routers (3)	3,150	
	010-9508-491.61-40	Personal Computers - New	1,300	
	010-9508-491.61-40	GIS Computer w/21" Monitor - New	2,475	
Community Development	010-9508-491.61-40	Color Laser Printer	2,100	
	010-9508-491.61-40	Personal Computers (2)	2,600	
Permits & Inspections	010-9508-491.61-40	Personal Computer	1,300	
	010-9508-491.61-40	Notebook	2,000	
	010-9508-491.61-40	GIS Computer w/21" Monitor (2) - New	4,950	
Library Services	010-9508-491.61-40	Personal Computers (6)	7,800	
Parks	010-9508-491.61-40	Personal Computers (3)	3,900	
Senior Center	010-9508-491.61-40	Modem	50	
Cemetery	010-9508-491.61-40	Small Color Laser Printer 3550	720	
Fire	010-9508-491.61-40	Personal Computers (7)	9,100	
	010-9508-491.61-40	Digital Camera Flash (2)	240	
	010-9508-491.61-40	Digital Camera	600	
Engineering	010-9508-491.61-40	Personal Computers (4)	5,200	
	010-9508-491.61-40	Color Laser Printer	2,100	
Streets	010-9508-491.61-40	Personal Computer	1,300	
Planning	010-9508-491.61-40	Notebook	2,000	
	010-9508-491.61-40	Color Laser Printer	2,100	
	010-9508-491.61-40	Personal Computer - New	1,300	
	010-9508-491.61-40	Color Laser Printer - New	1,400	
Police Department	010-9508-491.61-40	Personal Computer Bike	1,300	
	010-9508-491.61-40	Personal Computer Gang	1,300	
	010-9508-491.61-40	Personal Computers Patrol (2)	2,600	
	010-9508-491.61-40	Personal Computers Tech (2)	2,600	
	010-9508-491.61-40	Personal Computers Traffic (4)	5,200	
	010-9508-491.61-40	Mobile Data Terminals (17)	79,900	
	010-9508-491.61-40	MDT Docking Stations (17)	12,750	
	010-9508-491.61-40	MDT Maplight (17)	1,105	
	010-9508-491.61-40	MDT Screen Support (17)	595	
	010-9508-491.61-40	MDT GPS Antenna (17)	1,700	
	010-9508-491.61-40	MDT Seat Mounting Kit (17)	2,890	
	010-9508-491.61-40	USB Thumb Drivs 100/cables (28)	4,560	
CID/YSU	010-9508-491.61-40	Personal Computers (2)	2,600	
	010-9508-491.61-40	Color Laser Printer	2,100	
CID Persons	010-9508-491.61-40	Personal Computers (6)	7,800	
CID Property	010-9508-491.61-40	Personal Computer	1,300	
OCD	010-9508-491.61-40	Personal Computer (6)	7,800	
	010-9508-491.61-40	Color Laser Printer	2,100	
Briefing	010-9508-491.61-40	Personal Computer	1,300	
Academy	010-9508-491.61-40	Personal Computer (2)	2,600	



**CAPITAL OUTLAY BUDGET  
FY 2005-06**

FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL
<b>GENERAL FUND</b>				
Municipal Court	010-9508-491.61-45	Microsoft Office 2003 (4)	1,280	
	010-9508-491.61-45	Windows XP (4)	800	
City Attorney	010-9508-491.61-45	Microsoft Office 2003	320	
	010-9508-491.61-45	Windows XP	200	
Human Resources	010-9508-491.61-45	Microsoft Office 2003	320	
	010-9508-491.61-45	Windows XP	200	
	010-9508-491.61-45	Clients	65	
	010-9508-491.61-45	Microsoft Office 2003 (2) - New	640	
	010-9508-491.61-45	Windows XP (2) - New	400	
	010-9508-491.61-45	Clients (2) - New	130	
Code Enforcement	010-9508-491.61-45	Microsoft Office 2003	320	
	010-9508-491.61-45	Windows XP	200	
Finance	010-9508-491.61-45	Microsoft Office 2003 (8)	2,560	
	010-9508-491.61-45	Windows XP (8)	1,600	
	010-9508-491.61-45	Clients	65	
Custodial Services	010-9508-491.61-45	Microsoft Office 2003	320	
	010-9508-491.61-45	Windows XP	200	
General Services	010-9508-491.61-45	Microsoft Office 2003 (2)	640	
	010-9508-491.61-45	Windows XP (2)	400	
EMS Billing and Collections	010-9508-491.61-45	Microsoft Office 2003	320	
	010-9508-491.61-45	Windows XP	200	
Print Shop	010-9508-491.61-45	Adobe in Design (2)	614	
Information Syst GIS	010-9508-491.61-45	GIS Database Licenses	8,000	
	010-9508-491.61-45	Microsoft Office 2003 (2) - New	640	
	010-9508-491.61-45	Windows XP (2) - New	400	
	010-9508-491.61-45	Clients (2) - New	130	
Community Development	010-9508-491.61-45	Microsoft Office 2003 (2)	640	
	010-9508-491.61-45	Windows XP (2)	400	
	010-9508-491.61-45	CIS Internet Viewing Software	300	
Permits & Inspections	010-9508-491.61-45	Microsoft Office 2003 (2)	640	
	010-9508-491.61-45	Windows XP	200	
	010-9508-491.61-45	GIS Internet Viewing Software	100	
	010-9508-491.61-45	Microsoft Office 2003 (2) - New	640	
	010-9508-491.61-45	Windows XP (2) - New	400	
	010-9508-491.61-45	Clients (2) - New	130	
	010-9508-491.61-45	DWS Compose-Autocad Viewer (2) - New	152	
Library Services	010-9508-491.61-45	Microsoft Office 2003 (6)	1,920	
	010-9508-491.61-45	Windows XP (6)	1,200	
	010-9508-491.61-45	GIS Internet Viewing Software	100	
Parks	010-9508-491.61-45	Microsoft Office 2003 (3)	960	
	010-9508-491.61-45	Windows XP (3)	600	
Recreation	010-9508-491.61-45	GIS Internet Viewing Software	200	
Fire	010-9508-491.61-45	Microsoft Office 2003 (7)	2,240	
	010-9508-491.61-45	Windows XP (7)	1,400	
Engineering	010-9508-491.61-45	Microsoft Office 2003 (4)	1,280	
	010-9508-491.61-45	Windows XP (4)	800	
	010-9508-491.61-45	GIS Management Software	2,000	
Streets	010-9508-491.61-45	Microsoft Office 2003	320	
	010-9508-491.61-45	Windows XP	200	
	010-9508-491.61-45	GIS Asset Management Software	4,000	
	010-9508-491.61-45	GIS Interviewing Software	100	
	010-9508-491.61-45	GIS Pavement Management Software	4,000	
Planning	010-9508-491.61-45	Windows XP	200	
	010-9508-491.61-45	Microsoft Office 2003 - New	320	

**CAPITAL OUTLAY BUDGET  
FY 2005-06**

FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL
<b>GENERAL FUND</b>				
	010-9508-491.61-45	Windows XP - New	200	
	010-9508-491.61-45	Clients - New	65	
	010-9508-491.61-45	ARC View GIS	2,856	
Police Department	010-9508-491.61-45	Microsoft Office 2003 Bike	320	
	010-9508-491.61-45	Windows XP Bike	200	
	010-9508-491.61-45	Microsoft Office 2003 Gang	320	
	010-9508-491.61-45	Windows XP Gang	200	
	010-9508-491.61-45	Microsoft Office 2003 Patrol (2)	640	
	010-9508-491.61-45	Windows XP Patrol (2)	400	
	010-9508-491.61-45	Microsoft Office 2003 Tech (2)	640	
	010-9508-491.61-45	Windows XP Tech (2)	400	
	010-9508-491.61-45	Microsoft Office 2003 Traffic (4)	1,280	
	010-9508-491.61-45	Windows XP Traffic (4)	800	
	010-9508-491.61-45	Microsoft Office 2003 (17)	5,440	
	010-9508-491.61-45	GIS Analysis Software	8,000	
CID/YSU	010-9508-491.61-45	Microsoft Office 2003 (2)	640	
	010-9508-491.61-45	Windows XP (2)	400	
CID Persons	010-9508-491.61-45	Microsoft Office 2003 (6)	1,920	
	010-9508-491.61-45	Windows XP (6)	1,200	
CID Property	010-9508-491.61-45	Microsoft Office 2003	320	
	010-9508-491.61-45	Windows XP	200	
OCD	010-9508-491.61-45	Microsoft Office 2003 (6)	1,920	
	010-9508-491.61-45	Windows XP (6)	1,200	
Briefing	010-9508-491.61-45	Microsoft Office 2003	320	
	010-9508-491.61-45	Windows XP	200	
Academy	010-9508-491.61-45	Microsoft Office 2003 (2)	640	
	010-9508-491.61-45	Windows XP (2)	400	393,523
<b>TOTAL GENERAL FUND</b>			<b>\$ 1,535,479</b>	



**CAPITAL OUTLAY BUDGET  
FY 2005-06**

FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL
<b>KILLEEN-FORT HOOD REGIONAL AIRPORT</b>				
<b>Operations</b>	525-0505-521.61-10	1/2 Ton Regular Cab Pickup Truck	18,400	
	525-0505-521.61-10	Riding Mower	12,995	
	525-0505-521.61-10	Runway Sweeper	140,450	
	525-0505-521.61-10	Portable Passenger Stairs	24,000	195,845
<b>Non-Departmental</b>	525-9808-521.61-40	Computer for Conference Room	1,300	
	525-9808-521.61-40	Personal Computers (2)	2,600	
	525-9808-521.61-40	Officejet Printer (all in one)	550	
	525-9808-521.61-40	GIS Memory and Monitor Upgrades	1,275	
	525-9808-521.61-45	Microsoft Office 2003 (3)	960	
	525-9808-521.61-45	Windows XP (3)	600	
	525-9808-521.61-45	Clients	65	
	525-9808-521.61-45	GIS Internet Viewing	200	
	525-9808-521.61-45	GIS ARC View	2,856	
	525-9808-521.61-45	Quickbooks 2005 (3)	600	
	525-9808-521.61-45	Contribute v3	117	
	525-9808-521.61-45	Adobe Acrobat v7	117	11,240
<b>TOTAL KILLEEN-FORT HOOD REGIONAL AIRPORT FUND</b>			<b>\$ 207,085</b>	

**CAPITAL OUTLAY BUDGET  
FY 2005-06**

<b>FUND/DEPARTMENT/DIVISION</b>	<b>ACCOUNT #</b>	<b>DESCRIPTION</b>	<b>AMOUNT</b>	<b>TOTAL</b>
<b>SKYLARK FIELD FUND</b>				
<b>Operations</b>	527-0505-521.60-10	Terminal Building Renovation	50,000	
	527-0505-521.61-10	Garden Tractor	3,595	53,595
<b>Non-Departmental</b>	527-9596-521.60-25	TXDOT Projects	65,000	65,000
<b>TOTAL SKYLARK FIELD FUND</b>				<b><u>\$ 118,595</u></b>



**CAPITAL OUTLAY BUDGET  
FY 2005-06**

<b>FUND/DEPARTMENT/DIVISION</b>	<b>ACCOUNT #</b>	<b>DESCRIPTION</b>	<b>AMOUNT</b>	<b>TOTAL</b>
<b>GOLF COURSE FUND</b>				
Operations	530-3020-424.61-35	Nine Fountains	54,000	54,000
<b>TOTAL GOLF COURSE FUND</b>				<b><u>\$ 54,000</u></b>

**CAPITAL OUTLAY BUDGET  
FY 2005-06**

FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL
<b>SOLID WASTE FUND</b>				
<b>Residential</b>	540-3460-439.61-10	1/2 Ton Standard Cab Pickup Truck	19,150	
	540-3460-439.61-35	Roll-out Residential Waste Containers (2805)	123,420	142,570
<b>Commercial</b>	540-3465-439.61-10	Frontloading Collection Vehicle	159,500	
	540-3465-439.61-10	Roll-off Collection Vehicle	118,000	
	540-3465-439.61-35	Dumpster Containers (224)	124,517	402,017
<b>Non-Departmental</b>	540-9508-439.61-40	Personal Computers (6)	7,800	
	540-9508-439.61-45	GIS Internet Viewing Software	200	
	540-9508-439.61-45	Microsoft Office 2003 (6)	1,920	
	540-9508-439.61-45	Windows XP (6)	1,200	11,120
<b>TOTAL SOLID WASTE FUND</b>			<b>\$ 555,707</b>	



**CAPITAL OUTLAY BUDGET  
FY 2005-06**

FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL	
<b>WATER &amp; SEWER FUND</b>					
Fleet Services	550-2033-415.61-10	3/4 Ton Reg Cab Truck-Diesel Dually	26,950		
	550-2033-415.61-10	1/2 ton Reg Cab Pickup Truck	17,900	44,850	
Utility Collections	550-2050-411.61-10	1/2 Ton Pickup Truck	22,559		
	550-2050-411.61-10	1/2 Ton Pickup Truck	22,559		
	550-2050-411.61-10	1/2 Ton Pickup Truck	18,295		
	550-2050-411.61-10	1/2 Ton Pickup Truck	18,295		
	550-2050-411.61-10	1/2 Ton Pickup Truck	18,295		
	550-2050-411.61-10	1/2 Ton Pickup Truck	18,295		
	550-2050-411.61-35	Roadrunner X7 Handheld Meter Reading Device	2,880		
	550-2050-411.61-35	Communications Cradle	638	121,816	
Water Distribution	550-3410-436.61-10	1 Ton Extended Cab Truck-Diesel	32,700		
	550-3410-436.61-10	3/4 Ton Reg Cab Pickup Truck	23,200		
	550-3410-436.61-35	Ditch Witch Rock Tool Trencher w/Backhoe &	51,350		
	550-3410-436.61-35	Mini Excavator with Trailer	38,170		
	550-3410-436.61-35	Barricades, Cones, Reflective Fencing, Warning	8,700		
	550-3410-436.61-35	Tamper Ditch Compactor	7,900		
	550-3410-436.61-35	3" Trash Pump (2)	3,600		
	550-3410-436.61-35	Tapping Machine (2)	2,300		
	550-3410-436.61-35	12" Cut-off Saw	1,600		
	550-3410-436.61-35	14" Cut-off Saw	1,750		
	550-3410-436.60-65	New 3/4" Customer Services (846)	100,062		
	550-3410-436.60-65	New 1 " Customer Services (60)	7,764		
	550-3410-436.60-65	New 1-1/2 " Customer Services (25)	9,950		
	550-3410-436.60-65	New 2 " Customer Services (25)	18,484		
	550-3410-436.60-75	New 3/4" Customer Meters (1500)	137,925		
	550-3410-436.60-75	New 1 " Customer Meters (60)	8,820		
	550-3410-436.60-75	New 1-1/2 " Customer Meters (25)	7,750		
550-3410-436.60-75	New 2 " Customer Meters (25)	10,750	472,775		
Sanitary Sewer	550-3415-437.61-10	3/4 Ton Reg Cab Pickup Truck	22,950		
	550-3415-437.61-30	New Radios	7,834		
	550-3415-437.61-35	Sectional Rod for Sewer Rodding Mach (2)	5,220		
	550-3415-437.61-35	Continuous Rod for Sewer Rodding Mach	5,220		
	550-3415-437.61-35	Hose for the VAC-CON Truck	4,360		
	550-3415-437.61-35	Hydraulic Shoring & Pump	2,750		
	550-3415-437.61-35	Smoke Testers (2)	1,500		
	550-3415-437.61-35	3" Trash Pumps (7)	12,600		
	550-3415-437.61-35	14" Cut-off Saw	1,750		
	550-3415-437.61-35	12" Cut-off Saw	1,600		
	550-3415-437.60-65	Tapping Saddles	1,000	66,784	
	Operations	550-3420-438.61-10	3/4 Ton Reg Cab Pickup Truck	23,200	
550-3420-438.61-10		1 Ton Crew Cab Truck w/Utility Body	39,950		
550-3420-438.61-10		1 Ton Crew Cab Truck w/Utility Body	39,950		
550-3420-438.61-10		4X4 Tractor w/Articulating Boom w/Shredder	73,000		
550-3420-438.61-35		Digital Chlorine Analyzer	1,900		
550-3420-438.61-35		Atmosphere Test Meter	4,200	182,200	
Non-Departmental	Operations	550-9508-492.61-05	IP Telephone	465	
		550-9508-492.61-05	Calculator	35	
	Fleet	550-9508-492.61-40	Personal Computers (5)	6,500	
		550-9508-492.61-40	Notebook	2,000	
	Utility	550-9508-492.61-40	Personal Computers (6)	7,800	
		550-9508-492.61-40	Cannon CR-180 Scanner	3,577	
	Operations	550-9508-492.61-40	Personal Computer	1,300	
		550-9508-492.61-40	GIS Computer w/21" Monitor	2,475	
		550-9508-492.61-40	Digital Camera	500	
		550-9508-492.61-40	GIS Computer w/21" Monitor - New	2,475	
		550-9508-492.61-40	20" Flat Panel GIS Monitor - New	900	
		550-9508-492.61-40	Memory Sticks (3) - New	75	
	Fleet	550-9508-492.61-45	GIS Field Laptops-Wireless Capable (3) - New	15,600	
		550-9508-492.61-45	Microsoft Office 2003 (4)	1,280	
		550-9508-492.61-45	Windows XP (3)	600	
	Utility	550-9508-492.61-45	Graphics Module of Faster (CCG)	4,800	
		550-9508-492.61-45	Microsoft Office 2003 (6)	1,920	

**CAPITAL OUTLAY BUDGET  
FY 2005-06**

<b>FUND/DEPARTMENT/DIVISION</b>	<b>ACCOUNT #</b>	<b>DESCRIPTION</b>	<b>AMOUNT</b>	<b>TOTAL</b>
	550-9508-492.61-45	Windows XP (6)	1,200	
	550-9508-492.61-45	Software for Check Endorsement Sys	18,100	
Operations	550-9508-492.61-45	Microsoft Office 2003	320	
	550-9508-492.61-45	Windows XP	200	
	550-9508-492.61-45	ARC View	2,856	
	550-9508-492.61-45	GIS Management Software	2,000	
	550-9508-492.61-45	GIS Internet Viewing Software	100	
	550-9508-492.61-45	Microsoft Office 2003 (4) - New	1,280	
	550-9508-492.61-45	Windows XP (4) - New	800	
	550-9508-492.61-45	Clients (4) - New	260	
	550-9508-492.61-45	ARC Editor GIS - New	17,136	
	550-9508-492.61-45	Auto CAD Map - New	3,650	
	550-9508-492.61-45	DFW Viewer - New	75	
Operations	550-9508-492.61-50	Desk for CAD/GIS Tech	600	
	550-9508-492.61-50	Layout Table for CAD/GIS Tech	400	
	550-9508-492.61-50	Credenza w/Hutch for CAD/GIS Tech	850	
	550-9508-492.61-50	Chair for CAD/GIS Tech	300	
	550-9508-492.61-50	Desk for current GIS section	580	
	550-9508-492.61-50	Chair for current GIS section	200	103,209
<b>TOTAL WATER &amp; SEWER FUND</b>			<b>\$</b>	<b><u>991,634</u></b>



