

Killeen Celebrates



125th Birthday Station
May 15th, 2007 - Killeen, TX 76541

Celebrating

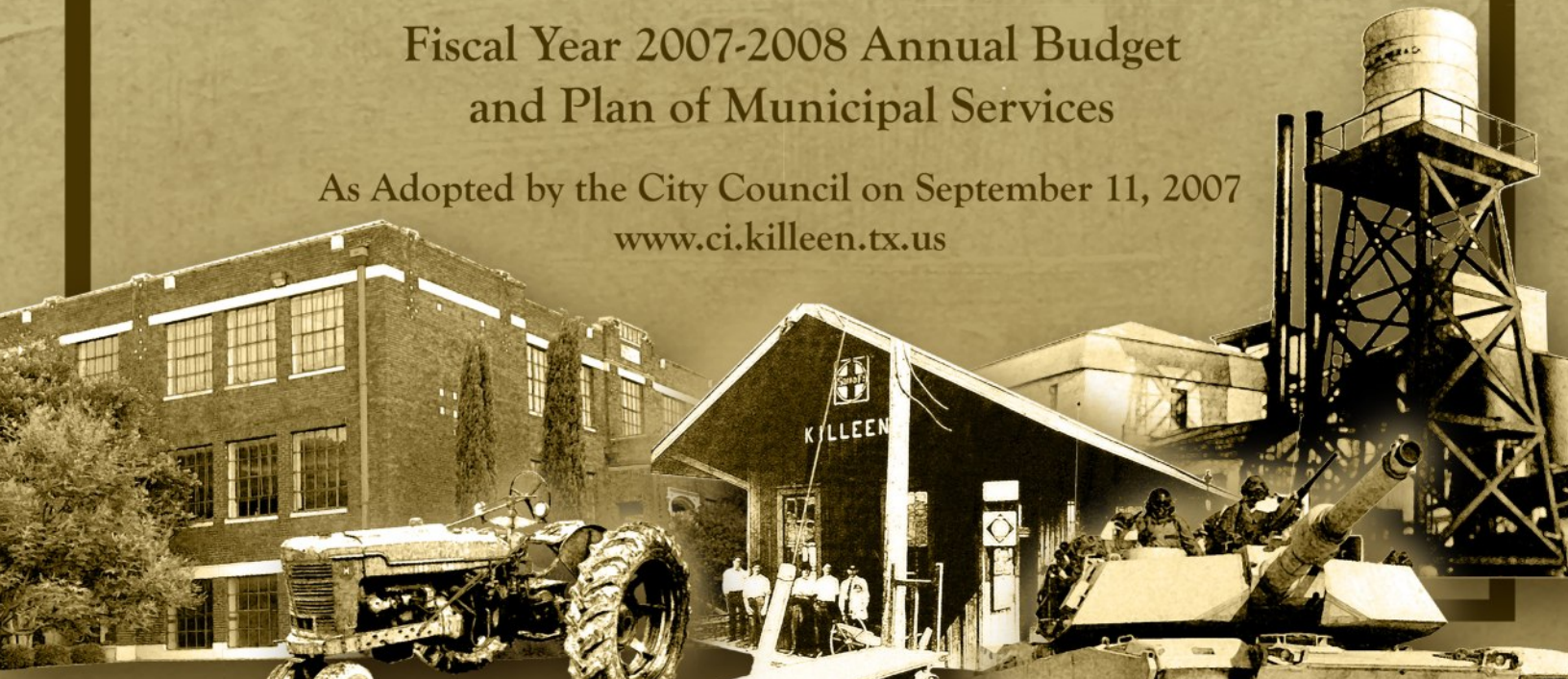
125 Years



Fiscal Year 2007-2008 Annual Budget
and Plan of Municipal Services

As Adopted by the City Council on September 11, 2007

www.ci.killeen.tx.us



CITY OF KILLEEN, TEXAS
2007-08 ANNUAL BUDGET
AND
PLAN OF MUNICIPAL SERVICES

MAYOR

Timothy L. Hancock

CITY COUNCIL

Fred Latham, Mayor Pro Tem

Dr. Claudia L. Brown

Larry Cole

Otis Evans

Juan Rivera

Kenny Wells

Billy C. Workman

CITY STAFF

Connie J. Green, City Manager

Barbara A. Gonzales, Director of Finance

“The City Without Limits!”



City of Killeen Mayor and City Council 2007/2008



Timothy L. Hancock
Mayor



Fred Latham
Mayor Pro Tem
District 3



Kenny Wells
District 1



Juan Rivera
District 2



Dr. Claudia L. Brown
District 4



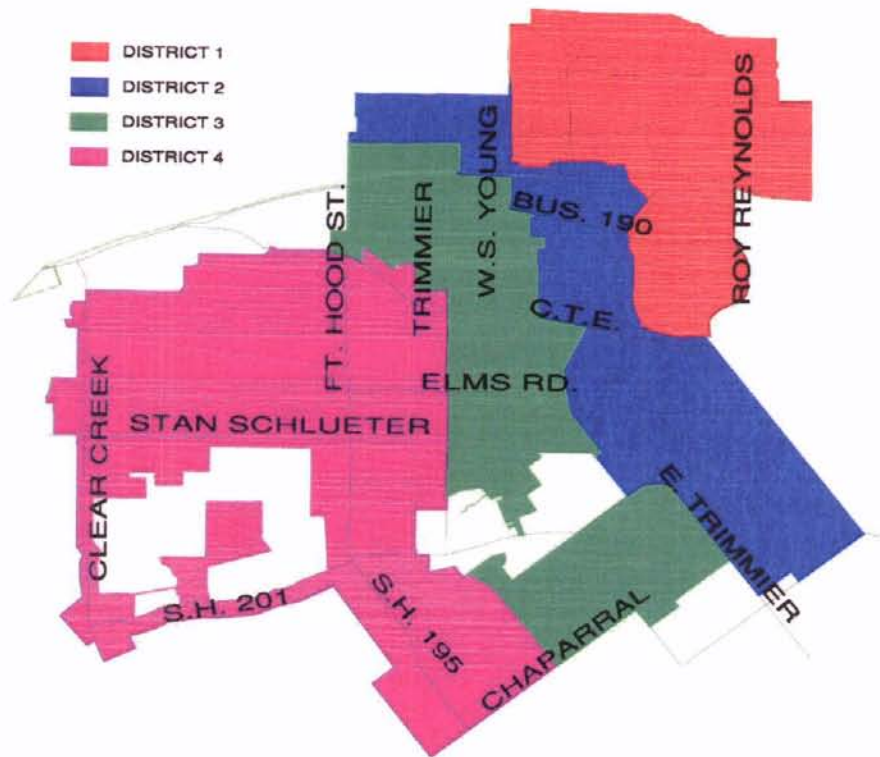
Larry Cole
At Large



Otis Evans
At Large



Billy C. Workman
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.

Timothy L. Hancock, Mayor

Phone: 254-526-4529
 thancock@ci.killeen.tx.us
 Term expires May 2008

**Fred Latham,
 Mayor Pro Tem and District 3**

Phone: 254-699-9317
 flatham@ci.killeen.tx.us
 Term expires May 2009

Kenny Wells, District 1

Phone: 254-681-4977
 kwells@ci.killeen.tx.us
 Term expires May 2009

Larry Cole, At Large

Phone: 254-526-4418
 lcole@ci.killeen.tx.us
 Term expires May 2008

Juan Rivera, District 2

Phone: 254-690-4539
 jrivera@ci.killeen.tx.us
 Term expires May 2009

Otis Evans, At Large

Phone: 254-526-7613
 oevans@ci.killeen.tx.us
 Term expires May 2008

Dr. Claudia L. Brown, District 4

Phone: 254-338-4033
 clbrown@ci.killeen.tx.us
 Term expires May 2009

Billy C. Workman, At Large

Phone: 254-338-8337
 bworkman@ci.killeen.tx.us
 Term expires May 2008



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	Barbara A. Gonzales
Fire.....	Jerry Gardner
Human Resources.....	Debbie Maynor
Information Technology	Kevin Gunn
Municipal Court	Barbara Weaver
Police	Dennis Baldwin
Public Information	Hilary Shine
Public Works.....	James Butler



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Killeen
Texas**

For the Fiscal Year Beginning

October 1, 2006

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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ORDINANCE 07-079

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, 2007, AND ENDING ON SEPTEMBER 30, 2008; 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 ORDINANCE; AND ESTABLISHING AN EFFECTIVE DATE.

WHEREAS, a budget for operating the municipal government of the City of Killeen for the fiscal year October 1st, 2007, to September 30th, 2008, has been prepared by Connie J. Green, City Manager, as Budget Officer for the City of Killeen, Texas; and

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 1st, 2007, to September 30th, 2008, 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 2007-2008 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 \$50,000 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 \$50,000 as provided by said Section without further authorization by the City Council.

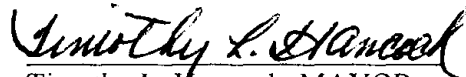
SECTION IV. That should any part, portion, or section of this ordinance be declared invalid or inoperative or void for any reason by a court of competent jurisdiction, such decision, opinion or judgment shall in no way affect the remaining portions, parts, or sections or parts of a section of this ordinance, 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 are hereby expressly repealed if in conflict with the provisions of this ordinance.

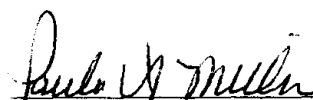
SECTION VI. That this ordinance shall take effect and be in full force and effect from and after its passage and approval according to law.


PASSED AND APPROVED at a regular meeting of the City Council of the City of Killeen, Texas this 11th day of September, 2007, 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

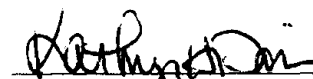

Timothy L. Hancock, MAYOR

ATTEST:


Paula A. Miller, CITY SECRETARY



APPROVED AS TO FORM:


Kathy Hoffman Davis, CITY ATTORNEY

CITY SECRETARY DISTRIBUTION:
Director of Finance

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 2007 TAX YEAR AND FOR THE USE AND SUPPORT OF THE MUNICIPAL GOVERNMENT OF THE CITY OF KILLEEN FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2007, AND ENDING SEPTEMBER 30, 2008; 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 City Council meeting of August 16, 2007; 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 2007; **NOW, THEREFORE**,

BE IT ORDAINED 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 2007 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 TAX RATE WILL RAISE MORE TAXES FOR MAINTENANCE AND OPERATIONS THAN LAST YEAR'S TAX RATE.

SECTION II. That there is hereby levied for the tax year 2007 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) 46.256 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, 23.244 cents on each one hundred (\$100) of the taxable value of such property as follows:

1.278	per \$100 valuation	to Interest and Sinking Fund Series	2003 C/O
1.211	per \$100 valuation	to Interest and Sinking Fund Series	2001 C/O
0.699	per \$100 valuation	to Interest and Sinking Fund Series	2002 C/O
0.538	per \$100 valuation	to Interest and Sinking Fund Series	1999 Refunding GOB
0.525	per \$100 valuation	to Interest and Sinking Fund Series	1999 C/O
1.767	per \$100 valuation	to Interest and Sinking Fund Series	2004 C/O
9.227	per \$100 valuation	to Interest and Sinking Fund Series	2004 GOB
.901	per \$100 valuation	to Interest and Sinking Fund Series	2005 C/O
1.076	per \$100 valuation	to Interest and Sinking Fund Series	2006 GOB
2.391	per \$100 valuation	to Interest and Sinking Fund Series	2007 GOB
3.631	per \$100 valuation	to Interest and Sinking Fund Series	2007 C/O

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.

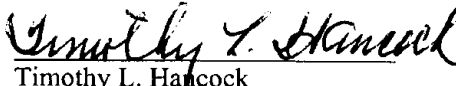
SECTION V. That monies collected pursuant to this Ordinance shall be expended as set forth in the City of Killeen 2007-08 Annual Budget and Plan of Municipal Services.

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.

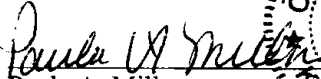
PASSED AND APPROVED at a regular meeting of the City Council of the City of Killeen, Texas this 11th day of September 2007, at which meeting a quorum was present, held in accordance with the provisions of V.T.C.A. Government Code, Section 551.001 et. seq.

APPROVED



Timothy L. Hancock
MAYOR

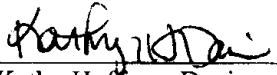
ATTEST:



Paula A. Miller
CITY SECRETARY



APPROVED AS TO FORM:



Kathy Hoffman Davis
CITY ATTORNEY



CITY HIGHLIGHTS



2007 Review

125th birthday bash kicks off

By Kevin M. Smith
Killeen Daily Herald
May 16, 2007

A crowd of more than 150 gathered on the Killeen City Hall lawn for the city's 125th birthday party.

Tuesday marked the anniversary of the day the first train came into town. Since the Gulf Colorado & Santa Fe Railway Co. laid the tracks and sold plots of land, it named the town after Frank P. Killeen, an official with the railroad company.

"The town of about 300 became a shipping point of the area for agricultural products, cotton in particular," Mayor Timothy Hancock read in a proclamation. "In the next 60 years, the city prospered and grew to over 1,200 people."

The arrival of Camp Hood in 1942 took 160,000 acres for military training, particularly in tank destroyer tactics. In 1950, the camp was declared

a permanent post and the city has steadily grown since. Today the population exceeds 100,000.

"It is Killeen's 125th birthday, and we have to thank all of its citizens for making it what it is today," Hancock said.



Mayor Hancock celebrates Killeen's 125th birthday by cutting the first piece of birthday cake.

After the proclamation, City Council members raised a 125th anniversary

flag.

Greg Schaneff, a representative from Congressman John Carter's office, also commented on the city's birthday. "He (Carter) would have been here today if he were not in Washington voting," Schaneff said.

Schaneff called for the crowd to yell "happy birthday" simultaneously loudly so Carter, R-Round Rock, could hear it in Washington, D.C.

Kathy Gilmore also delivered remarks. "Well, happy birthday, Killeen," Gilmore said.

Gilmore, who headed the committee to organize celebration events, said more events to celebrate the city's birthday will begin May 29 and run through June 3.

"We've worked hard, and I think we've put together a great celebration for everybody," she said. For details on celebration activities, visit www.killeen125.com.

History in the marking

By Kevin M. Smith
Killeen Daily Herald
June 1, 2007

A ceremony dedicating a historical marker at Killeen City Hall honored a native of the town who was instrumental on the home front during World War II.

"What better time to do this than on our 125th birthday," Kathy Gilmore said. "We're so, so honored to have this special, special lady, who was a Killeenite."

That special lady was Oveta Culp Hobby. Among many things, Hobby became the first director of the all-volunteer Women's Army Auxiliary Corps in 1941 during World War II.

The plans for an eventual Allied front in Europe required a substantially larger Army, with many more

jobs that women could fill.

Establishment of a Women's Army Corps with pay, privileges, and protection equal to that accorded to men was seen as a partial solution to the Army's problem.

On July 3, 1943, the WAC bill was signed into law. All WAACs were given a choice of joining the Army as a member of the WAC or returning to civilian life.

By the end of the war, more than 150,000 women had served in the volunteer auxiliary; nearly 75 percent of them became a part of the regular Army when the WAC was formed.

"Under her leadership, the Women's Army Auxiliary Corps provided American women an opportunity to help win the war," said William McWhorter, military history sites coordinator for the Texas Historical

Commission.



Former Lt. Gov. Bill Hobby, Oveta's son, spoke during the ceremony in front of the marker on the south side of Killeen City Hall, 101 N. College St. He also presented two pictures to the city. One is a painted portrait of Oveta and the other a photo of himself as a child with his mother and the then-commanding general of Camp Hood.

Killeen takes a hike: City dedicates trail, honors namesake

By Kevin M. Smith
Killeen Daily Herald
May 26, 2007

Exactly one year after the groundbreaking ceremony for the Andy K. Wells Hike and Bike Trail, city officials were cutting the ribbon for a dedication ceremony Friday morning behind the Community Center in Killeen.

"So look what's happened in a year," said Kathy Gilmore, a former City Council member and the daughter of Andy Wells.

The trail that runs primarily along Nolan Creek perpetuates a legacy in Killeen. Its namesake sat on the first Killeen City Council in 1949. His grandson, Councilman Kenny Wells, described Andy Wells as a visionary. Kenny said his grandfather was many things: a farmer, rancher, grocer and builder among many other things.

"He built the first air-conditioned school in Killeen," Kenny said. Kenny said his grandfather never gave up on a project and talked about a lake Andy built on his land. Shortly after

building the lake, heavy rain caused flooding and the lake's dam was washed out.

"Everyone said, Give up," Kenny said. But Andy rebuilt the dam. Many years later it was washed out again. He rebuilt again, and the lake and dam remain to this day. "He never gave up," Kenny said.

Kenny likened Andy's spirit to never giving up on the hike and bike trail project. Public Works Director Jim Butler wanted a hiking trail since he began for the city of Killeen. The hike and bike trail has been in the works for about four years.

It came to fruition after the city received two things: a grant from the Texas Department of Transportation and land. The city was awarded a \$3.2 million grant for the trail, but it was an 80-20 match, meaning the city needed to provide 20 percent of the cost of the project. Land could count as the city's contribution. So when Kenny donated about 10 acres on the eastern part of the trail, that nearly completed the city's portion.

"Without that last little piece of the

puzzle, we wouldn't be standing here today," Butler said. An additional \$500,000 from the city fulfilled the city's obligation for the grant.



The trail is 2.5 miles long and runs behind the Community Center, around the baseball and softball fields, along Nolan Creek to 38th Street and also through Rotary Children's Park next to W.S. Young Drive. The trail also includes restrooms, lights and security cameras.

Gilmore also boasted about the trail's immediate success. "Dad would be proud of this beautiful facility," she said.

Multicultural event to celebrate Killeen's diversity

By Kevin M. Smith
Killeen Daily Herald
May 31, 2007

Phyllis Jones hopes this weekend's 125th birthday celebration for the city of Killeen will help make residents more aware of the town's diversity.

"Even though Killeen is diverse, we have people who don't see it, they're not exposed to it," Jones said. "To them it doesn't exist, and this will give everybody a chance to know it does exist."

After looking at the list of events and activities for the town's celebration, Jones said she didn't see any multicultural groups involved.

"Killeen is diverse; you can't have a celebration such as this without showing exactly what Killeen is. The program Saturday and Sunday will show Killeen's diversity," she said.

In April, Jones and Julia Villaronga became co-chairs of a committee for international entertainment at the event. They recruited help from the Multi-Ethnic Cultural & Arts Association and Under One Roof Bookstore.

"Amongst us, we do have a multicultural group," Jones said.

Babatunde, owner of Under One Roof Bookstore, said he wasn't satisfied with the planning committee's lack of diversity.

"Killeen is more like a salad bowl," Babatunde said. "It's got a lot of different flavors to it."

The committee sent forms to as many groups and individuals they could think of to perform.

Jones said it wasn't hard to find diverse groups in the region. "We know each other and support each other," Jones said.

Musicians, dancers and storytellers from as close as Killeen, Harker Heights and Copperas Cove and as far away as Waco, Austin and Dallas will perform



perform from 10 a.m. to 6 p.m. at the Vive Les Arts Center, adjacent to the Killeen Civic and Conference Center. Groups are scheduled for performances ranging from 15 to 45 minutes.

The Filipino American Association is among the groups performing. About 16 of the more than 400 members from Central Texas will perform the Tinikling, a Filipino folk dance often dubbed the national dance of the Philippines.

Gene del Rosario, spokesperson for the group, said it's typical for the group to perform at regional events. "We've been performing everywhere," she said.

Del Rosario said that with the 15-minute time slot, the group will perform just a couple of folk dances. "We have a variety of dances," she said.

There are R&B singers, Korean folklore dancers, Hispanic music groups and poetry readers, among other performers.

The event, which allows people to come and go at their leisure, is free. There will be programs with a complete schedule at Vive Les Arts on Saturday and Sunday.

For more information on Killeen's 125th birthday events, visit www.killeen125.com.

Police academy graduates 14 officers

By Justin Cox
Killeen Daily Herald
August 4, 2007

This time last year, Angela Booker worked at the Killeen Police Department desk and served as one of the many public service officers, or PSOs, employed with KPD.

But Friday at noon, Booker — along with 13 others — was sworn in as KPD's newest graduating class after completing the basic peace officer course.

Friends and family members, half of whom came with camera in hand, waved to the graduates as they claimed their diplomas and stood in front of the crowd gathered at the Killeen Civic and Conference Center, where they were sworn in as the newest additions to the Killeen police force.

For Booker, a longtime Killeen resident, Friday's graduation was the culmination of hard work and a goal that she first set her eyes on more than 14 months ago.

"It's just something I've always wanted to do," she said, flanked by friends and family, including her mother, Yulane Mathews. "I've been in

law enforcement for four or five years. It's just the next step in my career. I was working at the desk for about eight months."

She said it was her goal from minute one, and she was excited at the opportunity to get into the first peace officer class available.

"I was going to move up eventually," the 25-year-old Booker said, "and I knew I was going to become a Killeen police officer. I just didn't know it would happen so soon. I thought I was going to wait a couple years, but it just happened...it (the training class) was good. They teach you what you need to know. I feel good, and I feel ready to get out there and get started."

Her mother said she is nervous but pleased that her daughter is happy.

"I pray a whole lot. I'm very nervous, but I'm very happy for her," she said. "I was kind of upset (when she first heard her daughter's intentions of becoming a cop), but she was so determined. She was so determined to get those tests, she was studying so much, I told her to slow down because she was studying so much. Her mind was always on that."

Assistant Chief of Police Larry Longwell gave a send-off speech before



14 new police officers are sworn in as the Killeen Police Department's academy graduation.

the 14 officers were sworn in, speaking about the duties and responsibilities of wearing the shield.

"Start being role models today," Longwell said. "This is the greatest job in the world. Have a blast."

The 14 who graduated Friday were: Selena Atkins, Angela Booker, Tramel Bracey, Lane Copelin, James Craigg, Stephen Frucella, Tarita Hagan, Lacy Kurczewski, Ramiro Martinez, Ricardo Martinez, Christopher Morris, Luis Osorio, Amy Smith and Jason Wright.

City Council OKs emergency sirens

By Kevin M. Smith
Killeen Daily Herald
March 14, 2007

In a nearly four-hour meeting Tuesday, the Killeen City Council approved several items, ranging from emergency services improvement to ordinance and staffing changes.

In about 90 days, Killeen should have 21 operational emergency warning sirens. The City Council approved spending \$395,427 for the sirens, which will provide warnings during storms and potential disasters.

The sirens, which are the same hardware and software that Fort Hood recently installed, will also feature voice tones in certain areas like high school stadiums to tell people where to take shelter.

Despite the council's unanimous approval of the purchase, Councilman Dick Young spoke hesitantly of buying the sirens. He wanted to know if the 130-decibel sirens could be heard in homes and wake up citizens in the event of a tornado warning in the middle of the night.



Scott Hollingsworth, a representative of the Federal Signal company, from which the city is buying the sirens, said the sirens are not guaranteed to be heard in homes because the company cannot determine the structural design of every building in town. "There is no one solution for cities to warn everyone," Hollingsworth said.

"If you save one person at \$375,000 — or whatever — then the city has spent that money well," Hancock said.

Chad Berg, Killeen Emergency Management and Homeland Security Coordinator, said this is the first phase of an "all inclusive" program that, if approved at future meetings, will include automated calling. That system would call residences in the city

and issue warnings over the phone — up to 20,000 homes in 10 minutes.

Also on the emergency services side, the City Council approved a one-year cooperative agreement with the cities of Temple and Harker Heights to share a helicopter. Killeen Police Chief Dennis Baldwin said that despite the helicopter not being operational last year, it has been fixed and is ready to fly. The city will pitch in \$15,000 to use the helicopter for police emergencies to search for people like a suspect on the run or an abducted child for the year.

"For \$15,000, the cost benefit is good — if it flies," Baldwin said.

The agreement has a 30-day escape clause if the city does not feel it is a beneficial service to have. The council approved it 5-1, with Young the dissenting vote.

Students receive practical global tracking lesson

By Hillary S. Meeks
Killeen Daily Herald
November 16, 2006

"I thought this was going to be a boring field trip, but it wasn't," said Chelsea Spencer, one of 1,000 sixth-graders who attended the city of Killeen's GIS Day at the Civic and Conference Center.

Spencer and her fellow Fairway Middle School classmates couldn't stop talking about what they experienced at the GIS event. They enthusiastically shared what they learned, from how the Killeen Police Department tracks criminals with mapping systems, to how the GIS can be used to help the environment.



"I like how they tied geography with technology, science and math," said Fairway sixth-grade science teacher Diane Umtalan. "They have it real-

world, and a lot of it was centered toward our local community."



Colen Wilson, GIS project manager for Killeen, said he challenged and everyone involved to, "create engaging and interesting activities—no speeches, no power point." Participants who set up booths ranged from Temple College and the Mayborn Planetarium to Fort Hood and many city of Killeen departments.

When he first started organizing the event, Wilson said he had no budget. Then, sponsors started pouring in funds, and the city raised a total of \$9,600. "I've already been asked by the school district to triple the size for next year. Instead of 1,000 kids, 5,000 kids," he said.

As students poured into the first room set up for the event, they instantly started playing with dozens of world map beach balls scattered

across the floor. After letting them go wild for a bit, facilitators calmed the children down and engaged them in geography trivia games and activities.

Then the sixth-graders entered the next room, where 16 booths were set up, each with a different focus related to geography. All of the children were given a card and required to attend a short session at each of the booths before getting a stamp on their cards.

A fully-stamped card was traded in at the end of the session for a special "GIS Day" bag filled with goodies, and for a hot dog and chips lunch.

"It's good for the kids. It's well-organized, and it's good for them to show such interest in learning how GPS works," said Bruce Martin, an employee for AGTS, a mapping company that uses GPS.

Wilson said this is the first year the city has participated in what is a nationwide event to raise student awareness of how geography is used in various fields. "(All the booth participants) use the information in a different way, but everybody here uses geography in some way in their profession," he explained.

Students from middle schools in Killeen, Salado and Copperas Cove attended the event.

Hot Summer series brings myriad of people

By Kevin M. Smith
Killeen Daily Herald
June 30, 2007

About 200 people went to the Killeen Amphitheater on Friday for some salsa music at the second of five concerts in the Hot Summer Nights series.

The concert — performed on the outdoor stage behind the Killeen Community Center — drew a variety of people who created what some said was an enjoyable atmosphere.

"I like it. I like the culture; it has a good atmosphere," said Lloyd White of Killeen.

It was White's first time to go to the concert series, which the city's Parks and Recreation Department has sponsored for about 15 years, but he said it likely won't be the last time.

White attended to support his girlfriend, who is a member of Orquesta Caribe, the band that performed Friday.

It was the band that drew others.

"I'm Puerto Rican, I like salsa," said Jay Sayas of Killeen.

Joana Cruz of Killeen also came for the salsa music. "The flow" is what Cruz said she likes about it.

The concert series offers several genres of music, however. The first concert of the series this year was the Rodger Duncan Band playing jazz. Rick Barton, who moved to Killeen this year, went to the jazz concert on June 8.

"We enjoyed it so much we came out for this one," said Barton, who was at the concert with his wife and children.

With the food, moonwalk for children and free live music, Barton said it was a good family outing. "It's a very good idea," Barton said. "It's got something for the kids as well as the adults."

The next concert in the series is Dysfunction Junction, an R&B group, on July 27 and the oldies band Rotel & The Hot Tomatoes on Aug. 10. All concerts are from 8 to 10 p.m. at the amphitheater.

Josh Wells, recreation superintendent, said the salsa, Tejano and oldies concerts usually bring in the largest crowds, averaging more than 300.

The Parks and Recreation Department will bring in bands as far away as Dallas and Austin, but it also looks to local groups like Orquesta Caribe, which is based in Killeen.



The salsa group, Orquesta Caribe, performs at the Community Center as a part of the Hot Summer Nights concert series.

Killeen Fire Department receives \$1.9 million grant

By Jimmy Ferguson
Killeen Daily Herald
October 20, 2006

A nearly \$2 million grant recently awarded to the Killeen Fire Department is easily the largest in the department's history.

On Thursday, fire department employees held a formal ceremony to receive the message.

The \$1,863,000 grant came from the Department of Homeland Security's Staffing for Adequate Fire and Emergency Response Grant Program. It will allow the department to hire 18 more firefighters, U.S. Rep. John Carter, R-Round Rock, told Killeen city officials and firefighters gathered at the Central Fire Station.

The 18 Killeen firefighters lined up behind Carter served as the backdrop and represent what he said the grant means.



U.S. Representative John Carter announced that the City of Killeen has been awarded a \$1.9 million grant.

"These are the people who risk their lives, their property and their whole way of life, so that we can be safe in our homes and in our businesses from fire," Carter said. "Maintaining a great fire department is very, very critical to this community."

Carter said he was bringing good news, and when he announced the grant total, the group stood up and roared its applause.

SAFER issues grants to fire departments nationwide to increase the number of frontline firefighters. The five-year grant requires Killeen to increasingly match federal funding until year five, when the city bears the entire cost of the program.

Killeen Mayor Timothy Hancock welcomed Carter to the city and thanked him for his effort in getting the grant approved.

Hancock said the city of Killeen is

dedicated to public safety and continues to make it a top priority for its residents. He noted that the city had hired nine firefighters and will begin the construction of its eighth fire station next year.

"With as much progress that we have made, we are still short of our goal of having three firefighters on each engine," Hancock said, noting the grant will allow the city to accomplish that goal.

The fire department consists of 153 full-time employees supported by 18 volunteers.

Killeen Fire Chief Jerry Gardner said as soon as the City Council accepts the grant, his department will start recruiting to fill the positions.

"This is a great opportunity for the city of Killeen," Gardner said. "It's going to enhance the safety of the firefighters and the protection of the citizens. It's going to allow us to move faster towards our strategic goal of adequate staffing on the fire apparatus. The city administration was committed to doing that over the next several years by hiring nine firefighters until we got to three firefighters per engine."

In hiring 18 new firefighters in addition to the nine that the City Council has already approved to hire, Gardner said his department will be able to quickly achieve three-man staffing.

Currently, KFD runs two firefighters per engine and, when a call comes in, they take paramedics from the ambulance to fulfill their mission, Gardner said.

"But if the ambulance is out on a call, then those two firefighters will have to wait until additional people get there to start fighting the fire or executing a rescue," Gardner said.

Similar comments on the grant's significance were made by City Manager Connie Green and Jeff Ferrell, the president of the Killeen Professional Firefighters Association.

Carter and Hancock recognized U.S. Rep. John Cornyn, Bell County Judge Jon Burrows, the Killeen Professional Firefighters Association, the Greater Chamber of Commerce and Fort Hood's Lt. Gen. Raymond Odierno, who wrote letters of support to accompany the grant application.

Cornyn, who was not present at Thursday's ceremony, provided the

following remarks.

"This funding will help to ensure that Texas firefighters remain well-trained and equipped for their important work of protecting our homes, families and communities," said Cornyn, the chairman of the Emerging Threats and Capabilities Subcommittee.

"The men and women on the frontlines of emergency response need more support than ever, and I applaud the local first responders and area leaders for their work to obtain this important assistance."



Killeen Fire Department personnel pose with a fleet of emergency vehicles at Central Fire Station.

Cornyn has held roundtables with emergency first responders in several cities across the state to highlight security needs in Texas hometowns and to afford communities the opportunity to express their needs and concerns directly to him.

"The safety of our cities and towns is among my highest priorities," Cornyn said. "So I'm encouraged to see that some of the tax money Texans send to Washington is being returned to help save lives among firefighters and the people they serve."

Annual Christmas parade celebrates the season

By Justin Cox
Killeen Daily Herald
December 10, 2006

It was an evening of sights and sounds to satiate the senses.

The Celebrate Killeen Committee held its 44th Annual Christmas Parade Saturday evening, departing from its usual morning starting time of 10 a.m. and going instead with a 4:30 p.m. start.

The police and fire departments throughout the area highlighted the event, both literally and figuratively, but it was the Harker Heights Police Department that was awarded the top spot overall in the parade.

Home Depot came in second with its two-pronged float, which consisted of a small pickup and a Christmas Tree trailed by a long semitrailer decorated with a makeshift railroad engine on the back. The Haitian and Caribbean American Organization took third overall.

Santa made his expected appearance, but only at the end of the parade as he doused the waiting

children with buckets of candy from his spot atop one of the Killeen Fire Department's big trucks.

Hundreds of people braved the crisp weather to line the walkways of downtown Killeen. Children were especially prevalent as each young one veered away from his or her parents to get to every piece of candy they could get their hands on.

One of those kids was 6-year-old Anthony Palmer, a first-grader at Clark Elementary. This was his second Killeen Christmas Parade. He came with his mother, Venetia, and stood out at 4:15 waiting for the parade to start.

"I think it was cool," Anthony said. "And I got a lot of candy." He said his favorite part of the parade, other than the candy of course, was when one of the floats was tossing out T-shirts.

"I liked it, it was good," his mother said. "I liked that they had a lot of small businesses in there as well."

Palmer, who has lived in the area since 1994, said this was her fifth time at the parade. Her husband is deployed in Iraq, and won't be back until

August. She said it's a difficult time, but she understands being ex-military herself.

Anthony said if his father was here, he'd ask for a Transformer for Christmas. But since he isn't, he can only talk to him, and tell his father what he'd most like to hear.

"I love him, and I'm proud of him," Anthony said.



Mayor and Mrs. Hancock wave to the crowd as they ride in the Christmas Parade through downtown Killeen

Great American Cleanup events draws 150 volunteers

By Kevin M. Smith
Killeen Daily Herald
March 22, 2007

A creek cleanup Saturday was just one part of a major three-month, nationwide beautification effort.

Keep Killeen Beautiful sponsored a waterway cleanup Saturday that brought out more than 150 volunteers Saturday to pick up trash in the drainage ditch that runs along Lowe's Boulevard.

"It was the first time we've done an event like that," said Whitney Cahill, Killeen youth programs specialist who oversees the Youth Advisory Commission.

YAC, an organization for eighth-grade through high school senior students, participated in the waterway cleanup on Saturday.

"I think the biggest thing with this is they got to see the instant progress they made," Cahill said.

This was the second waterway cleanup in the past six months. About 75 volunteers, along with city of Killeen staff, cleaned junk out of Nolan Creek in September.

Craig Good, chair of Keep Killeen Beautiful, said the group will be working on more projects in the next two and a half months as part of the Great American Cleanup that started March 1 and runs through May 31.



Members of the Youth Advisory Commission pick up litter in a drainage ditch on Lowes Boulevard as a part of the Great American Cleanup.

Organizations, businesses, clubs and families are encouraged to participate

in this event by registering and reporting any community cleanup they have planned.

The next big cleanup project for Keep

Keep Killeen Beautiful will be the Don't Mess With Texas Trash-Off on April 14. YAC will also participate in that as Lake Road is its adopted street.

"This is probably one of our biggest events," Good said.

He said there were more than 1,000 volunteers last year in Killeen during the state-wide event. Organizations with adopted roads will be picking up trash along their respective streets. After the cleanup, 8 to 11:30 a.m., there will be a cook out with prizes for the groups that participate.

It doesn't stop in May with the Great American Cleanup.

Good said beautification activities throughout the year include numerous planting projects and recycling projects in local schools and around town.

"Doing these things help keep the aesthetics of the city up," Good said.

Downtown revitalization strategy for Killeen unveiled

By Justin Cox
Killeen Daily Herald
January 19, 2007

"In order to have a first-class town, you must have a first-class downtown." That theme resonated throughout the hall of First Baptist Church Thursday night as Killeen residents joined the City Council in hearing a plan of action designed to guide the city over the next five years in its plan of resurrecting and revitalizing downtown Killeen.

Doyle Hyett from HyettPalma presented more than 100 people who were in attendance with the Downtown Action Agenda 2007 complete with approaches, strategies, ideas and guides analyzing what Killeen has and what it needs to do in order to have a downtown that is not only successful economically, but is also a welcoming environment that its residents can be proud to call their own.

In a guide that emphasized keeping a standard of quality throughout, Hyett described a large downtown divided into four distinct areas: the historic, the office and institutional area, housing and an automobile-oriented corridor to better facilitate traffic flow.

A great deal of improvements

suggested are designed to improve perception. Hyett emphasized public improvements to aid that goal such as streetscape enhancements and an overall cleanup of the downtown. In addition, a stronger police presence will be needed, he said, to get the first steps of this movement underway — it's a long process and the first step is to establish a mindset of quality.

Hyett gave the city staff the overall report, which is more than 100 pages long, and will be made available to the public online very soon.

Among the vast number of catalyst projects designed to get the process under way included in the presentation were a greater emphasis on more downtown special events — have bigger events and have them more often, create a new Health and Human Services facility, a central park complete with fountains, an art center and museum as well as a new library.

City Manager Connie Green was very impressed with the overall presentation. "He gave a great presentation. I'm like everybody else, I'm looking forward to reading the report," Green said. "Once we get into it and read it and work with our citizens, I think we'll have a very good (idea of where we need to go).

"Job one will be to get that reproduced and get it up and on the Web site and get it out to our council members and just go from there. We have a very unique community here, and I think downtown reflects that."

In order for this process to be successful, he said that the city has to work with all the different elements of the community — not just the staff and construction workers undertaking the project, but the entire city.

"He laid the burden upon us," Councilman Fred Latham said. "It's up to us to carry the torch from here on out. I think he (Hyett) gave us some good variables to work with. I think this helped to bring focus and we've brought people together. This is one of the bigger turnouts I've ever seen for a town hall meeting in my 14 years of being on a council. That shows me something, that there's an interest here, and that's important."

Latham said Hyett reminded everyone that this kind of project is not an overnight success, but if the city and the community continue to work together, this step forward could be the first of many Killeen is likely to take toward a safe, healthy and productive downtown.

Project to ease traffic congestion on fast track

By Kevin M. Smith
Killeen Daily Herald
May 11, 2007

City officials are hoping to getting from point A to point B in Killeen will be easier in coming months. At the Killeen City Council workshop on Tuesday, City Project Engineer George Lueck update council members on the progress of traffic light synchronization.

"The goal is to try to optimize green time," Lueck told the council. He said about 90 percent of the communication wiring is done. "All the signals have to communicate," Lueck said. When the project is completed, the traffic signals will be coordinated so that drivers shouldn't have to stop at each traffic light.

The project also includes video sensors to signal to traffic lights when cars are at the intersection so they can switch to green to accommodate traffic. The other signals will then adjust the

timing to get in sync with the light change. "It allows green time based on how many cars are there," Lueck said.

This will be implemented at 37 intersections. The traffic corridors affected by this new system will include: Veterans Memorial Boulevard from Fort Hood Street to W.S. Young Drive, W.S. Young Drive from Veterans Memorial Boulevard to Lowes Boulevard, Trimmier Road from Terrace Drive to Bacon Ranch Road and Rancier Avenue from Fort Hood Street to W.S. Young Drive.

The \$1.05 million project includes traffic signal installation and signal synchronization, including radios, repeaters, antennas and software. The funds came from a 2004 general obligation bond.

Remaining tasks on the project include the installation of video detection cameras, implementation of signal/phasing timing plans, training city staff on maintaining and developing phasing/timing plans and

implementation of traffic management.

Lueck said he expects the W.S. Young Drive and Trimmier Road corridors to be completed and operational by the holiday shopping season this year.

Those corridors are a top priority as a 24-hour traffic count on Feb. 24, 2005, tallied 16,970 vehicles going through the north side of the Trimmier / Central Texas Expressway intersection and 26,046 vehicles on the south side of the intersection.

The intersection of W.S. Young and Central Texas Expressway was even more congested, with 35,518 vehicles going through the north side and 29,263 on the south side. Lueck said he believes the Rancier Avenue and Veterans Memorial Boulevard corridors could be done by spring 2008.

"You'll see some changes; you'll see efficiency when the cameras are installed," Lueck said.

Breaking Ground-Construction begins on two new projects

By Robert Nathan
Killeen Daily Herald
October 19, 2006

A decade-long vision for improving quality of life in Killeen with additional park facilities took another step Wednesday when the city broke ground on the Lions Club Park Family Recreation Center and Senior Center Complex.

Standing before about 75 members of the community, current and former city leaders pushed their shovels into the ground while receiving a rousing ovation from active members of the Bob Gilmore Senior Center.

"Do it again," one Killeen resident shouted as dirt was thrown into the air.



Current and former city leaders break ground on the Lions Club Park Family Recreation Center and Senior Center Complex.

The symbolic groundbreaking was done twice as a reminder that the million community project was a sure thing. The new parks facilities are part of the third phase of the \$64 million capitol improvements program that was first discussed during the mid-1990's, is expected to be completed by December 2007 or January 2008.

"Without your vision, we might not be here today," said Councilman Dick Young, who is the city's community services committee chairman. "I appreciate every voter that voted for this bond issue and everybody who stepped their feet to the fire and pushed this issue forward. I believe everybody is going to be extremely excited when it opens."

The two facilities located on the east side of Lions Club Park on Stan Schlueter Loop, near the playground, will address many recreational needs of Killeen residents, in addition to the needs of active duty and retired population in the Greater Killeen/Fort Hood area.

The 41,000-square-foot Family Recreation Center will include a double gymnasium, fitness center and indoor walking/jogging track, game room, classroom, child development room, locker rooms and an office area for parks and recreation staff.

The 14,000-square-foot Senior Center will include a kitchen and dining facility, a ballroom, arts and crafts rooms, a game room and an

office area for staff.

In addition to the taxpayer-funded park projects, two privately funded projects also are being built at Lions Club Park.

Mickey's Convenience Stores partnered with the city to build a skate park at Lions Club Park. Its construction is expected to be completed in 2007. Mickey's Convenience Stores has sponsored a golf tournament over the past two years to raise money for the project.

The Junior Service League of Killeen also partnered with Killeen to construct the city's first spray park at Lions Club Park.

Glenn Morrison told the supporters the groundbreaking was only the beginning of a much brighter horizon for the additional park facilities in the city. He said the new facilities will help offset the city's growth and set the direction for the city's park programs for years to come.

"This will be the cornerstone," Morrison said. "From here we go to the north side and the west side (of the city). It will serve as the hub for all programs that we have. Everything will go from this project."

Mayor Tim Hancock praised the groundbreaking because it focused on improving the quality of life in the community.

"This is probably the greatest thing I have seen in Killeen," Hancock said.

Talk of the town

By Kevin M. Smith
Killeen Daily Herald
July 13, 2007

A television show idea Mayor Timothy Hancock had when he was first elected to the Killeen City Council will come to fruition next week.

"Talk City" will debut on the city's government access Channel 10. The date and time will be announced soon.

"I had the idea from the time I served on the council as a council member," Hancock said. Hancock served as a councilman for six years, two as mayor pro tem, and pitched the idea to the council.

"When I was first elected to the council, I found a lot of citizens were not getting the information that needed," Hancock said.

Hancock and Killeen Public Information Director Hilary Shine

have been working on the show for about a year. "We wanted to bring some topics to life," Shine said.

The first episode was taped on Wednesday and features Killeen Emergency Management Coordinator Chad Berg.

"What's more important right now than emergency management with all this crazy weather?" Shine asked.

Berg said that during the taping he talked about the emergency management office, hazardous materials, individual preparedness and how residents can be involved.

"What people should do in case of flooding," Berg said. That also involved explaining the difference between a watch and warning in weather reports. "And what citizens should do to prepare for that," Berg said.

The first show was taped in the public information office in City Hall,

but Shine said the taping will be moved to different sites around town to suit each topic.

"If we're talking about parks and recreation center, we need to be out there showing residents," Shine said. The goal is to make the show informative and timely. Future topics are expected to be about the city's budget, downtown revitalization, parks programs and bonds.

Hancock said he hopes the show is more than just a person talking; for instance, when it features the public works department, he wants footage of crews cleaning drainage ditches.

"We are trying to beef up our programming on our government access channel," Shine said. Shine also said she hopes to include the shows online in the near future.

Airport breaks another record

By Justin Cox
Killeen Daily Herald
January 12, 2007

More and more Central Texas residents are choosing Killeen for their tickets to the friendly skies. The Killeen-Fort Hood Regional Airport has set another enplanement record in 2006, reaching its highest annual mark at 180,088 passengers, a 13 percent increase from 2005.

December saw the all-time highest enplanements at 18,186 passengers. This number surpasses the previous record set in July 2006 by 1,628 passengers. The national average increase was just 4.3 percent. Since opening in August 2004, Killeen-Fort Hood Regional enplanements have grown by 60 percent.

John Sutton, director of aviation, said the growth is a good sign for the airport, which has now been open for 2 1/2 years. "In part it's due to customer satisfaction," he said. "Convenience is another; the fact that we've opened new destinations to Las Vegas and Atlanta."

The marketing department has also been busy. Customers might have seen them on the way to Waco and Austin—another effort to get the word out about the airport's services. Killeen

Councilman Fred Latham said the results are beyond anyone's expectations.

"We're very pleased with the performance of the airport. I think that is the result of the marketing campaign that is ongoing," Latham said. "I think that word is getting out. We've added two more airlines, and that has caused an increase in service. They've added additional flights to Dallas as well. With our marketing campaign, we've been able to attract other carriers."

Latham added that the long term goal is to get another major carrier, such as South west, to start running flights in and out of the airport, but for the moment, that is still down the road.

Sutton said he has continued hopes for the future, but there are several challenges given this stage in the airport's development if they want to continue experiencing growth.

"We continue to talk to various airlines to try and encourage various flights to other destinations outside the state of Texas, or increase the number of seats available for the traveling public," he said.

"One of the problems I see is that we're getting to a point where we don't have anymore capacity to grow. Unless

the airlines want to add flights or bring in different equipment with more seats, it's going to be more difficult to grow much more than we are right now."

Sutton said he and his staff will continue to work with airlines to try and get more planes to provide better service to its destinations. The airport has the capability to house and service jets carrying 150 passengers or more, and some airlines do currently use those in Killeen.

"Right now, we're looking for larger regional jets coming into the area," Sutton said. But most planes departing and arriving can carry about 40 passengers apiece, so something in between will be needed soon, given that most all flights are fully booked.

Killeen-Fort Hood Regional is serviced by American Airlines to Dallas, Continental Airlines to Houston, Delta Air Lines to Atlanta, and Allegiant Air to Las Vegas. There are 20 daily departures and 20 daily arrivals.

Parking lot activity is another indicator of growth at the airport, and demand has increased more than 20 percent in the past year. A recent doubling of parking space will allow for continued growth in vehicle traffic.

Killeen airport gets \$285,000 grant

By Don Bolding
Killeen Daily Herald
September 8, 2007

The Federal Aviation Administration announced Friday the approval of a \$285,000 grant to the Killeen-Fort Hood Regional Airport to fund placement of an additional jet fuel tank.

"We needed this because our traffic and consequent demand for fuel has been much more than we anticipated when the airport was built," said John Sutton, Killeen aviation director. "It will provide storage for 12,500 more gallons."

The airport was formerly operated exclusively by the Army as Robert Gray Army Airfield. It was converted to joint military-civilian use under the federal Military Airport Program to convert all or part of some military facilities to civilian use to increase capacity for swelling air traffic.

The city of Killeen originally received \$25 million to build a terminal

and add other facilities on the east side of the airfield, funds that were "used...up a long time ago," Sutton said. A stipulation of the grant requires the city match the funding with another 5 percent. Sutton said the city's next step is to advertise for bids for the new storage facility.



The city opened the regional airport in 2004, resolving to increase airline service. At the time, its only traffic was several daily shuttle flights to Dallas-Fort Worth and Houston by American Eagle and Colgan Airlines, which had

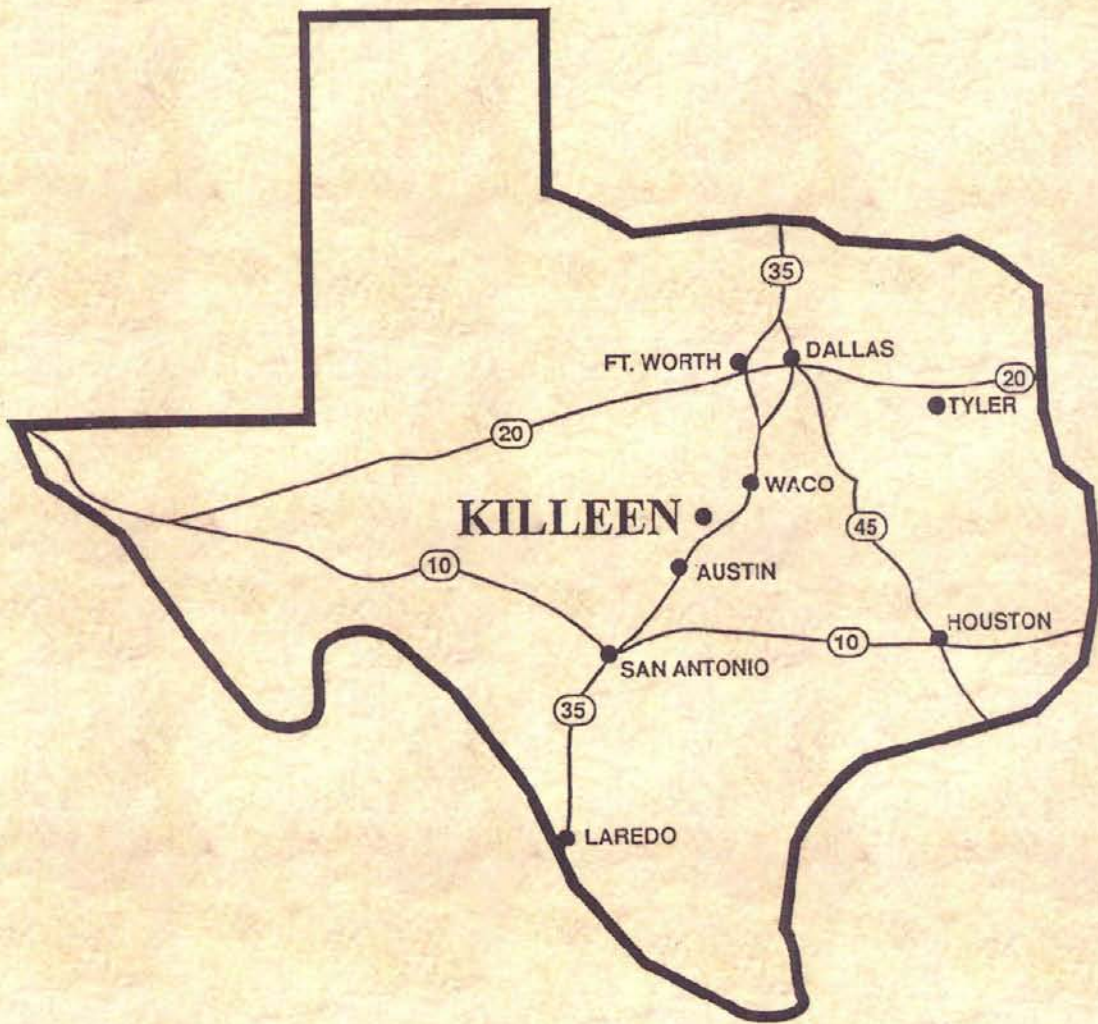
formerly used the municipal airport now named Skylark Field for general aviation.

Delta Airlines, which had ceased service after converting to a new fleet of aircraft that needed longer runways than Skylark's, resumed service with twice-daily flights from the regional airport to Atlanta last September.

The Killeen-Fort Hood airport is one of four new funding for various projects in the military conversion program in the upcoming fiscal year. The others are in Portsmouth, N.H.; Marquette, Mich.; and Plattsburgh, N.Y.

"The four airports selected this year are prior participants in the program and are participating again because they remain committed to ensuring their airports can operate as civilian or joint military-civilian use facilities," stated an FAA news release.

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 and 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 council has four district members representing specific geographical areas of the city and three at large members representing the city as a whole. 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 district council members are elected in odd-numbered years.

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.

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 1,100 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 339 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 over 44,000 soldiers and more than 9,600 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 multi-campus facility. Metroplex expanded its facility by 62,000 square feet to better service its growing patient population. Scott & White has two clinics in Killeen offering 11 Family Medicine physicians, 3 pediatricians, and 2 physician's assistants. They offer referral service to specialists in their regional hospital located 25 miles away in Temple. Scott & White Hospital is also going through a major expansion. The military community is served by the 128-bed Carl B. Darnall Army Medical Center 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 estimated enrollment of over 38,000 in 2007. KISD employs over 5,800 teachers and support personnel to serve the District's 50 campuses and is the area's second largest employer. Students attend classes at thirty elementary schools (K-5), twelve middle schools (6-8), four high schools (9-12), and four 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 has a shopping center with a large mall anchored by 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 district 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 1st

¹Number of employees 2007-08 1,129

¹Major 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 Signalization
- Waste Collections
- Water Supply

²Tax Structure 2007-08

Property Tax	2.39119
City of Killeen	.6950
Public Schools-KISD	1.141190
Bell County	.3795
CTC	.1420
Road	.0295
Clear Water	.0040

²2007 Property Tax Valuations

Total Assessed Value	\$4,347,306,720
Exempt Value	371,725,172
Total Taxable Value	\$ 3,975,581,548

²Ten Largest Taxpayers 2007 Taxable Value

TXU Electric Delivery CO.	\$ 37,646,040
Central Telephone Co.	25,151,420
Wal-Mart Stores Real Estate Business	18,877,496
GG&A Killeen Mall Partners LP	16,976,285
TWE Advance/Newhouse "Waco"	13,996,480
Sallie Mae Inc.	12,787,822
Feiga/Sierra Creek LP	9,952,274
SPRM Killeen LP	8,975,733
Automax	8,869,224
KC-Copper Mountain LP	8,693,703

¹2006-07 Service Statistics

Airport:

Number of Airports	2
Number of Acres	289
Number of Airlines	3
Passengers Enplaning	208,186
Passengers Deplaning	189,409

Fire Protection:

Number of Stations	7
Fire Apparatus	16
Number of Hydrants	3,368
Number of Firemen	184
Number of Fire Runs	4,851
Number of Paramedic Runs	12,279
EMS Units	11

Libraries:

Number of Libraries	2
Number of Visitors	303,771
Number of Volumes	100,613
Circulation of Volumes	300,899
Library Cards in Force	47,375
Story Time Attendance	16,481
Public Computer Sessions	81,635

Source

¹ City of Killeen

² Bell County Tax Appraisal District

³ US Census Bureau – 2006 American Community Survey

⁴ Texas Workforce Commission

⁵ Greater Killeen Chamber of Commerce

⁶ KilleenWorks.com

Parks and Recreation

Number of Parks	19
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	208
Number of Employees-Other	68

Demographics

¹Area of City (in square miles):

2002	35.45
2003	35.50
2004	44.47
2005	45.09
2006	45.35
2007	45.41

¹Population:

2001	86,911
2002	91,000
2003	100,975
2004	103,210
2005	103,210
2006	103,210
2007	103,210

³Racial Composition:

White	49.8%
Black	34.7%
American Indian	0.5%
Asian Alone	3.4%
Native Hawaiian	0.1%
Other	6.2%
Mixed	5.4%
Hispanic	24.0%

³Gender Composition:

Male	49.6%
Female	50.4%

³Median Household Income: \$ 41,153

³Number of Households: 42,740

³Median Age of Population: 27.2

⁴Unemployment Rates 2006:

Killeen	5.9
Texas	4.9
United States	4.6

¹Public Works:

Paved Streets	489 mi.
Unpaved Streets	1.0 mi.
Arterial Streets (State)	30.10 mi.
Storm Water Piping	150,000 linear ft.
Inlets & Outfalls	3,000 structures
Curb and Gutter	600 miles
Open Channels	83 miles
Drainage Easements	180 acres
Signalized Intersections	81
Street Lights	3,712

¹City of Killeen Wastewater Systems:

Sanitary Sewer Mains	484.5 mi.		
Sewer Connections	36,007		
Sewer Treatment Plant is Activated Sludge			
Plant 1	Plant 2	Plant 3	
Max Capacity	15 MGD	6 MGD	6MGD

¹City of Killeen Water System:

Average Daily Consumption	9,754,305 gpd
Rated Daily Capacity	29,500,000 gpd
Water Mains	520.9 mi.
Water Connections	37,496
Max System Daily Capacity (Killeen)	29,500,000 gal
	80,000,000 WCID
Max Daily Use to Date (Killeen)	22,312,000 gal
	80,000,000 WCID
Pressure on Mains	37-100 PSI Killeen
	45-175 PSI WCID
Storage Capacity	19,650,000 Killeen
	30,000,000 WCID
Size of Mains	6"-30" Killeen
	18"-54" WCID

Source

¹ City of Killeen

² Bell County Tax Appraisal District

³ US Census Bureau – 2006 American Community Survey

⁴ Texas Workforce Commission

⁵ Greater Killeen Chamber of Commerce

⁶ KilleenWorks.com

⁵Top 10 Major Employers in Killeen Area:

Fort Hood (Includes Soldiers and Civilians)*	52,904
KISD	6,000
Central Texas College	1,360
Metroplex Hospital	1,300
First National Bank	1,000
Sallie Mae	966
City of Killeen	1,129
Killeen Mall	800
Wal-Mart	650
Convergys Corporation	500

*Source: Fort Hood Public Affairs Fact Sheet as of 2/15/07

⁶Elevation: 827 feet above sea level

⁶Average Temperature: 69.7
Monthly Avg High Temp 77.8
Monthly Avg Low Temp 56.4

⁶Average Annual Rainfall: 34.2 inches/year

⁶Average Annual Snowfall: .9 inches/year

¹Area 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

Source

¹ City of Killeen

² Bell County Tax Appraisal District

³ US Census Bureau – 2006 American Community Survey

⁴ Texas Workforce Commission

⁵ Greater Killeen Chamber of Commerce

⁶ KilleenWorks.com



CITY OF KILLEEN
OFFICE OF THE CITY MANAGER

September 11, 2007

Honorable Timothy L. Hancock, Mayor, and Members of the City Council:

I am pleased to submit to you the Annual Budget and Plan of Municipal Services for the 2007-08 fiscal year, which begins October 1, 2007 and ends September 30, 2008. Three public forums were held to give citizens an opportunity to address issues of concern in the development of the budget. These meetings provided citizens with opportunities to voice their concerns over a wide range of issues such as crime prevention, street maintenance, drainage issues, quality of life issues and other City services. In addition, the City conducted a detailed citizen survey of over 5,000 citizens to determine the priority of city services as viewed by our residents.

Several goals and priorities were identified with the development of the budget last year and many of those priorities continue to be of significance as we prepare for FY 2007-08. The priorities addressed in the FY 2007-08 preliminary budget are: 1) continue to maintain current programs, services, and the ad valorem property tax rate; 2) continue 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) continue adequate funding for street improvements and infrastructure needs; 4) continue funding adequate pay and benefits to City employees; 5) continue the development of the right-of-way mowing program and drainage maintenance program to provide a safe, clean living environment for our citizens; and, 6) adequately fund economic development activities to promote Killeen as an ideal place to live and to do business. 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 that reflects the general directions and concerns of the City Council and the input from citizens received during the public forums.

STRATEGIC PLANNING BUDGET PRIORITIES

The current strategic plan reflects 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 1st 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 \$122,719,545. Total expenditures for all funds in the FY 2007-08 budget are anticipated to be \$233,273,663. The budget includes several new programs and services, which have been included to address the most significant priority issues identified by both citizens and Council.

- 1) The budget provides for adequate funding to maintain and enhance existing levels of services to our citizens and maintains the ad valorem tax rate at 0.695.
- 2) A total of nineteen (19) positions have been added to the Police Department budget, consisting of four (4) downtown walking patrol officers, four (4) patrol beat officers, five (5) detectives for CID, four (4) motor officers, and two (2) evidence technicians.
- 3) Emergency Management/Homeland Security public education program.
- 4) Funding for the operations of the new Lions Club Park Facility including a total of nine (9) full time positions and four (4) part time positions; two (2) custodians, one (1) one principal secretary, (1) recreation supervisor, two (2) recreation specialists, one (1) part time recreation specialist, three (3) office assistants, and three (3) part time office assistants.

- 5) Funding for street maintenance was increased by \$250,000 and two (2) pothole patching teams. Four (4) positions were added.
- 6) A Human Resources Specialist was added to the budget to specifically handle the needs of public safety.
- 7) In accordance with Council's priority to maintain adequate and fair pay for all City employees, the budget includes a 4% cost of living adjustment (COLA) for all civil and non-civil service employees and a 2% market adjustment for civil service employees.
- 8) Funding for updating the Solid Waste Master Plan to align city needs with such issues including future growth and long-term recycling is provided.
- 9) This budget includes facilitating the right-of-way mowing/maintenance program with an equipment repair / storage facility, one (1) mowing crew leader, four (4) mowing service worker's, one (1) part time service worker and one (1) mowing service technician is included.
- 10) Major programs funded in the Water and Sewer Fund include an Inflow / Infiltration reduction study and a water expansion crew consisting of four (4) operator / apprentice positions needed to meet the demand of infrastructure in new subdivisions, aging lines, and maintaining hydrants for fire protection.
- 11) Major programs funded in the Drainage Utility Fund include one (1) drainage crew leader, three (3) drainage crew equipment operators and four (4) drainage service workers as a result of the damage due to heavy rains in 2007.
- 12) Funding for the Greater Killeen Chamber of Commerce and the Killeen Economic Development Corporation has been increased in the proposed budget to expand marketing efforts and promote Killeen as an ideal place to live and to do business. Proposed funding for the Killeen Chamber of Commerce (GKCC) and the Killeen Economic Development Corporation (KEDC) in FY 2007-08 is \$1,327,766.

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

GENERAL FUND

The recommended General Fund expenditure budget is \$60,105,239. Revenues are budgeted at \$57,470,233. The expenditure budget represents a 3% increase over the FY 2006-07 expenditure budget of \$58,324,351. The increase in expenditures is due to providing additional resources to address the significant priorities for the FY 2007-08 budget.

The budget proposes the following significant new programs and services in the General Fund for FY 2007-08:

- 17 Police Officer positions including: 4 Walking Patrol Officers, 4 Patrol Beat Officers, 4 Motor Officers, and 5 Detectives - \$1,047,590. {Objective S1.2}
- 2 Evidence Technicians for Police Department - \$67,066. {Objective S1.2}
- 18 Paramedic School Positions in the Fire Department - \$61,200. {Objective S1.2}

- Street Maintenance Funding Increase - \$250,000. {Objective S1.1}
- 2 Pothole Patching Teams - \$143,208. {Objective S1.1}
- 6 Full Time and 4 Part Time Recreation Employees for the New Recreation Center (Funded for 9 Months) - \$178,371. {Objective QL1.1}
- Lions Club Park Operations Costs including 2 Custodians and a Principal Secretary for the New Recreation Facility - \$219,900. {Objective QL1.1}
- 1 Software Specialist and a Part Time Clerk for Information Technology - \$70,000. {Objective S1.3}
- 1 Crew Leader for Custodial Services - \$35,794. {Objective PA1.3}
- 1 Executive Assistant for City Manager's Office - \$42,825. {Objective S1.3}
- 1 Human Resources Specialist for Civil Service - \$41,305. {Objective S1.2}
- Bilingual Pay - \$49,801. {Objective S1.3}
- Increase Elderly Transport Funding - \$20,000 {Objective QL1.2}
- 2% Market Adjustment for Civil Service - \$422,364.
- 4% Cost of Living Adjustment for Civil Service - \$812,233.
- 4% Cost of Living Adjustment for Non-Civil Service Employees - \$587,125.
- Various other New Program and Services Requests - \$432,640.

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

The budget reflects the commitment to ensuring that all civil and non-civil service employees remain adequately compensated. The budget provides funding for a 2% market adjustment for all civil service employees and a 4% cost of living adjustment (COLA) for all City employees, both civil and non-civil service, and reflects what is transpiring on both a local and a national level related to the increases in the Consumer Price Index (CPI).

The budget provides funding for seventeen new police officers. The 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. Citizen surveys and input from citizens at Town Hall meetings frequently site crime prevention and public safety as one of their primary concerns in Killeen. The addition of these officers will make a significant impact on the safety and welfare of our citizens. Police Officers enforce Federal, State and local criminal laws and make arrests for violations when necessary. Police Officers also enforce State and local traffic laws and issue citations for violations of those laws. Frequently, the strong presence of law enforcement acts as a deterrent to crime and is an indication to our citizens of our commitment to their safety and welfare. The police department is authorized approximately 2.0 sworn officers per thousand population. The additional seventeen positions will bring the department staffing authorization to 224 officers, or 2.17 officers per thousand which is in line with the City's goal.

The City meets our staffing goal of three (3) fire and rescue officers per engine. The City received a grant through the U.S. Department of Homeland Security for the Staffing for Fire and Emergency Response (SAFER) program. The grant has helped significantly defray some of the cost of the Fire Rescue Officer's. The grant funds the salaries and benefits for the officers at a decreasing rate over a five-year period, with the City assuming full responsibility of the costs at the end of the program. This grant has allowed the City to reach the Fire Department's staffing goal.

The new Family Recreation and Senior Center Complex is well underway with construction expected to be completed by May 2008. In preparation for full operations at the Complex and maintenance of the additional recreational grounds, the preliminary budget provides funding for the operations and staffing to include: two (2) custodians, one (1) principal secretary, one (1) recreation supervisor, two (2) recreation specialists, one (1) part time recreation specialist, three (3) office assistants, and three (3) part time office assistants.

The budget has been developed using an ad valorem tax rate of .695 cents per \$100 of taxable assessed valuation. The .695 cent proposed tax rate is the same as the previous year's tax rate and includes provisions to increase the debt service portion of the tax rate to meet existing obligations for Phase I and Phase II and the 2002 General Obligation Bond program. Phase III of the general obligation bond program is anticipated to take place in FY 2007-08 to fund the additional capital improvement projects for public safety. These improvements include the new police headquarters facility and two (2) additional fire stations. Engineering and preparation of specifications for the renovation of the Animal Control building are in process.

Economic conditions are evaluated during the development of the General Fund budget and expectations for major revenue sources such as property tax and sales tax revenues are influenced by that analysis. At this time, the tax rolls are complete and the Tax Appraisal District of Bell County provided the City with a property tax roll sufficient to confirm assessed values. Documentation from the District reflects a certified taxable assessed valuation of \$3,975,581,548. This valuation represents a 13.45% increase over the prior year's certified taxable valuation of \$3,504,499,234.

Projected sales tax revenues for FY 2006-07 are projected to exceed the prior year by 8.2%. Sales tax revenues are budgeted for FY 2007-08 at \$19,337,000. This represents an increase of 4% over the estimated revenues for FY 2006-07 and reflects an expectation of continuing growth based on recent economic data.

In preparing this budget the budgeted ending fund balance in the General Fund will increase over the amount in the previous year's budget by \$3,246,392. This represents a 28% increase in the budgeted ending fund balance over FY 2006-07. The goal is to eliminate the shortfall between budgeted revenues and budgeted expenditures in the general fund within the next two years. This goal will be accomplished through a combination of balancing revenue and expenditure projections based upon actual year-to-year experiences.

WATER AND SEWER OPERATING FUND

The City of Killeen provides water and sanitary sewer services to approximately 37,110 residential and commercial customers. The water system has approximately 522.35 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 potential capacity to deliver 34.3 million gallons daily (MGD). Current peak demand is about 22 MGD, average daily usage is 12.69 MGD.

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 completed the construction of Trimmier Creek Wastewater Treatment Plant in January 2007 which has added an initial treatment capacity of 6 MGD. The entire capacity of this plant is allocated to Killeen, making the total available Killeen capacity 19.5 MGD.

The City has implemented numerous capital improvement programs necessary to provide the infrastructure for the new sewer treatment plant, as well as provide infrastructure for the growing population served by the City. These projects resulted in the City's issuance of \$21 million in water and sewer revenue bonds in FY 2004-05 to be repaid from the revenues of the system. The Water and Sewer Master Plan was updated to identify and prioritize additional capital improvement projects necessary to continue the provision of safe, clean drinking water and wastewater treatment for our citizens. The updated Master Plan was approved by the City Council on July 10, 2007. The FY 2007-08 budget includes the issuance of \$22 million in Water and Sewer Revenue Bonds to be repaid from the revenues of the water and sewer system.

FY 2007-08 will be the fourth year that the City will use reserve funding to balance the budget within the Water and Sewer Fund. Reserves will be used in the next fiscal year also to level out the increase in rates due to the construction of the new WCID #1 sewer treatment plant and other capital improvement projects in the Water and Sewer Master Plan.

The budget for the Water and Sewer Operating Fund expenditures is \$31,919,667. This budget reflects a 3.6% increase over the FY 2006-07 expenditure budget of \$30,815,269. The total new programs and services included in this budget are \$1,598,683.

The budget proposes the following significant new programs and services in the Water and Sewer Fund for FY 2007-08:

- Cashier - Utility Collections - (\$24,067),
- Accounting Specialist – Fleet Services - (\$39,364),
- CAD Technician - Information Technology - (\$55,286),
- Warehouse Assistant - Water and Sewer Operations - (\$34,250),
- Accounting Specialist - Water and Sewer Divisions - (\$39,989),
- Water Expansion Crew - four (4) employees - (\$281,590),
- New Crane Truck - (\$67,570),
- Inflow / Infiltration Reduction Study - (\$288,000),
- Additional Funding for Sewer Line Extensions - (\$126,094),
- Two (2) employees to expand the Cross-Connection program to inspect, test, and certify backflow prevention assemblies - (\$116,202). The program will ensure that the City is in compliance with state rules and regulations governing the safety of the public water system.
- 4% cost of living adjustments - (\$161,569)
- Various other new programs and services total - (\$364,702).

All of these new programs and services relate to strategic plan Objective S1.3.

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. In addition, the Solid Waste Fund accounts for the operation of the right-of-way mowing crew which was established in FY 2005-06. The City currently provides solid waste collection and disposal services to over 38,000 residential households, and over 1,600 commercial locations. The City adds, on average, 160+ 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.

The single most significant challenge to solid waste operations continues to be the growth and expansion of the City. New homes and businesses and increases in population equal a corresponding increase in the generation of municipal waste. The City reported annual weight of over 102,149 tons for FY 2006-07, which is a 6.8% increase over FY 2005-06. Tonnage is anticipated to exceed 106,000 tons during FY 2007-08. The City's growth must be closely monitored to ensure adequate resources are available to continue the current level of services without interruption. Growth assumptions for tonnage and the impact of rate increases project that the estimated impact on transport and disposal fees in FY 2007-08 is \$61,882 over FY 2006-07 budget.

The debt issuance for the new transfer station and the new Solid Waste administrative facility was completed in November 2005. The amortization of the debt to support these capital improvement projects is included in the current fee structure. Construction on the transfer station is complete and it opened to the public in February 2007. The award for the construction of the administrative building was approved July 2007, with construction to be complete within ten months of the award.

The budget includes the continuation of the right-of-way maintenance program that was developed with the FY 2005-06 budget. The division was created to devote a consolidated effort to the City's right of way mowing needs. The program is 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 program has made noteworthy progress in its first two years and success is evident from improved appearance of many of the city's busiest roadways and from the positive feedback received from citizens.

The budget for the Solid Waste Operating Fund expenditures is \$13,235,828. The budget reflects an increase of 1.1% from the FY 2006-07 budget of \$13,098,792. 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 \$1,668,882. Significant new programs and services include a solid waste master plan update - (\$100,000), a solid waste specialist - (\$68,018), a flatbed equipment operator - (\$33,755), a commercial operations supervisor - (\$75,228), two replacement side loaders - (\$395,000), a replacement front loader - (\$194,000), an equipment repair and storage building for mowing - (\$204,000), a mowing crew with 5 employees and equipment (\$251,374), a mowing service technician - (\$44,738), transport and

disposal cost increases - (\$61,882), a 4% cost of living adjustment - (\$120,183), and various other new programs - (\$120,704). All of these new programs and services requests relate to strategic plan Objective S1.3.

Revenues for the Solid Waste Fund are budgeted at \$12,366,240, an increase of 2.9% over the FY 2006-07 estimated revenues. The preliminary budget does not recommend an increase in the residential or commercial solid waste rates this year; however, it is anticipated that rates will be evaluated in the next fiscal year due to anticipated additional cost increases for transport and disposal services and city growth.

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 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.

As a mid-year budget amendment, in June 2007, a new drainage maintenance crew was approved by City Council. City staff are in the process of filling an additional six positions and ordering necessary equipment to expedite this new program.

Additional new programs and services that have been included in the budget total \$932,107. Recommended new programs and services include a drainage crew with eight (8) employees and equipment - (\$582,406), a grapple attachment for the excavator - (\$32,400), a ¾ ton truck - (\$33,850), replacement fleet - (\$163,000), additional funds for roadway drainage repair - (\$100,000), drainage service worker upgraded from temporary to a regular full time employee - (\$6,010), and a 4% cost of living adjustment - (\$14,441).

Total operating revenues are budgeted in the amount of \$2,853,013, an increase of 20% over the prior year budgeted operating revenues. Total expenditures are budgeted at \$10,481,237, with \$2,065,625 in operations, \$580,158 in debt service, \$656,066 in minor drainage projects, and \$7,180,083 budgeted for major capital improvements projects.

AVIATION FUND

The Aviation Budget incorporates operations for Skylark Field as well as Killeen-Fort Hood Regional Airport (KFHRA). Skylark Field operates as a general aviation airport for private and corporate travelers with tie down and t-hangar space, fuel sales, aircraft rental and flight instruction available. American Eagle, Continental Connection Airlines, and Atlantic Southeast Airlines (Delta) fly from Killeen-Fort Hood Regional Airport with direct flights to Dallas, Houston, and Atlanta, Georgia. This is the fourth year that full operating and maintenance expenses have been developed for both airports.

The budget for the Skylark Field Operating Fund is \$942,549. The budget for the Killeen-Fort Hood Regional Airport is \$3,427,022. Total operating expenditures budget for both aviation facilities is \$4,369,571.

Several new programs and services totaling \$355,295 have been included in the KFHRA and Skylark fund budgets {Objective S1.3}. These new programs include a 4% cost of living adjustment - (\$67,303), GIS applications - (\$5,650), ZTR mower - (4,300), automated terminal information system - (\$38,310), jet fuel tank repair - (\$90,000), airport marketing - (\$100,000), Information Technology technician - (\$48,532), and Furniture - (\$1,200).

The Killeen-Fort Hood Regional Airport (KFHRA) is currently completing two significant capital improvement projects that are 95% funded with FY 2004-05 and FY 2006-07 FAA Airport Improvement Program (AIP) grants respectively. These consist of a storm drainage project and additional boarding bridges.

STONETREE GOLF CLUB FUND

The City Council directed staff to move the municipal golf activities from the enterprise fund it operated under for two years, FY 04-05 and FY 05-06, to the General Fund major operating budget.

CAPITAL IMPROVEMENT PROGRAM

The budget does include funding to issue additional phases of the capital improvement program passed by the voters in 2002. Phase I was issued in the amount of \$16 million in 2004 allocating \$10 million to street projects, \$4 million to public safety, and \$2 million to community services programs. Phase II was issued in the amount of \$10 million in for the Family Recreation and Senior Center Complex at Lions Club Park. Phase III of the bond program took place in November 2007 with the issuance of the remaining authorizations for the Police Headquarters

facility, two (2) Fire Stations, and Animal Control improvements. The timing for the final issuance for remaining authorizations for community services and street improvements is currently being evaluated. Planning for all capital improvement projects are being impacted by increasing construction costs; however, the City must carefully evaluate the impact on the ad valorem tax rate of issuing the remaining phases due to increased debt service requirements. All 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.

Proposed funding for Certificate of Obligations with an amortization schedule not to exceed ten years includes: City Owner Agreement Fund replenishment for \$3,000,000, equipment replacements totaling \$3,000,000 for one (1) public works dump truck, one (1) aerial platform fire truck, one (1) ambulance, one (1) fire booster truck, two (2) ambulances, fifteen (15) police patrol sedans, one (1) fire rescue truck, and two (2) street department pothole patching trucks.

Additional Certificate of Obligations with a longer term schedule is proposed to fund an Early Warning System and shortfalls for the Police Headquarters and Fire Station #8 and #1 due to the tremendous increase of construction costs since the initial capital improvement program propositions.

SPECIAL REVENUE FUNDS

Hotel occupancy tax receipts are budgeted at \$1,410,000, up 5.6% over the current year budget of \$1,335,600. The additional revenue is projected due to additional hotels constructed in Killeen this past year, to include the Shilo Inns & Suites facility. The collections for the full fiscal year will be obtained in the FY 2007-08.

The budget provides funding for several new programs in the Hotel Occupancy Tax Fund to support the operations of the Conference Center and the Convention & Visitor's Bureau. The operating transfer from the General Fund to the Conference Center has been reduced by 33.3% this year, from \$450,000 to \$300,000. Operating revenues from Conference Center operations are budgeted at \$520,000, up 3% or 16,000 over the current year's budget.

CONCLUSION

The budget does not fund all the requests made by City Staff. A total of \$9,036,389 in new program and service requests is included in the preliminary 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. Operating revenues budgeted in the City's major funds grew from \$97,801,463 to \$105,495,528 a 7.9% rate of growth (excluding FAA grants in the Aviation Funds). The budgeted operating expenditures in the City's major funds grew from \$109,054,064 to \$112,932,154 (excluding KFHR and Skylark construction in the Aviation Funds and major drainage projects in the Drainage Utility Fund), an increase of 3.6%. The ending fund balance for the major operating funds is \$36,729,923, 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 Preliminary Annual Budget and Plan of Municipal Services for the 2007-08 fiscal year, which begins on October 1, 2007 and ends September 30, 2008 is submitted for review by the City Council, in accordance with the Charter of the City of Killeen.

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 working with the City Council towards the development of a final Budget and Plan of Municipal Services for FY 2007-08.

Respectfully submitted,



Connie J. Green
City Manager

AWARDS RECEIVED BY THE CITY OF KILLEEN

American Advertising Federation-Central Texas ADDY Awards
Gold Award for Direct Marketing-Specialty Advertising, Hot to Trot Salsa

American Advertising Federation-Central Texas ADDY Awards
Special Judges Award-Hot Stuff, Hot to Trot Salsa

American Planning Association
Certificate of Achievement for Planning Excellence - Awarded 2000-2007

Association of Defense Communities
2006 Active Base Community of the Year

Government Finance Officers Association
Certificate of Achievement for Excellence in Financial Reporting - Awarded 1990-2007

Government Finance Officers Association
Distinguished Budget Presentation Award - Awarded 1990-2007

Government Treasurer's Organization of Texas
Certificate of Distinction for Investment Policy - Awarded 2004-2007

Keep Texas Beautiful Gold Star Affiliate Award
Awarded to Keep Killeen Beautiful

Keep Texas Beautiful Sustained Excellence Award
Awarded to Keep Killeen Beautiful

Texas Association Convention and Visitors Bureaus Idea Fair
1st Place Local Awareness for Killeen Quest

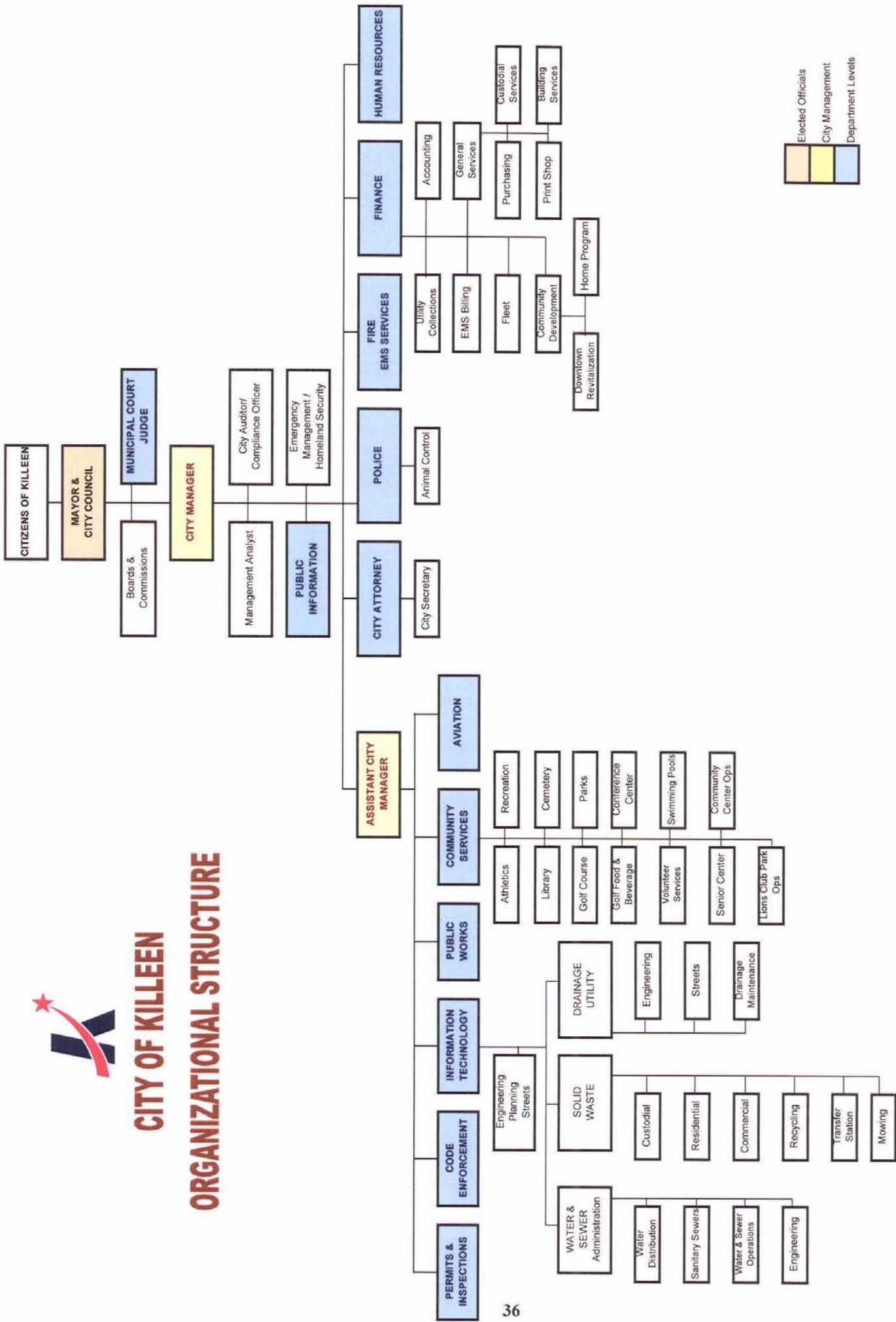
Texas Association Convention and Visitors Bureaus Idea Fair
2nd Place Cooperative Advertising for KCCC and Shilo Inn

Texas City Attorneys Association
Certified City Attorneys Office - City of Killeen 1998-present

United Way of the Greater Fort Hood Area
Double Platinum Award for the City of Killeen 2006 Employee United Way Campaign



CITY OF KILLEEN ORGANIZATIONAL STRUCTURE



Elected Officials
 City Management
 Department Levels

City of Killeen

2007-08 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	Water & Sewer Fund	Solid Waste Fund	Drainage Utility Fund	Hotel Occupancy Tax Fund
	City Council					
CITY MANAGER	City Manager					
	City Auditor & Compliance Office					
	Emergency Management & Homeland Security					
	Municipal Court					
ASSISTANT CITY MANAGER	Permits/Inspections					
	Code Enforcement					
PIO	Public Information					
LEGAL	City Attorney					
	City Secretary					
FINANCE	Finance		Fleet Services			
	Accounting		Utility Collections			
	Purchasing					
	Building Services					
	Custodial Services					
	Printing Services					
	EMS Billing					
	Community Development					
	Downtown Revitalization					
	Home Program					
HUMAN RESOURCES	Human Resources					
INFORMATION TECHNOLOGY	Information Technology		Information Technology			
AVIATION		Skylark Field KFHRA				
COMMUNITY SERVICES	Volunteer Services					Conference Center
	Parks					Convention and Visitor's Bureau
	Library					
	Golf Course					
	Golf Course					
	Food & Beverage					
	Community Center					
	Lions Club Park					
	Recreation					
	Athletics					
	Cemetery					
	Senior Citizens					
	Swimming Pools					
PUBLIC WORKS	PW Administration		W&S Contracts	Residential Operations	Engineering	
	Engineering		Water Distribution	Mowing	Roadway Drainage	
	Streets		Sanitary Sewers	Commercial Operations	Drainage Maintenance	
	Traffic		W&S Operations	Recycling	Drainage Projects	
	Planning		Engineering	Transfer Station		
			W&S Projects	Custodial		
POLICE	Police					
	Animal Control					
FIRE	Fire					

BUDGET SUMMARY

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 Budget Summary provides the reader with a broad overview of the budget process and a summary of the 2007-08 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. Additional sections are provided for debt service funds and 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.

The budget includes a Five Year Forecast section this year for the City's major operating funds. The forecasts for the General Fund, Water & Sewer Fund, Solid Waste Fund, and the Drainage Utility Funds all were developed using interactive modeling programs developed to improve the budget process by projecting possible trends past the one-year adopted budget. The models offer a tool to allow staff to run scenarios for changes in ad valorem rates, assessed valuations, user fees, personnel changes, and long term fleet and equipment replacement plans. The forecast attempts to provide the City staff a look into the future as to where the City may be financially.

Finally, 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 4.0% over the amount estimated to be collected for FY 2006-07 was budgeted as sales tax revenues for FY 2007-08.

Franchise Fees - Franchise Fees from utility companies (electric, telephone, and cablevision) is a major source of revenue in the General Fund. Revenues from franchise fees are projected to increase 3.9% in the FY 2007-08 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 and the data derived from the long term financial planning models developed for each major fund. Prior year engineering studies prepared a rate structure plan designed to finance utility operations over future periods. Recent significant increases in operating costs, primarily fuel and energy, have impacted the original rate plans proposed by the engineering studies. The financial planning models used by the City in the budget process allowed staff to evaluate additional rate increases and to forecast the impact of the rate changes past the first year. Rate increases were adopted for water, sewer, and drainage rates effective October 1, the beginning of FY 2007-08. Drainage Utility Rates were increased to fund two additional drainage crews to meet the demands as a result of heavy rainfall and growth in the City. There were no increases to Solid Waste rates.