**CAPITAL OUTLAY BUDGET  
FY 2005-06**

<b>FUND/DEPARTMENT/DIVISION</b>	<b>ACCOUNT #</b>	<b>DESCRIPTION</b>	<b>AMOUNT</b>	<b>TOTAL</b>
<b>DRAINAGE UTILITY FUND</b>				
<b>Operations</b>	575-3448-434.61-10	3/4 Ton Crew Cab Pickup	30,000	
	575-3448-434.61-10	3/4 Ton Extended Cab Pickup	30,000	
	575-3448-434.61-35	Skid Steer Loader	35,000	
	575-3448-434.61-35	Wood Chipper	35,000	
	575-3448-434.61-35	12 YD Dump Truck	70,000	
	575-3448-434.61-35	Rubber Tire Excavator	150,000	350,000
<b>Non-Departmental</b>	575-9508-492.61-40	Digital Camera	425	
	575-9508-492.61-40	Ruggedezed Palm PC	1,564	
	575-9508-492.61-45	ARC Pad	495	
	575-9508-492.61-45	ARC View	2,856	5,340
<b>TOTAL DRAINAGE UTILITY FUND</b>				<b><u>\$ 355,340</u></b>

**CAPITAL OUTLAY BUDGET  
FY 2005-06**

<b>FUND/DEPARTMENT/DIVISION</b>	<b>ACCOUNT #</b>	<b>DESCRIPTION</b>	<b>AMOUNT</b>	<b>TOTAL</b>
<b>OTHER FUNDS</b>				
Law Enforcement Grant	207-0000-495.61-39	Equipment '05 Jag Byrne Grant	47,919	47,919
Police State Seizure	208-0000-495.61-35	Equipment	50,000	50,000
Police Federal Seizure	209-0000-495.61-35	Equipment	10,000	10,000
Killeen Civic and Conf Ctr	214-0705-457.61-10	1/2 Ton Regular Cab P/U	18,000	60,500
	214-0705-457.61-10	Mid-size Quad-Cab P/U w/Locking Cover	18,500	
	214-0705-457.61-35	Special Event Center Radiant Heaters	24,000	
Community Development	228-0040-495-61-20	New Books	225	225
Aviation Cap Improv 2003	331-3490-800-60.10	Corporate Hangar	250,000	450,000
	331-3490-800.60-15	T-Hangar	200,000	
General Obligation Bonds 2004	334-3490-800.61-10	Mid-size SUV	31,000	31,000
C/O Construction Fund 2005	335-3490-800.56-67	1 Ton Crew Cab, Utility	32,714	348,864
	335-3490-800.56-67	Small Drum Roller	28,400	
	335-3490-800.56-67	ITR Backhoe	99,750	
	335-3490-800.56-67	Self Propelled Pavers	188,000	
Water and Sewer Bonds 1999	380-3495-800.61-10	1/2 Ton Pick-up	23,750	47,500
	380-3495-800.61-10	1/2 Ton Pick-up	23,750	
Solid Waste Construction 2005	385-3490-800.58-56	Fork Lift	37,500	37,500
<b>TOTAL OTHER FUNDS</b>			<b>\$ 1,083,508</b>	
<b>TOTAL CAPITAL OUTLAY</b>			<b>\$ 4,901,348</b>	



# CAPITAL IMPROVEMENTS

**City of Killeen, Texas  
Fiscal Year 2005–2006 Budget**

*The City Without Limits*



Capital Improvements





# CAPITAL IMPROVEMENTS PROGRAM

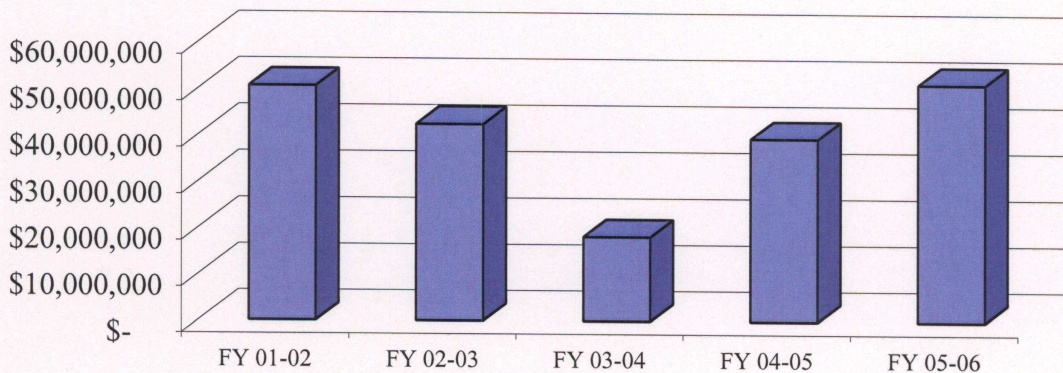
A Capital Improvement project is a capital expenditure of public funds for the acquisition, construction, or improvement of a physical facility or infrastructure asset. The life span of capital improvements generally have a life span of ten years or more and are not normally funded through operating budgets. The City of Killeen plans capital expenditures over a five-year period; however, a formal capital improvements budget is adopted by the City Council for the current year only. Needed capital improvements are identified through city growth, system models, repair and maintenance costs, and various other analyses. Capital spending is monitored continuously and the capital improvements plan is monitored and updated accordingly. The City is committed to an on-going process of reviewing the Capital Improvements Program.

The Capital Improvements Program (CIP) is primarily funded through the issuance of revenue bonds, general obligation bonds, certificates of obligation, and grants. The corresponding principal and interest payments from debt issuances are budgeted within the respective interest and sinking fund. Other than debt service payments, there are no other budgeted amounts for operations unless specifically identified. The majority of the projects within the CIP are for infrastructure improvements. The operational impact of these projects is usually minimal other than incorporating those projects into ongoing maintenance and upkeep with other infrastructure assets. Conceptually, a physical improvement should reduce operational expenses for maintenance and repairs.

*“The City Without Limits!”*



## CAPITAL IMPROVEMENTS BUDGET COMPARISON



**Total budgeted expenditures for the last five fiscal years**

### *CIP Funding*

Funding for the FY 2005-06 Capital Improvements Program comes from a variety of sources. Time constraints, previous commitments, voter approvals, revenues, and fund balances can determine which of the various sources is most appropriate for a particular project. The following definitions are used to determine the project funding:

**Ad Valorem Taxes** - Funds received from a tax levy on all non-exempt property within the City limits.

**General Obligation Bonds (G/O's)** - Bonds that finance a variety of public projects such as major street reconstruction projects (including rights-of way acquisition), development of park and recreational facilities, and construction of public facilities such as libraries, fire stations, swimming pools, city offices, municipal court buildings, community centers, and other general public use facilities. G/O's are backed by the full faith and credit of the government entity and repaid through assessment of a property tax levy. G/O's are issued only after receiving voter approval.

**Certificates of Obligation (C/O's)** - Debt instruments used to finance capital improvement projects. C/O's are backed by the full faith and credit of the government entity and are fully payable from a property tax levy. C/O's differ from G/O's in that they are approved by the City Council and are not voter approved. The use of this type of financing is generally limited to the purchase of major equipment items and heavy use vehicles, which have a useful life of 5-10 years.

**Revenue Bonds** - Funds received from the sale of bonds, which are repaid through user fees. Revenue Bonds are backed by the full faith and credit of the government entity. The financing of water and sewer infrastructure projects is generally accomplished through the use of revenue bonds. Revenue bonds do not require voter approval and are repaid from a pledge of the revenues generated by the City's Water and Sewer Enterprise Utility Fund. Revenue bonds may also be used for projects in the Solid Waste Enterprise Fund and the Drainage Utility Enterprise Fund.

**Revenues** - Funds received from the City's current operating budgets for projects which may benefit the community as a whole (General Fund), utility users (Water and Sewer Fund, Solid Waste Fund, and Drainage Utility Fund) or airport users (Killeen-Fort Hood Regional Airport and Skylark Field.)

**Grants** - Cash or assets received from another governmental agency or foundation to be used for a specific purpose, activity, or facility.

**Passenger Facility Charges** - Funds received from a levy paid by users at the airport.



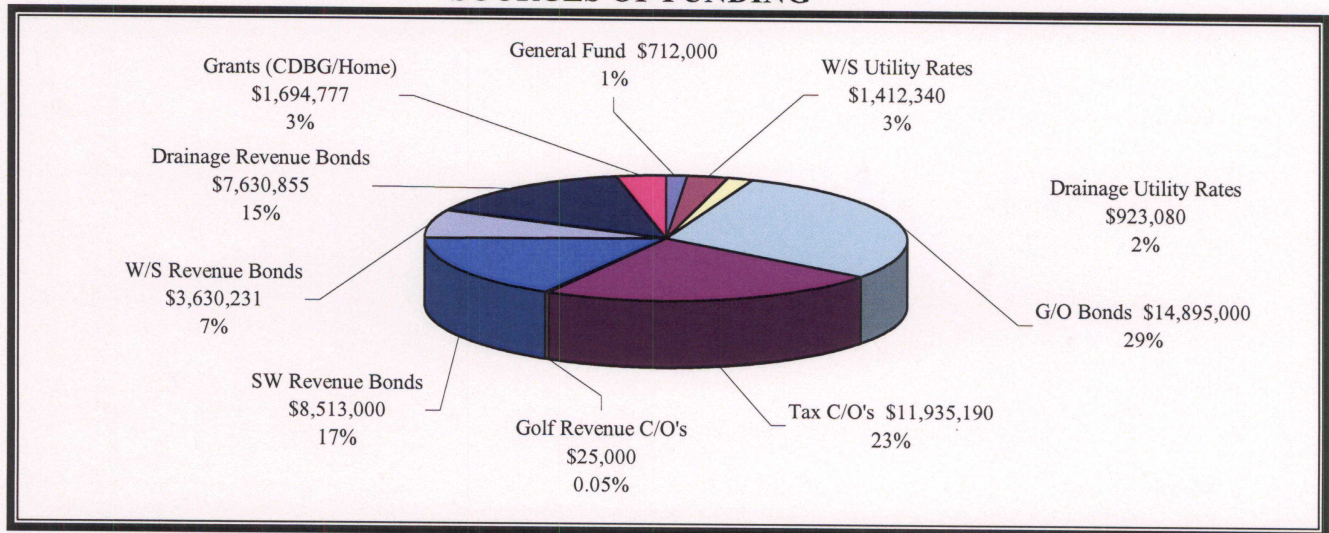
## CAPITAL IMPROVEMENTS PROGRAM FY 2005-06 Funded Capital Improvement Projects

The FY 2005-06 Capital Improvements Program includes funding from various sources. Following is a brief summary of Capital Improvement Funding Sources:

Total of All Capital Improvement Projects: \$ 51,371,473

<u>Funding Source</u>	<u>Amount</u>
<b>General Fund - Ad Valorem Taxes</b>	\$ 712,000
<b>Tax Supported General Obligation Bonds (G/O's)</b>	\$ 14,895,000
<b>Tax Supported Certificates of Obligation (C/O's)</b>	\$ 11,935,190
<b>Enterprise Revenue Supported Debt</b>	\$ 19,799,086
Water and Sewer Bonds	\$ 3,630,231
Golf Course	\$ 25,000
Solid Waste	\$ 8,513,000
Drainage Utility	\$ 7,630,855
<b>Enterprise Fund Operating Revenues</b>	\$ 2,335,420
Water and Sewer	\$ 1,412,340
Drainage and Utility	\$ 923,080
<b>Community Development Block Grant &amp; Home Program Funds</b>	\$ 1,694,777
<b>Total budget amount for FY 2005-06 Capital Improvements Program</b>	<b>\$ 51,371,473</b>

### SOURCES OF FUNDING



Total Capital Improvements Budget - \$51,371,473



# ***CIP Projects***

The FY 2005-06 budget includes the appropriation of \$51,371,473 in total capital improvement program funding. The Capital Improvements Program includes several new projects. The following is a brief narrative of some of the significant FY 2005-06 capital improvement projects:

## **Aviation Projects**

### **- Skylark Field - Pavement Crack Seal**

Pavement Crack Seal will preserve runway, taxiway, and the aircraft parking apron pavement. The program will keep airport surfaces in safe, usable condition for aircraft. This program will only be executed if 50% funding is received through a TxDOT grant program. This CIP is budgeted in the Skylark Field Fund (\$25,000).

### **- Skylark Field - Guidance Sign Panel Replacement**

This program will replace deteriorated panels on the runway and taxi guidance signs. The program will return the mandated signage to FAA standards and improve safety at night and in poor weather conditions. 50% matching funds for this program are available from the TxDOT RAMP program. This CIP is budgeted in the Skylark Field Fund (\$10,000).

### **- Skylark Field - Terminal Building Reutilization**

This program will fund renovations to the old terminal building left empty when commercial operations moved to KFHRA in August 2004. Recent condition surveys of the building revealed roof leaks and the presence of asbestos and mold, which will have to be remediated. This CIP is budgeted in the Skylark Field Fund (\$50,000).

### **- Skylark Field - Corporate Hangar**

This program was included in the FY 2005-06 budget to fund the construction of a corporate hangar suitable for a variety of uses, to include hangaring of small jet aircraft, aircraft maintenance facility, a flight school, medical helicopter base, cargo, or other aviation related uses. This CIP is budgeted in the 2003 Airport Capital Improvement Fund (\$250,000).

### **- Skylark Field - T-Hangar**

This program was included in the FY 2005-06 budget to fund the construction of an 8-unit T-Hangar to provide hangar space for private aircraft. Skylark Field currently has 32 names on the waiting list for hangar space, so this project will generate direct revenues to offset the cost of the project. This CIP is budgeted in the 2003 Airport Capital Improvement Fund (\$200,000).

### **- Killeen-Fort Hood Regional Airport (KFHRA) – Aircraft Parking Apron**

This program will expand the existing aircraft-parking apron at KFHRA to approximately twice its current size. This will accommodate larger aircraft for future expansion of commercial operations and will also allow transient aircraft to divert to KFHRA as a result of poor weather conditions at other airports in the area. This project was outlined in the Airport Master Plan approved in 2002. The total cost of this program is \$6.2 million. This CIP program will be funded through FAA grant funding, with the City match funded from the 2003 Airport Capital Improvement Fund.

### **- Killeen-Fort Hood Regional Airport (KFHRA) – Paid Parking Lot Expansion**

This program will expand the existing pay-parking lot. The lot currently contains space for approximately 822 vehicles; however the lot is reaching capacity faster than expected due to the success of KFHRA. Expansion of the lot should add an additional 700 spaces. This project was outlined in the Airport Master Plan approved in 2004. The total cost of this program is \$3.6 million. This CIP program will be funded through FAA grant funding, with the City match funded from the 2003 Airport Capital Improvement Fund.

- Killeen-Fort Hood Regional Airport (KFHRA) – Feasibility Study

This program will fund a feasibility study to determine if a location for a second runway can be found on existing property at the Killeen-Fort Hood Regional Airport.. This CIP program will be funded through FAA grant funding, with the City match funded from the 2003 Airport Capital Improvement Fund.

### Solid Waste Projects

- Administration Facility

This program will provide for the construction of a new Solid Waste administration facility. This facility was included in the Solid Waste Master Plan and the current fee structure for solid waste services supports the future debt service for this project. This CIP is budgeted in the Certificate of Obligation 2005 Construction Fund (\$1,132,754).

- Transfer Station

This program will provide for the construction of a new Solid Waste Transfer Station. The existing transfer station has reached capacity and the continuing growth of the City mandates that this facility be constructed as soon as possible. This facility was included in the Solid Waste Master Plan and the current fee structure for solid waste services supports the future debt service for this project. This CIP is budgeted in the Certificate of Obligation 2005 Construction Fund (\$7,380,246).

### Water and Sewer Projects

- Customer Services, Hydrants, and Meters

The Water and Sewer Distribution department continues an aggressive schedule for maintenance of water meters and valve exercising. In addition, supplies and equipment are necessary for the estimated new service connections in FY 2005-06. This CIP is budgeted in the Water & Sewer operating fund (\$301,505).

- Water and Sewer Line Extensions

The budget includes funds for City participation in the cost of oversized water and sewer lines. This CIP is budgeted in the Water & Sewer operating fund (\$500,000).

- Demolition and Replacement Projects

The budget includes funds for the demolition of the 8th Street tank, the demolition of Pump Station #4, and the replacement of the Bundrant Street tank and pipeline. This CIP is budgeted in the Water & Sewer operating fund (\$94,000).

- North Sanitary Sewer Rehab

The budget includes funding for the rehabilitation of existing 6" & 8" vitrified clay pipe that was installed in the 1950's for areas in the north central section of the City. This CIP is budgeted in the Water & Sewer operating fund (\$516,835).

- Water & Sewer Infrastructure Projects

The City currently has numerous major water and sewer infrastructure improvement and capital addition projects in progress. These projects are primarily funded through debt issuances and are managed through the bond construction funds. The majority of the current projects are being funded from the 2004-05 issuance of \$21,000,000 in Water & Sewer Revenue Bonds (\$2,130,250).

- Building Purchase

This program will provide funding for the purchase and renovations of a building for utility services. This program is in the 2004 Water & Sewer Revenue Bond Construction Fund (\$1,499,981).



## **Drainage Projects**

### - Drainage Projects (Minor)

This program will provide for the improvements to minor drainage infrastructure inadequacies within the City of Killeen to ensure compliance with the Environmental Protection Agency (EPA) National Pollutant Discharge Elimination System (NPDES) Phase II Rule that regulates storm water discharge. This CIP is budgeted in the Drainage Utility operating fund (\$723,080).

### - Roadway Drainage

This program will provide for the maintenance and repair of streets damaged by water runoff and other drainage related issues. This CIP is budgeted in the Drainage Utility operating fund (\$200,000).

### - Drainage Projects (Major)

The City has implemented a drainage capital improvements program and developed a Drainage Master Plan to address drainage infrastructure inadequacies and required system upgrades. The Master Plan identified major drainage infrastructure capital improvement projects, totaling in excess of \$8,000,000. The FY 2005-06 budget provides for the funding of these major CIP's through the issuance of Revenue Bonds. The budget also incorporated an entirely new rate structure that allocates drainage utility fees on a more proportionate basis than the prior rate structure. The new rate structure provides sufficient revenues to support the debt requirements for the debt issuance for major capital improvement projects. This CIP is budgeted in the Drainage Utility fund (\$7,630,855).