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

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 2007-08 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 11, 2007. 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. Finance staff are in the process of updating the City's Debt Management Policy and will take revisions to the City Council for consideration in FY 2007-08.

**CITY OF KILLEEN
ADOPTED BUDGET SUMMARY
ALL FUNDS, FY 2007-08**

	PROJECTED BEGINNING FUND BALANCE	* 2007-08 REVENUES	* 2007-08 EXPENDITURES	PROJECTED ENDING FUND BALANCE
OPERATING FUNDS				
GENERAL FUND	\$17,512,433	\$57,470,233	\$60,105,239	\$14,877,427
AVIATION FUND - KILLEEN-FORT HOOD REGIONAL AIRPORT	1,099,830	5,515,741	6,034,330	581,241
AVIATION FUND - SKYLARK FIELD	284,933	892,450	942,549	234,834
SOLID WASTE FUND	4,189,941	12,366,240	13,235,828	3,320,353
WATER & SEWER FUND	19,829,592	29,005,159	31,919,667	16,915,084
DRAINAGE UTILITY FUND	8,429,903	2,853,013	10,481,932	800,984
SUBTOTAL OPERATING FUNDS	\$51,346,632	\$108,102,836	\$122,719,545	\$36,729,923
DEBT SERVICE FUNDS				
TAX I&S 1996 C/O	\$21,965	\$0	\$21,965	\$0
TAX I&S 1999 C/O	86,075	326,000	319,080	92,995
G.O. REFUND BOND I&S 1999	571,785	1,389,509	1,458,995	502,299
TAX I&S 2000 C/O	62,849	-	62,849	-
TAX I&S 2001 C/O	91,155	455,000	450,455	95,700
TAX I&S 2002 C/O	64,136	265,000	265,225	63,911
TAX I&S 2003 C/O	102,085	481,000	486,938	96,147
TAX I&S 2004 C/O	132,671	665,000	643,923	153,748
2004 GO BONDS I&S	824,463	3,486,965	3,363,730	747,678
TAX I&S 2005 COMB TAX & REV C/O	546,585	955,000	1,159,385	342,200
TAX I&S 2006 GOB	129,548	470,849	438,291	162,106
TAX I&S 2007 GOB	400,000	908,901	892,901	416,000
TAX I&S 2007 C/O	400,000	1,384,672	1,353,673	430,999
I&S HOTEL OCCUPANCY TAX	40,302	700,000	695,016	45,286
WATER & SEWER I&S 1999	223,305	212,682	432,000	3,987
WATER & SEWER I&S 2001	220,629	715,029	619,966	315,692
WATER & SEWER I&S 2004	1,625,618	1,390,088	1,366,325	1,649,381
W&S REFUNDING I&S 2005	491,488	1,738,050	1,367,500	862,038
WATER & SEWER I&S 2007	645,950	1,512,317	1,704,500	453,767
SUBTOTAL DEBT SERVICE FUNDS	\$6,680,609	\$17,056,062	\$17,302,737	\$6,433,934
SPECIAL REVENUE FUNDS				
CABLESYSTEM IMPROVEMENTS	\$83,334	\$200,500	\$128,696	\$155,138
COMMUNITY DEVELOPMENT BLOCK GRANT	-	1,930,518	1,930,518	-
COMMUNITY DEVELOPMENT - HOME PROGRAM	78,491	1,349,699	1,355,671	72,519
HOTEL OCCUPANCY TAX	989,895	2,273,330	2,421,191	842,034
LAW ENFORCEMENT GRANT	85,021	15,342	57,063	43,300
STATE SEIZURE FUND	247,628	-	50,000	197,628
FEDERAL SEIZURE FUND	45,156	-	45,156	-
EMERGENCY MANAGEMENT FUND	16,079	-	16,079	-
LIONS CLUB PARK	32,852	-	32,852	-
COURT TECHNOLOGY FUND	46,746	40,000	63,000	23,746
COURT SECURITY FEE FUND	832	40,530	40,530	832
COURT JUVENILE CASE MANAGER FUND	64,591	32,451	32,451	64,591
SUBTOTAL SPECIAL REVENUE FUNDS	\$1,690,625	\$5,882,370	\$6,173,207	\$1,399,788
CAPITAL PROJECTS FUNDS				
1991 GENERAL OBLIGATION BONDS	\$801	\$0	\$0	\$801
1993 GENERAL OBLIGATION BONDS	16,635	-	16,635	-
1995 GENERAL OBLIGATION BONDS	198,365	5,000	89,750	113,615
2001 C/O CONSTRUCTION FUND	1,346,636	15,000	684,215	677,421
2003 C/O CONSTRUCTION FUND	2,332,653	50,000	1,182,925	1,199,728
2004 C/O CONSTRUCTION FUND	337,324	2,000	339,324	-
2004 GENERAL OBLIGATION BONDS	6,091,974	100,000	5,209,609	982,365
2005 C/O CONSTRUCTION FUND	4,833,911	75,000	3,502,937	1,405,974
2006 GENERAL OBLIGATION BONDS	7,589,961	208,224	7,796,724	1,461
2007 COMB GO & C/O BONDS	-	42,355,000	40,980,000	1,375,000
2001 WATER & SEWER BOND	889,272	2,000	345,300	545,972
2004 WATER & SEWER BOND	3,511,754	150,000	3,653,843	7,911
2007 WATER & SEWER BOND	-	22,335,000	21,174,978	1,160,022
2005 SOLID WASTE CONSTRUCTION FUND	1,385,367	35,000	1,298,319	122,048
PASSENGER FACILITY CHARGE FUND	13,010	803,615	803,615	13,010
SUBTOTAL CAPITAL PROJECTS FUNDS	\$28,547,663	\$66,135,839	\$87,078,174	\$7,605,328
TOTAL ALL FUNDS	\$88,265,529	\$197,177,107	\$233,273,663	\$52,168,973

*INCLUDES TRANSFERS

CITY OF KILLEEN
 FY 2007-08 ADOPTED BUDGET
 COMBINED SUMMARY OF REVENUES & EXPENDITURES

	General Fund	Aviation Funds	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	\$ 17,512,433	\$ 1,384,763	\$ 4,189,941	\$ 19,829,592	\$ 8,429,903	\$ 6,680,609	\$ 1,690,625	\$ 28,547,663	\$ 88,265,529
Revenues									
Property Taxes	\$ 17,538,969					\$ 8,640,573			\$ 26,179,542
Sales & Occupation Taxes	19,758,000						1,410,000		21,168,000
Franchise Fees	5,094,000						198,000		5,292,000
Charges for Services	5,296,184	3,703,783	12,091,140	27,652,659	2,653,013		520,000	796,415	52,713,194
Interest Income	1,500,000	64,000	275,000	900,000	200,000		37,500	1,103,200	4,301,700
Federal, State and Local Grants	931,509	2,637,308					3,303,889	96,224	6,968,930
Other Revenues	352,500	3,100	100	2,500					358,200
Fines and Penalties	1,838,947			450,000			112,981		2,401,928
Bond Proceeds								64,140,000	64,140,000
Total Revenues	\$ 52,310,109	\$ 6,408,191	\$ 12,366,240	\$ 29,005,159	\$ 2,853,013	\$ 8,862,573	\$ 5,582,370	\$ 66,135,839	\$ 183,523,494
Transfers from Other Funds	5,160,124					8,193,489	300,000		13,653,613
Total Available Resources	\$ 74,982,666	\$ 7,792,954	\$ 16,556,181	\$ 48,834,751	\$ 11,282,916	\$ 23,736,671	\$ 7,572,995	\$ 94,683,502	\$ 285,442,636
Expenditures									
Salaries	\$ 35,824,988	\$ 1,553,092	\$ 3,172,365	\$ 4,086,107	\$ 653,258		\$ 667,416		\$ 45,957,226
Supplies	2,946,986	122,397	670,830	624,919	122,053		88,085		4,575,270
Maintenance	1,678,072	167,240	50,475	481,334	306,576		110,353		2,794,050
Repairs	922,153	167,459	781,470	181,724	57,732		16,732		2,127,270
Support Services	7,023,029	859,721	489,441	2,385,843	136,764		609,751		11,504,549
Benefits	9,606,712	449,438	943,869	1,228,127	218,422		202,504		12,649,072
Designated Expenses	693,055	814,304	3,361,402	(20,586)	1,000		244,288		5,093,463
Capital Improvements		2,667,308	178,500	1,148,874	7,836,149		3,312,024	87,078,174	102,221,029
Capital Outlay	1,110,244	175,920	1,041,866	542,329	552,125		227,054		3,649,538
Sewer Payments				5,693,743					5,693,743
Water Payments				5,556,759					5,556,759
Debt Service					580,158	17,217,923			17,798,081
Total Expenditures	\$ 59,805,239	\$ 6,976,879	\$ 10,690,218	\$ 21,909,173	\$ 10,464,237	\$ 17,217,923	\$ 5,478,207	\$ 87,078,174	\$ 219,620,050
Transfers to Other Funds	300,000		2,545,610	10,010,494	17,695	84,814	695,000		13,653,613
Ending Fund Balances	\$ 14,877,427	\$ 816,075	\$ 3,320,353	\$ 16,915,084	\$ 800,984	\$ 6,433,934	\$ 1,399,788	\$ 7,605,328	\$ 52,168,973

FY 2007-08 MAJOR FUNDS OPERATING BUDGET BY PROGRAM AREA

ALLOCATION OF FY 2007-08 BUDGET BY PROGRAM AREA - MAJOR FUNDS	PUBLIC WORKS	PUBLIC SAFETY	COMMUNITY SERVICES	ADMIN	AVIATION	TOTAL
GENERAL FUND						
City Council				76,214		76,214
City Manager				484,281		484,281
Emergency Mgmt / Homeland Security				154,075		154,075
City Auditor & Compliance Officer				77,421		77,421
Municipal Court				950,704		950,704
Public Information Officer				148,571		148,571
Volunteer Services			140,232			140,232
City Attorney				660,674		660,674
City Secretary				96,313		96,313
Finance				609,026		609,026
Accounting				361,779		361,779
Purchasing				241,490		241,490
Building Services				147,915		147,915
Custodial Services				384,918		384,918
Printing Services				162,512		162,512
EMS Billings & Collections				182,651		182,651
Human Resources				731,649		731,649
Information Technology				867,837		867,837
Permits & Inspections			1,030,140			1,030,140
Code Enforcement			548,892			548,892
Library			1,390,846			1,390,846
Golf Course			1,333,871			1,333,871
Golf Course Food & Beverage			202,559			202,559
Community Center Operations			507,535			507,535
Parks			1,727,946			1,727,946
Lions Club Park Operations			298,787			298,787
Recreation			417,125			417,125
Athletics			369,830			369,830
Cemetery			319,274			319,274
Senior Center			215,539			215,539
Swimming Pools			140,859			140,859
Community Development			274,015			274,015
Downtown Revitalization			71,365			71,365
Home Program			51,337			51,337
Public Works	216,306					216,306
Engineering	264,481					264,481
Traffic	790,913					790,913
Streets	3,380,207					3,380,207
Planning	552,663					552,663
Police - Operations		19,583,515				19,583,515
Animal Control		405,209				405,209
Fire		13,378,441				13,378,441
Non-Departmental				6,155,322		6,155,322
AVIATION FUNDS						
Killeen-Fort Hood Regional Airport					6,034,330	6,034,330
Skylark Field					942,549	942,549
SOLID WASTE FUND						
Residential Services	3,172,943					3,172,943
Commercial Services	1,737,660					1,737,660
Recycling Programs	309,198					309,198
Transfer Station Operations	4,016,705					4,016,705
Mowing Operations	1,040,484					1,040,484
Custodial Services	28,841					28,841
Solid Waste Miscellaneous	2,929,997					2,929,997
WATER & SEWER FUND						
Fleet Services	1,160,320					1,160,320
Utility Collections	1,615,744					1,615,744
Water and Sewer Contracts	11,250,502					11,250,502
Water Distribution	1,509,854					1,509,854
Sanitary Sewers	705,292					705,292
Water and Sewer Operations	2,279,668					2,279,668
Water and Sewer Engineering	962,925					962,925
Water and Sewer Miscellaneous	12,435,362					12,435,362
DRAINAGE UTILITY FUND	10,481,932					10,481,932
TOTAL FY 2007-08 BUDGET PROGRAM ALLOCATION	60,841,997	33,367,165	9,040,152	12,493,352	6,976,879	122,719,545
PERCENT OF TOTAL 2007-08 BUDGET PROGRAM ALLOCATION	49.58%	27.19%	7.37%	10.18%	5.69%	100.00%

GENERAL FUND REVENUES ANALYSIS

Total General Fund Resources are \$74,982,666. Revenues budgeted for FY 2007-08 represent an increase of 1.6% over the estimated revenues for FY 2006-07 and a 40.7% increase over the 2003-04 actual revenues. The following is a summary of the City's major revenue categories and their revenue assumptions for FY 2007-08.

REVENUE CATEGORY	ACTUAL 2003-04	ACTUAL 2004-05	ACTUAL 2005-06	ESTIMATED 2006-07	ADOPTED 2007-08	% OF TOTAL ADOPTED
Beginning Fund Balance	\$ 14,765,969	\$ 14,403,342	\$ 16,939,235	\$ 19,282,890	\$17,512,433	23.4%
Prior Year Adjustments		\$ 634,993	\$ 146,200			
Property Taxes	\$ 12,997,032	\$ 13,871,054	\$ 14,933,026	\$ 16,357,416	\$17,538,969	23.4%
Sales and Occupancy Taxes	14,952,350	16,583,848	17,622,264	19,004,854	19,758,000	26.4%
Franchise Taxes	3,933,838	4,231,604	4,739,736	4,903,891	5,094,000	6.8%
Misc. Revenues	1,581,128	2,369,164	2,741,525	2,832,000	3,063,500	4.1%
Permits and Licenses	1,069,025	1,182,876	1,640,481	1,180,350	1,131,300	1.5%
Court Fines & Fees	1,027,804	1,244,649	1,551,798	1,704,765	1,838,947	2.5%
Recreation Revenues	199,307	193,103	219,383	213,523	235,334	0.3%
Interest Earned	325,146	598,318	1,269,810	1,414,661	1,500,000	2.0%
Golf Course Revenues	608,998	-	-	1,097,307	1,218,550	1.6%
Intergovernmental	700,552	383,359	477,550	3,045,908	931,509	1.2%
Transfers-In	3,470,040	4,059,893	4,495,868	4,813,454	5,160,124	6.9%
TOTAL RESOURCES	\$ 55,631,189	\$ 59,756,203	\$ 66,776,876	\$ 75,851,019	\$74,982,666	100.0%

- * Property Tax Revenues are increasing 7.3% over FY 2006-07. This is due to a 13.4% increase in the certified taxable assessed valuation. The increase is also attributable to new property additions and increases in appraised valuations.
- * Revenues from Sales and Occupancy Taxes are budgeted to increase 4% over the FY 2006-07 estimated revenues, which is based on current economic conditions and a forecasted continued area retail growth.
- * Franchise Tax Revenues for FY 2007-08 show an increase of 3.9% over the prior year. Growth assumptions for FY 2007-08 are moderate due to the FY 2006-07 actual receipts.
- * Courts Fines and Fees is budgeted to increase 7.9% which is based on current levels of revenue.
- * Interest Earned is increasing by 6% based on anticipated market conditions.
- * Prior year adjustments to fund balance represent the cancellation of prior year encumbrances, for which the city no longer has a legal obligation or commitment.

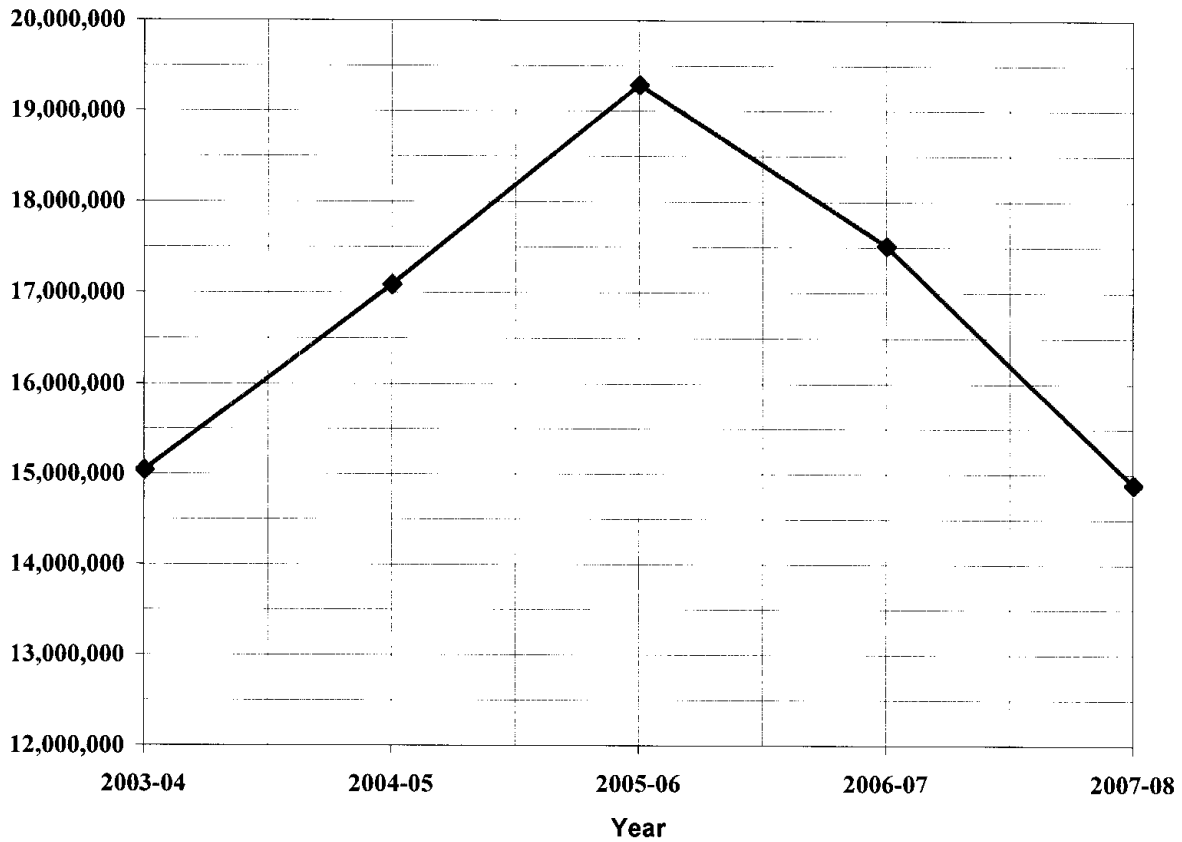
Note: FY 2006-07 represents estimated amounts. FY 2007-08 represents budgeted amounts.

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 2007-08 the ending fund balance for the general fund is projected to be \$14,877,427 which represents 25% of the adopted expenditures for FY 2007-08.

GENERAL FUND

Fund Balance - Five Years



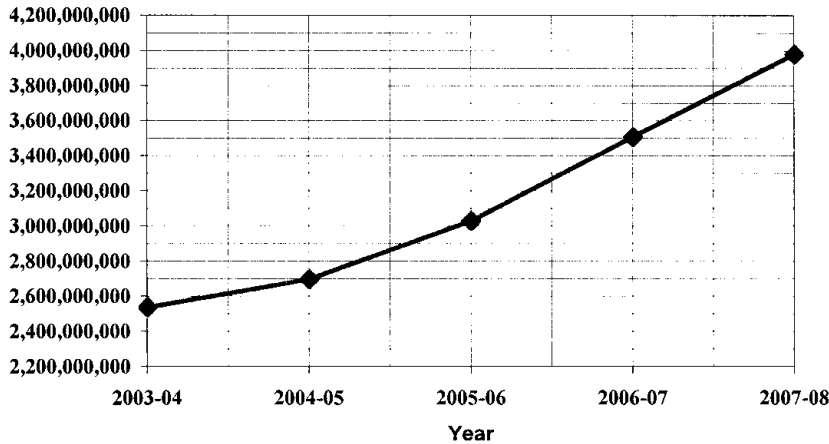
Note: FY 2005-06 represents estimated amounts. FY 2006-07 represents budgeted amounts.

AD VALOREM TAXES

Ad Valorem Taxes represent 30.5% 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 2007-08 budget is \$3,975,215,370. This value represents an increase of \$470,714,136 or 13.4% over the previous years assessed valuation of \$3,504,499,234. The change in the tax base will generate \$3,344,187 in additional tax revenues. The tax rate for the FY 2007-08 budget is .6950 cents per \$100 of property assessed valuation. The tax rate is distributed .4626 cents, or 66.57%, to the General Fund and .2324 cents, or 33.43% to fund debt service.

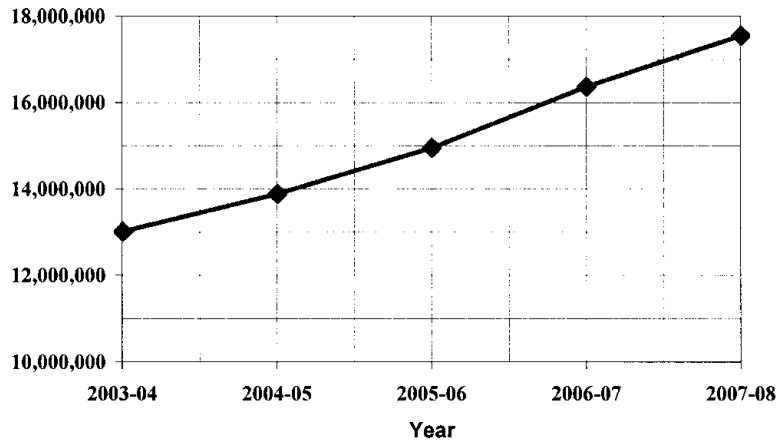
GENERAL FUND

Assessed Property Value - Five Years



GENERAL FUND

Ad Valorem Tax Revenues - Last 5 Years



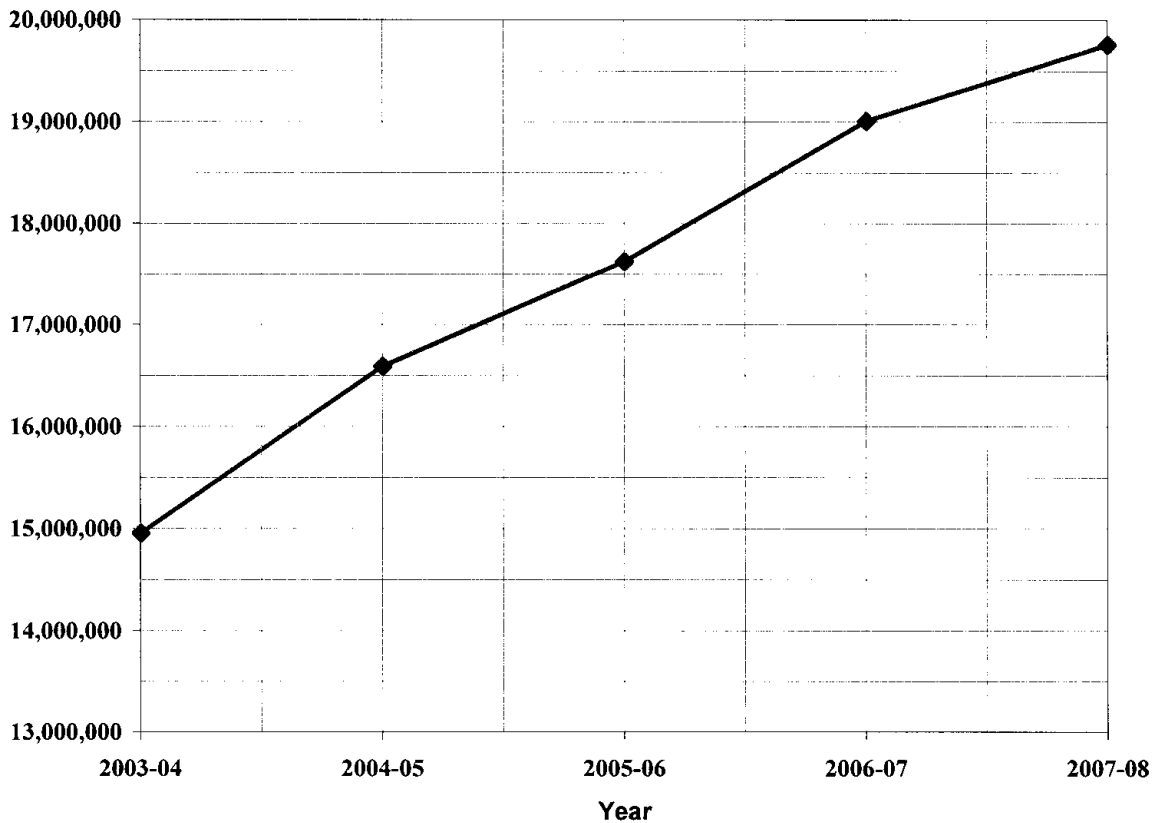
Note: FY 2006-07 represents estimated amounts. FY 2007-08 represents budgeted amounts.

SALES AND OCCUPANCY TAXES

The city receives 34.4% 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 2007-08 is \$19,758,000. This is an increase of 4% over estimated revenues for FY 2006-07. The increase in revenues will be used for operating expenses.

GENERAL FUND

Sales Tax Revenue - Five Years



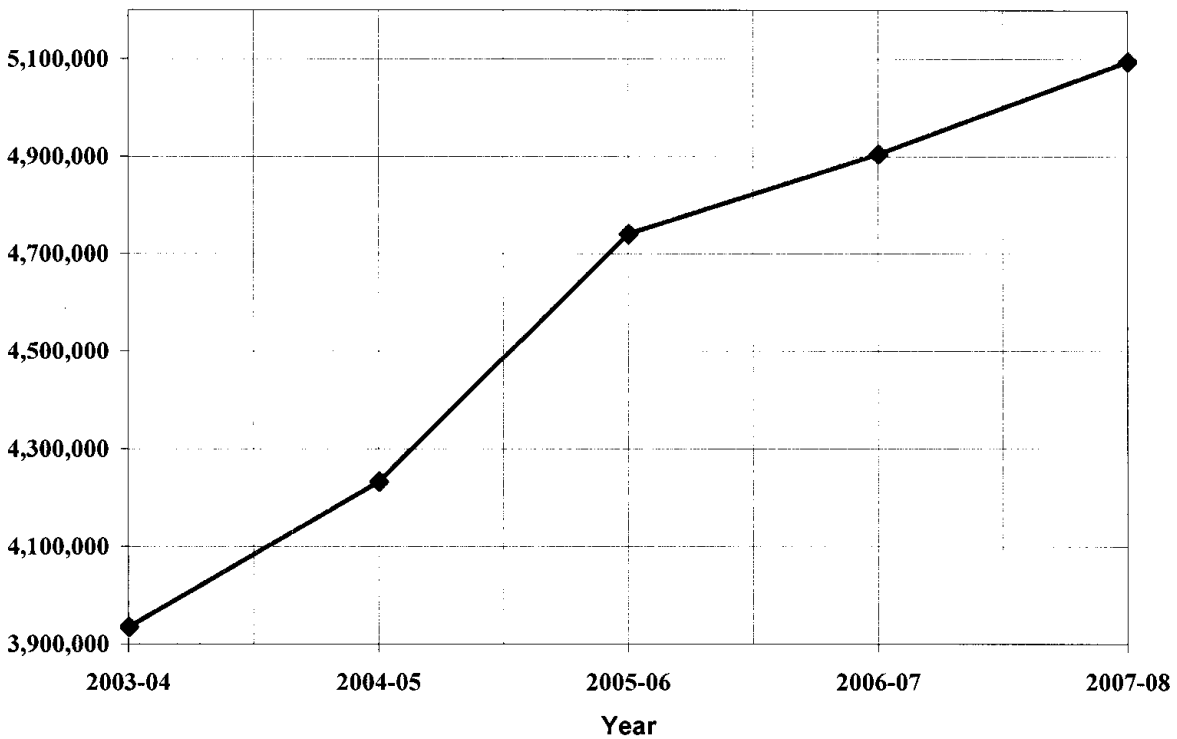
Note: FY 2006-07 represents estimated amounts. FY 2007-08 represents budgeted amounts.

FRANCHISE TAXES

The city receives 8.9% 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 2007-08 is \$5,094,000. This is an increase of \$190,109 or 4% over the amount estimated in FY 2006-07.

GENERAL FUND

Franchise Tax Revenue - Five Years



Note: FY 2006-07 represents estimated amounts. FY 2007-08 represents budgeted amounts.

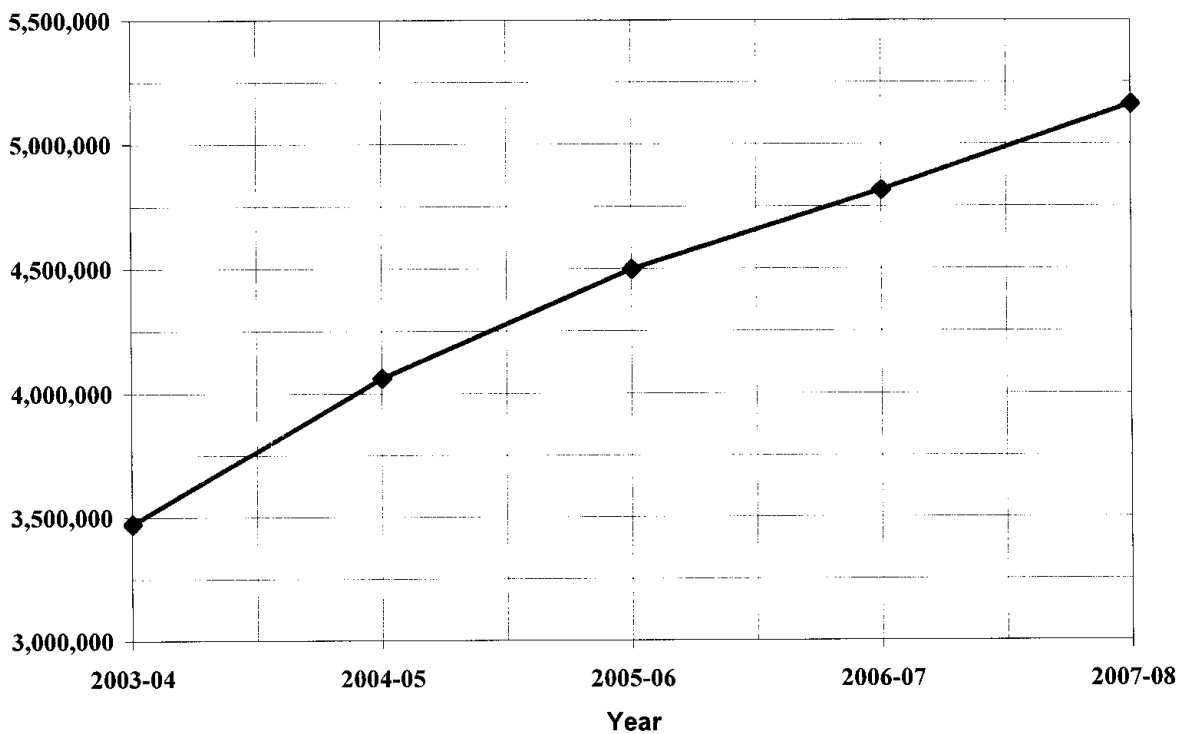
INDIRECT COST TRANSFERS

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 2007-08 is \$5,160,124. This is an increase of \$346,671, or 7.2%, from the estimated 2006-07 amounts. This can be attributed to the substantial growth of the Solid Waste and Water & Sewer Funds.

GENERAL FUND

Total Transfers - Five Years



Note: FY 2006-07 represents estimated amounts. FY 2007-08 represents budgeted amounts.

OPERATING TRANSFERS

The city receives 9% 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, and 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, and 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

GENERAL FUND EXPENDITURES

Total General Fund expenditures are \$60,105,239. This represents an increase of 3% over the FY 2006-07 estimated expenses and a 45.8% increase over the 2003-04 actual expenses.

EXPENDITURES	ACTUAL 2003-04	ACTUAL 2004-05	ACTUAL 2005-06	ESTIMATED 2006-07	ADOPTED 2007-08	% OF TOTAL
General Government	\$ 10,445,562	\$ 10,337,279	\$ 11,674,246	\$ 14,828,851	\$ 12,493,352	20.8%
Public Safety	21,344,080	23,630,594	25,908,797	30,376,574	33,367,165	55.5%
Public Works	3,692,023	3,939,709	4,150,699	4,911,219	5,204,570	8.7%
Community Development	281,248	291,202	358,467	344,737	396,717	0.7%
Community Services	5,464,934	4,618,184	5,401,777	7,877,205	8,643,435	14.4%
TOTAL	\$ 41,227,847	\$ 42,816,968	\$ 47,493,986	\$ 58,338,586	\$ 60,105,239	100.0%

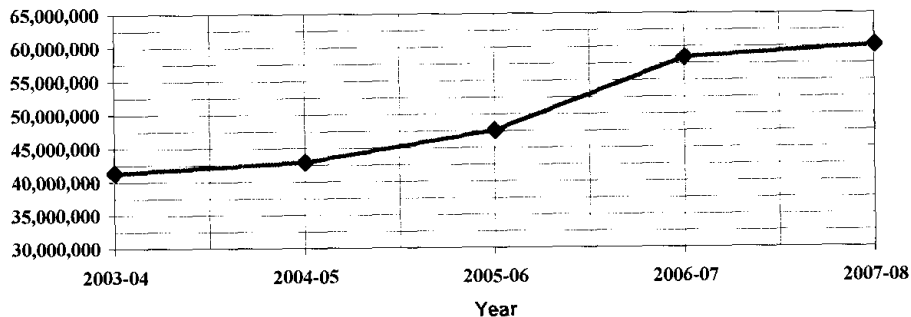
* The decrease in General Government of 15.8% can be attributed to fund transfer idcreases and a decrease in the amount of debt service payments from the general fund non-departmental accounts.

* The Public Safety budget is showing a 9.9% increase in the FY 2007-08 budget. This increase results from the addition of 17 police officers and 2 evidence technicians in the FY 2007-08 budget along with a 4% cost of living adjustment and a 2% civil service market adjustment.

* The increase in Public Works of 6% can be attributed to a increased funding in street maintenance and two pothol patching teams and a 4% cost of living pay adjustment.

* The Community Services' budget is increasing 9.8% over the prior year budget primarily due to increased costs associated with the opening of Lion's Club Park Operations in the spring of 2008 and the 4% cost of living adjustment.

GENERAL FUND Expenditures - Five Years



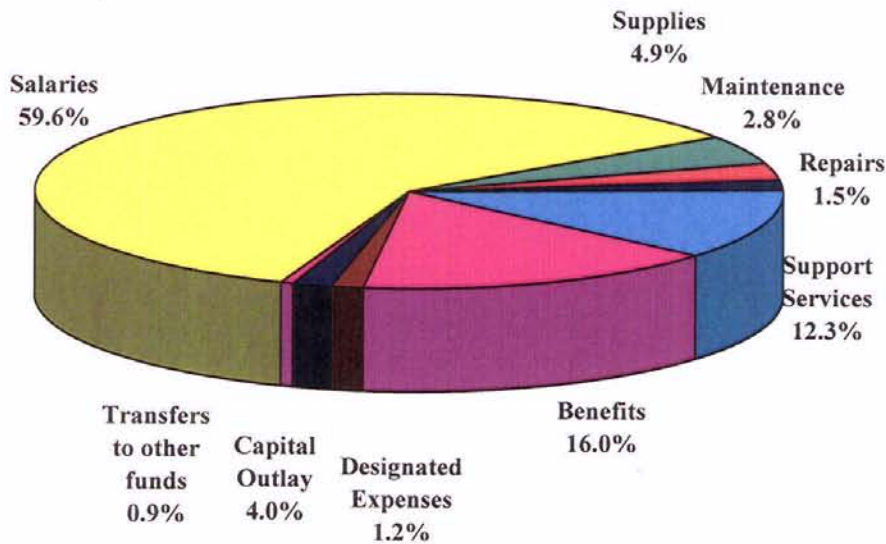
Note: FY 2006-07 represents estimated amounts. FY 2007-08 represents budgeted amounts.

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

	ACTUAL 2003-04	ACTUAL 2004-05	ACTUAL 2005-06	ESTIMATED 2006-07	ADOPTED 2007-08	% OF TOTAL
Salaries	\$22,050,318	\$22,750,828	\$26,049,488	\$30,680,853	\$35,824,988	59.6%
Supplies	2,031,362	2,163,114	2,307,874	2,787,087	2,946,986	4.9%
Maintenance	1,164,778	1,199,861	1,363,391	1,433,911	1,678,072	2.8%
Repairs	1,042,956	881,875	992,246	1,093,843	922,153	1.5%
Support Services	5,491,088	5,656,136	6,603,122	8,993,903	7,023,029	11.7%
Benefits	6,231,057	6,564,569	7,127,884	8,612,138	9,606,712	16.0%
Designated Expenses	645,204	518,187	373,028	498,812	693,055	1.2%
Capital Improvements	-	-	-	-	-	0.0%
Capital Outlay	1,108,610	2,383,753	1,747,752	2,988,039	1,110,244	1.8%
Transfers to other funds	1,462,474	698,645	929,201	1,250,000	300,000	0.5%
TOTAL EXPENDITURES	\$41,227,847	\$42,816,968	\$47,493,986	\$58,338,586	\$60,105,239	100.0%

FY 2007-08 General Fund Expenditures

By Object Class



Note: FY 2006-07 represents estimated amounts. FY 2007-08 represents budgeted amounts.

KILLEEN-FORT HOOD REGIONAL AIRPORT REVENUES ANALYSIS

Total Killeen-Fort Hood Regional Airport fund resources are \$2,908,433. Revenues budgeted for FY 2007-08 represent an increase of 10.8% over the prior years estimated revenues excluding federal and state grants. The following is a summary of the KFHRA Funds major revenue categories and their revenue assumptions for FY 2007-08.

REVENUE CATEGORY	ACTUAL 2003-04	ACTUAL 2004-05	ACTUAL 2005-06	ESTIMATED 2006-07	ADOPTED 2007-08	% OF TOTAL ADOPTED
Beginning Fund Balance	\$ (2,203,603)	\$ (1,551,415)	\$ 614,655	\$ 844,159	\$ 1,099,830	16.6%
Prior Period Adjustment	\$ 24,060	\$ 22,058	\$ 46,925	\$ -	\$ -	
Misc. Receipts	\$ 879	\$ 3,315	\$ 1,897	\$ 11,358	\$ 3,000	0.0%
Airport Rent & Concessions	70,001	756,284	875,690	850,663	895,152	13.5%
Air Carrier Operations	6,245	185,959	232,386	285,922	304,723	4.6%
Airport Use Fees	-	104,326	118,214	129,424	160,762	2.4%
Parking Lot Fees	22,869	403,161	534,061	632,190	690,366	10.4%
Recovery Fees	-	176,096	-	-	-	0.0%
Fuel Sales	27,356	104,001	174,314	154,077	216,500	3.3%
Operating Supplies	-	53	28	-	60	0.0%
Into Plane Fees	-	249,993	268,532	303,389	364,000	5.5%
CIP Recovery Fees	-	-	228,821	188,440	219,870	3.3%
Interest Earned	185	2,621	31,680	70,822	54,000	0.8%
Department of Transportation	-	-	84,792	155,206	-	0.0%
DOT Grant Match	-	-	21,198	48,802	-	0.0%
Federal Grants and Receipts	17,997,866	6,999,451	10,230,662	3,768,691	2,607,308	39.4%
RGAAF Environ Study City Match				-	-	0.0%
Transfer from Bond Fund	-	600,000	500,000	477,200	-	0.0%
Transfer from General Fund	662,472	-	-	-	-	0.0%
TOTAL RESOURCES	\$16,608,330	\$ 8,055,903	\$13,963,855	\$ 7,920,343	\$ 6,615,571	100.0%

* Airport Rent and Concessions are increasing 5.2% over FY 2006-07. This is due to an increase in the number of enplanements over the course of the fiscal year.

* Air Carrier Operations revenue is increasing 6.6% over FY 2006-07. This is due to an increase in the number of enplanements over the course of the fiscal year.

* Airport Use Fees are increasing 24.2% over FY 2006-07. This increase is due to an increase in the amount of aircraft landing weights (larger aircraft) by the airlines over the course of the fiscal year.

* Parking Lot Fees are increasing 9.2% over FY 2006-07. This increase is due to an increase in the number of customers utilizing the parking lot and the change to a long term/short term rate structure at mid-point of last fiscal year.

* Fuel Sales revenues are increasing 40.1% over FY 2006-07. This increase is due to the increased cost of fuel and the resulting increased retail sales price per gallon of gasoline sold to the rental car companies.

* Into Plane Fees are increasing 20% over FY 2006-07. This increase is due to an increased number of gallons of fuel pumped to the airlines and charter aircraft.

* Prior year adjustments to fund balance represent the cancellation of prior year encumbrances, for which the city no longer has a legal obligation or commitment.

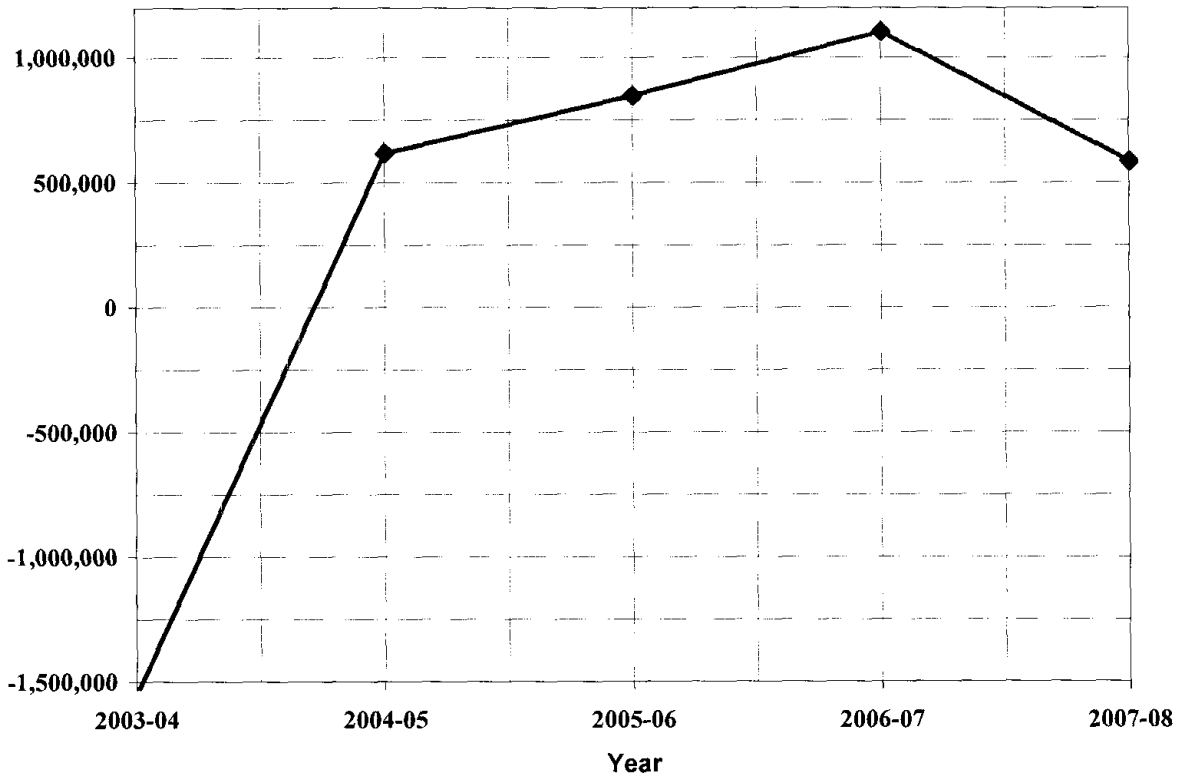
Note: FY 2006-07 represents estimated amounts. FY 2007-08 represents budgeted amounts.

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. For FY 2007-08 the ending fund balance for the Killeen-Fort Hood Regional Airport fund is projected to be \$581,241 which represents 18.9% of the adopted expenses for FY 2007-08. Actual ending fund balance for FY 2003-04 and FY 2004-05 were negative due to outstanding grant receivables. Grant amounts were expended in the previous year and collected in the following year.

**KILLEEN-FORT HOOD
REGIONAL AIRPORT FUND**

Fund Balance - Five Years



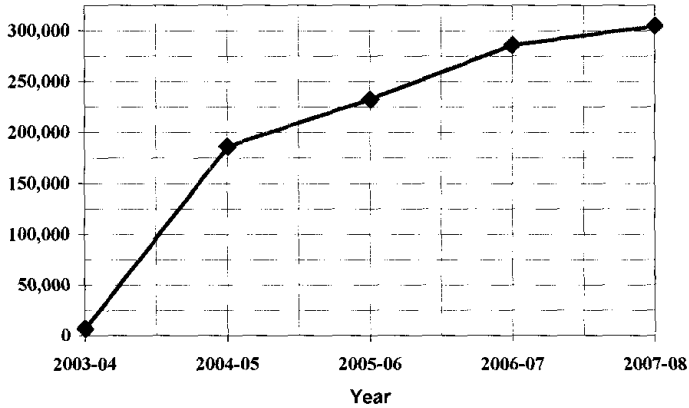
Note: FY 2006-07 represents estimated amounts. FY 2007-08 represents budgeted amounts.

AIR CARRIER OPERATIONS

The Killeen-Fort Hood Regional Airport receives 10.2% of its revenues from air carrier operations. Air Carrier Operations revenues are received from the leasing of airport space to airline companies that provide flight services to customers. Total revenues budgeted for FY 2007-08 is \$304,723. This is an increase of 6.6% over estimated revenues for FY 2006-07. This increase is primarily due to an increase in the number of enplanements over the course of the fiscal year.

KFHRA FUND

Air Carrier Operations - Five Years

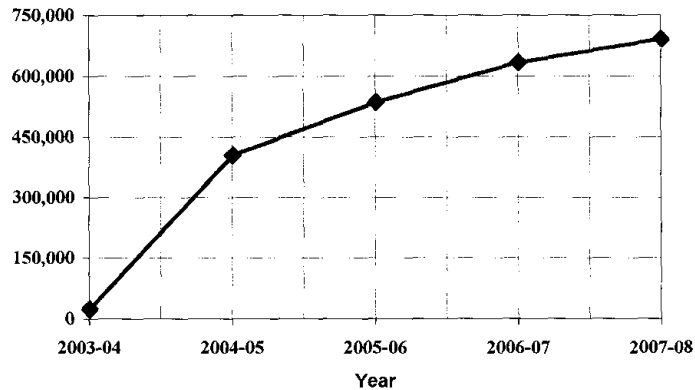


PARKING LOT FEES

The airport receives 23% of its revenues from parking lot fees. Parking Lot Fees revenues are the City's share of parking lot fees paid by customers utilizing the pay parking lot to the Airport's parking lot concession company. Parking lot fees budgeted for FY 2007-08 is \$690,366. This is an increase of 9.2% over estimated revenues for FY 2006-07. This increase is primarily due to the increased use of the parking lot by the growing number of airline customers.

KFHRA FUND

Airport Parking Lot Fees - Five Years



Note: FY 2006-07 represents estimated amounts. FY 2007-08 represents budgeted amounts.

KILLEEN-FORT HOOD REGIONAL AIRPORT FUND EXPENSES

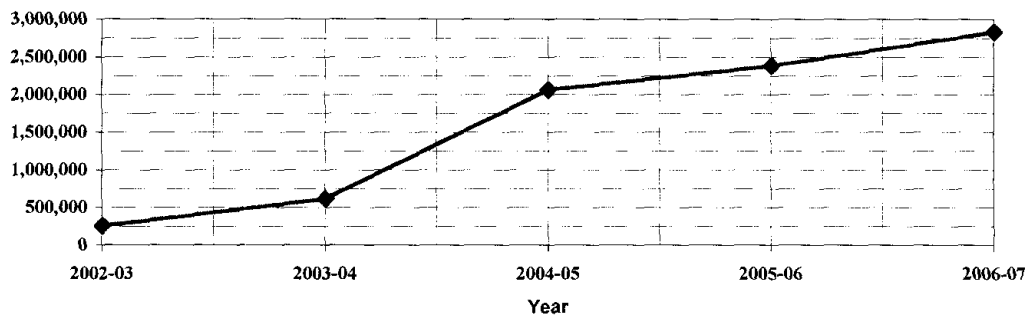
Total Killeen-Fort Hood Regional Airport Fund expenses are \$6,034,330. This represents an increase of 12.3% over the prior years operating budget, which excludes airfield capital improvement projects.

EXPENDITURES	ACTUAL 2003-04	ACTUAL 2004-05	ACTUAL 2005-06	ESTIMATED 2006-07	ADOPTED 2007-08	% OF TOTAL ADOPTED
Airport Operations	\$ 576,705	\$ 1,926,871	\$ 2,358,810	\$ 2,734,707	\$ 2,866,335	47.5%
Cost of Goods Sold			\$ 143,022	\$ 148,808	\$ 208,792	3.5%
RGAAF Construction	17,553,120	131,334	-	-	-	0.0%
Information Technology			29,229	107,755	298,713	5.0%
Airport Non-Departmental	29,920	131,468	74,296	60,552	53,182	0.9%
Robert Gray Army Airfield Projects	-	5,251,575	10,514,339	3,768,691	2,607,308	43.2%
TOTAL	\$ 18,159,745	\$ 7,441,248	\$ 13,119,696	\$ 6,820,513	\$ 6,034,330	100.0%

* The increase in airport operations of 4.8% can be attributed to increased airport marketing, repairs to the jet fuel tank, increased maintenance and repair costs due to expiring warranties and service agreements and aging of equipment, additional staff, and a 4% cost of living pay adjustment.

* The increase in cost of goods sold of 40.3% can be attributed to the increased cost of fuel.

KFHRA FUND Expenses - Five Years



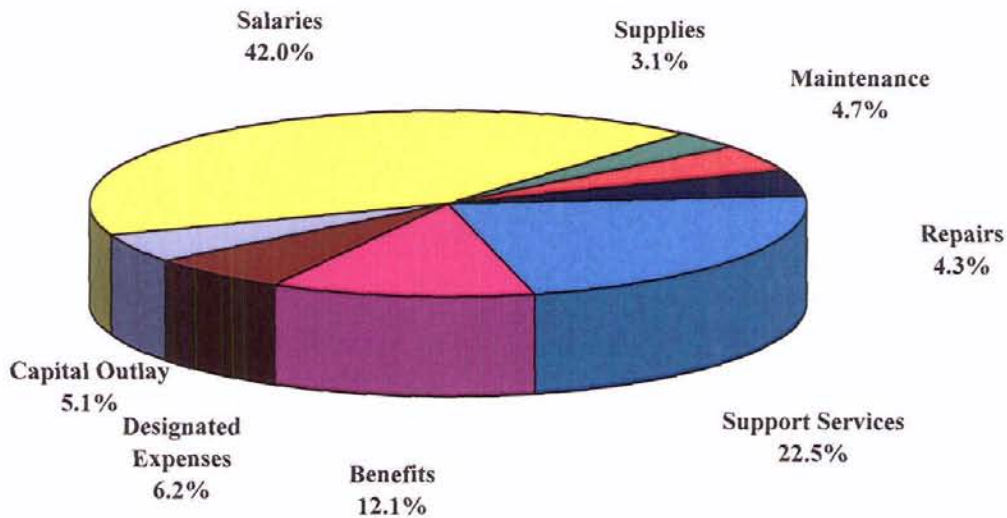
Note: FY 2006-07 represents estimated amounts. FY 2007-08 represents budgeted amounts.

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

EXPENDITURES	ACTUAL 2003-04	ACTUAL 2004-05	ACTUAL 2005-06	ESTIMATED 2006-07	ADOPTED 2007-08	% OF TOTAL
Salaries	\$ 241,218	\$ 961,831	\$ 1,093,311	\$ 1,267,514	\$ 1,440,039	23.9%
Supplies	27,411	90,605	81,317	95,690	105,551	1.7%
Maintenance	10,855	87,378	59,197	161,055	159,740	2.6%
Repairs	12,797	34,096	53,390	69,132	146,526	2.4%
Support Services	125,480	440,899	626,785	635,956	771,689	12.8%
Benefits	81,570	316,597	337,237	404,247	415,180	6.9%
Designated Expenses	32,345	200,458	160,146	153,808	213,792	3.5%
Capital Improvements	-	-	-	-	-	0.0%
Capital Outlay	74,949	57,809	193,974	264,420	174,505	2.9%
Projects	17,553,120	5,251,575	10,514,339	3,768,691	2,607,308	43.2%
TOTAL EXPENDITURES	\$18,159,745	\$ 7,441,248	\$13,119,696	\$ 6,820,513	\$ 6,034,330	100.0%

FY 2007-08 Killeen-Fort Hood Regional Airport Fund Expenses

By Object Class



Note: FY 2006-07 represents estimated amounts. FY 2007-08 represents budgeted amounts.

SKYLARK FIELD FUND REVENUES ANALYSIS

Total Skylark Field fund resources are \$1,177,383. Revenues budgeted for FY 2007-08 represent an increase of 22.3% over the estimated revenues for FY 2006-07 and a 19.8% decrease from the 2003-04 actual revenues. The following is a summary of the Skylark Field Funds major revenue categories and their revenue assumptions for FY 2007-08.

REVENUE CATEGORY	ACTUAL 2003-04	ACTUAL 2004-05	ACTUAL 2005-06	ESTIMATED 2006-07	ADOPTED 2007-08	% OF TOTAL ADOPTED
Beginning Fund Balance	\$ 810,669	\$ 726,790	\$ 802,584	\$ 437,095	\$ 284,933	24.2%
Prior Period Adjustment	\$ 22,068	\$ 61,192	\$ 6,411			
Fixed Base Operations	\$ 5,827	\$ 12,959	\$ 21,039	\$ 22,201	\$ 22,212	1.9%
Hangars and Tie downs	79,987	83,005	83,886	100,080	108,580	9.2%
Airport Use Fees	69,020	10,538	11,939	11,192	11,275	1.0%
Fuel Sales	419,787	429,619	631,702	544,237	698,600	59.3%
Operating Supplies Sales	3,267	11,425	11,066	9,228	11,683	1.0%
Into Plane Fees	-	12,194	4,692	-	-	0.0%
Airport Rent and Concessions	191,132	879	-	-	-	0.0%
Miscellaneous Receipts	5,271	6,751	920	100	100	0.0%
Interest Earned	9,737	24,605	43,244	13,000	10,000	0.8%
Air Carrier Operations	117,092	-	-	-	-	0.0%
Parking Lot Fees	189,586					0.0%
FAA Grants	-	-	-	1,030,278	-	0.0%
TXDOT Grants	-	21,405	5,265	30,000	30,000	2.5%
Transfer from General Fund	-	-	-	-	-	0.0%
TOTAL RESOURCES	\$ 1,923,443	\$ 1,401,362	\$ 1,622,748	\$ 2,197,411	\$ 1,177,383	100.0%

* Hangars and Tie downs are increasing 8.5% over FY 2006-07. This increase is due to the addition of T-hangars at Skylark Field.

* Fuel Sales are increasing 28.4% over FY 2006-07. This increase is due to the increased cost of fuel and the resulting increased sales price per gallon.

* Interest Earnings is decreasing 23.1% from FY 2006-07. This decrease is due to the decrease in fund balance from FY 2006-07 to FY 2007-08.

* Prior year adjustments to fund balance represent the cancellation of prior year encumbrances, for which the city no longer has a legal obligation or commitment.

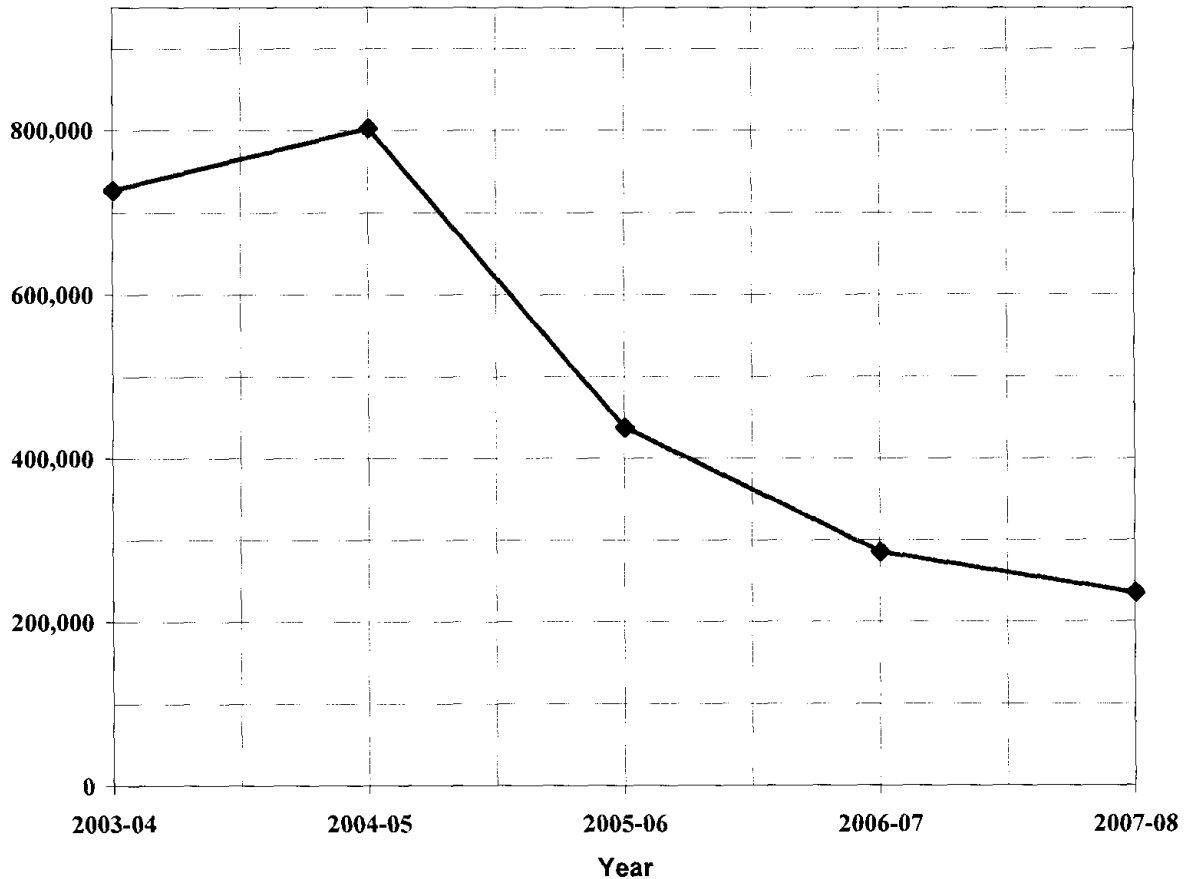
Note: FY 2006-07 represents estimated amounts. FY 2007-08 represents budgeted amounts.

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. For FY 2007-08 the ending fund balance for the Skylark Field fund is projected to be \$234,834 which represents 24.9% of the adopted expenses for FY 2007-08.

SKYLARK FIELD FUND

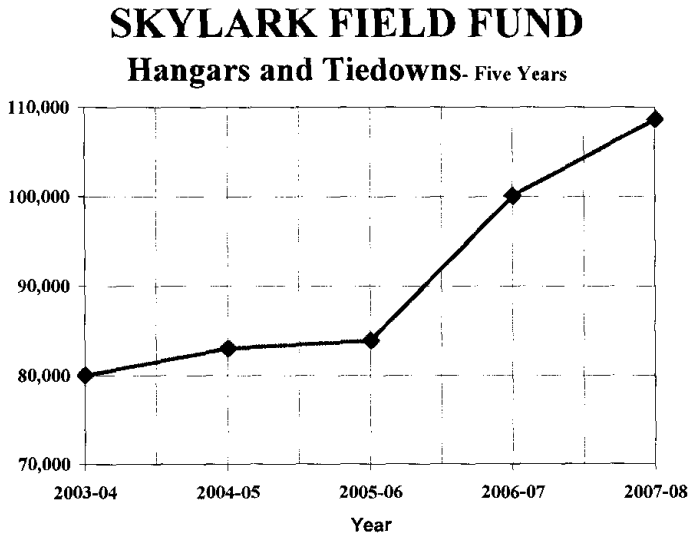
Fund Balance - Five Years



Note: FY 2006-07 represents estimated amounts. FY 2007-08 represents budgeted amounts.

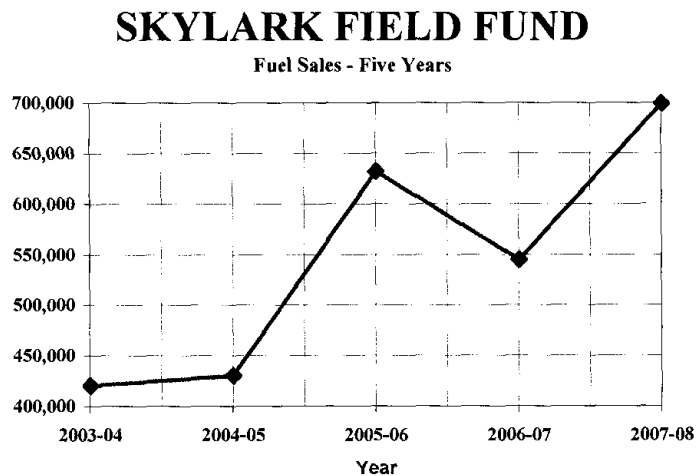
HANGARS AND TIEDOWNS

The Skylark Field Fund receives 12.2% of its revenues from hangars, tiedowns, and land rental. Hangars and Tiedowns revenues are received from individuals who utilize space at the airport for parking and tying down their aircraft and land rental from other tenants for purposes of building an operating their own hangars. Total revenues budgeted for FY 2007-08 is \$98,035. This is an increase of 8.5% over estimated revenues for FY 2006-07.



FUEL SALES

The Skylark Field Fund receives 78.3% of its revenues from fuel sales. Fuel Sales revenues are received from fuel sales to customers. Total revenues budgeted for FY 2007-08 are \$698,600. This is an increase of 28.4% over estimated revenues for FY 2006-07, due to the accelerating cost and the resulting increased retail sales price of jet



Note: FY 2006-07 represents estimated amounts. FY 2007-08 represents budgeted amounts.

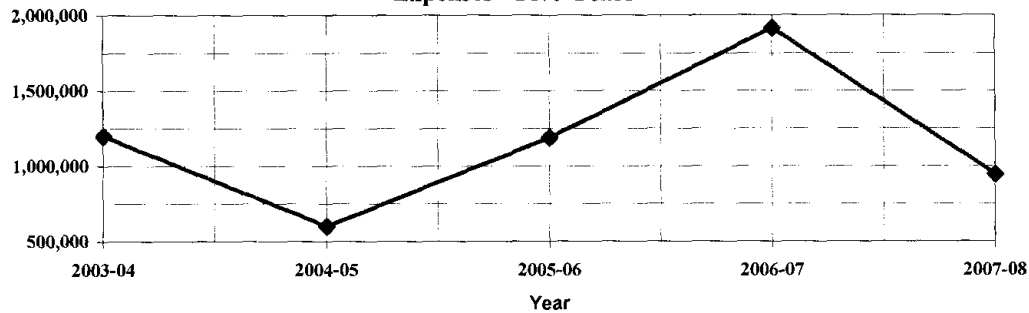
SKYLARK FIELD FUND EXPENSES

Total Skylark Field Fund expenses are \$942,549. This represents an increase of 6.8% over the prior years operating budget.

EXPENDITURES	ACTUAL 2003-04	ACTUAL 2004-05	ACTUAL 2005-06	ESTIMATED 2006-07	ADOPTED 2007-08	% OF TOTAL ADOPTED
Airport Operations	\$ 1,167,235	\$ 313,463	\$ 280,006	\$ 243,191	\$ 270,360	28.7%
Cost of Goods Sold	\$ -	\$ 330,758	\$ 529,364	\$ 565,585	\$ 600,012	63.7%
Skylark Improvements	-	-	314,452	60,000	60,000	6.4%
Skylark Construction	-	-	56,656	1,030,278	-	0.0%
Airport Non-Departmental	29,418	(45,443)	5,175	13,424	12,177	1.3%
TOTAL	\$ 1,196,653	\$ 598,778	\$ 1,185,653	\$ 1,912,478	\$ 942,549	100.0%

* The increase in airport operations of 7.62% can be attributed to the increase in fuel sales and the 4 % cost of living adjustment.

**SKYLARK FIELD
FUND
Expenses - Five Years**



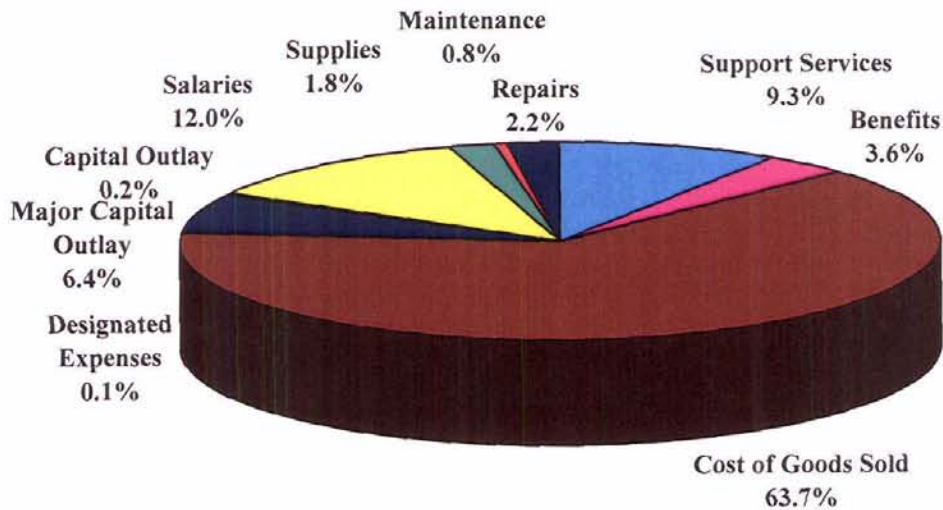
Note: FY 2006-07 represents estimated amounts. FY 2007-08 represents budgeted amounts.

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

EXPENDITURES	ACTUAL 2003-04	ACTUAL 2004-05	ACTUAL 2005-06	ESTIMATED 2006-07	ADOPTED 2007-08	% OF TOTAL
Salaries	\$ 523,179	\$ 119,207	\$ 130,945	\$ 100,879	\$ 113,053	12.0%
Supplies	24,801	14,333	9,230	13,853	16,846	1.8%
Maintenance	25,055	9,015	9,123	6,700	7,500	0.8%
Repairs	29,895	12,799	17,983	18,774	20,933	2.2%
Support Services	178,787	66,465	74,066	73,070	88,032	9.3%
Benefits	166,258	42,661	41,868	33,096	34,258	3.6%
Cost of Goods Sold	-	330,758	529,364	565,585	600,012	63.7%
Designated Expenses	204,246	(39,670)	(1,259)	500	500	0.1%
Major Capital Outlay	31,498	18,323	314,452	60,000	60,000	6.4%
Capital Outlay	12,934	24,887	3,225	9,743	1,415	0.2%
Projects	-	-	56,656	1,030,278	-	0.0%
TOTAL EXPENDITURES	\$ 1,196,653	\$ 598,778	\$ 1,185,653	\$ 1,912,478	\$ 942,549	100.0%

FY 2007-08 Skylark Field Fund Expenses

By Object Class



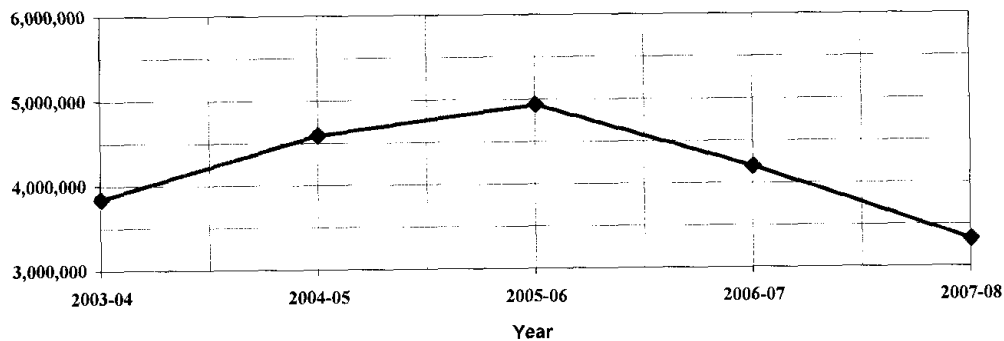
SOLID WASTE FUND REVENUES ANALYSIS

Total Solid Waste Fund Resources are \$16,556,181 for FY 2007-08. Revenues budgeted for FY2007-08 represent an increase of 3% over the estimated revenues in FY 2006-07 and a 27% increase over the 2003-04 actual revenues. The following is a summary of the City's major revenue categories and their revenue assumptions for FY 2007-08.

REVENUE CATEGORY	ACTUAL 2003-04	ACTUAL 2004-05	ACTUAL 2005-06	ESTIMATED 2006-07	ADOPTED 2007-08	% OF TOTAL ADOPTED
Beginning Fund Balance	\$ 3,782,808	\$ 3,837,282	\$ 4,582,305	\$ 4,930,049	\$ 4,189,941	25.3%
Prior Year Adjustment	-	206,233	11,218	-	-	0.0%
Residential Sanitation Fees	5,096,971	5,391,038	5,641,428	5,870,000	6,075,198	36.7%
Commercial Sanitation Fees	3,987,098	4,232,371	4,588,263	5,138,000	5,334,942	32.2%
Transfer Station Fees	184,506	246,916	315,566	315,000	330,000	2.0%
Container Rentals	290,609	315,181	364,138	237,000	150,000	0.9%
Recycling Fees	33,416	38,256	37,902	44,000	44,500	0.3%
Misc. Recycle Revenue	86,868	101,930	104,396	112,300	111,500	0.7%
Misc. Revenues	21,466	23,378	77,570	28,554	45,100	0.3%
Interest Earned	59,239	130,979	229,186	275,000	275,000	1.7%
TOTAL RESOURCES	\$13,542,981	\$14,523,564	\$15,951,972	\$16,949,903	\$16,556,181	100.0%

- * Residential Sanitation Fees are budgeted to increase by 3.5% over FY 2006-07 due to a projected increase in residential customers.
- * Revenues for Commercial Sanitation Fees and Transfer Station Fees are budgeted to increase at a combined rate of 3.9% due to the area growth.
- * Revenues for Container Rentals are budgeted to decrease by 36.7% due to an ordinance change that was effective in FY 2006-07 to eliminate dumpster rental fees.
- * Subscription Recycling Fees and Miscellaneous Recycling Revenues including tire disposal fees, sale of metals, sale of paper products and other recycling revenues are budgeted to remain consistent with FY 2006-07 revenues.
- * Miscellaneous Revenues which include equipment sales, public scale fees and other miscellaneous revenues show an increase of 57.9% due to very few equipment sales occurring in FY 2006-07.
- * Prior Year Adjustment to fund balance represents the cancellation of prior year encumbrances, for which the City no longer has a legal obligation or commitment.
- * For FY 2006-07 the Ending Fund Balance is projected to be \$4,189,941. Since FY 2002-03 the Solid Waste Ending Fund Balance has increased 10.8%.

SOLID WASTE FUND Ending Fund Balance - Five Years



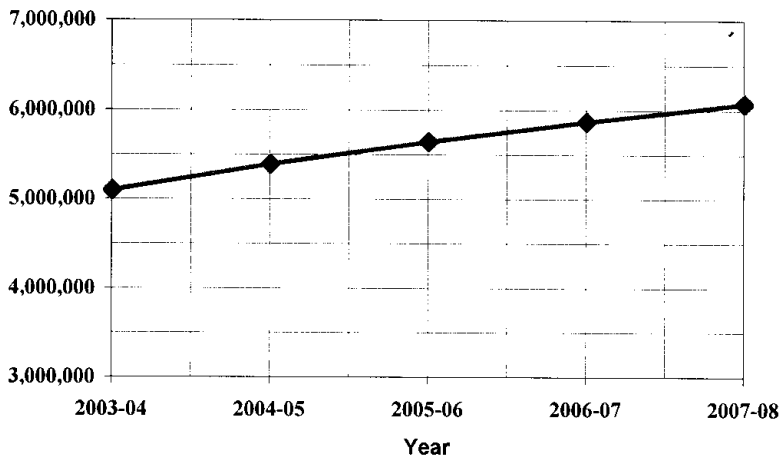
Note: FY 2006-07 represents estimated amounts. FY 2007-08 represents budgeted amounts.

SOLID WASTE RESIDENTIAL AND COMMERCIAL SANITATION FEE REVENUE

Residential Sanitation Fees represent 49.1% and Commercial Sanitation Fees represent 43.1% of the fiscal year 2007-08 budget for Solid Waste Fund revenues. The city provides solid waste services to residential and commercial customers for a specific fee depending on the level of service. These fees are adopted by City Council during each budget process. There were no fee increases in the FY 2007-08 adopted budget.

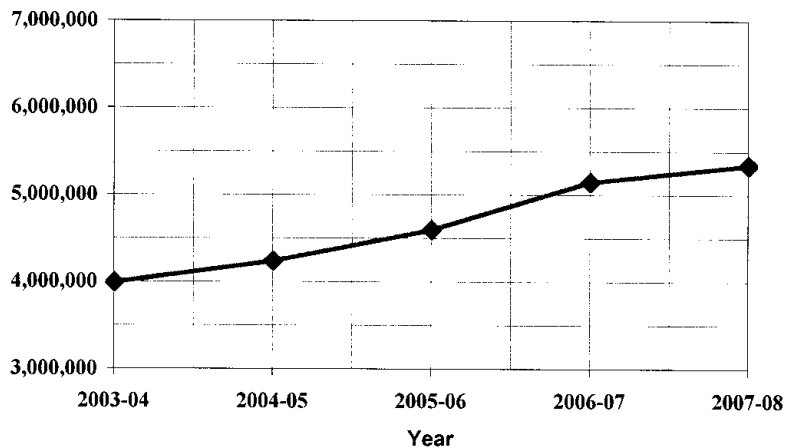
SOLID WASTE FUND

Residential Sanitation Fees - Five Years



SOLID WASTE FUND

Commercial Sanitation Fees - Five Years



Note: FY 2006-07 represents estimated amounts. FY 2007-08 represents budgeted amounts.

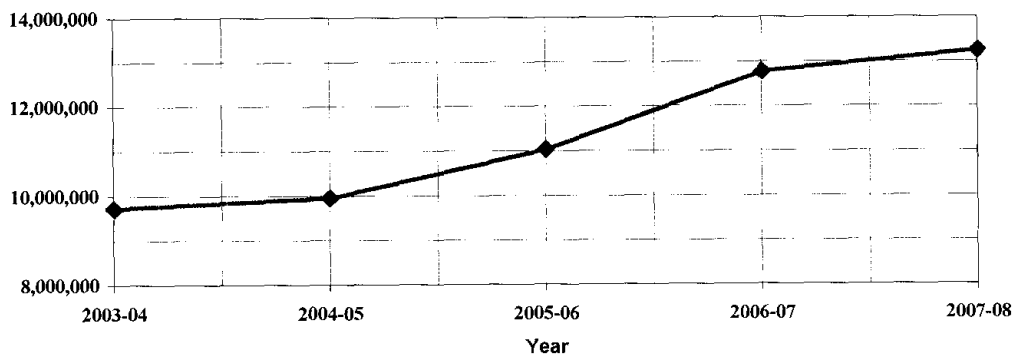
SOLID WASTE FUND EXPENSES ANALYSIS

Total Solid Waste Fund expenses are \$13,235,828 for FY 2007-08. This represents an increase of 4% over the FY 2006-07 estimated expenses and a 36% increase over the 2003-04 actual expenses.

EXPENSES	ACTUAL 2003-04	ACTUAL 2004-05	ACTUAL 2005-06	ESTIMATED 2006-07	ADOPTED 2007-08	% OF TOTAL ADOPTED
Code Enforcement	\$ 43,886	\$ 44,082	\$ -	\$ -	\$ -	0.0%
Residential Operations	2,404,363	2,705,752	2,408,655	2,802,783	3,172,943	24.0%
Commercial Operations	1,558,679	1,533,888	1,765,674	1,592,194	1,737,660	13.1%
Recycling Program	243,276	276,614	267,701	289,433	309,198	2.3%
Transfer Station	3,380,690	3,112,537	3,282,744	4,069,998	4,016,705	30.3%
Mowing	-	-	372,399	571,886	1,040,484	7.9%
Debt Service	460,799	441,222	893,158	737,000	734,000	5.5%
Miscellaneous	355,180	343,125	441,709	929,917	411,228	3.1%
Transfers	1,258,826	1,484,039	1,589,883	1,766,751	1,813,610	13.7%
TOTAL EXPENSES	\$ 9,705,699	\$ 9,941,259	\$ 11,021,923	\$ 12,759,962	\$ 13,235,828	100.0%

- * Code Enforcement operations were budgeted in the Solid Waste fund in fiscal years 2002-03 through 2004-05. Beginning in FY 2005-06, financial reporting for those operations were transferred to the General Fund.
- * Residential Operations is budgeted to increase 13.2% which is primarily due to budgeting scheduled replacements of heavy equipment and a Solid Waste Master Plan Update.
- * Commercial Operations is budgeted to increase 9.1% due to a heavy equipment replacement purchase.
- * There is an increase in the Recycling Program of 6.8% over the estimated expenses in FY 2006-07, due to normal increases in salaries, benefits, and operations costs.
- * The Transfer Stations budget decreased 1.8% below the prior year estimated expenses. This is due to landfill maintenance costs that were part of the FY 2006-07 expenses.
- * The Mowing division is budgeted to increase 81.9% due to the addition of a new mowing crew and a new equipment repair/storage building for mowing equipment. The Mowing Program was a startup program in FY 2005-06.
- * The Debt Service budget is holding consistent paying for the 1999 and 2005 Certificate of Obligation Bonds.
- * The decrease in the Miscellaneous budget of 55.8% is primarily due to additional non-departmental costs required for the Administration Building in FY 2006-07.
- * The budgeted increase in Transfers is 2.7% to cover Indirect Costs and Franchise Fee costs.

SOLID WASTE FUND Expenses - Five Years



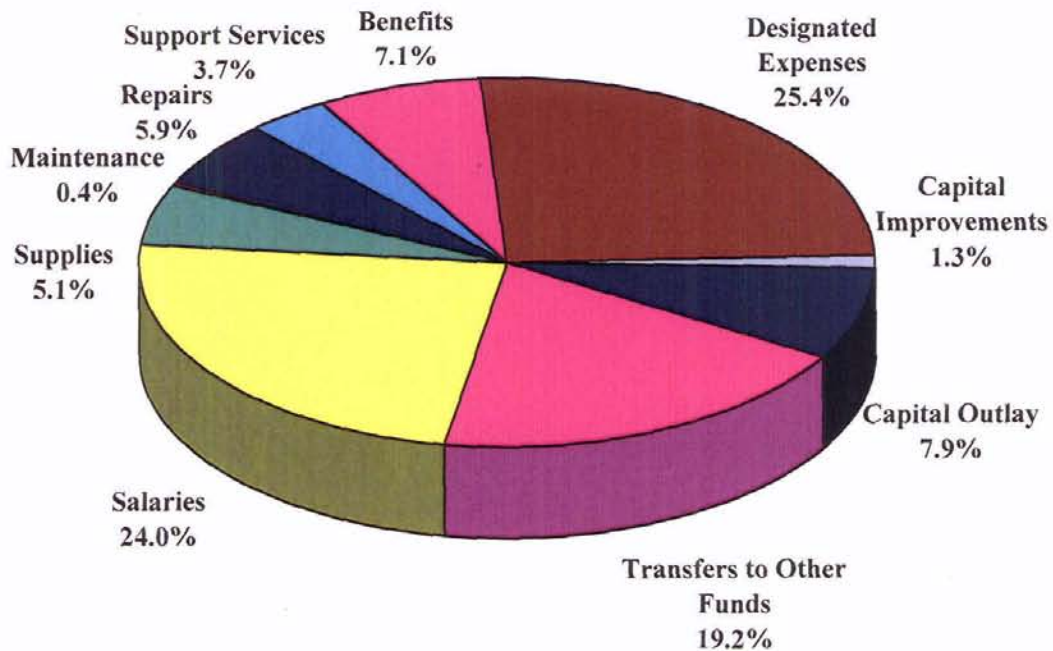
Note: FY 2006-07 represents estimated amounts. FY 2007-08 represents budgeted amounts.

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

EXPENSES	ACTUAL 2003-04	ACTUAL 2004-05	ACTUAL 2005-06	ESTIMATED 2006-07	ADOPTED 2007-08	% OF TOTAL ADOPTED
Salaries	\$ 2,132,685	\$ 2,151,956	\$ 2,441,518	\$ 2,599,978	\$ 3,172,365	24.0%
Supplies	285,970	366,532	555,189	566,646	670,830	5.1%
Maintenance	619,644	32,190	34,008	319,900	50,475	0.4%
Repairs	612,567	581,437	842,946	893,664	781,470	5.9%
Support Services	332,157	318,803	381,762	370,138	489,441	3.7%
Benefits	716,675	682,740	716,407	786,458	943,869	7.1%
Designated Expenses	2,685,987	2,957,328	2,765,907	3,158,080	3,361,402	25.4%
Capital Improvements	-	-	5,000	500,000	178,500	1.3%
Capital Outlay	934,121	1,240,234	796,145	1,063,347	1,041,866	7.9%
Transfers to Other Funds	1,385,893	1,610,039	2,483,041	2,501,751	2,545,610	19.2%
TOTAL EXPENSES	\$ 9,705,699	\$ 9,941,259	\$ 11,021,923	\$ 12,759,962	\$ 13,235,828	100.0%

FY 2007-08 Solid Waste Fund Expenses

By Object Class



WATER & SEWER FUND REVENUES ANALYSIS

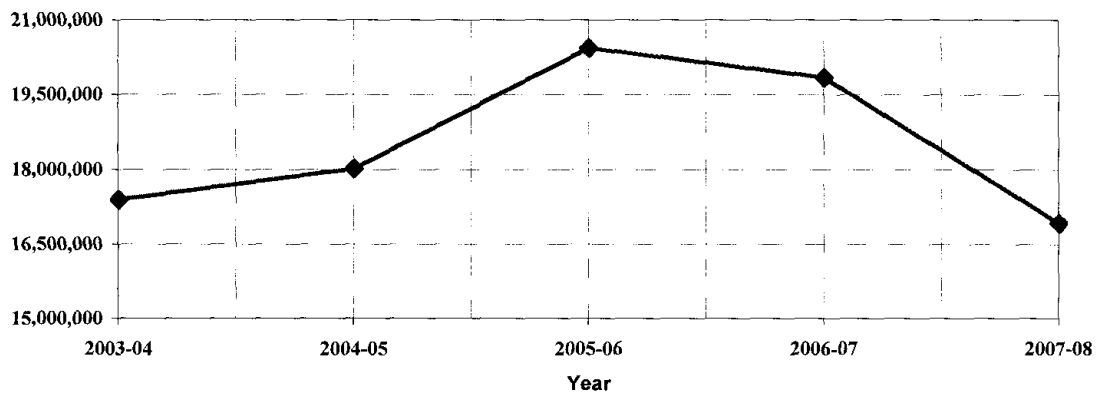
Total Water & Sewer Fund Resources are \$48,834,751. Revenues budgeted for FY2007-08 represent an decrease of 2% from the estimated revenues in FY 2006-07 and an increase of 45% over the 2003-04 actual revenues. The following is a summary of the City's major revenue categories and their revenue assumptions for FY 2007-08.

REVENUE CATEGORY	ACTUAL 2003-04	ACTUAL 2004-05	ACTUAL 2005-06	ESTIMATED 2006-07	ADOPTED 2007-08	% OF TOTAL ADOPTED
Beginning Fund Balance	\$ 16,621,771	\$ 17,387,376	\$ 18,007,370	\$ 20,419,932	\$ 19,829,592	40.6%
Prior Year Adjustment	-	239,879	24,379	-	-	0.0%
Sale of Water	8,598,684	11,424,289	12,565,158	13,487,000	13,756,803	28.2%
Sewer Fees Collected	8,937,118	10,504,694	11,070,442	12,112,000	12,345,856	25.3%
Water & Sewer Taps	1,109,663	1,352,259	1,873,804	1,627,000	850,000	1.7%
Delinquent Penalty	430,195	474,885	495,295	470,000	450,000	0.9%
Misc. Revenues	651,646	736,793	745,435	708,200	702,500	1.4%
Interest Earned	274,354	423,975	924,143	1,190,000	900,000	1.8%
Transfers-In	-	6,985	17,323	-	-	0.0%
TOTAL RESOURCES	\$ 36,623,431	\$ 42,551,135	\$ 45,723,349	\$ 50,014,132	\$ 48,834,751	100.0%

- * Sale of Water is budgeted to increase by 2.0% over FY 2006-07 due to a projected increase in water customers.
- * Revenues from Sewer Fees Collected is budgeted to increase 1.9% due to a projected increase in wastewater customers.
- * Water & Sewer Taps, Delinquent Penalties and Miscellaneous Revenues all are conservatively budgeted below 2006-07 estimated revenues.
- * Prior Year Adjustment to fund balance represents the cancellation of prior year encumbrances, for which the City no longer has a legal obligation or commitment.
- * For FY 2006-07 the Ending Fund Balance for the Water and Sewer fund is projected to be \$19,829,592. Since FY 2002-03 the Water and Sewer Ending Fund Balance has increased 19.3%.

WATER & SEWER FUND

Ending Fund Balance - Five Years



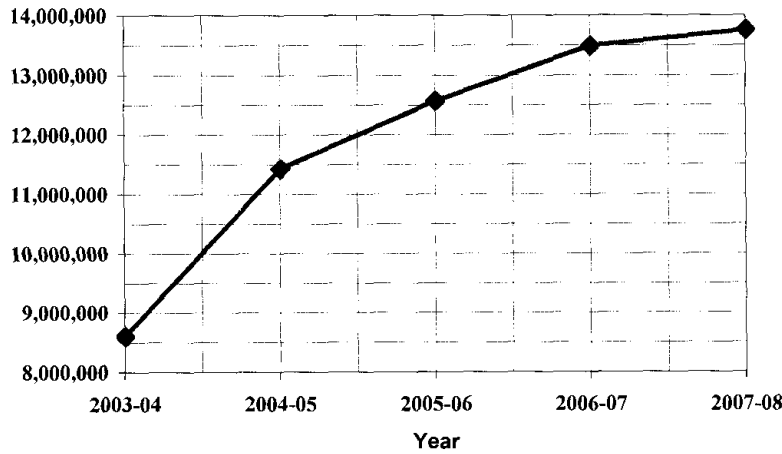
Note: FY 2006-07 represents estimated amounts. FY 2007-08 represents budgeted amounts.

WATER AND SEWER REVENUE FOR THE SALE OF WATER AND SEWER FEES

Sale of Water Revenue represents 47.4% and Sewer Fee Revenue represents 42.6% of the fiscal year 2007-08 budget for Water and Sewer Fund revenues. The city provides water and sewer services to residential and commercial customers for specific fees depending on the water usage and the type of service. These fees are adopted by City Council during each budget process. There were no fee increases in the FY 2007-08 adopted budget.

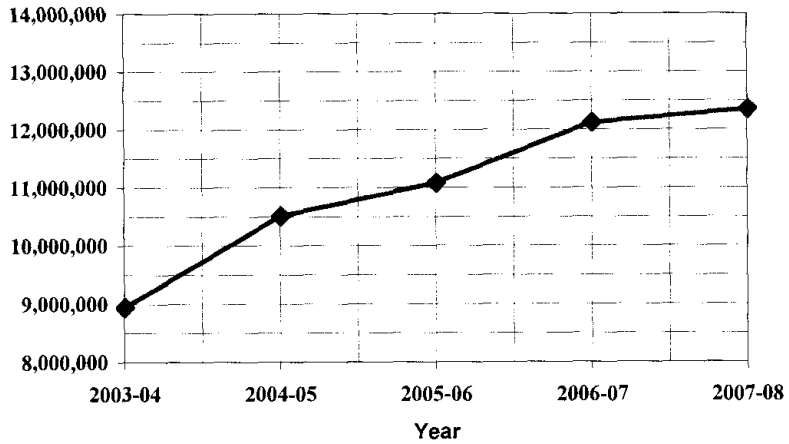
WATER & SEWER FUND

Sale of Water - Five Years



WATER & SEWER FUND

Sewer Fees - Five Years



Note: FY 2006-07 represents estimated amounts. FY 2007-08 represents budgeted amounts.

WATER & SEWER FUND EXPENSES ANALYSIS

Total Water and Sewer Fund expenses are \$31,919,667. This represents an increase of 6% over the FY 2006-07 estimated expenses and a 66% increase over the FY 2003-04 actual expenses.

EXPENSES	ACTUAL 2003-04	ACTUAL 2004-05	ACTUAL 2005-06	ESTIMATED 2006-07	ADOPTED 2007-08	% OF TOTAL ADOPTED
Fleet Services	\$ 732,510	\$ 757,482	\$ 772,981	\$ 1,049,649	\$ 1,160,320	3.6%
Utility Collections	1,174,125	1,242,833	1,400,819	1,474,709	1,615,744	5.1%
W&S Contracts	5,953,715	8,454,802	8,976,387	10,912,100	11,250,502	35.2%
Water Distribution	995,845	908,043	1,347,472	976,861	1,509,854	4.7%
Sanitary Sewers	632,157	733,353	563,360	879,884	705,292	2.2%
W&S Operations	1,541,710	1,663,282	2,435,815	1,855,223	2,279,668	7.1%
W&S Engineering	-	-	-	465,540	962,925	3.0%
W&S Projects	300,609	927,506	609,297	614,000	726,094	2.3%
Debt Service	4,467,035	5,966,157	5,057,466	6,307,762	6,681,675	20.9%
Miscellaneous	1,227,135	1,331,662	1,346,645	2,619,804	1,698,774	5.3%
Transfers	2,211,214	2,558,645	2,793,175	3,029,008	3,328,819	10.4%
TOTAL EXPENSES	\$19,236,055	\$24,543,765	\$25,303,417	\$30,184,540	\$31,919,667	100.0%

* Fleet Services represents 3.6% of the Water and Sewer budget for FY 2007-08 with a 10.5% increase over FY 2006-07. The increase is primarily due to the addition of an accounting specialist and remodeling of the fleet offices.

* The Utility Collections budget reflects a 9.6% increase in the FY 2007-08 budget due to the addition of a cashier and replacement fleet.

* The Water and Sewer Contracts budget is increasing 3.1% over the prior year estimated expenses, attributable to increased demand due to area growth.

* Water Distribution is increasing 54.6% primarily due to the addition of a water expansion crew.

* Sanitary Sewers is decreasing 19.8% due to a reduction in their capital outlay budget.

* The Water & Sewer Operations budget is increasing 22.9%. This increase is primarily due to the addition of four (4) personnel and fleet purchases approved in the 2007-08 budget.

* Water & Sewer Engineering is increasing 106.8% primarily due to an inflow and infiltration reduction study approved in the 2007-08 budget.

* Water and Sewer Projects are increasing by 18.3% due to an additional sewer line extension project.

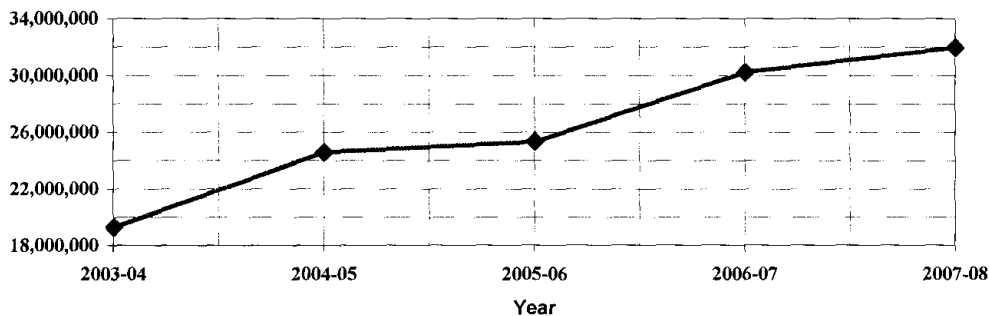
* The increase in Debt Service of 5.9% is due to the new debt issuance approved in the FY 2007-08 budget.

* Miscellaneous expenses are decreasing 35.2% due to a building purchase that occurred in the FY 2006-07 budget.

* The budgeted increase in Transfers is 9.9% to cover Indirect Costs and Franchise Fee costs.

WATER & SEWER FUND

Expenses - Five Years



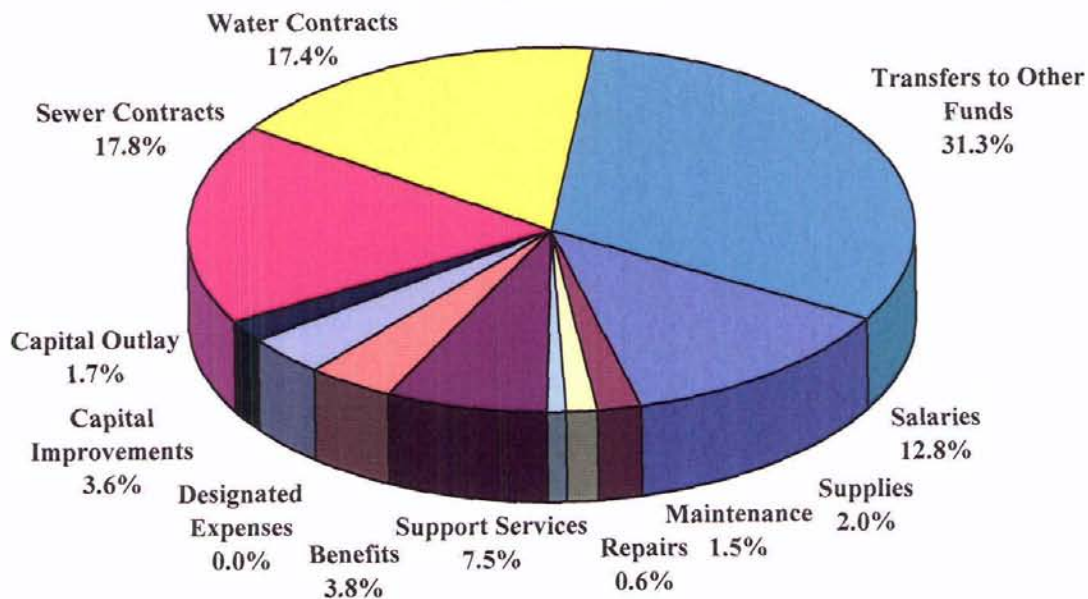
Note: FY 2006-07 represents estimated amounts. FY 2007-08 represents budgeted amounts.

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

EXPENSES	ACTUAL 2003-04	ACTUAL 2004-05	ACTUAL 2005-06	ESTIMATED 2006-07	ADOPTED 2007-08	% OF TOTAL ADOPTED
Salaries	\$ 2,609,470	\$ 2,707,725	\$ 2,974,524	\$ 3,443,140	\$ 4,086,107	12.8%
Supplies	431,736	464,593	531,236	539,054	624,919	2.0%
Maintenance	494,611	435,006	601,988	365,865	481,334	1.5%
Repairs	132,991	143,488	142,653	178,519	181,724	0.6%
Support Services	1,267,903	1,574,701	1,837,895	1,967,802	2,385,843	7.5%
Benefits	838,890	870,021	898,746	1,055,822	1,228,127	3.8%
Designated Expenses	(69,351)	(113,581)	(133,413)	(14,000)	(20,586)	-0.1%
Capital Improvements	545,123	1,118,898	997,502	1,820,577	1,148,874	3.6%
Capital Outlay	352,719	363,310	625,259	578,891	542,329	1.7%
Sewer Contracts	2,831,682	4,925,887	4,602,504	5,625,000	5,693,743	17.8%
Water Contracts	3,122,032	3,528,915	4,373,882	5,287,100	5,556,759	17.4%
Transfers to Other Funds	6,678,249	8,524,802	7,850,641	9,336,770	10,010,494	31.4%
TOTAL EXPENSES	\$ 19,236,055	\$ 24,543,765	\$ 25,303,417	\$ 30,184,540	\$ 31,919,667	100.0%

FY 2007-08 Water & Sewer Fund Expenses

By Object Class



DRAINAGE UTILITY FUND REVENUES ANALYSIS

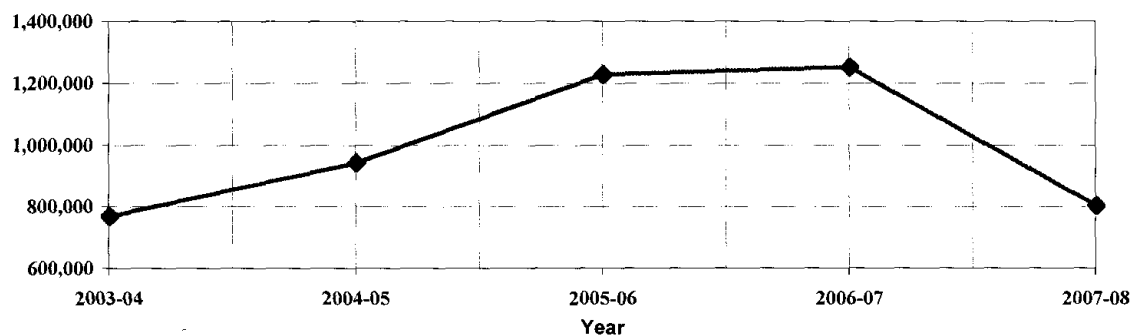
Total Drainage Utility Fund Resources are \$11,282,916. Resources of \$7,180,083 is related to bond proceeds that are reserved for Major Drainage Projects which allows for available operating resources of \$4,102,833. Revenues budgeted for FY2007-08 reflect an increase of 9% over the estimated operating revenues in FY 2006-07 and a 266% increase over the 2003-04 actual operating revenues. The following is a summary of the City's major revenue categories and their revenue assumptions for FY 2007-08.

REVENUE CATEGORY	ACTUAL 2003-04	ACTUAL 2004-05	ACTUAL 2005-06	ESTIMATED 2006-07	ADOPTED 2007-08	% OF TOTAL ADOPTED
Beginning Fund Balance	\$ 393,932	\$ 766,612	\$ 940,832	\$ 9,021,895	\$ 8,429,903	74.7%
Prior Year Adjustment	-	11,795	57	-	-	0.0%
Residential Storm Water Fees	659,269	701,144	1,246,434	1,687,300	2,151,732	19.1%
Commercial Storm Water Fees	114,650	125,081	362,487	392,900	501,281	4.4%
Interest Earned	6,536	25,899	223,663	440,400	200,000	1.8%
Sale of Bonds	-	-	8,000,000	-	-	0.0%
Miscellaneous Revenue	-	-	6,591	98,018	-	0.0%
TOTAL RESOURCES	\$ 1,174,387	\$ 1,630,531	\$ 10,780,064	\$ 11,640,513	\$ 11,282,916	100.0%

- * Residential Storm Water Fees is budgeted to increase by 27.5% from FY 2006-07 due to a projected increase in residential customers along with an increased drainage fee for single-family, duplex and multi-family residential properties.
- * Commercial Storm Water Fees is budgeted to increase 27.6% due to a projected increase in commercial customers and a rate increase for all commercial accounts.
- * Interest Earned is decreasing 54.6% due to a decrease in cash available for investment. Drainage bonds were received at the end of FY 2005-06 for major capital improvement projects. These bond funds should be significantly spent in FY 2007-08.
- * Prior Year Adjustment to fund balance represents the cancellation of prior year encumbrances, for which the City no longer has a legal obligation or commitment.
- * The ending fund balance for FY 2006-07 is projected to be \$8,429,903. This includes \$7,180,083 of bond proceeds reserved for Major Drainage Projects. Excluding the fund balance reserved for major projects, the ending fund balance is \$1,249,820. Since FY 2002-03 the Drainage Utility Ending Fund Balance has increased 217%. This increase will be used to fund a third Drainage Maintenance crew in FY 2007-08.

DRAINAGE UTILITY FUND

Ending Fund Balance (Excluding Major Drainage Projects) - Five Years

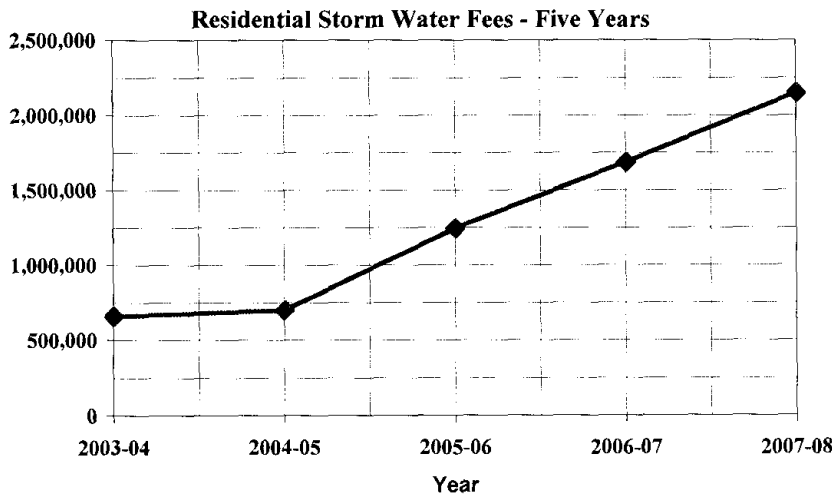


Note: FY 2006-07 represents estimated amounts. FY 2007-08 represents budgeted amounts.

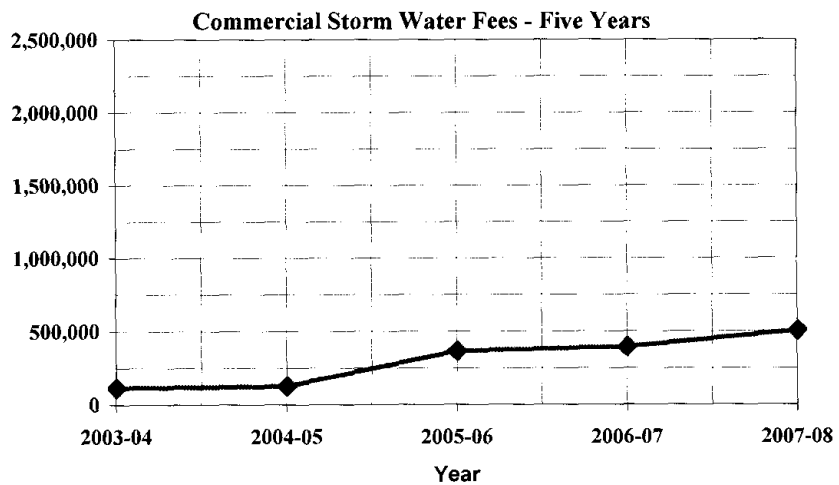
DRAINAGE UTILITY REVENUE FOR RESIDENTIAL AND COMMERCIAL FEES

Residential Storm Water Fees represent 75.4% and Commercial Storm Water Fees represent 17.6% of the Drainage Utility Fund revenue. The city provides maintenance, repairs, and improvements to the City's drainage infrastructure with the funds collected through these drainage fees. Drainage rates are adopted by City Council during each budget process. There is a 25% fee increase for all residential and commercial accounts in the FY 2007-08 adopted budget. This fee increase will help fund drainage maintenance, repairs, minor drainage projects, and the principal and interest obligations related to the FY 2005-06 debt issuance to support major drainage projects.

DRAINAGE UTILITY FUND



DRAINAGE UTILITY FUND



Note: FY 2006-07 represents estimated amounts. FY 2007-08 represents budgeted amounts.

DRAINAGE UTILITY FUND EXPENSES ANALYSIS

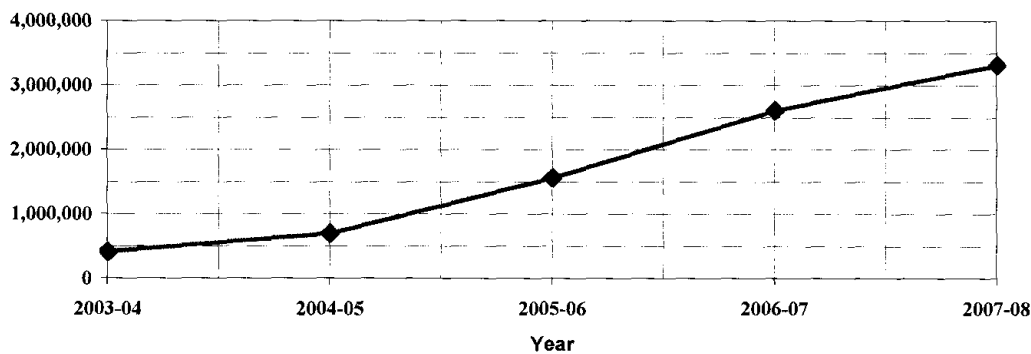
Total Drainage Utility Fund expenses are \$10,481,932 for FY 2007-08. This includes \$7,180,083 in major drainage projects. The remaining \$3,301,849 represents an increase of 27% over the FY 2006-07 estimated operating expenses and a 710% increase over the 2003-04 actual operating expenses.

EXPENSES	ACTUAL 2003-04	ACTUAL 2004-05	ACTUAL 2005-06	ESTIMATED 2006-07	ADOPTED 2007-08	% OF TOTAL ADOPTED
Engineering	\$ 246,677	\$ 572,348	\$ 276,132	\$ 271,904	\$ 300,797	2.9%
Street	15,322	6,862	9,355	200,000	300,000	2.9%
Drainage Maintenance	-	-	438,235	721,851	1,409,294	13.4%
Minor Drainage Projects	129,682	91,370	13,500	656,066	656,066	6.3%
Major Drainage Projects	-	-	203,949	615,968	7,180,083	68.5%
Debt Service	-	-	557,489	585,158	580,158	5.5%
Non-Departmental	16,094	1,906	242,296	141,968	37,839	0.4%
Transfers	-	17,213	17,213	17,695	17,695	0.2%
TOTAL EXPENSES	\$ 407,775	\$ 689,699	\$ 1,758,169	\$ 3,210,610	\$ 10,481,932	100.0%

- * Engineering is budgeted to increase 10.6% from FY 2006-07. This is primary due to salary and benefit increases.
- * Street drainage maintenance is budgeted for \$300,000, a 50% increase above the prior year.
- * Drainage Maintenance is increasing 95.2% due to the addition of a third drainage maintenance crew and replacement fleet costs included in the FY 2007-08 budget.
- * Projects account for 74.8% of the FY 2007-08 budget. The City began the implementation of a drainage capital improvements program in FY 2004-05 to address drainage infrastructure inadequacies and system upgrades. This program is increasing costs in various accounts above.
- * Debt Service represents 5.5% of the Drainage Utility budget which services the bond issued in FY 2005-06.
- * The Non-Departmental decrease of 73.3% is primarily due to Texas Commission on Environmental Quality (TCEQ) grant related costs that are included in FY 2006-07.
- * The increase in total expenses for FY 2007-08 is primarily due to the expansion of the drainage maintenance division and the increase in funding for street drainage maintenance and repairs.

DRAINAGE UTILITY FUND

Expenses (Excluding Major Drainage Projects) - Five Years



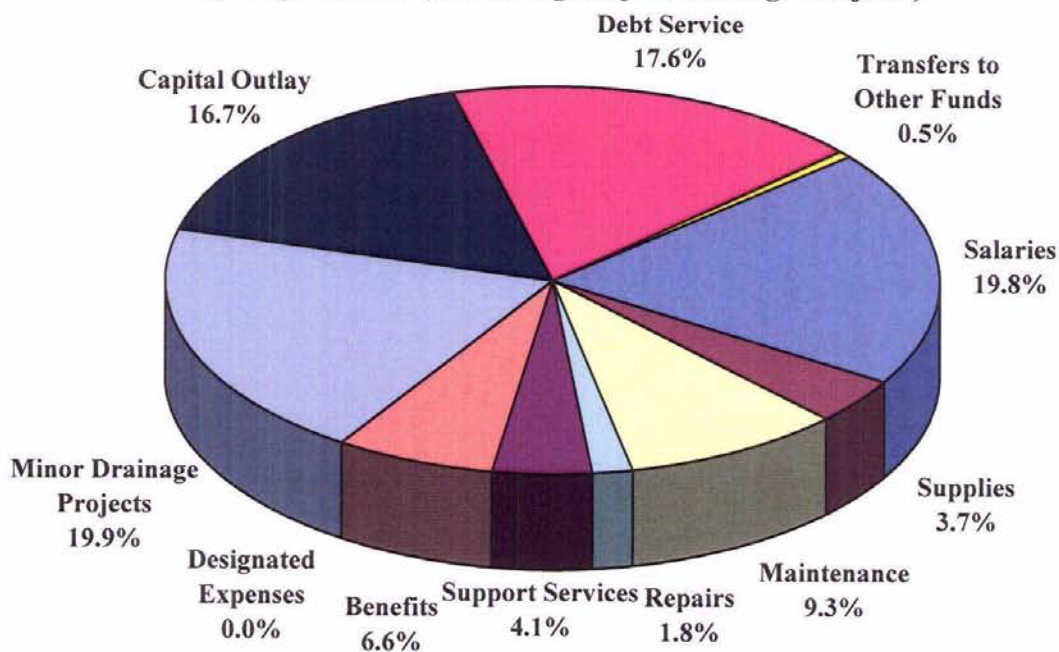
Note: FY 2006-07 represents estimated amounts. FY 2007-08 represents budgeted amounts.

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

EXPENSES	ACTUAL 2003-04	ACTUAL 2004-05	ACTUAL 2005-06	ESTIMATED 2006-07	ADOPTED 2007-08	% OF TOTAL ADOPTED
Salaries	\$ 111,120	\$ 105,800	\$ 127,996	\$ 275,365	\$ 653,258	6.2%
Supplies	1,791	4,376	21,000	55,495	122,053	1.2%
Maintenance	19,645	2,033	22,227	210,664	306,576	2.9%
Repairs	1,236	110	627	30,390	57,732	0.6%
Support Services	100,719	431,232	198,187	235,478	136,764	1.3%
Benefits	32,591	31,561	30,734	72,656	218,422	2.1%
Designated Expenses	(832)	1,906	(732)	1,000	1,000	0.0%
Minor Drainage Projects	129,682	91,370	13,500	656,066	656,066	6.3%
Major Drainage Projects	-	-	370,906	615,968	7,180,083	68.5%
Capital Outlay	11,823	4,098	399,022	454,675	552,125	5.3%
Debt Service	-	-	557,489	585,158	580,158	5.5%
Transfers to Other Funds	-	17,213	17,213	17,695	17,695	0.2%
TOTAL EXPENSES	\$ 407,775	\$ 689,699	\$ 1,758,169	\$ 3,210,610	\$ 10,481,932	100.0%

FY 2007-08 Drainage Utility Fund Expenses

By Object Class (Excluding Major Drainage Projects)



**CITY OF KILLEEN
RECAP OF NEW PROGRAMS AND SERVICES
FY 2007-08**

GENERAL FUND

PAY PLAN INCREASES	NON-CIVIL SERVICE - 4% COLA	587,125
	CIVIL SERVICE COLA	812,233
	CIVIL SERVICE MARKET ADJUSTMENT - 2%	422,364
CITY MANAGER	EXECUTIVE ASSISTANT	42,825
EMERGENCY MANAGEMENT/HOMELAND SECURITY	FULL SIZE SUV - REPLACEMENT FLEET	35,950
	800 MGZ RADIOS	12,000
	PUBLIC EDUCATION PROGRAM	6,350
MUNICIPAL COURT	JURY DELIBERATION ROOM FURNITURE	4,950
	DV-1 OVERHEAD SYSTEM DVD VIDEO CAMERA	9,938
ACCOUNTING	INCREASED HOURS FOR PT EMPLOYEE	5,922
	DIRECT SEAL FOR PAYROLL CHECKS - EQUIPMENT	5,805
CUSTODIAL SERVICES	NEW EMPLOYEE - CREW LEADER	35,794
HUMAN RESOURCES	FILE CABINETS	696
	LABOR RELATIONS TRAINING	1,740
	RISK MANAGEMENT TRAINING	1,200
	RISK MANAGEMENT CERTIFICATION	1,400
	HUMAN RESOURCES SPECIALIST	39,860
	CIVIL SERVICE PROMOTIONAL TESTING	4,000
	CIVIL SERVICE TESTING	4,000
INFORMATION TECHNOLOGY	IT REGULAR PART TIME CLERK	18,000
	SOFTWARE SPECIALIST	52,000
PERMITS AND INSPECTIONS	DOCUMENT SCANNER	3,420
LIONS CLUB PARK OPERATIONS	LCP OPERATIONS COST	146,870
	TWO CUSTODIANS (FUNDED FOR 9 MONTHS)	39,052
	PRINCIPAL SECRETARY	33,978
PARKS	3/4 TON EXTENDED CAB = REPLACEMENT FLEET	26,425
	1/2 TON CREW CAB, LWB - REPLACEMENT FLEET	20,425
RECREATION	RECREATION SUPERVISOR (FUNDED FOR 9 MONTHS)	27,560
	RECREATION SPECIALIST (2) (FUNDED FOR 9 MONTHS)	43,262
	PART TIME RECREATION SPECIALIST (FUNDED FOR 9 MONTHS)	13,130
	OFFICE ASSISTANTS (3) (FUNDED FOR 9 MONTHS)	59,184
	PART TIME OFFICE ASSISTANTS (3) (FUNDED FOR 9 MONTHS)	35,235
SENIOR CITIZENS	FUEL SUPPLIES	693
	LIGHT AND POWER	19,770
TRAFFIC	INCENTIVE PAY - LEVEL TWO SIGNS AND MARKINGS	5,161
	INCENTIVE PAY - LEVEL ONE SIGNS AND MARKINGS	1,474
	INCENTIVE PAY - LEVEL THREE SIGNS	2,174
	INCENTIVE PAY - LEVEL THREE SIGNS AND MARKINGS	2,654
STREETS	STREET MAINTENANCE - INCREASED FUNDING	250,000
	POTHOLE PATCHING TEAM A W/O VEHICLE (2 EMPLOYEES)	71,604
	POTHOLE PATCHING TEAM B W/O VEHICLE (2 EMPLOYEES)	71,604
PLANNING	TRAINING AND TRAVEL	5,800
	4 REPLACEMENT CHAIRS	400
POLICE	DOWNTOWN WALKING PATROL OFFICERS (4) W (2) SEGWAYS (FUNDED FOR 6 MONTHS)	141,500
	PATROL BEAT OFFICERS (4)	224,412
	DETECTIVES FOR CID (5)	384,590
	MOTOR OFFICER PROGRAM (4 OFFICERS)	297,088
	EVIDENCE TECHNICIANS (2)	67,066
	MID SIZE, 4 DOOR SEDAN - REPLACEMENT FLEET	20,000
	FULL SIZE SUV - REPLACEMENT FLEET	47,004
	BILINGUAL PAY	25,582
FIRE	HAZMAT LEVEL A SUITS	23,261
	18 PARAMEDIC SCHOOL POSITIONS	61,200
	PHONES FOR STATION 8	10,764
NON-DEPARTMENTAL	CONSTRUCT OFFICE ANNEX WALL-EXECUTIVE ASSISTANT IN PUBLIC WORKS	1,100
	ELDERLY TRANSPORTATION	20,000
	BILINGUAL PAY	24,219
NON-DEPARTMENTAL INFORMATION TECHNOLOGY	RECREATION MANAGEMENT SOFTWARE	65,000
	COMPUTER HRDWR/SFTWR FOR EXECUTIVE ASSISTANT FOR CITY MANAGER	1,445
	COMPUTER HRDWR/SFTWR FOR HUMAN RESOURCES SPECIALIST	1,445
	MOBILE DATA TERMINAL FOR EMERGENCY MGMT / HOMELAND SECURITY	5,439
	SCANNER / PRINTER FOR EMERGENCY MGMT / HOMELAND SECURITY	1,825
	DIRECT SEAL FOR PAYROLL CHECKS - SOFTWARE	1,195
	DESKTOP SCANNER FOR GENERAL SERVICES	1,250
	ADOBE CREATIVE SUITE 3 FOR PRINT SHOP	1,200
	COMPUTER HRDWR/SFTWR FOR INFORMATION TECH REG PT CLERK	1,500

**CITY OF KILLEEN
 RECAP OF NEW PROGRAMS AND SERVICES
 FY 2007-08**

COMPUTER HRDWR/SFTWR FOR INFORMATION TECH SOFTWARE SPECIALIST	1,500
COMPUTER HRDWR/SFTWR FOR PRINCIPAL SECRETARY AT LIONS CLUB PARK	7,050
COMPUTER HRDWR/SFTWR FOR RECREATION SUPERVISOR	1,500
COMPUTER HRDWR/SFTWR FOR OFFICE ASSISTANTS IN RECREATION	4,500
COMPUTER HARDWARE: SENIOR CENTER LIBRARY	5,600
SCANNERS FOR COMMUNITY DEVELOPMENT	2,450
LAPTOP SOFTWARE FOR COMMUNITY DEVELOPMENT	2,400
ZONING ANALYST SOFTWARE FOR PLANNING	22,410
SURVEY ANALYST SOFTWARE FOR PLANNING	2,500
COMPUTER HRDWR/SFTWR FOR CID DETECTIVES IN POLICE	12,000
COMPUTER HRDWR/SFTWR FOR EVIDENCE TECHNICIANS IN POLICE	3,000
FIRE STATION 8 WORKSTATION COMPUTER AND PRINTER	1,950
SWEETSOFT ACCESS POINT FOR FIRE STATION 8	500
FIRE STATION 8 LIEUTENANT'S COMPUTER AND PRINTER	1,950

TOTAL GENERAL FUND

5 4,481,422

**CITY OF KILLEEN
 RECAP OF NEW PROGRAMS AND SERVICES
 FY 2007-08**

KILLEEN-FORT HOOD REGIONAL AIRPORT

KILLEEN-FORT HOOD REGIONAL AIRPORT	NON-CIVIL SERVICE - 4% COLA	62,590
	ZTR MOWER	4,300
	AUTOMATED TERMINAL INFORMATION SYSTEM	38,310
	JET FUEL TANK REPAIR	90,000
	AIRPORT MARKETING	100,000
	IT TECHNICIAN	48,532
	IT FURNITURE	1,200

TOTAL KILLEEN-FORT HOOD REGIONAL AIRPORT FUND **\$ 344,932**

SKYLARK FIELD

SKYLARK	NON-CIVIL SERVICE - 4% COLA	4,713
	SELF SERVICE FUELS SALES MACHINE	5,650

TOTAL SKYLARK FIELD FUND **\$ 10,363**

SOLID WASTE FUND

RESIDENTIAL SERVICES	SOLID WASTE SPECIALIST	68,018
	NEW FURNITURE - SOLID WASTE ADMINISTRATION FACILITY	36,440
	SOLID WASTE CONTAINERS	21,291
	EQUIPMENT OPERATOR - FLATBED	33,755
	SIDELOADERS (2) - REPLACEMENT FLEET	395,000
	SOLID WASTE MASTER PLAN UPDATE	100,000
COMMERCIAL SERVICES	FRONTLOADER - REPLACEMENT FLEET	194,000
	NEW FURNITURE - SOLID WASTE ADMINISTRATION FACILITY	18,783
	COMMERCIAL OPERATIONS SUPERVISOR WITH TRUCK	75,228
TRANSFER STATION	TRANSPORT AND DISPOSAL COST INCREASES	61,882
	JOHN DEERE BOX BLADE FOR TRACTOR	7,000
MOWING	MOWING CREW WITH 5 EMPLOYEES AND EQUIPMENT	251,374
	MOWING SERVICE WORKER (UPGRADE FROM TEMPORARY TO PERM FT)	6,010
	EQUIPMENT REPAIR / STORAGE BUILDING	204,000
	PART-TIME MOWING SERVICE WORKER	23,730
	MOWING SERVICE TECHNICIAN	44,738
	UTILITY TRAILER - 14FT DOVE TAIL - NEW FLEET	1,150
NON-DEPARTMENTAL INFORMATION TECHNOLOGY	COMPUTER SOFTWARE/HARDWARE FOR COMMERCIAL OPERATIONS SUPERV	6,300
NON-CIVIL SERVICE COLA 4%	NON-CIVIL SERVICE - 4% COLA	120,183

TOTAL SOLID WASTE FUND **\$ 1,668,882**

WATER & SEWER FUND

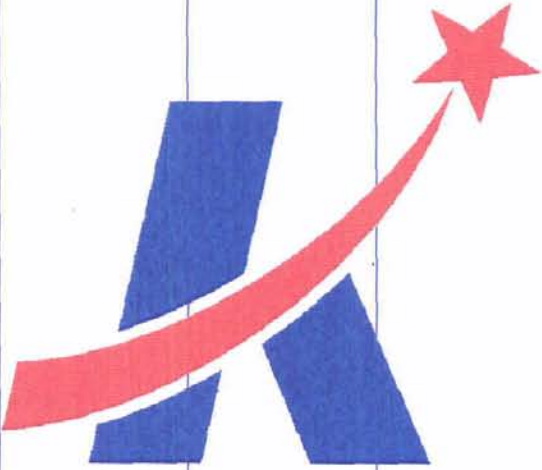
FLEET SERVICES	ACCOUNTING SPECIALIST	39,364
	REMODELING OF OFFICE (PREVIOUSLY SOLID WASTE AREA)	30,000
	AIR CONDITIONING RECOVERY/VACUUM MACHINE	4,700
	50 TON HYDRAULIC SHOP PRESS	5,950
	PORTABLE STEAM CLEANER/WASHER	4,500
	PORT-A-COOLS (3)	3,300
UTILITY COLLECTIONS	POSTAGE	8,104
	COPY MACHINE RENTAL (HIRE OF EQUIPMENT)	3,160
	CASHIER	24,067
	PITNEY BOWES AUTOMATIC LETTER OPENER	1,320
	HILLOWES MD420 HEAVY DUTY DOCUMENT SHREDDER	1,590
	1/2 TON REGULAR CAB TRUCK - REPLACEMENT FLEET	20,225
WATER DISTRIBUTION	TRAFFIC CONES, REFLECTIVE FENCING, WARNING LIGHTS, AND SIGNS	10,000
	DISCHARGE TRASH PUMPS (4)	5,600
	MULTIQUIP FORWARD PLATE COMPACTORS (2)	3,000
	CAST IRON AC LINE TAPPING MACHINE	3,000
	HYDRAULIC PIPE CUTTERS (2)	8,000
	BALDOR R45 GENERATORS (3)	4,800
	WATER EXPANSION CREW (4 EMPLOYEES)	281,590
SANITARY SEWERS	GEN-EYE 3 CAMERA SYSTEM WITH LOCATOR & 200 FT CABLE	8,500
	9 CUBIC FOOT CEMENT MIXER ON WHEELS	2,800
	BALDOR POWER GARD HEAVY DUTY GENERATOR	2,000
	WALK BEHIND DR BUSH HOG MOWER	2,950
W&S OPERATIONS	4 MAG METERS INSTALLED AT PUMP STATIONS	16,000
	TRUCK MOUNTED COMPRESSOR FOR UNIT 582	2,400
	COMPRESSOR - 220 VOLT 2 STAGE WITH HIGH RECOVERY	1,500
	10FT TRAILER WITH RAMP	1,500
	INTERNATIONAL CRANE TRUCK - NEW FLEET	67,570
	OPERATOR II	31,967
	3/4 TON TRUCK - REPLACEMENT FLEET	37,945
	BPAT/CSI PROGRAM (2 EMPLOYEES WITH EQUIPMENT AND SUPPLIES)	116,202
	WAREHOUSE ASSISTANT	34,250

**CITY OF KILLEEN
 RECAP OF NEW PROGRAMS AND SERVICES
 FY 2007-08**

W&S ENGINEERING	ACCOUNTING SPECIALIST	39,989
	ENGINEERING & SURVEYING STUDY DESIGN SERVICES	24,440
	INFLOW/INFILTRATION REDUCTION STUDY, CMOM SELF AUDIT	288,000
	SCADA SYS ASSESSMENT, TELOG WASTEWATER FLOWMETER INTEGRATION	50,000
	UPGRADE TO A 4-WHEEL DRIVE TRUCK - REPLACEMENT FLEET	24,650
	4-WHEEL DRIVE TRUCK - NEW FLEET	24,650
W&S PROJECTS	SEWERLINE EXTENSION	126,094
NON-DEPARTMENTAL INFORMATION TECHNOLOGY	COMPUTER HARDWARE / SOFTWARE FOR ACCOUNTING SPECIALIST IN FLEET	2,125
	COMPUTER HARDWARE / SOFTWARE FOR CASHIER IN UTILITY COLLECTIONS	2,050
	COMPUTER HARDWARE / SOFTWARE FOR BPAT/CSI PROGRAM IN W&S OPERATIONS	4,800
	COMPUTER HARDWARE / SOFTWARE FOR ACCOUNTING SPECIALIST IN W&S ENGINEERING	1,500
	MDT LAPTOP PC AND SOFTWARE FOR PW JR. CONSTRUCTION INSPECTOR	5,680
	CAD TECHNICIAN	55,286
NON-CIVIL SERVICE COLA 4%	NON-CIVIL SERVICE - 4% COLA	161,569
TOTAL WATER & SEWER FUND		\$ 1,598,683
DRAINAGE UTILITY FUND		
DRAINAGE UTILITY	DRAINAGE CREW WITH 8 EMPLOYEES AND EQUIPMENT	582,406
	TEMPORARY DRAINAGE SERVICE WORKER TO REG FULL-TIME DRAINAGE SERVICE WORKER	6,010
	HAUL TRUCK - REPLACEMENT FLEET	99,000
	HAUL TRAILER - REPLACEMENT FLEET	64,000
	3/4 TON PICKUP TRUCK - NEW FLEET	33,850
	GRAPPLE ATTACHMENT FOR EXCAVATOR	32,400
DRAINAGE UTILITY STREETS	ROADWAY DRAINAGE REPAIR	100,000
NON-CIVIL SERVICE COLA 4%	NON-CIVIL SERVICE - 4% COLA	14,441
TOTAL DRAINAGE UTILITY FUND		\$ 932,107
TOTAL NEW PROGRAMS AND SERVICES		\$ 9,036,289

**CITY OF KILLEEN
BUDGET CALENDAR
FY 2007-08**

MAR	APR	MAY	JUN	JUL	AUG	SEP
<ul style="list-style-type: none"> •Begin budget process. •Hold City Council planning sessions. •Distribute budget worksheets. •Conduct budget training classes. 	<ul style="list-style-type: none"> •Deadline for staff completion of preliminary budget forms. 	<ul style="list-style-type: none"> •Hold FY 06-07 mid-year budget review to set goals and priorities for FY 07-08 budget. •Hold budget meetings between City Manager and Department Heads. 	<ul style="list-style-type: none"> •Hold Town Hall meetings to obtain citizen input on budget issues. •Hold Public Hearing on citizen input on municipal services and concerns. 	<ul style="list-style-type: none"> •City Manager finalizes proposed budget. •City Manager delivers preliminary budget to City Council. •Preliminary budget is filed with the City Secretary. •Departments present budget presentations to City Council. 	<ul style="list-style-type: none"> •Hold Public Hearing on proposed budget. •City Council holds budget retreat. •Hold City Council meetings to discuss budget and make changes to preliminary budget. •Set preliminary tax rate. •Hold Public Hearings on the tax rate. •Hold Public Hearing on the budget. 	<ul style="list-style-type: none"> •Hold Public Hearing on changes to the preliminary budget. •Adopt the budget. •Adopt the tax rate. •Budget wrap-up. •Present adopted budget to Department Heads.



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, golf course, 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 2007-08

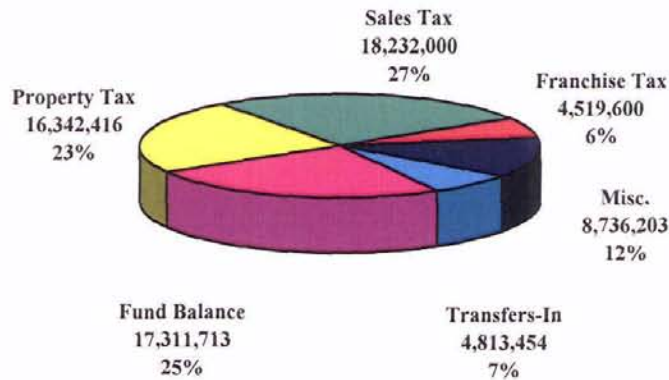
		2005-06	2006-07	2006-07	2007-08
		ACTUAL	ADOPTED	ESTIMATED	ADOPTED
BEGINNING FUND BALANCE					
	Prior Year Adjustment	146,200	-	-	-
	Reserved Fund Balance	1,525,000	1,525,000	1,525,000	1,525,000
	Unreserved Fund Balance	15,414,235	15,786,713	17,757,890	15,987,433
TOTAL BEGINNING FUND BALANCE		17,085,435	17,311,713	19,282,890	17,512,433
REVENUES					
	Property Taxes	14,933,026	16,342,416	16,357,416	17,538,969
	Sales and Occup. Taxes	17,622,264	18,232,000	19,004,854	19,758,000
	Franchise Taxes	4,739,736	4,519,600	4,903,891	5,094,000
	Miscellaneous Revenues	2,741,525	2,420,000	2,832,000	3,063,500
	Permits and Licenses	1,640,481	1,173,550	1,180,350	1,131,300
	Court Fines and Fees	1,551,798	1,575,685	1,704,765	1,838,947
	Recreation Revenues	219,383	220,147	213,523	235,334
	Interest Earned	1,269,810	1,150,000	1,414,661	1,500,000
	Golf Course Revenues	-	1,247,660	1,097,307	1,218,550
	Intergovernmental	477,550	949,161	3,045,908	931,509
TRANSFERS IN		4,495,868	4,813,454	4,813,454	5,160,124
TOTAL CURRENT REVENUES		49,691,441	52,643,673	56,568,129	57,470,233
TOTAL FUNDS AVAILABLE		66,776,876	69,955,386	75,851,019	74,982,666
EXPENDITURES					
	City Council	54,701	76,193	76,143	76,214
	City Manager	356,588	412,057	399,881	484,281
	Emergency Mgmt / Homeland Security	-	76,996	76,936	154,075
	City Auditor & Compliance Office	-	23,800	23,800	77,421
	Municipal Court	712,466	951,762	848,527	950,704
	Public Information Office	127,969	141,425	137,031	148,571
	Volunteer Services	107,003	134,358	134,157	140,232
	City Attorney	556,332	603,176	575,307	660,674
	City Secretary	80,539	89,440	87,542	96,313
	Finance	522,100	580,474	574,743	609,026
	Accounting	300,987	324,724	322,947	361,779
	General Services	255,958	270,280	270,280	241,490
	Building Services	112,010	125,781	125,761	147,915
	Custodial Services	277,173	359,504	357,665	384,918
	Printing Services	138,885	141,619	140,778	162,512
	EMS Billings & Collections	181,433	172,478	172,305	182,651
	Human Resources	599,046	647,452	645,326	731,649
	Information Systems	673,946	756,118	751,307	867,837
	Permits & Inspections	846,232	969,865	967,143	1,030,140
	Code Enforcement	441,076	567,776	565,886	548,892
	Library	1,169,847	1,324,990	1,321,908	1,390,846
	Golf Course	-	1,306,467	1,315,219	1,333,871
	Golf Course Food and Beverage	12,317	191,947	175,166	202,559
	Community Center Operations	-	-	-	507,535
	Parks	1,712,055	2,183,092	2,134,250	1,727,946
	Lions Club Park Operations	-	-	-	298,787
	Recreation	271,390	297,951	295,024	417,125
	Athletics	272,487	333,932	326,421	369,830
	Cemetery	269,819	322,487	317,167	319,274
	Senior Citizens	169,800	188,281	184,217	215,539
	Swimming Pools	129,751	144,517	140,647	140,859
	Community Dev.	309,406	258,175	258,142	274,015
	Downtown Revitalization	-	38,105	38,105	71,365
	Community Dev./Home Program	49,061	48,651	48,490	51,337
	Public Works	183,110	234,953	234,887	216,306
	Engineering	220,036	250,323	243,048	264,481
	Traffic	642,472	902,586	876,560	790,913
	Streets	2,741,505	3,128,260	3,063,488	3,380,207
	Planning	363,576	502,099	493,236	552,663
	Police	15,858,678	17,982,428	17,735,177	19,583,515
	Animal Control	367,824	397,101	369,826	405,209
	Fire	9,682,295	12,570,379	12,271,571	13,378,441
	Non-Departmental	5,794,912	7,042,349	7,992,572	5,855,322
TOTAL OPERATING EXPENDITURES		46,564,785	57,074,351	57,088,586	59,805,239
TRANSFERS OUT		929,201	1,250,000	1,250,000	300,000
TOTAL EXPENDITURES		47,493,986	58,324,351	58,338,586	60,105,239
ENDING FUND BALANCE					
	Reserved Fund Balance	1,525,000	1,525,000	1,525,000	1,525,000
	Unreserved Fund Balance	17,757,890	10,106,035	15,987,433	13,352,427
TOTAL ENDING FUND BALANCE		19,282,890	11,631,035	17,512,433	14,877,427

Golf Course operations were accounted for in an Enterprise Fund during FY 2005-06, so prior year data is not presented on this General Fund Summary.

GENERAL FUND

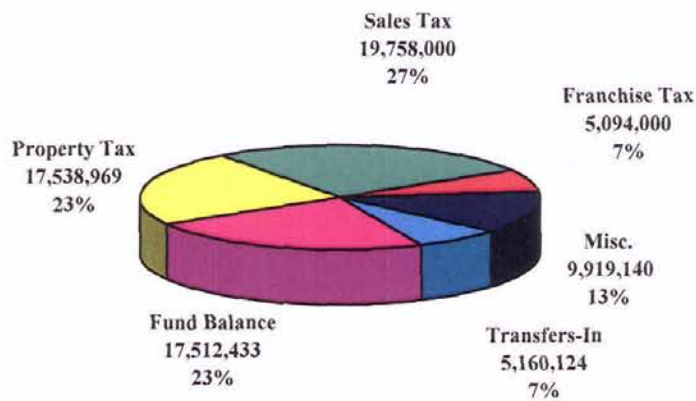
Comparison of FY 2006-07 Budget to FY 2007-08 Budget

FY 2006-07 Resources



Total Fund Balance and Revenues \$69,955,386

FY 2007-08 Resources

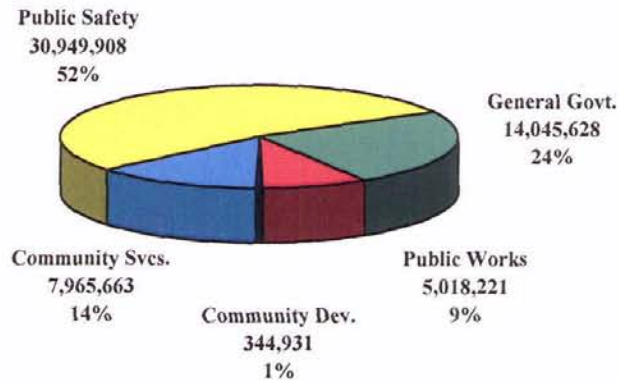


Total Fund Balance and Revenues \$74,982,666

GENERAL FUND

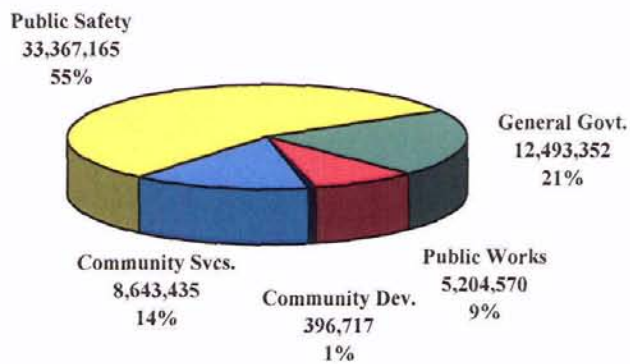
Comparison of FY 2006-07 Budget to FY 2007-08 Budget

FY 2006-07 Expenditures by Function



Total Expenditures \$58,324,351

FY 2007-08 Expenditures by Function



Total Expenditures \$60,105,239

Note: Significant changes between FY 2006-07 and FY 2007-08 are discussed on each division's financial page

GENERAL FUND REVENUES

	Actual 2005-06	Budget 2006-07	Estimated 2006-07	Adopted 2007-08
Beginning Fund Balance				
Prior Year Adjustment	146,200	-	-	-
Reserved	1,525,000	1,525,000	1,525,000	1,525,000
Unreserved	15,414,235	15,786,713	17,757,890	15,987,433
Total Beginning Fund Balance	17,085,435	17,311,713	19,282,890	17,512,433
Property Taxes				
Ad Valorem Taxes	14,496,960	15,947,416	15,947,416	17,113,769
Delinquent Ad Valorem Taxes	202,285	170,000	175,000	180,200
Delinquent Tax Penalties & Interest	172,446	170,000	175,000	180,000
Delinquent Tax Fees	61,335	55,000	60,000	65,000
Total Property Taxes	14,933,026	16,342,416	16,357,416	17,538,969
Sales & Occupancy Tax				
Sales Tax	17,234,287	17,880,000	18,593,847	19,337,000
Bingo Tax	199,000	165,000	185,410	191,000
Drink Tax	188,977	187,000	225,597	230,000
Total Sales & Occupancy Tax	17,622,264	18,232,000	19,004,854	19,758,000
Franchise Tax				
Telephone Franchise Fees	221,726	230,000	213,400	220,000
Miscellaneous Telephone	25,517	14,000	32,000	35,000
TXU Gas Franchise Fees	329,150	293,000	270,000	275,000
Cable Television Franchise Fees	959,414	980,000	1,020,000	1,060,000
Taxi Cabs Franchise Fees	3,735	2,600	3,735	4,000
TU Electric Franchise Fees	3,200,194	3,000,000	3,364,756	3,500,000
Total Franchise Tax	4,739,736	4,519,600	4,903,891	5,094,000
Miscellaneous Revenues				
Miscellaneous Police Receipts	76,378	68,000	45,000	50,000
Police Background Checks	29,819	10,000	25,000	25,000
Police - False Alarm Fees	10,000	8,000	50,000	50,000
Taxi Operators License	3,230	2,500	2,500	2,500
Planning & Zoning Fees	53,585	46,000	46,000	48,000
Fire Dept. Service Fees Collected	1,958,097	1,800,000	2,153,000	2,368,000
Library Xerox Charges	18,843	20,500	15,000	15,000
Library Fines and Contributions	23,450	22,000	23,000	22,500
Animal Control Fees	29,307	40,000	25,000	30,000
Curb and Street Cuts	3,021	3,000	2,500	2,500
Code Enforcement - Abatement	93,877	100,000	95,000	100,000
Miscellaneous Receipts	441,918	300,000	350,000	350,000
Total Miscellaneous Revenues	2,741,525	2,420,000	2,832,000	3,063,500
Permits & Licenses				
Food Handlers Permits	18,740	15,000	17,000	17,000

GENERAL FUND REVENUES

Continued

	Actual 2005-06	Budget 2006-07	Estimated 2006-07	Adopted 2007-08
Permits & Licenses (Continued)				
Mechanical Inspection Permits	80,850	60,000	60,000	57,000
Building Plans Review Fees	216,566	161,000	125,000	125,000
Garage Sale Permits	10,340	8,500	8,500	8,500
Animal License Receipts	4,350	1,500	2,300	2,300
Contractor License	50,330	45,000	48,000	45,000
Certificates of Occupancy	40,860	35,550	35,550	35,000
Trailer Court License/Permits	13,250	6,500	6,500	6,500
Bldg Permits & Inspections	790,777	580,000	580,000	550,000
Electrical Inspections/Permits	212,152	137,500	137,500	135,000
Plumbing Inspections/Permits	149,741	99,000	110,000	100,000
Inspection Fees	52,525	24,000	50,000	50,000
Total Permits & Licenses	1,640,481	1,173,550	1,180,350	1,131,300
Court Fines & Fees				
Municipal Court Receipts	1,177,905	1,250,000	1,400,000	1,500,000
Arrest Fees	214,002	197,500	191,533	211,200
Parking Fines	35,175	31,500	32,900	34,650
Court Tax Service Fees	95,701	68,640	49,330	59,000
Traffic Cost (C.R.)	28,988	27,995	30,952	34,047
Jury Fees	27	50	50	50
Total Court Fines & Fees	1,551,798	1,575,685	1,704,765	1,838,947
Recreation Revenues				
Swimming Pool Receipts	16,177	30,500	17,255	17,794
Athletic Revenue	84,627	40,000	110,000	130,000
Cemetery Lots	55,935	39,200	26,600	26,500
Recreation Revenue	26,132	65,047	8,500	9,500
Swimming Pool Lessons	16,380	23,400	17,640	18,040
Facilities Revenue	15,913	20,000	25,528	25,500
Concession Stand Revenue	4,219	2,000	8,000	8,000
Total Recreation Revenue	219,383	220,147	213,523	235,334
Interest Earned				
Interest Earned	1,269,810	1,150,000	1,414,661	1,500,000
Total Interest Earned	1,269,810	1,150,000	1,414,661	1,500,000
Golf Course				
Trail Fees	-	23,085	20,000	20,000
Green Fee	-	296,375	265,000	298,000
Pro Shop	-	218,000	225,000	235,000
Carts	-	210,000	190,000	215,000
Clubs	-	2,800	2,600	2,850

GENERAL FUND REVENUES

Continued

	Actual	Budget	Estimated	Adopted
	2005-06	2006-07	2006-07	2007-08
Golf Course (Continued)				
Annual Pass	-	175,000	160,000	176,000
Snack Bar	-	6,000	-	-
Cart Shed	-	91,800	75,880	83,300
Handicap Fees	-	2,100	2,400	2,500
Driving Range	-	46,000	38,000	46,000
Alcohol Beverage Sales	-	43,200	27,227	38,700
Food and Beverage Sales	-	108,000	80,000	85,000
Event Rental	-	25,000	10,000	15,000
Golf Misc Receipts	-	300	1,200	1,200
Total Golf Course Revenue	-	1,247,660	1,097,307	1,218,550
Intergovernmental Revenue				
TEEX Grant	-	-	-	-
Home Program	49,061	45,983	45,983	45,518
CDBG Administration	244,406	192,941	192,941	193,577
Bell County Contributions	5,294	3,400	3,400	3,400
Grant - Misc Receipts	-	10,000	-	-
Civil Defense Matching Funds	11,884	19,094	19,094	19,094
FEMA Grant	5,821	-	-	-
Fire Safer Grant	-	670,680	335,340	633,420
Community Partnership Program	800	-	12,800	-
Library State Grants	30,332	6,398	6,398	-
Community Economic Assistance	110,120	-	-	-
DHS Homeland Security	19,832	665	665	36,500
Nolan Hike/Bike Trail Grant	-	-	2,429,287	-
Total Intergovernmental Revenue	477,550	949,161	3,045,908	931,509
Transfers from other funds				
Transfer from Water & Sewer	2,793,175	3,029,008	3,029,008	3,328,819
Transfer from Solid Waste	1,589,883	1,766,751	1,766,751	1,813,610
Transfer from Drainage Utility	17,213	17,695	17,695	17,695
Transfer from EMF	23,180	-	-	-
Transfer from I & S 1993	72,417	-	-	-
Total Transfers from other funds	4,495,868	4,813,454	4,813,454	5,160,124
Total Fund Balance and Revenue	66,776,876	69,955,386	75,851,019	74,982,666

**GENERAL FUND
CITY COUNCIL**

DIVISION 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 districts 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 DIVISION 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 2006-07

- Adopted a Budget and Plan of Municipal Services.
- Called an election for four council member district positions.
- Determined priorities among City projects and programs to best serve the Citizens of Killeen.
- Begin implementation of the Down-Town Revitalization Program.
- Assisted in local efforts for the establishment of a Killeen site for an upper-level state supported University.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-08

- Determine priorities among City projects and programs to best serve the Citizens of Killeen.
- Adopt a balanced budget for the next fiscal year.
- Adopt a new Strategic Plan for the City of Killeen.
- 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.
- Call an election for the mayor and three at large council member positions.

MAJOR NEW PROGRAMS AND SERVICES

- Down-Town Revitalization.

**GENERAL FUND
CITY COUNCIL**

	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 11,200	\$ 10,800	\$ 10,800	\$ 10,830
Supplies	1,724	2,050	2,000	2,050
Support Services	41,033	62,500	62,500	62,500
Benefits	744	843	843	834
Total Expenditures	\$ 54,701	\$ 76,193	\$ 76,143	\$ 76,214
Personnel Summary / Position Title				
Mayor	1	1	1	1
At Large	3	3	3	3
District #1	1	1	1	1
District #2	1	1	1	1
District #3	1	1	1	1
District #4	1	1	1	1
Total	8	8	8	8
<u>OUTPUTS</u>				
# of Ordinances / Resolutions Passed	387	350	341	420
<u>EFFICIENCIES</u>				
Adopt a Strategic Plan that is aligned with City Council Goals	N/A*	N/A*	N/A*	Yes
<u>EFFECTIVENESS</u>				
Citizen Satisfaction Rating	No Survey Data this Year	83%	83%	No Survey Data this Year

* New Performance Measure - Data not available.

GENERAL FUND CITY MANAGER

DIVISION 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 DIVISION 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 priorities established by the City Council.
- Provide overall management of all City departments in a way that empowers employees to exceed customer expectations.
- Maintain the City's financial policies that promote long-term financial responsibility and economic stability.
- Provide effective communication between the City Council, staff, residents and other customers.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2006-07

- Complete next stage of the multi-year implementation of the Downtown Revitalization Program.
- Implement Phase III of the 2002 General Obligation Bond Capital Improvement Program to include the Police Headquarter Facility, Fire Station No. 8, and the remaining Community Service projects.
- Review and update the City's Strategic Plan. Re-establish the City's goals and objectives and promote the strategic planning process.
- Assist in the planning and coordination of the events to celebrate the City's 125th Birthday Celebration.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-08

- Complete next stage of the multi-year implementation of the Downtown Revitalization Program.
- Begin implementation of the City's new Strategic Plan.
- Continue planning efforts for the future growth and development of the City.
- Improve communication with the citizens of Killeen by enhancing the new Citizen Relationship Management System and City website.
- Develop an internal audit function within the City of Killeen.
- Continue implementation of a performance based management and accountability program.

MAJOR NEW PROGRAMS AND SERVICES

- Executive Assistant
- Strategic Plan
- Internal Auditor

**GENERAL FUND
CITY MANAGER**

	Actual		Budget		Projected		Target
	2005-06		2006-07		2006-07		2007-08
<u>INPUTS</u>							
Expenditures							
Salaries	\$ 256,544	\$	287,282	\$	276,782	\$	357,213
Supplies	2,548		3,541		3,449		3,529
Support Services	32,320		43,530		41,946		33,941
Benefits	64,576		77,704		77,704		88,653
Capital Outlay	600		-		-		945
Total Expenditures	\$ 356,588	\$	412,057	\$	399,881	\$	484,281

Personnel Summary / Position Title

City Manager	1	1	1	1
Administrative Assistant	1	1	1	1
Executive Assistant	0	0	0	1
Management Analyst	0	1	1	1
Deputy City Manager	1	0	0	0
Total	3	3	3	4

OUTPUTS

Presented Monthly/Quarterly Operating, Legislative, and Business Reports to City Council	16	16	16	16
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EFFICIENCIES

Percentage of ending general fund balance to total expenditures	41%	20%	30%	25%
Maintain AA General Obligation Bond Rating:				
Standard & Poor's	AA-	AA-	AA-	AAA
Moody's	Aa3	Aa3	Aa3	Aa3
Maintain AA Revenue Bond Rating:				
Standard & Poor's	AA-	AA-	AA-	AA-
Moody's	A1	Aa3	A1	Aa3

EFFECTIVENESS

Citizen Satisfaction Rating	No Survey Data this Year	83%	83%	No Survey Data this Year
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GENERAL FUND
EMERGENCY MANAGEMENT AND HOMELAND SECURITY

DIVISION DESCRIPTION

The Emergency Management / Homeland Security division is a newly approved division in the FY2006-07 adopted budget. The division consists of an Emergency Management Coordinator whose responsibilities will include serving as a liaison on emergency preparedness issues with various agencies, jurisdictions, and governmental levels to include the United States Department of Homeland Security, Federal Emergency Management Agency, State of Texas Department of Emergency Management, Bell County Office of Emergency Management, and other local municipalities. The mission of Emergency Management and Homeland Security is to examine potential emergencies and disasters based on the risks posed by likely hazards; develop and implement programs aimed toward reducing the impact of these events on the community, prepare for those risks that cannot be eliminated; and prescribe the actions required to deal with the consequences of actual events and to recover from those events.

MAJOR DIVISION GOALS

- Be sufficiently prepared to react in the case of a disaster.
- Provide mitigation to effectively communicate to all necessary levels of each organization and the citizens in the City of Killeen.
- Respond in a timely manner in the case of a disaster.
- Recovery of the quality of life for all citizens in the case of a natural disaster.
- Save lives, prevent injuries; protect property and the environment in our community.
- Develop a homeland security management program.
- Develop an inter-agency working relationship related to coordination of emergency management response.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2006-07

- The Office of Emergency Management was authorized in the FY 2006-07 adopted budget.
- Identified and began to address all hazards that threaten the City of Killeen.
- Located resources from any and all sources that might aid in the preparedness, response or recovery function for our city.
- Developed together partnerships and participants with citizens and the private sector for a mutual goal in emergency preparedness.
- Coordinated the efforts of local, county, regional and state agencies to respond to and recover from an event if a disaster would strike.
- Provided methods of ensuring that our citizens have adequate notice of emergencies to prevent the needless loss of life. This was accomplished through the FirstCall system as well as the purchase of an outdoor warning system.
- Developed communications between the City and the citizens for emergency preparedness education.
- Maintained 100% compliance with the National Incident Management System (NIMS) standards for emergency management.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-08

- Develop and apply a detailed all hazards threat assessment for the City of Killeen
- Further develop regional response capabilities.
- Apply for and receive the EMPG grant for 2008 from the Governor's Division of Emergency Management
- Implement the Outdoor Early Warning Siren System program
- Implement and train staff on using WebEOC the crisis management program used by the GDEM
- Further develop working relationships and mutual aid agreements through the private sector, civic and faith based organizations
- Continue staff development training on emergency management and homeland security
- Host the 2008 SkyWarn emergency preparedness conference
- Conduct 1 tabletop, 1 functional and 1 full scale exercise in conjunction with surrounding jurisdictions.

MAJOR NEW PROGRAMS AND SERVICES

- Full Size SUV – Replacement Vehicle
- 800 MGZ Radios

GENERAL FUND
EMERGENCY MANAGEMENT AND HOMELAND SECURITY

	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
<u>INPUTS</u>				
Expenditures				
Salaries	\$ -	\$ 53,732	\$ 55,335	\$ 72,273
Supplies	-	2,300	2,195	5,000
Repairs	-	1,500	2,000	1,500
Support Services	-	4,140	3,950	11,076
Benefits	-	15,324	13,456	16,276
Capital Outlay	-	-	-	47,950
Total Expenditures	\$ -	\$ 76,996	\$ 76,936	\$ 154,075

Personnel Summary / Position Title

Emergency Management / Homeland Security Coordinator	0	1	1	1
Total	0	1	1	1

OUTPUTS

# of Warning Devices in Service throughout the City	N/A*	N/A*	21	21
# of Distribution Methods Used for Public Outreach**	N/A*	N/A*	6	6
# of City Officials and Staff Trained in Emergency Management	N/A*	N/A*	25	60
#of exercises conducted in the City of Killeen***				3
#of Staff Trained in WebEOC Crisis Management Program				60
# of CERT Training Sessions				4
#of active CERT Volunteers				100
# of ICS 300/400 classes conducted by City of Killeen				2
Develop thorough Threat Assessment for the City of Killeen				1

** Targeted methods include: Utility Bill, Newspaper, Radio, Public Access Channel, Community Meetings, Web page

*** Targeted methods include: Tabletop, Functional and Full scale

**** Targeted methods include: FirstCall phone notification system, Outdoor Warning Sirens, Radio Emergency Broadcast

EFFICIENCIES

Implementation Cost per Square Mile of Area Serviced	N/A*	N/A*	N/A*	\$8,534
Implementation Cost per Capita	N/A*	N/A*	N/A*	\$3.75

EFFECTIVENESS

Implemented final phase of the Outdoor Emergency Warning System	N/A*	N/A*	N/A*	100.0%
% of City Covered by Emergency Warning Devices	N/A*	N/A*	N/A*	100.0%

* New Program in FY2006-07.

**GENERAL FUND
CITY AUDITOR AND COMPLIANCE OFFICE**

DIVISION DESCRIPTION

Under the direction of the City Manager, the Director of Internal Audit provides an independent appraisal of City operations. Responsibilities include the development and implementation of all internal audit functions for the City, including conducting financial and operational audits of the management of City departments, programs and activities as well as private companies doing business with the City through contractual agreements. The Director of Internal Audit applies Generally Accepted Accounting Principles (GAAP) to analyze financial information, prepare financial reports and ensure fiscal compliance with the Governmental Accounting Standards Board's (GASB) standards.

MAJOR DIVISION GOALS

- Ensure the City is operating within federal, state and local regulations in accordance with City policies and to third party contracts.
- Develop all financial compliance policies and procedures for approval in accordance with City policies.
- Review the fiscal records of the City and assure that proper accounting procedures are followed as promulgated by the Governmental Accounting Standards Board.
- Monitor work practices and results to determine compliance with City policies, contract specifications and state law.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2006-07

- This position was approved at mid year in the FY 2006-07 budget but was not filled until FY 2007-08.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-08

- Develop and implement an annual and five-year internal audit plan.
- Develop recommendations for fees and cost allocation plans.
- Conduct financial, internal control, compliance audits and special reviews as requested by the City Manager or City Council.
- Conduct regular reviews of compliance programs, establish a record-keeping system designed to document operations and investigate alleged violations of compliance guidelines.
- Prepare corrective action plans and monitor adherence.
- Submit quarterly compliance reports to the City manager and the City Council.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to the Internal Audit Division for FY 2007-08.

**GENERAL FUND
CITY AUDITOR AND COMPLIANCE OFFICE**

	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
<u>INPUTS</u>				
Expenditures				
Salaries	\$ -	\$ 23,800	\$ 23,800	\$ 77,421
Supplies	-	-	-	-
Support Services	-	-	-	-
Benefits	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	\$ -	\$ 23,800	\$ 23,800	\$ 77,421
Personnel Summary / Position Title				
Director of Internal Audit	0	0	1	1
Total	0	0	1	1
<u>OUTPUTS</u>				
Presented Monthly/Quarterly Audit Reports to the City Manager and to City Council	N/A*	N/A*	N/A*	16
<u>EFFICIENCIES</u>				
Percentage of violations of City compliance issues corrected during 12 months of discovery	N/A*	N/A*	N/A*	85%
* New Performance Measure - Data not available.				
<u>EFFECTIVENESS</u>				
City of Killeen Citizens Satisfaction Rating	N/A*	N/A*	N/A*	90%

**GENERAL FUND
MUNICIPAL COURT**

DEPARTMENT/DIVISION DESCRIPTION

The Killeen Municipal Court of Record is responsible for the adjudication of all Class C Misdemeanors occurring within the jurisdiction of the City of Killeen.

MAJOR DEPARTMENT/DIVISION GOALS

- Conduct arraignments and trials in a manner that ensures that each person has their day in court.
- 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 2006-97

- Added two teller windows utilizing collections personnel with bi-lingual cashier.
- Provided outreach programs to the four high schools and middle schools to educate them on the court process.
- Continued to work with OMNI and Interstate?? To deny dL renewal
- Conducted Warrant Round-up.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-08

- Implement more efficient customer relations, using interactive voice recognition phone system to allow defendants to access court information and pay court sanctions 24 hours a day.
- Providing additional scanners to support paperless system.
- Contract with TX-DOT to collect outstanding monies owed to the city by denying owners the ability to register their vehicles. until they pay their fines and fees.
- Furnish second jury room which can function as a second room for interviewing defendants.
- Create case aging reports using programmer to enhance our ability to improve our case management practices. And provide the necessary reports to the office of court administration and state auditors.
- Increase visibility in the school community to educate public on juvenile offenses and the consequences.
- Contract with TXDOT so that county tax assessor-collector may refuse to register a motor vehicle if the owner of the vehicle owes money to the city of Killeen for a fine or fee that is past due based on moving violation warrants.

MAJOR NEW PROGRAMS AND SERVICES

- Jury Deliberation Room Furniture
- DV-I Overhead System DVD Video Camera

**GENERAL FUND
MUNICIPAL COURT**

	Actual		Budget		Projected		Target
	2005-06		2006-07		2006-07		2007-08
<u>INPUTS</u>							
Expenditures							
Salaries	\$ 467,696	\$	617,900	\$	563,072	\$	638,866
Supplies	23,570		35,352		33,542		42,116
Maintenance	33,500		-		-		-
Repairs	2,358		5,300		3,600		7,200
Support Services	20,071		32,045		31,575		34,368
Benefits	160,438		221,348		185,246		212,160
Capital Outlay	4,833		39,817		31,492		15,994
Reimbursable Expense	-		-		-		-
Total Expenditures	\$ 712,466	\$	951,762	\$	848,527	\$	950,704
 Personnel Summary / Position Title							
Presiding Judge	1		1		1		1
Associate Judge	1		1		1		1
Clerk of the Court	1		1		1		1
Assistant Clerk of the Court	1		1		1		1
Compliance/Collections Manager			1		1		1
Compliance Assistant			1		1		1
Executive Assistant	1		1		1		1
City Marshal	1		1		1		1
Deputy Marshal	2		2		2		2
Bailiff	1		1		1		1
Juvenile Case Manager			1		1		1
Teen Court Coordinator	1		1		1		1
Warrants Coordinator	2		2		2		2
Accounting Clerk	1		1		1		1
Clerk	1		1		1		1
Court Citation Specialist	1		1		1		1
Court Collection Clerk	4		4		4		4
Files Clerk (New Position)	0		1		1		1
Total	19		23		23		23
 <u>OUTPUTS</u>							
Number of cases filed	22,813		23,000		24,125		24,175
Class C Misdemeanors warrants	9,484		10,000		7,177		7,500
Teen Court Cases filed	445		595		725		750
 <u>EFFICIENCIES</u>							
Warrants issued	9,747		10,000		7,177		7,500
Warrants cleared	8224		9000		6,314		6,500
 <u>EFFECTIVENESS</u>							
Percentage of warrants cleared	87%		84%		90%		88%

**GENERAL FUND
PUBLIC INFORMATION**

DIVISION DESCRIPTION

The Public Information Office 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 Office 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 through various communication tools to enhance communication between the City of Killeen and its customers.
- Constantly improve communication between the city and its residents.
- Maximize the benefits of the Government Access Channel and the web site.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2006-07

- Responded to 247 media calls and produced 83 press releases resulting in 312 media stories
- Produced 24 City Council meetings, 2 *Talk City* episodes, the Mid-year Budget Review, and budget workshops
- Maintained and utilized the city's web site and government channel
- Produced 12 issues of *City Beat*
- Planned 31 events including the 125th Birthday Celebration and a council farewell
- Received Council approval for two new Public Information positions
- Co-chaired the city employee United Way Campaign raising more than \$61,000
- Planned and facilitated the 2007 Citizen Survey
- Planned and administered the Public Information and Government Channel Budgets

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-08

- Produce an award-winning 2007 Annual Report
- Improve Public Information support of city departments
- Improve the Government Access Channel through acquisition of new equipment and more programming
- Implement web streaming of City Council Meetings and program videos
- Produce 12 episodes of *Talk City*
- Produce 12 issues of *City Beat* and 2 issues of *City Insight*
- Implement an e-newsletter
- Lead the Wellness Committee to achieve city-wide health and morale goals

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to Public Information Office for FY 2007-08.

**GENERAL FUND
PUBLIC INFORMATION**

	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 78,279	\$ 85,476	\$ 84,288	\$ 89,136
Supplies	545	1,150	863	7,080
Maintenance	23,216	22,992	24,295	20,411
Repairs	21,640	27,607	26,385	31,944
Support Services	-	-	-	-
Benefits	-	-	-	-
Designated Expenses	-	-	-	-
Major Capital Outlay	-	-	-	-
Capital Outlay	4,289	4,200	1,200	-
Reimbursable Expense	-	-	-	-
Total Expenditures	\$ 127,969	\$ 141,425	\$ 137,031	\$ 148,571
Personnel Summary / Position Title				
Director of Public Information	1	0.5	0.5	0.5
Executive Assistant	0	0	1	1
Public Information Assistant	1	1	1	1
Total	2	1.5	2.5	2.5
<u>OUTPUTS</u>				
Number of Media Calls ¹	848	850	247	260
Number City Council Meetings Produced	32	30	29	26
Number Talk City Episodes Produced	N/A	N/A	2	12
Number City Beat Issues Published	12	12	12	12
Number of Events Coordinated	31	25	31	25
<u>EFFICIENCIES</u>				
Return of news stories on press releases ²	259.0%	300.0%	375.0%	300.0%
Unique media inquiries responded to ³	98.0%	100.0%	98.7%	100.0%
<u>EFFECTIVENESS</u>				
Citizens using GAC to gather information	49.0%	60.0%	57.0%	N/A
Citizens using web to gather information	33.0%	50.0%	49.0%	N/A

N/A - New Performance Measure or data not available

¹ Count changed from multiple calls on one topic to count of unique calls

² 83 press releases producing 312 media stories

³ 247 unique media calls with 234 responded to

**GENERAL FUND
VOLUNTEER SERVICES**

DIVISION DESCRIPTION

Volunteer Services coordinates and implements the volunteer programs of the City of Killeen via the 501 (c) (3) corporation, Killeen Volunteers, Inc., and its four program committees: Celebrate Killeen Committee, Keep Killeen Beautiful, Killeen Volunteer Corp and Youth Advisory Commission.

MAJOR DIVISION GOALS

- Effectively train and utilize volunteers.
- Serve as a liaison between agencies requesting assistance and volunteers who wish to provide service to the community.
- Provide support to Killeen Volunteers, Inc. and its program committees.
- Enhance the beauty of Killeen by planting flowers and trees and continuing to promote a litter free community.
- Provide events, such as Celebrate Killeen Festival, Rodeo and Christmas Parade, at little to no cost.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2006-07

- Coordinated the volunteers in support of the City's 125th Birthday Celebration.
- Increased the trained volunteers for the Community Emergency Response Team (C.E.R.T.) to thirty and transferred the program to our new Emergency Management Services.
- 11,682 volunteers reported 13,199 hours of service in 2006-2007.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-08

- Have the ability to capture all volunteer hours through acquisition of new volunteer match software.
- Refine the Volunteer Database to more effectively train and utilize volunteers.
- Increase overall participation of our youth volunteers so that there will be an increase to over 80% who would receive the President's Volunteer Service Award.
- Win the Keep Texas Beautiful Governor's Award

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to Volunteer Services for FY 2007-08.

**GENERAL FUND
VOLUNTEER SERVICES**

	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
<i>INPUTS</i>				
Expenditures				
Salaries	\$ 78,316	\$ 94,917	\$ 94,917	\$ 101,308
Supplies	759	2,676	2,625	2,676
Support Services	5,618	7,000	6,850	7,000
Benefits	22,100	29,765	29,765	29,248
Capital Outlay	210	-	-	-
Total Expenditures	\$ 107,003	\$ 134,358	\$ 134,157	\$ 140,232
Personnel Summary / Position Title				
Director of Volunteer Services	1	1	1	1
Senior Secretary	1	1	1	1
Youth Programs Specialist	1	1	1	1
Total	3	3	3	3
<i>OUTPUTS</i>				
Number of annual service projects/events	75	82	73	67
Number of service hours performed by volunteers	394,048*	75,000	58,935	80,000
Number of Volunteer Center referrals	147	200	200	200
Number of Volunteer Center visits	4,379	4,529	3,775	3,000
Value of volunteer hours	\$7,108,626*	\$1,353,000	\$1,106,210	\$1,501,600
<i>EFFICIENCIES</i>				
Operating cost per volunteer service hour performed	\$0.27	\$1.79	\$2.28	\$1.75
<i>EFFECTIVENESS</i>				
% increase in annual service projects/event	22.7%	9.3%	-2.7%	-8.0%
% increase in number of service hours	485.2%*	-81.0%	-85.0%	35.7%
% increase in center referrals	-95.0%*	36.1%	36.1%	0.0%
% increase in visits to Volunteer Center	9.3%	3.4%	-13.8%	-20.5%
% increase in value of volunteer hours	514.2%*	-81.0%	-84.4%	35.7%

*Significant variances due to emergency services provided to victims of Hurricane Katrina and Hurricane Rita which started at the end of FY 2004-05 and continued into FY 2005-06.

**GENERAL FUND
CITY ATTORNEY**

DIVISION 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 DIVISION 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 2006-2007

- Assisted the Police Department with preparation for CALEA certification by reviewing and modifying General Orders & SOPs.
- Updated all city departments on law changes from the last legislative session and Supreme Court cases.
- Negotiated with WCID #1 for a lease agreement for a regional sludge composting facility.
- Researched and drafted the Sexual Predator Residency Ordinance.
- Drafted the Red Light Camera Ordinance.
- Reviewed the City's annexation service plans in preparation for the January 2008 annexation.
- Worked with TABC & the Police Department to gain a night club's compliance with state liquor and criminal laws.
- Worked with Animal Control to implement the City's new Dangerous Dog Ordinance.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-2008

- Work with the Police Department on a project to eliminate the operation of illegal taxi service in the city.
- 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, 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.
- Reviewing the City's Adult Oriented Business Ordinance for amendments.

MAJOR NEW PROGRAMS AND SERVICES

- No major new programs & services added for FY 07-08.

**GENERAL FUND
CITY ATTORNEY**

INPUTS	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
Expenditures				
Salaries	\$ 377,758	\$ 405,474	\$ 390,702	\$ 456,438
Supplies	5,785	5,975	5,570	5,882
Maintenance	-	-	-	-
Repairs	-	200	150	-
Support Services	59,445	66,583	62,417	64,656
Benefits	97,317	106,844	99,468	112,888
Designated Expenses	-	-	-	-
Major Capital Outlay	-	-	-	-
Capital Outlay	16,027	18,100	17,000	20,810
Reimbursable Expense	-	-	-	-
Total Expenditures	\$ 556,332	\$ 603,176	\$ 575,307	\$ 660,674

Personnel Summary / Position Title

City Attorney	1	1	1	1
Deputy City Attorney	1	1	1	1
Assistant City Attorney II/Legal Advisor	1	1	1	1
Assistant City Attorney II/Public Works	1	1	1	1
Assistant City Attorney I/Prosecutor	1	1	1	1
Executive Assistant	1	1	1	1
Senior Secretary	1	1	1	1
Total	7	7	7	7

OUTPUTS

Legal Consultations/Opinions	2,146	2,481	2,481	2,605
Documents Reviewed	2,836	3,159	3,159	4,288
Open Records Requests received and responded to	1,341	1,509	1,509	1,584

EFFICIENCIES

Legal Consultations/Opinions per Attorney	429	497	497	521
Documents reviewed per Attorney	567	631	631	858
Open Records Requests received and responded to per Attorney	268	298	298	316

EFFECTIVENESS

Percentage of oral opinions provided on routine matters within 48 hours:	93%	93%	93%	93%
Percentage of oral opinions provided on nonroutine matters within 2 weeks:	95%	95%	95%	95%
Percentage of written opinions provided on routine matters within 1 week:	90%	90%	90%	90%
Percentage of written opinions provided on nonroutine matters within 30 days:	94%	94%	94%	94%
Percentage of contracts reviewed within 2 days:	95%	95%	95%	95%
Percentage of Public Information Request handled within 10 working days:	100%	100%	100%	100%

**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, and codifies ordinances. 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 2006-2007

- Conducted one general election
- Codified 20 ordinances

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-08

- Conduct one general election
- Codify 21 ordinances

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added for FY 2007-08

**GENERAL FUND
CITY SECRETARY**

	Actual 2005-06		Budget 2006-07		Projected 2006-07		Target 2007-08
<u>INPUTS</u>							
Expenditures							
Salaries	\$ 52,005	\$	56,208	\$	56,464	\$	62,516
Supplies	920		1,200		680		1,150
Maintenance	-		-		-		-
Repairs	-		-		-		-
Support Services	2,358		2,970		2,180		2,970
Benefits	13,730		15,098		14,254		15,529
Designated Expenses	11,526		13,964		13,964		14,148
Major Capital Outlay	-		-		-		-
Capital Outlay	-		-		-		-
Reimbursable Expense	-		-		-		-
Total Expenditures	\$ 80,539	\$	89,440	\$	87,542	\$	96,313

Personnel Summary / Position Title

City Secretary	1	1	1	1
Total	1	1	1	1

OUTPUTS

City Council minutes	33	36	30	29
Issue permits, licenses, vehicle registration	303	331	299	297
Codify ordinances	26	28	19	21
Conduct general election	1	1	1	1
Index ordinances, resolutions	380	420	339	275

EFFICIENCIES

# of documents processed per one employee	743	702	688	623
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EFFECTIVENESS

Ordinances, resolutions indexed within two days of adoption	100.0%
Council minutes completed within one day of meeting	100.0%
Application for titles for City vehicles processed within two days of receipt	100.0%
License plates processed within two days of receipt	100.0%
Ordinances codified within three days of passage	100.0%
Permits and licenses issued within seven days of receipt:	100.0%

GENERAL FUND FINANCE

DIVISION 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 DIVISION 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.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2006-07

- Coordinated the issuance of general obligation debt for the construction of a recreational and senior citizens facility complex and the issuance of drainage utility revenue debt for major drainage infrastructure capital improvement projects.
- Maintained the City's strong bond ratings.
- Received the Government Finance Offices Association (GFOA) Certificate of Achievement of Excellence in Financial Reporting and the (GFOA) Distinguished Budget Presentation Award.
- Completed retrofits and improvements and moved operations for Utility Collections and EMS Billing to the new Utilities Building, to better and more conveniently serve our customers.
- Maintained certification of the City's investment policy

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-08

- Coordinate the issuance of water and sewer revenue bonds for continuation of the Master Plan projects.
- Coordinate the issuance of Phase III of the 2002 General Obligation Bond program and maintain the City's high bond rating.
- Receive the Government Finance Offices Association (GFOA) Certificate of Achievement of Excellence in Financial Reporting and the (GFOA) Distinguished Budget Presentation Award.
- Develop and maintain a strong investment portfolio.
- Coordinate the Downtown Revitalization Program.
- Update long term financial plans for all major funds.

MAJOR NEW PROGRAMS AND SERVICES

- Several divisions within the Finance Department received new programs in the FY 2007-08 budget, including Custodial Services, Fleet Services, and Utility Collections. Those new programs are itemized in the appropriate division reports.