## **Transportation Projects**

### - Street Maintenance

The program will provide funding for maintenance and repairs on existing city streets. Maintenance and reconstruction projects will be designed to ensure that vehicle and pedestrian safety concerns are addressed. This program will reduce re-occurring repair costs on failing roadways. This program is in the General Fund, Streets Division (\$712,000).

### - Major Street Rehabilitation

The program will provide funding for the repairs of failed portions of pavement, curb, gutter, and overlay on several city streets. Sealing and seal-coat programs address surface problems on the wearing surface of the roadways and are required maintenance procedures needed to meet the life expectancy of the road. This program will reduce re-occurring repair costs on failing roadways. This program is in the 2004 General Obligation Bond Construction Fund (\$2,500,000).

### - Traffic Signals and Synchronization

The program will provide funding for the addition of traffic signals and the synchronization of traffic signals to ensure that safe traffic patterns are implemented. Synchronized traffic patterns will significantly improve traffic flow, permit the use of the latest technologies in traffic management, and permit significantly reduced response time for emergency responders. This program is in the 2004 General Obligation Bond Construction Fund (\$525,000).

### - Street Reconstruction and Widening Projects

The program will provide funding for the extensions and widening of City streets to accommodate current and future growth. Specific streets included in this program are Elms Road, South Robinette, North Robinette, and the HWY 195-201 grade separation. These programs include curb, gutter, and drainage. This program is in the 2004 General Obligation Bond Construction Fund (\$6,130,000).

- Street Reconstruction – Trimmier Road

The program will provide funding for the re-construction of Trimmier Road from Stan Schlueter Loop to Stagecoach Road, to include curb and gutter, and drainage improvements. This program is in the 2005 Certificate of Obligation Construction Fund (\$2,000,000).

- TxDOT / CTE Improvements

The program will provide funding for the City's contribution for the ramp reversals and additional lanes along Central Texas Expressway from Trimmier to Stan Schlueter Loop. The program will also add an additional southbound lane from U.S 190 to Lowe's Boulevard. This program is in the 2005 Certificate of Obligation Construction Fund (\$1,000,000).

- City/Owner Agreements

The program will provide funding for the City to enter into City/Owner agreements for the over sizing of streets to bring them into conformance with the City's approved thoroughfare plan. This program will ensure that collector and arterials are adequately sized for future growth and traffic patterns. This program is in the 2005 Certificate of Obligation Construction Fund (\$5,000,000).

## Public Safety Projects

- Police Department Headquarters

This program will provide funding for the design and engineering for the Police Department Headquarters building approved by voters in the 2002 capital improvements bond election. This program is in the 2004 General Obligation Bond Construction Fund.

- Police Department Training Facility

This program will provide funding for renovating and equipping the Police Department Training Facility as approved by voters in the 2002 capital improvements bond election. This program is in the 2004 General Obligation Bond Construction Fund.

- Police Department OCU & YSU Renovations

This program will provide funding for renovating and equipping the Police Department Organized Crime Unit (OCU) and Youth Services Unit (YSU) facilities as approved by voters in the 2002 capital improvements bond election. This program is in the 2004 General Obligation Bond Construction Fund.

- Fire Department Land Acquisition

This program will provide funding for the acquisition of land for station #8, station #1, and a drill field as approved by voters in the 2002 capital improvements bond election. This program is in the 2004 General Obligation Bond Construction Fund (\$200,000).

- Fire Department A&E and Station Renovations

This program will provide funding for renovations and A&E to stations #5 and #8 as approved by voters in the 2002 capital improvements bond election. This program is in the 2004 General Obligation Bond Construction Fund.

- Fire Department Station Ventilation Systems

This program will provide funding for the acquisition and installation of ventilation systems to fire stations as approved by voters in the 2002 capital improvements bond election. This program ensures the safety of the City's Fire Rescue Officers while conducting normal operations of Fire Stations. This program is in the 2004 General Obligation Bond Construction Fund.



- BCCC Tower

The program will provide funding for the City's contribution for acquisition and installation of a Bell County Communications Tower. This program is in the 2005 Certificate of Obligation Construction Fund (\$300,000).

### **Community Service Projects**

- Lion's Club Park Improvements

This program will provide funding for the installation of restrooms and lighting at the Lion's Club Park Complex multi-purpose fields as approved by citizens in the 2002 capital improvements bond election. This program is in the 2004 General Obligation Bond Construction Fund.

- Parks and Skateboard Parks

This program will provide funding for improvements to existing City parks and for the construction of skateboard parks at existing facilities as approved by citizens in the 2002 capital improvements bond election. This program is in the 2004 General Obligation Bond Construction Fund (\$275,000).

- Family Recreation and Senior Center Design and Engineering

This program will provide funding for the design, engineering, and construction management of the Family Recreation and Senior Center Complex as approved by citizens in the 2002 capital improvements bond election. This program is in the 2004 General Obligation Bond Construction Fund.

- Family Recreation and Senior Center Construction

This program will provide funding for construction management of the Family Recreation and Senior Center Complex as approved by citizens in the 2002 capital improvements bond election. Total cost of this facility is expected to exceed \$8 million. Initial funding for this program is in the 2005 General Obligation Bond Construction Fund (\$4,000,000).

### **Golf Course Projects**

- Cart Path Maintenance Drain

This program will provide funding for the construction/installation of a cart path maintenance drain at the City's StoneTree Golf Course. This program is in the 2004 Golf Revenue Certificate of Obligation Construction Fund (\$25,000).

### **Community Development Block Grant & Home Program Projects**

- CDBG Projects

The Community Development Block Grant program and the Home Program fund numerous improvements and rehabilitation projects to provide decent housing and a suitable living environment for low-income and moderate-income persons and areas. The City of Killeen is an "entitlement community," allowing the City to receive grant funds from the department of Housing and Urban Development (HUD) to fund qualifying projects. These projects are in the CDBG and Home Program Funds (\$1,694,777).

### **General City Projects**

- Building Purchase

This program will provide funding for the purchase and renovations of a building to provide a multi-use health and human services facility in the downtown area. This program is in the 2005 Certificate of Obligation Construction Fund (\$2,512,000).

**GENERAL OBLIGATION BONDS 1991**

	Project Authorizations	Actual through 2003-04	Estimated 2004-05	Adopted 2005-06
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ 82,014	\$ 3,157
<b>Revenues</b>				
Sale of Bonds	\$ 2,400,063	\$ 2,400,063	\$ -	\$ -
Interest Earned	267,850	266,336	1,200	-
Miscellaneous Receipts	389,530	389,530	-	-
<b>Total Fund Balance and Revenues</b>	<b>\$ 3,057,443</b>	<b>\$ 3,055,929</b>	<b>\$ 83,214</b>	<b>\$ 3,157</b>
<b>Expenditures</b>				
Expense - Cost of Issuance	\$ 77,423	\$ 77,423	\$ -	\$ -
Elms Road	493,402	493,402	-	-
FM 3470 (ROW)	583,226	583,226	-	-
FM 3470 (Ph.1 Engineering)	34,558	34,558	-	-
FM 3470 (Ph.1 Construction)	615,132	615,132	-	-
FM 3470 (Ph.1 Prof. Svc.)	41,438	41,438	-	-
FM 3470 (Ph.2 ROW)	282,600	282,600	-	-
FM 3470 (Ph.2 Prof.Svc)	79,690	79,690	-	-
FM 3470 (Ph.2 Engineering)	22,644	22,644	-	-
FM 3470 (Ph.2 Const.)	140,463	140,463	-	-
Morris Collection System	119,538	119,538	-	-
Eastgate (ROW) Acquisition	143,955	143,955	-	-
Reimbursable Expense	21,356	21,356	-	-
Exh. Hall Prkg Lot Renovation	175,000	175,000	-	-
Nolan Park Bike Trail	223,547	143,490	80,057	-
<b>Total Expenditures</b>	<b>\$ 3,053,972</b>	<b>\$ 2,973,915</b>	<b>\$ 80,057</b>	<b>\$ -</b>
<b>Ending Fund Balance</b>	<b>\$ 3,471</b>	<b>\$ 82,014</b>	<b>\$ 3,157</b>	<b>\$ 3,157</b>



**GENERAL OBLIGATION BONDS 1993 / 1994**

	<b>Project Authorizations</b>	<b>Actual through 2003-04</b>	<b>Estimated 2004-05</b>	<b>Adopted 2005-06</b>
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ 123,917	\$ 5,942
<b>Revenues</b>				
Sale of Bonds	\$ 3,750,000	\$ 3,750,000	\$ -	\$ -
Interest Earned	741,277	739,077	2,200	-
Miscellaneous Receipts	32,770	32,770	-	-
<b>Total Fund Balance and Revenues</b>	<b>\$ 4,524,047</b>	<b>\$ 4,521,847</b>	<b>\$ 126,117</b>	<b>\$ 5,942</b>
<b>Expenditures</b>				
Bond Issue Costs	\$ 34,572	\$ 34,572	\$ -	\$ -
Library Expansion	829,721	829,721	-	-
Animal Control Facilities	188,617	188,617	-	-
Street and Traffic Projects	109,672	109,672	-	-
Drainage Master Plan & FEMA	15,065	15,065	-	-
Fire Station #6	32,000	32,000	-	-
Reconstruct Old 440	563,903	563,903	-	-
Reconstruct Westcliff	350,687	350,687	-	-
Reconstruct Hilliard	97,812	97,812	-	-
Reconstruct W.S. Young	512,296	512,296	-	-
Elms Road Construction	16,695	16,695	-	-
City Part - Elms/Stratford III	84,917	84,917	-	-
Mapping Center	117,646	117,646	-	-
Fire Dept. Training Facility	861,764	861,764	-	-
Pumper	145,636	145,636	-	-
Trimmier Road South	85,142	85,142	-	-
Municipal Court Building	248,928	248,928	-	-
Police Department Network	93,534	93,534	-	-
Drill Field Upgrade - Fire Dept	25,000	8,469	15,970	-
Land Acquisition - Fire Dept	104,205	-	104,205	-
Expense	855	854	-	-
<b>Total Expenditures</b>	<b>\$ 4,518,667</b>	<b>\$ 4,397,930</b>	<b>\$ 120,175</b>	<b>\$ -</b>
<b>Ending Fund Balance</b>	<b>\$ 5,380</b>	<b>\$ 123,917</b>	<b>\$ 5,942</b>	<b>\$ 5,942</b>

**GENERAL OBLIGATION BONDS 1995**

	Project Authorizations	Actual through 2003-04	Estimated 2004-05	Adopted 2005-06
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ 1,129,608	\$ 14,453
<b>Revenues</b>				
Sale of Bonds	\$ 6,745,000	\$ 6,745,000	\$ -	\$ -
Interest Earned	1,991,981	1,971,981	20,000	-
Miscellaneous Receipts	196,777	196,777	-	-
<b>Total Fund Balance and Revenues</b>	<b>\$ 8,933,758</b>	<b>\$ 8,913,758</b>	<b>\$ 1,149,608</b>	<b>\$ 14,453</b>
<b>Expenditures</b>				
Reconst. Trimmier (South)	\$ 763,973	\$ 763,973	\$ -	\$ -
Fire Station #6	463,611	463,611	-	-
Pumper	438,238	438,238	-	-
Booster	66,714	66,714	-	-
Bond Issuance Costs	90,875	90,875	-	-
City Participation	301,331	301,331	-	-
Reconst. Trimmier (North)	576,525	576,525	-	-
Fire Station #7	677,003	677,003	-	-
Elms Road	56,148	56,148	-	-
Clear Ck, Reese Ck Design	250,163	250,163	-	-
W.S Young / Elms - SS Loop	799,068	799,068	-	-
W.S. Young Design & R.O.W.	172,875	172,875	-	-
W.S. Young\CTE-B. Hwy190	1,267,264	1,267,264	-	-
W.S.Young Widening Project	235,147	235,147	-	-
W.S. Young Widening - LNR-BRR	115,000	-	115,000	-
W.S.Young Const-SSL Stagecoach	722,791	722,791	-	-
Reconstruct W/D Robinett	283,707	249,952	33,755	-
Trimmier-Public Improvements	206,097	206,097	-	-
Elms Road Construction	1,232,902	246,502	986,400	-
Parking Lot Repairs - Cmnty Center	99,874	99,874	-	-
Ramp Reversal - US190/Wal-Mart	100,000	100,000	-	-
<b>Total Expenditures</b>	<b>\$ 8,919,304</b>	<b>\$ 7,784,150</b>	<b>\$ 1,135,155</b>	<b>\$ -</b>
<b>Ending Fund Balance</b>	<b>\$ 14,454</b>	<b>\$ 1,129,608</b>	<b>\$ 14,453</b>	<b>\$ 14,453</b>



**GENERAL OBLIGATION BONDS 2004**

	Project Authorizations	Actual through 2003-04	Estimated 2004-05	Adopted 2005-06
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ -	\$ 12,931,740
<b>Revenues</b>				
Sale of Bonds	\$ 16,000,000	\$ -	\$ 15,990,732	\$ -
Interest Earned	620,000	-	300,000	320,000
<b>Total Fund Balance and Revenues</b>	<b>\$ 16,620,000</b>	<b>\$ -</b>	<b>\$ 16,290,732</b>	<b>\$ 13,251,740</b>
<b>Expenditures</b>				
Cost of Issuance	\$ 120,732	\$ -	\$ 120,732	\$ -
CS - Design/Eng LCP Projects	1,200,000	-	1,200,000	-
CS - Restroom & Lighting @ LCP	325,000	-	25,000	-
CS - Parks/Skateboard Parks	475,000	-	200,000	275,000
PW - Prelim Streets Eng Report	30,000	-	30,000	-
PW - Elms Road	3,445,000	-	-	3,445,000
PW - South Robinett Road	900,000	-	-	900,000
PW - North Robinett Road	1,560,000	-	-	1,560,000
PW - Major Street Rehabilitation	2,500,000	-	-	2,500,000
PW - Operations	169,543	-	63,260	106,283
PW - HWY 195-201 grade separation	450,000	-	225,000	225,000
PW - Traffic Signals	600,000	-	300,000	300,000
PW - Traffic Synchronization	450,000	-	225,000	225,000
PW - Comprehensive Plan	275,000	-	-	275,000
PD - Police HQ	1,499,000	-	400,000	-
PD - Trng Facility Imp & Equipment	351,000	-	60,000	-
PD - OCU & YSU Renovations	150,000	-	150,000	-
FD - A&E Station #8	60,000	-	60,000	-
FD - Land Purchase - Station #8	200,000	-	-	200,000
FD - Land Purchase - Drill Field	990,000	-	-	990,000
FD - Stn Ventilation Systems	275,000	-	275,000	-
FD - Station Location Study	25,000	-	25,000	-
FD - Renovate Station #5	350,000	-	-	-
FD - Land Purchase Station #1	100,000	-	-	-
<b>Total Expenditures</b>	<b>\$ 16,500,275</b>	<b>\$ -</b>	<b>\$ 3,358,992</b>	<b>\$ 11,001,283</b>
<b>Ending Fund Balance</b>	<b>\$ 119,725</b>	<b>\$ -</b>	<b>\$ 12,931,740</b>	<b>\$ 2,250,457</b>

**GENERAL OBLIGATION BONDS 2005**

	Project Authorizations	Actual through 2003-04	Estimated 2004-05	Adopted 2005-06
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ -	\$ -
<b>Revenues</b>				
Sale of Bonds	\$ 8,000,000	\$ -	\$ -	\$ 8,000,000
Interest Earned	150,000	-	-	5,000
<b>Total Fund Balance and Revenues</b>	<b>\$ 8,150,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 8,005,000</b>
<b>Expenditures</b>				
Cost of Issuance	\$ 150,000	\$ -	\$ -	\$ 150,000
Senior and Recreation Center	8,000,000			4,000,000
<b>Total Expenditures</b>	<b>\$ 8,150,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,150,000</b>
<b>Ending Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,855,000</b>



**CONTRACTUAL OBLIGATION CONSTRUCTION FUND SERIES 1999**

	Project Authorizations	Actual through 2003-04	Estimated 2004-05	Adopted 2005-06
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ 21,580	\$ 4,245
<b>Revenues</b>				
Sale of Bonds	\$ 2,500,000	\$ 2,500,000	\$ -	\$ -
Interest Earned	140,000	139,271	320	-
<b>Total Fund Balance and Revenues</b>	<b>\$ 2,640,000</b>	<b>\$ 2,639,271</b>	<b>\$ 21,900</b>	<b>\$ 4,245</b>
<b>Expenditures</b>				
Cost of Issuance	\$ 48,091	\$ 48,091	\$ -	\$ -
Transfer to Interest & Sinking	11,888	11,888	-	-
Public Works Equipment	403,006	403,006	-	-
Branch Library Project	1,007,042	1,007,042	-	-
Equipment Maintenance Facility	491,027	491,027	-	-
Solid Waste Equipment	517,976	517,976	-	-
Equipment Expense	138,661	138,661	-	-
Motor Vehicle	19,500	-	17,655	-
<b>Total Expenditures</b>	<b>\$ 2,637,191</b>	<b>\$ 2,617,691</b>	<b>\$ 17,655</b>	<b>\$ -</b>
<b>Ending Fund Balance</b>	<b>\$ 2,809</b>	<b>\$ 21,580</b>	<b>\$ 4,245</b>	<b>\$ 4,245</b>

**AVIATION CAPITAL IMPROVEMENT FUND 2001**

	<b>Project Authorizations</b>	<b>Actual through 2003-04</b>	<b>Estimated 2004-05</b>	<b>Adopted 2005-06</b>
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ 402,917	\$ 614,718
<b>Revenues</b>				
Sale of Bonds	\$ 6,000,000	\$ 6,000,000	\$ -	\$ -
Interest Earned	190,860	178,860	12,000	15,000
Transfer from RGAAF Aviation	2,063,425	2,063,425	-	-
Transfer from KEDC	252,829	252,829	-	-
Bell County Contributions	1,000,000	1,000,000	-	-
FAA Grants	1,764,897	934,968	602,718	-
<b>Total Fund Balance and Revenues</b>	<b>\$ 11,272,011</b>	<b>\$ 10,430,082</b>	<b>\$ 1,017,635</b>	<b>\$ 629,718</b>
<b>Expenditures</b>				
Cost of Issuance	\$ 55,777	\$ 55,777	\$ -	\$ -
RGAAF Project	10,374,305	9,971,388	402,917	-
<b>Total Expenditures</b>	<b>\$ 10,430,082</b>	<b>\$ 10,027,165</b>	<b>\$ 402,917</b>	<b>\$ -</b>
<b>Ending Fund Balance</b>	<b>\$ 841,929</b>	<b>\$ 402,917</b>	<b>\$ 614,718</b>	<b>\$ 629,718</b>



**CONTRACTUAL OBLIGATION CONSTRUCTION FUND SERIES 2002**

	<b>Project Authorizations</b>	<b>Actual through 2003-04</b>	<b>Estimated 2004-05</b>	<b>Adopted 2005-06</b>
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ 226,833	\$ 20,000
<b>Revenues</b>				
Sale of Bonds	\$ 2,000,000	\$ 2,000,000	\$ -	\$ -
Interest Earned	32,242	22,617	3,000	-
<b>Total Fund Balance and Revenues</b>	<b>\$ 2,032,242</b>	<b>\$ 2,022,617</b>	<b>\$ 229,833</b>	<b>\$ 20,000</b>
<b>Expenditures</b>				
Cost of Issuance	\$ 41,614	\$ 41,614	\$ -	\$ -
Purchase of Property	654,415	654,415	-	-
Golf Facilities Improvements	1,321,658	1,099,755	201,903	20,000
Transfer to Golf Fund	14,555	-	7,930	-
<b>Total Expenditures</b>	<b>\$ 2,032,242</b>	<b>\$ 1,795,784</b>	<b>\$ 209,833</b>	<b>\$ 20,000</b>
<b>Ending Fund Balance</b>	<b>\$ -</b>	<b>\$ 226,833</b>	<b>\$ 20,000</b>	<b>\$ -</b>

**AVIATION CAPITAL IMPROVEMENT FUND 2003**

	<b>Project Authorizations</b>	<b>Actual through 2003-04</b>	<b>Estimated 2004-05</b>	<b>Adopted 2005-06</b>
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ 2,903,280	\$ 3,051,588
<b>Revenues</b>				
Sale of Bonds	\$ 9,000,000	\$ 9,000,000	\$ -	\$ -
FAA Grants	2,895,724	1,531,416	1,364,308	-
Interest Earned	161,889	86,889	75,000	100,000
Transfer from Aviation PFC	534,147	-	-	534,147
<b>Total Fund Balance and Revenues</b>	<b>\$ 12,591,760</b>	<b>\$ 10,618,305</b>	<b>\$ 4,342,588</b>	<b>\$ 3,685,735</b>
<b>Expenditures</b>				
Cost of Issuance	\$ 84,983	\$ 84,983	\$ -	\$ -
RGAAF Project	9,185,006	7,630,042	691,000	-
Corporate Hangar	250,000	-	-	250,000
T-Hangar	200,000	-	-	200,000
Transfer to RGAAF Operating Fund	1,100,000	-	600,000	500,000
<b>Total Expenditures</b>	<b>\$ 10,819,989</b>	<b>\$ 7,715,025</b>	<b>\$ 1,291,000</b>	<b>\$ 950,000</b>
<b>Ending Fund Balance</b>	<b>\$ 1,771,771</b>	<b>\$ 2,903,280</b>	<b>\$ 3,051,588</b>	<b>\$ 2,735,735</b>



**CONTRACTUAL OBLIGATION CONSTRUCTION FUND SERIES 2004**

	<b>Project Authorizations</b>	<b>Actual through 2003-04</b>	<b>Estimated 2004-05</b>	<b>Adopted 2005-06</b>
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ -	\$ 236,005
<b>Revenues</b>				
Sale of Bonds	\$ 3,000,000	\$ -	\$ 2,979,026	\$ -
Interest Earned	32,000	-	32,000	2,000
<b>Total Fund Balance and Revenues</b>	<b>\$ 3,032,000</b>	<b>\$ -</b>	<b>\$ 3,011,026</b>	<b>\$ 238,005</b>
<b>Expenditures</b>				
Cost of Issuance	\$ 27,444	\$ -	\$ 27,444	\$ -
Ambulances (4)	440,000	-	440,000	-
Quint Truck	564,276	-	564,276	-
Thoroughfare	26,459	-	-	-
Motor Vehicles/Heavy Equipment	769,760	-	769,760	-
Timberidge: WDN Rosewood Proj	294,337	-	294,337	-
Whiterock Ph I: WDN Rosewd Pro	176,668	-	176,668	-
WDN Goldengate: Bridgewood Proj	164,126	-	164,126	-
WHT Rock Ph II: WDN Rosewd Pro	233,712	-	233,712	-
WHT Rock Ph II: WDN Sulf Spr Prc	104,698	-	104,698	-
<b>Total Expenditures</b>	<b>\$ 2,801,480</b>	<b>\$ -</b>	<b>\$ 2,775,021</b>	<b>\$ -</b>
<b>Ending Fund Balance</b>	<b>\$ 230,520</b>	<b>\$ -</b>	<b>\$ 236,005</b>	<b>\$ 238,005</b>

**CONTRACTUAL OBLIGATION CONSTRUCTION FUND SERIES 2005**

	<b>Project Authorizations</b>	<b>Actual through 2003-04</b>	<b>Estimated 2004-05</b>	<b>Adopted 2005-06</b>
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ -	\$ -
<b>Revenues</b>				
Sale of Bonds	\$ 11,500,000	\$ -	\$ -	\$ 11,500,000
Interest Earned	200,000	-	-	200,000
Miscellaneous Receipts	-	-	-	-
<b>Total Fund Balance and Revenues</b>	<b>\$ 11,700,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 11,700,000</b>
<b>Expenditures</b>				
Cost of Issuance	\$ 200,000	\$ -	\$ -	\$ 200,000
BCCC Tower	300,000	-	-	300,000
TXDOT / CTE Projects	1,000,000	-	-	1,000,000
City Owner Agreements	5,000,000	-	-	5,000,000
Building Purchase	2,512,000	-	-	2,512,000
Street Equipment - Paver	188,000	-	-	188,000
Fire - Ambulances	304,326	-	-	304,326
Street Maintenance Equipment	160,864	-	-	160,864
Trimmier - 3470 - Stagecoach	2,000,000	-	-	2,000,000
<b>Total Expenditures</b>	<b>\$ 11,665,190</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 11,665,190</b>
<b>Ending Fund Balance</b>	<b>\$ 34,810</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 34,810</b>



**GOLF REVENUE CONTRACTUAL OBLIGATION CONSTRUCTION FUND SERIES 2004**

	Project Authorizations	Actual through 2003-04	Estimated 2004-05	Adopted 2005-06
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ -	\$ 86,884
<b>Revenues</b>				
Sale of Bonds	\$ 3,000,000	\$ -	\$ 2,979,026	\$ -
Interest Earned	15,000	-	15,000	1,000
<b>Total Fund Balance and Revenues</b>	<b>\$ 3,015,000</b>	<b>\$ -</b>	<b>\$ 2,994,026</b>	<b>\$ 87,884</b>
<b>Expenditures</b>				
Cost of Issuance	\$ 26,526	\$ -	\$ 26,526	\$ -
Operations	131,892	-	100,600	31,292
Golf Construction/Improvements	2,728,117	-	2,671,525	56,592
Transfer to Golf Fund	108,491	-	108,491	-
<b>Total Expenditures</b>	<b>\$ 2,995,026</b>	<b>\$ -</b>	<b>\$ 2,907,142</b>	<b>\$ 87,884</b>
<b>Ending Fund Balance</b>	<b>\$ 19,974</b>	<b>\$ -</b>	<b>\$ 86,884</b>	<b>\$ -</b>

**WATER & SEWER BOND 1999**

	<b>Project Authorizations</b>	<b>Actual through 2003-04</b>	<b>Estimated 2004-05</b>	<b>Adopted 2005-06</b>
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ 428,495	\$ 54,435
<b>Revenues</b>				
Sale of Bonds	\$ 9,000,000	\$ 9,000,000	\$ -	\$ -
Interest Earned	1,143,725	1,138,725	5,000	-
Misc Receipts	5,139	5,139	-	-
<b>Total Fund Balance and Revenues</b>	<b>\$ 10,148,864</b>	<b>\$ 10,143,864</b>	<b>\$ 433,495</b>	<b>\$ 54,435</b>
<b>Expenditures</b>				
Cost of Issuance	\$ 156,293	\$ 156,293	\$ -	\$ -
Southeast Elevated Tank	1,756,202	1,756,202	-	-
Booster Pump Station #6	808,326	808,326	-	-
Lift Station #6 \ Force MN	2,390,542	2,390,542	-	-
30" Waterline - Station 6	1,423,643	1,423,643	-	-
Purchase Infrastructure	158,131	158,131	-	-
W.O. #10 - I&I Program	1,470,417	1,310,900	159,517	-
Airport Elevated Tank	996,715	996,715	-	-
Rodeo Tank Rehab Design	23,000	23,000	-	-
W.O. #9-2/I&I Rehab Line	38,829	38,829	-	-
Motor Vehicles	65,155		17,655	47,500
Expense	56,877	56,877	-	-
Operations 2001-02	191,109	191,109	-	-
Operations 2002-03	177,411	177,411	-	-
Operations 2003-04	227,391	227,391	-	-
Operations 2004-05	201,888	-	201,888	-
<b>Total Expenditures</b>	<b>\$ 10,141,929</b>	<b>\$ 9,715,369</b>	<b>\$ 379,060</b>	<b>\$ 47,500</b>
<b>Ending Fund Balance</b>	<b>\$ 6,935</b>	<b>\$ 428,495</b>	<b>\$ 54,435</b>	<b>\$ 6,935</b>



**WATER & SEWER BOND 2001**

	<b>Project Authorizations</b>	<b>Actual through 2003-04</b>	<b>Estimated 2004-05</b>	<b>Adopted 2005-06</b>
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ 2,527,301	\$ 6,736
<b>Revenues</b>				
Sale of Bonds	\$ 8,700,000	\$ 8,700,000	\$ -	\$ -
Interest Earned	402,485	360,485	42,000	1,500
<b>Total Fund Balance and Revenues</b>	<b>\$ 9,102,485</b>	<b>\$ 9,060,485</b>	<b>\$ 2,569,301</b>	<b>\$ 8,236</b>
<b>Expenditures</b>				
Cost of Issuance	\$ 90,000	\$ 90,000	\$ -	\$ -
Little Nolan Trib#1 Phase II	734,085	692,136	41,949	-
Little Nolan Trib#1 Phase III	218,683	205,652	13,031	-
Robinett Road Water Line	1,596,400	1,390,850	205,550	-
Airport Water Line	935,370	935,370	-	-
Airport Pump Station	419,142	419,142	-	-
Master Plan - WO18 I&I Program	1,159,522	851,926	307,596	-
WS Young South Water Line	453,969	440,719	13,250	-
South Trimmier Rd Water Line	105	105	-	-
Hwy 195 Water Line	365,050	35,500	329,550	-
Old FM 440 Water Line	1,224,950	1,197,181	27,769	-
McMillan Mt St Tank Design	127,533	82,108	45,425	-
Master Plan Update 2002	56,250	55,305	945	-
East Loop Waterline	1,691,500	114,000	1,577,500	-
Expenses	23,190	23,190	-	-
<b>Total Expenditures</b>	<b>\$ 9,095,749</b>	<b>\$ 6,533,184</b>	<b>\$ 2,562,565</b>	<b>\$ -</b>
<b>Ending Fund Balance</b>	<b>\$ 6,736</b>	<b>\$ 2,527,301</b>	<b>\$ 6,736</b>	<b>\$ 8,236</b>

**WATER & SEWER BOND 2004**

	Project Authorizations	Actual through 2003-04	Estimated 2004-05	Adopted 2005-06
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ -	\$ 4,848,407
<b>Revenues</b>				
Sale of Bonds	\$ 21,003,884	\$ -	\$ 21,003,884	\$ -
Interest Earned	652,000	-	402,000	250,000
<b>Total Fund Balance and Revenues</b>	<b>\$ 21,655,884</b>	<b>\$ -</b>	<b>\$ 21,405,884</b>	<b>\$ 5,098,407</b>
<b>Expenditures</b>				
Cost of Issuance	\$ 132,207	\$ -	\$ 132,207	\$ -
McMillan Mtn Storage Tank	1,090,000	-	1,090,000	-
Downtown Infrastructure	1,500,000	-	194,000	1,306,000
Sth Plant Lift Stn & F.M.	700,000	-	400,000	300,000
Cunningham Rd Waterline	765,747	-	765,000	-
Utilities Building	1,500,000	-	19	1,499,981
Sth Cunningham Rd Waterline	225,000	-	-	225,000
Nth Reece Crk Interc Phase I	437,800	-	437,800	-
Lift Stn #20 & Force Main	1,200,000	-	-	-
Hwy 195 Waterline Extension	994,700	-	2,158,294	-
W Stagecoach Rd Waterline	299,250	-	-	299,250
Lift Stn #26 & F.M., CC Gravity	1,124,695	-	1,124,695	-
Reece Creek Loop Waterline	822,355	-	822,355	-
Lift Stn #2/Force Main	2,548,911	-	1,486,000	-
A - Diversion Interceptor Phase I	457,953	-	457,700	-
B - East Loop Waterline Ext Ph I	76,350	-	69,000	-
C - East Loop Waterline Ext Ph II	456	-	455	-
Consstuction (A-C)-Eastside Infrastru	5,689,743	-	5,342,485	-
D - Nth Reece Crk Interc Phase IV	-	-	-	-
E - Lift Stn #21 & Force Main	128,275	-	128,275	-
F - Rock Creek Interceptor	-	-	-	-
G - Lift Stn #24 & Force Main	-	-	-	-
Construction (D-G)-Hwy195 Wastew.	1,949,192	-	1,949,192	-
<b>Total Expenditures</b>	<b>\$ 21,642,634</b>	<b>\$ -</b>	<b>\$ 16,557,477</b>	<b>\$ 3,630,231</b>
<b>Ending Fund Balance</b>	<b>\$ 13,250</b>	<b>\$ -</b>	<b>\$ 4,848,407</b>	<b>\$ 1,468,176</b>



**SOLID WASTE BOND 2005**

	<b>Project Authorizations</b>	<b>Actual through 2003-04</b>	<b>Estimated 2004-05</b>	<b>Adopted 2005-06</b>
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ -	\$ 8,850,000
<b>Revenues</b>				
Sale of Bonds	\$ 9,100,000	\$ -	\$ 9,000,000	\$ -
Interest Earned	165,000	-	-	75,000
<b>Total Fund Balance and Revenues</b>	<b>\$ 9,265,000</b>	<b>\$ -</b>	<b>\$ 9,000,000</b>	<b>\$ 8,925,000</b>
<b>Expenditures</b>				
Cost of Issuance	\$ 100,000	\$ -	\$ 150,000	\$ -
Solid Waste Admin Facility	750,000	-	-	1,132,754
Recycling Center Expansion	1,000,000	-	-	-
Transfer Station & Compost Site	7,412,357	-	-	7,380,246
Heavy Equipment Solid Waste	-	-	-	412,000
<b>Total Expenditures</b>	<b>\$ 9,262,357</b>	<b>\$ -</b>	<b>\$ 150,000</b>	<b>\$ 8,925,000</b>
<b>Ending Fund Balance</b>	<b>\$ 2,643</b>	<b>\$ -</b>	<b>\$ 8,850,000</b>	<b>\$ -</b>

**AVIATION PFC FUND**

	<b>Actual 2003-04</b>	<b>Budget 2004-05</b>	<b>Estimated 2004-05</b>	<b>Adopted 2005-06</b>
<b>Beginning Fund Balance</b>	\$ 410,190	\$ 224,513	\$ 120,272	\$ 120,272
<b>Revenues</b>				
Passenger Facility Charges	\$ 270,702	\$ 439,000	\$ 523,549	\$ 532,147
Interest Earned	2,398	2,000	2,465	2,000
<b>Total Fund Balance and Revenues</b>	<b>\$ 683,290</b>	<b>\$ 665,513</b>	<b>\$ 646,286</b>	<b>\$ 654,419</b>
<b>Expenditures</b>				
Professional Services	\$ 29	\$ -	\$ -	\$ -
PFC Project Reimbursement	-	-	-	-
Apron Electrical Upgrades	-	-	-	-
Advance Design Jt Use Pro	8,493	-	-	-
Joint Use Site Work/Utility	-	-	-	-
Taxiway Construction	-	-	-	-
Terminal & Apron Design	-	-	-	-
Navaid Site Construction	-	-	-	-
Terminal Site Land Purchase	-	-	-	-
Terminal Building Constr.	554,496	665,513	526,014	-
Runway Safety Area Improv	-	-	-	-
Terminal Apron Construct.	-	-	-	-
Terminal Loop Road Construct.	-	-	-	-
Parking Lot and Access Rd Const.	-	-	-	-
Transfer to Construction Fund	-	-	-	534,147
<b>Total Expenditures</b>	<b>\$ 563,018</b>	<b>\$ 665,513</b>	<b>\$ 526,014</b>	<b>\$ 534,147</b>
<b>Ending Fund Balance</b>	<b>\$ 120,272</b>	<b>\$ -</b>	<b>\$ 120,272</b>	<b>\$ 120,272</b>







# APPENDIX

**City of Killeen, Texas  
Fiscal Year 2005–2006 Budget**

*The City Without Limits*





# APPENDIX

- A. **Five Year Forecast:** The five year forecast is a look into the future of the City for the four major operating funds. These funds include the General Fund, Aviation Fund, Solid Waste Fund and Water & Sewer Fund.
- B. **Full Time/Permanent Part-Time Employee Schedule:** This appendix provides a detailed schedule of full time and permanent part-time employees over the last four years.
- C. **City of Killeen Position Classification and Pay Plan and Schedule of Incentives:** This appendix provides detailed listings and schedules of how and what the City's pay plan is designed.
- D. **City of Killeen Water, Sewer and Solid Waste Rates:** This section provides a detailed presentation of the City of Killeen's Water & Sewer & Solid Waste rates as they appear in the City of Killeen's Code of Ordinance.
- E. **Glossary:** The glossary provides a listing of terminology pertaining to the governmental fund accounting, and municipal government.

*"The City Without Limits!"*









# **CITY OF KILLEEN**

## **APPENDIX A**

### **FIVE YEAR FORECAST**

*"The City Without Limits!"*





**CITY OF KILLEEN  
FIVE YEAR FORECAST**

**Description and Purpose:**

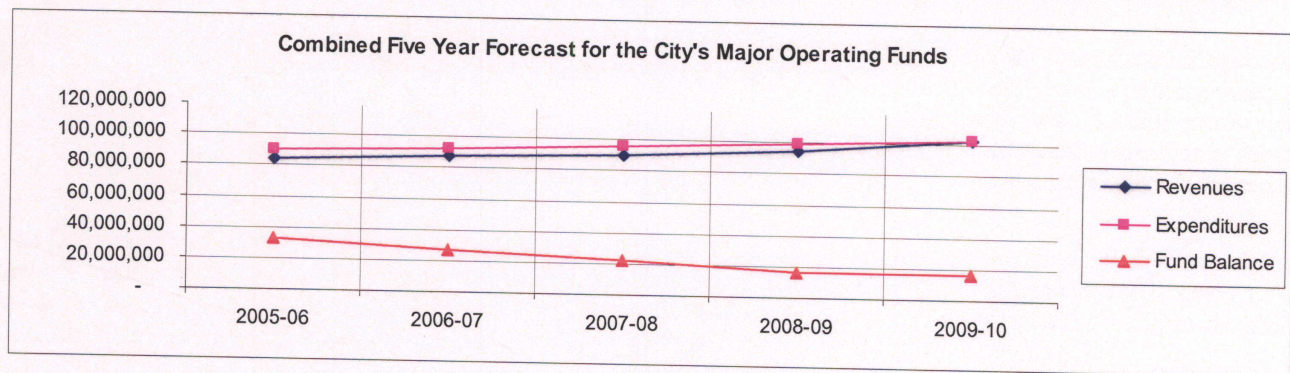
This section of the appendix presents a five year forecast in an effort to provide a financial tool by which future budgets and actual results of operations can be monitored. A financial forecast provides prospective financial statements that present an entity's expected financial position, results of operations, and cash flows for one or more future periods. This five year forecast attempts to do just that. The scope of this five year forecast, however, has been limited to revenues and expenditures for the General Fund, the Aviation Fund, the Solid Waste Fund and the Water and Sewer Fund. Descriptions of these funds can be found at the beginning of their sections in the budget document.