**GENERAL FUND
FINANCE**

INPUTS	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
Expenditures				
Salaries	\$ 364,200	\$ 416,867	\$ 416,750	\$ 443,696
Supplies	5,863	7,850	5,900	5,970
Support Services	60,802	50,142	46,733	52,022
Benefits	90,124	105,615	105,360	107,338
Capital Outlay	1,111	-	-	-
Total Expenditures	\$ 522,100	\$ 580,474	\$ 574,743	\$ 609,026

Personnel Summary / Position Title

Director of Finance	1	1	1	1
Executive Assistant	1	1	1	1
Grants & Projects Administrator	1	1	1	1
Management Accountant	3	3	3	3
Total	6	6	6	6

OUTPUTS

Number of monthly financial reports prepared and submitted to City Council	12	12	12	12
Number of quarterly investment reports prepared and submitted to Council	4	4	4	4

EFFICIENCIES

Annual Investment Yield	4.40%	4.90%	5.10%	4.00%
Issue CAFR within 180 days after the end of the fiscal year	180	<180	176	<180
Publish budget document within 90 days of adoption	90	<90	105	<90
Receive GFOA ^(a) Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes	Yes
Receive GFOA ^(a) Budget Award	Yes	Yes	Yes	Yes
Maintain Certification of Investment Report	Yes	Yes	Yes	Yes

EFFECTIVENESS

Percentage of adopted budget revenues in major operating funds to actual revenues	105%	103%	105%	103%
Percentage of ending general fund balance to total expenditures	41%	20%	30%	25%

^(a) GFOA: Government Finance Officers Association

GENERAL FUND ACCOUNTING

DIVISION DESCRIPTION

The Accounting Division is responsible for keeping accurate financial records for the City and providing financial related information to City management, department heads, and other City personnel. The division processes accounts payable, 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 payroll 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 2006-07

- Processed vendor payments 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 2007-08

- 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 ensure vendors are paid in a prompt matter to ensure discounts are met and to avoid late fees.

MAJOR NEW PROGRAMS AND SERVICES:

For FY 2007-08, we increased the number of work hours for the part-time employee plus added equipment to seal payroll checks and direct deposit stubs for security purposes.

**GENERAL FUND
ACCOUNTING**

	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 214,696	\$ 238,272	\$ 237,293	\$ 266,896
Supplies	9,921	9,500	10,998	10,500
Support Services	11,558	7,352	8,662	7,334
Benefits	60,796	69,600	65,994	71,244
Capital Outlay	4,016	-	-	5,805
Total Expenditures	\$ 300,987	\$ 324,724	\$ 322,947	\$ 361,779
 Personnel Summary / Position Title				
Accounting Manager	1	1	1	1
Accounting Specialist	4	4	4	4
Accounting Supervisor	1	1	1	1
Clerk (part-time)	1	1	1	1
Total	7	7	7	7
 <u>OUTPUTS</u>				
Payroll direct deposit processed	25,733	25,990	25,990	28,329
Payroll checks issued	4,582	4,673	4,673	4,720
Accounts payable checks issued	14,455	14,478	14,478	15,129
Journal entries prepared	3,808	3,782	3,782	3,895
 <u>EFFICIENCIES</u>				
Number of direct deposit per Specialist	6,433	6,498	6,498	7,082
Number of payroll checks per Specialist	1,146	1,168	1,168	1,180
Number of AP checks per Specialist (2)	7,228	7,239	7,239	7,565
 <u>EFFECTIVENESS</u>				
% of direct deposit rejected	Not Available	0.04%	0.03%	0.02%
% of payroll checks voided	Not Available	1.0%	0.8%	1.0%
% of AP checks reissued	Not Available	1.0%	0.7%	1.0%

GENERAL FUND PURCHASING

DEPARTMENT/DIVISION DESCRIPTION

Purchasing collaborates State and Local laws as well as city 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 on behalf of the citizens to procure supplies and services that will serve as the best value to the City. The Purchasing staff assists departments in procuring the best value, locally (when possible) in compliance with policy. Purchasing prepares, or assists in the preparation of, all documentation and required paperwork for the various steps involved in the bid process. Purchasing is responsible for making recommendations to the City Council on all formal bids and disposal of surplus and salvage property.

MAJOR DIVISION GOALS

- 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.
- Account for inventory and fixed assets per City guidelines.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2006-2007

- Provided training on Purchasing Manual city-wide (included Purchasing Policy, Procedures, Capital Assets Guide, Forms, Schedules and Procurement Card Policy).
- Developed and implemented an online auction procedure for disposal of surplus and salvage property
- Revised the Purchasing Policy and Procurement Card Policy (to include disposal of property)
- Developed a log for Sole Source vendors approved by the reviewing committee.
- Provided training for local vendors in reference to bidding procedures, opportunities and requirements.
- Designed and implemented laser Purchase Orders.
- Reviewed and revised Bid and RFP Terms and Conditions with Legal department.
- Developed a "projects" check list to outline the bidding procedures for capital improvement projects (various methods allowed by Texas Local Government Code).
- Developed strategy for P-Card Module Implementation with Accounting Division and IT Department.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-08

- Improve upon the Fixed Asset tracking and accounting process.
- Mid-year revision of the Purchasing Policy and Procurement Card Policy as needed.
- Update the Purchasing Manual to contain all updates to policies/procedures that relate to procurement for departmental reference and provide training /orientation for such to city staff.
- Provide training for local vendors in reference to bidding procedures, opportunities and requirements by participating in the Chamber of Commerce 2007-2008 Vendor Exposition
- Evaluate various options provided in the HTE system to possibly further streamline the Purchasing process and Fixed Asset Data Entry and Accountability process.
- Implement the P-Card Module with Accounting and IT.

MAJOR NEW PROGRAMS AND SERVICES:

There were no major new programs or services added to Purchasing for FY 2007-08.

**GENERAL FUND
PURCHASING**

	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 193,266	\$ 201,327	\$ 200,953	\$ 183,973
Supplies	2,603	2,959	2,466	3,470
Repairs	-	650	625	300
Support Services	4,909	4,553	4,445	5,411
Benefits	54,632	60,335	61,335	48,336
Capital Outlay	548	456	456	-
Total Expenditures	\$ 255,958	\$ 270,280	\$ 270,280	\$ 241,490
Personnel Summary / Position Title				
Buyer	1	1	1	1
Director of General Services	1	1	1	1
Principal Secretary	1	1	1	1
Purchasing Manager	1	1	1	1
Secretary	1	1	1	1
Total	5	5	5	5
<u>OUTPUTS</u>				
Purchase Orders	14,384	15,000	15,050	17,000
Bids/RFPs	44	60	60	70
Payables Reviewed	18,503	20,000	19,000	20,000
Asset Accountability (number of assets processed)	840	1,100	900	1,100
Agenda items reviewed and routed	266	400	250	300
<u>EFFICIENCIES</u>				
Purchase orders reviewed and processed by management (2)	9,252	7,500	7,525	8,500
Bids/RFPs facilitated per employee (2)	22	30	30	35
<u>EFFECTIVENESS</u>				
Percentage of Purchase Orders processed within 24 hours	97%	97%	99%	100%
Percentage of Bids/RFPs processed and awarded within 90 days	95%	98%	98%	98%
Percentage of payables reviewed within 5 days	50%	95%	98%	100%
Percentage of agenda items reviewed and routed within 24 hours	97%	97%	97%	100%

**GENERAL FUND
BUILDING SERVICES**

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

- 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 2006-07

- Maintained over one-hundred (100) city owned buildings (approximately 450,000 square feet) with a limited staff of 3 ½ FTE's.
- Completed roof surveys on major city buildings and completed repairs.
- Completed HVAC survey on all city-owned buildings (recommended consolidation of HVAC budgets).
- Expanded energy efficiency and power quality survey to include large electric motors at Water & Sewer facilities (Bid will process in summer 2006-07).
- Assisted departments with determining capital improvement program estimates for 07-08 budget per work order request.
- Completed major renovations for Utility Collections building, formally TXU, to accommodate Utilities functions (drive thru, cubicles and conference rooms).
- Completed major renovations for Municipal Courts to include expanding courts into the vacated Utilities portion of the Annex.
- Facilitated major renovations/construction at Animal Control in conjunction with Police Department staff.
- Facilitated oil containment project at Fleet Services through JAMAIL (Job Order Contracting Company on TXMAS).
- Facilitated carpet replacement at Main Library.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-08

- Expand energy efficiency and power quality survey to include major City buildings.
- Implement a proactive HVAC preventative maintenance/upgrade program.
- Begin process for city-wide maintenance schedule as requested by City Manager.
- Develop SOP for Facility Maintenance.

MAJOR NEW PROGRAMS AND SERVICES

There were no major new programs or services added to Building Services for FY 2007-08.

**GENERAL FUND
BUILDING SERVICES**

	Actual		Budget		Projected		Target
	2005-06		2006-07		2006-07		2007-08
<u>INPUTS</u>							
Expenditures							
Salaries	\$ 70,911	\$	81,015	\$	81,015	\$	99,654
Supplies	7,708		8,078		8,058		7,450
Repairs	2,632		2,250		1,650		1,550
Support Services	7,642		6,787		7,387		7,969
Benefits	23,117		27,651		27,651		31,292
Total Expenditures	\$ 112,010	\$	125,781	\$	125,761	\$	147,915
 Personnel Summary / Position Title							
Facilities Maintenance Specialist	2		2		2		2
Facilities Manager	1		1		1		1
Total	3		3		3		3
 <u>OUTPUTS</u>							
Work Orders Completed	890		1,300		1,000		1,100
 <u>EFFICIENCIES</u>							
Number of Work Orders processed per Specialist (In-house / 52%)	231		338		260		286
Number of Work Orders facilitated by Management (Outsourced / 48%)	427		624		480		528
 <u>EFFECTIVENESS</u>							
% of Work Orders processed within allocated response time In-house	80%		80%		90%		90%
% of Work Orders processed within allocated response time Outsourced	85%		85%		90%		90%

GENERAL FUND CUSTODIAL SERVICES

DIVISION DESCRIPTION

The General Services / Custodial Services division is responsible for maintaining twenty-five (25) City facilities. These facilities equate to 130,677 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

- Create a safe and healthy work environment for City employees.
- Ensure that City buildings create a favorable first impression for visitors.
- Promote facility security, through monitoring facility safeguards and locked doors. Communicate to city management security concerns.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2006-07

- Lowered accident rate to less than 3%, as a result of weekly safety training sessions
- By adjusting time standards and cleaning procedures, Custodial Services was able to increase the square footage per custodian approximately 3100 sq. ft.
- Added approximately 22,000 sq. ft. to the current facilities being cleaned due to acquiring the new Utility Collections Building, Solid Waste Building and Pump Station #2.
- Installed new tissue dispensers in all the city facilities and in effect, reduced cost approximately 2%.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-08

- Reduce the negative impact to the environment by using green seal approved chemical products without increasing cost.
- Continue weekly safety training to maintain an accident rate of 3% or less.
- Expand, while maintaining the current level of service, by cleaning Parks and Recreation facilities, Transfer Station, Solid Waste Administration building, and Libraries.
- Maintain high standard of care through-out the City without increasing the base budget.

MAJOR NEW PROGRAMS AND SERVICES:

- New Employee – Crew Leader

**GENERAL FUND
CUSTODIAL SERVICES**

	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 182,158	\$ 217,376	\$ 217,376	\$ 258,471
Supplies	28,780	35,260	32,540	34,244
Repairs	2,506	3,216	4,500	2,456
Support Services	1,273	1,080	1,250	5,236
Benefits	62,456	78,759	78,759	83,991
Capital Outlay	-	23,813	23,240	520
Total Expenditures	\$ 277,173	\$ 359,504	\$ 357,665	\$ 384,918
Personnel Summary / Position Title				
Custodian	7	8	8	8
Custodian Crew Leader	0	0	0	1
Custodian Supervisor	1	1	1	1
Total	8	9	9	10
<u>OUTPUTS</u>				
Total square footage cleaned	118,174	134,814	134,617	141,277
Supply cost per square foot cleaned	0.24	0.26	0.24	0.24
<u>EFFICIENCIES</u>				
Total square feet cleaned per custodian	16,882.4	16,851.8	16,827.1	17,659.6
<u>EFFECTIVENESS</u>				
% change of supply cost per square feet	0.1%	-0.1%	-0.1%	-0.1% *
% change in square feet cleaned	0.000%	14.081%	13.914%	4.947%

* A negative amount indicates that supplies are being utilized more efficiently.

**GENERAL FUND
PRINTING SERVICES**

DIVISION DESCRIPTION

The General Services / Printing Services division is responsible for producing all printing and completes graphic layouts city wide. Printing Services determines the cost effectiveness of outsourcing versus in-house printing and facilitates contracting jobs accordingly.

MAJOR DIVISION GOALS

- Evaluate current equipment and proposed technology in order to perform as many printing requests as possible in-house; continue research on the plate process application.
- Facilitate utilizing the most cost effective means of printing by analyzing outsourcing versus in-house printing if resources are not available.
- Maximize accuracy of inventory by performing additional spot checks throughout the year.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2006-07

- Produced mapping books for the Information Technology Department to distribute to the City of Killeen Fire Department.
- Procured new Xerox 5000 to produce higher quality output at a more cost effective rate.
- Educated staff city wide on utilizing printing services in order to maintain an in-house program.
- Provided all printing requests at a cost effective rate with as high a quality as possible within the resources available.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-08

- Increase the level of printing quality.
- Continue to evaluate outsourcing versus in-house printing services and provide the most cost effective means of producing jobs.
- Manage the implementation of updating General Service's web for respective divisions.
- Attend national training on 'Printing Services' in order to facilitate and promote the newest and most cost effective technology.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to Printing Services for FY 2007-08.

**GENERAL FUND
PRINTING SERVICES**

	Actual		Budget		Projected		Target
	2005-06		2006-07		2006-07		2007-08
<i>INPUTS</i>							
<hr/>							
Expenditures							
Salaries	\$ 53,062	\$	58,288	\$	58,288	\$	75,259
Supplies	5,783		6,470		6,429		6,970
Repairs	7,638		8,500		8,400		7,600
Support Services	45,244		49,200		48,500		49,200
Benefits	17,203		19,161		19,161		23,083
Designated Expenses	-		-		-		400
Capital Outlay	9,955		-		-		-
Total Expenditures	\$ 138,885	\$	141,619	\$	140,778	\$	162,512
Personnel Summary / Position Title							
Press-Operator	1		1		1		1
Reprographic Technician	1		1		1		1
Total	2		2		2		2
<i>OUTPUTS</i>							
<hr/>							
Work orders processed	1,100		1,150		1,150		1,378
Print Impressions	3,546,738		5,210,952		5,210,952		12,480,952
Paper inventory	16,877		15,363		16,877		15,363
<i>EFFICIENCIES</i>							
<hr/>							
Processed work request within the two week time allotted	100.0%		98.9%		99.9%		98.9%
<i>EFFECTIVENESS</i>							
<hr/>							
Percent of excellent returns on Quality Control Survey	99.8%		99.9%		99.9%		99.9%
Jobs completed in house	96.0%		98.0%		98.0%		97.0%

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 daily.
- 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.
- Implement new job analyzes for all positions for cross training and future training purposes.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2006-07

- 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.
- Hired and trained 2 new employees.
- Successfully implemented a new fee schedule for private pay ambulance transports.
- Increased revenue collections due to billing auto insurance as primary.
- Assisted Texas Ambulance Association in legislative process to increase Medicaid payments.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-08

- Increase insurance appeals submitted by 2%.
- Increase delinquency collections by 5%.
- Ensure timely processing of all insurance claims.
- Submit contract proposal to Coryell County for out of county transports.
- Implement auto cash posting of Medicare Electronic Remittance Advice.
- Work on a progressive in house collections policy.
- Submit electronic claims via web, with new software company.
- File accurate reports and meet all reporting deadlines to Federal and State agencies.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to EMS Billing and Collections for FY 2007-08.

**GENERAL FUND
EMS BILLING AND COLLECTION**

	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 127,485	\$ 115,338	\$ 115,338	\$ 125,895
Supplies	9,727	11,903	11,730	11,803
Support Services	4,340	4,750	4,750	4,850
Benefits	38,338	40,487	40,487	40,103
Capital Outlay	1,543	-	-	-
Total Expenditures	\$ 181,433	\$ 172,478	\$ 172,305	\$ 182,651
Personnel Summary / Position Title				
EMS Billing Clerk	3	3	3	3
EMS Billing Specialist	1	1	1	1
EMS Billing Supervisor	1	1	1	1
Total	5	5	5	5
<u>OUTPUTS</u>				
Number of calls entered	10,500	10,600	10,206	10,300
Number of payments posted	9,439	9,200	9,197	10,600
Number of delinquent letters mailed	5,889	8,000	9,940	6,000
Number of insurance claims processed	5,709	5,600	5,476	7,500
Number of appeals processed	949	690	589	700
<u>EFFICIENCIES</u>				
Number of calls entered per EMS billing and collection employee	2,100	2,120	2,041	2,060
Number of appeals processed per EMS billing and collection employee	189	138	118	140
<u>EFFECTIVENESS</u>				
EMS revenue collections	\$1,958,097	\$1,800,000	\$2,153,000	\$2,368,000

GENERAL FUND HUMAN RESOURCES

DIVISION DESCRIPTION

The Human Resources Department develops and administers programs and activities to ensure the availability of the amount and types of employees required for organizational needs. The Human Resources Department manages benefits and compensation; employee training, the safety and risk management programs and related insurance policies, and facilitates the development of positive organizational and employee relationships. Human Resources provides the City Manager and the City Council with accurate information and recommendations so they can make well-informed policy decisions on personnel issues.

MAJOR DIVISION GOALS

- 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 maintenance of their accident prevention plan effectiveness. Monitor the effectiveness of the Safety Program in efforts to reduce lost time and insurance related costs.
- Ensure the City's compensation, salaries and benefits, are competitive with the market and related industry. Conduct labor market 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 employees access to training seminars targeted toward their improved wellness to include health and fitness seminars.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2006-2007

- Implemented processes and procedures to reduce the City's vehicle accidents and employee injuries resulting in a significant reduction in worker's compensation premiums.
- Updated KEEPRA polices to incorporate new regulations, legislative changes and procedure changes.
- Civil service salary survey facilitation and recommendation for appropriate salary adjustments.
- Prepared requests for proposal for health insurance, dental insurance, life insurance, analyzed results, made recommendations.
- Prepared a request for proposal for a third party administrator for the cafeteria plan, analyzed results, made recommendation.
- Implemented Employee Assistance Programs.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-2008

- Research for recommended purchase of an affordable HR system to manage the application process more efficiently to preclude the need for purchasing an upgrade to the current HRIS system
- Redesign advertising strategies to improve effectiveness of recruitment
- Improve efficiency of in-processing by processing at the beginning of each regular pay period

MAJOR NEW PROGRAMS AND SERVICES

- Human Resources Specialist
- Bilingual Pay
- Civil Service Testing
- Labor Relations Training
- Risk Management Training and Certification

**GENERAL FUND
HUMAN RESOURCES**

	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 319,966	\$ 378,053	\$ 377,553	\$ 439,058
Supplies	69,080	59,073	58,768	66,509
Maintenance	4,291	-	-	-
Repairs	369	1,500	1,000	2,000
Support Services	69,918	89,975	83,418	87,257
Benefits	87,469	109,226	108,501	121,269
Designated Expenses	40,400	31,000	30,986	31,000
Major Capital Outlay	-	-	-	-
Capital Outlay	7,553	1,125	1,120	2,556
Reimbursable Expense	-	(22,500)	(16,020)	(18,000)
Total Expenditures	\$ 599,046	\$ 647,452	\$ 645,326	\$ 731,649

Personnel Summary / Position Title

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	2	2	2	2
Human Resources Payroll Coordinator	1	1	1	1
Human Resources Specialist	2	2	2	3
Risk Manager	1	1	1	1
Total	10	10	10	11

OUTPUTS

Turnover (Non-Civil Service)	26.60%	18.00%	17.94%	16.00%
Turnover (Civil Service)	11.82%	8.00%	8.02%	7.00%
Number of Applications Processed	5,713	5,829	5,829	6,000

EFFICIENCIES

Average Number of Applications per Job Posting	22.76	25	25	30
Average Number of Applications per Human Resource Specialist	2,857	2,915	2,915	2,000

EFFECTIVENESS

Ratio of City Positions to Human Resources Staff	117:1	127:1	127:1	125:1
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**GENERAL FUND
INFORMATION TECHNOLOGY**

DIVISION DESCRIPTION

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 DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2006-2007

- Elimination of recurring telecommunications costs by implementing wireless connections for the Cemetery, Water and Sewer, Recycling Center, Senior Center, Golf Course and the Fire Stations.
- Implemented a Citizen Relationship Management software system to track requests received.
- Centralized web site maintenance is an IT initiative to improve the quality of the website and keep content useful, accurate and current.
- Redesigned the city's website for a more appealing presentation and ease of use.
- Identify more services to make available over the web or by phone.
- Implement a wireless access pilot for public safety and city staff in the field.
- Implement an interactive voice response system for utility billing and municipal court.
- Expand GIS program and deploy capability to field/service workers.
- Install security surveillance camera systems in several city owned facilities
- Deployed City Works asset management software at Street Department
- IT and PIO Departments co-chaired the United Way campaign which raised over \$60,000 for our community.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-08

- The highest priority for IT is to reduce the cost of ongoing operations. Our goals are achieved through standardization, contract renegotiation, and innovation.
- Expand our document imaging program.
- Staffing to maintain GIS feature classes and attributes is an ongoing concern.
- Install security surveillance camera systems in several city owned facilities
- Expand GIS Day Event
- Upgrades to access control and monitoring of city buildings.
- Expand GIS program by creating links to Building Permits, deploying Traffic signs and signals asset management in the field, deploying asset management at Water & Sewer, and census verification.
- Continue elimination of recurring telecommunications costs by implementing wireless connections.

MAJOR NEW PROGRAMS AND SERVICES

- IT Regular Part Time Clerk
- Recreation Management software to support the Family Recreation Center
- Software Specialist

**GENERAL FUND
INFORMATION TECHNOLOGY**

	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 439,862	\$ 498,078	\$ 498,078	\$ 603,273
Supplies	4,639	4,640	4,210	4,586
Maintenance	3,998	-	-	-
Repairs	108	1,000	1,000	200
Support Services	83,337	88,410	87,630	95,124
Benefits	120,535	143,290	143,290	161,354
Capital Outlay	21,467	20,700	17,099	3,300
Total Expenditures	\$ 673,946	\$ 756,118	\$ 751,307	\$ 867,837
 Personnel Summary / Position Title				
CAD/GIS Technician	1	1	1	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
IT Network Manager	1	1	1	1
IT Operations Manager	1	1	1	1
IT Software Specialist	0	0	0	1
IT Training Specialist	1	1	1	1
Network Exchange Administrator	1	1	1	1
Network Technician	1	1	1	1
Secretary	1	1	1	1
Web Technician Specialist	1	1	1	1
Total	12	12	12	13
 <u>OUTPUTS</u>				
Service calls per month	250	300	400	450
PCs / devices Supported	700	730	750	800
Phones Supported	380	780	800	815
IT Classes Delivered	120	84	50	72
 <u>EFFICIENCIES</u>				
Average time to resolve service call (days)	3	5	6	7
 <u>EFFECTIVENESS</u>				
Customer satisfaction	95%	98%	98%	98%

**GENERAL FUND
PERMITS & INSPECTIONS**

DEPARTMENT DESCRIPTION

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 DEPARTMENT GOALS

- Establish minimum requirements to safeguard public health, safety and general welfare of building structures through the permit process.
- Process permit applications, review construction documents, and issue permits for the erection, alteration, demolition, and moving of structures.
- Inspect construction projects to ensure compliance with all provisions of buildings codes, land use, landscaping, and flood prevention.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2006-2007

- Issued 13,298 building permits valuing \$160 million through May 2007
- Issued building permits for 749 new single-family structures, 104 duplexes, and 35 multi-family (348 units) structures through May 2007
- Issued 169 permits for commercial projects valuing \$16,970,645 through May 2007
- Generated \$866,654 in fee revenue through May 2007
- Performed 22,479 construction inspections through May 2007
- Maintained the plan review time for new residential permits at 5 days or less
- Maintained inspection quality time to a minimum of 10 minutes each
- Implemented the new Off-Premise Residential Real Estate Sign permitting process

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-2008

- Continue to phase-in inspections for billboards, signs and accessory permitted items
- Complete realignment of the backflow prevention field inspections to ensure compliance with TCEQ regulations by December 2007
- Complete FEMA CAV investigation and amend flood ordinances to match federal law by December 2007
- Adopt 2006 construction codes by October 2007
- Work closer with the Code Enforcement Department to address zoning violations.

MAJOR NEW PROGRAMS AND SERVICES

- New Program – Five year lease on a document scanner to scan large commercial building plans

**GENERAL FUND
PERMITS & INSPECTIONS**

	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 595,283	\$ 679,435	\$ 678,195	\$ 757,222
Supplies	19,086	29,964	28,924	26,863
Maintenance	-	-	-	-
Repairs	4,122	6,612	6,500	6,500
Support Services	23,948	30,520	30,300	36,745
Benefits	160,641	195,024	195,024	200,810
Designated Expenses	-	-	-	-
Major Capital Outlay	-	-	-	-
Capital Outlay	43,152	28,310	28,200	2,000
Reimbursable Expense	-	-	-	-
Total Expenditures	\$ 846,232	\$ 969,865	\$ 967,143	\$ 1,030,140

Personnel Summary / Position Title

Assistant City Manager	1	1	1	1
Building Official	1	1	1	1
Chief Building Inspector	0	1	1	1
Building Inspector	6	5	5	5
Plans Examiner	1	1	1	1
Plans Reviewer	0	1	1	1
Principal Secretary	0	1	1	1
Office Supervisor	1	1	1	1
Building Permit Clerk	2	2	2	2
Office Assistant	1	1	1	1
Receptionist	1	1	1	1
Total	14	16	16	16

OUTPUTS

Number of Inspections Performed	34,087	34,119	34,119	35,000
Number of Permits Issued	21,513	20,500	20,500	21,000

EFFICIENCIES

Number of Inspections per Inspector	30	30	30	31
Average Number of Minutes per Inspection	10	10	12	12

EFFECTIVENESS

Permit Applicant Favorable Ratings	N/A	90%	91%	95%
Number of Permits Issued per Clerk	10,756	10,250	10,250	10,500

**GENERAL FUND
CODE ENFORCEMENT**

DIVISION DESCRIPTION

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. Staff focus is on educating the citizens of their responsibilities to maintain their property in conformance with the minimum health and safety standards adopted by the Council. 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

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2006-2007

- Moved Code Enforcement Division from Police Department to Permits and Inspections Department and updated Code Officer uniforms for a more casual look.
- Investigated 30% more complaints during fiscal year 2006-07 than the previous fiscal year.
- Performed 32% more inspections during fiscal year 2006-07 than the previous fiscal year.
- Abated 19% more code violations during fiscal year 2006-07 than the previous fiscal year.
- Billed for cleanup costs on 660 properties for a total amount of \$117,800 in 2006-07.
- Received payment on liens and bills in 2006-07 for a total amount of \$95,000.
- Continue to improve case entry, accuracy of information and reduced duplicate entries through implementation of the mobile computers.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-2008

- Continue abatement of nuisance violations that tend to reduce the aesthetics of the city.
- Educate owners and tenants to promote voluntary abatement and maintenance of properties.
- Improve the processing of customer reported nuisances.
- Improve identification of property owners and notification processes.
- Provide technical training to ensure uniform interpretation and enforcement of codes and ordinances.

MAJOR NEW PROGRAMS AND SERVICES

- None.

**GENERAL FUND
CODE ENFORCEMENT**

	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 254,101	\$ 287,831	\$ 287,752	\$ 310,962
Supplies	18,520	21,419	20,761	24,179
Maintenance	-	-	-	-
Repairs	1,286	11,500	2,500	2,750
Support Services	21,928	21,469	20,760	22,948
Benefits	73,688	87,362	86,923	87,050
Designated Expenses	69,915	91,000	100,000	100,000
Major Capital Outlay	-	-	-	-
Capital Outlay	1,638	47,195	47,190	1,003
Reimbursable Expense	-	-	-	-
Total Expenditures	\$ 441,076	\$ 567,776	\$ 565,886	\$ 548,892
Personnel Summary / Position Title				
Director of Code Enforcement	1	1	1	1
Field Supervisor	1	1	1	1
Code Enforcement Clerk	1	1	1	1
Code Enforcement Officer	4	4	4	4
Senior Secretary	1	1	1	1
Total	8	8	8	8
<u>OUTPUTS</u>				
Number of Inspections	18,132	19,700	24,800	25,400
Number of Complaints Investigated	7,768	9,000	13,000	13,600
Number of Violations Abated	8,925	8,000	12,300	12,600
Number of Dangerous Buildings Abated	99	105	120	120
<u>EFFICIENCIES</u>				
Cost per Inspection / Complaint	\$17.03	\$19.78	\$14.97	\$14.07
Abatements per Code Enforcement Officer	2,256	2,026	3,105	3,180
<u>EFFECTIVENESS</u>				
% of Voluntary Compliance	92.4%	92.4%	93.0%	93.0%
% of Abatements Resulting in Collections or Compliance	73.1%	60.0%	53.2%	60.0%

**GENERAL FUND
LIBRARY SERVICES DIVISION**

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 98,000 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. Remote access to a wide variety of online databases has allowed the Killeen City Library System to provide the service of a large city library to our citizens.

MAJOR DIVISION GOALS

- Actively market library services to the community to insure that all citizens are aware of the variety of services.
- Promote an early start to lifelong literacy through story times and summer ready club activities for children 0-16.
- Provide a dynamic collection of books, audios and videos that meet the instructional and entertainment needs of Killeen's citizens.
- Retain library accreditation by meeting or exceeding all state standards for public libraries.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2006-2007

- Tested the expansion of the Texas Reading Club summer program to add evening and weekend programs.
- Began special project to identify buildings and people in historic photographs located in the library's archives
- Added 3rd librarian with an accredited master's degree as part of plan to save state accreditation.
- Re-carpeted and painted main library building.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-2008

- Add 4th librarian with accredited master's degree to restore library to fully accredited status.
- Increase use of teen volunteers to enhance library services.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to the Library Services Division for FY 2007-08.

**GENERAL FUND
LIBRARY SERVICES**

	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
INPUTS				
Expenditures				
Salaries	\$ 683,006	\$ 779,492	\$ 778,069	\$ 858,119
Supplies	79,166	80,424	80,527	79,898
Repairs	4,580	3,845	4,850	1,050
Support Services	91,757	97,839	80,185	85,585
Benefits	200,363	235,722	230,659	237,566
Capital Outlay	110,975	127,668	147,618	128,628
Total Expenditures	\$ 1,169,847	\$ 1,324,990	\$ 1,321,908	\$ 1,390,846

Personnel Summary / Position Title

Assistant Director of Library Services	1	1	1	2
Branch Manager	1	1	1	1
Cataloging Assistant	1	1	1	0
Cataloguer	0	1	1	1
Clerk	8	8	8	8
Director of Library Services	1	1	1	1
Library Assistant	2	2	2	2
Library Clerks (part-time)	9	9	9	9
Library Supervisor	3	3	3	4
Reference Librarian	1	1	1	1
Senior Reference Assistant	2	2	2	2
Senior Secretary	1	1	1	1
Total	30	31	31	32

OUTPUTS

Number of items circulated	310,794	312,689	311,000	314,000
Number of library visits	317,008	318,480	319,000	321,500
Number of reference questions received	41,791	43,293	38,814	40,250
Number of public computer hours used	46,157	47,992	47,549	49,000
Number of children's program attendees	20,234	24,520	16,950	19,000

EFFICIENCIES

Number of library visits per number of employees	10,567	9,953	9,969	10,047
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EFFECTIVENESS

% increase in circulation of materials	10.0%	0.6%	0.1%	1.0%
% increase in library visits	-1.0%	0.5%	0.6%	0.8%
% increase in reference questions answered	18.6%	3.6%	-7.1%	3.7%
% increase in public computer hours used	-4.9%	4.0%	3.0%	3.1%
% increase in children's program attendance	-13.8%	21.2%	-16.2%	12.1%

GENERAL FUND GOLF COURSE

DIVISION DESCRIPTION

The Killeen Municipal Golf Course was built in 1970. The city embarked on a major renovation plan in fiscal year 2003-2004 and was completed by May 2005. The golf course was also 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 25-30 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 8000 square foot structure that offers a daily menu, sports bar, and is also available for a variety of functions and parties. The clubhouse is owned and operated by the City of Killeen.

MAJOR DIVISION GOALS

- Ensure that the golf course is in consistently good condition.
- Operate the golf and maintenance operation in a friendly, professional manner
- Provide professionally run tournaments and golf clinics
- Advise City Manager and City Council on all golf course matters.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2006-2007

- Expanded consumer base by advertising and the use of the internet tee time sales.
- Completed driving range drainage project.
- Established a Killeen City Championship.
- Created a more tournament friendly food and beverage program in order to attract new tournaments and entice lost tournaments back to our course.
- Removed old maintenance facility building.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-2008

- Install fencing around new maintenance facility.
- Put the Nolan Creek maintenance program into place to keep channel and pipes clean and clear.

MAJOR NEW PROGRAMS AND SERVICES

- Nolan Creek pump maintenance program into place.

**GENERAL FUND
GOLF COURSE**

INPUTS	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
Expenditures				
Salaries	\$ 458,646	\$ 567,667	\$ 597,954	\$ 632,214
Supplies	109,251	140,638	119,953	141,092
Maintenance	6,905	23,800	18,000	18,000
Repairs	41,462	40,703	38,349	25,450
Support Services	175,641	189,998	184,998	188,926
Benefits	128,788	184,204	184,204	178,689
Designated Expenses	153,966	146,641	146,641	149,500
Major Capital Outlay	-	-	-	-
Capital Outlay	53,203	12,816	25,120	-
Reimbursable Expense	-	-	-	-
Total Expenditures	\$ 1,127,862	\$ 1,306,467	\$ 1,315,219	\$ 1,333,871

Personnel Summary / Position Title

Golf Professional	1	1	1	1
Assistant Golf Professional	1	1	1	0
General Manager	0	0	0	1
Golf Course Superintendant	1	1	1	1
Golf Shop Manager	1	1	1	1
Golf Shop Attendant	2	2	2	2
Cart Fleet/Range Attendant	1	1	1	1
Maintenance Technician	2	2	2	2
Greenskeeper	8	8	8	8
Principal Secretary	0	0	1	1
Total	17	17	18	18

OUTPUTS

Rounds of golf played annually	55,147	55,500	46,000	56,000
# of tournaments hosted	44	47	47	47
Revenue generated annually	1,008,934	1,006,836	965,000	1,078,650
Acres Mowed & Maintained	149	149	149	149
Debt Service	140,000	150,000	N/A	N/A

EFFICIENCIES

Division expenditures as % of Golf Course Fund	101%	112%	125.0%	117.0%
Debt service as % of Golf Course Fund	339%	317.0% N/A	N/A	

EFFECTIVENESS

# of rounds per counter person	13,500.0	13,875.0	11,500.0	14,000.0
% of debt retired	5.8%	8.5%	N/A	N/A
% tournaments in 2nd year or more	90.0%	90.0%	94.0%	unknown

GENERAL FUND
GOLF COURSE-FOOD AND BEVERAGE DIVISION

DIVISION DESCRIPTION

The Stonetree Grill began operating under the city's organizational structure beginning in FY 2006-07. Prior to this time, food and beverage operations were provided at the golf course through contracts with private concessionaires. The Grill is located within the clubhouse at the Stonetree Golf Club. The Food and Beverage operations' primary focus is to service the citizen and visitor golfers that play the course each year. The Stonetree Grill offers a daily menu, sports bar, and is also available to reserve rooms for a variety of functions and parties.

MAJOR DIVISION GOALS

- Ensure that all golf course patrons get the highest service and quality in all their food and beverage needs.
- Operate the Grill in a clean, friendly, and professional manner.
- Provide a clean and welcoming atmosphere.
- Offer consistently delicious meals at an affordable price.
- Provide quick foods for golfers at the turn.
- Enhance the overall golf operation.
- Host a variety of functions in a first class manner.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2006-2007

- Initial startup of operations.
- Furnish and open an executive boardroom for city meetings as well as private functions.
- Maximize revenues through a self-promoting atmosphere.
- Created a more tournament friendly food and beverage program in order to attract new tournaments and entice lost tournaments back to our course.
- Revised landscaping around the clubhouse.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-2008

- Increase advertising to attract a variety of venues and tournaments
- Operation of beverage cart on course.
- Finish boardroom décor to include audio visual capabilities.
- Purchase patio furniture for tournaments and functions.
- Revise landscaping around the clubhouse.
- Revamp décor in the clubhouse.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to the Golf Course Food and Beverage Division for FY 2007-08.

**GENERAL FUND
GOLF COURSE-FOOD AND BEVERAGE DIVISION**

	Actual		Budget		Projected		Target
	2005-06		2006-07		2006-07		2007-08
<u>INPUTS</u>							
Expenditures							
Salaries	\$ 969	\$	72,800	\$	67,972	\$	91,194
Supplies	-		3,800		3,700		3,372
Maintenance	-		-		-		-
Repairs	-		-		-		-
Support Services	644		29,382		28,382		28,828
Benefits	83		12,000		14,682		23,201
Designated Expenses	-		54,448		56,230		55,964
Major Capital Outlay	-		-		-		-
Capital Outlay	10,621		19,517		4,200		-
Reimbursable Expense	-		-		-		-
Total Expenditures	\$ 12,317	\$	191,947	\$	175,166	\$	202,559
 Personnel Summary / Position Title							
Food and Beverage Manager	0		1		1		1
Food Service Worker	0		1		1		1
Parttime Food Service Worker	0		3		3		3
Total	0		5		5		5
 <u>OUTPUTS</u>							
Number of events/functions provided	N/A*		65		68		100
Revenue Generated	N/A*		108,000		80,000		85,000
 <u>EFFICIENCIES</u>							
Number of events/functions provided	N/A*		65		68		100
 <u>EFFECTIVENESS</u>							
Percentage of customers indicating satisfaction with service	N/A*		100%		100%		100%

* New Performance Measure - Data not available.

**GENERAL FUND
COMMUNITY CENTER OPERATIONS**

DIVISION DESCRIPTION

The Killeen Community Center Operations division supports the day to day operations of the Killeen Community Center. The facility lodges Community Services staff and members of Parks and Recreation.

MAJOR DIVISION GOALS

- Provide cost effective meeting areas for local clubs and organizations
- Provide access to recreational programming and athletic programming for area residents
- Provide a northern location for program participants to register for Parks and Recreation programming
- Serve the community as a northern location for open gym usage
- Serve as a practice location for all Parks and Recreation volleyball and basketball

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2006-2007

- Hosted all Parks and Recreation youth basketball and volleyball
- Hosted the Spring Break Day Camp and Summer Day Camp program
- Hosted the Hot Summer Nights Concert Series
- Hosted over 4,500 meetings by various groups and organizations
- Hosted 236 groups and organizations

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-2008

- Continue to provide a northern location for Parks and Recreation programming to include youth basketball, youth volleyball, adult basketball and adult volleyball
- Continue to serve as a viable meeting location for various clubs / organizations
- Continue to provide recreational programming for the northern portion of Killeen
- Facilitate gym usage by various groups that need practice time for basketball and volleyball club teams
- Serve as an alternate location for program participants to register for Parks and Recreation programming

MAJOR NEW PROGRAMS AND SERVICES

- The Community Center Operations is a new division for FY 2007-08 due to a re-organization within the Community Services Department to more accurately align personnel to accommodate the new facilities at Lions Club Park along with the other Parks and Recreation Division operations. There were no major new programs or services added to the Community Center Operations Division itself for FY 2007-08.

**GENERAL FUND
COMMUNITY CENTER OPERATIONS**

	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
<u>INPUTS</u>				
Expenditures				
Salaries	\$ -	\$ -	\$ -	\$ 255,211
Supplies	-	-	-	25,128
Support Services	-	-	-	157,000
Benefits	-	-	-	70,196
Total Expenditures	\$ -	\$ -	\$ -	\$ 507,535
 Personnel Summary / Position Title				
Custodian	0	0	0	1
Community Center Coordinator	0	0	0	1
Director of Community Services	0	0	0	1
Executive Assistant	0	0	0	1
Office Assistant (Part-time)	0	0	0	2
Total	0	0	0	6
 <u>OUTPUTS</u>				
Facility Reservations (confirmed)	4,133	4,292	4,292	4,350
Facility Reservations (canceled)	90	369	369	370
Pavilion Reservations (confirmed)	338	483	483	500
Pavilion Reservations (canceled)	4	5	5	5
 <u>EFFICIENCIES</u>				
Number of Facility reservations per employee	1,378	1,431	1,431	1,450
Number of Pavilion reservations per employee	113	161	161	167
 <u>EFFECTIVENESS</u>				
% increase in Facility reservations	Not available	3.8%	3.8%	1.4%
% increase in Pavilion reservations	Not available	42.9%	42.9%	3.5%

Note: The Community Center Operations Division is new for FY 2007-08. The employees in this division were included in the Parks Division in prior fiscal years.

**GENERAL FUND
PARKS**

DIVISION DESCRIPTION

The Parks Division's primary function is to enhance, promote and provide quality parks and related recreational facilities for the citizens of Killeen. The Division also provides logistical support to other external and internal entities within the City of Killeen.

MAJOR DIVISION GOALS

- Engage in beautification and enhancement of city parks and facilities.
- Enhance the City's parks facilities through the implementation of the next phase of the 2002 General Obligation Bond Projects.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2006-07

- Began the construction of the Lion's Club Park Recreation facility and Senior Citizen facility.
- Construct and landscape the Andy K. Wells Hike & Bike Trail.
- Construct, landscape and irrigate the Andy K. Wells Pavilion.
- Constructed the Lion's Club Park Restroom Facility and lighting project.
- Construction and dedication of the park facility at Clifton Park Elementary School.
- Construction and dedication of the park facility at Timber Ridge Elementary School.
- Construction and dedication of the park facility at Ira Cross Elementary School.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-08

- Complete construction of the Lion's Club Park Recreation facility and Senior Citizen facility.
- Landscape and irrigate the Lion's Club Park Recreation facility and Senior Citizen facility.
- Beautify and irrigate additional sections of the Andy K. Wells Hike & Bike Trail.
- Promote increased participation in the Living Tree program to enhance tree plantings within the city.
- Implement a comprehensive weed abatement program at all parks and recreation facilities.
- Re-sod the multi purpose fields at Lions Club Park.
- Identify all undeveloped city parkland and create a timeline for development.

MAJOR NEW PROGRAMS AND SERVICES

- Replacement fleet (2 vehicles) – ¾ ton extended cab pickup truck and ½ ton crew cab pickup truck.

**GENERAL FUND
PARKS**

INPUTS	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
Expenditures				
Salaries	\$ 729,731	\$ 955,119	\$ 927,736	\$ 878,849
Supplies	203,789	263,017	255,300	261,074
Maintenance	173,927	133,287	137,000	134,843
Repairs	66,648	61,936	62,261	47,000
Support Services	234,708	257,470	264,085	103,020
Benefits	214,107	313,370	290,500	256,310
Capital Outlay	89,145	198,893	197,368	46,850
Total Expenditures	\$ 1,712,055	\$ 2,183,092	\$ 2,134,250	\$ 1,727,946

Personnel Summary / Position Title

Custodian	1	1	1	0
Director of Community Services	1	1	1	0
Director of Parks and Recreation	0	0	0	0
Graffiti Removal Specialist	0	1	1	1
Grounds Maintenance Crew Leader	4	5	5	5
Grounds Maintenance Worker	20	23	23	23
Office Assistant	0	1	1	0
Parks Supervisor	2	2	2	2
Parks and Public Grounds Superintendent	1	1	1	1
Principal Secretary	1	1	1	0
Equipment Service Technician	1	1	1	1
Total	31	37	37	33

OUTPUTS

Park/Landscape Acreage Maintained

Low Maintenance Areas	369	379	379	394
Medium Maintenance Areas	38	42	42	46
High Maintenance Areas	5	5	5	6

EFFICIENCIES

Man Hours Per Acre, per FY

Low Maintenance Areas	199 hrs./acre	190 hrs./acre	190 hrs./acre	180 hrs./acre
Medium Maintenance Areas	608 hrs./acre	600 hrs./acre	600 hrs./acre	595 hrs./acre
High Maintenance Areas	2,000 hrs./acre	2,000 hrs./acre	2,000 hrs./acre	2,000 hrs./acre

EFFECTIVENESS

Achieved park/landscape target maintenance standard	90.0%	90.0%	90.0%	100.0%
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**GENERAL FUND
LIONS CLUB PARK OPERATIONS**

DIVISION DESCRIPTION

The Lions Club Operations division supports the day to day operations of the Lions Club Park Family Recreation Center. The facility lodges the city's first ever fitness center, indoor walking track, aerobics room, two full size basketball / volleyball courts, children's game room and restroom and shower facilities for members of the facility. The facility serves as the primary headquarters for Parks and Recreation staff.

MAJOR DIVISION GOALS

- Provide access to two full size gymnasiums to accommodate adult and youth basketball and volleyball programs
- Provide cost effective alternatives for residents seeking to utilize training equipment
- Provide access to an indoor alternative to the Andy K. Wells Hike and Bike Trail
- Provide access to practice facilities for area basketball / volleyball club teams
- Provide improved health and fitness programming for residents
- Provide full service athletic and recreational programming for residents

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2006-2007

- Planning for programs and operations of the new facility to open in FY 2007-08.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-2008

- Provide full service recreation and athletic programming for residents
- Host regional and state basketball tournaments to meet area needs for tournament play
- Provide gym access for the growing number of club volleyball / basketball teams
- Provide access to structured affordable health and fitness facilities
- Provide access to a inclement weather free alternative for walkers / joggers via an indoor track
- Provide access to structured game facilities for area youth

MAJOR NEW PROGRAMS AND SERVICES

- Operating Costs to include supplies, utilities, etc. for the new Lions Club Park facility to open in FY 2007-08.
- New Employees – 2 Custodians and 1 Principal Secretary.

**GENERAL FUND
LIONS CLUB PARK OPERATIONS**

	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
<i>INPUTS</i>				
<hr/>				
Expenditures				
Salaries	\$ -	\$ -	\$ -	\$ 114,692
Supplies	-	-	-	33,711
Support Services	-	-	-	115,187
Benefits	-	-	-	35,197
Total Expenditures	\$ -	\$ -	\$ -	\$ 298,787
Personnel Summary / Position Title				
Director of Parks and Recreation	0	0	0	1
Custodian	0	0	0	2
Principal Secretary	0	0	0	1
Office Assistants (Full-time)	0	0	0	3
Office Assistants (Part-time)	0	0	0	3
Total	0	0	0	10

OUTPUTS

Members of the facility	*
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EFFICIENCIES

Increase in number of memberships	*
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EFFECTIVENESS

Percentage increase in memberships	*
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* Note: The Lions Club Park facility is planned to open in FY 2007-08. At this time the new division has no data to realistically base its performance measures.

**GENERAL FUND
RECREATION**

DIVISION DESCRIPTION

The Recreation Division services the ever-increasing needs of our community by offering quality recreation programs such as Centex Race Series, Hot Summer Nights and Summer Day Camps affordable to all. The recreation division exists to provide and promote a wide variety of cultural and recreational services for people of all ages.

MAJOR DIVISION GOALS

- To ensure equality of access so that people of all ages, abilities, and backgrounds can participate in their chosen recreation.
- To identify new sponsors of recreation programs such as: business organizations, neighborhood groups, professional groups, and news media who are interested in helping improve Killeen.
- Set up new programs as self-supporting and explore ways of generating additional revenue through grants, donations, and fundraising.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2006-2007

- Enhance day camp programs to include Teen Camp.
- Assisted in planning and execution of the 125th Birthday Festival.
- Enhanced Cen-Tex Race Series by adding one additional race.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-2008

- Continue to provide recreation activities and events for the citizens of Killeen.
- Expand the sponsorship program to offer more opportunities for area businesses to participate in recreational programs.
- Incorporate the Andy K. Wells Hike and Bike Trail into a community wide wellness program
- Develop a community wellness program
- Explore options for providing a Fall and Spring concert series.

MAJOR NEW PROGRAMS AND SERVICES

- New employees – 1 Full-Time Recreation Supervisor, 2 Full-Time Recreation Specialists, 3 Full-Time Office Assistants, 1 Part-Time Recreation Specialist and 3 Part-Time Office Assistants for the day to day operations of the new Lions Club Park Family Recreation Center planned to open in FY 2007-08.

**GENERAL FUND
RECREATION**

	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
<i>INPUTS</i>				
<hr/>				
Expenditures				
Salaries	\$ 132,982	\$ 158,823	\$ 155,423	\$ 239,112
Supplies	69,671	62,182	62,660	75,513
Support Services	36,448	39,000	38,995	40,389
Benefits	32,289	37,256	37,256	62,111
Capital Outlay	-	690	690	-
Total Expenditures	\$ 271,390	\$ 297,951	\$ 295,024	\$ 417,125
Personnel Summary / Position Title				
Office Assistant	1	1	1	-
Recreation Specialist (Full-Time)	0	0	0	2
Recreation Specialist (Part-Time)	0	0	0	1
Recreation Superintendent	1	1	1	1
Recreation Supervisor	1	1	1	2
Total	3	3	3	6
<i>OUTPUTS</i>				
<hr/>				
Number of participants in programs sponsored by the recreation division	33,300	39,000	38,500	40,425
Number of people included in bookings of KCC rooms	25,364	22,000	26,376	28,258
Number of events supported	33	35	35	40
Number of groups and events which were provided meeting space	175	200	250	275
<i>EFFICIENCIES</i>				
<hr/>				
Number of participants per employee	11,100	13,000	12,833	4,492
Number of events supported per employee	11	12	12	4
<i>EFFECTIVENESS</i>				
<hr/>				
Percentage increase in participants of programs sponsored by recreation	0.9%	17.1%	15.6%	5.0%

GENERAL FUND ATHLETICS

DIVISION DESCRIPTION

The Athletics Division exists to provide and promote a wide variety of youth and adult team sports and 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.

MAJOR DIVISION GOALS

- Provide a diverse offering of athletic programs for area adults and youth.
- Bid and receive state and national tournaments via the Amateur Softball Association, Texas Amateur Athletic Federation and Texas Teen-Age Baseball.
- Recruit and retain sports officials for athletic programming to maintain with annual growth.
- Maintain city affiliations with the Amateur Softball Association, Texas Teen-Age Baseball and Texas Amateur Athletic Federation to insure professional development of staff and the promotion of Killeen, Texas as a viable option for state and national tournaments.
- Provide extensive clinics and camps that will enhance the quality of officials and volunteer coaches in our area.
- 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 2006-07

- Hosted the Texas Amateur Athletic Federation Region V Basketball Tournament-64 teams.
- Hosted the Texas Amateur Athletic Federation Men's 35 & Over State Basketball Tournament.
- Hosted the Texas Amateur Athletic Federation Women's Major State Basketball Tournament.
- Hosted the Texas Teenage Baseball District Tournament for 10 & Under and 14 & Under Boys.
- Hosted the 2007 Texas Teen-Age Baseball 14 & Under Boys State Tournament.
- Hosted the Amateur Softball Association 12 & Under 'C' State Fast Pitch State Tournament.
- Hosted the Amateur Softball Association Men's "C" Slow Pitch State Tournament
- Hosted the Amateur Softball Association Men's "C" National Fast Pitch Tournament.
- Experienced an overall growth of 17% in program participants.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-08

- Bid and receive at least two state tournaments, one from the Texas Amateur Athletic Federation and one from the Amateur Softball Association.
- Start an area adult sports series between Killeen, Copperas Cove, Harker Heights and Temple involving adult flag football, slow pitch softball and basketball.
- Create out of season league opportunities for girls fast pitch (fall), boys baseball (fall) and youth basketball (summer).
- Submit bids on Texas Amateur Athletic Federation Men's Basketball State Tournament and Amateur Softball Association national and state tournament.
- Host 2 out of season invitational tournaments for all major sports that are not highly marketed in our community (basketball, flag football, soccer, baseball).
- Develop 2 new programs that will facilitate the sports that are offered in our area high schools (wrestling, bowling)
- Develop a major sponsorship program that will allow local businesses to partner with the cities athletic programs to receive city wide exposure while providing financial assistance to our department.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to the Athletics Division for FY 2007-08.

**GENERAL FUND
ATHLETICS**

	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 107,326	\$ 132,294	\$ 125,619	\$ 154,825
Supplies	44,730	45,344	44,865	46,504
Support Services	88,927	116,007	115,650	124,707
Benefits	31,504	40,287	40,287	43,794
Total Expenditures	\$ 272,487	\$ 333,932	\$ 326,421	\$ 369,830
 Personnel Summary / Position Title				
Recreation Supervisor	2	2	2	2
Recreation Superintendent	1	1	1	1
Total	3	3	3	3
 <u>OUTPUTS</u>				
Number of program participants	6,305	7,000	7,376	8,000
Number of youth & adult sports umpires registered	78	85	85	90
Number of state and national tournaments hosted	3	5	6	8
Number of major corporate sponsorships secured	3	3	3	3
 <u>EFFICIENCIES</u>				
Number of participants per employee	2,101	2,333	2,459	2,667
Percentage growth in KPR programs	17%	11%	17%	8%
Received distinguished rating from Amateur Softball Association and Texas Amateur Athletic Federation based on evaluator and team scores from state and national tournaments hosted in Killeen	Yes	Yes	Yes	Yes
 <u>EFFECTIVENESS</u>				
Percentage of Supervision @ all events	100%	100%	100%	100%
Percentage of Volunteer Coach recruiting success for team sports	100%	100%	100%	100%
Percentage of games not cancelled due to failure to have adequate referees / umpires	100%	100%	100%	100%
Percentage of deadlines made for league start dates, coaches meetings, team formation and state registrations.	100%	100%	100%	100%

GENERAL FUND CEMETERY

DIVISION DESCRIPTION

The Cemetery Division is responsible for the overall operation of the Killeen Municipal Cemetery. Operations include permanent record management of interments and disinterments to meet state requirements, cemetery lot sales, funeral arrangements, daily grounds maintenance, beautification of grounds, maintenance of facilities, planning and construction of new burial spaces and facilities, and assistance to cemetery patrons.

MAJOR DIVISION GOALS

- Maintain cemetery grounds/occupied spaces to meet patrons expectations
- Maintain and beautify, well maintained grounds
- Research/define cemetery's pre-1980 burial and sales data to develop a more accurate records reflection on the burials and sales at the cemetery
- Modernize cemetery's record keeping ability

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2006-07

- Mowed and trimmed 2,012 acres of land annually which consists of cemetery park land and police academy and animal control grounds
- Planted 11 Living Trees honoring the memory of deceased loved ones
- Replaced 15 park benches and installed one donated memorial bench honoring the memory of a deceased loved one
- Repaired and straightened 32 monuments in old sections of the cemetery
- Top dressed and seeded 125 new interment spaces from May 06 – June 07
- Researched/reviewed completed Old Section D map with existing records to begin data input into new cemetery software and identified the locations of 125 unmarked graves that were relocated from Fort Hood cemeteries
- Held five special events/activities – Bob Gray Day, Junior Cotillion Cemetery Etiquette Class, West Bell County Genealogical Society Cemetery Field Trip, and Avenue of Flags on Memorial Day and Veteran's Day

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-08

- Mow and trim the 2,012 acres of cemetery memorial park land to include additional occupied spaces
- Enhance beautification with the addition of trees, benches, and flower garden areas
- Continue research and review of cemetery records and modernizing records through digital imaging of memorials and interment/deed records
- Map old Section B and C

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to the Cemetery Division for FY 2007-08.

**GENERAL FUND
CEMETERY**

INPUTS	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
Expenditures				
Salaries	\$ 163,815	\$ 192,597	\$ 191,406	\$ 212,108
Supplies	25,222	25,821	25,081	24,351
Maintenance	5,615	5,692	5,681	6,900
Repairs	8,967	10,128	9,978	10,200
Support Services	4,545	4,532	4,456	4,890
Benefits	49,332	61,042	57,890	60,150
Capital Outlay	12,323	22,675	22,675	675
Total Expenditures	\$ 269,819	\$ 322,487	\$ 317,167	\$ 319,274

Personnel Summary / Position Title

Cemetery Superintendent	1	1	1	1
Grounds Crew Leader	1	1	1	1
Grounds Maintenance Worker	4	4	4	4
Total	6	6	6	6

OUTPUTS

Number of Spaces Sold	84	56	45	45
Number of Interments/Funeral Arrangements	112	116	106	106
Acreage Mowed & Trimmed Yearly	1,998	1,985	2,012	2,012
Occupied Lots Mowed	8,651	8,771	8,757	8,863

EFFICIENCIES

Spaces Sold by Superintendent & Crew Leader	56	37	30	30
Interment/Funeral Arrangements by Superintendent & Crew Leader	75	77	71	71
Acreage Mowed per Grounds Crew Employee	399	397	402	402
Occupied Lots Mowed per Grounds Crew Employee	1,730	1,754	1,751	1,772

EFFECTIVENESS

Service Satisfaction of Citizens with family interred	99.9%	99.9%	99.9%	99.9%
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**GENERAL FUND
SENIOR CITIZENS**

DIVISION DESCRIPTION

The Senior Citizens Division serves as a catalyst in maintaining emotional and physical health of area senior adults age 55 and older through quality recreational, educational, and health related programs in a safe environment.

MAJOR DIVISION GOALS

- Promote the Senior Center's programs and activities to increase membership
- Expand classes, recreational activities, and programs that interest seniors
- Expand daily lunch program to provide seniors with a nutritionally balanced meal
- Expand the Senior Center's involvement in community charitable events

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2006-07

- Registered 311 members from May '06 to May '07
- Awarded the 3rd Bob Gilmore Senior Center Scholarship at Central Texas
- Prepared 8,465 meals from June '06 to May '07
- Increased travel opportunities from six to seven to include Washington, D.C., Chicago, and Hawaii
- Increased professionally presented health related seminars to nine from June '06 to May '07
- Senior Center raised \$20,000 in funds to adopt the new senior center library
- Senior Center currently raising funds for a park pavilion

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-08

- To transition smoothly from the Bob Gilmore Center to the new Senior Center at Lions Park
- Increase membership
- Introduce new programs that will be incorporated at the new Senior Center

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to the Senior Center Division for FY 2007-08.

**GENERAL FUND
SENIOR CITIZENS**

	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
<i>INPUTS</i>				
Expenditures				
Salaries	\$ 95,658	\$ 107,706	\$ 105,507	\$ 111,854
Supplies	13,713	17,968	17,272	21,010
Repairs	1,482	1,234	800	1,463
Support Services	26,851	29,107	29,892	49,565
Benefits	28,811	32,266	31,656	31,647
Capital Outlay	3,285	-	-	-
Total Expenditures	\$ 169,800	\$ 188,281	\$ 185,127	\$ 215,539

Personnel Summary / Position Title

Custodian	1	1	1	1
Program Assistant	1	1	1	1
Senior Center Manager	1	1	1	1
Total	3	3	3	3

OUTPUTS

Daily Attendance	32,591	36,405	34,087	35,791
Membership	3,217	3,608	3,512	3,688
Lunches Served	8,949	10,151	8,931	9,378

EFFICIENCIES

Seniors served per employee	10,864	12,135	11,362	11,930
New members registered	356	391	295	176
Lunches served per employee	2,983	3,384	2,977	3,126

EFFECTIVENESS

Membership Growth	12.4%	12.2%	9.2%	4.9%
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**GENERAL FUND
SWIMMING POOLS**

DIVISION DESCRIPTION

The Pools Division ensures that the City's two pools (Longbranch Pool and Pershing Pool) are maintained and operated in a safe and sanitary manner. Inspections of the filtering system, water quality and other sanitary and safety concerns are performed routinely. The Pools staff seeks to meet the increasing aquatic needs of our community and strives to ensure that all citizens can enjoy a safe fun swimming experience.

MAJOR DIVISION GOALS

- Maintain both City operated swimming pools to TML standards.
- Provide a safe aquatic facility and aquatics programming to all citizens.
- Enhance training program for lifeguards and pool managers.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2006-07

- Replaced necessary life saving equipment at both facilities to ensure compliance to TML.
- Hosted in-service training for all aquatics staff to ensure compliance to TML.
- Expanded swim lesson sessions to accommodate the increase in length of summer.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-08

- Provide a safe fun swimming experience for citizens of Killeen.
- Expand in-service training for all aquatics staff.
- Enhance learn to swim classes program by offering evening classes.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to the Pools Division for FY 2007-08

**GENERAL FUND
SWIMMING POOLS**

INPUTS	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
Expenditures				
Salaries	\$ 73,628	\$ 72,230	\$ 72,230	\$ 77,966
Supplies	30,999	32,775	30,500	33,700
Maintenance	1,943	5,200	4,750	4,674
Repairs	52	100	75	100
Support Services	16,840	17,870	16,750	17,983
Benefits	6,289	6,342	6,342	6,436
Major Capital Outlay	-	10,000	10,000	-
Total Expenditures	\$ 129,751	\$ 144,517	\$ 140,647	\$ 140,859

Personnel Summary / Position Title

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

Total	-	-	-	-
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OUTPUTS

Number of swimming lesson participants	480	570	510	570
Number of inservice training hours for all aquatics staff	6hrs	12hrs	12hrs	15hrs
Number of supported special event parties outside of regular pool hours	8	16	24	24
Daily pool attendance	13,699	14,500	16,500	16,500

EFFICIENCIES

Number of daily pool customers per average number of summer employees	548	580	660	660
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EFFECTIVENESS

Percentage passing rate for all swimming lesson levels.	90%	90%	90%	90%
Percentage of swimming lessons taught using American Red Cross standards.	100%	100%	100%	100%

**GENERAL FUND
COMMUNITY DEVELOPMENT**

DIVISION DESCRIPTION

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, promote suitable living environments, and expand economic opportunities for all citizens of Killeen—particularly low and moderate income citizens. The Community Development Block Grant is awarded to the City of Killeen via an entitlement grant program funded through the U.S. Department of Housing and Urban Development. This program allows the local community the flexibility to decide its funding priorities.

MAJOR DIVISION GOALS

- Improve human services delivery programs, including 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.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2006-07

- Provided \$109,756 towards the construction of the Home and Hope Shelter transitional housing unit.
- Provided \$75,000 towards the construction of the Lions Club Recreation and Senior Center parking lot.
- Made funding available to six (6) public services agencies providing assistance to Killeen residents.
- Completed renovations to the Killeen Food and Clothing Center for warehouse operations.
- Sought additional funding to expand the Elderly Transportation Program, resulting in a \$25,000 mid-year budget allocation from the City of Killeen.
- Assisted 11,975 residents via sidewalk and street improvements in CDBG residential neighborhoods.
- Provided funding for housing rehabilitation of 17 owner-occupied residential units.
- Completed 7 CDBG code enforcement clearance and demolition projects.
- Provided transportation services for 215 elderly Killeen residents.
- Created a full-time Downtown Project Manager position.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-08

- Provide funding in the amount of \$165,000 for housing rehabilitation.
- Allocate \$145,182.90 to six (6) public services agencies providing assistance to Killeen residents.
- Provide \$58,110.58 for emergency warning devices in CDBG areas.
- Complete \$55,795 worth of renovations to Killeen Food and Clothing Center for warehouse operations.
- Provide \$50,000 towards transportation services for elderly Killeen residents.
- Seek additional sources to fund the expansion of the Elderly Transportation Program.
- Provide \$25,245.19 towards a fire suppression system at two Head Start kitchens in Killeen.
- Provide funding towards architectural and engineering fees for the One Stop Social Services Center.
- Provide funding for Code Enforcement clearance and demolition of substandard structures.
- Provide funding for sewer rehabilitation in CDBG residential neighborhoods.

MAJOR NEW PROGRAMS AND SERVICES

There were no major new programs or services added to the Community Development Budget for FY 2007-08.

**GENERAL FUND
COMMUNITY DEVELOPMENT**

	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
INPUTS				
Expenditures				
Salaries	\$ 173,345	\$ 179,086	\$ 180,399	\$ 194,893
Supplies	4,289	5,581	4,966	5,426
Repairs	238	450	450	450
Support Services	85,047	23,770	23,620	23,911
Benefits	45,795	49,288	48,707	49,335
Capital Outlay	692	-	-	-
Total Expenditures	\$ 309,406	\$ 258,175	\$ 258,142	\$ 274,015
Personnel Summary / Position Title				
Director of Community Development	1	1	1	1
Community Development Program Manager	1	1	1	1
Community Development Specialist	1	1	1	1
Community Development Program Assistant	1	1	1	1
Total	4	4	4	4
OUTPUTS				
Public services *	2,681	24,775	3,291	2,699
Decent and Affordable housing	3	10	10	15
Street improvements-LMA** people	0	26,915	13,385	N/A
Sidewalk improvements-LMA people	4,782	4,834	5,661	N/A
Water & sewer improvements-LMA people	N/A	N/A	2,810	708
Homeless and other special needs populations	552	1,131	1,131	664
CDBG demolition and clearance of vacant and unsafe structures	12	17	10	23
EFFICIENCIES				
Public services costs per individual	\$55.38	\$4.71	\$43.97	\$53.79
Decent and Affordable housing per unit	\$3,152.00	\$5,000.00	\$5,501.00	\$6,000.00
Street improvements-LMA people	N/A	\$8.80	\$17.70	N/A
Sidewalk improvements-LMA people	\$1.31	\$3.10	\$2.65	N/A
Water & sewer improvements-LMA people	N/A	N/A	\$87.52	\$959.30
Homeless and other special needs populations per person	\$53.29	\$135.28	\$24.76	\$42.17
CDBG demolition and clearance of vacant and unsafe structures per unit	\$6,009.00	\$3,000.00	\$2,300.00	\$2,500.00
EFFECTIVENESS				
Public services	100.0%	100.0%	100.0%	100.0%
Decent and Affordable housing	9.4%	100.0%	22.6%	47.6%
Street improvements	N/A	100.0%	100.0%	N/A
Sidewalk improvements	62.5%	100.0%	100.0%	N/A
Water & sewer improvements	14.6%	N/A	85.4%	100.0%
Homeless and other special needs populations	81.7%	100.0%	100.0%	100.0%
CDBG demolition and clearance of vacant and unsafe structures	100.0%	100.0%	46.0%	100.0%

* Public services-projected year end is lower due to a change in the way the numbers are reported to HUD

**LMA means Low-Mod Area (describes an area where Low to moderate income residents live).

**GENERAL FUND
DOWNTOWN REVITALIZATION**

DIVISION DESCRIPTION

The Downtown Revitalization Program is a function within the direction of the Community Development Division, which provides guidance for the development, implementation and overall effectiveness of the downtown enhancement/revitalization program, activities, and functions in accordance with the City's mission and values, which incorporates concepts identified and adopted by the Killeen City Council. Activities will stimulate and revitalize the historic commercial aspects of the downtown area.

MAJOR DIVISION GOALS

- Plan for downtown revitalization.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2006-07

- Developed a Downtown Project Manager position that was approved during the mid year budget allocation process.
- Provided advertisement for the Downtown Project Manager position.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-08

- Create proposals for investment incentives, recruit and retain businesses, promote good designs and aesthetics in the downtown area.
- Work with local property owners and tenants to develop, organize and implement various programs designed for the revitalization of downtown Killeen.
- Develop implementation plans for initiatives such as promotional events, advertising, uniform store hours, special events, business recruitment.

MAJOR NEW PROGRAMS AND SERVICES

There were no major new programs or services added to the Downtown Revitalization Budget for FY 2007-08.

**GENERAL FUND
DOWNTOWN REVITALIZATION**

	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
<u>INPUTS</u>				
Expenditures				
Salaries	\$ -	\$ 18,980	\$ 18,980	\$ 46,483
Supplies	-	1,837	1,837	2,924
Maintenance	-	2,000	2,000	-
Support Services	-	7,910	7,910	9,160
Benefits	-	5,387	5,387	12,798
Capital Outlay	-	1,991	1,991	-
Total Expenditures	\$ -	\$ 38,105	\$ 38,105	\$ 71,365
Personnel Summary / Position Title				
Downtown Revitalization Project Manager	0	1	1	1
Total	0	1	1	1
<u>OUTPUTS</u>				
Number of promotional events, special events for business recruitment, retention	N/A	N/A	N/A	2
<u>EFFICIENCIES</u>				
Cost per promotional event, special event	N/A	N/A	N/A	\$4,580.00
<u>EFFECTIVENESS</u>				
Promotional events completed	N/A	N/A	N/A	100.0%

**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—particularly, 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

- Increase, improve, and maintain affordable housing for low and moderate income residents.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2006-07

- Completed six units of transitional housing units for youth in conjunction with Central Texas Youth Services.
- Provided funding to one (1) Community Housing Development Organization in the amount of \$72,192
- Provided \$72,713 for new housing construction via Habitat for Humanity
- Completed Killeen Ridge Point-172 unit affordable housing complex.
- Provided First Time Homebuyers assistance to qualified applicants.
- Provided Tenant Based Rental assistance to 6 Elderly Killeen residents.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-08

- Provide funding in the amount of \$188,513.60 for Tenant Based Rental Assistance to victims of domestic violence.
- Provide funding in the amount of \$232,189 for First Time Homebuyers assistance to qualified applicants.
- Provide funding in the amount of \$150,000 for Tenant Based Rental assistance to the Elderly
- Seek out & assist those agencies wanting to become a Community Housing Development Organization. (\$392,342.03 available)

MAJOR NEW PROGRAMS AND SERVICES

There were no major new programs or services added to the Home Program Budget for FY 2007-08.

**GENERAL FUND
HOME PROGRAM**

	Actual		Budget		Projected		Target
	2005-06		2006-07		2006-07		2007-08
<u>INPUTS</u>							
Expenditures							
Salaries	\$ 31,675	\$	29,330	\$	29,330	\$	32,054
Supplies	2,288		2,240		1,975		2,206
Support Services	6,148		7,620		7,770		7,654
Benefits	8,950		9,461		9,415		9,423
Total Expenditures	\$ 49,061	\$	48,651	\$	48,490	\$	51,337
 Personnel Summary / Position Title							
Home Program Coordinator	1		1		1		1
Home Program Assistant	1		1		1		1
Total	2		2		2		2
 <u>OUTPUTS</u>							
Number of decent and affordable housing units assisted with federal, state, and local funds	33		15		58		31
 <u>EFFICIENCIES</u>							
Average cost of decent and affordable housing services funded	\$8,475.47		\$11,618.00		\$24,340.00		\$10,920.00
 <u>EFFECTIVENESS</u>							
% of decent and affordable housing funds expended	100.0%		29.8%		80.4%		100.0%
 % of decent and affordable housing funds expended	 100.0%		 29.8%		 80.4%		 100.0%

**GENERAL FUND
PUBLIC WORKS**

DEPARTMENT DESCRIPTION

The Public Works Department provides the citizens of Killeen with quality infrastructure systems and orderly planning and development. Public Works includes the following departments/divisions:

- Public Works Administration
- Engineering
- Traffic
- Street Services
- Planning
- Water Distribution
- Sanitary Sewer Collection
- Water & Sewer Operations
- Solid Waste Collection [Residential & Commercial]
- Recycling Center
- Solid Waste Transfer & Disposal
- Right-of-Way Mowing
- Drainage Utility & Maintenance
- Major Capital Improvements Projects

MAJOR DEPARTMENT GOALS

- Maintain a safe and healthy environment for the City's residents and visitors and provide for the highest quality of life through professional engineering, maintenance and operational services for the City infrastructure and public streets.
- Develop and implement a comprehensive, five-year streets maintenance and repair program.
- Maintain a water/sewer/drainage strategy and programs to support City of Killeen growth through master planning.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2006-07

- Completed construction of the Andy K. Wells Hike & Bike Trail.
- Completed construction of South Clear Creek Sewer line / Lift Station #26.
- Completed construction of North Reece Creek Interceptor, Phase IV / Lift Station #21 and Force Main; Rock Creek Interceptor / Lift Station 24 & 24A and force mains.
- Adopted the 2007 Water & Wastewater Master Plan.
- Received the 2007 Texas Public Works Association (TPWA) Project of the Year (Environmental) Award for the East Side Infrastructure Project.
- Awarded a contract for the construction of Elms/Cody Poe/Edgefield/Robinett Road(s) project.
- Acquired right-of-way for the SH 195 / SH 201 Grade Separation project.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-08

- Review and reorganize the Public Works organization to align staff and equipment into a more effective and productive organization by combining similar operations and improving facilities that house both administrative and operation functions.
- Expanding operations and staff to ensure compliance with state regulations related to Cross Connection Control & Backflow Prevention. Compliance requires inspection of all new backflow devices and annual inspection of existing backflow devices located within the corporate limits of Killeen.
- Initiate conditional assessment studies of key infrastructure systems.
- Expand infrastructure to meet new demands and upgrade existing infrastructure to bring it up to standards.

MAJOR NEW PROGRAMS AND SERVICES

- Construct an office wall at the Annex.

**GENERAL FUND
PUBLIC WORKS**

	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
<i>INPUTS</i>				
Expenditures				
Salaries	\$ 140,951	\$ 145,660	\$ 147,929	\$ 160,893
Supplies	1,265	5,143	3,018	4,944
Repairs	-	1,500	1,300	1,000
Support Services	6,828	9,460	9,242	11,134
Benefits	34,066	37,213	37,421	38,335
Capital Outlay	-	35,977	35,977	-
Total Expenditures	\$ 183,110	\$ 234,953	\$ 234,887	\$ 216,306

Personnel Summary / Position Title

Director of Public Works	1	1	1	1
Executive Assistant	1	1	1	1
Total	2	2	2	2

OUTPUTS

Number of Bond Projects Designed and/or Under Design	28	36	33	24
Number of Plats & Construction Plans Reviewed for Engineering Support	309	465	300	300
Value (total) of Bond CIP Projects Under Design and/or Construction	27,865,866	60,000,000	\$38,556,990	\$48,824,344

EFFICIENCIES

Average Number of Projects Per Engineer	9	12	11	8
Average \$ Value of Capital Projects Per Engineer	6,966,467	20,000,000	\$9,639,248	\$12,206,086
Average Number of Design & Construction Reviews per Engineer	37	52	44	32

EFFECTIVENESS

% of Projects Under Design within 180 Days of Sale of Bonds or Certificate of Obligations Issued	100%	90%	14.0%	90.0%
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GENERAL FUND ENGINEERING

DIVISION DESCRIPTION

The mission of the Engineering Division is to provide professional engineering management services to citizens and the builder/developer community to ensure water, sewer, drainage, and transportation infrastructure is designed, constructed, operated, and maintained in accordance with regulatory standards and good industry practices. Key processes and activities performed by the division include review of subdivision plats and commercial development plans for codes and standards conformance; review of construction plans set for new development and re-development; inspection and testing of construction elements to ensure compliance with plans and specifications; development of project scopes of work and contracts for capital improvement studies and designs; project management and contract administration of Master Plan and GO Bond public infrastructure improvements; performance of traffic impact and enhancement studies; and analysis and evaluation of public infrastructure adequacy and functionality.

MAJOR DIVISION GOALS

- Sound fiscal management of capital improvement projects.
- Conformance with established standards to ensure the City maintains an acceptable regulatory compliance rating.
- Familiarity with “state of the industry” design, construction, operation, and maintenance standards for public works infrastructure projects.
- Responsive support of the citizen and builder/developer community infrastructure development needs.
- Improvement of infrastructure development and technical design standards.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2006-07

- Reviewed 125 subdivision plats and 120 commercial development plan sets.
- Conducted approximately 1,100 right-of-way improvement construction inspections.
- Oversaw public works infrastructure construction in approximately 70 new residential subdivisions entailing 18 miles of new water mains; 18 miles of new sewer mains; and 40 miles of paved streets.
- Developed a comprehensive Water and Wastewater Master Plan Update.
- Completed the development of the water and sewer enterprise Geographic Information System (GIS).
- Completed the engineering design for rehabilitation of Cody Poe Road, Edgefield Road, South Robinett Road, and Elms Road extension to SH 201.
- Completed engineering design and prepared bid package for Phase IV Septic Tank Elimination Program.
- Deployed Cityworks Computerized Maintenance Management System.
- Completed a School Traffic Zone Safety Enhancement Study.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-08

- Complete 100% construction of the Water and Wastewater Master Plan 2004 Bond projects.
- Prepare engineering design and bid documents for \$21 million in Water and Wastewater Master Plan 2007 Bond Projects.
- Construct Phase IV Septic Tank Elimination Program.
- Implement a program to address the United States Environmental Protection Agency (USEPA) Stage 2 Disinfectant and Disinfection By-Products Rule.
- Develop scope of work for development of program to address USEPA Capacity, Management, Operations and Maintenance requirements for wastewater collection system operators.
- Coordinate Right-of-Way (ROW) acquisition negotiations for Trimmer Road and Watercrest Road Rehabilitation Projects.
- Complete 100% construction of \$6.3 million in major thoroughfare improvement projects.
- Complete engineering design and 75% construction of \$2 million in Downtown Streets Improvements.
- Complete \$450,000 Traffic Light Synchronization project.
- Complete draft Water and Wastewater, Drainage, and Streets Technical Design Manuals for development.
- Develop Engineering Division website and post standard design guides.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to Engineering - General Fund for FY 2007-08.

**GENERAL FUND
ENGINEERING**

	Actual 2005-06		Budget 2006-07		Projected 2006-07		Target 2007-08
INPUTS							
Expenditures							
Salaries	\$ 102,764	\$	125,964	\$	123,650	\$	137,499
Supplies	6,187		7,631		7,849		7,380
Repairs	4,024		5,596		2,200		5,500
Support Services	78,300		78,010		77,511		80,420
Benefits	26,703		33,122		31,838		33,682
Capital Outlay	2,058		-		-		-
Total Expenditures	\$ 220,036	\$	250,323	\$	243,048	\$	264,481

Personnel Summary / Position Title

City Engineer	1		1		1		1
Senior Construction Inspector	1		1		1		1
Total	2		2		2		2

OUTPUTS

2004 Water & Sewer Bond Issue (\$21 Mil)							
Under Design (Projects)	10		0		10		2
Under Construction (Projects)	14		7		12		4
Completed (Projects)	4		14		20		6
2004 Streets/Traffic Bond Issue (\$10 Mil)							
Under Design (Projects)	7		4		3		2
Under Construction (Projects)	2		2		4		6
Completed (Projects)	5		8		1		8
2007 Water & Sewer Bond Issue (\$21 Mil)							
Under Design (Projects)	NA*		NA*		NA*		6
Under Construction (Projects)	NA*		NA*		NA*		5
Completed (Projects)	NA*		NA*		NA*		0
Construction Plan Review (Sets)	309		300		300		300

EFFICIENCIES

CIP Project contracts for Public Works (Projects)	42		45		41		45
Average number of Project Contracts per Engineer	11		11		13		11

EFFECTIVENESS

Percent of projects where project cost exceeds project cost estimate by greater than 15%	N/A*		<5%		9.7%		<5%
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* New Performance Measure - Data not available.

**GENERAL FUND
TRAFFIC**

DIVISION DESCRIPTION

The Traffic Division installs all traffic control devices to include traffic signals, electrical wiring, school zone flashers and regulatory signs. In agreement with Texas Department of Transportation, the division performs preventative maintenance on traffic signals within the US 190 corridor. In addition to these duties, the division provides electrical maintenance on all city owned facilities.

MAJOR DIVISION GOALS

- Provide scheduled maintenance on the City's 81 traffic signals and 46 school flashers monthly.
- Perform scheduled electrical maintenance and repairs at 81 city owned facilities.
- Perform maintenance and repair on over 10,000 City owned signs.
- Install, upgrade, and maintain adequate signage at 36 school campuses.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2006-07

- Performed repair and maintenance on 1,423 signs.
- Replaced 125 obsolete sign poles.
- Upgraded the population numbers on existing City Limit signs in cooperation with TXDOT.
- Provided electrical power to vendors for City of Killeen 125th Birthday Celebration.
- Upgraded school signs at 7 campuses in the City.
- Provided training for six (6) employees at the International Municipal Signal Association (IMSA) certification conference.
- Attended City Works (GIS) Conference in Park City, Utah.
- Attended the 70th Annual IMSA Southwestern Section Conference in Houston, Texas.
- Installed traffic monitoring hardware and communication systems on WS Young Drive and Trimmier Road for the projected thoroughfares in cooperation with the Signal Synchronization Program.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-08

- Provide required maintenance for all traffic control devices.
- Upgrade school signs for 7 of the remaining 27 campuses to be completed by 2011.
- Provide electrical maintenance for the 81 City owned facilities.
- Install traffic monitoring software in cooperation with the Signal Synchronization Program.

MAJOR NEW PROGRAMS AND SERVICES

- Incentive Pays for Sign and Signal Traffic Technicians

**GENERAL FUND
TRAFFIC**

INPUTS	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
Expenditures				
Salaries	\$ 290,683	\$ 363,598	\$ 358,760	\$ 399,752
Supplies	40,003	45,376	45,800	48,588
Maintenance	48,879	50,000	40,000	40,000
Repairs	52,071	58,394	41,250	57,294
Support Services	122,235	125,637	130,450	131,924
Benefits	88,601	109,581	110,300	111,855
Major Capital Outlay	-	150,000	150,000	-
Capital Outlay	-	-	-	1,500
Total Expenditures	\$ 642,472	\$ 902,586	\$ 876,560	\$ 790,913

Personnel Summary / Position Title

Assistant Traffic Superintendent	1	0	0	0
Electrical Maintenance Technician	2	2	2	2
Senior Sign Technician	1	0	0	0
Senior Signal Technician	1	1	1	1
Sign Crew Supervisor	0	1	1	1
Sign Technician	1	1	1	1
Traffic Signal Supervisor	0	1	1	1
Traffic Signal Technician	1	1	1	1
Traffic Superintendent	1	1	1	1
Truck Driver	2	2	2	2
Total	10	10	10	10

OUTPUTS

Number of Traffic Signal Work Orders	575	650	845	1,008
Number of Sign Work Orders	1,620	1,950	1,263	1,200
Number of School Sign Work Orders	160	200	112	150
Number of Electrical Work Orders	440	500	340	300

EFFICIENCIES

Average number of work orders per each 2 member crew	698	825	640	664
Average number of hours per work order	2.0	2.5	2.0	2.0

EFFECTIVENESS

% of Traffic Signal work orders completed within 3 days of initial request	95.0%	98.0%	96.0%	98.0%
% of Sign work orders completed within 3 days of initial request	92.0%	98.0%	94.0%	98.0%
% of School Sign work orders completed within 3 days of initial request	90.0%	95.0%	90.0%	95.0%
% of Electrical work orders completed within 3 days of initial request	92.0%	95.0%	93.0%	95.0%

GENERAL FUND STREET

DIVISION DESCRIPTION

The Street division provides well maintained 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 gutters. In addition, the Street division performs scheduled pavement maintenance through crack sealing, seal coating, and hot mix overlays. The division provides street sweeping services and pavement marking maintenance.

MAJOR DIVISION GOALS

- Provide superior pavement maintenance services by performing preventative maintenance repairs on 1,442 lane miles of street.
- Sweep 4,390 curb miles of street across the entire City once per quarter.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2006-07

- Placed surface treatments on 15.41 lane miles of street in Community Development Block Grant (CDBG) target areas.
- Applied Underseal & Overlay to 2.26 lane miles of street.
- Sealcoat applied to 42.59 lane miles of street.
- Completed unscheduled repair to 2,200 square yards of failed streets due to May 2007 floods.
- Installed 3,500 linear feet of French Drain in damaged streets from sub-surface water.
- Implemented Cityworks Asset Management System.
- Acquired Micro-Paver Pavement Management Software.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-08

- Reduce the amount of time it takes to assess and record customer service requests by 25%.
- Apply surface treatments to 126 lane miles of street.
- Apply thermoplastic to intersections on the W.S. Young corridor, Rancier corridor, Trimmier corridor and Elms Road corridor.
- Repair an estimated 35 roadway drainage projects at various locations.
- Increase the number of potholes repaired by 75%.

MAJOR NEW PROGRAMS AND SERVICES

- 2 Pothole Patching Teams (2 truck drivers and 2 street service workers)
- Increased Funding for Street Maintenance

**GENERAL FUND
STREET**

	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
<i>INPUTS</i>				
Expenditures				
Salaries	\$ 1,129,655	\$ 1,253,041	\$ 1,178,688	\$ 1,500,914
Supplies	144,932	160,789	163,511	178,653
Maintenance	705,644	730,000	733,730	985,000
Repairs	210,628	192,650	190,228	182,200
Support Services	63,567	73,537	68,756	69,951
Benefits	352,704	407,242	427,919	443,158
Capital Outlay	134,375	311,001	300,656	20,331
Total Expenditures	\$ 2,741,505	\$ 3,128,260	\$ 3,063,488	\$ 3,380,207

Personnel Summary / Position Title

Director of Street Services	1	1	1	1
Street Services Superintendent	1	1	2	2
Equipment Operator	8	8	8	8
Principal Secretary	1	1	1	1
Street Maintenance Supervisor	7	7	6	6
Street Service Worker	7	7	7	9
Truck Driver	13	13	13	15
Welder	1	1	1	1
Total	39	39	39	43

OUTPUTS

Sealcoat (Lane Mile)	45.75	42.59	42.59	60
Crackseal (Lane Mile)	68.59	97.62	64.39	50
Sweep (Curb Mile)	15,772	17,312	17,368	17,560

EFFICIENCIES

Average Time to Sealcoat a Lane Mile (hours)	2.20	2.20	2.20	2.10
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EFFECTIVENESS

% of Pothole and Utility Cut Requests Repaired within 48 hours	92.0%	92.0%	94.0%	95.0%
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GENERAL FUND PLANNING

DIVISION DESCRIPTION

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 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, provides long range assessments of the City's needs and programs.

MAJOR DIVISION GOALS

- Provide timely growth of the tax base and enhance the quality of life of the community by processing 95% of development plats to completion within state mandated timelines.
- Provide efficient and accurate land use data management services to citizens, developers and builders by recording 95% of land management transactions in the Geographic Information System (GIS) within 15 days of receipt of closing case document.
- Provide high quality customer service to citizens, builders, developers and neighborhood groups by processing 95% of land use inquiries within 48 hours.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2006-07

- Assisted the development community and individual citizens with the process of platting and replatting properties and recording documents in Bell County Deed Records, including exceeding the Division's goals by processing 100% of the 105 cases to completion with state-mandated timelines.
- 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 Commission and City Council.
- Exceeded the Division's goal of recording land management transactions in the GIS by recording 97% of the 181 cases within 15 days of receipt of closing documents.
- Assisted the Killeen Chamber of Commerce in their efforts to broaden business diversity and expand the economic base by providing positive, timely enterprise and information land use data.
- Amended the City's Subdivision Ordinance to establish and codify: exclusion of reserve strips; city-owner agreements; subdivision ingress/egress requirements; and requirement/process for land disturbance permits.
- Assisted KISD in their analysis of development and future growth areas to determine appropriate future school sites.
- Participated in the Killeen-Temple Urban Transportation Study (K-TUTS), the Metropolitan Planning Organization for the planning of the regional transportation network.
- Administered major updates to the City's Thoroughfare Plan as accepted and approved by City Council.
- Amended the City's Zoning Ordinance to establish provisions for off-premises real estate signs.
- Awarded Certificate for Planning Excellence by the Texas Chapter of the American Planning Association for the 6th consecutive year.
- Completed draft Request for Qualifications (RFQ) for Comprehensive Plan consultants/contract.
- Provided exceptional mapping support for critical City projects (i.e. single-member district voting process, sexual predator ordinance, redistricting study, Downtown Revitalization Plan, Extra Terrestrial Jurisdiction (ETJ) boundary agreement, off-premises sign location map) as well as other key Division initiatives (aerial mapping projects, developing GIS features from CAD-only files, updating Census 2010 boundary data).
- Implemented a plan to assure active monitoring of cleanliness/maintenance of local HOP bus shelters.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-08

- Meet development plat and zoning case processing goals.
- Implement the Laserfiche system (enhanced digital storage and research/analysis capabilities for case files).
- Reduce the plat processing time and associated costs by automating the review and plat distribution process.
- Implement the next phase of the City of Killeen Annexation Study as approved by the City Council.

MAJOR NEW PROGRAMS AND SERVICES

- Mapping AutoDesk Training and Environmental Systems Research Institute (ESRI) Training
- Zoning Analyst Software and Survey Analyst Software (Funded in the Information Technology Account.)

**GENERAL FUND
PLANNING**

	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
<i>INPUTS</i>				
Expenditures				
Salaries	\$ 266,731	\$ 368,342	\$ 366,236	\$ 411,129
Supplies	12,119	11,323	12,087	10,900
Support Services	9,379	13,669	13,319	20,680
Benefits	72,030	106,665	99,500	109,554
Capital Outlay	3,317	2,100	2,094	400
Total Expenditures	\$ 363,576	\$ 502,099	\$ 493,236	\$ 552,663
Personnel Summary / Position Title				
Director of Planning	1	1	1	1
City Planner	1	1	1	1
Senior Planner	1	1	1	1
Senior GIS/CAD Technician	1	1	1	1
GIS/CAD Technician	2	2	2	2
Planning Assistant	1	1	1	1
Principal Secretary	1	1	1	1
Planning Clerk	0	1	1	1
	8	9	9	9
<i>OUTPUTS</i>				
Plat Cases	111	105	105	100
Zoning Cases	107	92	80	80
Number of Land Management Transactions recorded in the GIS	N/A*	197	181	171
<i>EFFICIENCIES</i>				
Average days to process Plat Cases	60	60	60	60
Average days to process Zoning Cases	60	60	60	60
<i>EFFECTIVENESS</i>				
% of plat cases processed to completion within state mandated timelines.	N/A*	95%	100%	95%
% of zoning cases processed to completion without error.	N/A*	90%	98%	90%
% of land management transactions recorded in the GIS within 15 days of receipt of closing case document.	N/A*	95%	97%	95%

* New Performance Measure - Data not available.

GENERAL FUND POLICE

DEPARTMENT DESCRIPTION

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) We will maintain the highest level of integrity 2) We will engage in open honest communication 3) We will treat all persons with compassion, respect and dignity 4) We will be self critical and accountable for our commitments and results 5) We will always seek to provide the highest quality service and, 6) We will 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 program 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

- 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 2006-07

- Aggressively sought qualified applicants for the police officer positions bringing tentative staffing level to 96% filled.
- Completed two Basic Police Academy's; training 36 officers to be introduced to the Field Training Program.
- Increased the Criminal Investigative Division staffing level from 66% to 77%.
- Held 4 Community forms to continue to provide open communications with all segments of the community.
- Applied the Comp-Stat methodology to identify and abate criminal activities.
- Encouraged officers to participate in the College Tuition Reimbursement Program improving the academic foundation of all employees.
- New digital video backend server and front end capture system was implemented into the new patrol fleet.
- A new Evidence Processing Laboratory Station was procured and is in service.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-08

- Improve human capital by hiring, developing and maintaining the right people.
- Improve public perception of the police department by increasing community outreach through public forums that discuss police issues and quality of life concerns.
- Enhance the organization's performance by meeting the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) deadline for policy revision and inspections, and by maintaining Texas Commission on Law Enforcement Officer Standards and Education (TCLEOSE) standards.
- Improve service to the public by anticipating future citizen needs utilizing information from community forums, improving our service approach for new and existing customers, increasing pro-active patrol services to citizens, and reducing calls for service response times.
- Advance the deployment of technology by using the Field Reporting Committee's recommendation to create a wireless connection between the Mobile Data Terminals and the department records management system for the purpose of field reporting.

MAJOR NEW PROGRAMS AND SERVICES

- 4 Downtown Walking Patrol Officers
- 4 Patrol Officers
- 4 Motorcycle Officers
- 5 Detectives in the Criminal Investigation Division
- 2 Evidence Technicians
- Midsize Sedan and Full Size SUV Replacement Fleet
- Bilingual Pay

**GENERAL FUND
POLICE**

	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 10,832,443	\$ 12,323,709	\$ 12,244,410	\$ 13,979,097
Supplies	789,574	798,207	762,122	865,070
Repairs	350,608	300,473	296,133	277,965
Support Services	618,683	670,051	574,545	681,809
Benefits	2,850,377	3,451,882	3,354,893	3,694,889
Capital Outlay	691,707	911,906	911,484	331,042
Reimbursable Expense	(274,744)	(473,800)	(408,410)	(246,357)
State and Federal Grants	30	-	-	-
Total Expenditures	\$ 15,858,678	\$ 17,982,428	\$ 17,735,177	19,583,515
Personnel Summary / Position Title				
Chief of Police	1	1	1	1
Assistant Chief of Police	1	1	1	1
Communications Specialist	4	4	4	4
Crime Prevention Coordinator	1	1	1	1
Crime Statistical Analyst	1	1	1	1
Crime Victim Liaison	0	0	1	1
Evidence Manager	1	1	1	1
Evidence Technician	1	1	1	3
Executive Assistant	1	1	1	1
Finance Manager	1	1	1	1
Intelligence Manager	1	1	1	1
Jailer	2	2	2	2
Police Captain	4	4	4	4
Police Clerk	12	10	10	10
Police Fiscal Specialist	1	3	3	3
Police Lieutenant	8	8	8	8
Police Officer	162	176	176	193
Police Personnel & Equipment Specialist	0	0	1	1
Police Records Supervisor	1	1	1	1
Police Sergeant	18	18	18	18
Police Training Assistant	1	1	1	1
Principal Secretary	1	1	1	1
Public Service Officer	20	20	20	20
Senior Secretary	4	4	4	4
Sex Offender Coordinator	0	0	1	1
Special Projects Coordinator	1	1	1	1
Technology Unit Technician	1	1	2	2
Total	249	263	267	286
<u>OUTPUTS</u>				
Calls for Service Work Load	122,751	126,368	128,675	135,197
Part 1 Violent Crimes Filed (Uniform Crime Rpt)	6,656	7,020	6,741	6,680
Vehicle Accidents Reported	3,297	3,028	3,426	3,368
<u>EFFICIENCIES</u>				
Cost per Call for Service	\$131.43	\$146.05	\$141.00	\$146.67
<u>EFFECTIVENESS</u>				
Citizens Satisfaction %	N/A*	90.0%	89.0%	90.0%
Part 1 Violent Crimes Cleared (TX Standard 18%)	16.0%	18.0%	15.1%	18.0%

* New Performance Measure - Data not available.

**GENERAL FUND
ANIMAL CONTROL**

DIVISION DESCRIPTION

The Animal Control section protects the health and safety of both humans and animals through enforcement of all Federal, State and Local Laws and City Ordinances in regards to any types of animals within the city limits of Killeen. Rabies control, public safety and the protection of animals are the division's primary goals. Informing the public through education and awareness on animal related matters helps to achieve these goals.

*Animal Control is a section within the Police Department and is only a separate Division for budgeting purposes.

MAJOR DIVISION GOALS

- Enforce State and Local laws to make the city a safer place for the animals and humans that live here.
- Encouraging the sterilization of pets to decrease the number of unwanted animals euthanized.
- Increase public awareness on animal related issues to include rabies and basic animal care.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2006-07

- Plans were developed for the incinerator construction and additional kennel space; and preparations begun for new construction in accordance with an approved bond package.
- Hours of operation were extended in order to better provide for citizens' requests for animal control services.
- Procedures were approved and implemented for the refrigeration and disposal of animal remains to improve health and safety conditions.
- Improved the information services to the community on animal impound activity and adoption availability through the new web interface.
- Improved the facility operations and streamlined animal management through the use of the new statistical data that is maintained in the new Animal Control software.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-08

- Enhance in-service training and software training for all employees.
- Expand public awareness programs and community relations through increased scheduling of programs and revision of the City website.
- Replace existing telephone system with more efficient equipment.
- Expand upon volunteer services and related programs by performing recruiting drives and soliciting through the website.
- Perform statistical analysis of staff functions to determine areas of improvement that may be needed.
- Complete proposed construction of the animal incinerator and additional kennel space and implement use of the new facilities.
- Complete review and updates to the operational guidelines.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or service added to Animal Control for FY 2007-08.

**GENERAL FUND
ANIMAL CONTROL**

	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
<i>INPUTS</i>				
Expenditures				
Salaries	\$ 200,176	\$ 230,256	\$ 231,481	\$ 252,667
Supplies	37,506	41,800	40,198	41,920
Repairs	4,022	3,500	4,237	3,075
Support Services	26,513	28,179	25,708	27,745
Benefits	61,894	75,366	68,202	78,962
Capital Outlay	37,713	18,000	-	840
Total Expenditures	\$ 367,824	\$ 397,101	\$ 369,826	\$ 405,209
Personnel Summary / Position Title				
Animal Control Assistant	1	1	2	2
Animal Control Attendant	1	1	1	1
Animal Control Officer	5	5	5	5
Animal Control Supervisor	1	1	1	1
Total	8	8	9	9
<i>OUTPUTS</i>				
Routine Calls for Service	9,851	10,200	10,500	11,649
After Hour Emergency Calls	468	450	500	450
Animals Impounded	4,465	5,250	5,000	5,250
Animals Adopted	1,079	1,250	1,400	1,575
<i>EFFICIENCIES</i>				
Calls for Service per Animal Control Officer	2,064	2,130	2,200	2,420
<i>EFFECTIVENESS</i>				
Citizens Satisfaction	N/A*	90.0%	87.0%	90.0%
% of Animals Adopted	N/A*	23.8%	28.0%	30.0%

* New Performance Measure - Data not available.

**GENERAL FUND
FIRE**

DIVISION DESCRIPTION

The Killeen Fire Department (KFD) serves the citizens of Killeen with full Fire, EMS, Rescue and Haz-Mat response capability. KFD provides this service with 7 fire stations and 191 full time personnel. Administration's responsibilities are oversight of personnel issues and the full service training facility with an open to the public accredited fire academy. With a contractual agreement with KISD career and technical education program an accredited fire academy for high school students is provided. There is a support service section for equipment maintenance. A fire prevention section provides for fire code safety inspections, fire and arson investigation, plan reviews and public fire education.

MAJOR DIVISION GOALS

- Secure fire station land sights for future city growth to provide efficient response, fire stations located within 1.5 miles of 90 percent of all structures
- Construction of fire stations of 1, 8 , and 9
- A fully functioning fire training burn facility and field
- Achieve a fire department work force demographically represented of Killeen's population
- Rank driver position for all apparatus

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2006-2007

- Acquired land for Fire Station 8 and A & E for station 8 and 1 currently in process. Station 1 land soon to close.
- Expanding hazardous material team specialized training
- Fire prevention paperless conversion in process
- Fire company inspection program implemented
- Purchase biphasic defibrillators for all ambulances

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-08

- Complete construction for fire station 1 and 8
- Begin construction of fire station 9 and training burn facility and field
- Remodel fire stations –central, 3, and 5
- Continue installation engine bay ventilation systems

MAJOR NEW PROGRAMS AND SERVICES

- Hazmat Level A Suits
- 18 Paramedic School Positions
- Phones for Station 8

**GENERAL FUND
FIRE**

INPUTS	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
Expenditures				
Salaries	\$ 6,757,162	\$ 8,086,666	\$ 8,054,323	\$ 9,635,703
Supplies	515,962	765,456	775,458	675,895
Maintenance	2,471	8,000	8,500	2,500
Repairs	188,961	290,057	302,457	167,500
Support Services	230,706	451,855	426,575	341,154
Benefits	1,854,442	2,398,861	2,145,474	2,532,428
Designated Expenses	-	-	-	-
Major Capital Outlay	3,822	-	-	-
Capital Outlay	128,769	569,484	558,784	23,261
Reimbursable Expense	-	-	-	-
Total Expenditures	\$ 9,682,295	\$ 12,570,379	\$ 12,271,571	\$ 13,378,441

Personel Summary / Position Title

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	100	154	154	154
Fire Chief	1	1	1	1
Fire Prevention Officer	3	3	3	3
Lieutenant	22	25	25	25
Principal Secretary	2	2	2	2
Total	137	194	194	194

OUTPUTS

Fire and Emergency Medical Service responses by volume	15,718	17,195	19,000	20,000
Fire education Killeen Independent School District children by volume	25,925	27,000	17,979	20,000
Bussines fire inspections by volume	1,240	2,000	1,565	2,000
cadets completing training academy	50	60	65	65

EFFICIENCIES

Fire and Emergency Medical Service responses by station	2619	2865	3166	3333
Fire education children per program	159	160	122	160
Inspections per Full Time Employee	1275	1300	1565	1565

EFFECTIVENESS

Percentage of total responses 5 minutes or less	38.0%	37.0%	39.0%	40.0%
Percentage total Killeen Independent School District children reached	60.0%	80.0%	60.0%	80.0%
Percentage of total bussines inspected	31.0%	50.0%	31.0%	60.0%
Percentage of cadets passing Texas Commission on Fire Protection	100.0%	100.0%	100.0%	100.0%

GENERAL FUND

NON-DEPARTMENTAL

DESCRIPTION:

The General Fund Non-Departmental budget is used to account for expenditures not directly related to any specific department.

CONSOLIDATED:

This division includes appropriations budgeted for professional services, insurance, industrial development, City dues and memberships, tax appraisal district fees and other miscellaneous charges.

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.

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.

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.

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**

CONSOLIDATED

	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
EXPENDITURES				
Salaries	\$ -	\$ -	\$ -	\$ 17,400
Supplies	4,762	7,000	7,000	7,000
Maintenance	167,588	224,250	224,250	181,100
Support Services	1,318,731	1,572,284	1,572,599	1,581,779
Benefits	-	-	-	3,594
Designated Expenses	525,901	1,736,096	575,421	606,400
Capital Outlay	1,855	-	-	-
Major Capital Outlay	8,180	-	-	-
Total Expenditures	\$ 2,027,017	\$ 3,539,630	\$ 2,379,270	\$ 2,397,273

AVENUE D BUILDING - MUNICIPAL ANNEX

	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
EXPENDITURES				
Supplies	\$ 9,247	\$ 11,700	\$ 11,700	\$ 11,700
Maintenance	-	10,000	10,000	10,000
Repairs	20,934	21,850	21,850	21,850
Support Services	70,285	98,000	98,000	96,000
Total Expenditures	\$ 100,466	\$ 141,550	\$ 141,550	\$ 139,550

PUBLIC SERVICES

	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
EXPENDITURES				
Support Services	\$ 1,012,454	\$ 439,144	\$ 2,540,985	\$ 488,577
Transfers	929,201	1,250,000	1,250,000	300,000
Total Expenditures	\$ 1,941,655	\$ 1,689,144	\$ 3,790,985	\$ 788,577

STREET LIGHTS

	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
EXPENDITURES				
Support Services	\$ 635,130	\$ 715,000	\$ 715,000	\$ 750,000
Total Expenditures	\$ 635,130	\$ 715,000	\$ 715,000	\$ 750,000

**GENERAL FUND
NON-DEPARTMENTAL**

CITY HALL

	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
<i>EXPENDITURES</i>				
Supplies	\$ 14,382	\$ 23,000	\$ 23,000	\$ 22,000
Repairs	47,254	45,500	45,500	45,500
Support Services	573,210	617,042	617,042	372,400
Total Expenditures	\$ 634,846	\$ 685,542	\$ 685,542	\$ 439,900

INFORMATION TECHNOLOGY

	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
<i>EXPENDITURES</i>				
Supplies	\$ 40,507	\$ 45,500	\$ 45,000	\$ 45,000
Maintenance	215,535	259,535	250,000	295,055
Repairs	10,758	41,752	40,000	42,500
Support Services	85,147	123,745	123,745	137,140
Capital Outlay	391,973	431,856	452,385	455,834
Total Expenditures	\$ 743,920	\$ 902,388	\$ 911,130	\$ 975,529

BELL COUNTY COMMUNICATION CENTER

	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
<i>EXPENDITURES</i>				
Support Services	\$ 641,079	\$ 619,095	\$ 619,095	\$ 664,493
Total Expenditures	\$ 641,079	\$ 619,095	\$ 619,095	\$ 664,493

AVIATION FUND

The Aviation Fund is one of the five 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

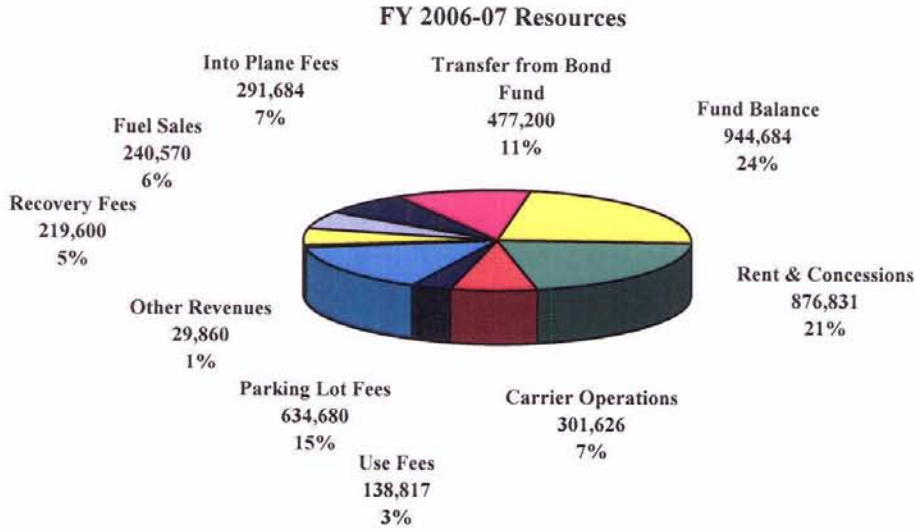
FY 2007-08

	2005-06	2006-07	2006-07	2007-08
	ACTUAL	ADOPTED	ESTIMATED	ADOPTED
BEGINNING FUND BALANCE				
Prior Period Adjustment	46,925			
Unreserved Fund Balance	614,655	944,684	844,159	1,099,830
TOTAL BEGINNING FUND BALANCE	661,580	944,684	844,159	1,099,830
REVENUES				
Airport Rent & Concessions	875,690	876,831	850,663	895,152
Air Carrier Operations	232,386	301,626	285,922	304,723
Airport Use Fees	118,214	138,817	129,424	160,762
Airport Parking Lot Fees	534,061	634,680	632,190	690,366
Fuel Sales	174,314	240,570	154,077	216,500
Operating Supplies	28	60	0	60
Into Plane Fees	268,532	291,684	303,389	364,000
CIP Recovery Fees	228,821	219,600	188,440	219,870
Miscellaneous Receipts	1,897	1,800	11,358	3,000
Interest Earned	31,680	28,000	70,822	54,000
FAA Grants	501,222	1,282,500	375,173	1,045,000
FAA Grants Prior Years	9,729,440	4,388,131	3,393,518	1,562,308
TXDOT Grant	84,792	0	155,206	0
TXDOT Grant Match	21,198	0	48,802	0
Transfer from Bond Fund	500,000	477,200	477,200	0
TOTAL CURRENT REVENUES	13,302,275	8,881,499	7,076,184	5,515,741
TOTAL FUNDS AVAILABLE	13,963,855	9,826,183	7,920,343	6,615,571
EXPENSES				
Airport Operations	2,358,810	2,832,005	2,734,707	2,866,335
Cost of Goods Sold	143,022	232,092	148,808	208,792
Information Technology	29,229	108,360	107,755	298,713
Airport Non-Departmental	74,296	60,552	60,552	53,182
TOTAL OPERATING EXPENSES	2,605,357	3,233,009	3,051,822	3,427,022
Robert Gray Army Airfield Projects	10,514,339	5,556,445	3,768,691	2,607,308
TOTAL EXPENSES	13,119,696	8,789,454	6,820,513	6,034,330
ENDING FUND BALANCE				
Unreserved Fund Balance	844,159	1,036,729	1,099,830	581,241
TOTAL ENDING FUND BALANCE	844,159	1,036,729	1,099,830	581,241

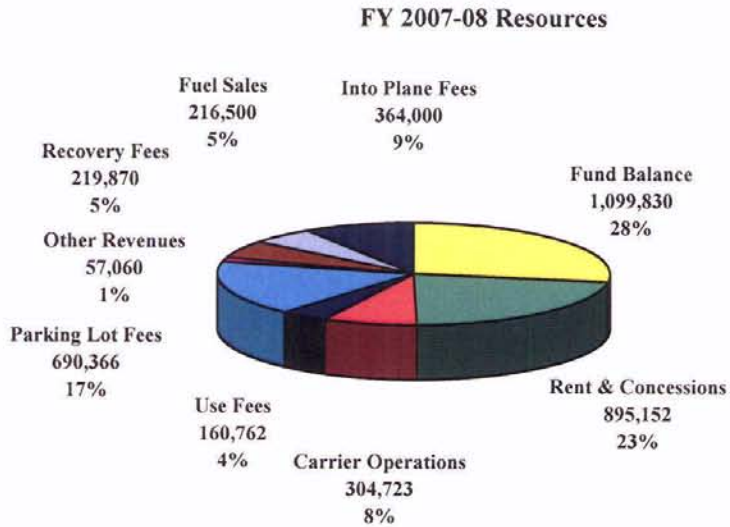
Note: The prior year fund balance adjustment reflects the cancellation of prior year encumbrances that have expired or are no longer required.

KILLEEN-FORT HOOD REGIONAL AIRPORT

Comparison of FY 2006-07 Budget to FY 2007-08 Budget



Total Fund Balance And Revenues \$4,155,552



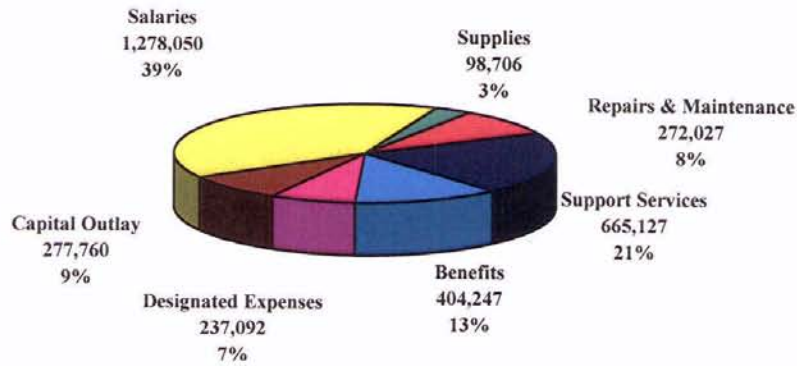
Total Fund Balance and Revenues \$4,008,263

Note: Excludes FAA and TXDOT grant revenues for capital improvement projects.

KILLEEN-FORT HOOD REGIONAL AIRPORT

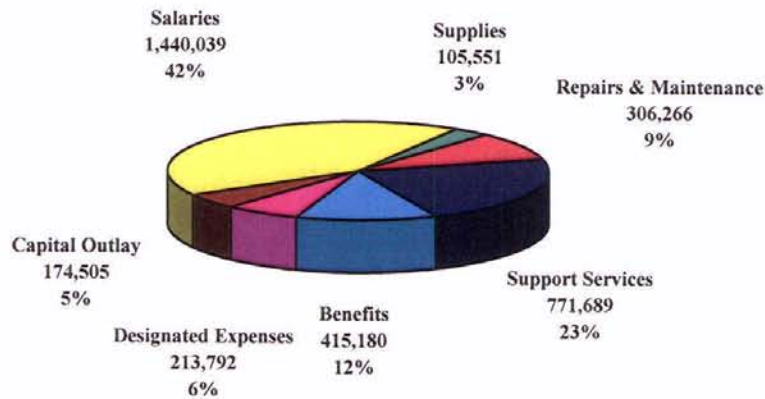
Comparison of FY 2006-07 Budget to FY 2007-08 Budget

FY 2006-07 Expenses by Object Class



Total Expenses \$3,233,009

FY 2007-08 Expenses by Object Class



Total Expenses \$3,427,022

Note: Significant changes between FY 2006-07 and FY 2007-08 are discussed on each division's financial page.

Note: Excludes FAA funded capital improvement projects.

AVIATION FUND
KILLEEN-FORT HOOD REGIONAL AIRPORT

DIVISION 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 DIVISION 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 2006-2007

- Increased enplanements by 9% over the same period last year.
- Submitted application for re-designation into the Military Airport Program (MAP).
- Submitted application for a DOT Small Community Air Service Development Grant.
- Obtained approval for and purchased an additional 5000 gallon jet fuel truck for Killeen-Fort Hood Regional Airport.
- Completed an update of the Airport Layout Plan (ALP).
- Completed a marketing survey for potential leased property in the vicinity of the Killeen-Fort Hood Regional Airport.
- Completed a Terminal Area Master Plan to determine appropriate trigger points for expansion of the terminal building and/or up-grade of major systems.
- Completed an expansion of the aircraft parking apron to the west in order to better accommodate larger and more aircraft in a safe manner.
- Completed design and began construction of two additional passenger boarding bridges for Killeen-Fort Hood Regional Airport.
- Completed design and began construction of a drainage project for Killeen-Fort Hood Regional Airport.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-2008

- Continue to provide excellent customer service to the flying public in a safe and efficient manner.
- Continue to increase passenger enplanements.
- Complete construction of two additional passenger boarding bridges.
- Complete construction of a drainage project in order to better control the flow of storm water runoff.
- Begin design for the eventual expansion of the current terminal building.
- Initiate a project to expand and upgrade the airport security system.
- Initiate a project to add signage needed to better direct customers to desired areas and services.

MAJOR NEW PROGRAMS AND SERVICES

- Automated Terminal Information System
- Jet Fuel Tank Repair
- Airport Marketing
- Information Technology Technician

**AVIATION FUND
KILLEEN-FORT HOOD REGIONAL AIRPORT**

	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 1,093,311	\$ 1,278,050	\$ 1,267,514	\$ 1,440,039
Supplies	81,317	98,706	95,690	105,551
Maintenance	59,197	151,295	161,055	159,740
Repairs	53,390	120,732	65,632	146,526
Support Services	569,613	609,575	583,904	723,507
Benefits	337,237	404,247	404,247	415,180
Cost of Goods Sold	143,022	232,092	148,808	208,792
Designated Expenses	-	-	-	-
Major Capital Outlay	-	-	-	-
Capital Outlay	193,974	277,760	264,420	174,505
				-
Total Expenditures	\$ 2,531,061	\$ 3,172,457	\$ 2,991,270	\$ 3,373,840

Personel Summary / Position Title

Accounting Specialist	2	2	2	2
Aircraft Fuel Handler	5	5	5	5
Airport Facilities Manager	1	1	1	1
Airport Info Tech Supervisor	1	1	1	1
Airport Maintenance Crew Leader	1	1	1	1
Airport Operations Manager	1	1	1	1
Airport Service Worker	10	10	10	10
Airport Specialist	3	4	4	4
Aviation Assistant Director	1	1	1	1
Director of Aviation	1	1	1	1
Executive Assistant	1	1	1	1
Flightline Service Crew Leader	0.5	1	1	1
Airport Technology Network Technician	1	1	1	2
Operations Specialist	6	6	6	6
Operations Supervisor	1	1	1	1
Principal Secretary	1	1	1	1
Senior Aircraft Fuel Handler	1	2	2	2
Total	37.5	40	40	41

OUTPUTS

Enplaned Passengers	172,585	186,000	188,801	193,751
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EFFICIENCIES

Avg Operational Cost per Enplanement	\$ 13.54	\$ 14.00	\$ 14.44	\$ 16.51
Avg Operational Revenue per Enplanement	\$ 15.11	\$ 15.00	\$ 15.37	\$ 15.66

EFFECTIVENESS

Number of Passengers Served	348,127	360,000	377,089	387,502
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AVIATION FUND
KILLEEN-FORT HOOD REGIONAL AIRPORT

	Actual		Budget		Projected		Target
	2005-06		2006-07		2006-07		2007-08
<u>AIRPORT NON-DEPARTMENTAL</u>							
Expenditures							
Support Services	57,172		55,552		55,552		48,182
Year-End Salary Accrual	17,124		5,000		5,000		5,000
Total Expenditures	\$ 74,296	\$	60,552	\$	60,552	\$	53,182

	Actual		Budget		Projected		Target
	2005-06		2006-07		2006-07		2007-08
<u>KFHRA CONSTRUCTION</u>							
Expenditures							
Parking Lot & Access Road	3,121,828		431,706		282,911		-
RSA Improvement	1,478,185		933,771		379,947		649,980
Terminal Building Design	-		-		-		1,045,000
Terminal Building Construction	-		33,395		-		-
Terminal Apron Construction	5,324,711		2,728,203		2,588,790		-
Land Side Construction	68,957		-		-		-
Planning - Contracts	158,717		36,295		36,295		-
DOT Grant Marketing	350,000		-		-		-
Terminal Master Plan	11,941		105,575		105,575		-
Passenger Boarding Bridge	-		1,287,500		375,173		912,328
Total Expenditures	\$ 10,514,339	\$	5,556,445	\$	3,768,691	\$	2,607,308

SKYLARK FIELD

Adopted Budget

Summary

FY 2007-08

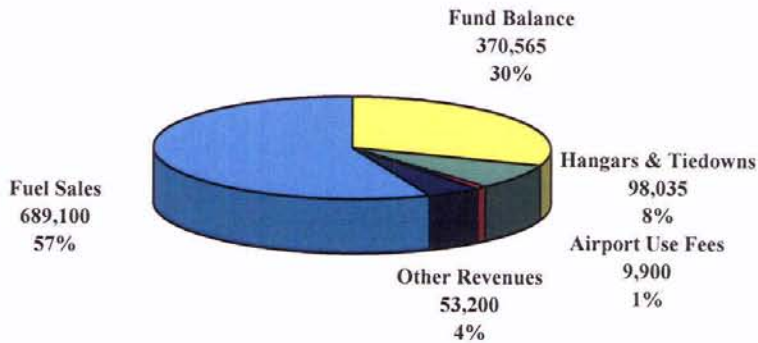
	2005-06	2006-07	2006-07	2007-08
	ACTUAL	ADOPTED	ESTIMATED	ADOPTED
BEGINNING FUND BALANCE				
Prior Year Adjustment	6,411			
Unreserved Fund Balance	802,584	370,565	437,095	284,933
TOTAL BEGINNING FUND BALANCE	808,995	370,565	437,095	284,933
REVENUES				
Fixed Base Operations	21,039	21,700	22,201	22,212
Hangars and Tiedowns	83,886	98,035	100,080	108,580
Airport Use Fees	11,939	9,900	11,192	11,275
Fuel Sales	631,702	689,100	544,237	698,600
Operating Supplies Sales	11,066	13,000	9,228	11,683
Into Plane Fees	4,692	0	0	0
Airport Rent and Concessions	-	0	0	0
Miscellaneous Receipts	920	500	100	100
Interest Earned	43,244	18,000	13,000	10,000
FAA Grants	0	1,030,753	1,030,278	0
TXDOT Grants	5,265	30,000	30,000	30,000
Transfer from General Fund	0	0	0	0
TOTAL CURRENT REVENUES	813,753	1,910,988	1,760,316	892,450
TOTAL FUNDS AVAILABLE	1,622,748	2,281,553	2,197,411	1,177,383
EXPENSES				
Airport Operations	280,006	262,831	243,191	270,360
Cost of Goods Sold	529,364	608,500	565,585	600,012
Skylark Improvements	314,452	60,000	60,000	60,000
Skylark Construction	56,656	1,030,278	1,030,278	
Airport Non-Departmental	5,175	14,924	13,424	12,177
TOTAL OPERATING EXPENSES	1,185,653	1,976,533	1,912,478	942,549
ENDING FUND BALANCE				
Unreserved Fund Balance	437,095	305,020	284,933	234,834
TOTAL ENDING FUND BALANCE	437,095	305,020	284,933	234,834

Note: The prior year fund balance adjustment reflects the cancellation of prior year encumbrances that have expired or are no longer required.

SKYLARK FIELD

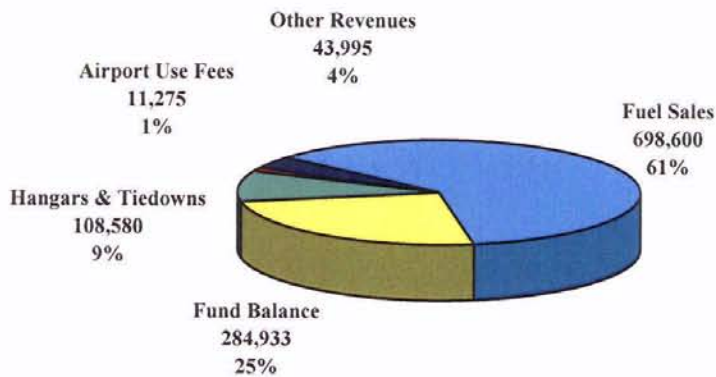
Comparison of FY 2006-07 Budget to FY 2007-08 Budget

FY 2006-07 Resources



Total Fund Balance and Revenues \$1,220,800

FY 2007-08 Resources



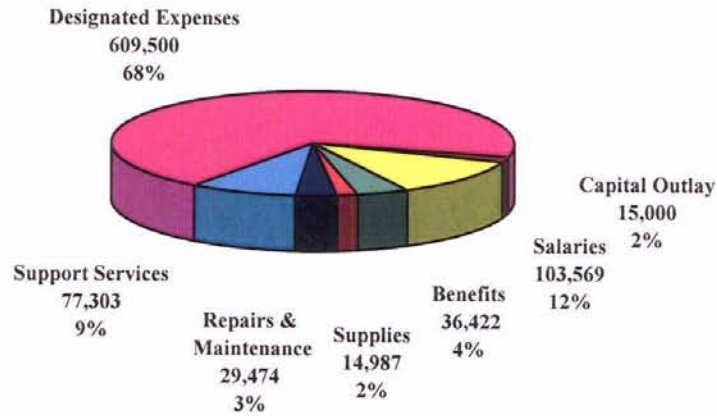
Total Fund Balance and Revenues \$1,147,383

Note: Excludes FAA and TXDOT grant revenues for capital improvement projects.

SKYLARK FIELD

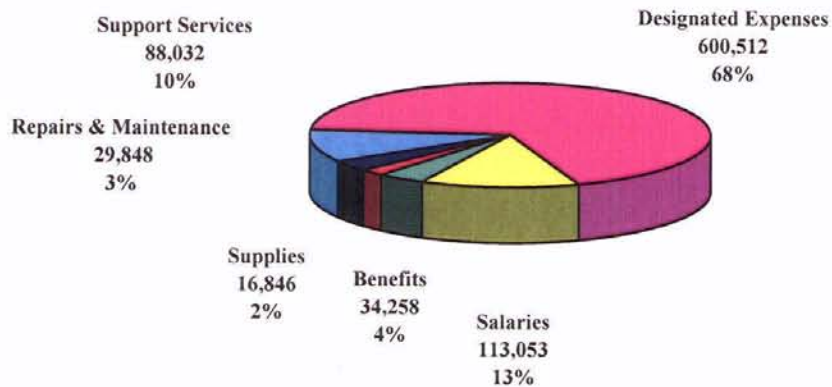
Comparison of FY 2006-07 Budget to FY 2007-08 Budget

FY 2006-07 Expenses by Object Class



Total Expenses \$886,255

FY 2007-08 Expenses by Object Class



Total Expenses \$882,549

Note: Significant changes between FY 2006-07 and FY 2007-08 are discussed on each division's financial page

Note: Excludes FAA funded capital improvement projects.

**AVIATION FUND
SKYLARK FIELD**

DIVISION DESCRIPTION

Skylark Field is a City of Killeen owned General Aviation airport, operated as an enterprise fund. The airport 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 DIVISION 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 2006-2007

- Replaced old self-service fuel system point of sale machine with a new machine.
- Completed construction of new eight unit T-hangar building and rented all units to tenants.
- Completed airfield electrical rehabilitation project that included a new runway light system, new rotating beacon, new lighted wind cone, new PAPI (Precision Approach Path Indicator) system, and renovated the taxiway lights and power vault.
- Painted south T-hangar building.
- Constructed an emergency fuel spill containment area at fuel storage area to meet new environmental protection mandates.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-2008

- Upgrade video surveillance system with additional cameras and enhanced capacity.
- Continue to market and negotiate with a potential tenant for the former airline passenger terminal building.
- Continue to improve the appearance of the airport by painting another older hangar building.
- Coordinate with TxDOT Aviation Division to plan and design a major project to address deteriorating runway, taxiway, and apron surfaces in Fiscal Year 2008-09.

MAJOR NEW PROGRAMS AND SERVICES

- GIS Applications

**AVIATION FUND
SKYLARK FIELD**

	Actual 2005-06		Budget 2006-07		Projected 2006-07		Target 2007-08
<i>INPUTS</i>							
<hr/>							
Expenditures							
Salaries	\$ 130,945	\$	103,569	\$	100,879	\$	113,053
Supplies	9,230		14,987		13,853		16,846
Maintenance	9,123		8,600		6,700		7,500
Repairs	17,983		18,874		17,774		19,933
Support Services	67,632		65,379		61,146		78,770
Benefits	41,868		36,422		33,096		34,258
Cost of Goods Sold	529,364		608,500		565,585		600,012
Designated Expenses	-		-		-		-
Major Capital Outlay	371,108		1,090,278		1,090,278		60,000
Capital Outlay	3,225		15,000		9,743		-
Total Expenditures	\$ 1,180,478	\$	1,961,609	\$	1,899,054	\$	930,372

Personel Summary / Position Title

Accounting Specialist	1		1		1		1
Aircraft Fuel Handler	2		2		2		2
Airport Specialist	1		1		1		1
Flightline Service Crew Leader	1		0		0		0
Senior Aircraft Fuel Handler	0.5		0		0		0
Total	5.5		4		4		4

OUTPUTS

Based Aircraft	55		57		61		62
Fuel Sold - Gallons	210,360		200,000		201,408		205,000

EFFICIENCIES

Avg Operational Cost per based Aircraft	\$ 5,032.38	\$	4,500.00	\$	3,827.02	\$	4,360.65
Avg Gross Revenue per Gallon Sold	\$ 0.49	\$	0.40	\$	0.44	\$	0.48

EFFECTIVENESS

Number of Based Aircraft	55		58		61		62
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SKYLARK FIELD FUND

	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
<u>AIRPORT NON-DEPARTMENTAL</u>				
Expenditures				
Repairs	-	2,000	1,000	2,415
Support Services	6,434	11,924	11,924	9,262
Year End Salary Accrual	(1,259)	1,000	500	500
Total Expenditures	\$ 5,175	\$ 14,924	\$ 13,424	\$ 12,177

SOLID WASTE FUND

The Solid Waste Fund is one of the five 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 expenses incurred and revenues received pertaining to the operation, maintenance, and improvement of Solid Waste services provided by the City. Appropriations are made for five functions provided by Solid Waste. These functions include the Solid Waste Residential and Commercial Operations, the Solid Waste Transfer Station, the Recycle Program, and the Mowing Program.

"The City Without Limits!"

SOLID WASTE FUND

**Adopted Budget
Summary
FY 2007-08**

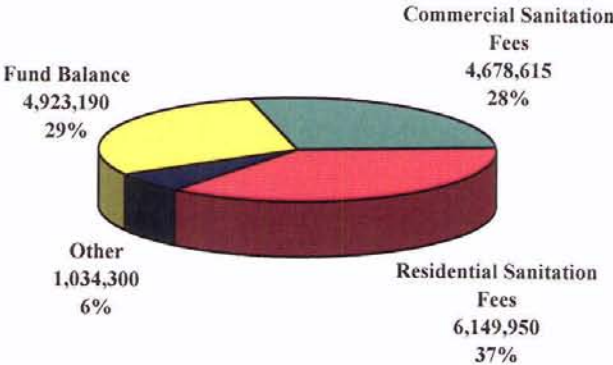
	2005-06 ACTUAL	2006-07 ADOPTED	2006-07 ESTIMATED	2007-08 ADOPTED
BEGINNING FUND BALANCE				
Prior Year Adjustment	11,218	-	-	-
Reserved Fund Balance	1,395,000	1,435,000	1,435,000	1,535,000
Debt Service Reserve	381,800	-	-	-
Unreserved Fund Balance	2,805,505	3,488,190	3,495,049	2,654,941
TOTAL BEGINNING FUND BALANCE	4,593,523	4,923,190	4,930,049	4,189,941
REVENUES				
Transfer Station Fees	315,566	255,000	315,000	330,000
Container Rentals	364,138	365,000	237,000	150,000
Sale of Equipment	67,615	35,000	20,254	35,000
Tire Disposal Fees	4,753	5,500	4,100	5,000
Sale of Metals-Recycling	54,389	50,000	64,000	60,000
Paper Products Recycling	40,167	45,000	40,200	42,000
Public Scale Fees	9,906	15,000	8,200	10,000
Other Recycle Revenues	5,087	4,000	4,000	4,500
Customer Recycling Fees	37,902	44,500	44,000	44,500
Commercial Sanitation Fees	4,588,263	4,678,615	5,138,000	5,334,942
Residential Sanitation Fees	5,641,428	6,149,950	5,870,000	6,075,198
Interest Earned	229,186	215,000	275,000	275,000
Miscellaneous Receipts	49	300	100	100
TOTAL CURRENT REVENUES	11,358,449	11,862,865	12,019,854	12,366,240
TOTAL FUNDS AVAILABLE	15,951,972	16,786,055	16,949,903	16,556,181
EXPENSES				
Residential Operations	2,408,655	2,817,431	2,802,783	3,172,943
Commercial Operations	1,765,674	1,637,834	1,592,194	1,737,660
Recycling Program	267,701	297,329	289,433	309,198
Transfer Station	3,282,744	4,247,889	4,069,998	4,016,705
Mowing	372,399	640,104	571,886	1,040,484
Custodial Services	-	8,532	8,532	28,841
Debt Service	893,158	737,000	737,000	734,000
Solid Waste Miscellaneous	441,709	945,922	921,385	382,387
TOTAL CURRENT EXPENSES	9,432,040	11,332,041	10,993,211	11,422,218
TRANSFERS OUT	1,589,883	1,766,751	1,766,751	1,813,610
TOTAL EXPENSES	11,021,923	13,098,792	12,759,962	13,235,828
ENDING FUND BALANCE				
Reserved Fund Balance	1,395,000	1,535,000	1,535,000	1,635,000
Debt Service Reserve	381,800	-	-	-
Unreserved Fund Balance	3,153,249	2,152,263	2,654,941	1,685,353
TOTAL ENDING FUND BALANCE	4,930,049	3,687,263	4,189,941	3,320,353

Note: The prior year fund balance adjustment reflects the cancellation of prior year encumbrances that have expired or are no longer required.

SOLID WASTE FUND

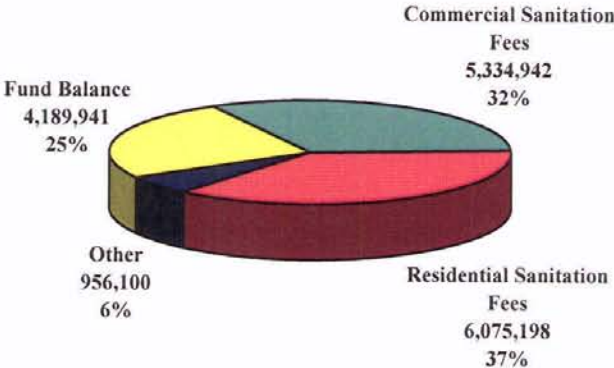
Comparison of FY 2006-07 Budget to FY 2007-08 Budget

FY 2006-07 Resources



Total Fund Balance and Revenues \$16,786,055

FY 2007-08 Resources

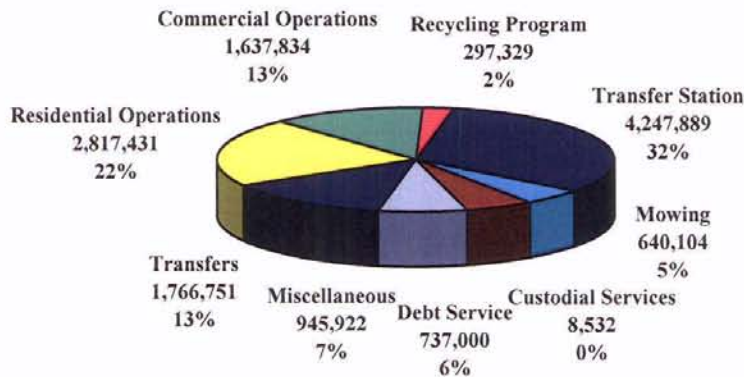


Total Fund Balance and Revenues \$16,556,181

SOLID WASTE FUND

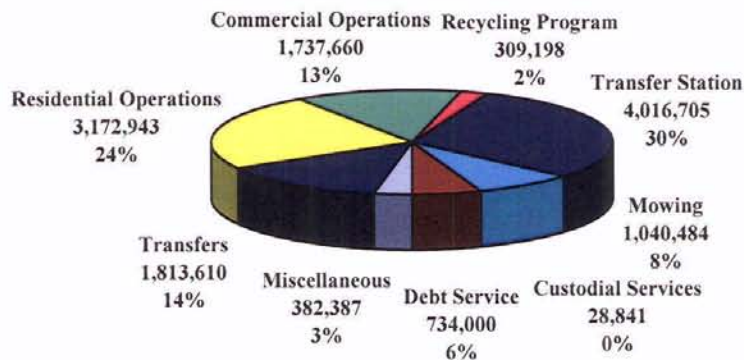
Comparison of FY 2006-07 Budget to FY 2007-08 Budget

FY 2006-07 Expenses by Function



Total Expenses \$13,098,792

FY 2007-08 Expenses by Function



Total Expenses \$13,235,828

Note: Significant changes between FY 2006-07 and FY 2007-08 are discussed on each division's financial page

**SOLID WASTE FUND
CUSTODIAL SERVICES**

DIVISION DESCRIPTION

The General Services / Custodial Services division is responsible for maintaining City facilities. In FY 2006-07, the City Council approved a Custodian, using Solid Waste funds, to clean the newly built Transfer Station, equal to 3,940 square feet. Routine duties include floor care, carpet care, walls, windows glass and frames cleaning, water fountains, restrooms cleaning and sanitation, dusting furniture, wastebaskets trash removal and entranceways cleaning, tissue dispensers replenishing. Additional tasks include dusting light fixtures, air vents, computers, desks and fans; cleaning baseboards, stair hand rails, walls, door frames, recycling bins, disinfect door knobs and phones; clean chairs and chair mats; dust blinds and window ledges; clean spills or provide cleaning service after duty hours to any city facility.

MAJOR DIVISION GOALS

- Create a safe and healthy work environment for City employees at the Transfer Station.
- Ensure that the City Transfer Station creates a favorable first impression for visitors.
- Promote Transfer Station security, through monitoring facility safeguards and locked doors. Communicate to city management security concerns.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2006-2007

- As a result of weekly safety training sessions, the accident ratio was less than 3%.
- Filled position approved by Council at mid-year to facilitate the Transfer Station and began tasks.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-08

- Reduce the negative impact to the environment by using green seal approved chemical products without increasing cost.
- Continue weekly safety training to maintain an accident rate of 3% or less.
- Maintain high standard of care.

MAJOR NEW PROGRAMS AND SERVICES:

- One (1) full time Custodian at the Transfer Station was approved in the FY 2006-07 budget. There were no major new programs or services added to the Solid Waste Fund Custodial Services Division in FY 2007-08.

**SOLID WASTE FUND
CUSTODIAL SERVICES**

	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
<u>INPUTS</u>				
Expenditures				
Salaries	\$ -	\$ 4,846	\$ 4,846	\$ 19,384
Supplies	-	736	736	1,679
Benefits	-	1,060	1,060	7,778
Capital Outlay	-	1,890	1,890	-
Total Expenditures	\$ -	\$ 8,532	\$ 8,532	\$ 28,841
 Personel Summary / Position Title				
Custodian	0	1	1	1
Total	0	1	1	1
 <u>OUTPUTS</u>				
Total square footage cleaned	0	3,940	3,940	3,940
Supply cost per square foot cleaned	0.00	0.19	0.19	0.43
 <u>EFFICIENCIES</u>				
Total square feet cleaned per custodian	0.0	3,940.0	3,940.0	3,940.0
 <u>EFFECTIVENESS</u>				
% change of supply cost per square feet	0.0%	100.0%	100.0%	128.1%
% change in square feet cleaned	0.000%	0.000%	0.000%	0.000%

SOLID WASTE FUND RESIDENTIAL OPERATIONS

DIVISION DESCRIPTION

Residential Operations provides waste collection services primarily to the citizens of Killeen. Waste is collected at curbside at residential addresses and transported to the Transfer Station. Basic weekly services that are included in the monthly garbage fee are: once per week collection of garbage placed in the city provided roll-out container(s) (96, 64, and/or 32 gallon); once per week collection of brush, up to six (6) cubic yards; and once per week collection of yardwaste (leaves, grass clippings, shrub trimmings) placed in bags only (no limit). An additional fee is charged for special collections, such as the pickup of excess brush, furniture items, appliances, large bulky items, move-outs, garage cleanouts, and excess garbage. A subscription service is also available for the curbside pick up of recyclable materials. Support is provided to Commercial Operations by picking up brush and excess garbage not placed in dumpster containers. Support is also provided to other city departments and to special events, such as Trash-Off and Voluntary Roadside Cleanup.

MAJOR DIVISION GOALS

- Provide a quality waste collection service to all residential customers.
- 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.
- 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.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2006-07

- Ended the fiscal year with approximately 38,000 residential households receiving solid waste services, which is an increase of 5.5% over the prior fiscal year.
- Supported the Residential Curbside Recycling Program. An average of 29 tons of recycling materials was collected at curbside per month.
- Assisted in the design of the New Solid Waste Administration Facility.
- Provided all information/data, as requested, to Information Technology required to implement the Geographic Information System (GIS), which will assist in the collection routings.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-08

- Make preparations for move-in to the new administration facility.
- Assist in the development of the Solid Waste Master Plan.
- Provide collection services to an annexed area in February 2008 (Llewelyn Estates).

MAJOR NEW PROGRAMS AND SERVICES

- Solid Waste Master Plan
- Two (2) Sideloaders, Replacement Units #484 and #485
- Solid Waste Specialist with Truck
- Equipment Operator (Flatbed)
- Additional Funds for Solid Waste Containers
- New Furniture for the Solid Waste Administration Facility

**SOLID WASTE FUND
RESIDENTIAL OPERATIONS**

	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 1,136,096	\$ 1,222,267	\$ 1,158,908	\$ 1,388,370
Supplies	283,050	275,684	277,200	283,136
Repairs	466,286	423,271	489,250	364,100
Support Services	30,630	15,420	13,073	118,440
Benefits	335,086	377,015	361,078	402,107
Designated Expenses	1,105	4,500	4,000	1,500
Capital Outlay	156,402	499,274	499,274	615,290
Total Expenditures	\$ 2,408,655	\$ 2,817,431	\$ 2,802,783	\$ 3,172,943
Personnel Summary / Position Title				
Director of Solid Waste & Drainage Services	1	1	1	1
Equipment Operator	5	5	5	5
Principal Secretary	1	1	1	1
Residential Equipment Operator	14	14	14	15
Residential Operations Superintendent	1	1	1	1
Residential Operations Supervisor	4	4	4	4
Secretary	1	1	1	1
Solid Waste Crew Chief	4	4	4	4
Solid Waste Specialist	1	1	1	2
Solid Waste Worker	5	5	5	5
Welder's Assistant	1	1	1	1
Total	38	38	38	40
<u>OUTPUTS</u>				
Tons collected by residential waste collection vehicles	41,869	45,400	46,729	51,500
<u>EFFICIENCIES</u>				
Cost to collect one ton of residential garbage (daily operation costs only)	\$57.53	\$62.06	\$59.98	\$61.61
<u>EFFECTIVENESS</u>				
% of Residential customer service complaints compared to service opportunities	< .01%	< .01%	< .01%	< .01%

SOLID WASTE FUND COMMERCIAL OPERATIONS

DIVISION DESCRIPTION

Commercial Operations 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 96 and 300 gallon. Fees are based on the size and quantity of containers selected, and the frequency of service. Commercial Operations also rents 20, 30, and 40 cubic yard roll-off containers for bulky items and construction and/or demolition materials, and provides collection service on a scheduled or call-in basis. Fees include the rental and servicing of the container, and the weight of contents. Commercial Operations manages all container assets in the Solid Waste Division, including the 96-gallon, 64-gallon, and 32-gallon roll-out containers used in Residential Operations. 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 waste collection services to all commercial 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 2006-07

- Ended the fiscal year with 1,556 dumpster containers issued to commercial customers with weekly scheduled collections totaling 3,144 for an annual total of 163,488 total collections (not including special collections). The number of scheduled collections increased by 1% over prior fiscal year.
- Completed 3,852 roll-off collections which is an increase of 9% over the prior fiscal year (3,530 collections – FY 05/06).
- Adjusted collection routes due to new accounts and changes in services that are requested by customers on a daily basis.
- Managed inventory and new acquisitions of containers to accommodate the growth of the city, the replacement of privately owned containers, and the replacement of uneconomically repairable containers.
- Discontinued service to privately owned containers per city ordinance. Replaced all privately owned containers with city owned containers.
- Changed ordinance to provide a 7-day frequency for the collection of dumpster containers.
- Supported recycling operations by transporting roll-off loads of recycling materials (metals, glass, paper, plastic) to market.
- Assisted in the design of the new Solid Waste Administrative Facility.
- Provided all information/data, as requested, to Information Technology required to implement the Geographic Information System (GIS), which will assist in the collection routings.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-08

- Make preparations for move-in to the new administration facility.
- Assist in the development of the Solid Waste Master Plan.

MAJOR NEW PROGRAMS AND SERVICES

- Commercial Operations Supervisor with Truck
- One (1) Frontloader , Replacement Unit #490
- New Furniture for the Solid Waste Administration Facility

**SOLID WASTE FUND
COMMERCIAL OPERATIONS**

	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
<i>INPUTS</i>				
Expenditures				
Salaries	\$ 668,596	\$ 648,315	\$ 622,265	\$ 711,162
Supplies	177,858	177,893	174,650	231,518
Maintenance	1,500	2,000	1,500	2,000
Repairs	246,498	250,150	260,750	260,550
Support Services	10,346	12,000	10,700	12,896
Benefits	197,970	214,467	190,320	212,783
Designated Expenses	260	2,000	1,000	2,000
Capital Outlay	462,646	331,009	331,009	304,751
Total Expenditures	\$ 1,765,674	\$ 1,637,834	\$ 1,592,194	\$ 1,737,660
Personnel Summary / Position Title				
Commercial Operations Superintendent	1	1	1	1
Commercial Equipment Operator	10	11	11	11
Commercial Operations Supervisor	1	1	1	2
Container Operations Supervisor	1	1	1	1
Principal Secretary	1	1	1	1
Welder	3	3	3	3
Welder's Assistant	2	2	2	2
Total	19	20	20	21
<i>OUTPUTS</i>				
Tons collected by commercial waste collection vehicles	42,820	44,500	44,832	47,000
<i>EFFICIENCIES</i>				
Operating cost to collect one ton of commercial garbage	\$41.23	\$36.81	\$35.51	\$36.97
<i>EFFECTIVENESS</i>				
% of Commercial customer complaints compared to service opportunities	< .01%	< .01%	< .01%	< .01%

SOLID WASTE FUND RECYCLING

DIVISION DESCRIPTION

The Solid Waste Recycling Operations Division 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 and its annex area, and services the citizen drop-off point at the Transfer Station. Other programs include: the City's Workplace Recycling Program; Apartment Complex Recycling Program; Low Cost Freon Extraction Program; and "Yard-Wise" Yard Care Program, including periodic backyard composting classes.

MAJOR DIVISION GOALS

- Promote waste reduction, material reuse, and recycling through various media, education programs, contact with the general public, civic organizations, and schools and maintain excellence in on-going programs.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2006-07

- Served approximately 1,200 citizens and businesses who visited the Killeen Recycling Center to drop-off materials each month. Collected recyclables from the Transfer Station drop-off site on a weekly basis.
- Served approximately 71 citizens (primarily soldiers) at the public scales each month.
- Provided a recycling collection service to city and county facilities/offices, and some businesses.
- Provided a recycling collection service to twelve (12) apartment complexes.
- Served approximately 18 households each week by picking up cardboard shipping boxes and wrapping paper.
- Processed and marketed the materials received from the Residential Curbside Recycling Program.
- Assisted with the planning and conduct of a Special Environmental Project which removed over 3000 tires, 20 tons of electronics and 200 batteries from the environment and waste stream.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-08

- Seek additional recyclables from businesses in the downtown area. Target office paper and old corrugated cardboard.
- Promote the Residential Curbside Recycling Subscription Service.
- Increase public awareness of the importance of recycling. Keep a close association with the Keep Killeen Beautiful Committee to promote recycling and overall environmental issues.
- Assist in the development of the Solid Waste Master Plan by providing alternatives to accomplish the City's recycling goals.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to the Recycling Program for FY 2007-08.

**SOLID WASTE FUND
RECYCLING**

	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
<i>INPUTS</i>				
Expenditures				
Salaries	\$ 181,721	\$ 201,183	\$ 198,545	\$ 217,780
Supplies	14,405	15,617	12,908	15,380
Repairs	13,067	9,750	9,640	7,800
Support Services	5,697	12,410	10,630	11,330
Benefits	52,058	57,569	57,210	56,908
Designated Expenses	753	800	500	-
Total Expenditures	\$ 267,701	\$ 297,329	\$ 289,433	\$ 309,198

Personnel Summary / Position Title

Recycling Attendant	2	2	2	2
Recycling Attendant (Part-Time)	3	3	3	3
Recycling Manager	1	1	1	1
Recycling Operations Supervisor	1	1	1	1
Total	7	7	7	7

OUTPUTS

Metals Recycled (Tons)	673	850	534	600
Glass Recycled (Tons)	90	90	86	90
Paper Products Recycled (Tons)	803	800	918	930
Plastic Containers Recycled (Tons)	20	25	31	40
Brush Recycled (Tons)	2,954	4,000	3,997	4,200
Automotive Oil Recycled (Gallons)	5,022	4,500	4,514	4,500
Antifreeze Recycled (Gallons)	220	450	55	110
Lead-acid Batteries Recycled (Each)	799	900	746	750
Appliances w/Freon Recycled (Each)	314	360	209	250

EFFICIENCIES

Cost per ton to process materials through the facility (daily operation costs only)	\$167	\$166	\$182	\$184
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EFFECTIVENESS

% of recyclables collected from the waste stream and diverted from the landfill	4.6%	5.1%	5.1%	5.3%
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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 Texas Commission on Environmental Quality (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 Allied Waste Services (AWS), the parent company of Browning-Ferris Industries (BFI) Transfer Systems. The City began a 15-year contract with BFI in 1993 for waste transportation and landfill disposal. Four (4) separate landfill sites in the vicinity of the Transfer Station were closed in 1993. Seven (7) projects were completed to repair the final cover on these sites during the post-closure maintenance and care period. The landfill sites were inspected by TCEQ in November 2005 and found to be in compliance with closure criteria. 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

- Efficiently operate the Transfer Station which is the receiving point for all solid waste, either generated from within the city or outside the city.
- Operate within the parameters of the Site Operating Plan.
- Satisfactorily complete all annual inspections and other visits by TCEQ without receiving warnings or violations.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2006-07

- Transported 4,822 trailer loads of solid waste to the Sunset Farms Landfill for a total weight of 102,149 tons. An additional 1,067 tons was directly hauled to the Temple Landfill by the City's collection vehicles due to waste overload at the old Transfer Station. The total weight landfilled was 103,216 tons.
- Completed the construction of the new transfer station facilities. Moved into the new facility and began operations on March 19, 2007. The cost of construction for the facilities on the 15-acre site was \$6,981,190.
- Submitted a revised Site Operating Plan to TCEQ on May 27, 2007, as required by a call-in letter from TCEQ to all Municipal Solid Waste (MSW) operators. The revision was necessary for compliance with new rules and regulations.
- Advertised for bids and awarded a contract to repair subsidence that has occurred in approximately six separate areas over the closed landfill sites.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-08

- Complete contract work to repair subsidence that has occurred in approximately six separate areas over the closed landfill sites.
- Provide assistance as needed to the Water Control Improvement District (WCID #1) for the program to obtain the registration and construction of the new Sludge/Composting Facility.

MAJOR NEW PROGRAMS AND SERVICES

- John Deere Box Blade for Tractor
- Transport and Disposal Cost Increase

**SOLID WASTE FUND
TRANSFER STATION**

	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 323,210	\$ 369,217	\$ 359,240	\$ 395,323
Supplies	31,864	51,658	46,314	49,173
Maintenance	6,213	285,400	285,400	17,500
Repairs	60,564	51,700	65,624	56,470
Support Services	77,732	145,718	131,090	142,178
Benefits	95,591	123,648	105,300	118,159
Designated Expenses	2,651,182	3,169,020	3,025,580	3,230,902
Capital Outlay	36,388	51,528	51,450	7,000
Total Expenditures	\$ 3,282,744	\$ 4,247,889	\$ 4,069,998	\$ 4,016,705
 Personnel Summary / Position Title				
Building/Grounds Service Worker	2	2	2	2
Building/Grounds Service Worker (Part-Time)	1	1	1	1
Equipment Operator	3	4	4	4
Heavy Equipment Crew Leader	1	1	1	1
Scale Attendant	2	3	3	3
Transfer Station Superintendent	1	1	1	1
Transfer Station Supervisor	1	1	1	1
Total	11	13	13	13
 <u>OUTPUTS</u>				
Total tons transported and landfilled	95,479	106,500	103,216	106,500
Number of trailer loads of waste hauled from Transfer Station	4,634	5,071	4,822	4,953
Cost per ton to transport and landfill	\$27.92	\$29.40	\$28.29	\$29.71
Tons of brush received	2,954	4,000	3,997	4,200
Number of violations/warnings from TCEQ	0	0	0	0
 <u>EFFICIENCIES</u>				
Cost per ton for operation of facility (daily operation costs only)	\$6.61	\$10.13	\$10.22	\$7.38
 <u>EFFECTIVENESS</u>				
Number of valid complaints from neighbors adjacent to facility or customers using the facility	0	0	0	0

**SOLID WASTE FUND
MOWING OPERATIONS**

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

- Improve the appearance of the City by removing trash/debris from right-of-ways, and mow areas of responsibility on a frequency that will comply with the 12-inch standard.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2006-07

- Refined the inventory of roadway right-of-ways to be mowed.
- Refined data on length of right-of-ways and acreage.
- Refined the mowing schedule for the two (2) week cycle and the four to five (4 - 5) week cycle.
- Improved the work area and completed the acquisition of all approved equipment.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-08

- Assist in the design/layout of the new maintenance/office building. Award contract for the construction of the building and complete the construction.
- Establish a program to service and maintain the mowing and drainage equipment.
- Collect and refine data on right-of-ways, and modify schedules.

MAJOR NEW PROGRAMS AND SERVICES

- Mowing Crew with 5 Employees and Equipment
- Mowing Service Worker (Upgrade from Temporary to Permanent)
- Equipment Services Technician
- Part-time Mowing Service Worker
- Equipment Repair and Storage Building
- Utility Trailer 14-ft Dovetail

**SOLID WASTE FUND
MOWING OPERATIONS**

	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
<i>INPUTS</i>				
Expenditures				
Salaries	\$ 131,896	\$ 265,179	\$ 256,174	\$ 440,346
Supplies	43,010	68,688	47,138	82,244
Repairs	35,263	73,720	53,400	67,200
Support Services	3,388	4,920	3,960	25,850
Benefits	35,702	87,873	71,490	146,134
Designated Expenses	5,000	-	-	178,500
Capital Outlay	118,140	139,724	139,724	100,210
Total Expenditures	\$ 372,399	\$ 640,104	\$ 571,886	\$ 1,040,484
Personnel Summary / Position Title				
Mowing and Drainage Superintendent	0	1	1	1
Equipment Services Technician	0	0	0	1
Mowing Supervisor	1	1	1	1
Mowing Crew Leader	2	2	2	3
Mowing Service Worker	8	7	7	12
Mowing Service Worker (part-time)	0	0	0	1
Total	11	11	11	19
<i>OUTPUTS</i>				
Lane miles mowed	542*	1,260	952	1,290
Acreage mowed	1,581*	3,602	2,780	3,767
<i>EFFICIENCIES</i>				
Cost per lane mile	\$687	\$503	\$601	\$612
Cost per acre	\$236	\$176	\$206	\$209
<i>EFFECTIVENESS</i>				
% of 2 week cycles completed as scheduled	99%	99%	75%	99%
% of 4-5 week cycles completed as scheduled	100%	99%	77%	99%

* Mowing Operations was a new program in FY 05/06.
Actual mowing of right-of-ways began in February 2006 (2nd Qtr).

**SOLID WASTE FUND
OTHER APPROPRIATIONS**

DEBT SERVICE

The debt service division established in the Solid Waste Fund is used to account for the current year expenses for principal, interest, and bank fees on various certificates of obligation issued by the City.

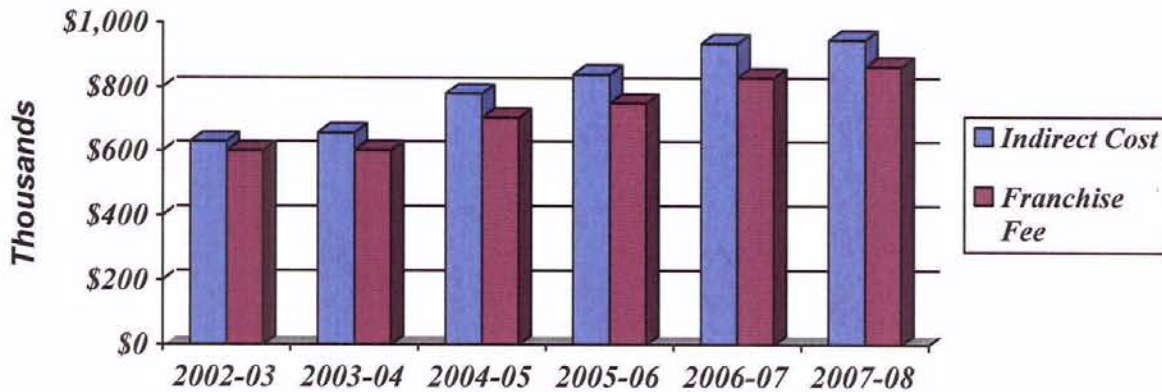
INFORMATION TECHNOLOGY

The Information Technology budget is used to account for Solid Waste Fund expenses related to information technology.

NON-DEPARTMENTAL

The Non-Departmental division is utilized to budget for Solid Waste Fund claims and damages, year end accruals, contingency funds, capital improvement shortfalls, and transfers to the General Fund. The transfers to the General Fund are derived from a franchise fee levy and an indirect cost allocation.

Transfers to General Fund



**SOLID WASTE FUND
OTHER APPROPRIATIONS**

DEBT SERVICE

	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
<i>EXPENDITURES</i>				
Designated Expenses	\$ 893,158	\$ 737,000	\$ 737,000	\$ 734,000
Total Expenditures	\$ 893,158	\$ 737,000	\$ 737,000	\$ 734,000

INFORMATION TECHNOLOGY

	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
<i>EXPENDITURES</i>				
Supplies	\$ 4,998	\$ 7,700	\$ 7,700	\$ 7,700
Maintenance	14,095	22,700	20,000	20,975
Repairs	21,269	24,000	15,000	24,000
Support Services	90,000	49,254	49,254	16,400
Capital Outlay	22,571	46,001	40,000	14,615
Total Expenditures	\$ 152,933	\$ 149,655	\$ 131,954	\$ 83,690

NON-DEPARTMENTAL

	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
<i>EXPENDITURES</i>				
Maintenance	\$ 12,200	\$ 13,000	\$ 13,000	\$ 10,000
Repairs	-	-	-	1,350
Support Services	163,970	158,267	151,431	162,347
Designated Expenses	112,606	125,000	125,000	125,000
Capital Outlay	-	500,000	500,000	-
Transfers Out	1,589,883	1,766,751	1,766,751	1,813,610
Total Expenditures	\$ 1,878,659	\$ 2,563,018	\$ 2,556,182	\$ 2,112,307

WATER & SEWER FUND

The Water & Sewer Fund is one of the five 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 of 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 expenses incurred and revenues received pertaining to the operation, maintenance, and improvement of Water & Sewer services provided by the City. Appropriations are made for eight functions provided by Water & Sewer. These functions include Water and Sewer Contracts, Water and Sewer Projects, Water & Sewer Operations, Sanitary Sewers, Water Distribution, Engineering, Utility Collections, and Fleet Services.

"The City Without Limits!"

WATER & SEWER FUND

**Adopted Budget
Summary
FY 2007-08**

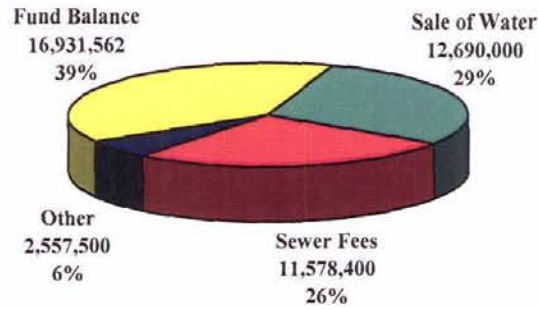
	2005-06 ACTUAL	2006-07 ADOPTED	2006-07 ESTIMATED	2007-08 ADOPTED
BEGINNING FUND BALANCE				
Prior Year Adjustment	24,379	-	-	-
Reserved Fund Balance	1,727,000	1,727,000	1,727,000	1,727,000
Unreserved Fund Balance	16,280,370	15,204,562	18,692,932	18,102,592
TOTAL BEGINNING FUND BALANCE	18,031,749	16,931,562	20,419,932	19,829,592
REVENUES				
Sale of Water	12,565,158	12,690,000	13,487,000	13,756,803
Water & Sewer Taps	1,873,804	650,000	1,627,000	850,000
Sewer Fees Collected	11,070,442	11,578,400	12,112,000	12,345,856
Miscellaneous Srvcs. & Chrgs.	735,831	680,000	700,000	700,000
Delinquent Penalty	495,295	425,000	470,000	450,000
Interest Earned	924,143	800,000	1,190,000	900,000
Miscellaneous Receipts	9,604	2,500	8,200	2,500
Transfers-In	17,323	-	-	-
TOTAL CURRENT REVENUES	27,691,600	26,825,900	29,594,200	29,005,159
TOTAL FUNDS AVAILABLE	45,723,349	43,757,462	50,014,132	48,834,751
EXPENSES				
Fleet Services	772,981	1,061,020	1,049,649	1,160,320
Utility Collections	1,400,819	1,500,511	1,474,709	1,615,744
Water and Sewer Contracts	8,976,387	10,993,611	10,912,100	11,250,502
Water Distribution	1,347,472	1,202,765	976,861	1,509,854
Sanitary Sewers	563,360	935,287	879,884	705,292
Water and Sewer Operations	2,435,815	1,968,195	1,855,223	2,279,668
Water and Sewer Engineering	-	507,363	465,540	962,925
Water and Sewer Projects	609,297	614,000	614,000	726,094
Debt Service	5,057,466	6,307,762	6,307,762	6,681,675
Water & Sewer Miscellaneous	1,346,645	2,695,747	2,619,804	1,698,774
TOTAL CURRENT EXPENSES	22,510,242	27,786,261	27,155,532	28,590,848
TRANSFERS OUT	2,793,175	3,029,008	3,029,008	3,328,819
TOTAL EXPENSES	25,303,417	30,815,269	30,184,540	31,919,667
ENDING FUND BALANCE				
Reserved Fund Balance	1,727,000	1,727,000	1,727,000	1,727,000
Unreserved Fund Balance	18,692,932	11,215,193	18,102,592	15,188,084
TOTAL ENDING FUND BALANCE	20,419,932	12,942,193	19,829,592	16,915,084

Note: The prior year fund balance adjustment reflects the cancellation of prior year encumbrances that have expired or are no longer required.

WATER & SEWER FUND

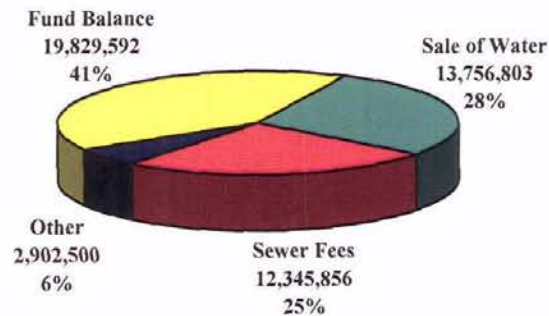
Comparison of FY 2006-07 Budget to FY 2007-08 Budget

FY 2006-07 Resources



Total Fund Balance and Revenues \$43,757,462

FY 2007-08 Resources

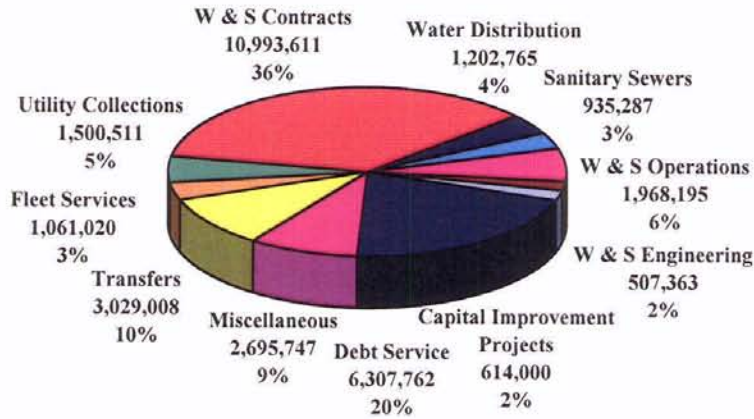


Total Fund Balance and Revenues \$48,834,751

WATER & SEWER FUND

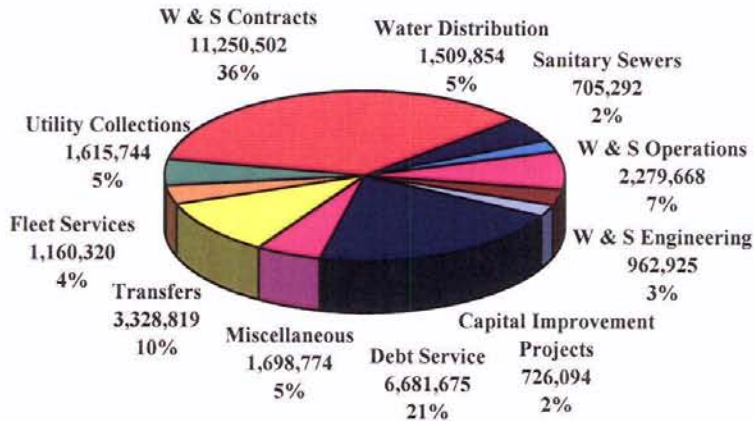
Comparison of FY 2006-07 Budget to FY 2007-08 Budget

FY 2006-07 Expenses by Function



Total Expenses \$30,815,269

FY 2007-08 Expenses by Function



Total Expenses \$31,919,667

Note: Significant changes between FY 2006-07 and FY 2007-08 are discussed on each division's financial page

WATER & SEWER FUND FLEET SERVICES

DIVISION DESCRIPTION

Fleet Services is responsible for all vehicle and equipment replacements of city's fleet. Fleet Services prepares specifications for all vehicles and equipment acquired by the city and coordinates the leasing of all City vehicles and equipment. Fleet Services processes inter-departmental charges for fuel and repairs performed at the Fleet Shop. Fleet Services prepares a five-year vehicle and equipment replacement and new fleet program schedule as part of the city's annual budget process. Fleet Services focuses on equipment reliability and availability, promptness and quality of repairs, and maintenance efforts to increase life expectancy of units to maximum capacity.

MAJOR DIVISION GOALS

- Manage preventive fleet maintenance through programs and services city wide.
- Maintain equipment and vehicles on all general and major repairs to city's fleet.
- Manage a 24-hour fuel site and fleet facility for all emergency repairs.
- Maintain the 5-year fleet replacement schedule, new fleet programs, and the processing of specifications for ensuring competitive procurement practices on all fleet purchases.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2006-07

- Maintained and expanded safety program within Fleet Services division.
- Installed needed bay doors throughout the fleet facility.
- Held training classes for technicians on specialized equipment through receipts process / Mitchell's on Demand.
- Implemented a monthly reconciliation process for parts and fuel inventory purchases.
- Maintaining cyclic inventory for the parts inventory.
- Enforced cross training with the fleet services administrative staff on preventative maintenance services, inventory process, fuel process, safety programs, etc.
- Processed specifications and ensured competitive procurement practices on sixty (60) budgeted replacement and new vehicles, six (6) budgeted replacement and new heavy equipment, and thirteen (13) new heavy equipment items added during the fiscal year.
- Development of a 5-year heavy equipment replacement schedule.
- Install security key pad access entrance into parts warehouse where inventory is stored.
- Implemented a new safety program through the Risk Management division which incorporates safety inspections.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-08

- Expand storage facility to improve safety concerns of facility working areas.
- Complete exhaust system to provide safe environmental and to meet TCEQ standards.
- Initiate first phase of renovating the Fleet Services facility, upon the departure of Solid Waste, to utilize entire facility due to expansion of fleet services.
- Reorganize Fleet Services staff to manage the increased volume of fleet maintenance.
- Upgrade fleet diagnostic software in order to assist technicians in evaluating fleet.
- Initiate the fleet accounting specialist position and implement new services, reconciliations, etc.
- Upgrade Faster/CCG software to newer version, to include the Graphics applet to the system.
- Expand training throughout administrative services, inventory process, fuel process, safety programs, etc.
- Initiate bidding, process and state procurement for the fleet (vehicle and equipment) for FY 07-08.
- Updating fleet's software on diagnostics equipment, in order to assist technicians in the equipment needed to fulfill Fleets reliability of fleet to city departments.

MAJOR NEW PROGRAMS AND SERVICES

- New Employee – 1 Accounting Specialist
- Capital Improvements: Remodeling of Office and also new Equipment: (1) Air Conditioning Recovery Machine, (1) 55-Ton hydraulic press, (1) Portable steam cleaner, and three (3) Port-A-Cooler's.

**WATER & SEWER FUND
FLEET SERVICES**

INPUTS	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
Expenditures				
Salaries	\$ 603,288	\$ 770,754	\$ 767,754	\$ 854,236
Supplies	51,513	83,897	81,480	87,159
Maintenance	2,877	3,800	3,800	4,400
Repairs	12,729	12,050	11,400	13,000
Support Services	52,555	57,188	57,200	61,150
Benefits	180,769	239,831	235,365	246,711
Designated Expenses	2,865	3,000	2,500	3,000
Major Capital Outlay	-	-	-	30,000
Capital Outlay	48,404	32,500	31,650	20,250
Reimbursable Expense	(182,019)	(142,000)	(141,500)	(159,586)
Total Expenditures	\$ 772,981	\$ 1,061,020	\$ 1,049,649	\$ 1,160,320

Personnel Summary / Position Title

Accounting Specialist	0	0	0	1
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	13	13	13
Parts Assistant	3	3	3	3
Senior Secretary	1	1	1	1
Shop Foreman	0	1	1	1
Total	19	22	22	23

OUTPUTS

Preventive maintenance services	2,243	2,310	2,310	2,775
Sublet repairs	321	340	340	216
Motor Vehicle Inspections	338	335	335	454
General repairs	4,817	4,780	4,780	5,843
Road calls	107	101	101	107
Tire repairs	531	525	525	573
Accident repairs	61	59	59	23
Fuel gallons Dispensed/Purchases of fuel	496,126	525,000	525,000	525,000
Fuel Transactions (UI/DI)	34,741	35,090	35,090	38,477

EFFICIENCIES

Number of Oil Services completed routinely per 4 Technicians	252	258	258	240
Number of six month preventive maintenance services per Technician	49	53	53	53
Number of MVI (State Inspections) per Technician	34	32	32	32
Number of General Repairs completed routinely per Technician	438	368	368	449

EFFECTIVENESS

% of preventive maintenance including oil changes, six months services, and state inspections (NAFA Standard = 48%)	30.8%	31.1%	31.1%	32.7%
% of sublet repairs (NAFA Standard = 12%)	4.6%	5.9%	5.9%	2.2%
% of general repairs (NAFA Standards = 40%)	57.5%	56.1%	56.1%	59.1%

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 use 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 35,000 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 2006-07

- Relocated operations to larger facility with drive-through facility.
- Implemented e-billing for customers who do not wish to receive a paper bill through the mail.
- Automated water & sewer tap work orders to allow for meter entry into HTE utility billing by Water & Sewer personnel.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-08

- Implement voice-activated telephone credit card payment program to allow faster response time
- Implement extended hours for drive-through operations.
- Complete scanning and destruction of stored paper records.

MAJOR NEW PROGRAMS AND SERVICES

- New employee - cashier
- Hire of equipment – upgrade of existing copier
- Hire of equipment – automated letter opener
- Purchase of equipment – heavy-duty document shredder
- Replacement fleet – One 1-1/2 ton regular cab truck
- Supplies – additional funding for postage

**WATER AND SEWER FUND
UTILITY COLLECTIONS**

	Actual	Budget	Projected	Target
	2005-06	2006-07	2006-07	2007-08
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 785,635	\$ 893,046	\$ 882,180	\$ 1,005,965
Supplies	231,618	234,552	233,989	240,438
Repairs	21,887	25,924	24,496	18,349
Support Services	12,262	14,662	14,352	19,182
Benefits	247,724	302,023	289,553	309,752
Capital Outlay	101,693	30,304	30,139	22,058
Total Expenditures	\$ 1,400,819	\$ 1,500,511	\$ 1,474,709	\$ 1,615,744
 Personnel Summary / Position Title				
Clerk	1	1	1	1
Customer Service Representative	3	4	4	4
Customer Service Supervisor	1	1	1	1
Mail Clerk (Part-time)	1	1	1	1
Meter Reader	7	8	8	8
Principal Secreatry	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	4
Utility Collections Manager	1	1	1	1
Utility Collections Supervisor	1	1	1	1
Utility Service Supervisor	1	1	1	1
Utility Serive Worker	4	4	4	4
Total	32	34	34	35
 <u>OUTPUTS</u>				
Number of utility customers	35,758	37,080	37,556	38,500
Number of meters read	454,024	454,900	469,230	483,300
Delinquent disconnects	7,503	7,500	8,063	8,200
Internet payments	55,169	76,800	77,130	95,000
 <u>EFFICIENCIES</u>				
Number of customers per utility collections customer relations employee	1,882	<2,000	1,877	<2,000
Number of meters read per month per reader	5,405	<5,500	4,888	<5,000
 <u>EFFECTIVENESS</u>				
Meter reading error rate	0.0024%	0.0020%	0.0030%	0.0025%
Percentage of payments made via internet	13.2%	17.2%	18.8%	22.8%

**WATER & SEWER FUND
WATER DISTRIBUTION**

DIVISION DESCRIPTION

The Water Distribution Division is responsible for maintaining, repairing, and expanding the Water Distribution Infrastructure to supply the City with properly disinfected drinking water. The division is responsible for making long/short taps on water mains to new subdivisions, installing water meters, maintaining all fire hydrants, locating and marking water lines, and investigating and repairing 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 program and the valve & hydrant maintenance program.