The City's financial position over the past decade has been strong. Revenue streams have been very dependable and stable and the city has kept effective control over expenditures. Revenue growth has outpaced inflation in the past several years and these trends are expected to continue. Fund balances continue to be strong and position the city with the ability to withstand unanticipated emergencies or cyclical economic downturns.

**Methodology:**

A statement of revenues, expenditures, and changes in fund balance has been prepared for each fund. Revenues are depicted by sources while expenditures, or expenses, are presented by object of expense. Each object of expense is made up of sub-object class expenditures; however, the assumptions discussed below were applied on the aggregate of each object of expenditure and not on a line item basis. Each statement provides a column showing the percentage change between FY 2005-06 and FY 2009-10. Finally, after each statement a line graph is presented showing the funds growth over a five year period.

	2005-06 Budget	2006-07 Forecast	2007-08 Forecast	2008-09 Forecast	2009-10 Forecast
Beginning Fund Balance	\$ 37,933,530	\$ 32,987,565	\$ 27,351,672	\$ 21,792,139	\$ 16,619,730
Revenues	84,320,812	86,805,976	90,072,485	93,822,889	102,629,936
Expenditures	89,266,777	92,441,869	95,632,018	98,995,298	102,409,761
Ending Fund Balance	\$ 32,987,565	\$ 27,351,672	\$ 21,792,139	\$ 16,619,730	\$ 16,839,905



**Conclusions:**

This forecast attempts to provide the reader, along with City staff, a look into the future as to where the City will be financially. It is important for the user of this forecast to understand that these numbers are estimates based on various statistical methods and are not representation of fact. The static picture reflected in these forecast, in all likelihood, portrays a "least likely" scenario. The City utilized an interactive modeling tool for the General Fund during the FY 2005-06 budget process to incorporate actual five-year trends for revenue earnings and expenditures. The five-year trends indicate that year-end revenues typically come in nearly 3% over budget, while year-end expenditures come in nearly 3% less than budget. Applying these trends to the General Fund forecast presented here indicates that the forecasted fund balance shortfalls will not occur. The importance of the forecast lies not in the numbers, but in the discussion it encourages on the policy issues and strategies that can be implemented in the event these scenarios become reality.



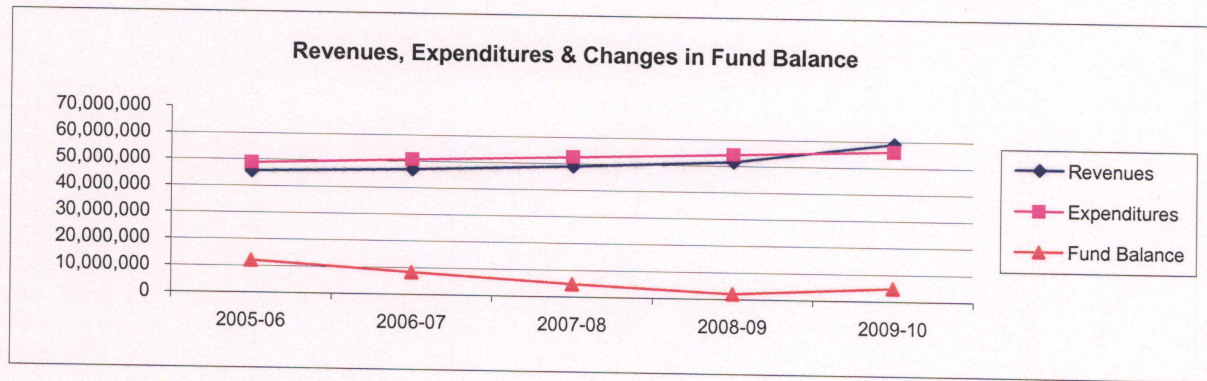
**CITY OF KILLEEN  
FIVE YEAR FORECAST  
GENERAL FUND**

	<b>2005-06 Budget</b>	<b>2006-07 Forecast</b>	<b>2007-08 Forecast</b>	<b>2008-09 Forecast</b>	<b>2009-10 Forecast</b>	<b>% Change 2005-2010</b>
<b>Beginning Fund Balance</b>	<b>15,227,154</b>	<b>12,041,469</b>	<b>8,315,414</b>	<b>4,857,617</b>	<b>2,076,842</b>	<b>-86.36%</b>
<b>Revenues</b>						
Ad Valorem Taxes	14,461,680	14,814,599	15,729,082	17,118,728	23,414,044	61.90%
Delinquent Ad Valorem Taxes	198,000	205,920	214,157	222,723	231,632	16.99%
Delinquent Tax Penalties & Int.	178,000	186,900	196,245	206,057	216,360	21.55%
Delinquent Tax Fees	61,800	64,890	68,135	71,541	75,118	21.55%
Sales Tax	16,246,705	16,652,873	17,069,194	17,495,924	17,933,322	10.38%
Bingo Tax	145,000	146,595	148,208	149,838	151,486	4.47%
Drink Tax	181,280	191,250	201,769	212,866	224,574	23.88%
Telephone	247,200	257,088	267,372	278,066	289,189	16.99%
Miscellaneous Telephone	15,000	15,600	16,224	16,873	17,548	16.99%
TXU Gas	280,160	285,763	291,478	297,308	303,254	8.24%
Cable Television	908,000	962,480	1,020,229	1,081,443	1,146,329	26.25%
Taxi Cabs	2,500	2,750	3,025	3,328	3,660	46.40%
Tu Electric	2,857,975	2,910,148	3,055,655	3,208,438	3,368,860	17.88%
Miscellaneous Police Receipts	34,000	35,360	36,774	38,245	39,775	16.99%
Taxi Operator's License	2,350	2,444	2,542	2,643	2,749	16.98%
Planning and Zoning Fees	35,000	36,400	37,856	39,370	40,945	16.99%
Fire Dept SVC Fes Collected	1,478,000	1,537,120	1,598,605	1,662,549	1,729,051	16.99%
Code Enforcement Mowing	109,000	110,199	111,411	112,637	113,876	4.47%
Food Handler's Permits	15,000	15,915	16,886	17,916	19,009	26.73%
Mechanical Inspection Permits	45,000	47,295	49,707	52,242	54,906	22.01%
Building Plans Review Fees	95,000	97,280	99,615	102,005	104,454	9.95%
Garage Sale Permits	7,500	7,500	7,500	7,500	7,500	0.00%
Animal License Receipts	2,000	2,000	2,000	2,000	2,000	0.00%
Contractor License	40,000	43,200	46,656	50,388	54,420	36.05%
Certificates of Occupancy	35,460	37,942	40,598	43,440	46,481	31.08%
Trailer Court License/Permits	6,500	7,150	7,865	8,652	9,517	46.42%
Bldg Permits and Inspection	561,403	584,982	609,551	635,152	661,829	17.89%
Electrical Inspections/Permits	125,000	131,125	137,550	144,290	151,360	21.09%
Plumbing Inspections/Permits	89,000	92,026	95,155	98,390	101,735	14.31%
Inspection Fees	20,000	21,600	23,328	25,194	27,210	36.05%
Municipal Court Receipts	884,000	901,680	919,714	938,108	956,870	8.24%
Arrest Fees	210,000	222,180	235,066	248,700	263,125	25.30%
Parking Fines	28,580	30,095	31,690	33,369	35,138	22.95%
Court Tax Service Fees	57,200	58,344	59,511	60,701	61,915	8.24%
Traffic Cost	27,579	27,579	27,579	27,579	27,579	0.00%
Jury Fees	63	65	67	69	71	12.70%
Swimming Pool Lessons	29,500	30,171	30,856	31,558	32,275	9.41%
Recreation Revenue	61,950	69,228	77,361	86,449	96,605	55.94%
Cemetery Lots	39,200	41,234	43,374	45,625	47,993	22.43%
Athletic Revenue	25,000	25,275	25,553	25,834	26,118	4.47%
Swimming Pool Lessons	22,800	23,203	23,613	24,031	24,456	7.26%
Facilities Revenue	23,055	24,850	26,784	28,870	31,117	34.97%
Concession Stand Revenue	2,000	2,000	2,000	2,000	2,000	0.00%
Library Xerox Charges	20,500	20,500	20,500	20,500	20,500	0.00%
Library Fees and Contributions	22,000	23,848	25,851	28,023	30,377	38.08%
Animal Control Fees	43,000	45,150	47,408	49,778	52,267	21.55%
Interest Earned	600,000	612,000	624,240	636,725	649,459	8.24%
Curb and Street Cuts	1,000	1,040	1,082	1,125	1,170	17.00%
Miscellaneous Receipts	199,919	216,712	234,916	254,649	276,039	38.08%



**CITY OF KILLEEN  
FIVE YEAR FORECAST  
GENERAL FUND**

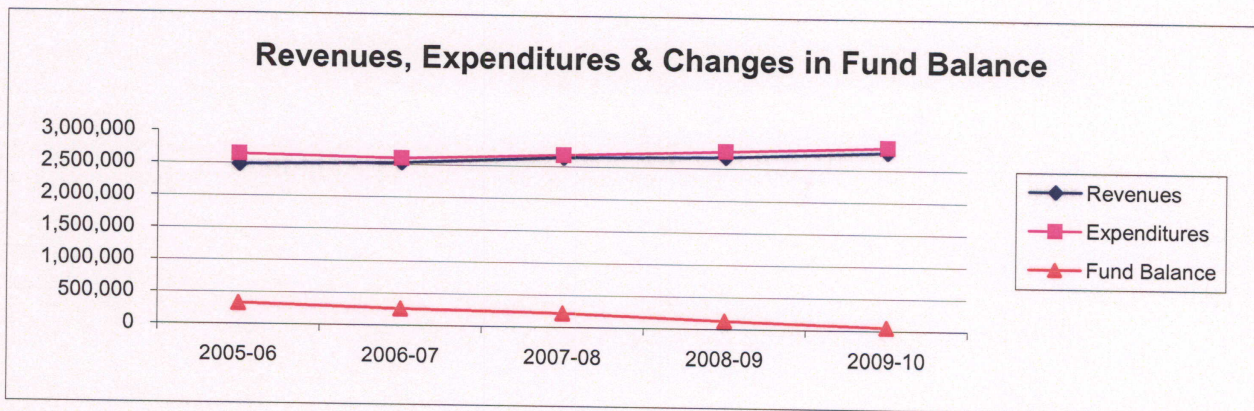
	<b>2005-06 Budget</b>	<b>2006-07 Forecast</b>	<b>2007-08 Forecast</b>	<b>2008-09 Forecast</b>	<b>2009-10 Forecast</b>	<b>% Change 2005-2010</b>
Transfer From W&S	2,793,175	2,988,697	3,197,906	3,421,759	3,661,283	31.08%
Transfer From Solid Waste	1,589,883	1,637,579	1,686,707	1,737,308	1,789,427	12.55%
Transfer From Drainage Utility	17,213	17,729	18,261	18,809	19,373	12.55%
CDBG Adm/Home Program	48,957	51,062	53,258	55,548	57,936	18.34%
CDBG Administration	214,637	218,930	223,308	227,775	232,330	8.24%
Bell County Contributions	8,600	8,841	9,088	9,343	9,604	11.67%
<b>Total Revenues</b>	<b>45,453,324</b>	<b>46,804,386</b>	<b>48,850,065</b>	<b>51,419,981</b>	<b>58,947,220</b>	<b>29.69%</b>
<b>Expenditures</b>						
Salaries	27,375,678	28,622,728	29,767,635	30,958,342	32,196,677	17.61%
Supplies	2,108,908	2,116,741	2,159,076	2,202,257	2,246,302	6.51%
Maintenance	1,368,663	1,396,036	1,423,957	1,452,436	1,481,485	8.24%
Repairs	796,847	815,303	831,609	848,242	865,206	8.58%
Support Services	6,327,156	6,516,229	6,646,555	6,833,234	6,916,149	9.31%
Benefits	7,683,313	7,926,948	8,264,974	8,617,570	8,985,369	16.95%
Designated Expenses	434,138	346,834	353,772	360,847	368,064	-15.22%
Capital Outlay	1,535,479	1,782,792	1,775,489	1,810,999	1,880,393	22.46%
Transfers	1,008,827	1,006,830	1,084,795	1,116,829	1,144,970	13.50%
<b>Total Expenditures</b>	<b>48,639,009</b>	<b>50,530,441</b>	<b>52,307,862</b>	<b>54,200,756</b>	<b>56,084,615</b>	<b>15.31%</b>
<b>Ending Fund Balance</b>	<b>12,041,469</b>	<b>8,315,414</b>	<b>4,857,617</b>	<b>2,076,842</b>	<b>4,939,447</b>	<b>-58.98%</b>





**CITY OF KILLEEN  
FIVE YEAR FORECAST  
KILLEEN-FORT HOOD REGIONAL AIRPORT**

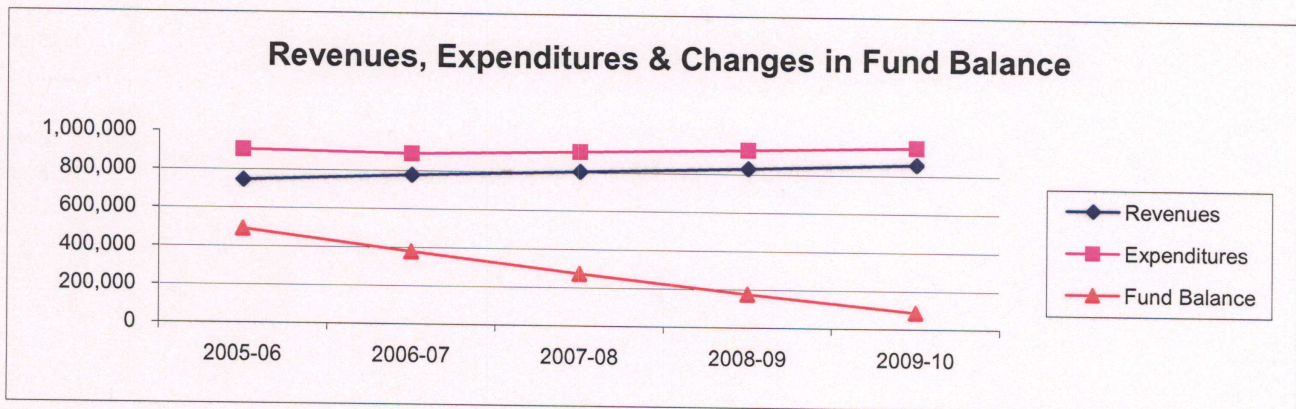
	2005-06 Budget	2006-07 Forecast	2007-08 Forecast	2008-09 Forecast	2009-10 Forecast	% Change 2005-2010
<b>Beginning Fund Balance</b>	<b>487,907</b>	<b>326,267</b>	<b>259,384</b>	<b>219,873</b>	<b>131,505</b>	<b>-73.05%</b>
<b>Revenues</b>						
Airport Rent & Concessions	743,238	797,738	835,628	837,037	838,495	12.82%
Air Carrier Operations	187,086	196,864	205,677	215,190	225,310	20.43%
Airport Use Fees	124,090	134,017	144,739	156,318	168,823	36.05%
Airport Parking Lot Fees	376,643	492,638	561,242	638,078	724,134	92.26%
Fuel Sales	142,800	145,656	148,569	151,541	154,571	8.24%
Operating Supplies	300	300	300	300	300	0.00%
Into Plane Fees	245,700	270,000	291,600	314,928	340,122	38.43%
CIP Recovery Fees	158,568	184,900	194,145	203,852	214,045	34.99%
Interest Earned	1,200	2,500	1,500	1,500	1,500	25.00%
Miscellaneous Receipts	1,800	2,500	2,500	2,500	2,500	38.89%
Transfer	500,000	300,000	250,000	150,000	100,000	-80.00%
<b>Total Revenues</b>	<b>2,481,425</b>	<b>2,527,113</b>	<b>2,635,900</b>	<b>2,671,244</b>	<b>2,769,800</b>	<b>11.62%</b>
<b>Expenditures</b>						
Salaries	1,129,659	1,175,370	1,222,828	1,272,101	1,323,262	17.14%
Supplies	100,442	102,451	104,500	106,590	108,722	8.24%
Maintenance	36,995	37,735	38,490	39,259	40,045	8.24%
Repairs	59,883	61,081	62,302	63,548	64,819	8.24%
Support Services	607,976	620,135	632,538	645,189	658,093	8.24%
Benefits	360,815	366,710	381,378	396,633	412,499	14.32%
Designated Expenses	140,210	143,014	145,875	148,792	151,768	8.24%
Capital Outlay	207,085	87,500	87,500	87,500	87,500	-57.75%
<b>Total Expenditures</b>	<b>2,643,065</b>	<b>2,593,996</b>	<b>2,675,411</b>	<b>2,759,612</b>	<b>2,846,708</b>	<b>7.70%</b>
<b>Ending Fund Balance</b>	<b>326,267</b>	<b>259,384</b>	<b>219,873</b>	<b>131,505</b>	<b>54,597</b>	<b>-83.27%</b>