MAJOR DIVISION GOALS

- Improve water quality and disinfection residual by unidirectional flushing of 600 fire hydrants annually.
- Lower interruption time in the repair of water main and fire hydrant repairs.
- Encourage all employees to participate in employee training programs to achieve the highest levels of certifications from the Texas Commission on Environmental Quality (TCEQ) in Water Distribution.
- Keep water main breaks to a minimum by using system controls and *Supervisory Control And Data Acquisition* (SCADA) programming to control the water pressure @ 70 PSI + or -10 in the lower pressure plane of the distribution system.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2006-07

- Reviewed mapping locations of the water and sewer system for the Geographic Information System (GIS) database.
- Maintained the water distribution infrastructure and provided properly disinfected water for the City of Killeen.
- Located 667 water lines for contractors and construction.
- Performed 114 emergency water main repairs.
- Constructed 2,022 water taps for new residential and commercial subdivisions.
- Repaired 286 water meters.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-08

- Effectively install new water services to ensure that all new development within the City of Killeen is following City guidelines.
- Work with City customers to ensure proper backflow devices are installed to protect the cities water supply.
- Update water distribution mapping to ensure proper line size and location is documented.
- Maintain the water distribution infrastructure while providing properly disinfected water for the City of Killeen.

MAJOR NEW PROGRAMS AND SERVICES

- Traffic Cones, Reflective Fencing, Warning Lights, and Signs
- Discharge Trash Pumps (4)
- MultiQuip Forward Plate Compactors (2)
- Cast Iron AC Line Tapping Machine
- Hydraulic Pipe Cutters (2)
- Baldor R45 Generators (3)
- Water Expansion Crew includes (4) Employees, a Backhoe, a One Ton Pickup Truck, and a 16' Covered Trailer

**WATER & SEWER FUND
WATER DISTRIBUTION**

	Actual		Budget		Projected		Target
	2005-06		2006-07		2006-07		2007-08
<u>INPUTS</u>							
Expenditures							
Salaries	\$ 389,430	\$	424,584	\$	367,862	\$	496,838
Supplies	52,397		52,653		41,486		58,230
Maintenance	192,711		89,000		75,207		151,605
Repairs	28,893		30,000		30,303		38,000
Support Services	14,495		24,565		17,995		30,369
Benefits	123,163		139,446		115,742		163,267
Major Capital Outlay	387,249		442,517		328,266		391,780
Capital Outlay	159,134		-		-		179,765
Total Expenditures	\$ 1,347,472	\$	1,202,765	\$	976,861	\$	1,509,854
 Personnel Summary / Position Title							
Water Supervisor (Opr III)	1		1		1		1
Sr Water & Sewer Service Worker (Opr II)	1		1		1		1
Equipment Operator (Opr I)	4		4		4		5
Water & Sewer Service Worker (Opr/Appr)	9		9		9		12
Total	15		15		15		19
 <u>OUTPUTS</u>							
New Customer Services	2,338		1,825		2,022		1,800
Water Main Repairs	116		150		114		125
Water Lines (Miles)	508		520		533		610
Water Line Locates	1019		900		667		850
Fire Hydrants Repaired/Replaced	41		25		56		25
Water Service Calls	1,466		1,000		1,715		1,200
 <u>EFFICIENCIES</u>							
Maintenance Cost per 100 Miles of Water Piping System	\$265,485		\$231,301		\$183,276		\$247,517
 <u>EFFECTIVENESS</u>							
% of Unaccounted Water Loss	14.6%		14.0%		19.2%		14.0%

**WATER & SEWER FUND
SANITARY SEWERS**

DIVISION DESCRIPTION

The Sanitary Sewers division is responsible for the safe and sanitary collection of wastewater for the City of Killeen. This division monitors and maintains the sewer system infrastructure, installs new sewer lines, performs preventive maintenance to existing sewer lines, responds to all customer service calls, and identifies (TV Inspection) and repairs 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 of wastewater overflows caused by grease blockages and roots by performing preventive maintenance (flushing/cleaning) on a regular schedule.
- Reduce inflow and infiltration entering the City's sewer system by performing sewer system inspections, and repairing sanitary sewer mains and manholes. This will in turn reduce sewer treatment costs.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2006-07

- Assisted the Water Distribution division with water tap/meter installations for new customer services.
- Assisted the Street Division with the street overlay/chip-seal project by raising/preparing manholes, clean outs, and valves on each street scheduled for the overlay/chip-seal project.
- Completed 667 line locations for construction work done by other utilities or citizens of Killeen in accordance with the new Texas One Call Law.
- Started the process to develop a plan to control the inflow and infiltration that will meet the Capacity, Management, Operations and Maintenance (CMOM) regulations and control sanitary sewer overflows.
- Setup a schedule to run preventive maintenance routes to remove grease in the sewer system using the new Vac-Con Truck that was approved in the FY 2006-07 budget.
- Assisted with the retrieval of water and sewer infrastructure information used to verify mapping locations of the water and sewer system for the Geographic Information System (GIS) database.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-08

- Install sewer meters to register the sewer flow going to Water Control and Improvement District #1.
- Work with Water Distribution installing taps and repairing water main breaks as needed.
- Repair sewer system mains and manholes throughout the sewer system infrastructure to reduce the inflow and infiltration problems.
- Assist with the Inflow and Infiltration Reduction Study which will keep the City in compliance with the CMOM regulations and control sanitary sewer overflows.
- Keep all vegetation and trees out of the City's sewer easements.

MAJOR NEW PROGRAMS AND SERVICES

- Gen-Eye 3 Camera System with Locator and 200 Foot Cable
- 9 Cubic Foot Cement Mixer on Wheels
- Baldor Power Gard Heavy Duty Generator
- Walk Behind D.R. Bush Hog Mower

**WATER & SEWER FUND
SANITARY SEWERS**

	Actual		Budget		Projected		Target
	2005-06		2006-07		2006-07		2007-08
<u>INPUTS</u>							
Expenditures							
Salaries	\$ 291,230	\$	379,586	\$	371,602	\$	402,258
Supplies	28,673		41,718		27,884		39,629
Maintenance	50,248		68,371		48,988		68,366
Repairs	51,033		53,524		59,085		38,000
Support Services	8,206		9,000		7,808		17,103
Benefits	88,212		125,818		107,413		122,686
Major Capital Outlay	956		1,000		901		1,000
Capital Outlay	44,802		256,270		256,203		16,250
Total Expenditures	\$ 563,360	\$	935,287	\$	879,884	\$	705,292

Personnel Summary / Position Title

Inflow and Infiltration Supervisor (Opr III)	1	1	1	1
Sanitary Sewer Supervisor (Opr III)	1	1	1	1
Sr Water and Sewer Service Worker (Opr II)	1	1	1	1
Equipment Operator (Opr I)	3	3	3	3
Water & Sewer Service Worker (Opr/Appr)	7	7	7	7
Total	13	13	13	13

OUTPUTS

Lines Cleaned (Feet)	261,173	400,000	531,888	500,000
Sewer Service Calls	479	600	511	475
Sewer Lines (Miles)	467	520	485	550
Manhole Inspections	811	700	2,720	1,500
Sewer Line Locates	928	650	667	600
Sewer Line Replaced (Feet)	1,000	5,200	1,100	5,500
Stoppages Cleared	191	100	533	125
Wastewater Overflows	84	60	68	45

EFFICIENCIES

Maintenance Cost per 100 miles of Wastewater Piping System	\$120,713	\$179,863	\$181,419	\$128,235
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EFFECTIVENESS

Gallons per minute (GPM) per Mile of Inflow and Infiltration	96	50	106	25
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Note: Rainfall has a significant impact on the GPM per Mile of Inflow and Infiltration due to line seepage and some runoff from manholes, etc. Rainfall for FY 2005-06 was 11.95", FY 2006-07 is 53.76" of Rainfall.

**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 continuous delivery of properly disinfected 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 by using our preventive maintenance program to pull each pump annually and perform scheduled maintenance.
- Provide a safe working environment for our employees while protecting the health and safety of the public and the environment by continuing weekly safety briefings and training for employees and supervisors, and maintaining a safety officer for each crew.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2006-07

- Upgraded the computerized Supervisory Control and Data Acquisition (SCADA) for optimal system use.
- Adhered to consistent operating practices and proactive maintenance for pump stations.
- Performed routine and construction bacteriological, chlorine residual, and ammonia tests.
- Performed over 13,000 documented water quality tests.
- Implemented Stage I of the monitoring of hydraulic flow conditions for the control of Disinfection By-products (TTHM and HAA5).
- Implemented efficiency of operation at the water and wastewater stations which has reduced electric power consumption.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-08

- Upgrade the computerized SCADA system to include lift stations for optimal system use.
- Implement Stage II of the monitoring of hydraulic flow conditions for the control of Disinfection By-products (TTHM and HAA5).
- Perform routine and construction bacteriological, chlorine residual, and ammonia tests.
- Perform water quality testing to assure high standards of continuous delivery of properly disinfected water.
- Expand the Backflow Prevention Assembly Tester / Customer Service Inspector (BPAT/CSI) Program to meet the TCEQ rules and regulations and ensure the safety of the City's water supply.

MAJOR NEW PROGRAMS AND SERVICES

- 4 Mag Meters Installed at Pump Stations 1, 3, 4, and 5.
- Truck Mounted Compressor for Unit 582
- Compressor – 220 Volt 2 Stage with High Recovery
- 10 ft Trailer with Ramp
- International Crane Truck – New Fleet
- Operator II
- ¾ Ton Truck – Replacement Fleet
- BPAT/CSI Program (2 Employees with Equipment and Supplies)
- Warehouse Assistant

**WATER & SEWER FUND
WATER & SEWER OPERATIONS**

	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
INPUTS				
Expenditures				
Salaries	\$ 800,161	\$ 618,800	\$ 577,792	\$ 747,454
Supplies	124,357	114,520	99,835	139,924
Maintenance	217,963	104,000	102,870	108,148
Repairs	24,311	33,800	22,735	36,500
Support Services	866,439	886,215	875,434	884,779
Benefits	231,022	196,670	171,218	228,457
Capital Outlay	171,562	14,190	5,339	134,406
Total Expenditures	\$ 2,435,815	\$ 1,968,195	\$ 1,855,223	\$ 2,279,668

Personnel Summary / Position Title

Director of Water & Sewer Services	1	1	1	1
Water & Sewer Superintendent	1	1	1	1
Water & Sewer Materials Manager	1	1	1	1
W&S Warehouse Assistant (Opr/Appr)	0	0	0	1
Chief Operator (Opr III)	1	1	1	1
Assistant to Chief Operator (Opr II)	0	0	0	1
Equipment Operator (Opr I)	5	5	5	5
Water & Sewer Service Worker (Opr/Appr)	7	7	7	7
BPAT / CSI Operator (Opr III)	0	0	0	1
Backflow Prevention Assembly Tester (Opr II)	0	2	2	3
Principal Secretary	1	1	1	1
Secretary (Part-time)	1	1	1	1
Project Engineer*	2	0	0	0
Senior Construction Inspector*	2	0	0	0
Construction Inspector*	1	0	0	0
Secretary*	1	0	0	0
Total	24	20	20	24

* These Positions were transferred to the Water and Sewer Engineering division in FY2006-07.

OUTPUTS

Pump Station Water Pumpage (Gallons)	4,746,981,000	5,000,000,000	4,317,950,000	5,000,000,000
Lift Station Sewage Collection (Gallons)	3,753,100,282	4,250,000,000	5,394,002,044	4,250,000,000
Water Analysis Tests	13,000	13,000	13,000	13,000
Bacteriological Tests	1,200	1,200	1,200	1,200

EFFICIENCIES

Water Delivered Cost per 1,000 Gallons	\$2.63	\$3.55	\$3.46	\$3.56
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Note: The Water Delivered Cost above is calculated in the City's Water and Sewer Financial Model where expenses are determined to be water or sewer related. Then the water expenses are divided by the consumption of water to calculate the cost to provide 1,000 gallons of water.

EFFECTIVENESS

Average of Total Trihalomethanes / Haloacetic Acids (TTHM/HAA5) -- 5 types of Bacteriological Tests	34.5 / 10.5	20 / 6	24.07 / 16.05	20 / 9
Average of all Disinfectant Residuals	3.09	2.20	2.78	2.30
Lowest Disinfectant Residual	0.50	0.50	0.50	0.50

Note: The Average TTHM/HAA5 Bacteriological Tests are recommended to be below 20/10, but the current regulation requires below 60/60. The TCEQ Regulation for the Disinfectant Residuals sets the average level below 4.0 and the Lowest Residual greater than or equal to 0.5. In 2006-07, less than 1% of the readings were below the 0.5 minimum. This information was reported to TCEQ in a quarterly report.

WATER & SEWER FUND ENGINEERING

DIVISION DESCRIPTION

The mission of the Engineering Division of the Water & Sewer Fund is to provide professional engineering management services to citizens and the builder/developer community to ensure water and sewer infrastructure is designed, constructed, operated, and maintained in accordance with regulatory standards and good industry practices. Key processes and activities performed by the division include review of subdivision plats and commercial development plans for codes and standards conformance; review of construction plans set for new development and re-development; inspection and testing of construction elements to ensure compliance with plans and specifications; development of project scopes of work and contracts for capital improvement studies and designs; project management and contract administration of Master Plan and General Obligation Bond public infrastructure improvements; and analysis and evaluation of public infrastructure adequacy and functionality.

MAJOR DIVISION GOALS

- Sound fiscal management of capital improvement projects.
- Conformance with established standards to ensure the City maintains an acceptable regulatory compliance rating.
- Familiarity with “state of the industry” design, construction, operation, and maintenance standards for public works infrastructure projects.
- Responsive support of the citizen and builder/developer community infrastructure development needs.
- Improvement of infrastructure development and technical design standards.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2006-07

- Reviewed 125 subdivision plats and 120 commercial development plan sets.
- Oversaw public works infrastructure construction in 70 new residential subdivisions entailing 18 miles of new water mains and 18 miles of new sewer mains.
- Developed a comprehensive Water and Wastewater Master Plan Update.
- Completed the development of the water and sewer enterprise Geographic Information System (GIS).
- Completed the engineering design and prepared bid package for Phase IV Septic Tank Elimination Program.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-08

- Complete 100% construction of the Water and Wastewater Master Plan 2004 Bond projects.
- Prepare engineering design and bid documents for \$21 million in Water and Wastewater Master Plan 2007 Bond Projects.
- Construct Phase IV Septic Tank Elimination Program.
- Implement a program to address the United States Environmental Protection Agency (USEPA) Stage 2 Disinfectant and Disinfection By-Products Rule.
- Develop scope of work for development of program to address USEPA Capacity, Management, Operations and Maintenance requirements for wastewater collection system operators.
- Complete draft Water and Wastewater Technical Design Manual for development.
- Develop Engineering Division website and post standard design guides.

MAJOR NEW PROGRAMS AND SERVICES

- Accounting Specialist
- Engineering & Surveying Study Design Services
- Inflow/Infiltration Reduction Study – CMOM Self Audit
- SCADA System Assessment; Telog Wastewater Flowmeter Integration
- Upgrade Truck to 4-Wheel Drive – Replacement Fleet
- 4-Wheel Drive Truck – New Fleet
- MDT Laptop PC and Software for PW Jr. Construction Inspector (Information Technology-Non Departmental)

**WATER & SEWER FUND
ENGINEERING**

	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
INPUTS				
Expenditures				
Salaries	\$ -	\$ 365,412	\$ 339,900	\$ 403,845
Supplies	-	10,070	8,965	\$ 10,929
Repairs	-	8,500	5,500	\$ 5,875
Support Services	-	17,305	14,000	\$ 381,207
Benefits	-	102,526	95,075	\$ 109,039
Capital Outlay	-	3,550	2,100	\$ 52,030
Total Expenditures	\$ -	\$ 507,363	\$ 465,540	\$ 962,925
Personnel Summary / Position Title				
Project Engineer	0	2	2	2
Senior Construction Inspector	0	2	2	2
Construction Inspector	0	1	1	1
Project Manager	0	1	1	2
Engineering Assistant	0	1	1	0
Accounting Specialist	0	0	0	1
Secretary	0	1	1	1
Total	0	8	8	9
OUTPUTS				
2004 Water & Sewer Bond Issue (\$21 Mil)				
Under Design (Projects)	10	0	10	2
Under Construction (Projects)	14	7	12	4
Completed (Projects)	4	14	20	6
2007 Water & Sewer Bond Issue (\$21 Mil)				
Under Design (Projects)	NA*	NA*	NA*	6
Under Construction (Projects)	NA*	NA*	NA*	5
Completed (Projects)	NA*	NA*	NA*	0
EFFICIENCIES				
Water & Sewer open Engineering Contracts for Public Works Projects	20	28	17	17
Average number of Project Contracts per Engineer	10	14	14	14
EFFECTIVENESS				
Percent of projects where project cost exceeds project cost estimate by greater than 15%	N/A*	<5%	11.8%	<5%

*New Performance Measure - Data not available.

Note: Positions and funding related to this division were in the Water and Sewer Operations division during FY 2005-06.

**WATER AND SEWER FUND
OTHER APPROPRIATIONS**

WATER AND 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 Water Control Improvement District (WCID) #1. Payments for future water rights are also included in the payments for water.

	Actual 2002-03	Actual 2003-04	Actual 2004-05	Actual 2005-06	Actual 2006-07
Rainfall (inches)	32.51"	35.54"	24.98"	11.95"	53.76"
Sewer treatment (gallons)	4,026,284,477	4,369,015,032	5,219,832,017	3,753,100,282	5,065,930,511
Water purchased (gallons)	4,429,250,384	4,018,520,833	4,225,622,060	4,732,431,364	4,408,956,228
Water sold (gallons)	3,733,081,500	3,250,115,011	3,559,811,700	4,041,533,500	3,560,321,300
Water loss ratio	15.7%	19.1%	15.8%	14.6%	19.2%

INFORMATION TECHNOLOGY

The Information Technology budget is used to account for Water and Sewer Fund expenses related to information technology.

WATER AND SEWER PROJECTS

The Water and Sewer Projects division is used to account for major projects that are paid from the Water and Sewer operating fund. Other major projects are paid from Water and Sewer bond funds.

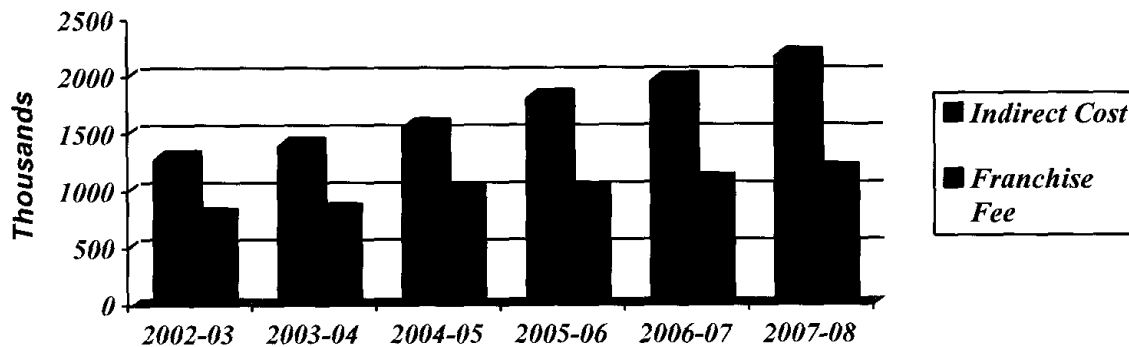
DEBT SERVICE

The Debt Service transfers to the Water and Sewer Debt Service Funds are used to account for current year expenses for principal, interest, and bank fees.

NON-DEPARTMENTAL

The Water and Sewer Non-Departmental division is utilized to account for charges that are not directly related to a specific division. These charges include transfers to the General Fund for a levied franchise fee and an indirect cost allocation. Other charges include professional services, bad debts, collection expenses, a building purchase, and a contingency account.

Transfers to General Fund



**WATER AND SEWER FUND
OTHER APPROPRIATIONS**

WATER AND SEWER CONTRACTS

	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
EXPENDITURES				
Sewer Contracts	\$ 4,602,504	\$ 5,625,000	\$ 5,625,000	\$ 5,693,743
Water Contracts	4,373,883	5,368,611	5,287,100	5,556,759
Total Expenditures	\$ 8,976,387	\$ 10,993,611	\$ 10,912,100	\$ 11,250,502

INFORMATION TECHNOLOGY

	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
EXPENDITURES				
Salaries	\$ 104,780	\$ 136,050	\$ 136,050	\$ 175,511
Supplies	42,676	44,450	41,415	44,610
Maintenance	92,787	100,375	100,000	98,815
Repairs	3,800	27,500	25,000	27,500
Support Services	82,690	42,058	42,000	48,468
Benefits	27,857	41,465	41,456	48,215
Capital Outlay	99,665	179,182	158,460	117,570
Total Expenditures	\$ 454,255	\$ 571,080	\$ 544,381	\$ 560,689

WATER AND SEWER PROJECTS

	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
EXPENDITURES				
Capital Improvements	\$ 609,297	\$ 614,000	\$ 614,000	\$ 726,094
Total Expenditures	\$ 609,297	\$ 614,000	\$ 614,000	\$ 726,094

DEBT SERVICE

	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
EXPENDITURES				
Interest & Sinking Transfer	\$ 5,057,466	\$ 6,307,762	\$ 6,307,762	\$ 6,681,675
Total Expenditures	\$ 5,057,466	\$ 6,307,762	\$ 6,307,762	\$ 6,681,675

**WATER AND SEWER FUND
OTHER APPROPRIATIONS**

NON-DEPARTMENTAL

	Actual		Budget		Projected		Target
	2005-06		2006-07		2006-07		2007-08
<i>EXPENDITURES</i>							
Supplies	\$ -	\$	4,000	\$	4,000	\$	4,000
Maintenance	45,403		55,000		35,000		50,000
Repairs	-		-		-		4,500
Support Services	801,246		957,257		939,013		943,585
Designated Expenses	45,741		136,000		125,000		136,000
Capital Outlay	-		972,410		972,410		-
Transfers Out	2,793,175		3,029,008		3,029,008		3,328,819
Total Expenditures	\$ 3,685,565	\$	5,153,675	\$	5,104,431	\$	4,466,904

DRAINAGE UTILITY FUND

The Drainage Utility Fund is one of the five 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 of 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 expenses incurred and revenues received pertaining to the operation, maintenance, and improvement of Drainage services provided by the City. Appropriations are made for five functions provided by Drainage Utility. These functions include the Capital Improvement Program for Major Drainage Projects and the operational functions including Drainage Engineering, Minor Drainage Projects, Drainage Maintenance, and Streets.

"The City Without Limits!"

DRAINAGE UTILITY FUND**Adopted Budget
Summary
FY 2007-08**

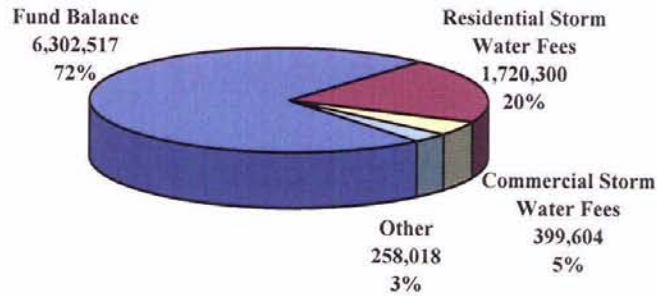
	2005-06 ACTUAL	2006-07 ADOPTED	2006-07 ESTIMATED	2007-08 ADOPTED
BEGINNING FUND BALANCE				
Prior Year Adjustment	57	-	-	-
Reserved Fund Balance	940,832	6,302,517	9,021,895	8,429,903
TOTAL BEGINNING FUND BALANCE	940,889	6,302,517	9,021,895	8,429,903
REVENUES				
Residential Storm Water Fees	1,246,434	1,720,300	1,687,300	2,151,732
Commercial Storm Water Fees	362,487	399,604	392,900	501,281
Interest Earned	223,663	160,000	440,400	200,000
Sale of Bonds	8,000,000	-	-	-
Miscellaneous Receipts	6,591	98,018	98,018	-
TOTAL CURRENT REVENUES	9,839,175	2,377,922	2,618,618	2,853,013
TOTAL FUNDS AVAILABLE	10,780,064	8,680,439	11,640,513	11,282,916
EXPENSES				
Engineering	276,132	304,099	271,904	300,797
Street	9,355	200,000	200,000	300,000
Drainage Maintenance	438,235	726,712	721,851	1,409,294
Drainage Projects - Minor	13,500	656,066	656,066	656,066
Drainage Projects - Major	203,949	6,110,740	615,968	7,180,083
Debt Service	557,489	585,158	585,158	580,158
Non-Departmental	242,296	146,658	141,968	37,839
TOTAL CURRENT EXPENSES	1,740,956	8,729,433	3,192,915	10,464,237
TRANSFERS OUT	17,213	17,695	17,695	17,695
TOTAL EXPENSES	1,758,169	8,747,128	3,210,610	10,481,932
ENDING FUND BALANCE				
Reserved Fund Balance	9,021,895	(66,689)	8,429,903	800,984
TOTAL ENDING FUND BALANCE	9,021,895	(66,689)	8,429,903	800,984

Note: The prior year fund balance adjustment reflects the cancellation of prior year encumbrances that have expired or are no longer required.

DRAINAGE UTILITY FUND

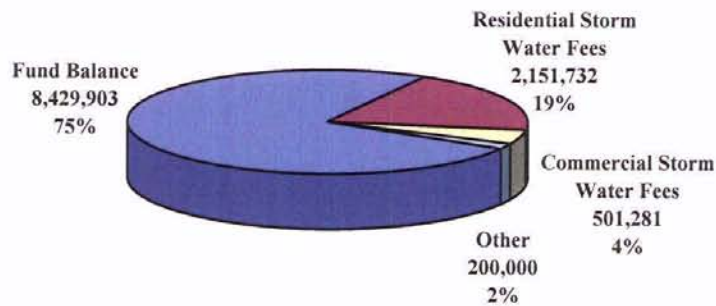
Comparison of FY 2006-07 Budget to FY 2007-08 Budget

FY 2006-07 Resources



Total Fund Balance and Revenues \$8,680,439

FY 2007-08 Resources

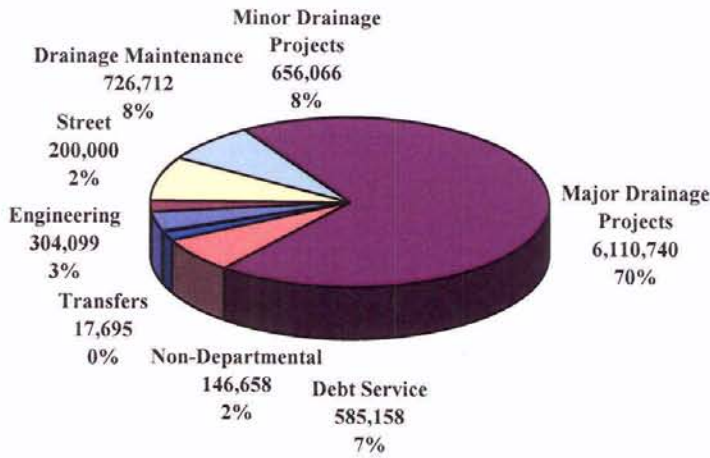


Total Fund Balance and Revenues \$11,282,916

DRAINAGE UTILITY FUND

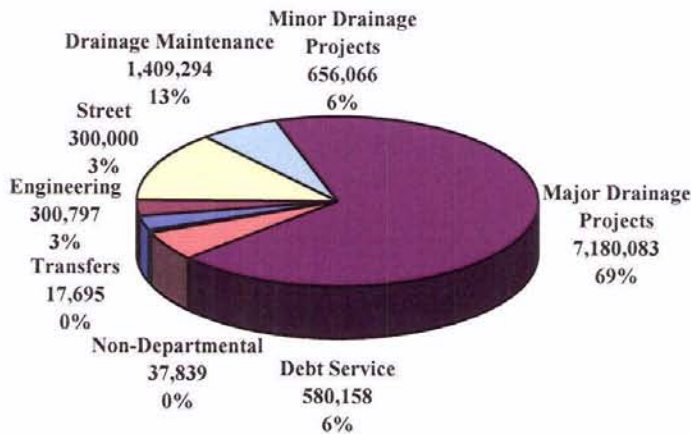
Comparison of FY 2006-07 Budget to FY 2007-08 Budget

FY 2006-07 Expenses by Function



Total Expenses \$8,747,128

FY 2007-08 Expenses by Function



Total Expenses \$10,481,932

Note: Significant changes between FY 2006-07 and FY 2007-08 are discussed on each division's financial page

DRAINAGE UTILITY FUND ENGINEERING

DIVISION DESCRIPTION

The mission of the Drainage Utility – Engineering Division is to provide drainage management services for the citizens and businesses of the City of Killeen that support water quality improvements; storm water run-off controls and beneficial usage solutions; system sustainability and chronic maintenance problem reduction; and environmental and aesthetic enhancement opportunities. The Drainage Utility has developed a draft Storm Water Management Program (SWMP) to meet the mandates of the State of Texas Phase II program. The Drainage Utility manages storm water discharge permits for selected municipal industrial operations, and for City-performed/City-sponsored construction activities that disturb 1 acre of land or greater. The Drainage Utility has implemented a Capital Improvements Program (CIP) and developed a Drainage Master Plan to address drainage infrastructure inadequacies and required system upgrades. Under the drainage master planning process, the Drainage Utility has undertaken comprehensive detailed studies of special flood hazard areas to support and enhance the Federal Emergency Management Agency’s (FEMA’s) Flood Insurance Rate Map Modernization project in Bell County. The Drainage Utility is performing a surface water quality monitoring project in the South Nolan Creek and Lampasas River Watersheds under Clean Water Act 319(h) grant agreements with the Texas Commission on Environmental Quality (TCEQ). The Drainage Utility includes a Drainage Maintenance Program to address degradation of and damage to the municipal drainage system.

MAJOR DIVISION GOALS

- Physically inventory, assess, and plan improvements to the City’s drainage infrastructure.
- Implement approved recommendations from the drainage master planning process.
- Design and construct drainage CIPs in accordance with well-defined master planning priorities.
- Further develop “Storm” Geographic Information Systems (GIS) datasets and applications.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2006-07

- Completed additional drainage master planning services, which included development of the Drainage Maintenance Plan authorized in the FY 05-06 budget.
- Constructed first 3 major drainage CIP projects including W.S. Young Drive, Killeen Civic and Conference Center (KCCC), and Stillforest Tributary of the \$8 million bond package.
- Constructed Phase II of the minor drainage CIP projects.
- Submitted a Flood Insurance Study (FIS) to FEMA for 35 linear miles of special flood hazard areas within the City.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-08

- Implement additional stages of the Drainage Master Plan to guide CIP planning and construction, and administrative improvements for drainage system management.
- Adopt draft SWMP.
- Provide technical support to local and regional surface water quality stakeholder groups (e.g., Stillhouse Clean Water Steering Committee; Clean Rivers Program).
- Perform surface water monitoring to support water quality improvements.
- Support the Drainage Maintenance Program by determining and scheduling drainage maintenance projects throughout the City.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to Engineering – Drainage Utility Fund for FY2007-08.

**DRAINAGE UTILITY FUND
ENGINEERING**

	Actual 2005-06	Budget 2006-07	Projected 2006-07	Target 2007-08
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 107,548	\$ 137,667	\$ 115,351	\$ 138,653
Supplies	7,533	9,950	8,075	8,501
Repairs	282	1,616	1,600	1,616
Support Services	130,432	115,449	114,308	114,872
Benefits	28,304	39,092	32,570	37,155
Capital Outlay	2,033	325	-	-
Total Expenditures	\$ 276,132	\$ 304,099	\$ 271,904	\$ 300,797
Personnel Summary / Position Title				
Project Engineer	1	1	1	1
Secretary	1	1	1	1
Storm Water Drainage Technician	1	1	1	1
Total	3	3	3	3
<u>OUTPUTS</u>				
Number of Minor Drainage CIP Projects	0	19	14	14
Major Drainage CIP (\$) Budgeted / Expended	\$203,949	\$6,300,000	\$615,968	\$7,180,083
<u>EFFICIENCIES</u>				
% Completion of the Development of 'Storm' Geodataset	50%	75%	75%	100%
<u>EFFECTIVENESS</u>				
% of Projects where Project Cost exceeds Project Cost Estimate by greater than 15%	N/A*	<5%	0.0%	<5%

* New Performance Measure - Data not available.

**DRAINAGE UTILITY FUND
STREET**

DIVISION DESCRIPTION

The Street Division in the Drainage Utility Fund provides funding for roadway drainage projects. Maintenance such as curb and gutter repairs, valley gutter repairs and street failures due to groundwater infiltration keep the street drainage infrastructure operational.

MAJOR DIVISION GOALS

- Provide superior pavement maintenance services by performing preventative maintenance repairs on drainage related infrastructure.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2006-07

- Completed the repair of 30 roadway drainage projects.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-08

- Repair an estimated 35 roadway drainage projects.

MAJOR NEW PROGRAMS AND SERVICES

- Increased Funding for Roadway Drainage Repairs

**DRAINAGE UTILITY FUND
STREET**

	Actual		Budget		Projected		Target
	2005-06		2006-07		2006-07		2007-08
<u>INPUTS</u>							
Expenditures							
Maintenance	9,355		200,000		200,000		300,000
Total Expenditures	\$ 9,355	\$	200,000	\$	200,000	\$	300,000
Personnel Summary / Position Title							
No Full-Time Personnel**	0		0		0		0
Total	0		0		0		0

** Personnel in the Street Department and outside contractors perform the work for the roadway drainage repairs.

OUTPUTS

Roadway Drainage Projects Completed	N/A*		N/A*		30		35
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EFFICIENCIES

Average Time to Complete a Roadway Drainage Project	N/A*		N/A*		1 week		1 week
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EFFECTIVENESS

% of Requested Roadway Drainage Repairs Completed within 14 Days	N/A*		N/A*		80.0%		90.0%
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*New Performance Measure - Data not available.

***DRAINAGE UTILITY FUND
DRAINAGE MAINTENANCE***

DIVISION DESCRIPTION

The mission of the Drainage Utility – Drainage Maintenance Division is to maintain, repair, and/or improve the municipal drainage infrastructure for the City of Killeen. Tasks include: removal of non-beneficial growth; removal of sediment; clean out blockages in channels; repair washouts; reshape channels; perform minor repair projects; place rip-rap and erosion control matting; maintain detention ponds.

MAJOR DIVISION GOALS

- Improve the quality of the drainage infrastructure throughout the City by accomplishing work in accordance with the instruction and priority set by Drainage Utility – Engineering Division.
- Assist in the inventory, assessment and improvement of the city's infrastructure.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2006-07

- Began implementation of the Drainage Maintenance Plan.
- Purchased and set up a portable building, and established a base for operations.
- Hired personnel and acquired the necessary equipment to begin substantial maintenance operations in late January 2007 with drainage crew #1 which included six personnel.
- Refined the drainage infrastructure inventory.
- Collected data on length and acreage of drainage infrastructure.
- Began the process for hiring the 2nd drainage crew and the acquisition of required equipment approved in a mid-year 2006-07 budget amendment.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2007-08

- Fully staff and resource the second (2nd) drainage crew and startup the (3rd) drainage crew that will substantially begin operations in 1st and 2nd Quarters of FY 07/08.
- Collect and refine the demographics for the drainage infrastructure.
- Complete one maintenance and cleanup cycle for the remaining 30 miles of drainage infrastructure (a total inventory of 44 miles).

MAJOR NEW PROGRAMS AND SERVICES

- Drainage Crew with 8 Employees and Equipment
- Drainage Service Worker – Upgrade from Temporary to Permanent
- Haul Truck & Trailer Replacement Units #62 and #65
- ¾ Ton Pickup Truck, Replacement Unit #64
- Grapple Attachment for Excavator

**DRAINAGE UTILITY FUND
DRAINAGE MAINTENANCE**

	Actual	Budget	Projected	Target
	2005-06	2006-07	2006-07	2007-08
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 20,448	\$ 167,926	\$ 160,014	\$ 514,605
Supplies	12,669	37,314	46,420	112,552
Maintenance	10,003	3,654	3,654	1,766
Repairs	345	29,700	28,790	56,116
Support Services	349	1,940	2,212	3,258
Benefits	2,431	45,461	40,086	181,267
Major Capital Outlay	-	5,200	5,200	-
Capital Outlay	391,990	435,517	435,475	539,730
Total Expenditures	\$ 438,235	\$ 726,712	\$ 721,851	\$ 1,409,294

Personnel Summary / Position Title

Drainage Supervisor	1	1	1	1
Drainage Crew Leader	0	1	2	3
Drainage Equipment Operator	2	2	4	7
Drainage Service Worker	3	2	5	10
Total	6	6	12	21

OUTPUTS

Drainage infrastructure repaired or rehabilitated by maintenance crew (feet, miles, and acres) - (Operations only)	N/A*	44,000 feet	70,699 feet	158,400 feet
	N/A*	8.3 miles	13.4 miles	30.0 miles
	N/A*	59.0 acres	94.9 acres	212.7 acres

EFFICIENCIES

Average cost per foot, mile and acre of drainage infrastructure maintained or repaired by maintenance crew (\$) - (Operations only)	N/A*	\$16.52/foot	\$10.21/foot	\$8.90/foot
	N/A*	\$87,556/mile	\$53,910/mile	\$46,977/mile
	N/A*	\$12,317/acre	\$7,604/acre	\$6,626/acre

EFFECTIVENESS

Drainage repair and rehabilitation projects completed by scheduled completion date (%) - (Operations only)	N/A*	90.0%	100.0%	90.0%
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* New Performance Measure - Data not available.

***DRAINAGE UTILITY FUND
OTHER APPROPRIATIONS***

DEBT SERVICE

The Debt Service division is used to account for current year expenses for principal, interest, and bank fees.

PUBLIC SERVICES

The Public Services division is used to account for current year expenses for grants that benefit public services.

INFORMATION TECHNOLOGY

The Information Technology budget is used to account for the Drainage Utility Fund expenses related to information technology.

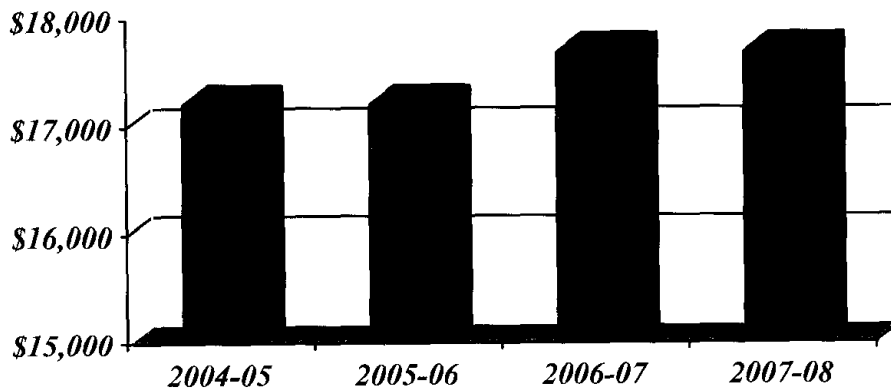
DRAINAGE PROJECTS

The Drainage Utility Projects division is used to account for minor drainage projects and all major capital improvement projects related to the issuance of the Certificates of Obligation.

NON-DEPARTMENTAL

The Drainage Utility Non-Departmental division is utilized to account for charges that are not directly related to a specific division. These charges include a transfer to the General Fund for indirect cost allocation. The indirect cost transfer is to fund a portion of the salary and benefits related to a City Attorney assigned to Public Works projects and activities exclusively. Other charges include professional services, insurance, and a salary accrual account.

Indirect Cost Transfer to the General Fund



**DRAINAGE UTILITY FUND
OTHER APPROPRIATIONS**

DEBT SERVICE

	Actual 2005-06		Budget 2006-07		Projected 2006-07		Target 2007-08
<i>EXPENSES</i>							
Bond Interest	\$ 87,489	\$	331,158	\$	331,158	\$	321,158
Bond Principal	470,000		250,000		250,000		255,000
Bank Fees	-		4,000		4,000		4,000
Total Expenses	\$ 557,489	\$	585,158	\$	585,158	\$	580,158

PUBLIC SERVICES

	Actual 2005-06		Budget 2006-07		Projected 2006-07		Target 2007-08
<i>EXPENSES</i>							
TCEQ Grant	\$ -	\$	98,018	\$	98,018	\$	-
Total Expenses	\$ -	\$	98,018	\$	98,018	\$	-

INFORMATION TECHNOLOGY

	Actual 2005-06		Budget 2006-07		Projected 2006-07		Target 2007-08
<i>EXPENSES</i>							
Supplies	\$ 798	\$	1,000	\$	1,000	\$	1,000
Maintenance	2,870		7,010		7,010		4,810
Support Services	5,088		5,000		5,000		-
Capital Outlay	4,998		14,263		14,000		12,395
Total Expenses	\$ 13,754	\$	27,273	\$	27,010	\$	18,205

DRAINAGE PROJECTS

	Actual 2005-06		Budget 2006-07		Projected 2006-07		Target 2007-08
<i>EXPENSES</i>							
Cost of Issuance	\$ 166,957	\$	-	\$	-	\$	-
Minor Drainage Projects	13,500		656,066		656,066		656,066
Major Capital Improvements	203,949		6,110,740		615,968		7,180,083
Total Expenses	\$ 384,406	\$	6,766,806	\$	1,272,034	\$	7,836,149

**DRAINAGE UTILITY FUND
OTHER APPROPRIATIONS**

NON-DEPARTMENTAL

	Actual		Budget		Projected		Target
	2005-06		2006-07		2006-07		2007-08
<i>EXPENSES</i>							
Support Services	\$ 62,318	\$	20,367	\$	15,940	\$	18,634
Designated Expenses	(733)		1,000		1,000		1,000
Transfers Out	17,213		17,695		17,695		17,695
Total Expenses	\$ 78,798	\$	39,062	\$	34,635	\$	37,329

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 & Poors</u>	<u>Moodys</u>	<u>Fitch</u>
General Obligation	AAA	Aaa	N/A
Certificate of Obligation	AAA	Aaa	N/A
Waterworks and Sewer System Revenue Bonds	AAA	Aaa	N/A

"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's 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 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 consists 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 2007	\$ 3,975,581,548
Proposed Tax Rate of \$100 Valuation	0.695
Gross Revenue from Taxes	27,630,292
Estimated Percent of Collections	98.5%
Estimated Funds from Tax Levy	27,215,837
Less Discount for Early Payment	(596,729)
Estimated Funds Available	<u>\$ 26,619,108</u>

PROPOSED DISTRIBUTION OF ALL TAX COLLECTIONS

	% of Total	Tax Rate	Collections
General Fund	67.54%	46.940	\$ 17,978,535
Interest & Sinking Fund 1999	0.73%	0.509	\$ 195,000
Interest & Sinking Fund 1999 - Refunding	0.75%	0.522	\$ 200,000
Interest & Sinking Fund 2001	1.69%	1.175	\$ 450,000
Interest & Sinking Fund 2002	0.98%	0.679	\$ 260,000
Interest & Sinking Fund 2003	1.78%	1.240	\$ 475,000
Interest & Sinking Fund 2004 C/O	2.47%	1.715	\$ 657,000
Interest & Sinking Fund 2004 G.O.B.	12.89%	8.955	\$ 3,430,000
Interest & Sinking Fund 2005 C/O	1.26%	0.875	\$ 335,000
Interest & Sinking Fund 2006 G.O.B.	1.50%	1.044	\$ 400,000
Interest & Sinking Fund 2007 G.O.B.	3.34%	2.321	\$ 888,901
Interest & Sinking Fund 2007 C/O	5.07%	3.524	\$ 1,349,672
Total	<u>100.00%</u>	<u>69.500</u>	<u>\$ 26,619,108</u>

COMPARISON OF PREVIOUS YEAR TAX RATES

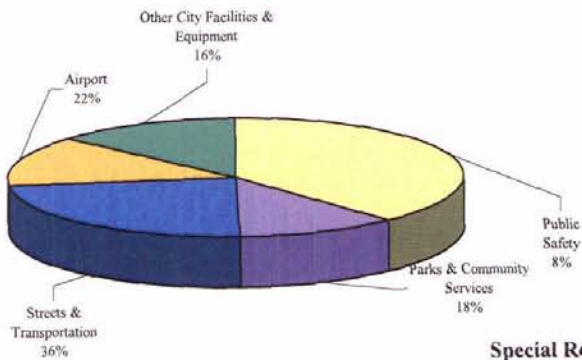
	2003-04	2004-05	2005-06	2006-07	2007-08
General Fund	52.110	52.183	50.020	47.625	46.940
I & S 1993 - Refunding	3.604	-	-	-	-
Interest & Sinking 1993	1.658	1.392	-	-	-
Interest & Sinking 1995	2.277	3.777	-	-	-
I & S 1996 - C/O Fund	1.390	1.233	0.960	-	-
Interest & Sinking 1999	0.749	0.650	0.674	0.582	0.509
I & S 1999 - Refunding	1.196	0.652	0.688	0.747	0.522
Interest & Sinking 2000	2.258	1.955	2.106	1.463	-
Interest & Sinking 2001	1.785	1.596	1.664	1.344	1.175
Interest & Sinking 2002	0.944	0.788	0.937	0.791	0.679
Interest & Sinking 2003	1.929	1.158	1.807	1.463	1.240
Interest & Sinking 2004 C/O	-	1.359	0.259	1.717	1.715
Interest & Sinking 2004 G.O.B.	-	2.757	7.097	10.736	8.955
Interest & Sinking 2005 C/O	-	-	2.646	1.643	0.875
Interest & Sinking 2006 G.O.B.	-	-	0.640	1.389	1.044
Interest & Sinking Fund 2007 G.O.B.	-	-	-	-	2.321
Interest & Sinking Fund 2007 C/O	-	-	-	-	3.524
Total	<u>67.971</u>	<u>69.500</u>	<u>66.214</u>	<u>69.500</u>	<u>69.500</u>

OUTSTANDING DEBT SUMMARY – OCTOBER 1, 2007

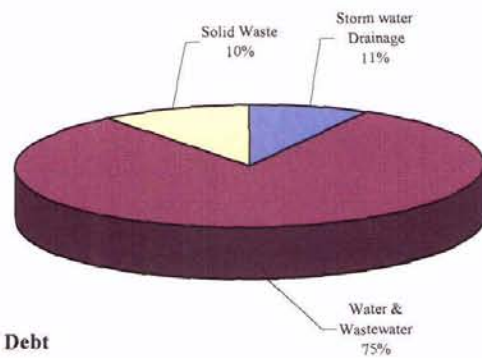
	Debt Outstanding 10/01/2007	FY 2007/08 Principal	FY 2007/08 Interest	Debt Outstanding 09/30/2008	%
GENERAL GOVERNMENT TAX SUPPORTED DEBT:					
Public Safety Facilities and Equipment	\$ 40,120,523	\$ 1,134,327	\$ 1,506,212	\$ 38,986,196	38%
Parks, Community Services, & Golf	11,772,000	278,800	515,890	11,493,200	11%
Streets and Transportation	25,371,903	1,542,347	1,093,406	23,829,556	36%
Airport	14,130,000	300,000	629,393	13,830,000	14%
Other City Facilities and Equipment	14,778,274	1,425,726	608,426	13,352,548	13%
TOTAL TAX SUPPORTED DEBT	\$ 106,172,700	\$ 4,681,200	\$ 4,353,327	\$ 101,491,500	100%
ENTERPRISE DEBT: (Self-Supporting)					
Stormwater Drainage	\$ 7,280,000	\$ 255,000	\$ 321,158	\$ 7,025,000	8%
Water & Wastewater	70,321,300	2,692,800	3,083,250	67,628,500	81%
Solid Waste	8,846,000	346,000	381,456	8,500,000	10%
TOTAL ENTERPRISE SUPPORTED DEBT	\$ 86,447,300	\$ 3,293,800	\$ 3,785,864	\$ 83,153,500	100%
HOTEL OCCUPANCY TAX SUPPORTED DEBT:					
Killeen Civic & Conference Center	\$ 9,075,000	\$ 215,000	\$ 476,016	\$ 8,860,000	100%
TOTAL CITY SUPPORTED DEBT	\$ 201,695,000	\$ 8,190,000	\$ 8,615,207	\$ 193,505,000	

OUTSTANDING DEBT BY TYPE

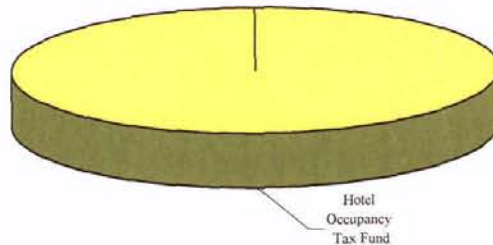
General Government Tax Supported Debt



Enterprise Fund Debt



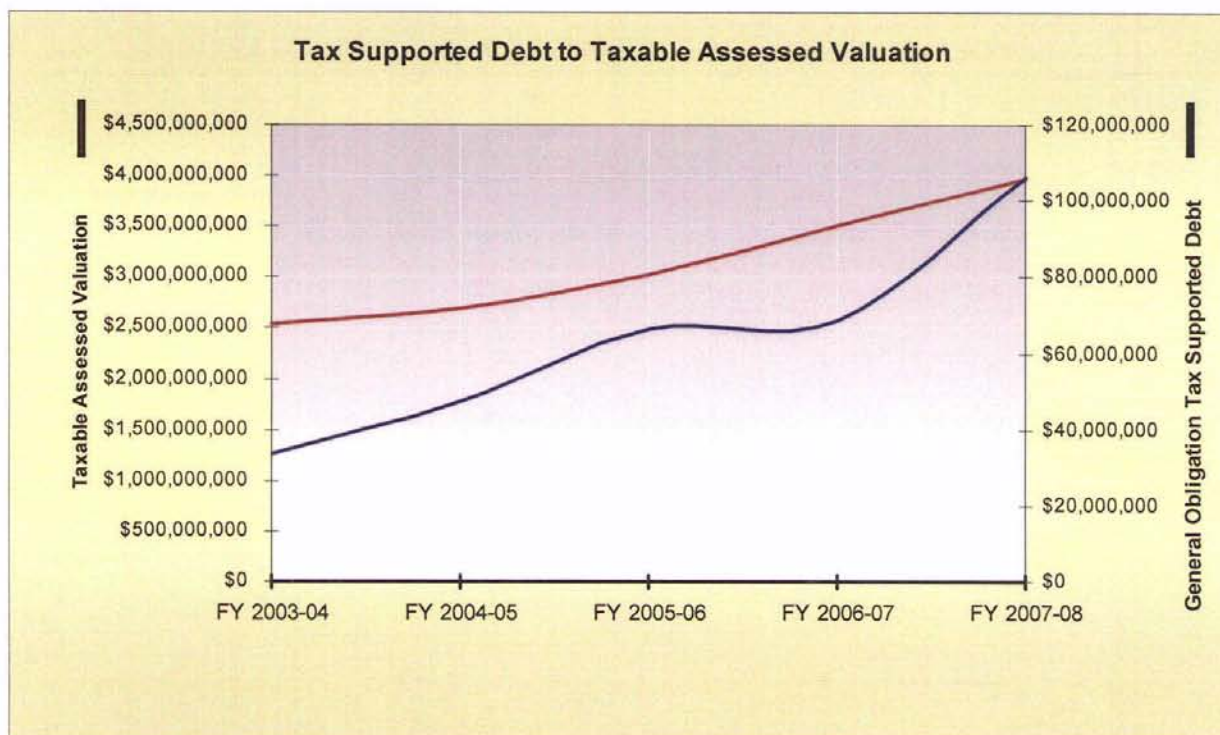
Special Revenue Fund Debt



LEGAL DEBT MARGIN FOR GENERAL OBLIGATIONS

All taxable property within the City of Killeen 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 City issued bonds, within the limits prescribed by law. Although the City 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. Following is an analysis of the City of Killeen's total assessed value for the 2007 tax roll, a calculation of the maximum amount the City can designate for debt service requirements, and the actual amount to be expended for general obligation debt service during fiscal year 2008:

Assessed Value, 2006 Tax Roll	\$ 3,975,581,548
Limit on Amount Designated for Debt Service	<u> X 2.5%</u>
Legal Limit	\$ <u>99,389,539</u>
Actual Amount to be Expended for General Obligation Debt Service During the Year Ending September 30, 2008.	\$ <u>9,034,548</u>

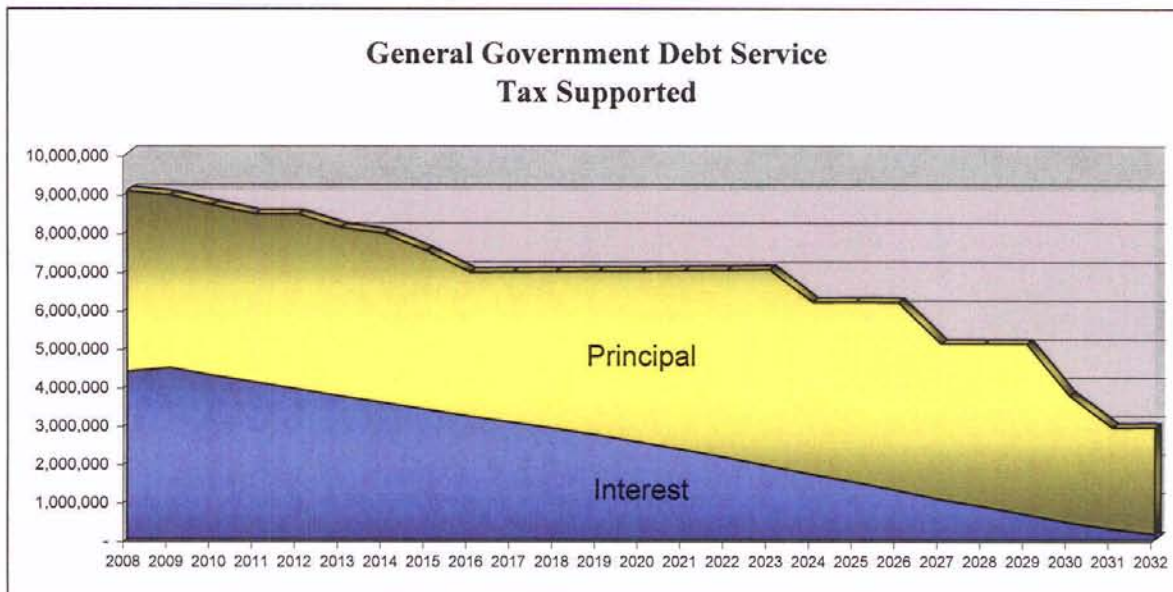


SUMMARY OF DEBT SERVICE TO MATURITY

Debt funded by dedicated portion of local ad valorem tax

TAX SUPPORTED

Year Ending September 30	Outstanding Beginning of Year	Interest	Principal	Total Requirements
2008	106,172,700	4,353,348	4,681,200	9,034,548
2009	101,491,500	4,448,759	4,478,900	8,927,659
2010	97,012,600	4,240,287	4,432,200	8,672,487
2011	92,580,400	4,068,234	4,370,500	8,438,734
2012	88,209,900	3,889,393	4,548,800	8,438,193
2013	83,661,100	3,706,033	4,381,100	8,087,133
2014	79,280,000	3,531,178	4,400,000	7,931,178
2015	74,880,000	3,353,780	4,130,000	7,483,780
2016	70,750,000	3,181,729	3,755,000	6,936,729
2017	66,995,000	3,026,733	3,915,000	6,941,733
2018	63,080,000	2,864,134	4,090,000	6,954,134
2019	58,990,000	2,689,054	4,270,000	6,959,054
2020	54,720,000	2,503,423	4,460,000	6,963,423
2021	50,260,000	2,307,929	4,670,000	6,977,929
2022	45,590,000	2,101,674	4,885,000	6,986,674
2023	40,705,000	1,882,799	5,120,000	7,002,799
2024	35,585,000	1,671,943	4,490,000	6,161,943
2025	31,095,000	1,468,225	4,700,000	6,168,225
2026	26,395,000	1,251,321	4,915,000	6,166,321
2027	21,480,000	1,022,301	4,060,000	5,082,301
2028	17,420,000	835,646	4,250,000	5,085,646
2029	13,170,000	631,830	4,450,000	5,081,830
2030	8,720,000	419,163	3,310,000	3,729,163
2031	5,410,000	261,725	2,640,000	2,901,725
2032	2,770,000	134,019	2,770,000	2,904,019
	<u>\$ 106,172,700</u>	<u>\$ 59,844,660</u>	<u>\$ 106,172,700</u>	<u>\$ 166,017,360</u>

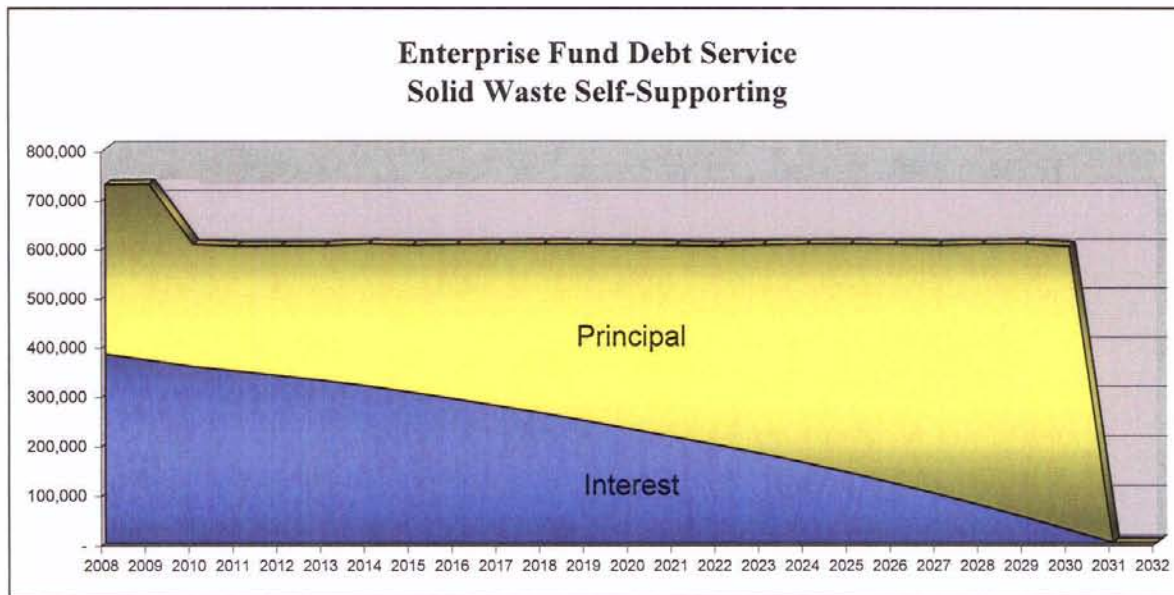


SUMMARY OF DEBT SERVICE TO MATURITY

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
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
2031	-	-	-	-
2032	-	-	-	-
		\$ 5,296,122	\$ 8,846,000	\$ 14,142,122

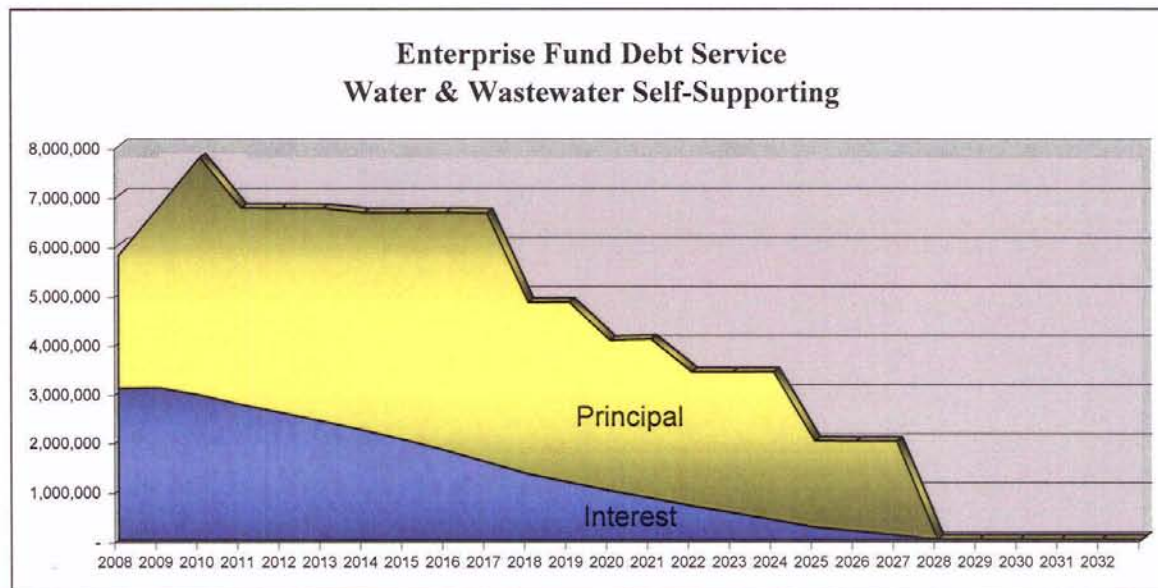


SUMMARY OF DEBT SERVICE TO MATURITY

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
2008	70,321,300	3,083,250	2,692,800	5,776,050
2009	67,628,500	3,085,769	3,686,100	6,771,869
2010	63,942,400	2,939,537	4,832,800	7,772,337
2011	59,109,600	2,746,004	4,004,500	6,750,504
2012	55,105,100	2,576,749	4,171,200	6,747,949
2013	50,933,900	2,402,551	4,343,900	6,746,451
2014	46,590,000	2,218,723	4,435,000	6,653,723
2015	42,155,000	2,015,685	4,640,000	6,655,685
2016	37,515,000	1,802,413	4,855,000	6,657,413
2017	32,660,000	1,570,463	5,080,000	6,650,463
2018	27,580,000	1,325,150	3,505,000	4,830,150
2019	24,075,000	1,161,700	3,675,000	4,836,700
2020	20,400,000	989,431	3,065,000	4,054,431
2021	17,335,000	842,544	3,240,000	4,082,544
2022	14,095,000	679,688	2,730,000	3,409,688
2023	11,365,000	543,188	2,865,000	3,408,188
2024	8,500,000	399,938	3,010,000	3,409,938
2025	5,490,000	249,438	1,755,000	2,004,438
2026	3,735,000	170,463	1,825,000	1,995,463
2027	1,910,000	88,338	1,910,000	1,998,338
2028	-	-	-	-
2029	-	-	-	-
2030	-	-	-	-
2031	-	-	-	-
2032	-	-	-	-
		<u>\$ 30,891,022</u>	<u>\$ 70,321,300</u>	<u>\$ 101,212,322</u>

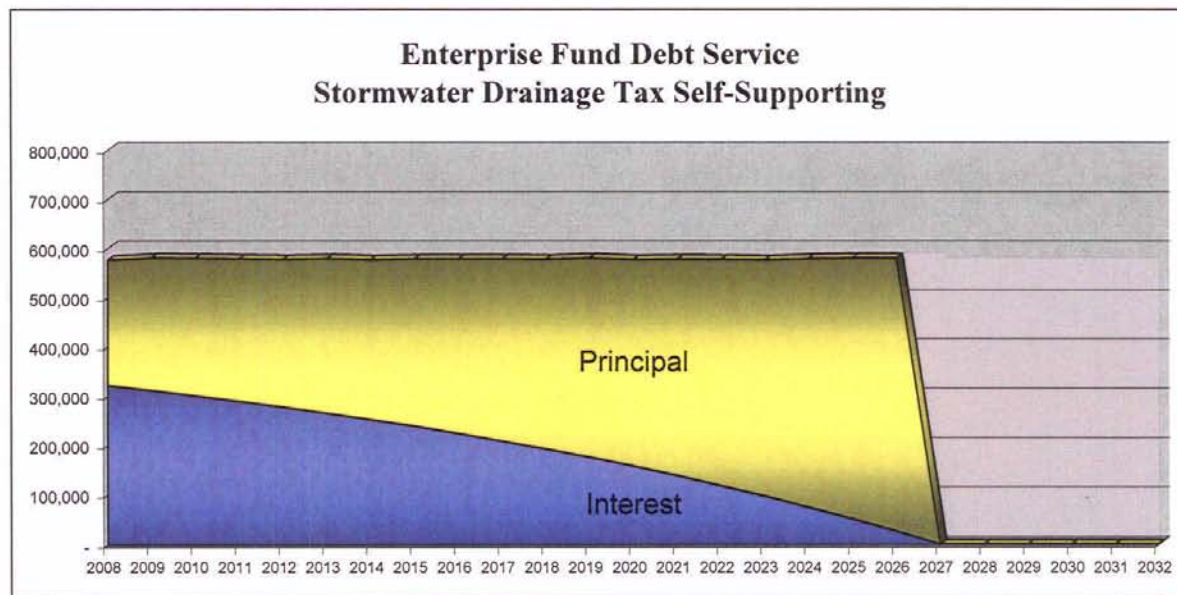


SUMMARY OF DEBT SERVICE TO MATURITY

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
2008	7,280,000	321,158	255,000	576,158
2009	7,025,000	310,958	270,000	580,958
2010	6,755,000	300,158	280,000	580,158
2011	6,475,000	288,958	290,000	578,958
2012	6,185,000	277,358	300,000	577,358
2013	5,885,000	264,608	315,000	579,608
2014	5,570,000	252,008	325,000	577,008
2015	5,245,000	239,008	340,000	579,008
2016	4,905,000	223,708	355,000	578,708
2017	4,550,000	208,620	370,000	578,620
2018	4,180,000	192,895	385,000	577,895
2019	3,795,000	175,570	405,000	580,570
2020	3,390,000	157,345	420,000	577,345
2021	2,970,000	138,445	440,000	578,445
2022	2,530,000	118,205	460,000	578,205
2023	2,070,000	96,930	480,000	576,930
2024	1,590,000	74,730	505,000	579,730
2025	1,085,000	50,995	530,000	580,995
2026	555,000	26,085	555,000	581,085
2027	-	-	-	-
2028	-	-	-	-
2029	-	-	-	-
2030	-	-	-	-
2031	-	-	-	-
2032	-	-	-	-
		<u>\$ 3,717,742</u>	<u>\$ 7,280,000</u>	<u>\$ 10,997,742</u>

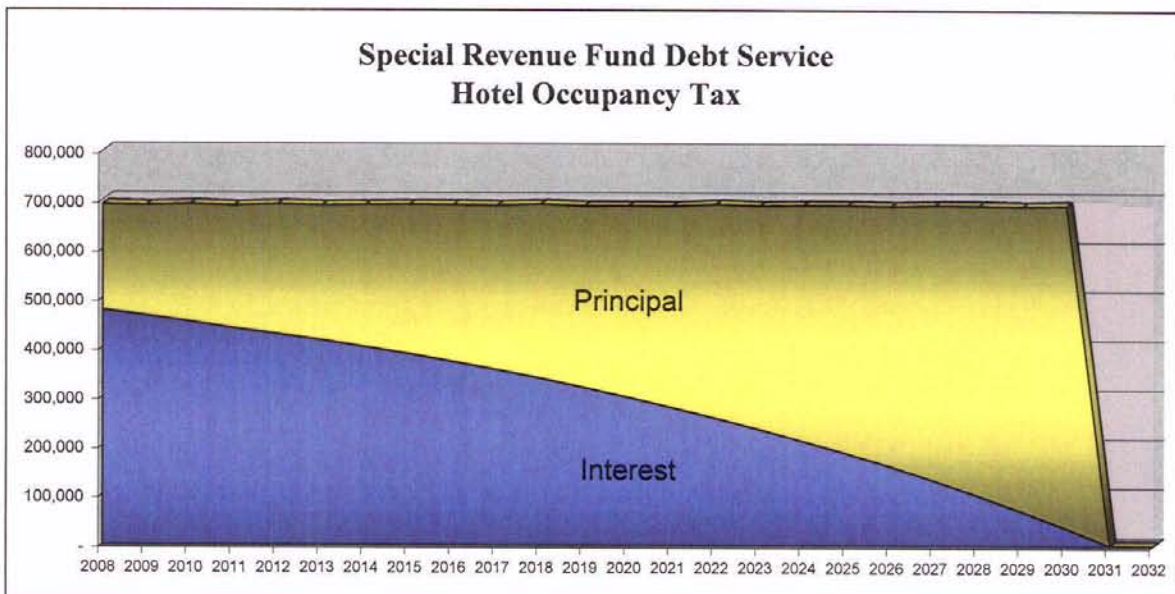


SUMMARY OF DEBT SERVICE TO MATURITY

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
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
2031	-	-	-	-
2032	-	-	-	-
		<u>\$ 6,799,255</u>	<u>\$ 9,075,000</u>	<u>\$ 15,874,255</u>



PROPOSED FY 2007-08 DEBT

General Tax Supported Debt		
General Obligation Bond	<i>Phase III of the 2002 G.O.B. Capital Improvement Program</i>	\$17,665,000
Certificate of Obligation	<i>Police Headquarters Facility and an Emergency Warning Siren System</i>	24,120,000
Total New General Debt (Tax Supported)		\$ 41,785,000
<hr style="border: 1px solid black;"/>		
Enterprise Self Supporting Debt		
Water and Sewer	<i>High priority water & sewer infrastructure projects as determined in the updated water and sewer Master Plan.</i>	21,165,000
Total New Enterprise Debt (Self-Supporting)		\$ 21,165,000
<hr style="border: 1px solid black;"/>		
Total Proposed New Debt FY 2007-08		\$ 62,950,000

FINANCIAL IMPACT:

General Debt:

Proceeds from the General Obligation Bond (\$17,665,000) will fund Phase III of the 2002 General Obligation Bond Program. Remaining authorizations from the 2002 program include a new police headquarters facility and two (2) fire stations, animal control facilities improvements, street improvements, and parks and recreation facilities and improvements. Specific allocations of these proceeds include constructing, improvement, renovating and equipping public safety buildings and facilities including police headquarters, animal control facilities and fire station no. 8.

Proceeds from the Certificate of Obligation Bond (\$24,120,000) will fund an emergency warning siren system, City parks and recreation facilities and improvements, fire station no. 1, street improvements, and the additional costs associated with the construction of the new police headquarter, animal control facilities and fire station no. 8 approved by voters in 2002 as part of the General Obligation Bond Program. Rising construction costs have caused an erosion in purchasing power; in order to build facilities that meet the needs of the current population and to allow for future growth, it has become necessary to support the additional costs with proceeds from this Certificate of Obligation.

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 will retire, and continued growth in the City is expected.

Enterprise Debt:

Water and Sewer: Proceeds from the Water and Sewer debt issuance (\$21,165,000) will fund high priority projects as identified on the updated Water and Sewer Master plan. The updated Master Plan was reviewed and approved by council on July 10, 2007 via Resolution 07-109R.

The amortization of the debt to support the Water and Sewer capital improvement projects is included in the new rate structure adopted with the fiscal year 2007-08 budget.

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.

Court Security Fee Fund: To account for fees assessed and collected from defendants convicted in a trial of a misdemeanor. Funds are used to finance the purchase of security devices/services for the Municipal Court Building.

Court Technology Fund: To account for fees assessed and collected from defendants upon conviction of a misdemeanor offense. Funds are used to finance the purchase of technological enhancements for the Municipal Court.

Emergency Management Fund: To account for monetary donations and grant revenues restricted to use for the support of emergency and disaster relief operations.

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. Revenues from this tax must be used in compliance with State law, which includes advertising and promotion of the City. Operations of the City's civic and conference center and special events center complex are presented in this fund, as allowed by law.

Juvenile Case Manager Fund: To account for fees assessed and collected from defendants upon conviction of a fine-only misdemeanor offense. Funds are used to finance the salary and benefits of the Juvenile Case Manager appointed to assist in administering the Municipal Court juvenile docket and supervising the Court's orders in juvenile court.

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 revenue that is 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 allocated for development and improvement of City park land.

Police Federal Seizure Fund: To account for revenues and expenditures that is 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 2005-06	Budget 2006-07	Estimated 2006-07	Adopted 2007-08
Revenues				
Cable System PEG Improvements	\$ 79,101	\$ 322,595	\$ 249,443	\$ 283,834
CDBG	820,898	1,976,772	1,143,214	1,930,518
Community Dev. - Home Program	243,063	1,420,717	639,560	1,428,190
Court Technology	97,746	137,746	137,746	86,746
Court Security	86,597	37,289	38,121	41,362
Emergency Management	93,839	-	16,079	16,079
Hotel Occupancy Tax	3,325,694	3,596,851	3,558,607	3,263,225
Juvenile Case Manager	30,502	30,000	94,591	97,042
Law Enforcement Grant	126,491	44,342	120,661	100,363
Library Memorial	27,111	-	-	-
Lions Club Park	31,352	20,774	32,852	32,852
Park Improvements	11,793	-	-	-
Police Federal Seizure	28,792	28,640	45,156	45,156
Police State Seizure	261,479	228,812	317,930	247,628
Special Events Center	70,209	86,669	89,624	-
Special Economic Development	1,075,278	-	-	-
Total Revenues	\$ 6,409,945	\$ 7,931,207	\$ 6,483,584	\$ 7,572,995
Expenditures				
Cable System PEG Improvements	\$ 32,867	\$ 168,609	\$ 166,109	\$ 128,696
CDBG	820,898	1,694,322	1,143,214	1,930,518
Community Dev. - Home Program	164,572	1,134,808	561,069	1,355,671
Court Technology	-	63,000	91,000	63,000
Court Security	79,310	37,289	37,289	40,530
Emergency Management	78,260	-	-	16,079
Hotel Occupancy Tax	2,181,041	2,629,962	2,568,712	2,421,191
Juvenile Case Manager	-	30,000	30,000	32,451
Law Enforcement Grant	94,390	44,342	35,640	57,063
Library Memorial	9,899	-	-	-
Lions Club Park	-	20,474	-	32,852
Park Improvements	-	-	-	-
Police Federal Seizure	-	28,640	-	45,156
Police State Seizure	-	102,000	70,302	50,000
Special Events Center	-	86,669	89,624	-
Special Economic Development	454,780	-	-	-
Total Expenditures	\$ 3,916,017	\$ 6,040,115	\$ 4,792,959	\$ 6,173,207

CABLE SYSTEM PEG IMPROVEMENTS

	Actual		Budget		Estimated		Adopted
	2005-06		2006-07		2006-07		2007-08
Beginning Fund Balance	\$ 26,812	\$	\$ 122,595	\$	\$ 46,264	\$	\$ 83,334
Revenues							
Interest Earned	\$ 2,289	\$	\$ -	\$	\$ 2,200	\$	\$ 2,500
Cablevision PEG Grant	50,000		-		-		-
Cable Franchise PAC fee	-		200,000		200,979		198,000
Total Fund Balance and Revenues	\$ 79,101	\$	\$ 322,595	\$	\$ 249,443	\$	\$ 283,834
Expenditures							
Council Broadcast Service	\$ 28,077	\$	\$ 27,500	\$	\$ 27,500	\$	\$ 25,000
Presentations Broadcast	4,790		11,500		15,000		-
Salaries & Benefits	-		21,679		21,679		74,196
Supplies	-		1,360		1,360		12,000
Support Services	-		7,570		7,570		7,500
Capital Outlay	-		99,000		93,000		10,000
Total Expenditures	\$ 32,867	\$	\$ 168,609	\$	\$ 166,109	\$	\$ 128,696
Ending Fund Balance	\$ 46,234	\$	\$ 153,986	\$	\$ 83,334	\$	\$ 155,138

COMMUNITY DEVELOPMENT FUND

	Actual 2005-06	Budget 2006-07	Estimated 2006-07	Adopted 2007-08
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -
Revenues				
CDBG Program Income	37,289	-	47,000	20,000
Federal Receipts	753,840	1,085,233	851,263	1,316,299
Federal Receipts - Prior Year	-	834,417	244,951	594,219
Transfer from General Fund	29,769	57,122	-	-
Total Fund Balance and Revenues	\$ 820,898	\$ 1,976,772	\$ 1,143,214	\$ 1,930,518
Expenditures				
Comm. Dev Housing Program (25th yr.)	\$ 8,018	\$ -	\$ -	\$ -
Comm. Dev Housing Program (27th yr.)	15,024	12,482	12,482	-
Food Care Center (28th yr.)	-	3,600	3,600	-
Home & Hope Shelter, Inc. (28th yr.)	430	17,554	-	17,554
Home & Hope Shelter (28th yr.)	-	53,206	-	53,206
Food Care Center (29th yr.)	-	11,215	11,215	-
Killeen Water & Sewer Div (29th yr.)	-	114,840	114,840	-
Clearance & Demolition (29th yr.)	12,114	-	-	-
Housing Auth of Killeen (30th yr.)	318	-	-	-
Central Texas YSB (30th yr.)	441	-	-	-
Hill Ctry Cmnty Action (30th yr.)	30,874	-	-	-
CoK Code Enf Clear/Demolition (30th yr.)	60,000	-	-	-
CoK PW Water & Sewer (30th yr.)	-	94,300	94,300	-
Cmnty Dev Administration (31st yr.)	244,406	-	-	-
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	-	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.)	129,466	-	-	-
Word of Life Subst Abuse (31st yr.)	151,444	-	-	-
Neighborhood Sidewalk Impr (31st yr.)	6,249	3,751	3,751	-
Accessibility Modification (31st yr.)	-	52,000	17,902	34,098
Minor Home Repair Program (31st yr.)	1,139	48,861	33,861	15,000

**COMMUNITY DEVELOPMENT FUND
(CONTINUED)**

	Actual 2005-06	Budget 2006-07	Estimated 2006-07	Adopted 2007-08
Cmmty Dev Administration (32nd yr)	-	192,941	250,063	-
Families in Crisis (32nd yr.)	-	8,000	8,000	-
Greater Killeen Free Clinic (32nd yr.)	-	23,971	23,971	-
Hill Country Act/Aging (32nd yr.)	-	15,735	15,735	-
Food Care Center (32nd yr.)	-	28,670	-	28,670
Bell County Human Services (32nd yr.)	-	20,000	20,000	-
Killeen Transportation Program (32nd yr.)	-	50,000	50,000	-
Home & Hope Shelter (32nd yr.)	-	20,000	20,000	-
Housing Auth of Killeen/Summer Camp (32nd yr.)	-	2,500	2,500	-
CoK Code Enforcement Abatement (32nd yr.)	-	177,032	171,494	5,538
CoK Code Enf Clear/Demolition (32nd yr.)	-	50,000	25,000	25,000
Neighborhood Sidewalk Impr (32nd yr.)	-	251,884	225,000	26,884
Lion's Park Senior Ceter Parking (32nd yr.)	-	75,000	-	75,000
Housing Rehab Program (32nd Yr.)	-	165,000	-	165,000
Housing Authority - After School (32nd yr.)	-	4,500	4,500	-
Home & Hope Shelter (32nd yr.)	-	35,000	35,000	-
One Stop Social Services Center (32nd yr.)	-	150,000	-	150,000
Cmmty Dev Administration (33rd yr.)	-	-	-	193,577
Families in Crisis (33rd yr.)	-	-	-	8,000
Greater Killeen Free Clinic (33rd yr.)	-	-	-	27,183
Hill Country Act/Aging (33rd yr.)	-	-	-	15,000
Food Care Center (33rd yr.)	-	-	-	25,000
Greater Ft. Hood Communities in School (33rd yr.)	-	-	-	25,000
Bell County Human Services (33rd yr.)	-	-	-	10,000
CoK Transportation Program (33rd yr.)	-	-	-	40,000
Home & Hope Shelter (33rd yr.)	-	-	-	20,000
Central Texas 4C, Inc. (33rd yr.)	-	-	-	25,245
CoK Code Enforcement Abatement (33rd yr.)	-	-	-	186,089
CoK Code Enf Clear/Demolition (33rd yr.)	-	-	-	30,000
CoK Outdoor Emergency Warning (33rd yr.)	-	-	-	58,111
CoK Sewer Rehab Program (33rd yr.)	-	-	-	653,094
Code Enforcement Personnel	129,464	177,032	171,494	191,525
Contra Account	(129,466)	(177,032)	(171,494)	(186,089)
Housing Rehabilitation	14,723	16,022	16,205	17,810
Contra Account	(14,724)	(16,022)	(16,205)	(17,257)
Total Expenditures	\$ 820,898	\$ 1,694,322	\$ 1,143,214	\$ 1,930,518
Ending Fund Balance	\$ -	\$ 282,450	\$ -	\$ -

HOME PROGRAM

	Actual		Budget		Estimated		Adopted
	2005-06		2006-07		2006-07		2007-08
Beginning Fund Balance	\$ 30,975	\$	\$ 30,000	\$	\$ 78,491	\$	\$ 78,491
Revenues							
Program Income	\$ 15,403	\$	\$ 12,187	\$	\$ 12,250	\$	\$ 12,187
Federal Receipts	136,580		461,887		50,546		776,374
Prior Year Receipts	-		915,340		498,273		561,138
Bell County Home Program Grant	60,000		-		-		-
Transfer from General Fund	105		1,303		-		-
Total Fund Balance and Revenues	\$ 243,063	\$	\$ 1,420,717	\$	\$ 639,560	\$	\$ 1,428,190
Expenditures							
Hap 1st Time Homebuyers Prog (4th yr.)	\$ 23,420	\$	\$ -	\$	\$ -	\$	\$ -
First Time Homebuyers Program (6th yr.)	-		-		-		-
CTYSB Project Future (6th yr.)	34,751		10,736		10,736		-
First Time Homebuyers Program (7th yr.)	5,030		62,190		13,826		52,894
CTYSB Project Future (7th yr.)	-		77,000		77,000		-
Ft Hood Area Hab CHDO Project (7th yr)	49,055		9,970		-		9,970
Housing Auth of Killeen (8th yr.)	3,123		-		-		-
FH Area Habitat for Humanity (9th yr.)	-		25,607		-		25,607
Administration (10th yr.)	49,061		-		-		-
FTH Habitat for Humanity (10th yr.)	-		38,364		-		38,364
CTYSB Transit Housing (10th yr.)	-		75,000		75,000		-
Ridge Point Apartment Homes	-		314,929		314,929		-
First Time Homebuyer Program Grant Match	876		59,125		19,032		40,093
Administration (11th yr.)	-		45,983		45,983		-
First Time Homebuyer's (11th yr.)	-		170,000		-		170,000
Ft Hood Area Hab CHDO Project (11th yr.)	-		72,193		-		72,193
Elderly Tenant Based Rent (11th yr.)	-		173,711		4,563		169,148
Administration (12th yr.)	-		-		-		45,518
CHDO Set Aside (12th yr.)	-		-		-		392,342
Families in Crisis -Tenant Based (12th yr.)	-		-		-		188,514
Elderly Tenant Based Rent (12th yr.)	-		-		-		150,000
Administrative Personnel	23,412		28,755		19,032		31,920
Contra Account	(24,156)		(28,755)		(19,032)		(30,892)
Total Expenditures	\$ 164,572	\$	\$ 1,134,808	\$	\$ 561,069	\$	\$ 1,355,671
Ending Fund Balance	\$ 78,491	\$	\$ 285,909	\$	\$ 78,491	\$	\$ 72,519

COURT TECHNOLOGY FUND

	Actual 2005-06	Budget 2006-07	Estimated 2006-07	Adopted 2007-08
Beginning Fund Balance	\$ 57,746	\$ 97,746	\$ 97,746	\$ 46,746
Revenues				
Technology Fund Receipts	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
Total Fund Balance and Revenues	\$ 97,746	\$ 137,746	\$ 137,746	\$ 86,746
Expenditures				
Repairs	\$ -	\$ -	\$ 28,000	\$ -
Capital Outlay	-	63,000	63,000	63,000
Total Expenditures	\$ -	\$ 63,000	\$ 91,000	\$ 63,000
Ending Fund Balance	\$ 97,746	\$ 74,746	\$ 46,746	\$ 23,746

COURT SECURITY FEE FUND

	Actual 2005-06	Budget 2006-07	Estimated 2006-07	Adopted 2007-08
Beginning Fund Balance	\$ 16,597	\$ 6,455	\$ 7,287	\$ 832
Revenues				
Security Fund Receipts	\$ 70,000	\$ 30,834	\$ 30,834	\$ 40,530
Total Fund Balance and Revenues	\$ 86,597	\$ 37,289	\$ 38,121	\$ 41,362
Expenditures				
Expense	\$ 79,310	\$ 37,289	\$ 37,289	\$ 40,530
Total Expenditures	\$ 79,310	\$ 37,289	\$ 37,289	\$ 40,530
Ending Fund Balance	\$ 7,287	\$ -	\$ 832	\$ 832

EMERGENCY MANAGEMENT FUND

	Actual 2005-06	Budget 2006-07	Estimated 2006-07	Adopted 2007-08
Beginning Fund Balance	\$ 39,232	\$ -	\$ 15,579	\$ 16,079
Revenues				
Interest Earned	\$ 62	\$ -	\$ 500	\$ -
Emergency Management Donations	13,077	-	-	-
Miscellaneous Receipts	55	-	-	-
FEMA Grant	41,413	-	-	-
Total Fund Balance and Revenues	\$ 93,839	-	16,079	16,079
Expenditures				
Salaries	\$ 1,309	\$ -	\$ -	\$ -
Supplies	2,952	-	-	16,079
Support Services	37,109	-	-	-
Benefits	12,002	-	-	-
Capital Outlay	1,708	-	-	-
Transfer to General Fund	23,180	-	-	-
Total Expenditures	\$ 78,260	\$ -	\$ -	\$ 16,079
Ending Fund Balance	\$ 15,579	\$ -	\$ 16,079	\$ -

HOTEL OCCUPANCY TAX

	Actual 2005-06	Budget 2006-07	Estimated 2006-07	Adopted 2007-08
Beginning Fund Balance	\$ 1,021,179	\$ 1,177,252	\$ 1,144,653	\$ 989,895
Revenues				
Hotel Occupancy Tax Receipts	\$ 1,218,648	\$ 1,335,600	\$ 1,336,000	\$ 1,410,000
Interest Earned	50,103	35,000	48,000	35,000
Miscellaneous Receipts	11,765	11,000	10,000	10,000
Catering Revenues	63,675	93,000	93,000	100,000
Event Revenue	340,568	375,000	375,000	390,000
Exhibit Revenue	9,499	25,000	4,000	20,000
Transfer-Special Events Center	-	86,669	89,624	-
Transfer from General Fund	300,500	450,000	450,000	300,000
CVB - Transfer from General Fund	299,500	-	-	-
Texas Commission Arts Grant	8,330	8,330	8,330	8,330
Texas Historical Commission Grant	1,927	-	-	-
Total Fund Balance and Revenues	\$ 3,325,694	\$ 3,596,851	\$ 3,558,607	\$ 3,263,225
Expenditures				
Grants to the Arts	\$ 149,875	\$ 141,325	\$ 141,325	\$ 190,753
Historical Restoration/Preservation	-	12,400	12,400	16,600
Texas Historical Commission Grant	130	-	-	-
Office Expense & Support Services	974	4,000	4,000	4,000
Transfer to Debt Service	692,292	692,291	692,291	695,000
Conference Center Salaries/Benefits	382,834	469,040	443,388	461,677
Conference Center Supplies	23,720	30,561	29,502	27,776
Conference Center Maint/Repairs	94,708	122,568	93,114	86,540
Conference Center Support Svcs	402,629	417,972	417,972	417,972
Year End Salary Accrual	5,927	2,000	2,000	2,000
Conf Center Advertising/Marketing	7,849	7,964	7,964	7,700
Conference Center Capital Outlay	48,468	83,180	87,580	-
Convention/Visitors Bur Salaries/Benefits	91,899	115,327	115,327	121,879
Convention/Visitors Bur Supplies	13,522	19,300	19,045	19,300
Convention/Visitors Bur Maint/Repairs	1,972	3,097	3,097	3,097
Convention/Visitors Bur Support Svcs	139,992	146,580	146,255	146,580
Conv/Visitors Bur Advertising/Marketing	80,318	137,775	137,775	163,492
Convention/Visitors Bur Capital Outlay	-	153,000	153,000	3,000
Consolidated Support Svcs	12,121	12,827	12,827	13,040
Information Technology	31,811	58,755	49,850	40,785
Total Expenditures	\$ 2,181,041	\$ 2,629,962	\$ 2,568,712	\$ 2,421,191
Ending Fund Balance	\$ 1,144,653	\$ 966,889	\$ 989,895	\$ 842,034

JUVENILE CASE MANAGER FUND

	Actual		Budget		Estimated		Adopted
	2005-06		2006-07		2006-07		2007-08
Beginning Fund Balance	\$ -	\$	\$ -	\$	\$ 30,502	\$	\$ 64,591
Revenues							
Juvenile Case Manager Receipts	\$ 30,502	\$	\$ 30,000	\$	\$ 64,089	\$	\$ 32,451
Total Fund Balance and Revenues	\$ 30,502	\$	\$ 30,000	\$	\$ 94,591	\$	\$ 97,042
Expenditures							
Expense	\$ -	\$	\$ 30,000	\$	\$ 30,000	\$	\$ 32,451
Total Expenditures	\$ -	\$	\$ 30,000	\$	\$ 30,000	\$	\$ 32,451
Ending Fund Balance	\$ 30,502	\$	\$ -	\$	\$ 64,591	\$	\$ 64,591

LAW ENFORCEMENT GRANT

	Actual		Budget		Estimated		Adopted
	2005-06		2006-07		2006-07		2007-08
Beginning Fund Balance	\$ 48,111	\$	40,342	\$	32,101	\$	85,021
Revenues							
Interest Earned	221	\$	-	\$	1,500	\$	-
Federal Grants and Receipts	43,300		-		-		-
JAG (Byrne) Grant 2005	34,859		-		13,060		-
JAG (Byrne) Grant 2006	-		-		30,000		10,342
JAG (Byrne) Grant 2007	-		-		40,000		-
Tobacco Compliance Grant	-		4,000		4,000		5,000
Total Fund Balance and Revenues	\$ 126,491	\$	44,342	\$	120,661	\$	100,363
Expenditures							
LE Equipment Grant 2004	48,111	\$	-	\$	-	\$	-
LE Equipment 2005 Jag Byrne Grant	46,279		-		1,640		1,721
LE Equipment 2006 Jag Byrne Grant	-		40,342		30,000		10,342
LE Equipment 2007 Jag Byrne Grant	-		-		-		40,000
Tobacco Compliance Grant	-		4,000		4,000		5,000
Total Expenditures	\$ 94,390	\$	44,342	\$	35,640	\$	57,063
Ending Fund Balance	\$ 32,101	\$	-	\$	85,021	\$	43,300

LIBRARY MEMORIAL

	Actual 2005-06	Budget 2006-07	Estimated 2006-07	Adopted 2007-08
Beginning Fund Balance	\$ 18,049	\$ -	\$ -	\$ -
Revenues				
Memorials Collected	\$ 9,062	\$ -	\$ -	\$ -
Total Fund Balance and Revenues	\$ 27,111	\$ -	\$ -	\$ -
Expenditures				
Capital Outlay	\$ 9,899	\$ -	\$ -	\$ -
Total Expenditures	\$ 9,899	\$ -	\$ -	\$ -
Ending Fund Balance	\$ 17,212	\$ -	\$ -	\$ -

LIONS CLUB PARK

	Actual 2005-06	Budget 2006-07	Estimated 2006-07	Adopted 2007-08
Beginning Fund Balance	\$ 29,974	\$ 20,774	\$ 31,352	\$ 32,852
Revenues				
Interest Earned	\$ 1,378	-	\$ 1,500	-
Total Fund Balance and Revenues	\$ 31,352	\$ 20,774	\$ 32,852	\$ 32,852
Expenditures				
Park Improvements	\$ -	\$ 20,474	-	\$ 32,852
Total Expenditures	\$ -	\$ 20,474	\$ -	\$ 32,852
Ending Fund Balance	\$ 31,352	\$ 300	\$ 32,852	\$ -

PARK IMPROVEMENTS FUND

	Actual 2005-06	Budget 2006-07	Estimated 2006-07	Adopted 2007-08
Beginning Fund Balance	\$ 11,364	\$ -	\$ -	\$ -
Revenues				
Interest Earned	\$ 429	\$ -	\$ -	\$ -
Total Fund Balance and Revenues	\$ 11,793	\$ -	\$ -	\$ -
Expenditures				
Park Improvements	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance	\$ 11,793	\$ -	\$ -	\$ -

POLICE FEDERAL SEIZURE FUND

	Actual 2005-06	Budget 2006-07	Estimated 2006-07	Adopted 2007-08
Beginning Fund Balance	\$ 28,640	\$ 28,640	\$ 28,792	\$ 45,156
Revenues				
Interest Earned	\$ 152	\$ -	\$ 1,600	\$ -
Federal Seizure Receipts	-	-	14,764	-
Total Fund Balance and Revenues	\$ 28,792	\$ 28,640	\$ 45,156	\$ 45,156
Expenditures				
Capital Outlay	\$ -	\$ 28,640	\$ -	\$ 45,156
Total Expenditures	\$ -	\$ 28,640	\$ -	\$ 45,156
Ending Fund Balance	\$ 28,792	\$ -	\$ 45,156	\$ -

POLICE STATE SEIZURE FUND

	Actual 2005-06	Budget 2006-07	Estimated 2006-07	Adopted 2007-08
Beginning Fund Balance	\$ 228,812	\$ 208,812	\$ 261,479	\$ 247,628
Revenues				
State Seizure Receipts	\$ 31,263	\$ 20,000	\$ 42,451	\$ -
Interest Earned	\$ 1,404	\$ -	\$ 14,000	\$ -
Total Fund Balance and Revenues	\$ 261,479	\$ 228,812	\$ 317,930	\$ 247,628
Expenditures				
Supplies	\$ -	\$ -	\$ 1,459	\$ -
Training and Travel	\$ -	\$ 11,705	\$ 11,705	\$ -
Capital Outlay	\$ -	\$ 90,295	\$ 57,138	\$ 50,000
Total Expenditures	\$ -	\$ 102,000	\$ 70,302	\$ 50,000
Ending Fund Balance	\$ 261,479	\$ 126,812	\$ 247,628	\$ 197,628

SPECIAL EVENTS CENTER

		Actual 2005-06		Budget 2006-07		Estimated 2006-07		Adopted 2007-08
Beginning Fund Balance	\$	66,654	\$	69,954	\$	70,209	\$	-
Revenues								
Miscellaneous Receipts	\$	-	\$	16,415	\$	16,415	\$	-
Interest Earned		3,555		300		3,000		-
Total Fund Balance and Revenues	\$	70,209	\$	86,669	\$	89,624	\$	-
Expenditures								
Transfer to Fund 214	\$	-	\$	86,669	\$	89,624	\$	-
Total Expenditures	\$	-	\$	86,669	\$	89,624	\$	-
Ending Fund Balance	\$	70,209	\$	-	\$	-	\$	-

SPECIAL ECONOMIC DEVELOPMENT

	Actual 2005-06	Budget 2006-07	Estimated 2006-07	Adopted 2007-08
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -
Revenues				
Miscellaneous Receipts	\$ 1,050,029	\$ -	\$ -	\$ -
Interest Earned	25,249	-	-	-
Total Fund Balance and Revenues	\$ 1,075,278	\$ -	\$ -	\$ -
Expenditures				
Convergys	\$ 256,400	\$ -	\$ -	\$ -
Regional Airport Marketing	36,756	-	-	-
Loan Settlement	61,624	-	-	-
Longhorn International Site Paving	100,000	-	-	-
Total Expenditures	\$ 454,780	\$ -	\$ -	\$ -
Ending Fund Balance	\$ 620,498	\$ -	\$ -	\$ -

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 2007-08 Adopted Budget and Plan of Municipal Services for Capital Outlay is \$4,101,318. This amount represents a decrease of \$1,093,604 or 21.1% in Capital Outlay from the prior year. The changes in Capital Outlay expenditures for operations by fund are as follows:

	<u>FY 2006-07</u>	<u>FY 2007-08</u>	<u>Dollar Increase</u> <u>(Decrease)</u>
General Fund	\$ 2,367,506	\$ 1,110,244	\$(1,257,262)
Killeen-Fort Hood Regional Airport Fund	92,720	174,505	81,785
Skylark Field Fund	75,000	61,415	(13,585)
Solid Waste Fund	1,050,183	1,041,866	(8,317)
Water and Sewer Fund	961,113	934,109	(27,004)
Drainage Utility Fund	88,763	552,125	463,362
Other Funds	559,637	227,054	(332,583)
Total	<u>\$ 5,194,922</u>	<u>\$ 4,101,318</u>	<u>\$ (1,093,604)</u>

"The City Without Limits!"

CAPITAL OUTLAY SUMMARY

	ADOPTED FY 2006-07	ADOPTED FY 2007-08
GENERAL FUND		
City Council	-	-
City Manager	-	945
Emergency Mgmt/Homeland Security	-	47,950
Municipal Court	39,817	15,994
Public Information	-	-
Volunteer Services	-	-
City Attorney	18,100	20,810
City Secretary	-	-
Finance	-	-
Accounting	-	5,805
Purchasing	-	-
Building Services	-	-
Custodial Services	23,240	520
Printing Services	-	-
EMS Billing & Collection	-	-
Human Resources	1,625	2,556
Information Technology	20,700	3,300
Permits & Inspections	28,100	2,000
Code Enforcement	3,985	1,003
Library	124,918	128,628
Golf Course	1,120	-
Golf Course Food and Beverage	3,500	-
Parks	66,975	46,850
Recreation	-	-
Athletics	-	-
Cemetery	22,675	675
Senior Citizens	-	-
Swimming Pools	10,000	-
Community Development	-	-
Home Program	-	-
Public Works	35,860	-
Engineering	-	-
Traffic	150,000	1,500
Street	294,970	20,331
Planning	1,000	400
Police	860,727	331,042
Animal Control	-	840
Fire	304,784	23,261
Non-Departmental	355,410	455,834
TOTAL GENERAL FUND	2,367,506	1,110,244
KILLEEN-FORT HOOD REGIONAL AIRPORT		
Operations	78,155	131,810
Information Technology	-	5,750
Non-Departmental	14,565	36,945
TOTAL KILLEEN-FORT HOOD REGIONAL AIRPORT FUND	92,720	174,505

CAPITAL OUTLAY SUMMARY

	ADOPTED FY 2006-07	ADOPTED FY 2007-08
SKYLARK FIELD FUND		
Operations	15,000	1,415
Non-Departmental	60,000	60,000
TOTAL SKYLARK FIELD FUND	75,000	61,415
SOLID WASTE FUND		
Residential	492,429	615,290
Commercial	332,675	304,751
Recycling Program	-	-
Transfer Station	41,178	7,000
Mowing	137,900	100,210
Non-Departmental	46,001	14,615
TOTAL SOLID WASTE FUND	1,050,183	1,041,866
WATER & SEWER FUND		
Fleet Services	31,050	20,250
Utility Collections	30,304	22,058
Water Distribution	453,517	571,545
Sanitary Sewer	256,270	16,250
Operations	14,190	134,406
Engineering	2,100	52,030
Non-Departmental	173,682	117,570
TOTAL WATER & SEWER FUND	961,113	934,109
DRAINAGE UTILITY FUND		
Engineering	-	-
Operations	74,500	539,730
Non-Departmental	14,263	12,395
TOTAL DRAINAGE UTILITY FUND	88,763	552,125
OTHER FUNDS		
Law Enforcement Grant	40,342	52,063
Police State Seizure Fund	50,000	50,000
Police Federal Seizure Fund	28,640	45,156
Killeen Civic and Conference Center	34,380	5,830
Cablesystem Peg	-	10,000
Community Development	1,275	1,005
Court Technology Fund	-	63,000
Aviation Cap Improv 2003	405,000	-
TOTAL OTHER FUNDS	559,637	227,054
TOTAL CAPITAL OUTLAY	\$ 5,194,922	\$ 4,101,318

**CAPITAL OUTLAY BUDGET
FY 2007-08**

FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL
GENERAL FUND				
City Manager	010-0200-413.61-50	Furniture & Fixtures for Executive Assistant	945	945
Emergency Mgmt/Homeland Security	010-0200-413.61-10	Full Size SUV - Replacement Vehicle	35,950	
	010-0200-413.61-30	800 MGZ Radios	12,000	47,950
Municipal Court	010-0215-417.61-20	Texas Criminal Law & Motor Veh Books	600	
	010-0215-417.61-35	DV-1 Overhead System DVD Video Camera	9,938	
	010-0215-417.61-50	Jury Deliberation Room Furniture	4,950	
	010-0215-417.61-50	Bookcase 36 X 72	263	
	010-0215-417.61-50	Pneumatic Stool s/o back	243	15,994
City Attorney	010-1005-416.61-05	Replacement Fax for PD Legal Advisor	400	
	010-1005-416.61-20	New Books	18,100	
	010-1005-416.61-50	Replacement Chairs on Legal Department (11)	2,310	20,810
Accounting	010-2020-415.61-05	Direct Seal for Payroll Checks	5,805	5,805
Custodial Services	010-2032-415.61-35	Vacuum Cleaner for Crew Leader	420	
	010-2032-415.61-35	Janitorial Cart for Crew Leader	100	520
Human Resources	010-2305-418.61-20	New Books	1,200	
	010-2305-418.61-50	Filing Cabinets	696	
	010-2305-418.61-50	Furniture & Fixtures for HR Specialist	660	2,556
Information Technology	010-2705-419.61-20	New Books	1,500	
	010-2705-419.61-50	Furniture & Fixtures for Software Specialist	800	
	010-2705-419.61-50	Furniture & Fixtures for Part time Clerk	1,000	3,300
Permits & Inspections	010-3005-421.61-20	New Books	2,000	2,000
Code Enforcement	010-3006-421.61-20	New Books	1,003	1,003
Library	010-3015-423.61-05	Replacement Typewriters (3) and hand truck	1,000	
	010-3015-423.61-20	New Books	127,628	128,628
Parks	010-3025-425.61-10	3/4 Ton, Extended Cab - Replacement Fleet	26,425	
	010-3025-425.61-10	1/2 Ton, Crew Cab LWB - Replacement Fleet	20,425	46,850
Cemetery	010-3035-429.61-35	Push Mower	425	
	010-3035-429.61-35	Weed Trimmer	250	675
Traffic	010-3440-434.61-35	Electrical Resistance Tester (Megger)	1,500	1,500
Streets	010-3445-434.61-35	New Radios for Pothole Patching Teams	8,540	
	010-3445-434.61-10	Chop Saw	1,020	
	010-3445-434.61-35	Gas Powered Jackhammer	3,060	
	010-3445-434.61-35	Gas Powered Compactor	2,400	
	010-3445-434.61-35	Vibratory Plate Packer	2,060	
	010-3445-434.61-35	Water Pump	1,752	
	010-3445-434.61-35	Chop Saw	1,499	20,331
Planning	010-3450-433.61-50	Replacement Chairs (4)	400	400
Police Department	010-6000-441.61-10	Mid-Size, 4 door sedan - New Fleet	20,000	
	010-6000-441.61-10	New Patrol Vehicle - New Fleet	20,000	
	010-6000-441.61-10	New Patrol Vehicle - New Fleet	20,000	
	010-6000-441.61-10	1/2 Ton Crew Cab Pickup - New Fleet	19,600	
	010-6000-441.61-10	1/2 Ton Crew Cab Pickup - New Fleet	19,600	
	010-6000-441.61-10	Police Motorcycle - New Fleet	23,773	

**CAPITAL OUTLAY BUDGET
FY 2007-08**

FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL
GENERAL FUND				
Police Department (continued)	010-6000-441.61-10	Police Motorcycle - New Fleet	23,773	
	010-6000-441.61-10	Mid-Size, 4 door sedan - Replacement Fleet	20,000	
	010-6000-441.61-10	Full Size SUV - Replacement Fleet	47,004	
	010-6000-441.61-20	New Books	1,295	
	010-6000-441.61-20	New for New Downtown Officers (4)	140	
	010-6000-441.61-20	New Books for New Patrol Officers (4)	140	
	010-6000-441.61-20	New Books for New Detectives for CID (5)	175	
	010-6000-441.61-20	New Books for New Motor Veh Officers (4)	140	
	010-6000-441.61-30	New Radios for New Downtown Officers (4)	16,220	
	010-6000-441.61-30	New Radios for New Patrol Officers (4)	16,220	
	010-6000-441.61-30	New Radios for New Detectives for CID (5)	20,275	
	010-6000-441.61-30	New Radios for New Motor Veh Officers (4)	27,582	
	010-6000-441.61-35	Equipment for New Downtown Officers (4)	16,600	
	010-6000-441.61-35	Equipment for New Patrol Officers (4)	4,600	
	010-6000-441.61-35	Equipment for New Detectives for CID (5)	7,625	
	010-6000-441.61-35	Equipment for New Motor Veh Officers (4)	4,600	
	010-6000-441.61-50	Furniture & Fixtures for Evidence Technicians	1,680	331,042
Animal Control	010-6070-441.61-50	Furniture & Fixtures for Animal Control Assist	840	840
Fire Department	010-7070-442.61-35	Hazmat Level A Suits for Hazardous Material Team (36)	23,261	23,261
Non-Departmental				
City Manager	010-9508-491.61-40	computer	1,100	
	010-9508-491.61-45	MS officePro/Windows client	345	
Emergency Management	010-9508-491.61-40	Panadonic MDT	5,439	
	010-9508-491.61-40	Printer/Color laser small	600	
	010-9508-491.61-40	Document imaging scanner small	1,225	
Municipal Court	010-9508-491.61-40	computer 2	2,200	
	010-9508-491.61-40	computer	1,100	
	010-9508-491.61-40	printer laser large 3	3,600	
	010-9508-491.61-40	document imaging scanner small 3	3,675	
	010-9508-491.61-45	office 2	630	
Public Info Officer	010-9508-491.61-40	printer color laser large	2,000	
City Attorney	010-9508-491.61-40	computer 2	2,200	
	010-9508-491.61-45	office 2	630	
Finance	010-9508-491.61-45	direct seal for payroll checks software	1,195	
Accounting	010-9508-491.61-40	computer	1,100	
	010-9508-491.61-45	office	315	
General Services	010-9508-491.61-40	document imaging scanner small	1,250	
	010-9508-491.61-40	document imaging scanner small	1,225	
	010-9508-491.61-45	adobe creative suite 3	1,200	
	010-9508-491.61-45	adobe creative suite 2	1,200	
	010-9508-491.61-40	document imaging scanner small 4	4,900	
Print Shop	010-9508-491.61-45	acrobat pro	300	
	010-9508-491.61-40	computer	1,100	
	010-9508-491.61-40	computer 3	3,300	
	010-9508-491.61-40	notebook	2,000	
EMS Billing and Collections	010-9508-491.61-40	printer laser large bw	1,200	
	010-9508-491.61-45	MS Office Pro/Windows & Exch client	345	
Human Resources	010-9508-491.61-45	qrep license	900	
	010-9508-491.61-45	office 3	945	
	010-9508-491.61-40	Computer w/ 17 in monitor	1,100	
	010-9508-491.61-40	Computer w/ 17 in monitor	1,100	
	010-9508-491.61-40	tsunami wireless connections 2	9,600	
	010-9508-491.61-40	Cisco 3560 switch	6,000	
	010-9508-491.61-40	server exchange email	10,000	
Information Systems	010-9508-491.61-40	hardware replacement	10,000	
	010-9508-491.61-40	tsunami wireless connections	4,800	

**CAPITAL OUTLAY BUDGET
FY 2007-08**

FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL
GENERAL FUND				
Information Systems (continued)	010-9508-491.61-45	MS Office Pro/Windows & Exch client	400	
	010-9508-491.61-45	MS Office Pro/Windows & Exch client	400	
	010-9508-491.61-45	Veristas	9,000	
	010-9508-491.61-40	computer 2	2,200	
	010-9508-491.61-45	office 2	630	
	010-9508-491.61-40	computer 2	2,200	
	010-9508-491.61-45	office 2	630	
	010-9508-491.61-40	computer 4	4,400	
	010-9508-491.61-40	computer	1,100	
	010-9508-491.61-40	server 2	12,000	
Permits & Inspections	010-9508-491.61-45	office 4	1,260	
	010-9508-491.61-45	clipart	300	
	010-9508-491.61-40	Computer w/ 17 in monitor	1,100	
	010-9508-491.61-40	Computer w/ 17 in monitor	1,100	
code enforcement	010-9508-491.61-40	Computer w/ 17 in monitor	1,100	
	010-9508-491.61-40	Computer w/ 17 in monitor	1,100	
Library Services	010-9508-491.61-40	Computer w/ 17 in monitor	1,100	
	010-9508-491.61-40	HP Laserjet M4345X MFP	4,800	
	010-9508-491.61-40	computer	1,100	
	010-9508-491.61-45	MS Office Pro/Windows & Exch client	400	
Golf	010-9508-491.61-45	MS Office Pro/Windows & Exch client	400	
parks	010-9508-491.61-45	MS Office Pro/Windows & Exch client	400	
	010-9508-491.61-45	MS Office Pro/Windows & Exch client	400	
	010-9508-491.61-45	QuarkXpress	750	
	010-9508-491.61-45	MS Office Pro/Windows & Exch client	400	
	010-9508-491.61-45	office	315	
	010-9508-491.61-45	office	315	
	010-9508-491.61-45	windows client	30	
	010-9508-491.61-45	exchange client	55	
	010-9508-491.61-45	arc editor gis	7,000	
	010-9508-491.61-40	computer gis	2,500	
	010-9508-491.61-45	recreation management software	65,000	
	010-9508-491.61-40	computer gis	2,500	
	010-9508-491.61-40	computer 2	2,200	
	010-9508-491.61-45	QuickBooks	200	
	010-9508-491.61-45	office 2	630	
	010-9508-491.61-45	print shop	50	
	010-9508-491.61-40	Computer w/ 17 in monitor	1,100	
	010-9508-491.61-40	Computer w/ 17 in monitor	1,100	
	010-9508-491.61-40	Printer/Large laser B&W	1,200	
	010-9508-491.61-45	Internet Filter	700	
	010-9508-491.61-45	Internet Filter	700	
cemetery	010-9508-491.61-45	MS Office Pro/Windows & Exch client	400	
	010-9508-491.61-45	MS Office Pro/Windows & Exch client	400	
	010-9508-491.61-40	document imaging scanner small 2	2,450	
	010-9508-491.61-40	computer	1,100	
senior	010-9508-491.61-40	document imaging scanner small 2	2,450	
	010-9508-491.61-40	notebook	2,000	
	010-9508-491.61-40	notebook	2,000	
	010-9508-491.61-45	MS Office Pro/Windows & Exch client	400	
	010-9508-491.61-45	office	315	
	010-9508-491.61-45	office	315	
	010-9508-491.61-45	windows client	30	
	010-9508-491.61-45	exchange client	55	
	010-9508-491.61-40	computer	1,100	
	010-9508-491.61-40	computer no monitor	850	
	010-9508-491.61-40	digital camera	500	
	010-9508-491.61-40	printer color laser small	600	
	010-9508-491.61-45	office	315	
Community Development	010-9508-491.61-40	computer gis 3	7,500	

**CAPITAL OUTLAY BUDGET
FY 2007-08**

FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL
GENERAL FUND				
Community Development (cont.)	010-9508-491.61-45	Zoning Analyst	11,205	
	010-9508-491.61-45	Zoning Analyst	11,205	
	010-9508-491.61-45	Survey Analyst	2,500	
	010-9508-491.61-45	office 3	945	
	010-9508-491.61-45	adobe pro	300	
	010-9508-491.61-40	Notebook	2,000	
	010-9508-491.61-40	Notebook	2,000	
	010-9508-491.61-40	Notebook	2,000	
	010-9508-491.61-40	Notebook	2,000	
Engineering	010-9508-491.61-40	Notebook	2,000	
	010-9508-491.61-40	computer OSC 5	5,500	
	010-9508-491.61-40	Computer w/ 17 in monitor	1,100	
	010-9508-491.61-40	Computer w/ 17 in monitor	1,100	
PW admin	010-9508-491.61-40	computer ct	1,100	
Planning	010-9508-491.61-40	computer YSU 3	3,300	
	010-9508-491.61-40	computer range 5	5,500	
	010-9508-491.61-40	computer tech	1,100	
	010-9508-491.61-40	computer report 1st floor	1,100	
	010-9508-491.61-40	digital camera memory 6	1,740	
Police Department	010-9508-491.61-40	scanner flatbed property	200	
	010-9508-491.61-40	notebook OSC 8	16,000	
	010-9508-491.61-40	notebook CID 10	20,000	
	010-9508-491.61-40	notebook CID 6	12,000	
	010-9508-491.61-40	server KPD	7,000	
	010-9508-491.61-40	notebook intelligence mgr	2,000	
	010-9508-491.61-40	Cisco wireless access point	500	
	010-9508-491.61-40	notebook training acad 5	10,000	
	010-9508-491.61-40	printer small laser BW	450	
	010-9508-491.61-40	document imaging scanner large 2	12,000	
	010-9508-491.61-45	MS Office Pro/Windows & Exch client	400	
	010-9508-491.61-45	MS Office Pro/Windows & Exch client	400	
	010-9508-491.61-45	MS Office Pro/Windows & Exch client	400	
	010-9508-491.61-45	MS Office Pro/Windows & Exch client	400	
	010-9508-491.61-45	MS Office Pro/Windows & Exch client	400	
	010-9508-491.61-45	MS Office Pro/Windows & Exch client	400	
	010-9508-491.61-45	MS Office Pro/Windows & Exch client	400	
	010-9508-491.61-45	MS Office Pro/Windows & Exch client	400	
	010-9508-491.61-45	office ct	315	
	010-9508-491.61-45	office OSC 5	1,575	
	010-9508-491.61-45	office YSU 3	945	
	010-9508-491.61-45	office range 5	1,575	
	010-9508-491.61-45	office tech win/exch	400	
	010-9508-491.61-45	office report win/exch	400	
	010-9508-491.61-45	office OSC notebooks win/exch 8	3,200	
	010-9508-491.61-45	office CID notebooks win/exch 10	4,000	
	010-9508-491.61-45	office CID notebooks win/exch 6	2,400	
	010-9508-491.61-45	office intell notebook win/exch	400	
	010-9508-491.61-45	filemaker upgrades 11	2,780	
	010-9508-491.61-45	office training acad 5	2,000	
	010-9508-491.61-40	Computer w/ 17 in monitor	1,100	
	010-9508-491.61-40	Printer/small laser B&W	450	
	010-9508-491.61-40	Computer w/ 17 in monitor	1,100	
	010-9508-491.61-40	Printer/small laser B&W	450	
	010-9508-491.61-40	Wireless access point	500	
	010-9508-491.61-40	computer 3	3,300	
	010-9508-491.61-40	monitor 17" training room 13	3,120	
	010-9508-491.61-40	receipt printers 2	900	
	010-9508-491.61-40	computer LT station 1	1,100	
	010-9508-491.61-40	printer small laser	450	
	010-9508-491.61-40	notebook chief	2,000	
	010-9508-491.61-40	notebook training 2	4,000	

**CAPITAL OUTLAY BUDGET
FY 2007-08**

FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL
GENERAL FUND				
Police Department (continued)	010-9508-491.61-40	printer small laser BW 6	2,700	
	010-9508-491.61-40	digital camera	600	
	010-9508-491.61-40	printer small laser BW 11	4,950	
	010-9508-491.61-40	transmissive lcd wireless monitor 10	16,680	
Animal Control	010-9508-491.61-45	MS Office Pro/Windows & Exch client	400	
	010-9508-491.61-45	MS Office Pro/Windows & Exch client	400	
Fire Central Station	010-9508-491.61-45	office 3	945	
	010-9508-491.61-45	office LT win/exch	400	
	010-9508-491.61-45	office notebook win/exch	400	
	010-9508-491.61-45	office notebook win/exch 2	800	
Miscellaneous	010-9508-491.61-40	Miscellaneous	1,590	455,834
TOTAL GENERAL FUND				<u>\$ 1,110,244</u>

**CAPITAL OUTLAY BUDGET
FY 2007-08**

FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL
KILLEEN-FORT HOOD REGIONAL AIRPORT				
Operations	525-0505-521.61-35	ZTR Mower	3,500	
	525-0505-521.61-35	Automated Terminal Information System	38,310	
	525-0505-521.61-35	Jet Fuel Tank Repair	90,000	131,810
Information Technology	525-2705-419.61-40	Computer for new IT Technician	1,100	
	525-2705-419.61-40	Small Laser Printer for new IT Technician	450	
	525-2705-419.61-40	Notebook for new IT Technician	2,000	
	525-2705-419.61-40	Memory for new IT Technician	100	
	525-2705-419.61-45	Microsoft Office for new IT Technician	315	
	525-2705-419.61-45	Windows UPG XP for new IT Technician	200	
	525-2705-419.61-45	Windows Client 2000 for new IT Tech	30	
	525-2705-419.61-45	Exchange Client for new IT Technician	55	
	525-2705-419.61-50	Furniture for New IT Technician	300	
	525-2705-419.61-50	New Furniture - IT Office	1,200	5,750
Non-Departmental	525-9808-521.61-40	Computer (3)	3,300	
	525-9808-521.61-40	printer 11 x 17	1,000	
	525-9808-521.61-40	printer large laser	1,500	
	525-9808-521.61-40	router airport tele gateway	11,000	
	525-9808-521.61-40	server airport file and print	7,000	
	525-9808-521.61-40	blade Cisco switching module airport	4,400	
	525-9808-521.61-40	server airport OTM	7,000	
	525-9808-521.61-45	office (3)	945	
	525-9808-521.61-45	Quickbooks (4)	800	36,945
TOTAL KILLEEN-FORT HOOD REGIONAL AIRPORT FUND				\$ 174,505

**CAPITAL OUTLAY BUDGET
FY 2007-08**

FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL
SKYLARK FIELD FUND				
Non-Departmental - IT	527-9508-521.61-40	Computer	1,100	
	527-9508-521.61-45	Office	315	1,415
Non-Departmental	527-9596-521.60-25	TXDOT Projects	60,000	60,000
TOTAL SKYLARK FIELD FUND			\$	<u>61,415</u>

**CAPITAL OUTLAY BUDGET
FY 2007-08**

FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL
SOLID WASTE FUND				
Residential	540-3460-439.61-10	Side loader (2)	395,000	
	540-3460-439.61-10	Truck for SW Specialist	20,850	
	540-3460-439.61-30	New Radios for SW Specialist	3,470	
	540-3460-439.61-35	Roll-out Residential Waste Containers	159,530	
	540-3460-439.61-50	Furniture & Fixtures - SW Admin Facility	36,440	615,290
Commercial	540-3465-439.61-10	Frontloading Collection Vehicle	194,000	
	540-3465-439.61-10	Pickup for Commercial Ops Supervisor	20,850	
	540-3465-439.61-30	Radio for Commercial Ops Supervisor	3,470	
	540-3465-439.61-35	Dumpster Containers (154)	64,598	
	540-3465-439.61-50	Furniture & Fixtures - SW Admin Facility	18,783	
	540-3465-439.61-50	Furniture & Fixtures -Commercial Ops Sup	3,050	304,751
Transfer Station	540-3475-439.61-35	John Deere Box Blade for Tractor	7,000	7,000
Mowing	540-3478-439.61-10	3/4 Ton Pick-up Truck for Mowing Crew	31,100	
	540-3478-439.61-10	3/4 Ton Pick-up Truck for Mowing Crew	31,100	
	540-3478-439.61-30	New Radios for new Mowing Crew	6,940	
	540-3478-439.61-35	Grasshopper Mower	14,000	
	540-3478-439.61-35	John Deere Gator	7,600	
	540-3478-439.61-35	Cargo Trailer	3,500	
	540-3478-439.61-35	14 ft Dove Tail Trailer	1,400	
	540-3478-439.61-35	14 ft Dove Tail Trailer	1,150	
	540-3478-439.61-50	Furniture & Fixtures for Storage Building	3,420	100,210
Non-Departmental	540-3460-439.61-40	computer	1,100	
	540-3460-439.61-40	computer mowing supr	2,500	
	540-3460-439.61-40	printer small color laser	600	
	540-3460-439.61-45	office	315	
	540-3460-439.61-45	window client	30	
	540-3460-439.61-45	exchange client	55	
	540-3460-439.61-45	arc view GIS	3,400	
	540-3460-439.61-45	office	315	
	540-3465-439.61-40	Computer w/ 20 in monitor (GIS)	2,500	
	540-3465-439.61-45	MS Office Pro/Windows & Exch client	400	
	540-3465-439.61-45	Arc View GIS	3,400	14,615
	TOTAL SOLID WASTE FUND			

**CAPITAL OUTLAY BUDGET
FY 2007-08**

FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL
WATER & SEWER FUND				
Fleet Services	550-2033-415.61-05	Office Machinery - New Acct Specialist	300	
	550-2033-415.61-35	1/2 Ton SWB Pickup	18,450	
	550-2033-415.61-50	Furniture for - New Acct Specialist	1,500	20,250
Utility Collections	550-2050-411.61-05	Sharp Calculator	162	
	550-2050-411.61-05	Office Equipment for New Cashier	81	
	550-2050-411.61-05	Heavy Document Shredder	1,590	
	550-2050-411.61-10	1/2 Ton Regular Cab P/U - Replacement	20,225	22,058
Water Distribution	550-3410-436.60-65	New Customer Services (1,030)	230,720	
	550-3410-436.60-65	New Fire Hydrants (15)	15,000	
	550-3410-436.60-75	New Customer Meters 3/4" (700)	42,000	
	550-3410-436.60-75	New Customer Meters 1" (110)	14,300	
	550-3410-436.60-75	New Customer Meters 1 1/2" (110)	36,300	
	550-3410-436.60-75	New Customer Meters 2" (110)	53,460	
	550-3410-436.61-10	1 Ton, Extended Cab, Diesel Engine 4 Wheel Drive Backhoe for Water Expansion Crew	38,145	
	550-3410-436.61-35	16' Covered Trailer for Water Expansion Crew Traffic Cones, Reflective Fencing, Warning Lights and Signs	101,770	
	550-3410-436.61-35	Discharge Trash Pumps (4)	5,600	
	550-3410-436.61-35	Multiquip Forward Plate Compactors (2)	3,000	
	550-3410-436.61-35	Cast Iron AC Line Tapping Machine	3,000	
	550-3410-436.61-35	Hydraulic Pipe Cutter (2)	8,000	
	550-3410-436.61-35	Baldor R45 Generators (3)	4,800	571,545
Sanitary Sewer	550-3415-437.61-35	Gen-Eye 3 Camera System with Locator	8,500	
	550-3415-437.61-35	9 Cubic Foot Cement Mixer on Wheels	2,800	
	550-3415-437.61-35	Baldor Power Gard Heavy Duty Generator	2,000	
	550-3415-437.61-35	Walk Behind Dr Bush Hog Mower	2,950	16,250
Operations	550-3420-438.61-10	International Crane Truck - New Fleet	67,570	
	550-3420-438.61-10	3/4 ton Truck - Replacement Fleet	37,945	
	550-3420-438.61-35	4 MAG Meters Installed at Pump Stations	16,000	
	550-3420-438.61-35	Truck Mounted Compressor for unit 582	2,400	
	550-3420-438.61-35	Compressor - 220 Volt 2 State	1,500	
	550-3420-438.61-35	10 Ft Trailer with Ramp	1,500	
	550-3420-438.61-35	Equipment for Accounting Specialist	3,000	
	550-3420-438.61-50	Furniture & Fixtures for Accounting Spec	4,491	134,406
Engineering	550-3435-432.61-10	Upgrade to a 4-Wheel Drive Truck - Replacement Fleet	24,650	
	550-3435-432.61-10	4-Wheel Drive Truck - New Fleet	24,650	
	550-3435-432.61-50	Secretarial Chairs (4)	840	
	550-3435-432.61-50	Furniture & Fixtures for Accounting Spec	1,890	52,030
Non-Departmental				
Operations	550-9508-492.61-20	New Books	300	
Fleet	550-9508-492.61-40	digital camera	275	
	550-9508-492.61-40	document imaging scanner small	1,225	
	550-9508-492.61-40	computer carwash	1,100	
	550-9508-492.61-40	computer	1,100	
	550-9508-492.61-45	office	315	
	550-9508-492.61-45	office	315	
	550-9508-492.61-45	CCG/FASTER license 2	4,800	
	550-9508-492.61-40	Computer w/ 17 in monitor	1,100	
	550-9508-492.61-45	MS Office Pro/Windows client	345	
	550-9508-492.61-45	printer	680	
Utility Collections	550-9508-492.61-40	computer 2	2,200	
	550-9508-492.61-40	receipt printer 2	1,100	
	550-9508-492.61-40	printer large laser	1,200	
	550-9508-492.61-40	printer large laser	1,200	
	550-9508-492.61-40	computer 3	3,300	
	550-9508-492.61-40	computer 3	3,300	

**CAPITAL OUTLAY BUDGET
FY 2007-08**

FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL
	550-9508-492.61-45	office 2	630	
	550-9508-492.61-45	windows client 2	60	
	550-9508-492.61-45	exchange client 2	110	
	550-9508-492.61-45	office 3	945	
	550-9508-492.61-45	office 3	945	
	550-9508-492.61-40	Computer w/ 17 in monitor	1,100	
	550-9508-492.61-40	receipt printer	550	
Operations	550-9508-492.61-45	MS Office Pro/Windows & Exch client	400	
	550-9508-492.61-40	computer 2	2,200	
	550-9508-492.61-40	computer 2	2,200	
	550-9508-492.61-40	digital camera 3	1,500	
	550-9508-492.61-40	computer scada 2	2,960	
	550-9508-492.61-40	printer color laser small	600	
	550-9508-492.61-45	office 2	630	
	550-9508-492.61-45	office 2	630	
	550-9508-492.61-45	office 2	630	
	550-9508-492.61-45	windows client 2	60	
	550-9508-492.61-45	exchange client 2	110	
	550-9508-492.61-45	Scada software upgrade	25,000	
	550-9508-492.61-40	notebook	2,000	
	550-9508-492.61-40	notebook	2,000	
	550-9508-492.61-45	MS Office Pro/Windows & Exch client	400	
Engineering	550-9508-492.61-45	MS Office Pro/Windows & Exch client	400	
	550-9508-492.61-40	Computer w/ 17 in monitor	1,100	
	550-9508-492.61-45	MS Office Pro/Windows client	400	
	550-9508-492.61-40	Panasonic MDT w/cd-rw drive	5,280	
	550-9508-492.61-45	MS Office Pro/Windows & Exch client	400	
	550-9508-492.61-40	computer traffic proj eng	2,500	
	550-9508-492.61-40	computer w&s proj eng	2,500	
GIS	550-9508-492.61-40	GIS Computer w/ 20 in monitor	2,500	
	550-9508-492.61-45	MS Office Pro	315	
	550-9508-492.61-45	Windows Client	30	
	550-9508-492.61-45	Exchange Client	55	
	550-9508-492.61-45	ARC Editor GIS	7,000	
	550-9508-492.61-40	notebook	2,500	
	550-9508-492.61-40	computer GIS 2	5,000	
	550-9508-492.61-40	Trimble xh plus accessories	7,100	
	550-9508-492.61-40	Trimble xh plus accessories	5,000	
	550-9508-492.61-45	arc view GIS	3,400	
	550-9508-492.61-45	office 2	630	
	550-9508-492.61-45	arepad	495	
	550-9508-492.61-50	Furniture for GIS	1,450	117,570
TOTAL WATER & SEWER FUND			\$	<u>934,109</u>

**CAPITAL OUTLAY BUDGET
FY 2007-08**

FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL
DRAINAGE UTILITY FUND				
Operations	575-3448-434.61-10	Haul Truck - Replacement Fleet	99,000	
	575-3448-434.61-10	3/4 Ton Pickup Truck - New Fleet	33,850	
	575-3448-434.61-10	3/4 Ton Pickup Truck - Drainage Crew	34,200	
	575-3448-434.61-10	1 Ton Crew Cab Truck - Drainage Crew	43,470	
	575-3448-434.61-10	Dump Truck	77,500	
	575-3448-434.61-30	New Radios for Drainage Crew	10,410	
	575-3448-434.61-35	Haul Trailer - Replacement Fleet	64,000	
	575-3448-434.61-35	Grapple Attachment for Excavator	32,400	
	575-3448-434.61-35	Backhoe w/ Bucket - Drainage Crew	95,500	
	575-3448-434.61-35	New Holland Tractor - Drainage Crew	48,000	
	575-3448-434.61-35	16 Ft Trailer - Drainage Crew	1,400	539,730
Non-Departmental	575-9508-492.61-40	computer drg supr/ solid waste	2,500	
	575-9508-492.61-40	printer color laser small	600	
	575-9508-492.61-40	Trimble xh plus upgrade	5,000	
	575-9508-492.61-45	office	315	
	575-9508-492.61-45	windows client	30	
	575-9508-492.61-45	exchange client	55	
	575-9508-492.61-45	arcpad	495	
	575-9508-492.61-45	arc view GIS	3,400	12,395
TOTAL DRAINAGE UTILITY FUND				\$ 552,125

**CAPITAL OUTLAY BUDGET
FY 2007-08**

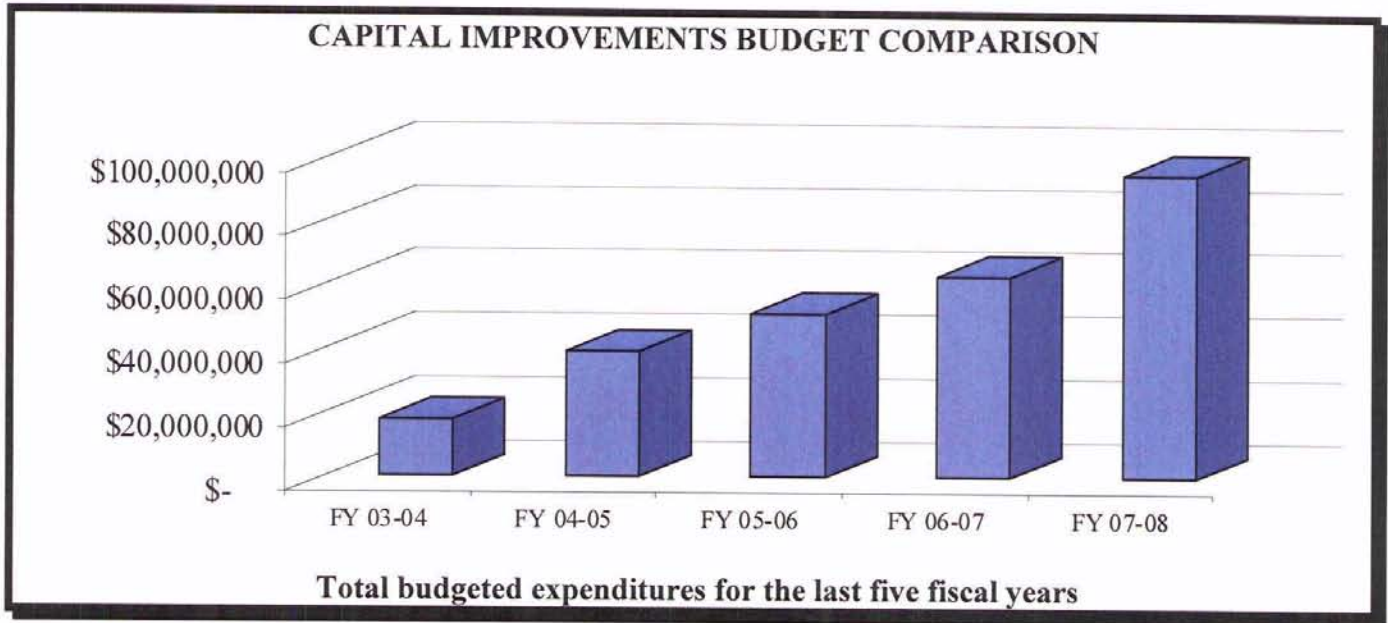
FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL
OTHER FUNDS				
Law Enforcement Grant	207-0000-495.61-39	Equipment '05 Jag Byrne Grant	1,721	
	207-0000-495.61-41	Equipment '06 Jag Byrne Grant	10,342	
	207-0000-495.61-42	Equipment '07 Jag Byrne Grant	40,000	52,063
Police State Seizure	208-0000-495.61-35	Equipment	50,000	50,000
Police Federal Seizure	209-0000-495.61-35	Equipment	45,156	45,156
Killeen Civic and Conf Ctr	214-0710-458.61-50	Furniture and Fixtures	3,000	
	214-9808-457.61-40	Computer (2)	2,200	
	214-9808-457.61-45	Office Pro (2)	630	5,830
Cablesystem PEG	220-0000-495.61-35	Equipment for GAC	10,000	10,000
Community Development	228-0040-495-61-20	New Books	255	
	228-0040-495-61-50	Furniture and Fixtures	750	1,005
Court Technology Fund	240-0000-417.61-40	IVR	28,000	
	240-0000-417.61-45	Filing System	35,000	63,000
TOTAL OTHER FUNDS			\$ 227,054	
TOTAL CAPITAL OUTLAY			\$ 4,101,318	

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 is generally ten years or more, and is 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!"



CIP Funding

Funding for the FY 2007-08 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

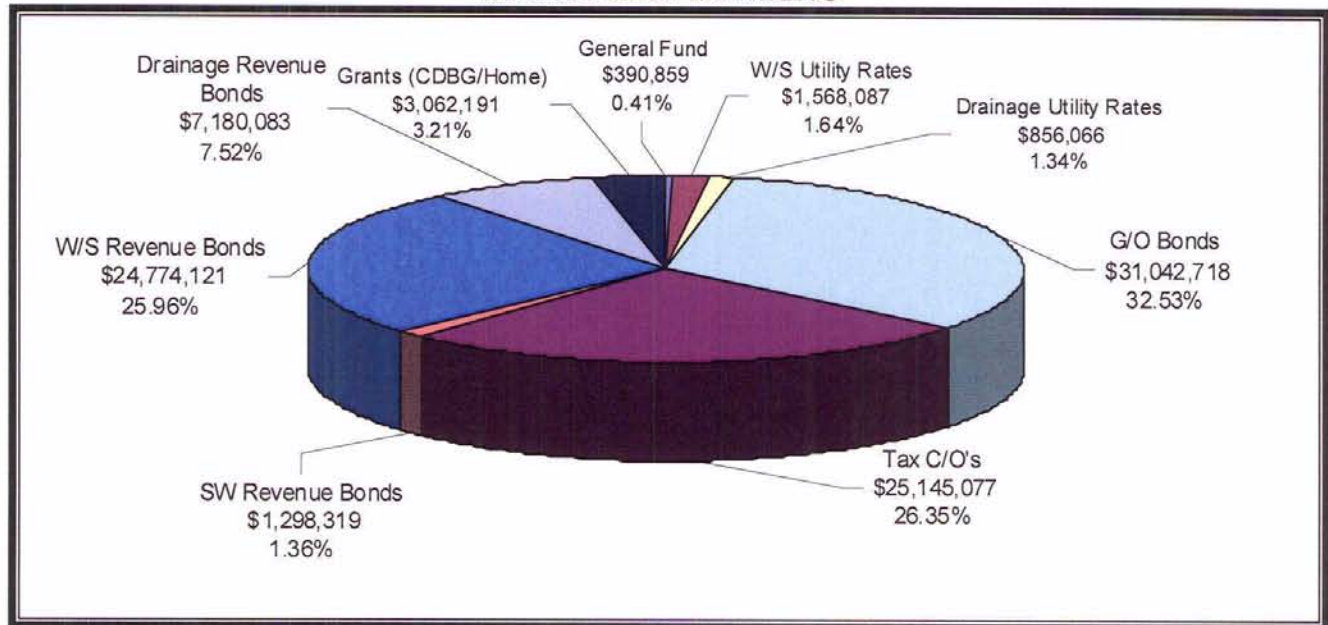
FY 2007-08 Funded Capital Improvement Projects

The FY 2007-08 Capital Improvements Program includes funding from the following sources.

Total of All Capital Improvement Projects: \$ 95,417,521

<u>Funding Source</u>	<u>Amount</u>
General Fund - Ad Valorem Taxes	\$ 390,859
Tax Supported General Obligation Bonds (G/O's)	\$ 31,042,718
Tax Supported Certificates of Obligation (C/O's)	\$ 25,145,077
Enterprise Revenue Supported Debt	\$ 33,252,523
Water and Sewer Bonds	\$ 24,774,121
Solid Waste	\$ 1,298,319
Drainage Utility	\$ 7,180,083
Enterprise Fund Operating Revenues	\$ 2,524,153
Water and Sewer	\$ 1,568,087
Drainage and Utility	\$ 956,066
Community Development Block Grant & Home Program Funds	\$ 3,062,191
Total budget amount for FY 2007-08 Capital Improvements Program	\$ 95,417,521

SOURCES OF FUNDING



Total FY 2007-08 Capital Improvements Budget - \$95,417,521

CIP Projects

The FY 2007-08 budget includes the appropriation of \$95,417,521 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 2007-08 capital improvement projects:

Aviation Projects

- Killeen-Fort Hood Regional Airport (KFHRA) – Passenger Boarding Bridges

This program will allow for the construction and installation of two passenger boarding bridge additions to the terminal building at KFHRA. This project was outlined in the Airport Master Plan approved in 2004. The total cost of this program is \$2.38 million. Funding for this CIP program for FY 2007-08 is \$1,013,234, which will be financed jointly through an FAA grant and 2003 Airport Capital Improvement Fund.

Solid Waste Projects

- Administration Facility

This program, which began in FY2005-06, provides funding for the FY 2007-08 completion 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 (\$1,298,319).

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 2007-08. This CIP is budgeted in the Water & Sewer operating fund (\$391,780).

- Water and Sewer Line Extensions

The budget includes funds for City participation in the cost of oversized water and sewer lines, as well as funding for the installation of Water and Sewer Infrastructure to areas undergoing annexation. This CIP is budgeted in the Water & Sewer operating fund (\$852,188).

- 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 (\$3,999,143).

-Water & Sewer Infrastructure Maintenance

The budget includes funds for maintenance and repair of existing Water and Sewer infrastructure. This CIP is budgeted in the Water & Sewer operating fund (\$324,119).

Master Plan Projects-

The budget includes funding for high priority projects as identified on the updated Water and Sewer Master plan. The updated Master Plan was approved by council on July 10, 2007 via Resolution 07-109R (\$20,774,978).

Drainage Projects

- Drainage Projects (Minor)

This program will provide funding 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 (\$656,066).

- Roadway Drainage

This program will provide funding 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 (\$300,000).

- Drainage Projects (Major)

The City implemented a drainage capital improvements program and developed a Drainage Master Plan to address drainage infrastructure inadequacies and required system upgrades in FY 2005-06. The Master Plan identified major drainage infrastructure capital improvement projects, totaling in excess of \$8,000,000. Revenue Bonds were issued in FY2005-06 to fund these major CIPs. The major drainage projects identified in the FY 2007-08 budget are a continuation of the projects identified in the FY 2005-06 Drainage Master Plan. This CIP is budgeted in the Drainage Utility fund (\$7,180,083).

Transportation Projects

- Street Maintenance

This 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 (\$250,000).

- Major Street Rehabilitation

This program, which began in FY 2004-05, provides funding for the repair 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 (\$2,958,609).

- Street Reconstruction and Widening Projects

This program, which began in FY 2004-05, provides funding for the extension 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 improvements. This program is in the 2004 General Obligation Bond Construction Fund (\$2,958,609).

- Street Reconstruction – Trimmier Road

This program, which began in FY 2005-06, provides funding for street improvements, to include the construction of Trimmer Road from Stan Schlueter Loop to Stagecoach Road. The program also includes curb, gutter, and drainage improvements. This program is in the 2005 Certificate of Obligation Construction Fund (\$1,452,937).

- City/Owner Agreements

This program provides 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 and 2007 Certificate of Obligation Construction Funds (\$4,650,000).

Public Safety Projects

- Police Department Headquarters

This program, which began in FY 2004-05, provides funding for the design, engineering, and construction of the new Police Department Headquarters building, as approved by voters in the 2002 capital improvements bond election. This program is in the 2004 and 2007 General Obligation Bond Construction Funds, and the 2007 Certificate of Obligation Bond Fund (27,501,000).

- Police Department Training Facility

This program, which began in FY 2004-05, provides 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 (\$351,000).

- Police Department OCU & YSU Renovations

This program, which began in FY 2004-05, provides 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 (\$150,000).

- Fire Department Land Acquisition and Construction

This program, which began in FY 2004-05, provides funding for the acquisition of land for station #1, #8, and station #9, and a drill field, as approved by voters in the 2002 capital improvements bond election. This program is in the 2004 and 2007 General Obligation Bond Construction Funds, and the 2007 Certificate of Obligation Fund.

- Fire Department A&E and Station Renovations

This program, which began in FY 2004-05, provides funding for renovations and A&E to stations #8 and station#9, 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, which began in FY 2004-05, provides 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 (\$80,000).

-Emergency Warning System

This program will provide funding for the acquisition and Citywide installation of a twenty-one unit Emergency Warning system. This program is in the 2007 Certificate of Obligation Bond Fund (\$500,000).

Community Service Projects

- Parks and Skateboard Parks

This program, which began in FY 2004-05, provides funding for improvements to existing City parks and 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 (\$100,000).

- Family Recreation and Senior Center Construction

This program, which began in FY 2005-06, provides funding for construction and management of the Family Recreation and Senior Center Complex, as approved by citizens in the 2002 capital improvements bond election. The total cost of this facility is expected to exceed \$10 million. Funding for this program is in the 2006 General Obligation Bond Construction

Fund (\$7,600,000). Additional funding will come from a 2006 EDI special projects grant in the amount of \$96,221 from the Department of Housing and Urban Development, and the Community Partnership Donation Program (\$100,500).

-Swimming Pool Improvements

This program will provide for improvements at Long Branch and Pershing Parks. This CIP is budgeted in the General Fund, Community Services (\$140,859).

Community Development Block Grant & Home Program Projects

- Community Development 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 (\$3,062,191).

General City Projects

- Animal Control Facility

This program will provide funding for an Animal Control Facility. This program is in the 2007 General Obligation Construction Fund (\$180,000).

GENERAL OBLIGATION BONDS 1991

	Project Authorizations	Actual through 2005-06	Estimated 2006-07	Adopted 2007-08
Beginning Fund Balance	\$ -	\$ -	\$ 102,237	\$ 801
Revenues				
Sale of Bonds	\$ 2,400,063	\$ 2,400,063	\$ -	\$ -
Interest Earned	\$ 390,332	389,532	800	-
Miscellaneous Receipts	\$ 274,191	274,191	-	-
Total Fund Balance and Revenues	\$ 3,064,586	\$ 3,063,786	\$ 103,037	\$ 801
Expenditures				
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	233,360	131,124	102,236	-
Total Expenditures	\$ 3,063,785	\$ 2,961,549	\$ 102,236	\$ -
Ending Fund Balance	\$ 801	\$ 102,237	\$ 801	\$ 801

GENERAL OBLIGATION BONDS 1993 / 1994

	Project Authorizations	Actual through 2005-06	Estimated 2006-07	Adopted 2007-08
Beginning Fund Balance	\$ -	\$ -	\$ 114,740	\$ 16,635
Revenues				
Sale of Bonds	\$ 3,750,000	\$ 3,750,000	\$ -	\$ -
Interest Earned	752,581	747,581	5,000	-
Miscellaneous Receipts	32,770	32,770	-	-
Total Fund Balance and Revenues	\$ 4,535,351	\$ 4,530,351	\$ 119,740	\$ 16,635
Expenditures				
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	25,050	25,050	-	-
Land Acquisition - Fire Dept	120,840	1,100	103,105	16,635
Expense	854	854	-	-
Total Expenditures	\$ 4,535,351	\$ 4,415,611	\$ 103,105	\$ 16,635
Ending Fund Balance	\$ -	\$ 114,740	\$ 16,635	\$ -

GENERAL OBLIGATION BONDS 1995

	Project Authorizations	Actual through 2005-06	Estimated 2006-07	Adopted 2007-08
Beginning Fund Balance	\$ -	\$ -	\$ 545,867	\$ 198,365
Revenues				
Sale of Bonds	\$ 6,745,000	\$ 6,745,000	\$ -	\$ -
Interest Earned	\$ 2,057,388	2,032,388	20,000	5,000
Miscellaneous Receipts	\$ 196,777	196,777	-	-
Total Fund Balance and Revenues	\$ 8,999,165	\$ 8,974,165	\$ 565,867	\$ 203,365
Expenditures				
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	250	25,000	89,750
W.S. Young Const-SSL Stagecoach	722,791	722,791	-	-
Reconstruct W/D Robinett	249,952	249,952	-	-
Trimmier-Public Improvements	206,097	206,097	-	-
Elms Road Construction	1,232,902	890,400	342,502	-
Parking Lot Repairs - Cmnty Center	99,874	99,874	-	-
Ramp Reversal - US190/Wal-Mart	100,000	100,000	-	-
Total Expenditures	\$ 8,885,550	\$ 8,428,298	\$ 367,502	\$ 89,750
Ending Fund Balance	\$ 113,615	\$ 545,867	\$ 198,365	\$ 113,615

GENERAL OBLIGATION BONDS 2004

	Project Authorizations	Actual through 2005-06	Estimated 2006-07	Adopted 2007-08
Beginning Fund Balance	\$ -	\$ -	\$ 14,044,142	\$ 6,091,974
Revenues				
Sale of Bonds	\$ 16,000,000	\$ 15,990,732	\$ -	\$ -
Interest Earned	1,751,381	1,101,381	550,000	100,000
Community Partnership Program	280,000	-	280,000	-
Total Fund Balance and Revenues	\$ 18,031,381	\$ 17,092,113	\$ 14,874,142	\$ 6,191,974
Expenditures				
Cost of Issuance	\$ 120,732	\$ 120,732	\$ -	\$ -
CS - Design/Eng LCP Projects	1,447,000	745,160	454,840	-
CS - Restroom & Lighting @ LCP	718,258	428,347	289,910	-
CS - Parks/Skateboard Parks	353,007	173,455	79,552	100,000
PW - Prelim Streets Eng Report	11,000	11,000	-	-
PW - Elms Road	2,091,605	234,270	1,735,000	122,335
PW - South Robinett Road	1,999,710	83,180	1,325,000	591,530
PW - North Robinett Road	2,252,470	211,058	225,000	1,816,412
PW - Major Street Rehabilitation	275,000	95,829	58,000	121,171
PW - Street Projects Management	187,000	19,968	109,871	57,161
PW - Operations	117,215	117,215	-	-
PW - HWY 195-201 grade separation	2,280,222	64,599	2,215,623	-
PW - Traffic Signals	784,959	687,763	97,196	-
PW - Traffic Synchronization	400,000	-	251,000	-
PW - Comprehensive Plan	250,000	-	-	250,000
PD - Police HQ	1,499,000	25,172	1,473,828	-
PD - Trng Facility Imp & Equipment	351,000	-	-	351,000
PD - OCU & YSU Renovations	150,000	-	-	150,000
FD - A&E Station #8 & 9	415,074	-	45,000	55,000
FD - Land Purchase - Station #8	73,997	-	20,000	80,000
FD - Land Purchase - Drill Field	890,000	-	250,000	740,000
FD - Stn Ventilation Systems	275,000	-	40,000	80,000
FD - Station Location Study	28,100	28,100	-	-
FD - Renovate Station #5	350,000	-	5,000	345,000
FD - Land Purchase Station #1	100,000	-	80,000	-
FD - Land Purchase Station #9	350,000	-	-	350,000
Capital Outlay	27,348	-	27,348	-
Total Expenditures	\$ 17,797,697	\$ 3,045,848	\$ 8,782,168	\$ 5,209,609
Ending Fund Balance	\$ 233,684	\$ 14,046,265	\$ 6,091,974	\$ 982,365

GENERAL OBLIGATION BONDS 2006

	Project Authorizations	Actual through 2005-06	Estimated 2006-07	Adopted 2007-08
Beginning Fund Balance	\$ -	\$ -	\$ 10,070,184	\$ 7,589,961
Revenues				
Sale of Bonds	\$ 10,000,000	\$ 10,000,000	\$ -	\$ -
Interest Earned	700,000	164,290	400,000	112,000
HUD Grant	96,224	-	-	96,224
Community Partnership Program	100,000	100,000	20,500	-
Total Fund Balance and Revenues	\$ 10,896,224	\$ 10,264,290	\$ 10,490,684	\$ 7,798,185
Expenditures				
Cost of Issuance	\$ 174,829	\$ 174,106	\$ 723	\$ -
Senior and Recreation Center	10,000,000	-	2,900,000	7,600,000
HUD Grant	120,500	20,000	-	100,500
Community Partnership Program	96,224	-	-	96,224
Total Expenditures	\$ 10,391,553	\$ 194,106	\$ 2,900,723	\$ 7,796,724
Ending Fund Balance	\$ 504,671	\$ 10,070,184	\$ 7,589,961	\$ 1,461

COMBINATION GENERAL AND CERTIFICATE OF OBLIGATION BOND 2007

	Project Authorizations	Actual through 2005-06	Estimated 2006-07	Adopted 2007-08
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -
Revenues				
Sale of Bonds	\$ 42,005,000	\$ -	\$ -	\$ 42,005,000
Interest Earned	350,000	-	-	350,000
Total Fund Balance and Revenues	\$ 42,355,000	\$ -	\$ -	\$ 42,355,000
Expenditures				
Cost of Issuance	\$ 300,000	\$ -	\$ -	\$ 300,000
FD - Station #1	3,500,000	-	-	3,500,000
FD - Station #8	3,500,000	-	-	3,500,000
City Owner Agreements	3,000,000	-	-	3,000,000
Equipment Replacement	3,000,000	-	-	3,000,000
Emergency Warning System	500,000	-	-	500,000
Police Headquarters	27,000,000	-	-	27,000,000
Animal Control Shelter	180,000	-	-	180,000
Total Expenditures	\$ 40,980,000	\$ -	\$ -	\$ 40,980,000
Ending Fund Balance	\$ 1,375,000	\$ -	\$ -	\$ 1,375,000

CONTRACTUAL OBLIGATION CONSTRUCTION FUND SERIES 1999

	Project Authorizations	Actual through 2005-06	Estimated 2006-07	Adopted 2007-08
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -
Revenues				
Sale of Bonds	\$ 2,500,000	\$ 2,500,000	\$ -	\$ -
Interest Earned	140,081	140,081	-	-
Total Fund Balance and Revenues	\$ 2,640,081	\$ 2,640,081	\$ -	\$ -
Expenditures				
Cost of Issuance	\$ 48,091	\$ 48,091	\$ -	\$ -
Transfer to Interest & Sinking	17,723	17,723	-	-
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	16,555	16,555	-	-
Total Expenditures	\$ 2,640,081	\$ 2,640,081	\$ -	\$ -
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -

AVIATION CAPITAL IMPROVEMENT FUND 2001

	Project Authorizations	Actual through 2005-06	Estimated 2006-07	Adopted 2007-08
Beginning Fund Balance		\$ 1,229,709	\$ 1,278,363	\$ 1,346,636
Revenues				
Sale of Bonds	\$ 6,000,000	\$ 6,000,000	\$ -	\$ -
Interest Earned	309,908	249,908	45,000	15,000
Transfer from Aviation PFC	866,834	564,368	320,917	-
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	1,764,897	-	-
Total Fund Balance and Revenues	\$ 12,257,893	\$ 13,125,136	\$ 1,644,280	\$ 1,361,636
Expenditures				
Cost of Issuance	\$ 55,777	\$ 55,777	\$ -	\$ -
Professional Services	50,653	50,653	-	-
Skylark Project	43,169	373	42,650	-
RGAAF Project	1,172,270	10,274,805	77,794	684,215
Transfer to RGAAF	177,200	-	177,200	-
Total Expenditures	\$ 1,499,069	\$ 10,381,608	\$ 297,644	\$ 684,215
Ending Fund Balance	\$ 10,758,824	\$ 2,743,528	\$ 1,346,636	\$ 677,421

CONTRACTUAL OBLIGATION CONSTRUCTION FUND SERIES 2002

	Project Authorizations	Actual through 2005-06	Estimated 2006-07	Adopted 2007-08
Beginning Fund Balance	\$ -	\$ -	\$ 421	\$ -
Revenues				
Sale of Bonds	\$ 2,000,000	\$ 2,000,000	\$ -	\$ -
Interest Earned	25,794	25,744	50	-
Total Fund Balance and Revenues	\$ 2,025,794	\$ 2,025,744	\$ 471	\$ -
Expenditures				
Cost of Issuance	\$ 41,614	\$ 41,614	\$ -	\$ -
Purchase of Property	654,415	654,415	-	-
Golf Facilities Improvements	1,315,210	1,314,739	471	-
Transfer to Golf Fund	14,555	14,555	-	-
Total Expenditures	\$ 2,025,794	\$ 2,025,323	\$ 471	\$ -
Ending Fund Balance	\$ -	\$ 421	\$ -	\$ -

AVIATION CAPITAL IMPROVEMENT FUND 2003

	Project Authorizations	Actual through 2005-06	Estimated 2006-07	Adopted 2007-08
Beginning Fund Balance	\$ -	\$ -	\$ 2,783,426	\$ 2,332,653
Revenues				
Sale of Bonds	\$ 9,000,000	\$ 9,000,000	\$ -	\$ -
FAA Grants	3,573,439	2,825,724	-	-
Interest Earned	80,000	331,738	100,000	50,000
Transfer from Aviation PFC	885,285	564,368	320,917	-
Total Fund Balance and Revenues	\$ 13,538,724	\$ 12,721,830	\$ 3,204,343	\$ 2,382,653
Expenditures				
Cost of Issuance	\$ 84,983	\$ 84,983	\$ -	\$ -
RGAAF Project	9,965,774	8,751,490	31,359	1,182,925
T-Hangar	556,301	1,931	540,331	-
Transfer to RGAAF Operating Fund	1,400,000	1,100,000	300,000	-
Total Expenditures	\$ 12,007,058	\$ 9,938,404	\$ 871,690	\$ 1,182,925
Ending Fund Balance	\$ 1,531,666	\$ 2,783,426	\$ 2,332,653	\$ 1,199,728

CONTRACTUAL OBLIGATION CONSTRUCTION FUND SERIES 2004

	Project Authorizations	Actual through 2005-06	Estimated 2006-07	Adopted 2007-08
Beginning Fund Balance	\$ -	\$ -	\$ 319,324	\$ 337,324
Revenues				
Sale of Bonds	\$ 3,000,000	\$ 2,979,026	\$ -	\$ -
Interest Earned	112,552	92,552	18,000	2,000
Total Fund Balance and Revenues	\$ 3,112,552	\$ 3,071,578	\$ 337,324	\$ 339,324
Expenditures				
Cost of Issuance	\$ 27,444	\$ 27,444	\$ -	\$ -
Ambulances (4)	440,000	440,000	-	-
Quint Truck	564,276	564,276	-	-
Motor Vehicles/Heavy Equipment	705,863	705,863	-	-
Timberridge: WDNG Rosewood Project	294,337	294,337	-	-
WDN Goldengate: Bridgewood Project	164,126	164,126	-	-
WHT Rock Ph I: WDNG Rosewd Project	176,668	176,668	-	-
WHT Rock Ph II: WDN Rosewd Project	233,712	233,712	-	-
WHT Rock Ph II: WDN Sulf Spr Project	104,698	104,698	-	-
WHT Rock Ph I: WDNG Plat	41,130	41,130	-	-
City Owner Agreements	339,324	-	-	339,324
Total Expenditures	\$ 3,091,578	\$ 2,752,254	\$ -	\$ 339,324
Ending Fund Balance	\$ 20,974	\$ 319,324	\$ 337,324	\$ -

GOLF REVENUE CONTRACTUAL OBLIGATION CONSTRUCTION FUND SERIES 2004

	Project Authorizations	Actual through 2005-06	Estimated 2006-07	Adopted 2007-08
Beginning Fund Balance	\$ -	\$ -	\$ 32,850	\$ -
Revenues				
Sale of Bonds	\$ 3,000,000	\$ 2,979,026	\$ -	\$ -
Interest Earned	21,161	19,961	1,200	-
Total Fund Balance and Revenues	\$ 3,021,161	\$ 2,998,987	\$ 34,050	\$ -
Expenditures				
Cost of Issuance	\$ 21,014	\$ 21,014	\$ -	\$ -
Operations	115,153	115,153	-	-
Golf Construction/Improvements	2,755,822	2,728,105	29,621	-
Capital Outlay	4,429	-	4,429	-
Transfer to Golf Fund	101,865	101,865	-	-
Total Expenditures	\$ 2,998,283	\$ 2,966,137	\$ 34,050	\$ -
Ending Fund Balance	\$ 22,878	\$ 32,850	\$ -	\$ -

CONTRACTUAL OBLIGATION CONSTRUCTION FUND SERIES 2005

	Project Authorizations	Actual through 2005-06	Estimated 2006-07	Adopted 2007-08
Beginning Fund Balance	\$ -	\$ -	\$ 10,065,076	\$ 4,833,911
Revenues				
Sale of Bonds	\$ 11,500,000	\$ 11,500,000	\$ -	\$ -
Interest Earned	949,071	474,071	400,000	75,000
Total Fund Balance and Revenues	\$ 12,449,071	\$ 11,974,071	\$ 10,465,076	\$ 4,908,911
Expenditures				
Cost of Issuance	\$ 172,537	\$ 172,537	\$ -	\$ -
BCCC Tower	213,851	213,851	-	-
TXDOT / CTE Projects	988,900	988,900	-	-
City Owner Agreements	5,000,000	-	3,350,000	1,650,000
Building Purchase	2,512,000	31,150	2,080,850	400,000
Street Equipment - Paver	116,680	116,680	-	-
Fire - Ambulances	279,424	227,600	51,824	-
Street Maintenance Equipment	157,025	156,225	1,450	-
Trimmier - 3470 - Stagecoach	2,052	2,052	-	-
Trimmier Road - Design	300,000	-	54,650	245,350
Watercrest Road - Design	500,000	-	92,391	407,609
Elms, Cody Poe, & Robinett Roads	800,000	-	-	799,978
Total Expenditures	\$ 11,042,469	\$ 1,908,995	\$ 5,631,165	\$ 3,502,937
Ending Fund Balance	\$ 1,406,602	\$ 10,065,076	\$ 4,833,911	\$ 1,405,974

WATER & SEWER BOND 1999

	Project Authorizations	Actual through 2005-06	Estimated 2006-07	Adopted 2007-08
Beginning Fund Balance	\$ -	\$ -	\$ 6,951	\$ -
Revenues				
Sale of Bonds	\$ 9,000,000	\$ 9,000,000	\$ -	\$ -
Interest Earned	1,146,872	1,146,747	125	-
Misc Receipts	5,139	5,139	-	-
Total Fund Balance and Revenues	\$ 10,152,011	\$ 10,151,886	\$ 7,076	\$ -
Expenditures				
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	1,476,316	1,476,316	-	-
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	67,000	65,911	1,089	-
Furniture and Fixtures	400	400	-	-
Expense	56,877	56,877	-	-
Operations 2001-02	191,109	191,109	-	-
Operations 2002-03	177,411	177,411	-	-
Operations 2003-04	226,967	226,967	-	-
Operations 2004-05	197,286	197,286	-	-
Transfer to '99 W & S I & S	-	-	5,987	-
Total Expenditures	\$ 10,145,047	\$ 10,143,958	\$ 7,076	\$ -
Ending Fund Balance	\$ 6,964	\$ 7,928	\$ -	\$ -

WATER & SEWER BOND 2001

	Project Authorizations	Actual through 2005-06	Estimated 2006-07	Adopted 2007-08
Beginning Fund Balance	\$ -	\$ -	\$ 882,872	\$ 889,272
Revenues				
Sale of Bonds	\$ 8,700,000	\$ 8,700,000	\$ -	\$ -
Interest Earned	514,743	472,743	40,000	2,000
Total Fund Balance and Revenues	\$ 9,214,743	\$ 9,172,743	\$ 922,872	\$ 891,272
Expenditures				
Cost of Issuance	\$ 90,000	\$ 90,000	\$ -	\$ -
Little Nolan Trib#1 Phase II	707,512	707,512	-	-
Little Nolan Trib#1 Phase III	205,652	205,652	-	-
Robinett Road Water Line	1,390,850	1,390,850	-	-
Airport Water Line	935,370	935,370	-	-
Airport Pump Station	419,142	419,142	-	-
Master Plan - WO18 I&I Program	997,433	997,433	-	-
WS Young South Water Line	440,719	440,719	-	-
South Trimmier Rd Water Line	105	105	-	-
Hwy 195 Water Line	365,050	37,500	32,250	295,300
Old FM 440 Water Line	1,207,810	1,207,810	-	-
McMillan Mt St Tank Design	127,533	127,533	-	-
Master Plan Update 2002	55,305	55,305	-	-
East Loop Waterline	1,653,200	1,651,850	1,350	-
Expenses	23,190	23,190	-	-
Wastewater Metering	50,000	-	-	50,000
Total Expenditures	\$ 8,668,871	\$ 8,289,971	\$ 33,600	\$ 345,300
Ending Fund Balance	\$ 545,872	\$ 882,772	\$ 889,272	\$ 545,972

WATER & SEWER BOND 2004

	Project Authorizations	Actual through 2005-06	Estimated 2006-07	Adopted 2007-08
Beginning Fund Balance	\$ -	\$ -	\$ 7,638,207	\$ 5,910,401
Revenues				
Sale of Bonds	\$ 21,000,000	\$ 21,003,884	\$ -	\$ -
Interest Earned	916,100	491,100	275,000	150,000
Total Fund Balance and Revenues	\$ 21,916,100	\$ 21,494,984	\$ 7,913,207	\$ 6,060,401
Expenditures				
Cost of Issuance	\$ 118,377	\$ 118,377	\$ -	\$ -
McMillan Mtn Storage Tank	962,824	962,824	-	-
Downtown Infrastructure	1,500,000	83,928	121,452	1,294,620
City Part/Lift STNS & FMS	700,000	396,162	-	303,838
Cunningham Rd Waterline	763,390	763,390	-	-
Utilities Building	1,500,000	538,341	750,000	-
Sth Cunningham Rd Waterline	763,390	-	-	-
Nth Reece Crk Interc Phase I	522,271	-	362,045	-
Lift Stn #20 & Force Main	1,143,261	-	-	1,046,695
Hwy 195 Waterline Extension	994,700	185,701	100,000	709,440
W Stagecoach Rd Waterline	299,250	-	-	299,250
Lift Stn #26 & F.M., CC Gravity	965,800	703,201	262,299	-
Reece Creek Loop Waterline	450,332	450,332	-	-
Lift Stn #2/Force Main	2,597,963	2,586,763	1,000	-
A - Diversion Interceptor Phase I	433,914	433,914	-	-
B - East Loop Waterline Ext Ph I	76,349	76,349	-	-
C - East Loop Waterline Ext Ph II	455	455	-	-
Construction (A-C)-Eastside Infrastructure	5,727,874	5,427,711	119,629	-
E - Lift Stn #21 & Force Main	128,275	128,275	-	-
Construction (D-G)-Hwy195 Wastewater Impr	1,639,323	1,352,942	286,381	-
Total Expenditures	\$ 21,287,748	\$ 14,208,665	\$ 2,002,806	\$ 3,653,843
Ending Fund Balance	\$ 628,352	\$ 7,286,319	\$ 5,910,401	\$ 2,406,558

WATER & SEWER BOND 2007

	Project Authorizations	Actual through 2005-06	Estimated 2006-07	Adopted 2007-08
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -
Revenues				
Sale of Bonds	\$ 22,135,000	\$ -	\$ -	\$ 22,135,000
Interest Earned	200,000	-	-	200,000
Total Fund Balance and Revenues	\$ 22,335,000	\$ -	\$ -	\$ 22,335,000
Expenditures				
Cost of Issuance	\$ 200,000	\$ -	\$ -	\$ 200,000
PRJ 1W - Reece Creek Road	2,931,506	-	-	2,931,506
PRJ 2W - Bundrant Expansion	2,352,000	-	-	2,352,000
PRJ 3W - Southeast Loop	2,414,402	-	-	2,414,402
PRJ 4W - Pump Station 3 Upgrade	3,360,000	-	-	3,360,000
PRJ 1S - Lift Station #8	1,086,200	-	-	1,086,200
PRJ 2S - Trimmier Creek	2,850,052	-	-	2,850,052
PRJ 3S - Trimmier Creek	1,076,923	-	-	1,076,923
PRJ 4S - Lift Station 20/FM/SH195	3,254,435	-	-	3,254,435
PRJ 5S - Lift Station 22 and FM	1,649,460	-	-	1,649,460
Total Expenditures	\$ 21,174,978	\$ -	\$ -	\$ 21,174,978
Ending Fund Balance	\$ 1,160,022	\$ -	\$ -	\$ 1,160,022

SOLID WASTE BOND 2005

	Project Authorizations	Actual through 2005-06	Estimated 2006-07	Adopted 2007-08
Beginning Fund Balance	\$ -	\$ -	\$ 4,098,217	\$ 1,385,367
Revenues				
Sale of Bonds	\$ 9,100,000	\$ 9,100,000		\$ -
Interest Earned	\$ 490,076	340,076	115,000	35,000
Total Fund Balance and Revenues	\$ 9,590,076	\$ 9,440,076	\$ 4,213,217	\$ 1,420,367
Expenditures				
Cost of Issuance	\$ 131,137	\$ 131,137	\$ -	\$ -
Solid Waste Admin Facility	\$ 1,532,336	34,017	200,000	1,298,319
Transfer Station & Compost Site	\$ 7,401,981	4,774,131	2,627,850	-
Heavy Equipment Solid Waste	\$ 402,574	402,574	-	-
Total Expenditures	\$ 9,468,028	\$ 5,341,859	\$ 2,827,850	\$ 1,298,319
Ending Fund Balance	\$ 122,048	\$ 4,098,217	\$ 1,385,367	\$ 122,048

AVIATION PFC FUND

	Actual 2004-05	Budget 2005-06	Estimated 2006-07	Adopted 2007-08
Beginning Fund Balance	\$ 63,110	\$ 61,491	\$ 6,253	\$ 13,010
Revenues				
Passenger Facility Charges	\$ 286,049	\$ -	\$ -	\$ -
FY 2006-07 Passenger Facility Charges	\$ 136,429	\$ 723,933	\$ 773,220	\$ 796,415
Interest Earned	8,385	6,000	7,500	7,200
Total Fund Balance and Revenues	\$ 493,973	\$ 791,424	\$ 786,973	\$ 816,625
Expenditures				
Passenger Boarding Bridges	\$ -	\$ 62,500	\$ 18,431	\$ 44,070
PFC Project	-	-	-	759,545
Terminal & Apron Design	236	113,698	113,698	-
Transfer to AV Fund - RGA AF Fund	-	21,274	-	-
Transfer to Construction Fund	487,484	-	-	-
Transfer to Construction Fund 2006-07	-	652,916	641,834	-
Total Expenditures	\$ 487,720	\$ 850,388	\$ 773,963	\$ 803,615
Ending Fund Balance	\$ 6,253	\$ (58,964)	\$ 13,010	\$ 13,010

FINANCIAL FORECASTS

This section presents five year forecasts for the City's major operating funds 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 year's five year forecast is limited to revenues and expenditures for the City's major operating funds: the General Fund, the Aviation Funds, the Solid Waste Fund, the Water and Sewer Fund, and the Drainage Utility Fund.

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.

The City utilized an interactive financial modeling tool for the General Fund, Solid Waste Fund, Water and Sewer Fund, and the Drainage Utility Fund during the FY 2007-08 budget process. The models allow scenario planning to evaluate the impact of new programs and services, changes in growth of services, rate adjustments, capital outlay needs, and impacts to the tax rate. The benefit of the models is that management can analyze the multi-year impact to each of the major operating funds. 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. The static picture reflected in these forecasts, in all likelihood, portrays a "least likely" scenario.

For each major fund's financial forecast there is a brief summary of the fund and the methodology used in the forecast. A statement of revenues, expenditures, and changes in fund balance has also been prepared for each fund. Revenues are depicted by sources while expenditures, or expenses, are presented by operating division or program area. The projections behind the forecast for each operating division are at the category of expense level. A category of expense is defined as salaries, benefits, supplies, maintenance, repairs, support services, and capital outlay. Each forecast provides a column showing the percentage change between FY 2007-08 and FY 2011-12.

Finally, two bar graphs are presented after each forecast showing the fund projections over a five year period including a comparison between the Revenues, Expenditures, Ending Fund Balance and the Fund Balance Requirement, (as required by City ordinance).

- The first graph reflects the static results of the forecast and assumes that budgeted revenues are collected at 100% and that budgeted expenditures are incurred at 100%. This graph reflects a "least-likely" scenario for the next five years.
- The second bar graph reflects the application of the most recent five-year historical trend for the specific fund's actual revenue collections and expenditures. Due to the City's conservative budgeting practices, revenues historically exceed budget, while expenditures historically are realized less than budget. For this reason, the second bar chart presented reflects a "most likely" scenario.

The forecasts attempt 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 the forecasts to understand that these estimates based on various statistical methods and are not representation of fact.

"The City Without Limits!"

**CITY OF KILLEEN
GENERAL FUND
FIVE YEAR FORECAST**

Description and Purpose:

Following is a five year financial forecast for the General Fund. The City of Killeen uses the General Fund to revenues and expenditures applicable to the general operations of city government which are not properly accounted for in another fund. General Fund revenues include sales taxes, property taxes, licenses and permits, local franchise taxes, and other types of revenues. This fund includes most of the basic operating services such as fire and police protection, finance, parks and recreation, libraries and general administration.

Methodology:

A statement of revenues, expenses, and changes in fund balance has been prepared for the General Fund. The City utilized an interactive financial modeling tool for the General Fund during the FY 2007-08 budget process. This modeling tool allowed scenario planning to evaluate the impact of new programs and services, city growth projections, and revenue adjustments. One of the benefits provided by the financial model is the ability to view a multi-year impact related to individual and cumulative proposed changes to resources or appropriations.

Revenues are depicted by source while expenses are presented by operating division. The expense projections behind the forecast for each operating division are at the category of expense level. For the General Fund the following projections are used in the five year forecast modeling tool:

Revenues:

The General Fund Model incorporates historical trends for most revenues. Ad Valorem Tax revenue is calculated using the current year assessed valuation plus a projected growth in assessed property value of 6% in FY 2008 and 3% in each subsequent year. The model reflects a stable tax rate of 69.5 cents per \$100 valuation in all years. Sales tax revenue is projected at a growth rate of 2.5% per year. The model shows conservative growth projections in all other revenue categories based upon historical trends.

Expenses:

Salaries and benefits are projected at a 4% annual increase to cover annual step increases in the General Fund. Additional personnel are not reflected in the model, as staff additions will be evaluated each year based on availability of resources and the needs of the City. Operating expenses, which include supplies, maintenance, repairs, and professional services, reflect level funding. Inflationary impacts in each year will be expected to be absorbed through savings and efficiencies. Debt service payments are projected using the existing debt service schedules and a projected debt service schedule for the portion related to the new bond issuance adopted in the FY 2007-08 budget. Any other estimated future debt service obligations are not included in this forecast. Capital Outlay is projected using a tentative five year fleet replacement schedule prepared by the Fleet Services division.

The assumptions applied are conservative. Forecasts for staffing and other operating expenses are based on current program authorizations, with moderate annual increases as noted above, with the exception of the fleet replacement forecasts. Rate increases and new programs and services will require future City Council approval and are not included in this financial forecast.