**CITY OF KILLEEN  
FIVE YEAR FORECAST  
SKYLARK FIELD**

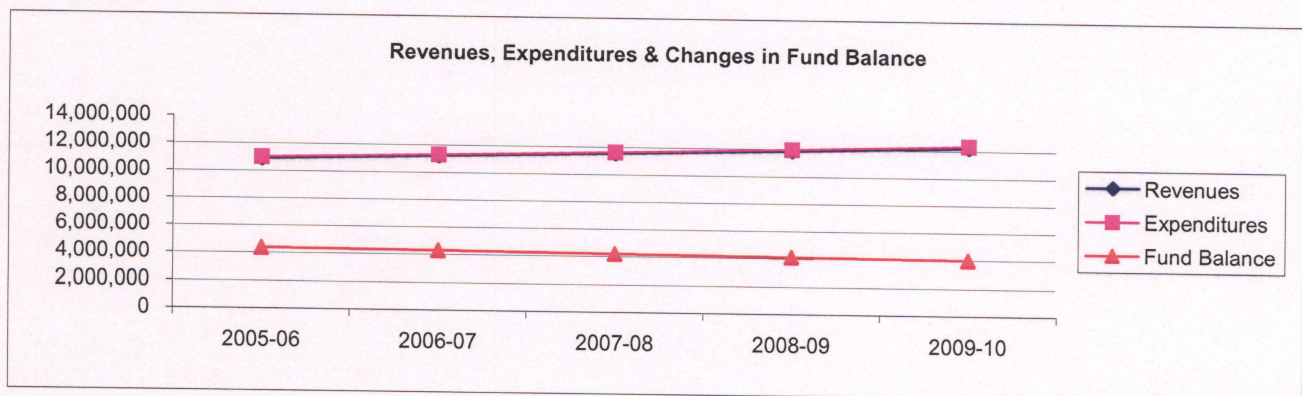
	2005-06 Budget	2006-07 Forecast	2007-08 Forecast	2008-09 Forecast	2009-10 Forecast	% Change 2005-2010
<b>Beginning Fund Balance</b>	<b>649,169</b>	<b>489,161</b>	<b>377,104</b>	<b>272,365</b>	<b>174,907</b>	<b>-73.06%</b>
<b>Revenues</b>						
Fixed Base Operations	16,920	17,343	17,777	18,221	18,677	10.38%
Hangars & Tiedowns	83,904	104,074	124,747	145,938	167,659	99.82%
Airport Use Fees	11,825	11,943	12,063	12,183	12,305	4.06%
Fuel Sales	569,050	579,210	585,002	590,849	596,756	4.87%
Operating Supplies	10,000	10,200	10,404	10,612	10,824	8.24%
Into Plane Fees	14,225	14,367	14,511	14,656	14,803	4.06%
Interest Earned	6,000	10,000	8,000	6,000	6,000	0.00%
Miscellaneous Receipts	500	500	500	500	500	0.00%
State Grants-TXDOT Projects	32,500	30,000	30,000	30,000	30,000	-7.69%
<b>Total Revenues</b>	<b>744,924</b>	<b>777,637</b>	<b>803,004</b>	<b>828,959</b>	<b>857,524</b>	<b>15.12%</b>
<b>Expenditures</b>						
Salaries	141,813	148,904	156,349	164,166	172,375	21.55%
Supplies	16,638	16,971	17,310	17,656	18,010	8.25%
Maintenance	9,240	9,702	10,187	10,696	11,231	21.55%
Repairs	20,150	20,553	20,964	21,383	21,811	8.24%
Support Services	71,434	72,863	74,320	75,806	77,322	8.24%
Benefits	48,562	50,990	53,540	56,217	59,027	21.55%
Designated Expenses	478,500	483,285	488,118	492,999	497,929	4.06%
Capital Improvements / Projects	115,000	85,000	85,000	85,000	85,000	-26.09%
Capital Outlay	3,595	1,426	1,955	2,494	3,044	-15.33%
<b>Total Expenditures</b>	<b>904,932</b>	<b>889,694</b>	<b>907,743</b>	<b>926,417</b>	<b>945,749</b>	<b>4.51%</b>
<b>Ending Fund Balance</b>	<b>489,161</b>	<b>377,104</b>	<b>272,365</b>	<b>174,907</b>	<b>86,682</b>	<b>-82.28%</b>





**CITY OF KILLEEN  
FIVE YEAR FORECAST  
SOLID WASTE FUND**

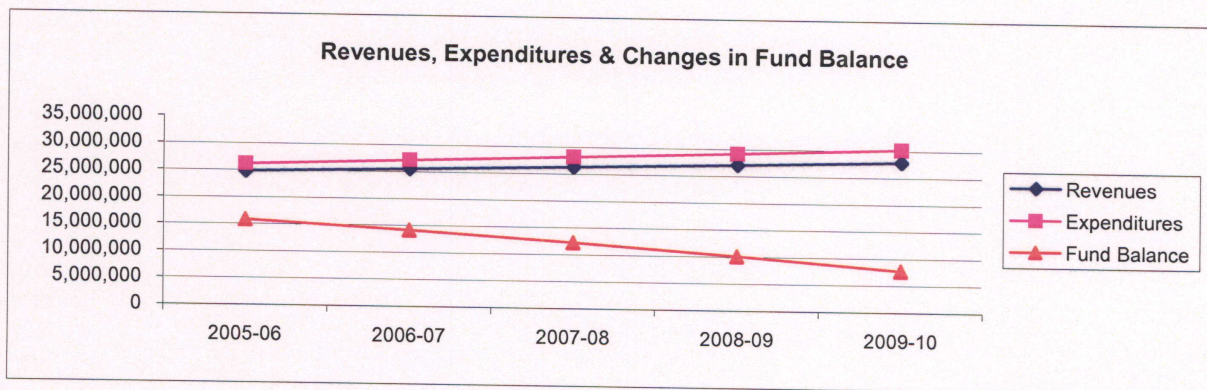
	2005-06 Budget	2006-07 Forecast	2007-08 Forecast	2008-09 Forecast	2009-10 Forecast	% Change 2005-2010
<b>Beginning Fund Balance</b>	4,449,274	4,365,745	4,283,250	4,197,938	4,106,284	-7.71%
<b>Revenues</b>						
Transfer Station Fees	230,000	236,900	244,007	251,327	258,867	12.55%
Dumpster Rentals	330,000	339,900	350,097	360,600	371,418	12.55%
Sale of Equipment	24,000	24,000	24,000	24,000	24,000	0.00%
Tire Disposal Fees	5,000	5,150	5,305	5,465	5,627	12.54%
Sale of Metals - Recycling	50,000	51,500	53,045	54,636	56,275	12.55%
Paper Products - Recycling	43,000	44,290	45,619	46,987	48,397	12.55%
Public Scale Fees	13,000	13,390	13,792	14,205	14,632	12.55%
Other Recycling Fees	3,000	3,090	3,183	3,278	3,377	12.57%
Customer Recycling Fees	44,000	45,320	46,680	48,080	49,522	12.55%
Commercial Sanitation Fees	4,398,000	4,529,940	4,665,838	4,805,813	4,949,988	12.55%
Residential Sanitation Fees	5,560,656	5,727,476	5,899,300	6,076,279	6,258,567	12.55%
Interest Earned	180,000	180,000	180,000	180,000	180,000	0.00%
Miscellaneous Receipts	400	1,000	1,000	1,000	1,000	150.00%
<b>Total Revenues</b>	<b>10,881,056</b>	<b>11,201,956</b>	<b>11,531,866</b>	<b>11,871,670</b>	<b>12,221,670</b>	<b>12.32%</b>
<b>Expenditures</b>						
Salaries	2,612,572	2,743,201	2,880,361	3,024,379	3,175,598	21.55%
Supplies	468,636	482,695	497,176	512,091	527,453	12.55%
Maintenance	58,325	60,075	61,878	63,734	65,647	12.55%
Repairs	620,507	639,122	658,296	678,045	698,386	12.55%
Support Services	505,190	520,010	535,264	550,965	567,128	12.26%
Benefits	866,793	910,133	955,639	1,003,421	1,053,592	21.55%
Designated Expenses	2,793,814	2,872,162	2,952,706	3,035,509	3,120,635	11.70%
Capital Outlay	555,707	572,379	589,551	607,238	625,455	12.55%
Transfers	2,483,041	2,484,674	2,486,307	2,487,942	2,489,578	0.26%
<b>Total Expenditures</b>	<b>10,964,585</b>	<b>11,284,451</b>	<b>11,617,178</b>	<b>11,963,324</b>	<b>12,323,472</b>	<b>12.39%</b>
<b>Ending Fund Balance</b>	<b>4,365,745</b>	<b>4,283,250</b>	<b>4,197,938</b>	<b>4,106,284</b>	<b>4,004,482</b>	<b>-8.27%</b>





**CITY OF KILLEEN  
FIVE YEAR FORECAST  
WATER & SEWER FUND**

	2005-06 Budget	2006-07 Forecast	2007-08 Forecast	2008-09 Forecast	2009-10 Forecast	% Change 2005-2010
<b>Beginning Fund Balance</b>	17,120,026	15,764,923	14,116,520	12,244,346	10,130,192	-40.83%
<b>Revenues</b>						
Sale of Water	11,549,110	11,895,583	12,252,451	12,620,024	12,998,625	12.55%
Water & Sewer Taps	643,750	663,063	682,954	703,443	724,545	12.55%
Sewer Fees Collected	11,070,863	11,402,989	11,745,079	12,097,431	12,460,354	12.55%
Miscellaneous Services & Charges	681,860	702,315	723,384	745,085	767,437	12.55%
Delinquent Penalty	412,000	424,360	437,091	450,203	463,709	12.55%
Interest Earned	400,000	403,999	408,038	412,117	416,237	4.06%
Miscellaneous Receipts	2,500	2,575	2,653	2,732	2,815	12.60%
<b>Total Revenues</b>	<b>24,760,083</b>	<b>25,494,884</b>	<b>26,251,650</b>	<b>27,031,035</b>	<b>27,833,722</b>	<b>12.41%</b>
<b>Expenditures</b>						
Salaries	3,199,309	3,359,274	3,527,238	3,703,600	3,888,780	21.55%
Supplies	471,331	485,471	500,035	515,036	530,486	12.55%
Maintenance	456,244	469,932	484,030	498,551	513,508	12.55%
Repairs	151,519	156,065	160,747	165,569	170,536	12.55%
Support Services	1,631,029	1,727,926	1,830,580	1,939,332	2,054,544	25.97%
Benefits	1,019,644	1,070,626	1,124,158	1,180,365	1,239,384	21.55%
Designated Expenses	(28,000)	(28,560)	(29,131)	(29,714)	(30,308)	8.24%
Capital Improvements	1,413,340	1,500,000	1,500,000	1,500,000	1,500,000	6.13%
Capital Outlay	689,129	723,585	759,765	797,753	837,641	21.55%
Water Payments	3,961,000	4,051,831	4,144,745	4,239,790	4,337,015	9.49%
Sewer Payments	5,300,000	5,540,977	5,792,912	6,056,300	6,331,665	19.47%
Transfers	7,850,641	8,086,160	8,328,745	8,578,607	8,835,966	12.55%
<b>Total Expenditures</b>	<b>26,115,186</b>	<b>27,143,287</b>	<b>28,123,824</b>	<b>29,145,189</b>	<b>30,209,217</b>	<b>15.68%</b>
<b>Ending Fund Balance</b>	<b>15,764,923</b>	<b>14,116,520</b>	<b>12,244,346</b>	<b>10,130,192</b>	<b>7,754,697</b>	<b>-50.81%</b>





# **CITY OF KILLEEN**

## **APPENDIX B**

### **FULL TIME AND REGULAR PART-TIME EMPLOYEES SCHEDULE**

*"The City Without Limits!"*





**FULL TIME AND REGULAR PART-TIME EMPLOYEES**

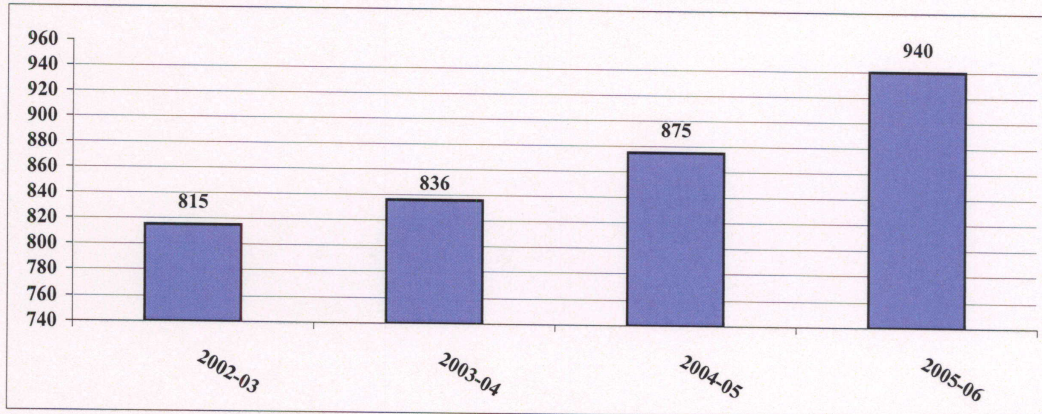
<b>General Fund</b>	<b>2002-03</b>	<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>
City Manager	3	3	3	3
Municipal Court	20	19	19	19
Public Information	1	1	1	2
Killeen Volunteer Services	3	3	3	3
City Attorney	6	6	7	7
City Secretary	1	1	1	1
Finance	5	5	6	6
Accounting	7	7	7	7
Purchasing	4	4	4	5
Building Services	2	2	2	3
Custodial Services	8	8	8	8
Printing Services	2	2	2	2
EMS Billing & Collections	5	5	5	5
Human Resources	8	8	8	10
Information Technology	10	10	10	12
Permits & Inspections	11	11	12	14
Library Services	31	30	30	30
Golf Course	12	12	0	0
Parks	31	31	31	31
Recreation	3	3	3	3
Athletics	3	3	3	3
Cemetery	6	6	6	6
Senior Citizens	3	3	4	4
Community Development	4	4	4	4
Home Program	2	2	2	2
Public Works	2	2	2	2
Engineering	4	4	4	4
Traffic	10	10	10	10
Street	35	35	35	39
Planning	6	6	7	8
Police	211	214	230	249
Code Enforcement	4	7	7	8
Animal Control	8	8	8	8
Fire	128	128	137	143
<b>Total General Fund</b>	<b>599</b>	<b>603</b>	<b>621</b>	<b>661</b>
<b>Killeen-Fort Hood Regional Airport</b>				
Killeen-Fort Hood Regional Airport	4	14	35.5	35.5
<b>Total Killeen-Fort Hood Regional Airport Fund</b>	<b>4</b>	<b>14</b>	<b>35.5</b>	<b>35.5</b>
<b>Skylark Field</b>				
Skylark Field	20	20	5.5	5.5
<b>Total Skylark Field Fund</b>	<b>20</b>	<b>20</b>	<b>5.5</b>	<b>5.5</b>
<b>Golf Course Fund</b>				
Killeen Municipal Golf Course	0	0	13	17
<b>Total Golf Course Fund</b>	<b>0</b>	<b>0</b>	<b>13</b>	<b>17</b>



## FULL TIME AND REGULAR PART-TIME EMPLOYEES

	2002-03	2003-04	2004-05	2005-06
<b>Solid Waste</b>				
Code Enforcement	1	1	1	0
Residential Services	32	35	35	38
Commercial Services	18	19	19	19
Recycle Center	4	7	7	7
Transfer Station	10	11	11	11
Mowing	0	0	0	11
<b>Total Solid Waste Fund</b>	<b>65</b>	<b>73</b>	<b>73</b>	<b>86</b>
<b>Water and Sewer</b>				
Fleet Services	19	19	19	19
Utility Collections	29	30	30	32
GIS	2	2	2	3
Water Distribution	15	15	15	15
Sanitary Sewer	11	11	11	13
Water and Sewer Operations	18	18	18	22
<b>Total Water and Sewer Fund</b>	<b>94</b>	<b>95</b>	<b>95</b>	<b>104</b>
<b>Drainage Utility Fund</b>				
Engineering	3	3	3	9
<b>Total Drainage Utility Fund</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>9</b>
<b>Special Revenue Fund</b>				
Cablesystem PEG	1	1	1	0
Civic and Conference Center	17	15	16	15
Community Development Block Grant	6	6	6	6
Home Program	1	1	1	1
<b>Total Special Revenue Fund</b>	<b>25</b>	<b>23</b>	<b>24</b>	<b>22</b>
<b>Capital Improvement</b>				
Bond Construction	5	5	5	0
<b>Total Capital Improvement Fund</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>0</b>
<b>TOTAL ALL FUNDS</b>	<b>815</b>	<b>836</b>	<b>875</b>	<b>940</b>

Note: In order to be consistent, all data for prior years presented has been included in each Division's current position of the organizational structure.





# **CITY OF KILLEEN**

## **APPENDIX C**

### **CITY OF KILLEEN POSITION CLASSIFICATION, PAY PLAN, AND SCHEDULE OF INCENTIVES**

*"The City Without Limits!"*





INCENTIVE PAY  
Effective October 1, 2005

	Month
<u>ANIMAL CONTROL</u>	
Basic	\$20
Advanced	\$30
Administrative	\$40
 <u>AVIATION</u>	
Certified Weather Observer	\$75
General Insecticide (Basic)	\$15
Lawn and Ornamental	\$15
Weed Control	\$15
Pest Control	\$15
 <u>CEMETERY</u>	
General Insecticide (Basic)	\$15
Weed Control	\$15
Insecticide	\$15
 <u>CITY MARSHAL</u>	
Associate Degree	\$100
Bachelor's Degree	\$200
Intermediate Certificate	\$60
Advanced Certificate	\$75
Master Certificate (Peace Officer)	\$100
Master's Degree	\$300
 <u>CODE ENFORCEMENT</u>	
Commercial Electrical Inspector	\$10
Residential Electrical Inspector	\$10
Commercial Building Inspector	\$10
Residential Building Inspector	\$10
Commercial Plumbing Inspector	\$10
Residential Plumbing Inspector	\$10
Commercial Mechanical Inspector	\$10
Residential Mechanical Inspector	\$10
Building Code Official	\$25
Building Plans Examiner	\$20
Certified Backflow Tester	\$25
Certified Building Official (CBO)	\$50
Certified Floodplain Manager	\$25
Certified State Code Enforcement Officer	\$25
Certified State Licensed Plumbing Inspector	\$25
Commercial Energy Inspector	\$10
Commercial Energy Plans Examiner	\$20
Electrical Code Official	\$25
Electrical Plans Examiner	\$20
Housing Code Official	\$25

INCENTIVE PAY  
Effective October 1, 2005

<u>CODE ENFORCEMENT (Cont'd)</u>	<u>Month</u>
Master Code Professional	\$25
Master Electrician	\$25
Master Plumber	\$25
Mechanical Code Official	\$25
Mechanical Plans Examiner	\$20
Permit Technician (for permit clerks)	\$15
Plumbing Code Official	\$25
Plumbing Plans Examiner	\$20
Property Maintenance & Housing Inspector	\$10
Residential Energy Inspector / Plans Examiner	\$15
All above certification are only through examinations.	
 <u>FIRE/EMS</u>	
EMS Driver	\$25/day
Paramedic Attendant	\$50/day
EMT /Beginner or,	\$100
EMT/ Intermediate or,	\$120
EMT/Paramedic	\$300
AND	
Firefighter/Intermediate or,	\$60
Firefighter/Advanced, or	\$120
Firefighter Master	\$175
AND	
Apparatus Technician and	\$50
Arson Investigator (Assignment pay only)	\$100
AND	
Emergency Management Coordinate (Assignment Pay)	\$200
HAZMAT Certification	\$100
ARFF	\$100
Shift Differential (Dispatchers only)	3% of base pay
 <u>FLEET SERVICES</u>	
Master ASE Automotive Technician	\$60
Texas Motor Vehicle Inspection License	\$15
Refrigeration and Recovery Recycling License	\$10
CDL I – Type I Class B	\$45
 <u>GOLF</u>	
Irrigation License	\$15
General Insecticide (Basic)	\$15
Lawn & Ornamental Pest Control	\$15
Weed Control	\$15
 <u>MUNICIPAL COURT</u>	
<u>COURT CLERKS</u>	
Court Clerk Level I Certification	\$25
Court Clerk Level II Certification	\$35
Court Clerk Level III Certification	\$45
Court Clerk/ Management Certification	\$50



INCENTIVE PAY  
Effective October 1, 2005

	Month
<u>PARKS</u>	
General Insecticide (Basic)	\$15
Weed Control	\$15
Insecticide	\$15
Certified Pool Operator	\$15
CDL I- Type I Class B	\$45
<u>POLICE</u>	
Advanced Certificate	\$75
Associate Degree	\$100
Bachelor's Degree	\$200
Field Training Officer	\$75
Hostage Negotiation Team	\$75
Master Peace Officer	\$100
Investigator	\$50
Intermediate Certificate	\$60
Master's Degree	\$300
Swat	\$75
HAZMAT Certification	\$100
Shirt Differential (Patrol personnel only)	3 % of base pay
<u>SANITARY SEWERS</u>	
Type I License	\$25
Type II License	\$35
CDL I- Licensed to drive 2 types of collection vehicles	\$45
CDL II- Licensed to drive 3 or more collection vehicles	\$95
<u>SOLID WASTE</u>	
Class "A"	\$60
Class "B"	\$45
Class "C"	\$32
Class "D"	\$25
CDL - Licensed to drive 2 types of collection vehicles	\$45
CDL - Licensed to drive 3 or more collection vehicles	\$95
<u>STREETS</u>	
CDL - Class A	\$90
CDL - Class B	\$45
<u>TRAFFIC/ELECTRICIANS</u>	
Traffic Signal Certification Level I	\$50
Traffic Signal Certification Level II	\$70
Traffic Signal Certification Level III	\$45
Journeyman Electrician	\$60
Master Electrician	\$120

INCENTIVE PAY  
Effective October 1, 2005

	<u>Month</u>
<u>WATER AND SEWER BOND FUND</u>	
CDL - Licensed to drive 2 types of collection vehicles	\$45
CDL - Licensed to drive 3 or more collection vehicles	\$95
<u>WATER AND SEWER OPERATIONS</u>	
CDL - Licensed to drive 2 types of collection vehicles	\$45
CDL - Licensed to drive 3 or more collection vehicles	\$95
Wastewater Collections III License	\$45
<u>WATER COLLECTION</u>	
Class I Wastewater Collections	\$25
Class II Wastewater Collections	\$35
Class III Wastewater Collections	\$45
Grade A Wastewater	\$55
Grade B Wastewater	\$45
<u>WATER DISTRIBUTION</u>	
Grade A Distribution	\$55
Grade B Distribution	\$45
Grade C Distribution	\$35
Grade D Distribution	\$25
CDL I - Licensed to drive 2 types of collection vehicles	\$45
CDL II- Licensed to drive 3 or more collection vehicles	\$95
<u>WATER PRODUCTION</u>	
"C" License	\$35
"D" License	\$25



## POLICE PAY PLAN

EFFECTIVE OCTOBER 1, 2005

PROBATIONARY POLICE OFFICER	YEAR ONE	YEAR TWO	YEAR THREE	YEAR FOUR	YEAR FIVE	YEAR SIX	YEAR EIGHT	YEAR TEN	YEAR TWELVE	YEAR FOURTEEN	YEAR SIXTEEN	YEAR EIGHTEEN	
	\$2,850	\$3,100	\$3,200	\$3,300	\$3,400	\$3,500	\$3,600	\$3,700	\$3,800	\$3,900	\$4,000	\$4,100	\$4,200
			YEAR 1-2	YEAR 3-4	YEAR 5-9	YEAR 10+							
POLICE SERGEANT			\$4,475	\$4,625	\$4,775	\$4,925							
POLICE LIEUTENANT			\$5,200	\$5,350	\$5,500	\$5,650							
POLICE CAPTAIN			\$5,900	\$6,050	\$6,200	\$6,350							
ASSISTANT CHIEF OF POLICE			\$6,775	\$6,925	\$7,075	\$7,225							

## FIRE/EMS PAY PLAN

EFFECTIVE OCTOBER 1, 2005

PROBATIONARY FIRE & RES OFFICER	YEAR ONE	YEAR TWO	YEAR THREE	YEAR FOUR	YEAR FIVE	YEAR SIX	YEAR EIGHT	YEAR TEN	YEAR TWELVE	YEAR FOURTEEN	YEAR SIXTEEN	YEAR EIGHTEEN	
	\$2,600	\$2,800	\$2,900	\$3,000	\$3,100	\$3,200	\$3,300	\$3,400	\$3,500	\$3,600	\$3,700	\$3,800	\$3,900
			YEAR 1-2	YEAR 3-4	YEAR 5-9	YEAR 10+							
FIRE PREVENTION OFFICER			\$4,100	\$4,250	\$4,400	\$4,550							
FIRE LIEUTENANT			\$4,100	\$4,250	\$4,400	\$4,550							
FIRE CAPTAIN			\$4,700	\$4,850	\$5,000	\$5,150							
FIRE DEPUTY CHIEF			\$5,700	\$5,900	\$6,100	\$6,300							
FIRE MARSHALL			\$5,700	\$5,900	\$6,100	\$6,300							

**City of Killeen**  
**Position Classification and Pay Plan**  
**Effective October 1, 2005**

<u>Grade</u>	<u>Classified Positions</u>	<u>Salary Schedule (monthly)</u>	
		<u>Minimum</u>	<u>Maximum</u>
<u>51</u>	Clerk	\$1,343	\$1,957
	Grounds Maintenance Worker	\$1,343	\$1,957
	Mail Clerk (UB)	\$1,343	\$1,957
	Utility Cashier	\$1,343	\$1,957
<u>52</u>	Aircraft Fuel Handler	\$1,473	\$2,148
	Airport Service Worker	\$1,473	\$2,148
	Animal Control Assistant	\$1,473	\$2,148
	Animal Control Attendant	\$1,473	\$2,148
	Bldgs & Grounds Service Worker	\$1,473	\$2,148
	Cart Fleet & Range Attendant	\$1,473	\$2,148
	Code Enforcement Clerk	\$1,473	\$2,148
	Communications Specialist	\$1,473	\$2,148
	Community Center Coordinator	\$1,473	\$2,148
	Court Citation Specialist	\$1,473	\$2,148
	Court Collections Clerk	\$1,473	\$2,148
	Custodian	\$1,473	\$2,148
	Customer Svc Representative	\$1,473	\$2,148
	EMS Billing Clerk	\$1,473	\$2,148
	Facilities Maintenance Specialist	\$1,473	\$2,148
	Golf Shop Attendant	\$1,473	\$2,148
	Greenskeeper	\$1,473	\$2,148
	Juvenile Coordinator/Accounting Clerk	\$1,473	\$2,148
	Meter Reader	\$1,473	\$2,148
	Office Assistant	\$1,473	\$2,148
	Police Clerk	\$1,473	\$2,148
	Press Operator	\$1,473	\$2,148
	Receptionist	\$1,473	\$2,148
	Recycling Attendant	\$1,473	\$2,148
	Scale Attendant	\$1,473	\$2,148
	Secretary	\$1,473	\$2,148
	Small Equipment Mechanic	\$1,473	\$2,148
	Solid Waste Worker	\$1,473	\$2,148
	Street Service Worker	\$1,473	\$2,148
	Utility Clerk	\$1,473	\$2,148
	Warrants Clerk	\$1,473	\$2,148
	Warrants Coordinator (Court)	\$1,473	\$2,148
	Water & Sewer Svc Worker	\$1,473	\$2,148
Welder's Assistant	\$1,473	\$2,148	
<u>53</u>	Accounting Clerk	\$1,651	\$2,406
	Animal Control Officer	\$1,651	\$2,406
	Bailiff	\$1,651	\$2,406
	Building Permit Clerk	\$1,651	\$2,406
	Community Development Program Assist	\$1,651	\$2,406
	Court Collection Supervisor	\$1,651	\$2,406
	EMS Billing Specialist	\$1,651	\$2,406
	Golf Course Maintenance Technician	\$1,651	\$2,406



**City of Killeen**  
**Position Classification and Pay Plan**  
**Effective October 1, 2005**

<u>Grade</u>	<u>Classified Positions</u>	<u>Salary Schedule (monthly)</u>	
		<u>Minimum</u>	<u>Maximum</u>
<u>53</u>	Grounds Maintenance Specialist	\$1,651	\$2,406
	Human Resources Assistant	\$1,651	\$2,406
	Jailer	\$1,651	\$2,406
	Library Assistant	\$1,651	\$2,406
	Parts Assistant	\$1,651	\$2,406
	Police Fiscal Specialist	\$1,651	\$2,406
	Recreation Specialist	\$1,651	\$2,406
	Recreation Supervisor	\$1,651	\$2,406
	Sign Technician	\$1,651	\$2,406
	Solid Waste Crew Chief	\$1,651	\$2,406
	Sr Meter Reader	\$1,651	\$2,406
	Sr Secretary	\$1,651	\$2,406
	Sr Utility Clerk	\$1,651	\$2,406
	Sr Water & Sewer Service Worker	\$1,651	\$2,406
	Sr. Aircraft Fuel Handler	\$1,651	\$2,406
	Truck Driver	\$1,651	\$2,406
	Utility Service Worker	\$1,651	\$2,406
<u>54</u>	Accounting Specialist	\$1,848	\$2,693
	Catalog Assistant	\$1,848	\$2,693
	Commercial Equipment Operator	\$1,848	\$2,693
	Construction Inspector	\$1,848	\$2,693
	Convention Services Manager	\$1,848	\$2,693
	Crime Prevention Coordinator	\$1,848	\$2,693
	Custodian Crew Leader	\$1,848	\$2,693
	Electrical Maintenance Technician	\$1,848	\$2,693
	Engineering Technician	\$1,848	\$2,693
	Equipment Operator	\$1,848	\$2,693
	Event Coordinator	\$1,848	\$2,693
	Evidence Technician	\$1,848	\$2,693
	Golf Shop Manager	\$1,848	\$2,693
	Grounds Crew Leader	\$1,848	\$2,693
	Library Supervisor	\$1,848	\$2,693
	Payroll Coordinator	\$1,848	\$2,693
	Police Training Assistant	\$1,848	\$2,693
	Principal Secretary	\$1,848	\$2,693
	Public Information Assistant	\$1,848	\$2,693
	Residential Equipment Operator	\$1,848	\$2,693
Special Projects Coordinator	\$1,848	\$2,693	
Sr Reference Assistant	\$1,848	\$2,693	
Youth Programs Specialist	\$1,848	\$2,693	
<u>55</u>	Airport Specialist	\$2,070	\$3,017
	Associaton Sales Manager	\$2,070	\$3,017
	Buyer	\$2,070	\$3,017

**City of Killeen**  
**Position Classification and Pay Plan**  
**Effective October 1, 2005**

<u>Grade</u>	<u>Classified Positions</u>	<u>Salary Schedule (monthly)</u>	
		<u>Minimum</u>	<u>Maximum</u>
<u>55</u>	Executive Assistant	\$2,070	\$3,017
	Fleet Services Technician	\$2,070	\$3,017
	Heavy Equipment Crew Leader	\$2,070	\$3,017
	Planning Specialist	\$2,070	\$3,017
	Public Service Officer	\$2,070	\$3,017
	Sr Sign Technician	\$2,070	\$3,017
	Technology Unit Technician	\$2,070	\$3,017
	Traffic Technician	\$2,070	\$3,017
	W&S Materials Manager	\$2,070	\$3,017
Welder	\$2,070	\$3,017	
<u>56</u>	CAD/GIS Technician	\$2,320	\$3,379
	Code Enforcement Officer	\$2,320	\$3,379
	Community Development Specialist	\$2,320	\$3,379
	Computer Operator	\$2,320	\$3,379
	Computer Technician	\$2,320	\$3,379
	Crime Statistical Analyst	\$2,320	\$3,379
	Custodian Supervisor	\$2,320	\$3,379
	Customer Svc Supervisor	\$2,320	\$3,379
	Deputy City Marshal	\$2,320	\$3,379
	Employee Benefits Specialist	\$2,320	\$3,379
	EMS Billing Supervisor	\$2,320	\$3,379
	Home Program Coordinator	\$2,320	\$3,379
	Info. Technology Training Specialist	\$2,320	\$3,379
	Lead Facilities Maint. Specialist	\$2,320	\$3,379
	Operations Specialist	\$2,320	\$3,379
	Police Records Supervisor	\$2,320	\$3,379
	Reprographics Technician	\$2,320	\$3,379
	Solid Waste Specialist	\$2,320	\$3,379
	Sr Association Sales Manager	\$2,320	\$3,379
	Sr Construction Inspector	\$2,320	\$3,379
Sr Traffic Technician	\$2,320	\$3,379	
Utility Collections Supervisor	\$2,320	\$3,379	
Utility Service Supervisor	\$2,320	\$3,379	
<u>57</u>	Administrative Assistant	\$2,598	\$4,017
	Airport Maint. Crew Leader	\$2,598	\$4,017
	Animal Control Supervisor	\$2,598	\$4,017
	Assistant Golf Professional	\$2,598	\$4,017
	Branch Manager	\$2,598	\$4,017
	Building Inspector	\$2,598	\$4,017
	Chief Operator	\$2,598	\$4,017
	City Marshal	\$2,598	\$4,017
	Clerk Of The Court	\$2,598	\$4,017
	Commercial Operations Supervisor	\$2,598	\$4,017
	Community Development Prg/Manager	\$2,598	\$4,017
	Computer Mainframe Specialist	\$2,598	\$4,017
	Container Operations Supervisor	\$2,598	\$4,017



**City of Killeen**  
**Position Classification and Pay Plan**  
**Effective October 1, 2005**

<b>Grade</b>	<b>Classified Positions</b>	<b>Salary Schedule (monthly)</b>	
		<b>Minimum</b>	<b>Maximum</b>
<u>57</u>	Flightline Service Crew Leader	\$2,598	\$4,017
	GIS Data Technician	\$2,598	\$4,017
	Human Resources Specialist	\$2,598	\$4,017
	Inflow & Infiltration Supervisor	\$2,598	\$4,017
	Information Technology Technician	\$2,598	\$4,017
	Network Technician	\$2,598	\$4,017
	Office Supervisor	\$2,598	\$4,017
	Recycling Operations Supervisor	\$2,598	\$4,017
	Reference Librarian	\$2,598	\$4,017
	Residential Operations Supervisor	\$2,598	\$4,017
	Sanitary Sewer Supervisor	\$2,598	\$4,017
	Storm Water Drainage Technician	\$2,598	\$4,017
	Street Maintenance Supervisor	\$2,598	\$4,017
	Transfer Station Supervisor	\$2,598	\$4,017
	Water Supervisor	\$2,598	\$4,017
<u>58</u>	Assistant Traffic Superintendent	\$2,910	\$4,498
	Building Plans Examiner	\$2,910	\$4,498
	Fleet Services Parts Supervisor	\$2,910	\$4,498
	Fleet Services Supervisor	\$2,910	\$4,498
	Grants Administrator	\$2,910	\$4,498
	IT A'port Technology Supervisor	\$2,910	\$4,498
	Network Administrator	\$2,910	\$4,498
	Operations Supervisor	\$2,910	\$4,498
	Senior Center Manager	\$2,910	\$4,498
	Sr CAD/GIS Technician	\$2,910	\$4,498
<u>59</u>	Accounting Supervisor	\$3,259	\$5,038
	Assistant Director of Library Services	\$3,259	\$5,038
	Cemetery Superintendent	\$3,259	\$5,038
	City Secretary	\$3,259	\$5,038
	Commercial Operations Superintendent	\$3,259	\$5,038
	Director Of Code Enforcement	\$3,259	\$5,038
	Employee Relations/Training Coordinator	\$3,259	\$5,038
	Finance Manager	\$3,259	\$5,038
	GIS Technical Project Manager	\$3,259	\$5,038
	Golf Course Superintendent	\$3,259	\$5,038
	Info. Technology Network Manager	\$3,259	\$5,038
	Info. Technology Operations Manager	\$3,259	\$5,038
	Operations Manager	\$3,259	\$5,038
	Parks/Pub Grds Superintendent	\$3,259	\$5,038
	Recreation Superintendent	\$3,259	\$5,038
	Residential Operations Superintendent	\$3,259	\$5,038
	Street Services Superintendent	\$3,259	\$5,038
	Traffic Superintendent	\$3,259	\$5,038
	Transfer Station Superintendent	\$3,259	\$5,038
	Utility Collections Manager	\$3,259	\$5,038
	Water & Sewer Superintendent	\$3,259	\$5,038

**City of Killeen**  
**Position Classification and Pay Plan**  
**Effective October 1, 2005**

<u>Grade</u>	<u>Classified Positions</u>	<u>Salary Schedule (monthly)</u>	
		<u>Minimum</u>	<u>Maximum</u>
<u>60</u>	Accounting Manager	\$3,650	\$5,642
	Airport Facilities Manager	\$3,650	\$5,642
	Airport Operations Manager	\$3,650	\$5,642
	Assistant City Attorney	\$3,650	\$5,642
	Building Official	\$3,650	\$5,642
	Director of Volunteer Services	\$3,650	\$5,642
	Fleet Services Manager	\$3,650	\$5,642
	Golf Professional	\$3,650	\$5,642
	Recycling Manager	\$3,650	\$5,642
	Senior Planner	\$3,650	\$5,642
<u>61</u>	Assistant to the City Manager/MGMT Analyst	\$4,087	\$6,319
	Director Of Community Development	\$4,087	\$6,319
	Director Of General Services	\$4,087	\$6,319
	Director of Public Information	\$4,087	\$6,319
	Director Of Solid Waste	\$4,087	\$6,319
	Director Of Street Services	\$4,087	\$6,319
	Director Of Utility Services	\$4,087	\$6,319
<u>62</u>	Assistant Director of Aviation	\$4,577	\$7,080
	Deputy City Attorney	\$4,577	\$7,080
	Director of Civic & Conference Center	\$4,577	\$7,080
	Director Of Library Services	\$4,577	\$7,080
	Director Of Parks & Recreation	\$4,577	\$7,080
	Director Of Planning & Eco Development	\$4,577	\$7,080
	Management Accountant	\$4,577	\$7,080
	Project Engineer	\$4,577	\$7,080
<u>63</u>	City Engineer	\$5,127	\$8,412
	Director Of Human Resources	\$5,127	\$8,412
	Director Of Information Technology	\$5,127	\$8,412
	<u>Unclassified Positions</u>		
	Assistant City Manager		
	Director of Finance		
	Associate Municipal Judge		
	Chief of Police		
	City Attorney		
	City Manager		
	Director of Community Services		
	Director of Aviation		
	Director of Public Works		
	Fire Chief		



# CITY OF KILLEEN

## APPENDIX D

### CITY OF KILLEEN WATER, SEWER, AND SOLID WASTE RATES

*"The City Without Limits!"*



WATER AND WASTEWATER RATES

Water Fees:

The following water charges shall apply to all residential users for the consumption of water inside the city limits:

Meter Size	5/8&3/4"	1"	1 1/2"	2"	3"	4"	6"	8"	10"
0 to 2,000 gallons	\$9.54	\$10.66	\$13.44	\$16.79	\$24.61	\$35.79	\$64.53	\$97.18	\$136.27
Applicable to all meter sizes									
2,001 to 25,000 gallons, per 1,000 gallons							\$2.59		
Over 25,000 gallons, per 1,000 gallons							\$3.09		

The following water charges shall apply to all commercial users for the consumption of water inside the city limits:

Meter Size	5/8&3/4"	1"	1 1/2"	2"	3"	4"	6"	8"	10"
0 to 2,000 gallons	\$9.92	\$11.09	\$13.98	\$17.46	\$25.59	\$37.22	\$67.11	\$101.17	\$141.72
Applicable to all meter sizes									
All over 2,000 gallons, per 1,000 gallons							\$2.69		

The following water charges shall apply to all apartment, small apartment, and mobile home park users for the consumption of water inside the city limits:

Meter Size	5/8&3/4"	1"	1 1/2"	2"	3"	4"	6"	8"	10"
0 to 2,000 gallons	\$9.54	\$10.66	\$13.44	\$16.79	\$24.61	\$35.79	\$64.53	\$97.18	\$136.27
Applicable to all meter sizes									
All over 2,000 gallons, per 1,000 gallons							\$2.59		

The water rates for all residential users outside the city limits shall be double the water rates for residential users inside the city limits:

Meter Size	5/8&3/4"	1"	1 1/2"	2"	3"	4"	6"	8"	10"
0 to 2,000 gallons	\$19.08	\$21.32	\$26.88	\$33.58	\$49.22	\$71.58	\$129.06	\$194.36	\$272.54
Applicable to all meter sizes									
2,001 to 25,000 gallons, per 1,000 gallons							\$5.18		
Over 25,000 gallons, per 1,000 gallons							\$6.18		

The water rates for all commercial users outside the city limits shall be double the water rates for commercial users inside the city limits:

Meter Size	5/8&3/4"	1"	1 1/2"	2"	3"	4"	6"	8"	10"
0 to 2,000 gallons	\$19.84	\$22.18	\$27.96	\$34.92	\$51.18	\$74.44	\$134.22	\$202.14	\$283.44
Applicable to all meter sizes									
All over 2,000 gallons, per 1,000 gallons							\$5.38		

The water rates for all apartment, small apartment, and mobile home parks users outside the city limits shall be double the water rates for apartment, small apartment, and mobile home park users inside the city limits:

Meter Size	5/8&3/4"	1"	1 1/2"	2"	3"	4"	6"	8"	10"
0 to 2,000 gallons	\$19.08	\$21.32	\$26.88	\$33.58	\$49.22	\$71.57	\$129.06	\$194.36	\$272.54
Applicable to all meter sizes									
All over 2,000 gallons, per 1,000 gallons							\$5.18		

The water rates for city-owned fireplugs are as follows:

0 to 2,000 gallons	\$24.61
All over 2,000 gallons, per 1,000 gallons	2.19



Wastewater Rates:

Single family residential	\$14.06 minimum charge for the first 3,000 gallons, plus \$3.01 per 1,000 gallons thereafter, not to exceed 10,000 gallons
Commercial customers	\$14.36 minimum charge for the first 3,000 gallons, plus \$3.01 per 1,000 gallons in excess of minimum
Motels, two-family & multifamily residential	\$14.36 minimum charge for the first 3,000 gallons, plus \$3.01 per 1,000 gallons thereafter.
Mobile home parks	\$14.36 per unit, minimum charge for the first 3,000 gallons per unit, plus \$3.01 per 1,000 gallons thereafter minimum, not to exceed 10,000 gallons per unit.

WATER AND SEWER TAPS

Water Base Tap	3/4" Tap	\$ 350.00
	1" Tap	477.00
	1 1/2" Tap	862.00
	2" Tap	1,375.00
Sewer Base Tap		\$ 350.00

WATER DEPOSITS

Residential Meters	3/4" meters	\$ 60.00
	1" meters	60.00
	1 1/2" meters	150.00
	2" meters	200.00
Commercial Meters	3/4" meters	75.00
	1" meters	150.00
	1 1/2" meters	200.00
	2" meters	300.00
	3" meters	400.00
	4" meters	500.00
	6" meters	600.00
	8" meters	900.00

DRAINAGE UTILITY RATES

Residential Property:

Single family	\$3.00 per month
Duplex	\$5.11 per month
Multi-family (three or more units)	\$2.10 per month per unit - maximum \$150.00 per month.

Non-Residential Property:

Based on Lot or Parcel Size:

Less than 10,001 square feet	\$ 5.41 per month
10,001 to 50,000 square feet	\$ 10.81 per month
50,001 to 100,000 square feet	\$ 16.22 per month
100,001 to 200,000 square feet	\$ 32.44 per month
200,001 to 350,000 square feet	\$ 59.48 per month
350,001 to 700,000 square feet	\$ 86.52 per month
700,001 to 1,000,000 square feet	\$118.96 per month
More than 1,000,000 square feet	\$189.25 per month

**SOLID WASTE RATES**

**Residential rates:**

96-gallon container	\$13.85/month
64-gallon container	12.03/month
32-gallon container	10.85/month

**Commercial Rates:**

96-gallon container	\$13.85/month
300-gallon container	42.21/month

**MONTHLY CHARGES**

**Scheduled Number of Pickups Per Week**

<b>Dumpster Size</b>	<b>Credit for Privately Owned Dumpsters</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
2 cu. yd.	\$ 15.44	\$ 58.18	\$ 96.73	\$ 135.28	\$ 173.83	\$ 213.20	\$ 250.93
3 cu. yd.	17.64	71.01	120.06	169.10	218.15	267.19	316.24
4 cu. yd.	19.11	83.06	142.60	202.14	261.66	321.22	380.76
6 cu. yd.	23.53	108.74	189.26	269.79	350.32	430.84	511.36
8 cu. yd.	27.93	134.41	235.81	337.42	438.95	540.45	641.97

**CHARGES FOR EXTRA PICKUPS**

<b>Size of Container</b>	<b>For Call-In Service</b>	<b>For Customer Reload on Site</b>
2 cu. yd.	\$ 20.44 each	\$ 8.07 each
3 cu. yd.	22.92 each	11.56 each
4 cu. yd.	25.39 each	14.03 each
6 cu. yd.	30.33 each	18.97 each
8 cu. yd.	35.28 each	23.92 each

**RATES FOR ROLL-OFF CONTAINER SERVICE**

<b>Size of Container</b>	<b>Rental Fee</b>	<b>Service + Tax</b>
20 yard open top	\$ 99.70	\$ 111.24 + weight*
30 yard open top	117.77	111.24 + weight*
40 yard open top	135.04	111.24 + weight*
20 yard compactor	Must own	111.24 + weight*
30 yard compactor	Must own	111.24 + weight*
42 yard compactor	Must own	111.24 + weight*

\* as provided in Section 24-64

**PREPAID DEPOSIT FOR ROLL-OFF CONTAINER SERVICE**

**Number of Services Per Month**

<b>Size of Roll Off</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>
20yd open top	\$ 350	\$ 610	\$ 870	\$ 1,130	\$ 1,390	\$ 1,650	\$ 1,910	\$ 2,170
30yd open top	425	736	1,048	1,360	1,672	1,984	2,259	2,570
40yd open top	490	855	1,220	1,582	1,945	2,308	2,673	3,038



Installation of locking bar device on containers:	\$25.00 installation fee plus \$2.50 monthly rental
Dumpster cleaning	\$ 50.00 per wash
Dumpster cleaning and painting	\$185.00
Mechanical assistance to customer to unload unauthorized items in container	\$30.00

MANUAL COLLECTION FOR A COMMERCIAL ESTABLISHMENT

\$110.57 per hour based on the total amount of time including, but not limited to, travel, loading, and disposal.

SPECIAL MECHANICAL/"FLATBED" COLLECTION FOR A COMMERCIAL ESTABLISHMENT

\$18.00 minimum for a volume up to three cubic yards  
 \$6.00 per cubic yard in excess of three cubic yards

Waiting Time (blocked dumpster asked to wait)	102.38/hr 1.71/min
After hours special pickup of dumpsters (under two hours)	25.00
Deposit at Water Department for recurring use of transfer station in order to be able to charge disposal costs	100.00
Installation of dumpster	20.00
Relocation of dumpster	20.00

Recycling rates:

Subscription to residential curbside recycling service	\$ 2.10 per month
Additional 22-gallon recycling bin	5.80 one time cost per bin
Lid cover for the 22-gallon recycling bin	2.25 one time cost per cover

Public scale fee	7.00 per weigh
Public scale fee – copy of ticket	5.00

Roll-off rental for special purposes or events 50.00 per service

Transfer station rates:

Dumping garbage, rubbish, and special collection by non-residents (people on rural routes and dumping non-collection material by anyone, including resident and contractors:

<b>Weight</b>	<b><u>Disposal Fee</u></b>	<b>Fee</b>
0-100 pounds		\$ 2.57 (minimum fee)
2,000 pounds (one ton)		.0257 cents per pound 51.49 per ton
Surcharge for unsecured load		10.00
Tire Disposal Fees:		
Car and truck tires up to a 16.5 rim size		2.00/each
Large truck tires, but not larger than a 2" bead		5.00/each

MISCELLANEOUS UTILITY CHARGES

Cutting off for repairs & turning back on 8:00 a.m. to 5:00 p.m. Monday - Friday	15.00
Transferring services	25.00
Collection fee for delinquent accounts where service call Is already being made	5.00
Penalty-Assessed if payment is not received by the due date - the 15th day from the billing date or mailing date	5.00
Delinquent account late charge/reconnection fee	20.00
Administrative handling of returned checks	30.00
Returned check late charge - Assessed if returned check not redeemed by disconnect date - the 7th day from mailing date	20.00
After hours service	30.00
When water service is turned on by anyone other than an authorized water department personnel	50.00
If, after a water meter has been pulled, an attempt to obtain water from the city in any manner other than through a meter has been made	100.00
Delinquent garbage only late charge	5.00
New account fee	15.00
Meter check	15.00
Meter check (pull and test)	41.50
Annual itemized bill, per account	3.00
Alphabetical listing of accounts	35.00



# CITY OF KILLEEN

## APPENDIX E

### GLOSSARY

*"The City Without Limits!"*



## **BUDGET GLOSSARY**

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To assist the reader of the Annual Budget document in understanding various terms, a budget glossary has been included.

**Accrual Accounting:** A basis of accounting in which debits and credits are recorded at the time they are incurred as opposed to when cash is actually received or spent. For example, in accrual accounting, a revenue which was earned between April 1 and July 31, but for which payment was not received until August 10, is recorded as being received on July 31 rather than on August 10.

**Ad Valorem Taxes:** Commonly referred to as property taxes are the charges levied on all real, and certain personal property according to the property's assessed valuation and the tax rate, in compliance with the State Property Tax Code.

**Appropriation:** An authorization made by the City Council which permits the City to incur obligations and to make expenditures of resources.

**Appropriation Ordinance:** The official enactment by the City Council to establish legal authority for City official to obligate and expend resources.

**Assessed Valuation:** A value that is established for real or personal property for use as a basis for levying property taxes. (Note: Property values are established by the Bell County Appraisal District.)

**Attrition:** Savings which occur when personnel vacancies are not immediately filled on positions which are fully funded for the year.

**Authorized Positions:** Personnel slots which are budgeted in the adopted budget to be filled during the year, sometimes referred to as FTE's (Full-Time Equivalents).

**Balance Sheet:** A financial statement that discloses the asset liabilities, reserves and balances of a specific governmental fund as of a specific date.

**Base Budget:** Cost of continuing the existing levels of service in the current budget year.

**Beginning Fund Balance:** Cash available in a fund from the prior year after payment of the prior year's expenses and deductions for prior year's encumbrances.

**Bond:** A written promise to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance. The most common types of bonds are general obligation and revenues bonds. These are most frequently used for construction of large capital projects, such as buildings, streets, and bridges.

**Bond Fund:** A fund used to account for the proceeds of general obligation bond issues.

**Bond Refinancing/Refunding:** The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

**Budget:** A financial plan for a specified period of time (fiscal year) that matches all planned revenues and expenditures with various municipal services.

**Capital Improvement Project:** The specific projects that make up the Capital Improvements Program. The projects involve construction, purchase, or renovation of City facilities or property.



**Capital Improvements Program (CIP):** A management tool used to assist in the scheduling, planning, and execution of a series of capital improvements over a period of time. The CIP is updated annually. It sets forth the estimated expenditures by year and specifies the resources estimated to be available to finance the project expenditures. Capital improvements refer to additional investment in basic facilities owned by the City with life expectancy greater than five years.

**Capital Outlay:** Expenditures for fixed assets, such as equipment, remodeling, minor improvements and vehicles, that are funded from the operation budget. Since long-term financing is not necessary and expenditures of this type are of such recurring character, these items are not part of the Capital Improvements Program.

**Cost Center:** An administrative branch of a department.

**Debt Service Fund:** The Debt Service Fund, also known as Interest and Sinking Fund, was established to account for funds needed to make principal and interest payments on outstanding bonds when due. The fund also reflects paying agent fees and a reserve of not less than two (2) percent of original bond issues.

**Department:** The basic organizational unit of government which is functionally unique in its delivery of services.

**Depreciation:** The process of estimating and recording the lost usefulness, expired useful life or diminution of service from a fixed asset that cannot or will not be restored by repair and will be replaced. The cost of the fixed asset's lost usefulness is the depreciation or the cost to reserve in order to replace the item at the end of its useful life.

**Division:** A major administrative division of the City which indicates overall management responsibility for an operation or a group of related operations within a functional area.

**Effective Tax Rate:** The rate which produces the same effect in terms of the total amount of taxes as compared to the or a group of related operations within a functional area.

**Encumbrance:** The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a future expenditure.

**Enterprise Fund:** A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The rate schedules for these services are established to insure that revenues are adequate to meet all necessary expenditures. Enterprise funds are established for services such as water, wastewater, gas, airport, and the golf courses.

**Estimated Revenue:** The amount of projected revenue to be collected during the fiscal year.

**Expenditure:** The outflow of funds paid or to be paid for an asset obtained or goods or services obtained regardless of when the expense is actually paid. This Term applies to all funds. (Note: An encumbrance is not an expenditure. An encumbrance reserves funds to be expected.)

**Expense:** Charges incurred (whether paid immediately or unpaid for operation, maintenance, interest and other charges.)

**Fiscal Year:** The time period designated by the City signifying the beginning and ending period for recording financial transactions. The City of Killeen has specified October 1 - September 30 as its fiscal year.

**Fixed Assets:** Assets of long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

**Full Faith and Credit:** A pledge of the City's taxing power to repay debt obligations (typically used in reference to General Obligation Bonds or tax supported debt.)

**Full-Time Equivalent (FTE):** A measure of authorized personnel calculated by equating 2,080 hours of work per year with the full-time equivalent of 1 position.

**Function:** A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible.

**Fund:** An accounting entity that has a set of self-balancing accounts and that records all financial transactions for specific activities or government functions. Eight commonly used funds in public accounting are: General fund, capital projects funds, special revenue funds, debt service funds.

**GAAP:** Generally Accepted Accounting Principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules and procedures that define accepted accounting principles.

**General Fund:** The largest fund within the City, the General Fund accounts for most of the financial resources of the government. General Fund revenues include property taxes, licenses and permits, local taxes, service charges, and other types of revenue. This fund includes most of the basic operating services, such as fire and police protection, finance, sanitation, parks and recreation, libraries, general administration.

**General Obligation Bonds:** Bonds whose principal and interest is backed by the full faith, credit and taxing powers of the government.

**Goal:** A goal is a long-term, attainable target for an organization.

**Infrastructure:** Structures and equipment such as highways, bridges, buildings and public utilities such as water and sewer systems.

**Interfund Transfers:** The movement of monies between funds of the same governmental entity.

**Intergovernmental Revenue:** Revenue received from other governments in the form of grants, shared revenues or payments in lieu of taxes.

**Modified Accrual Basis:** The basis of accounting under which expenditures (other than accrued interest on general long-term debt and certain compensated absences) are recorded at the time liabilities are incurred and under which revenues are recorded when measurable and available. "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to pay liabilities of the current period.

**Operating Budget:** A plan of financial operation embodying an estimate of proposed expenditures for a given period (typically a fiscal year) and the proposed means of financing them (revenue estimates). The term usually indicates a financial plan for a single fiscal year.

**Policy:** A policy is a plan, course of action or guiding principle designed to set parameters for decisions and actions.

**Performance Measure:** An identifiable unit of measuring the effectiveness and efficiency of providing services. Data collected to determine how effectively or efficiently a program is achieving its objectives.

**Revenue Appropriation:** A designated portion of a fund to be allocated and appropriated to the reserve of the fund in order to meet potential liabilities during the fiscal year.

**Revenue Bonds:** Bonds whose principal and interest are payable exclusively from earnings of an Enterprise Fund.

**Risk Management:** An organized attempt to protect a government's assets against accidental loss in the most economical method.



**Source of Revenue:** Revenues are classified according to their source or point of origin.

**Special Revenue Funds:** Special revenue funds are used to account for resources allocated to specific purposes. A special revenue fund continues in existence as long as governmental resources are allocated to its specific purposes.

**Strategy:** A strategy is a specific, measurable and observable result of an organization's activity which advances the organization toward its goal.

**Tax Levy:** The total amount to be raised by general property taxes for operating and debt service purposes specified in the annual Tax Ordinance.

**Tax Rate:** The amount of tax levied for each \$100 of assessed valuation.

**Trust Fund:** The Trust Fund was established to account for all assets received by the City that are in the nature of a trust and not accounted for in other funds. The Trust Fund is accounted for as an expendable trust fund.

**Unencumbered Balance:** The amount of an appropriation that is not expended or encumbered. It is essentially the amount of money still available for future purchases.

## **Finance Department Budget Staff**

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