Conclusions:

This forecast attempts to provide the reader, along with City staff, a look into the future as to the financial stability of the General Fund. 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 this forecast, in all likelihood, portrays a "least likely" scenario. 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**

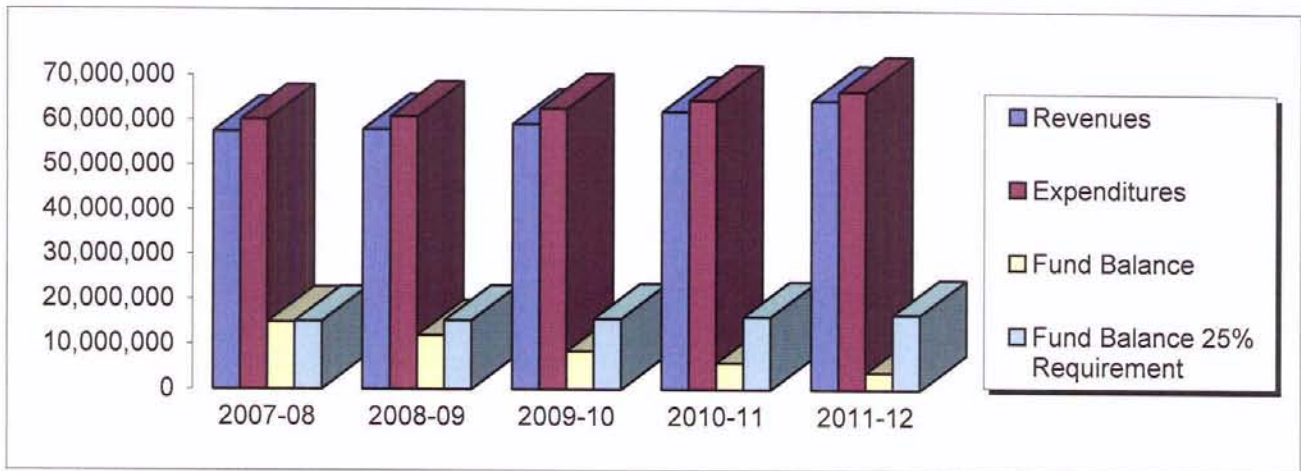
	2007-08 Budget	2008-09 Forecast	2009-10 Forecast	2010-11 Forecast	2011-12 Forecast	% Change 2007-2012
Beginning Fund Balance	17,512,433	14,877,427	11,969,126	8,474,875	5,947,088	(66.0%)
Revenues						
Property Taxes	17,113,769	16,229,594	16,721,194	17,459,466	18,412,354	7.6%
Total Property Taxes Previous	425,200	444,658	465,017	486,319	508,608	19.6%
Sales and Occup. Taxes	19,758,000	20,256,176	20,767,156	21,291,282	21,828,903	10.5%
Franchise Taxes	5,094,000	5,348,700	5,616,524	5,898,161	6,194,337	21.6%
Miscellaneous Revenues	3,063,500	3,195,130	3,333,417	3,478,744	3,631,518	18.5%
Permits and Licenses	1,131,300	1,182,059	1,235,356	1,291,332	1,350,136	19.3%
Court Fines and Fees	1,838,947	1,884,215	1,930,914	1,979,103	2,028,844	10.3%
Recreation Revenue	235,334	241,964	248,981	256,418	264,309	12.3%
Interest Earned	1,500,000	1,530,000	1,560,600	1,591,812	1,623,648	8.2%
Golf Course Revenues	1,218,550	1,251,372	625,686	1,321,456	1,358,600	11.5%
Intergovernmental	931,509	937,815	944,293	950,948	957,786	2.8%
Transfers from Other Funds	5,160,124	5,448,080	5,753,996	6,079,063	6,424,553	24.5%
Total Revenues	57,470,233	57,949,763	59,203,134	62,084,104	64,583,596	12.4%
Expenditures						
City Council	76,214	76,214	152,428	228,642	381,070	400.0%
City Manager	561,702	581,914	602,934	624,796	647,532	15.3%
Emergency Mgmt/Homeland Sec	154,075	121,561	125,134	128,851	132,716	(13.9%)
Municipal Court	950,704	982,041	1,014,632	1,048,526	1,083,776	14.0%
Code Enforcement	548,892	563,872	579,452	595,654	612,505	11.6%
Animal Control	405,209	417,393	429,224	442,402	456,107	12.6%
Public Information Officer	148,571	153,061	157,731	162,587	167,638	12.8%
Volunteer Services	140,232	145,102	150,166	155,433	160,911	14.7%
City Attorney	660,674	682,372	704,937	728,405	752,812	13.9%
City Secretary	96,313	99,317	102,442	105,691	109,070	13.2%
Finance	609,026	630,362	652,552	675,629	699,629	14.9%
Accounting	361,779	374,623	387,981	401,874	416,322	15.1%
General Services	241,490	250,336	259,536	269,104	279,055	15.6%
Building Services	147,915	152,729	157,736	162,943	168,358	13.8%
Custodial Services	384,918	396,898	409,897	423,417	437,477	13.7%
Printing Services	162,512	166,140	169,913	173,837	177,917	9.5%
EMS Billing & Collections	182,651	188,703	194,997	201,544	208,351	14.1%
Human Resources	731,649	752,745	774,684	797,501	821,231	12.2%
Information Technology	867,837	896,870	927,064	958,465	991,123	14.2%
Permits & Inspections	1,030,140	1,066,580	1,104,477	1,143,890	1,184,880	15.0%
Library	1,390,846	1,432,162	1,475,131	1,519,819	1,566,295	12.6%
Golf	1,333,871	1,364,190	1,395,721	1,428,514	1,462,618	9.7%
Golf Food & Beverage	202,559	206,972	211,561	216,334	221,297	9.3%
Community Center Operations	507,535	519,843	532,644	545,957	559,802	10.3%
Parks	1,727,946	1,722,744	1,766,058	1,811,105	1,857,954	7.5%
Lions Club Park Operations	298,787	304,313	310,059	316,036	322,251	7.9%
Recreation	417,125	428,422	440,170	452,389	465,096	11.5%
Athletics	369,830	377,301	385,071	393,152	401,556	8.6%
Cemetery	319,274	329,459	340,052	351,068	362,525	13.5%

**CITY OF KILLEEN
FIVE YEAR FORECAST
GENERAL FUND**

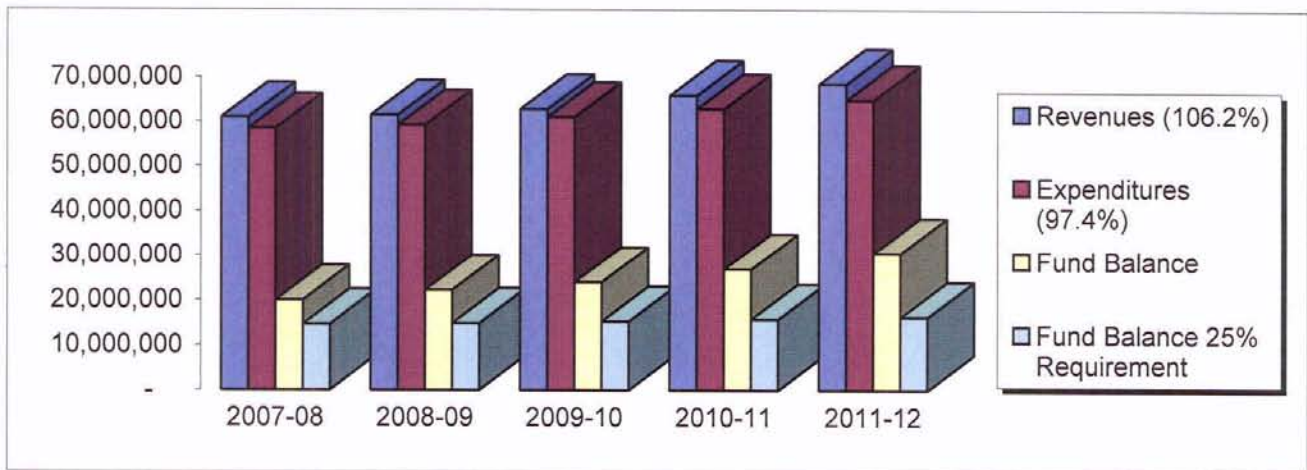
	2007-08 Budget	2008-09 Forecast	2009-10 Forecast	2010-11 Forecast	2011-12 Forecast	% Change 2007-2012
Senior Citizens	215,539	220,926	226,529	232,356	238,417	10.6%
Swimming Pools	140,859	144,235	147,746	151,398	155,195	10.2%
Community Development	274,015	283,385	293,129	303,264	313,803	14.5%
Downtown Revitalization	71,365	73,619	75,963	78,400	80,935	13.4%
Home Program	51,337	52,879	54,482	56,149	57,883	12.8%
Public Works	216,306	224,040	232,083	240,449	249,148	15.2%
Engineering	264,481	271,093	277,970	285,122	292,559	10.6%
Traffic	790,913	808,702	828,762	849,625	871,323	10.2%
Streets	3,380,207	3,452,820	3,528,337	3,606,875	3,688,554	9.1%
Planning	552,663	572,432	592,992	614,374	636,612	15.2%
Police	19,583,515	20,042,842	20,742,842	21,470,841	22,227,961	13.5%
Fire	13,378,441	13,841,365	14,322,806	14,823,505	15,344,232	14.7%
Non-Departmental	6,155,322	5,485,487	5,459,360	5,435,968	5,415,043	(12.0%)
Total Expenditures	60,105,239	60,858,064	62,697,385	64,611,891	66,679,539	10.9%
Ending Fund Balance	14,877,427	11,969,126	8,474,875	5,947,088	3,851,145	(74.1%)

**CITY OF KILLEEN
FIVE YEAR FORECAST
GENERAL FUND**

STATIC FORECAST - REVENUES AND EXPENDITURES REALIZED AT 100% OF BUDGET



ADJUSTED FORECAST - REVENUES AND EXPENDITURES BASED UPON HISTORICAL TRENDS



**CITY OF KILLEEN
KILLEEN-FORT HOOD REGIONAL AIRPORT FUND
FIVE YEAR FORECAST**

Description and Purpose:

Following is a five year financial forecast for the Killeen-Fort Hood Regional Airport Fund. The City of Killeen uses the Killeen-Fort Hood Regional Airport Fund to account for air carrier operations and related activities of the city. Killeen-Fort Hood Regional Airport Fund revenues include air carrier operations, parking lot fees, airport rent and concessions and other types of revenues. This fund includes most of the basic operating revenues and expensed relating to the operation of the air carrier terminal building. The financial forecast presented herein represents operating revenues and expenditures only. FAA grant revenues and major capital improvement project expenditures related to the construction of the new airport have been excluded for the purposes of this evaluation.

Methodology:

A statement of revenues, expenses, and changes in fund balance has been prepared for the Killeen-Fort Hood Regional Airport Fund. City staff compared historical data to determine trends to calculate future changes in resources or appropriations.

Revenues are depicted by source while expenses are presented by object class. The expense projections behind the forecast for each object class are at the category of expense level. For the Killeen-Fort Hood Regional Airport Fund the following projections are used in the five year forecast:

Revenues:

The Killeen-Fort Regional Airport Fund forecast incorporates historical trend for revenues. Air Carrier Operations increase by 4% based on historical trends. Parking Lot Fees increase 18% from 2007-08 to 2008-09 due to the expansion of the parking lot. Subsequent years increase by 10% based on historical trends. The model shows growth in all other revenue categories based upon historical trends.

Expenses:

Expenses are projected at a 2% annual increase for operating expenses which include supplies, maintenance, repairs, and professional services. Salaries and benefits are projected at a 4% annual increase to cover annual step increases in the Killeen-Fort Hood Regional Fund. Capital Outlay is projected using a tentative five year fleet replacement schedule prepared by the Fleet Services division.

The assumptions applied are conservative. Forecasts for staffing and other operating expenses are based on current program authorizations, with moderate annual increases as noted above, with the exception of the fleet replacement forecasts. Rate increases and new programs and services will require future City Council approval and are not included in this financial forecast.

Conclusions:

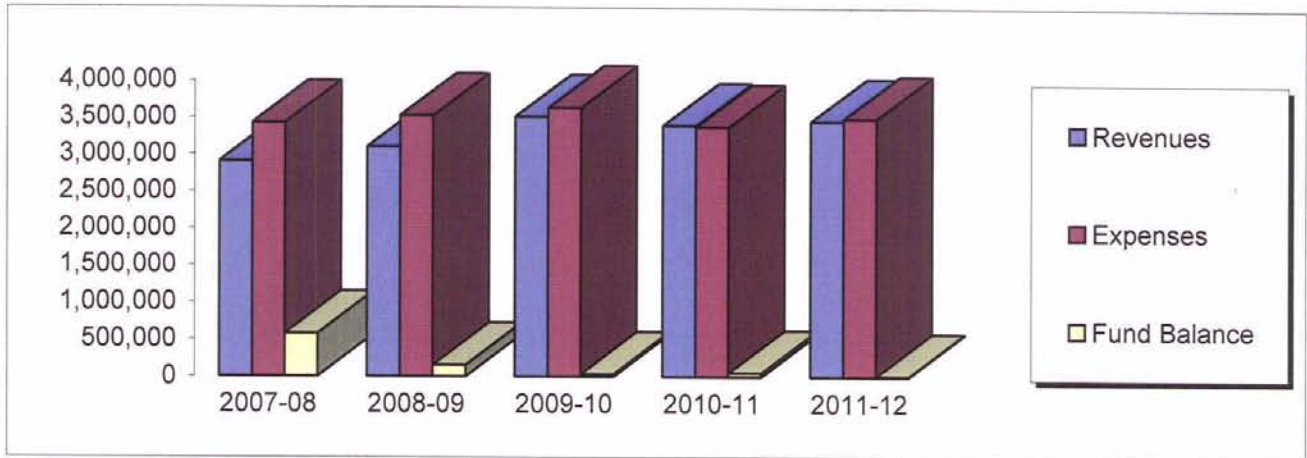
This forecast attempts to provide the reader, along with City staff, a look into the future as to the financial stability of the Killeen-Fort Hood Regional Fund. It is important for the user of this forecast to understand that these numbers are estimates based on various statistical methods and are not representation of fact. The static picture reflected in this forecast, in all likelihood, portrays a "least likely" scenario. 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
KILLEEN-FORT HOOD REGIONAL AIRPORT**

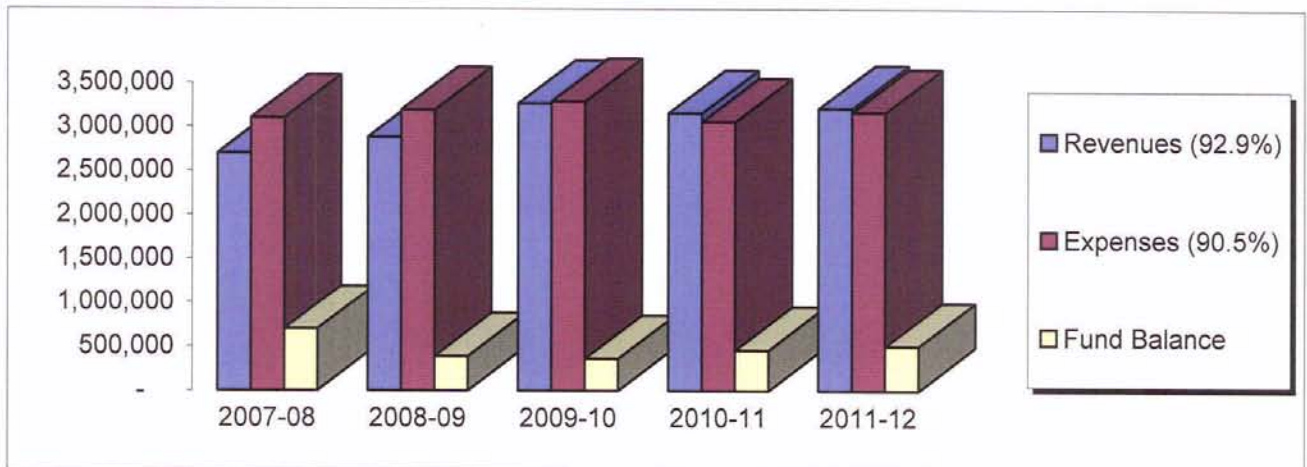
	2007-08 Budget	2008-09 Forecast	2009-10 Forecast	2010-11 Forecast	2011-12 Forecast	% Change 2007-2012
Beginning Fund Balance	1,099,830	581,241	156,084	35,518	51,689	(95.3%)
Revenues						
Airport Rent & Concessions	895,152	874,197	909,938	966,437	992,411	10.9%
Air Carrier Operations	304,723	317,583	323,187	343,091	357,472	17.3%
Airport Use Fees	160,762	208,659	235,487	171,188	172,441	7.3%
Airport Parking Lot Fees	690,366	810,481	894,521	733,377	763,208	10.6%
Fuel Sales	216,500	216,500	216,500	271,293	284,202	31.3%
Operating Supplies	60	-	-	60	60	0.0%
Into Plane Fees	364,000	382,188	393,648	405,457	417,621	14.7%
CIP Recovery Fees	219,870	222,000	229,224	278,844	292,752	33.1%
Interest Earned	54,000	69,600	60,000	26,460	26,988	(50.0%)
Miscellaneous Receipts	3,000	3,000	3,000	1,800	1,800	(40.0%)
Transfer	0	0	250,000	200,000	150,000	0.0%
Total Revenues	2,908,433	3,104,208	3,515,505	3,398,007	3,458,955	18.9%
Expenses						
Salaries	1,867,139	1,942,346	2,020,488	1,433,553	1,490,957	(20.1%)
Supplies	104,211	106,295	108,421	107,254	109,935	5.5%
Maintenance	76,640	78,173	79,736	164,516	168,629	120.0%
Repairs	145,526	148,550	152,521	126,074	129,226	(11.2%)
Support Services	717,027	731,368	745,995	746,703	765,370	6.7%
Benefits	168,755	172,130	175,573	454,723	472,912	180.2%
Cost of Goods Sold	138,932	141,711	144,545	244,164	255,782	84.1%
Capital Outlay	208,792	208,792	208,792	99,849	102,346	(51.0%)
Non-Departmental	0	0	0	5,000	5,000	0.0%
Total Expenses	3,427,022	3,529,365	3,636,071	3,381,836	3,500,157	2.1%
Ending Fund Balance	581,241	156,084	35,518	51,689	10,488	(98.2%)

**CITY OF KILLEEN
FIVE YEAR FORECAST
KILLEEN-FORT HOOD REGIONAL AIRPORT**

STATIC FORECAST - REVENUES AND EXPENDITURES REALIZED AT 100% OF BUDGET



ADJUSTED FORECAST - REVENUES AND EXPENSES BASED UPON HISTORICAL TRENDS



The KFRA fund is not required by City ordinance to maintain the 25% Fund Balance Reserve applicable to the City's other major operating funds.

The financial forecast presented herein represents operating revenues and expenditures only. FAA grant revenues and major capital improvement project expenditures related to the construction of the new airport have been excluded for the purposes of this evaluation

**CITY OF KILLEEN
SKYLARK FIELD FUND
FIVE YEAR FORECAST**

Description and Purpose:

Following is a five year financial forecast for the Skylark Field Fund. The City of Killeen uses the Skylark Field Fund to account for general aviation activities. Skylark Field Fund revenues include fixed based operations, hangars and tie-downs, fuel sales and other types of miscellaneous revenues. This fund includes most of the basic operating revenues and expenses relating to the operation of the general aviation facility. The financial forecast presented herein represents operating revenues and expenditures only. FAA grant revenues and major capital improvement project expenditures related to the construction of the new airport have been excluded for the purposes of this evaluation.

Methodology:

A statement of revenues, expenses, and changes in fund balance has been prepared for the Skylark Field Fund. City staff compared historical data to determine trends to calculate future changes in resources or appropriations.

Revenues are depicted by source while expenses are presented by object class. The expense projections behind the forecast for each object class are at the category of expense level. For the Skylark Field Fund the following projections are used in the five year forecast:

Revenues:

The Skylark Field Fund forecast incorporates historical trend for revenues. Fixed Based Operations are estimated to increase by 3% annually based on historical trends. Fuel Sales reflect an increase of 10% annually based due to the rising cost of fuel. Interest earnings are increasing due to the rising fund balance. The forecast shows growth in all other revenue categories based upon historical trends.

Expenses:

Expenses are projected at a 2% annual increase for operating expenses which include supplies, maintenance, repairs, and professional services. Salaries and benefits are projected at a 4% annual increase to cover annual step increases in the Skylark Field Fund. Cost of goods sold has been increased 10% proportionately to Fuel Sales due to the rising cost of fuel. Capital Outlay is projected using a tentative five year fleet replacement schedule prepared by the Fleet Services division.

The assumptions applied are conservative. Forecasts for staffing and other operating expenses are based on current program authorizations, with moderate annual increases as noted above, with the exception of the fleet replacement forecasts. Rate increases and new programs and services will require future City Council approval and are not included in this financial forecast.

Conclusions:

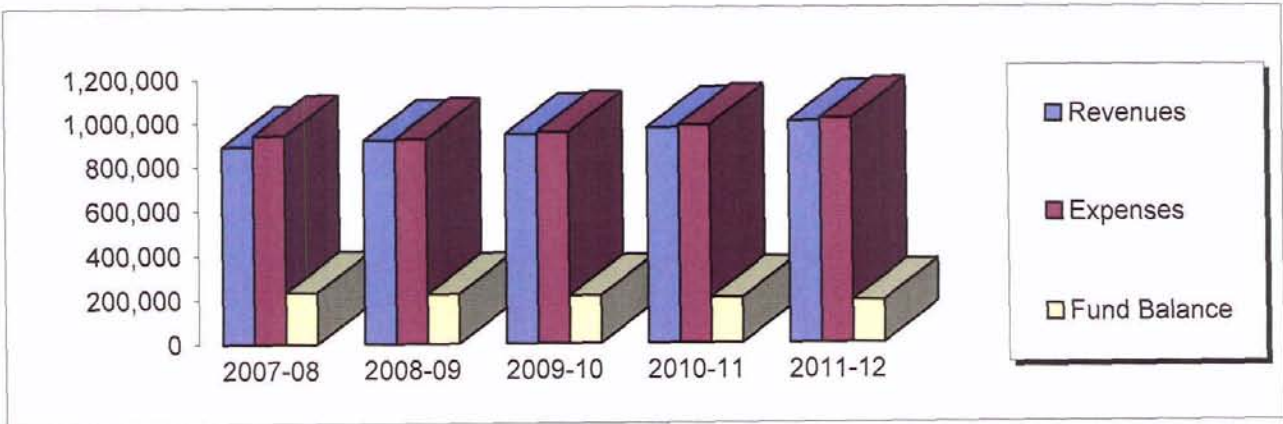
This forecast attempts to provide the reader, along with City staff, a look into the future as to the financial stability of the Skylark Field Fund. It is important for the user of this forecast to understand that these numbers are estimates based on various statistical methods and are not representation of fact. The static picture reflected in this forecast, in all likelihood, portrays a "least likely" scenario. 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
SKYLARK FIELD**

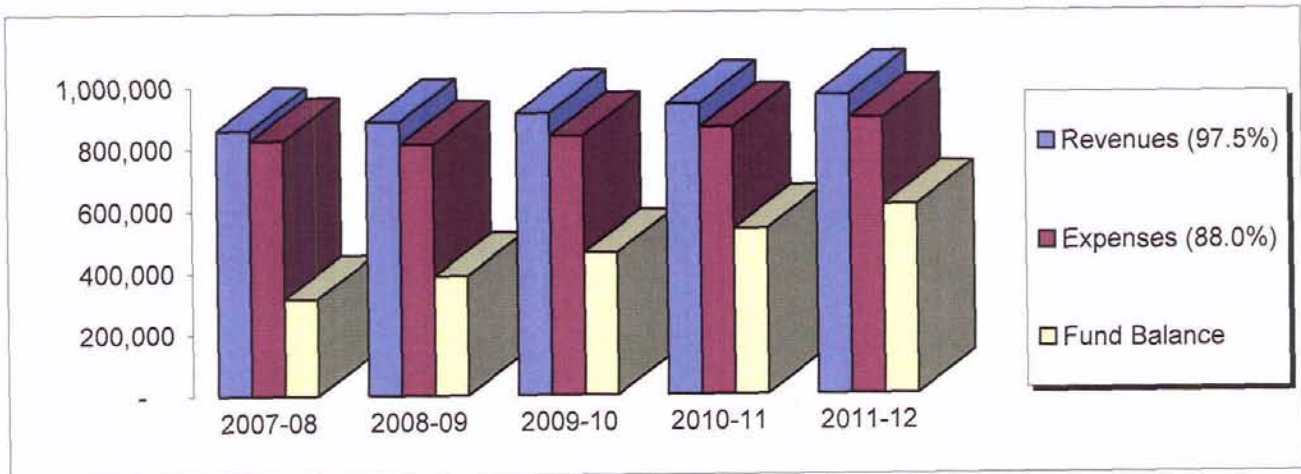
	2007-08 Budget	2008-09 Forecast	2009-10 Forecast	2010-11 Forecast	2011-12 Forecast	% Change 2007-2012
Beginning Fund Balance	284,933	234,834	226,544	216,830	205,601	(27.8%)
Revenues						
Fixed Base Operations	22,212	22,878	23,565	24,272	25,000	12.6%
Hangars & Tiedowns	108,580	111,837	115,193	118,648	122,208	12.6%
Airport Use Fees	11,275	11,613	11,962	12,320	12,690	12.6%
Fuel Sales	698,600	719,558	741,145	763,379	786,280	12.6%
Operating Supplies	11,683	12,033	12,394	12,766	13,149	12.6%
Into Plane Fees	-	-	-	-	-	0.0%
Interest Earned	10,000	10,300	10,609	10,927	11,255	12.6%
Miscellaneous Receipts	100	103	106	109	113	12.6%
State Grants-TXDOT Projects	30,000	30,900	31,827	32,782	33,765	12.6%
Total Revenues	892,450	919,224	946,800	975,204	1,004,460	12.6%
Expenses						
Salaries	113,053	117,575	122,278	127,169	132,256	17.0%
Supplies	16,846	17,351	17,872	18,408	18,960	12.6%
Maintenance	7,500	7,725	7,957	8,195	8,441	12.6%
Repairs	20,933	21,561	22,208	22,874	23,560	12.6%
Support Services	88,032	90,673	93,393	96,195	99,081	12.6%
Benefits	34,258	35,286	36,344	37,435	38,558	12.6%
Designated Expenses	500	515	530	546	563	12.6%
Cost of Goods Sold	600,012	635,370	654,431	674,064	694,286	15.7%
Capital Improvements / Projects	60,000	0	0	0	0	(100.0%)
Capital Outlay	1,415	1,457	1,501	1,546	1,593	12.6%
Total Expenses	942,549	927,513	956,515	986,433	1,017,297	7.9%
Ending Fund Balance	234,834	226,544	216,830	205,601	192,764	(17.9%)

**CITY OF KILLEEN
FIVE YEAR FORECAST
SKYLARK FIELD**

STATIC FORECAST - REVENUES AND EXPENSES REALIZED AT 100% OF BUDGET



ADJUSTED FORECAST - REVENUES AND EXPENSES BASED UPON HISTORICAL TRENDS



The Skylark Field fund is not required by City ordinance to maintain the 25% Fund Balance Reserve applicable to the City's other major operating funds.

The financial forecast presented herein represents operating revenues and expenditures only. FAA grant revenues and major capital improvement project expenditures related to the construction of the new airport have been excluded for the purposes of this evaluation

**CITY OF KILLEEN
SOLID WASTE FUND
FIVE YEAR FORECAST**

Description and Purpose:

Following is a five year financial forecast for the Solid Waste Enterprise Fund. The City of Killeen uses the Solid Waste Fund to account for all revenues and expenses pertaining to operation, maintenance, and improvement of Solid Waste services. The fund manages resources and appropriations to provide for the following Solid Waste services: Solid Waste Residential and Commercial Operations, Solid Waste Transfer Station, Recycle Program, and Mowing Program. In addition to these services, the Solid Waste Fund includes non-departmental accounts including Information Technology and Debt Service.

Methodology:

A statement of revenues, expenses, and changes in fund balance has been prepared for the Solid Waste Fund. The City utilized an interactive financial modeling tool for the Solid Waste Fund during the FY 2007-08 budget process. This modeling tool allowed scenario planning to evaluate the impact of new programs and services, city growth projections, and possible rate adjustments. One of the benefits provided by the financial model is the ability to view a multi-year impact related to individual and cumulative proposed changes to resources or appropriations.

Revenues are depicted by source while expenses are presented by operating division or program area. The expense projections behind the forecast for each operating division are at the category of expense level. For the Solid Waste fund the following projections are used in the five year forecast modeling tool:

Revenues:

Revenues are projected with a 2% annual citywide growth in Solid Waste residential and commercial customers and a 2% annual increase for various recycling revenues and transfer station fees. Interest earnings are projected at a rate of return of 4% of the average fund balance. The model does not include rate increases; however, the projected trends indicate that rate increases will be required in future years to maintain adequate fund balances.

Expenses:

Expenses are projected at a 2% annual increase for operating expenses which include supplies, maintenance, repairs, and professional services. Salaries and benefits are projected at a 4% annual increase to cover annual step increases in the Solid Waste divisions. Transport and disposal costs are projected using a 5% annual increase which is based on the allowable increase in the current transport and disposal contract with the City's vendor. Indirect costs and derived franchise fees for the General Fund are projected to increase at a rate of 4% due to an average increase across all Solid Waste expenses. Debt service payments are projected using the existing debt service schedules. At this time, there are no anticipated debt issuances in the near future for the Solid Waste Fund. Capital Outlay is projected using a tentative five year fleet replacement schedule prepared by the Fleet Services division.

The assumptions applied herein are conservative. Forecasts for staffing and other operating expenses are based on current program authorizations, with moderate annual increases as noted above, with the exception of the fleet replacement forecasts. Rate increases and new programs and services will require future City Council approval and are not included in this financial forecast.

Conclusions:

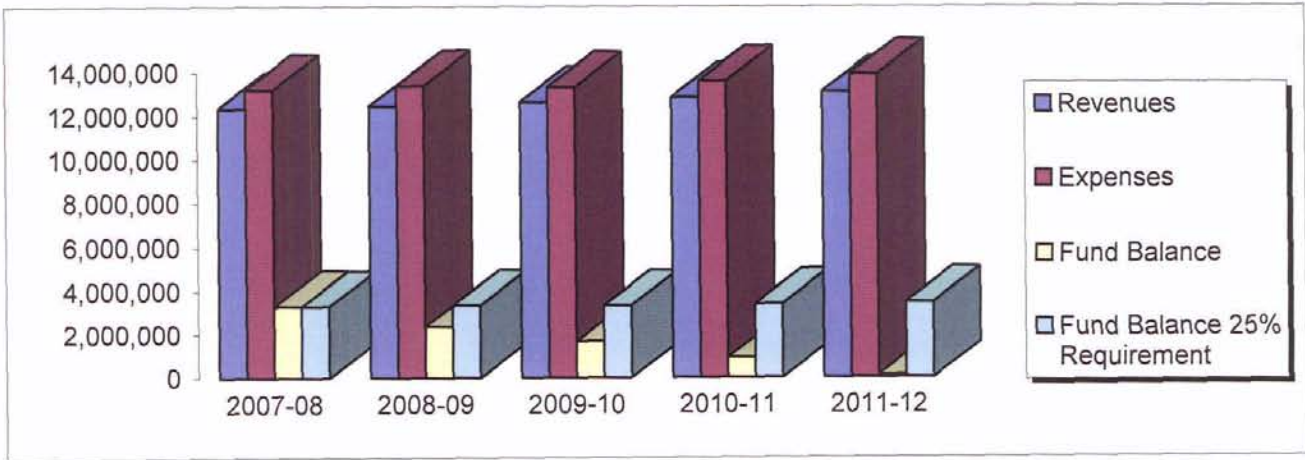
This forecast attempts to provide the reader, along with City staff, a look into the future as to the financial stability of the Solid Waste Fund. It is important for the user of this forecast to understand that these numbers are estimates based on various statistical methods and are not representation of fact. The static picture reflected in this forecast, in all likelihood, portrays a "least likely" scenario. 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
SOLID WASTE FUND**

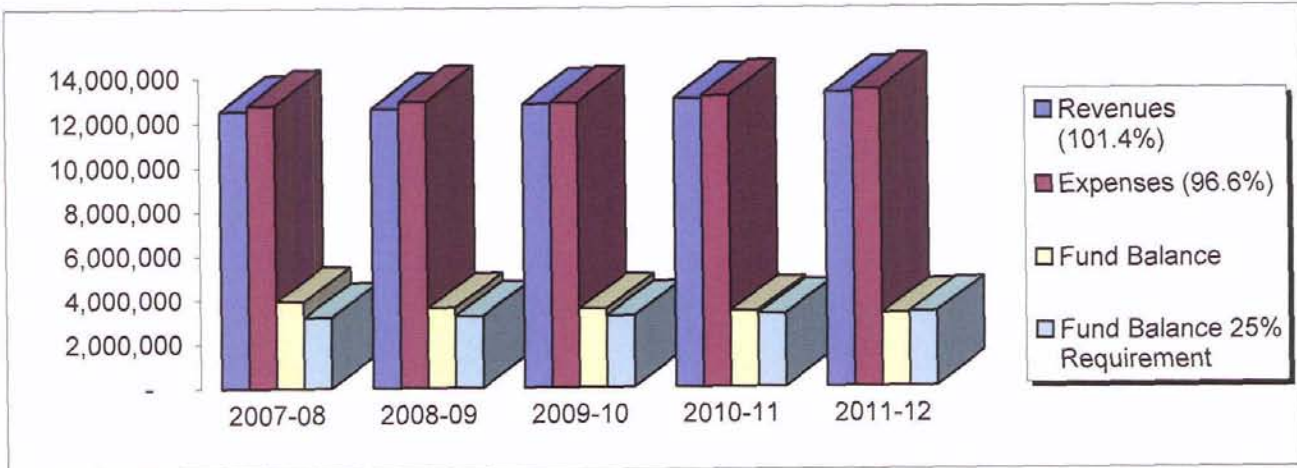
	2007-08 Budget	2008-09 Forecast	2009-10 Forecast	2010-11 Forecast	2011-12 Forecast	% Change 2007-2012
Beginning Fund Balance	4,189,941	3,320,353	2,378,033	1,687,596	933,252	(77.7%)
Revenues						
Transfer Station Fees	330,000	336,600	343,332	350,199	357,203	8.2%
Container Rentals	150,000	153,000	156,060	159,181	162,365	8.2%
Sale of Equipment	35,000	35,700	36,414	37,142	37,885	8.2%
Tire Disposal Fees	5,000	5,100	5,202	5,306	5,412	8.2%
Sale of Metals - Recycling	60,000	61,200	62,424	63,672	64,946	8.2%
Paper Products - Recycling	42,000	42,840	43,697	44,571	45,462	8.2%
Public Scale Fees	10,000	10,200	10,404	10,612	10,824	8.2%
Other Recycling Fees	4,500	4,590	4,682	4,775	4,871	8.2%
Customer Recycling Fees	44,500	45,390	46,298	47,224	48,168	8.2%
Commercial Sanitation Fees	5,334,942	5,441,641	5,550,474	5,661,483	5,774,713	8.2%
Residential Sanitation Fees	6,075,198	6,196,702	6,320,636	6,447,049	6,575,990	8.2%
Interest Earned	275,000	132,814	76,749	33,422	45,000	(83.6%)
Miscellaneous Receipts	100	102	104	106	108	8.0%
Total Revenues	12,366,240	12,465,879	12,656,476	12,864,742	13,132,947	6.2%
Expenses						
Residential Services	3,172,943	3,236,402	3,301,130	3,367,152	3,434,496	8.2%
Commercial Services	1,737,660	1,772,413	1,807,861	1,844,019	1,880,899	8.2%
Recycling	309,198	333,655	324,614	336,880	374,623	21.2%
Transfer Station	4,016,705	4,137,206	4,261,322	4,389,162	4,520,837	12.6%
Mowing	1,040,484	963,304	795,918	814,919	834,633	(19.8%)
Information Technology	83,690	78,938	80,517	82,127	83,769	0.1%
Non-Departmental	327,538	335,132	342,920	350,906	359,098	9.6%
Debt Service	734,000	731,149	607,630	603,921	604,402	(17.7%)
Transfers	1,813,610	1,820,000	1,825,000	1,830,000	1,835,000	1.2%
Total Expenses	13,235,828	13,408,199	13,346,913	13,619,086	13,927,756	5.2%
Ending Fund Balance	3,320,353	2,378,033	1,687,596	933,252	138,442	(95.8%)

**CITY OF KILLEEN
FIVE YEAR FORECAST
SOLID WASTE FUND**

STATIC FORECAST - REVENUES AND EXPENSES REALIZED AT 100% OF BUDGET



ADJUSTED FORECAST - REVENUES AND EXPENSES BASED UPON HISTORICAL TRENDS



**CITY OF KILLEEN
WATER AND SEWER FUND
FIVE YEAR FORECAST**

Description and Purpose:

Following is a five year financial forecast for the Water and Sewer Enterprise Fund. The City of Killeen uses the Water and Sewer Fund to account for all revenues and expenses pertaining to operation, maintenance, and improvement of Water and Sewer services. The fund manages resources and appropriations to provide for the following Water and Sewer services: Water and Sewer Operations, Sanitary Sewers, Water Distribution, Engineering, Utility Collections, and Fleet Services. In addition to these services, the Water and Sewer Fund includes non-departmental accounts including Water and Sewer Contracts, Water and Sewer Projects, Information Technology and Debt Service.

Methodology:

A statement of revenues, expenses, and changes in fund balance has been prepared for the Water and Sewer Fund. The City utilized an interactive financial modeling tool for the Water and Sewer Fund during the FY 2007-08 budget process. This modeling tool allowed scenario planning to evaluate the impact of new programs and services, city growth projections, and rate adjustments. One of the benefits provided by the financial model is the ability to view a multi-year impact related to individual and cumulative proposed changes to resources or appropriations.

Revenues are depicted by source while expenses are presented by operating division or program area. The expense projections behind the forecast for each operating division are at the category of expense level. For the Water and Sewer fund the following projections are used in the five year forecast modeling tool:

Revenues:

Revenues are projected with a 2% annual citywide growth in Water and Sewer residential and commercial customers and a 3% annual increase for tap fees, delinquent fees, and miscellaneous services. Interest earnings are projected at a rate of return of 4% of the average fund balance. The model does not include rate increases; however, the projected trends indicate that rate increases will be required in future years to maintain adequate fund balances.

Expenses:

Expenses are projected at a 2% annual increase for operating expenses which include supplies, maintenance, repairs, and professional services. Salaries and benefits are projected at a 4% annual increase to cover annual step increases in the Water and Sewer divisions. Water purchase and sewage treatment costs are projected using a 5% increase which is based on a 2% residential and commercial customer growth and a 3% rate increase from the Water Control Improvement District (WCID.) Option water purchase and additional water purchase costs are projected using a 5% increase due to inflation per the Bell County Water Contract that was approved by the City. Fixed Water and Sewer changes are based on the City of Killeen's portion of WCID's current debt service obligation. Indirect costs and derived franchise fees for the General Fund are projected to increase at a rate of 4% due to an average increase across all Water and Sewer expenses. Debt service payments are projected using the existing debt service schedules and a projected debt service schedule for the portion related to the new bond issuance adopted in the FY 2007-08 budget. Any other estimated future debt service obligations are not included in this forecast. Capital Outlay is projected using a tentative five year fleet replacement schedule prepared by the Fleet Services division.

The assumptions applied are conservative. Forecasts for staffing and other operating expenses are based on current program authorizations, with moderate annual increases as noted above, with the exception of the fleet replacement forecasts. Rate increases and new programs and services will require future City Council approval and are not included in this financial forecast.

Conclusions:

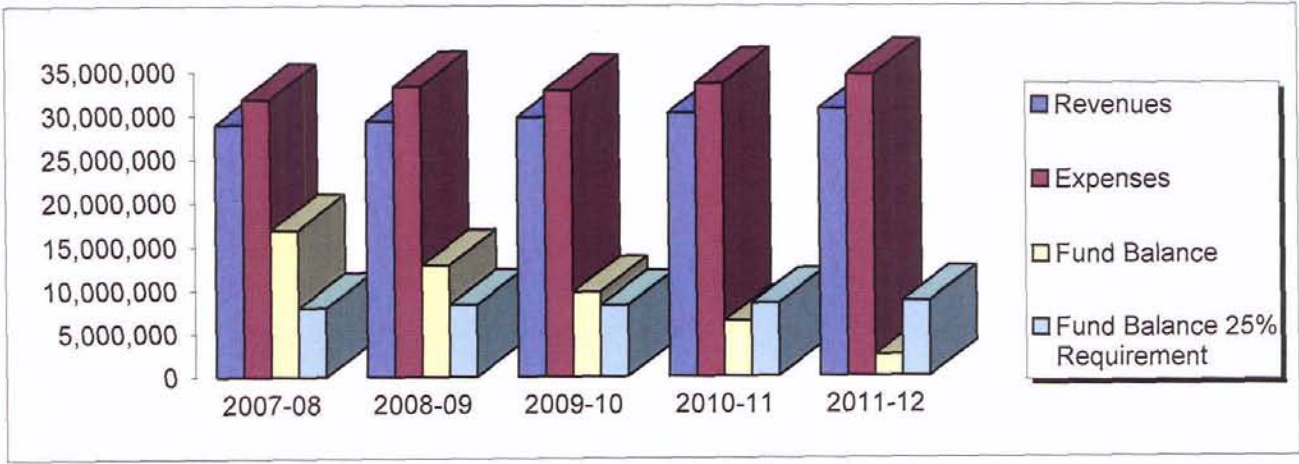
This forecast attempts to provide the reader, along with City staff, a look into the future as to the financial stability of the Water and Sewer Fund. It is important for the user of this forecast to understand that these numbers are estimates based on various statistical methods and are not representation of fact. The static picture reflected in this forecast, in all likelihood, portrays a "least likely" scenario. 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
WATER & SEWER FUND**

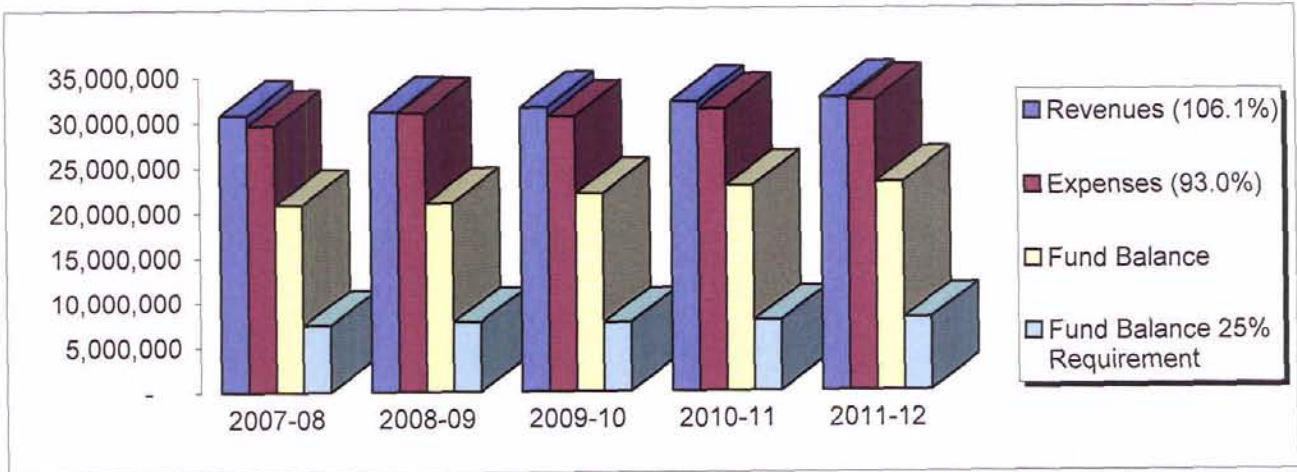
	2007-08 Budget	2008-09 Forecast	2009-10 Forecast	2010-11 Forecast	2011-12 Forecast	% Change 2007-2012
Beginning Fund Balance	19,829,592	16,915,084	12,935,421	9,811,817	6,403,864	(67.7%)
Revenues						
Sale of Water	13,756,803	14,031,939	14,312,578	14,598,829	14,890,806	8.2%
Water & Sewer Taps	850,000	875,500	901,765	928,818	956,682	12.6%
Sewer Fees Collected	12,345,856	12,592,773	12,844,628	13,101,521	13,363,551	8.2%
Misc Services & Charges	700,000	721,000	742,630	764,909	787,856	12.6%
Delinquent Penalty	450,000	463,500	477,405	491,727	506,479	12.6%
Interest Earned	900,000	676,603	517,417	392,473	256,155	(71.5%)
Miscellaneous Receipts	2,500	2,575	2,652	2,732	2,814	12.6%
Total Revenues	29,005,159	29,363,890	29,799,075	30,281,009	30,764,343	6.1%
Expenses						
Fleet Services	1,160,320	1,142,740	1,160,715	1,205,406	1,251,882	7.9%
Utility Billing & Collection	1,615,744	1,665,254	1,687,168	1,721,719	1,783,541	10.4%
Water Distribution	1,509,854	1,563,352	1,382,578	1,418,832	1,456,264	(3.5%)
Sanitary Sewers	705,292	892,238	960,730	836,144	842,507	19.5%
Water and Sewer Operations	2,279,668	2,174,164	2,255,926	2,289,495	2,349,932	3.1%
Water and Sewer Engineering	962,925	575,640	595,458	616,056	637,463	(33.8%)
Information Technology	560,689	551,059	564,681	578,725	593,203	5.8%
Water and Sewer Projects	726,094	712,000	724,240	736,725	749,459	3.2%
Water Purchase	5,556,759	5,944,677	6,160,462	6,385,103	6,629,355	19.3%
Wastewater Treatment	5,693,743	5,827,918	6,031,096	6,339,638	6,601,338	15.9%
Non-Departmental	1,138,085	1,160,847	1,184,064	1,207,745	1,231,900	8.2%
Debt Service	6,681,675	7,671,692	6,615,110	6,608,905	6,664,007	(0.3%)
Transfers	3,328,819	3,461,972	3,600,451	3,744,469	3,894,247	17.0%
Total Expenses	31,919,667	33,343,553	32,922,679	33,688,962	34,685,098	8.7%
Ending Fund Balance	16,915,084	12,935,421	9,811,817	6,403,864	2,483,109	(85.3%)

**CITY OF KILLEEN
FIVE YEAR FORECAST
WATER & SEWER FUND**

STATIC FORECAST - REVENUES AND EXPENSES REALIZED AT 100% OF BUDGET



ADJUSTED FORECAST - REVENUES AND EXPENSES BASED UPON HISTORICAL TRENDS



**CITY OF KILLEEN
DRAINAGE UTILITY FUND
FIVE YEAR FORECAST**

Description and Purpose:

Following is a five year financial forecast for the Drainage Utility Enterprise Fund. The City of Killeen uses the Drainage Utility Fund to account for all revenues and expenses pertaining to operation, maintenance, and improvement of the Drainage Utility. The fund manages resources and appropriations to provide for the following Drainage Utility services: Drainage Engineering, Drainage Maintenance, and Streets. In addition to these services, the Drainage Utility Fund includes the Capital Improvement Program (CIP) for Major Drainage Projects and non-departmental accounts including Minor Drainage Projects, Information Technology and Debt Service. The financial forecast presented herein represents operating revenues and expenses only. Revenues from bond proceeds and the associated major drainage capital improvement project expenses have been excluded for the purposes of this evaluation.

Methodology:

A statement of revenues, expenses, and changes in fund balance has been prepared for the Drainage Utility Fund. The City utilized an interactive financial modeling tool for the Drainage Utility Fund during the FY 2007-08 budget process. This modeling tool allowed scenario planning to evaluate the impact of new programs and services, city growth projections, and rate adjustments. One of the benefits provided by the financial model is the ability to view a multi-year impact related to individual and cumulative proposed changes to resources or appropriations.

Revenues are depicted by sources while expenses are presented by operating division or program area. The expense projections behind the forecast for each operating division are at the category of expense level. For the Drainage Utility fund the following projections are used in the five year forecast modeling tool:

Revenues:

Revenues are projected with a 2% annual citywide growth in Drainage Utility residential and commercial customers. Interest earnings are projected at a rate of return of 4% of the average fund balance. The model does not include rate increases; however, the projected trends indicate that rate increases will be required in future years to maintain adequate fund balances.

Expenses:

Expenses are projected at a 2% annual increase for operating expenses which include supplies, maintenance, repairs, and professional services. Salaries and benefits are projected at a 4% annual increase to cover annual step increases in the Drainage Utility funded divisions. Minor drainage projects are projected at a 2% increase to be consistent with the other operating expenses. Indirect costs for the General Fund are projected to increase at a rate of 4% to cover salary and benefit increases that are currently funded with indirect revenue from the Drainage Utility. Debt service payments are projected using the existing debt service schedule. At this time, there are no anticipated debt issuances in the near future for the Drainage Utility Fund. Capital Outlay is projected using a tentative five year fleet replacement schedule prepared by the Fleet Services division. A majority of the fleet in the Drainage Utility is new and not on the replacement schedule. Fleet that was transferred from the Street division to startup the Drainage Maintenance program is included in the replacement schedule. Acquiring new fleet for the Drainage Utility began in fiscal year 2005-06 through approved new programs.

The assumptions applied herein are conservative. Forecasts for staffing and other operating expenses are based on current program authorizations, with moderate annual increases as noted above, with the exception of the fleet replacement forecasts. Rate increases and new programs and services will require future City Council approval and are not included in this financial forecast.

Conclusions:

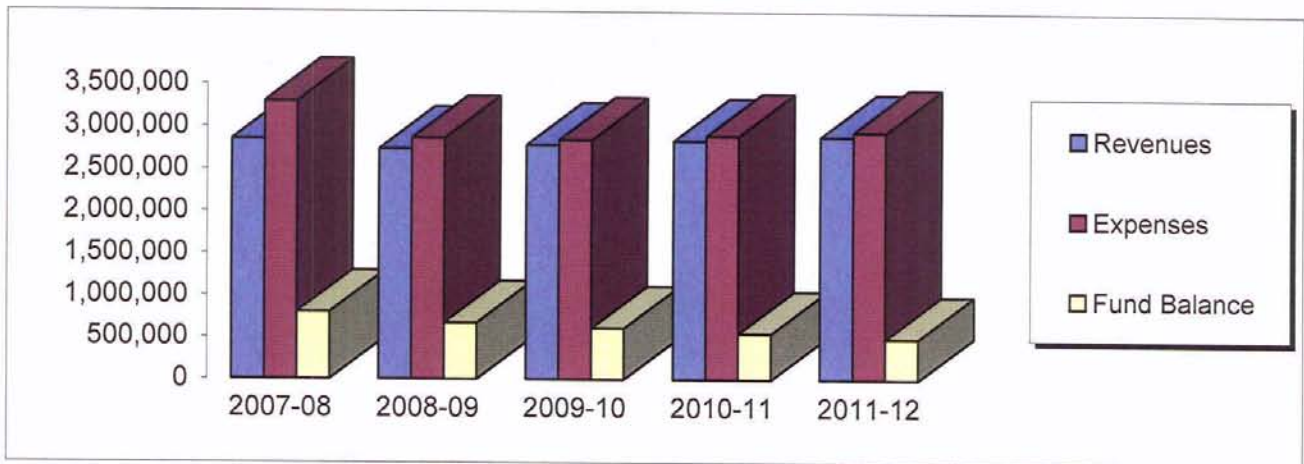
This forecast attempts to provide the reader, along with City staff, a look into the future as to the financial stability of the Drainage Utility Fund. It is important for the user of this forecast to understand that these numbers are estimates based on various statistical methods and are not representation of fact. The static picture reflected in this forecast, in all likelihood, portrays a "least likely" scenario. 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
DRAINAGE UTILITY FUND**

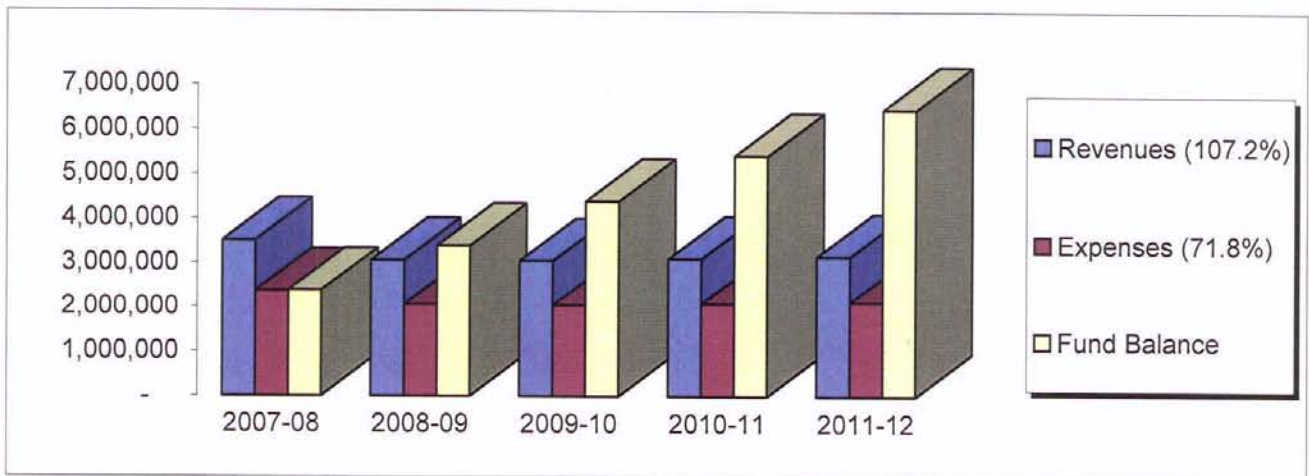
	2007-08 Budget	2008-09 Forecast	2009-10 Forecast	2010-11 Forecast	2011-12 Forecast	% Change 2007-2012
Beginning Fund Balance	1,249,820	800,984	673,151	610,186	549,646	(56.0%)
Revenues						
Residential Storm Water Fees	2,151,732	2,194,767	2,238,662	2,283,436	2,329,104	8.2%
Commercial Storm Water Fees	501,281	511,306	521,532	531,963	542,602	8.2%
Interest Earned	200,000	32,039	26,926	24,407	21,986	(89.0%)
Total Revenues	2,853,013	2,738,112	2,787,120	2,839,806	2,893,692	1.4%
Expenses						
Drainage Engineering	300,797	303,857	313,462	323,399	333,683	10.9%
Streets	300,000	304,000	308,080	312,242	316,486	5.5%
Drainage Maintenance	1,409,294	946,844	903,105	925,158	948,035	(32.7%)
Information Technology	18,205	18,569	18,940	19,319	19,706	8.2%
Minor Drainage Projects	656,066	669,187	682,571	696,222	710,147	8.2%
Non-Departmental	19,634	20,047	20,468	20,899	21,340	8.7%
Debt Service	580,158	585,038	584,320	583,203	581,688	0.3%
Transfers	17,695	18,403	19,139	19,904	20,701	17.0%
Total Expenses	3,301,849	2,865,945	2,850,085	2,900,346	2,951,786	(10.6%)
Ending Fund Balance	800,984	673,151	610,186	549,646	491,552	(38.6%)

**CITY OF KILLEEN
FIVE YEAR FORECAST
DRAINAGE UTILITY FUND**

STATIC FORECAST - REVENUES AND EXPENSES REALIZED AT 100% OF BUDGET



ADJUSTED FORECAST - REVENUES AND EXPENSES BASED UPON HISTORICAL TRENDS



The Drainage Utility Fund is an Enterprise Fund that established in 2001 by State and Federal mandate. The fund is not required by City ordinance to maintain the 25% Fund Balance Reserve applicable to the City's other major operating funds. The City's goal is to reach a fund balance reserve of 25% of operating expenses by FY 2010.

Capital Improvement Program (CIP) is not included in this financial forecast.

APPENDIX

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.

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.

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.

Glossary: The glossary provides a listing of terminology pertaining to the governmental fund accounting, and municipal government.

Photograph Acknowledgements and Descriptions: Description of photographs presented in this book.

"The City Without Limits!"



CITY OF KILLEEN

FULL TIME AND REGULAR PART-TIME EMPLOYEES SCHEDULE

"The City Without Limits!"

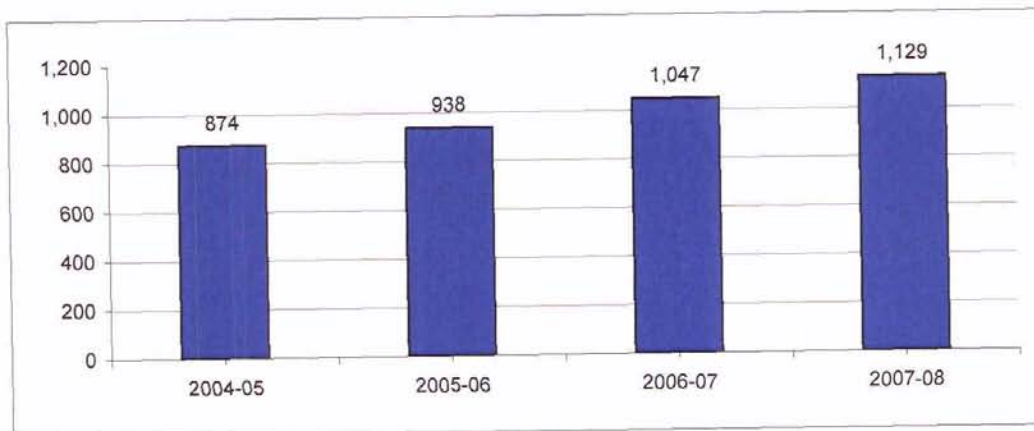


FULL TIME AND REGULAR PART-TIME EMPLOYEES

	2004-05	2005-06	2006-07	2007-08
General Fund				
City Manager	3	3	3	4
Emergency Management & Homeland Security	0	0	1	1
City Auditor and Compliance Office	0	0	1	1
Municipal Court	19	19	23	23
Public Information	1	2	2.5	2.5
Killeen Volunteer Services	3	3	3	3
City Attorney	7	7	7	7
City Secretary	1	1	1	1
Finance	6	6	6	6
Accounting	7	7	7	7
Purchasing	4	5	5	5
Building Services	2	3	3	3
Custodial Services	8	8	9	10
Printing Services	2	2	2	2
EMS Billing & Collections	5	5	5	5
Human Resources	8	10	10	11
Information Technology	10	12	12	13
Permits & Inspections	12	14	16	16
Code Enforcement	7	8	8	8
Library Services	30	30	31	32
Golf Course	13	17	18	18
Golf Course Food & Beverage	0	0	5	5
Community Center Operations	0	0	0	6
Parks	31	31	37	33
Lions Club Park	0	0	0	10
Recreation	3	3	3	6
Athletics	3	3	3	3
Cemetery	6	6	6	6
Senior Citizens	3	3	3	3
Community Development	4	4	4	4
Home Program	2	2	1.5	1.5
Downtown Revitalization	0	0	1	1
Public Works	2	2	2	2
Engineering	2	2	2	2
Traffic	10	10	10	10
Street	35	39	39	43
Planning	7	8	9	9
Police	230	249	263	286
Animal Control	8	8	8	9
Fire	137	143	194	194
Total General Fund	631	675	764	812
Killeen-Fort Hood Regional Airport				
Killeen-Fort Hood Regional Airport	37.5	37.5	40	41
Total Killeen-Fort Hood Regional Airport Fund	37.5	37.5	40	41
Skylark Field				
Skylark Field	5.5	5.5	4	4
Total Skylark Field Fund	5.5	5.5	4	4

Solid Waste				
Code Enforcement	1	0	0	0
Custodial	0	0	0	1
Residential Services	35	38	38	40
Commercial Services	19	19	20	21
Recycle Center	7	7	7	7
Transfer Station	11	11	13	13
Mowing	0	11	11	19
Total Solid Waste Fund	73	86	89	101
Water and Sewer				
Fleet Services	19	19	22	23
Utility Collections	30	32	34	35
GIS	2	3	3	4
Water Distribution	15	15	15	19
Sanitary Sewer	11	13	13	13
Water and Sewer Operations	20	24	20	24
Engineering	0	0	8	9
Total Water and Sewer Fund	97	106	115	127
Drainage Utility Fund				
Engineering	3	9	3	3
Maintenance	0	0	12	21
Total Drainage Utility Fund	3	9	15	24
Special Revenue Fund				
Cablesystem PEG	1	0	1.5	1.5
Civic and Conference Center	16	14	14	14
Community Development Block Grant	4	4	4	4
Home Program	1	1	0.5	0.5
Total Special Revenue Fund	22	19	20	20
Capital Improvement				
Bond Construction	5	0	0	0
Total Capital Improvement Fund	5	0	0	0
TOTAL ALL FUNDS	874	938	1047	1,129

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

CITY OF KILLEEN POSITION CLASSIFICATION, PAY PLAN, AND SCHEDULE OF INCENTIVES

"The City Without Limits!"



City of Killeen
Position Classification and Pay Plan
Effective October 1, 2007

<u>Grade</u>	<u>Classified Positions</u>	<u>Salary Schedule (monthly)</u>	
		<u>Minimum</u>	<u>Maximum</u>
<u>51</u>	Clerk	\$1,453	\$2,117
	Cook	\$1,453	\$2,117
	Court Files Clerk	\$1,453	\$2,117
	Mail Clerk (UB)	\$1,453	\$2,117
	Utility Cashier	\$1,453	\$2,117
<u>52</u>	Aircraft Fuel Handler	\$1,593	\$2,323
	Airport Service Worker	\$1,593	\$2,323
	Animal Control Assistant	\$1,593	\$2,323
	Animal Control Attendant	\$1,593	\$2,323
	Bldgs & Grounds Service Worker	\$1,593	\$2,323
	Cart Fleet & Range Attendant	\$1,593	\$2,323
	Code Enforcement Clerk	\$1,593	\$2,323
	Communications Specialist	\$1,593	\$2,323
	Community Center Coordinator	\$1,593	\$2,323
	Court Citation Specialist	\$1,593	\$2,323
	Court Collections Clerk	\$1,593	\$2,323
	Custodian	\$1,593	\$2,323
	Customer Svc Representative	\$1,593	\$2,323
	Drainage Service Worker	\$1,593	\$2,323
	EMS Billing Clerk	\$1,593	\$2,323
	Golf Shop Attendant	\$1,593	\$2,323
	Greenskeeper	\$1,593	\$2,323
	Grounds Maintenance Worker	\$1,593	\$2,323
	Juvenile Coordinator/Accounting Clerk	\$1,593	\$2,323
	Meter Reader	\$1,593	\$2,323
	Mowing Service Worker	\$1,593	\$2,323
	Office Assistant	\$1,593	\$2,323
	Operator/Apprentice	\$1,593	\$2,323
	Planning Clerk	\$1,593	\$2,323
	Police Clerk	\$1,593	\$2,323
	Press Operator	\$1,593	\$2,323
	Receptionist	\$1,593	\$2,323
	Recycling Attendant	\$1,593	\$2,323
	Scale Attendant	\$1,593	\$2,323
	Secretary	\$1,593	\$2,323
	Solid Waste Worker	\$1,593	\$2,323
	Street Service Worker	\$1,593	\$2,323
Utility Clerk	\$1,593	\$2,323	
Warrants Clerk	\$1,593	\$2,323	
Warrants Coordinator (Court)	\$1,593	\$2,323	
Welder's Assistant	\$1,593	\$2,323	

<u>53</u>	Accounting Clerk	\$1,786	\$2,602
	Animal Control Officer	\$1,786	\$2,602
	Bailiff	\$1,786	\$2,602
	Building Permit Clerk	\$1,786	\$2,602
	Community Development Program Assistant	\$1,786	\$2,602
	EMS Billing Specialist	\$1,786	\$2,602
	Facilities Maintenance Specialist	\$1,786	\$2,602
	Golf Course Maintenance Technician	\$1,786	\$2,602
	Graffiti Removal Specialist	\$1,786	\$2,602
	Human Resources Assistant	\$1,786	\$2,602
	Jailer	\$1,786	\$2,602
	Library Assistant	\$1,786	\$2,602
	Parts Assistant	\$1,786	\$2,602
	Police Fiscal Specialist	\$1,786	\$2,602
	Program Assistant	\$1,786	\$2,602
	Sign Technician	\$1,786	\$2,602
	Solid Waste Crew Chief	\$1,786	\$2,602
	Sr Meter Reader	\$1,786	\$2,602
	Sr Secretary	\$1,786	\$2,602
	Sr Utility Clerk	\$1,786	\$2,602
	Truck Driver	\$1,786	\$2,602
	Utility Service Worker	\$1,786	\$2,602
<u>54</u>	Accounting Specialist	\$1,999	\$2,913
	Commercial Equipment Operator	\$1,999	\$2,913
	Compliance/Collections Enforcement Asst	\$1,999	\$2,913
	Construction Inspector	\$1,999	\$2,913
	Convention Services Manager	\$1,999	\$2,913
	Criminal Victims Liaison	\$1,999	\$2,913
	Drainage Crew Operator	\$1,999	\$2,913
	Electrical Maintenance Technician	\$1,999	\$2,913
	Equipment Operator	\$1,999	\$2,913
	Evidence Technician	\$1,999	\$2,913
	Juvenile Case Manager	\$1,999	\$2,913
	Operator I	\$1,999	\$2,913
	Payroll Coordinator	\$1,999	\$2,913
	Police Personnel & Equipment Specialist	\$1,999	\$2,913
	Police Training Assistant	\$1,999	\$2,913
	Principal Secretary	\$1,999	\$2,913
	Public Information Assistant	\$1,999	\$2,913
	Residential Equipment Operator	\$1,999	\$2,913
	Sr Reference Assistant	\$1,999	\$2,913
	Youth Programs Specialist	\$1,999	\$2,913

<u>55</u>	Airport Specialist	\$2,239	\$3,263
	Assistant Clerk of the Court	\$2,239	\$3,263
	Association Sales Manager	\$2,239	\$3,263
	Athletic Supervisor	\$2,239	\$3,263
	Buyer	\$2,239	\$3,263
	Crew Leader	\$2,239	\$3,263
	Equipment Services Technician	\$2,239	\$3,263
	Event Coordinator	\$2,239	\$3,263
	Executive Assistant	\$2,239	\$3,263
	Fleet Services Technician	\$2,239	\$3,263
	Heavy Equipment Crew Leader	\$2,239	\$3,263
	Library Supervisor	\$2,239	\$3,263
	Operator II	\$2,239	\$3,263
	Planning Assistant	\$2,239	\$3,263
	Police Technology Assistant	\$2,239	\$3,263
	Public Service Officer	\$2,239	\$3,263
	Recreation Supervisor	\$2,239	\$3,263
	Sr Aircraft Fuel Handler	\$2,239	\$3,263
	Technology Unit Technician	\$2,239	\$3,263
	Traffic Technician	\$2,239	\$3,263
	Welder	\$2,239	\$3,263
<u>56</u>	CAD/GIS Technician	\$2,509	\$3,655
	Cataloguer	\$2,509	\$3,655
	Code Enforcement Officer	\$2,509	\$3,655
	Community Development Specialist	\$2,509	\$3,655
	Computer Operator	\$2,509	\$3,655
	Computer Technician	\$2,509	\$3,655
	Crime Statistical Analyst	\$2,509	\$3,655
	Custodian Supervisor	\$2,509	\$3,655
	Customer Svc Supervisor	\$2,509	\$3,655
	Deputy City Marshal	\$2,509	\$3,655
	Home Program Coordinator	\$2,509	\$3,655
	Information Technology Training Specialist	\$2,509	\$3,655
	Information Technology Web Technician	\$2,509	\$3,655
	Operations Specialist	\$2,509	\$3,655
	Police Records Supervisor	\$2,509	\$3,655
	Solid Waste Specialist	\$2,509	\$3,655
	Sr Association Sales Manager	\$2,509	\$3,655
	Sr Construction Inspector	\$2,509	\$3,655
	Sr Traffic Technician	\$2,509	\$3,655
	Utility Collections Supervisor	\$2,509	\$3,655
	Water & Sewer Materials Manager	\$2,509	\$3,655

57	Administrative Assistant	\$2,809	\$4,345
	Airport Maintenance Crew Leader (GRK)	\$2,809	\$4,345
	Airport Operations & Maintenance Crew Leader (ILE)	\$2,809	\$4,345
	Animal Control Supervisor	\$2,809	\$4,345
	Benefits Specialist	\$2,809	\$4,345
	Branch Manager	\$2,809	\$4,345
	Building Inspector	\$2,809	\$4,345
	Chief Operator	\$2,809	\$4,345
	City Marshal	\$2,809	\$4,345
	Code Enforcement Supervisor I	\$2,809	\$4,345
	Commercial Operations Supervisor	\$2,809	\$4,345
	Community Development Prg/Manager	\$2,809	\$4,345
	Computer Mainframe Specialist	\$2,809	\$4,345
	Container Operations Supervisor	\$2,809	\$4,345
	Crime Prevention Coordinator	\$2,809	\$4,345
	Drainage Maintenance Supervisor	\$2,809	\$4,345
	Engineering Assistant	\$2,809	\$4,345
	Flightline Service Crew Leader	\$2,809	\$4,345
	Food and Beverage Manager	\$2,809	\$4,345
	GIS Data Technician	\$2,809	\$4,345
	Golf Shop Manager	\$2,809	\$4,345
	Government Channel Producer	\$2,809	\$4,345
	Human Resources Specialist	\$2,809	\$4,345
	Mowing Operations Supervisor	\$2,809	\$4,345
	Network Technician	\$2,809	\$4,345
	Network Technician (Airport)	\$2,809	\$4,345
	Office Supervisor	\$2,809	\$4,345
	Operator III	\$2,809	\$4,345
	Parks Supervisor	\$2,809	\$4,345
	Printing Services Supervisor	\$2,809	\$4,345
	Recycling Operations Supervisor	\$2,809	\$4,345
	Reference Librarian	\$2,809	\$4,345
	Residential Operations Supervisor	\$2,809	\$4,345
	Sex Offender Coordinator	\$2,809	\$4,345
	Sign Crew Supervisor	\$2,809	\$4,345
	Special Projects Coordinator	\$2,809	\$4,345
	Storm Water Drainage Technician	\$2,809	\$4,345
	Street Maintenance Supervisor	\$2,809	\$4,345
	Traffic Signal Supervisor	\$2,809	\$4,345
	Transfer Station Supervisor	\$2,809	\$4,345
	Utility Services Supervisor	\$2,809	\$4,345

<u>58</u>	Building Plans Examiner	\$3,147	\$4,865
	Clerk of the Court	\$3,147	\$4,865
	Code Enforcement Supervisor II	\$3,147	\$4,865
	Compliance/Collections Manager	\$3,147	\$4,865
	EMS Billing Supervisor	\$3,147	\$4,865
	Fleet Services Parts Supervisor	\$3,147	\$4,865
	Fleet Services Supervisor	\$3,147	\$4,865
	IT A'port Technology Supervisor	\$3,147	\$4,865
	Network Exchange Administrator	\$3,147	\$4,865
	Operations Supervisor	\$3,147	\$4,865
	Plans Examiner	\$3,147	\$4,865
	Senior Center Manager	\$3,147	\$4,865
	Shop Foreman	\$3,147	\$4,865
<u>59</u>	Accounting Supervisor	\$3,525	\$5,449
	Assistant Director of Library Services	\$3,525	\$5,449
	Cemetery Superintendent	\$3,525	\$5,449
	Chief Building Inspector	\$3,525	\$5,449
	City Secretary	\$3,525	\$5,449
	Commercial Operations Superintendent	\$3,525	\$5,449
	Evidence Manager	\$3,525	\$5,449
	Facilities Manager	\$3,525	\$5,449
	Finance Manager	\$3,525	\$5,449
	Intelligence Manager	\$3,525	\$5,449
	Mowing & Drainage Superintendent	\$3,525	\$5,449
	Operations Manager	\$3,525	\$5,449
	Parks/Pub Grds Superintendent	\$3,525	\$5,449
	Recreation Superintendent	\$3,525	\$5,449
	Residential Operations Superintendent	\$3,525	\$5,449
	Risk Manager	\$3,525	\$5,449
	Sr CAD/GIS Technician	\$3,525	\$5,449
	Street Services Superintendent	\$3,525	\$5,449
	Traffic Superintendent	\$3,525	\$5,449
	Transfer Station Superintendent	\$3,525	\$5,449
	Water & Sewer Superintendent	\$3,525	\$5,449
<u>60</u>	Accounting Manager	\$3,948	\$6,102
	Airport Facilities Manager	\$3,948	\$6,102
	Airport Operations Manager	\$3,948	\$6,102
	Director of Code Enforcement	\$3,948	\$6,102
	Director of Volunteer Services	\$3,948	\$6,102
	Golf Course Superintendent	\$3,948	\$6,102
	Grants and Projects Administrator	\$3,948	\$6,102
	Project Manager	\$3,948	\$6,102
	Purchasing Manager	\$3,948	\$6,102
	Recycling Manager	\$3,948	\$6,102
	Senior Planner	\$3,948	\$6,102
	Utility Collections Manager	\$3,948	\$6,102

<u>61</u>	Assistant City Attorney I	\$4,421	\$6,835
	Assistant Director of Human Resources	\$4,421	\$6,835
	Director of Fleet Services	\$4,421	\$6,835
	Director of Street Services	\$4,421	\$6,835
	Director of Water & Sewer Services	\$4,421	\$6,835
	Emergency Mgmt/Homeland Security Coordinator	\$4,421	\$6,835
	GIS Technical Project Manager	\$4,421	\$6,835
	Golf Professional	\$4,421	\$6,835
	Information Technology Network Manager	\$4,421	\$6,835
	Information Technology Operations Manager	\$4,421	\$6,835
	Management Analyst	\$4,421	\$6,835
<u>62</u>	Assistant City Attorney II	\$4,951	\$7,655
	Assistant Director of Aviation	\$4,951	\$7,655
	Building Official	\$4,951	\$7,655
	City Planner	\$4,951	\$7,655
	Director of Community Development	\$4,951	\$7,655
	Director of Civic & Conference Center	\$4,951	\$7,655
	Director of General Services	\$4,951	\$7,655
	Director of Library Services	\$4,951	\$7,655
	Director of Parks & Recreation	\$4,951	\$7,655
	General Manager (Golf Course)	\$4,951	\$7,655
	Management Accountant	\$4,951	\$7,655
	Project Engineer	\$4,951	\$7,655
<u>63</u>	Assistant Director of Finance	\$5,546	\$9,098
	City Engineer	\$5,546	\$9,098
	City (Internal) Auditor	\$5,546	\$9,098
	Director of Planning & Eco Development	\$5,546	\$9,098
	Director of Solid Waste & Drainage Services	\$5,546	\$9,098
	Deputy City Attorney	\$5,546	\$9,098

Unclassified Positions

Director of Public Information	\$4,951	\$7,655
Director of Aviation	\$6,211	\$10,190
Director of Community Services	\$6,211	\$10,190
Director of Human Resources	\$6,211	\$10,190
Director of Information Technology	\$6,211	\$10,190
Director of Public Works	\$6,211	\$10,190
Fire Chief	\$6,211	\$10,190
Assistant City Manager	\$6,957	\$11,413
Chief of Police	\$6,957	\$11,413
City Attorney	\$6,957	\$11,413
Director of Finance	\$6,957	\$11,413

City Manager	City Council Determined	City Council Determined
Associate Municipal Judge	City Council Determined	City Council Determined
Presiding Municipal Judge	City Council Determined	City Council Determined

POLICE PAY PLAN

EFFECTIVE OCTOBER 1, 2007

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
	\$ 3,142	\$ 3,417	\$ 3,528	\$ 3,638	\$ 3,748	\$ 3,856	\$ 4,079	\$ 4,189	\$ 4,299	\$ 4,410	\$ 4,520	\$ 4,630
				YEAR 1-2	YEAR 3-4	YEAR 5-9	YEAR 10+					
POLICE SERGEANT			\$ 4,933	\$ 5,099	\$ 5,264	\$ 5,429						
POLICE LIEUTENANT			\$ 5,732	\$ 5,898	\$ 6,063	\$ 6,229						
POLICE CAPTAIN			\$ 6,504	\$ 6,670	\$ 6,835	\$ 7,000						
ASSISTANT CHIEF OF POLICE			\$ 7,469	\$ 7,634	\$ 7,799	\$ 7,965						

Police Incentive Pay

Associate Degree or,	\$100
Bachelor Degree or,	\$200
Master's Degree	\$300
AND	
Intermediate Certificate or,	\$60
Advanced Certificate or,	\$75
Master Peace Officer	\$100
<i>(Officers may receive education in conjunction with Police Officer certification pay)</i>	
Field Training Officer	\$75
Hostage Negotiation Team	\$75
Investigator	\$50
SWAT	\$75
HAZMAT Certification	\$100
Shift Differential	(Patrol personnel only)

Hiring Incentive:

Individuals with a TCLEOSE license are offered the incentive in two stages:

Stage one: \$2,000 paid on the first regular payday after the licensed officer is hired by the department and begins the FTO (field training) program.

Stage two: \$1,000 paid when the Police department affirms that the Probationary Police Officer has successfully completed the first year of service with the department; payment of this incentive will be made during the last pay period during the first year of service.

FIRE/EMS PAY PLAN

EFFECTIVE DECEMBER 18, 2007

PROBATIONARY	YEAR	YEAR	YEAR	YEAR	YEAR	YEAR	YEAR	YEAR	YEAR	YEAR	YEAR	YEAR	YEAR	YEAR
FIRE & RESCUE OFFICER	ONE	TWO	THREE	FOUR	FIVE	SIX	EIGHT	TEN	TWELVE	FOURTEEN	SIXTEEN	YEAR	EIGHTEEN	YEAR
	\$2,866	\$3,197	\$3,307	\$3,417	\$3,528	\$3,638	\$3,748	\$3,858	\$3,969	\$4,079	\$4,189	\$4,299		
	\$34,395	\$37,041	\$39,686	\$41,009	\$42,332	\$43,655	\$44,978	\$46,301	\$47,624	\$48,947	\$50,269	\$51,592		
	YEAR	YEAR	YEAR	YEAR	YEAR	YEAR	YEAR	YEAR	YEAR	YEAR	YEAR	YEAR	YEAR	YEAR
	1-2	3-4	5-9	10+										
FIRE PREVENTION OFFICER	\$4,520	\$4,685	\$4,851	\$5,016										
	\$54,238	\$56,222	\$58,207	\$60,191										
FIRE LIEUTENANT	\$4,520	\$4,685	\$4,851	\$5,016										
	\$54,238	\$56,222	\$58,207	\$60,191										
FIRE CAPTAIN	\$5,181	\$5,347	\$5,512	\$5,677										
	\$62,175	\$64,160	\$66,144	\$68,128										
FIRE DEPUTY CHIEF	\$6,284	\$6,504	\$6,725	\$6,945										
	\$75,404	\$78,050	\$80,696	\$83,341										
FIRE MARSHALL	\$6,284	\$6,504	\$6,725	\$6,945										
	\$75,404	\$78,050	\$80,696	\$83,341										
<u>Fire/EMS Incentive Pay</u>			<u>Monthly</u>											
EMS Driver			\$25.00/day											
Paramedic Attendant			\$50.00/day											
EMT/Beginner or, EMT/Intermediate or, EMT/Paramedic			\$100											
			\$120											
			\$300											
AND														
Firefighter/Intermediate or, Firefighter/Advanced or, Firefighter Master			\$60											
			\$120											
			\$175											
AND														
Apparatus Technician and, HAZMAT ARFF			\$50											
			\$100											
			\$100											
<u>Fire/EMS Assignment Pay</u>														
Training Officer			\$200											
Arson Investigator			\$100											
Emergency Management Coordinator			\$200											

FIRE/EMS PAY PLAN

EFFECTIVE DECEMBER 18, 2007

Hiring Incentive:

Individuals with a only a TCFP structural fire certification are offered the incentive in two stages:

- Stage one: \$500 paid on the first regular payday after the TCFP certified Firefighter is hired by the department and begins the duties of a Probationary Fire Rescue Officer.
- Stage two: \$500 paid when the Fire department affirms that the Probationary Fire Rescue Officer has successfully completed the first year of service with the department; payment of this incentive will be made during the last pay period of the first year of service.

Or

Individuals with only a TDSHS paramedic license or certification are offered the incentive in two stages:

- Stage one: \$1000.00 paid on the first regular pay day after the TDSHS certified or licensed Paramedic is hired by the department and begins the paramedic duties of a Probationary Fire & Rescue Officer with the Killeen Fire Department.
- Stage two: \$1000.00 paid when the Fire department affirms that the Probationary Fire Rescue Officer has successfully completed the first year of service with the department; payment of this incentive will be made prior to the last pay period of the first year of service.

An alternative incentive pay is offered for individuals with a TCFP structural fire certification which includes a TDSHS emergency medical technician certification (EMT) - basic or intermediate, in two stages

- Stage one: \$1000 paid on the first regular pay day after the certified Firefighter/Emergency Medical Technician is hired by the department and begins the firefighter/EMT duties of a Probationary Fire & Rescue Officer with the Killeen Fire Department.
- Stage two: \$1000 when the Fire department affirms that the Probationary Fire Rescue Officer has successfully completed the first year of service with the department; payment of this incentive will be made prior to the last pay period of the first year of service.

An alternative incentive pay is offered for individuals with a TCFP structural fire certification and a TDSHS paramedic license/certification in two stages

- Stage one: \$2000 paid on the first regular payday after the TCFP certified Firefighter is hired by the department and begins the duties of a Probationary Fire Rescue Officer.
- Stage two: \$1000 paid when the Fire department affirms that the Probationary Fire Rescue Officer has successfully completed the first year of service with the department; payment of this incentive will be made during the last pay period of the first year of service.

City of Killeen
Incentive Pay Schedule *(Non-Civil Service)***
Effective October 1, 2007

Incentive Title	Per Month
Animal Control Administrative	\$40
Animal Control Advanced	\$30
Animal Control Basic	\$20
Automotive Service Excellence (ASE) Technician - Master	\$60
Backflow Tester-Certified	\$25
Building Code Official	\$25
Building Inspector - Commercial	\$10
Building Inspector - Residential	\$10
Building Official- Certified	\$50
Building Plans Examiner	\$20
City Marshal - Associates Degree	\$100
City Marshal - Bachelor's Degree	\$200
City Marshal - Master's Degree	\$300
Code Professional-Master	\$25
Commercial Driver's License (CDL) Class A License	\$90
Commercial Driver's License (CDL) Class B License - I (Authorized to drive 2 types of collection vehicles)	\$45
Commercial Driver's License (CDL) Class B License - II (Authorized to drive 3 or more types of collection vehicles)	\$95
Commercial Energy Inspector	\$10
Commercial Energy Plans Examiner	\$20
Dumpster Operator (Night Shift)	\$100
Electrical Code Official	\$25
Electrical Inspector - Commercial	\$10
Electrical Inspector - Residential	\$10
Electrical Plans Examiner	\$20
Electrician Journeyman	\$60
Electrician-Master	\$120
Floodplain Manager-Certified	\$25
Housing Code Official	\$25
Irrigation License	\$25
Mechanical Code Official	\$25
Mechanical Inspector - Commercial	\$10
Mechanical Inspector - Residential	\$10
Mechanical Plans Examiner	\$20
Municipal Court Clerk Level I Certification	\$25
Municipal Court Clerk Level II Certification	\$35
Municipal Court Clerk Level III Certification	\$45
National Air Transportation Association (NATA) Line Certification	\$75
On Call - Scheduled/Non-Exempt Only	\$10/per day \$20/per holiday
Peace Officer Advanced Certificate	\$75
Peace Officer Intermediate Certificate	\$60
Peace Officer Master Certificate	\$100
Permit Technician (for permit clerks)	\$15
Pest Control Insecticide General/Basic	\$15
Pest Control Lawn & Ornamental	\$15
Pest Control Weed Control	\$15
Plumber-Master	\$25

City of Killeen
Incentive Pay Schedule (Non-Civil Service)**
Effective October 1, 2007

Incentive Title	Per Month
Plumbing Code Official	\$25
Plumbing Inspector - Commercial	\$10
Plumbing Inspector - Residential	\$10
Plumbing Plans Examiner	\$20
Pool Operator-Certified	\$15
Property Maintenance & Housing Inspector	\$10
Refrigeration and Recovery Recycling License	\$10
Residential Energy Plans Examiner / Inspector	\$15
Sanitary Sewers Type I License	\$25
Sanitary Sewers Type II License	\$35
Signs and Markings Level I	\$50
Signs and Markings Level II	\$70
Signs and Markings Level III	\$90
Solid Waste Class A	\$60
Solid Waste Class B	\$45
Solid Waste Class C	\$32
Solid Waste Class D	\$25
State Code Enforcement Officer-Certified	\$25
State Licensed Plumbing Inspector-Certified	\$25
Texas Motor Vehicle Inspection License	\$15
Traffic Signal Certification Level I	\$50
Traffic Signal Certification Level II	\$70
Traffic Signal Certification Level III	\$90
Utility Class D Water License	\$25
Wastewater Collection Grade A or Wastewater Treatment Operator A	\$55
Wastewater Collection Grade B or Wastewater Treatment Operator B	\$45
Wastewater Collections Class I or Wastewater Treatment Operator D	\$25
Wastewater Collections Class II or Wastewater Treatment Operator C	\$35
Wastewater Collections Class III or Wastewater Treatment Operator B	\$45
Water Distribution Grade A or Water Treatment Operator A	\$55
Water Distribution Grade B or Water Treatment Operator B	\$45
Water Distribution Grade C or Water Treatment Operator C	\$35
Water Distribution Grade D or Water Treatment Operator D	\$25
Water Production C License	\$35
Water Production D License	\$25

***All incentive pays are authorized for payment only if required for the position as per the job description on file in the Human Resources Department.*

CITY OF KILLEEN

CITY OF KILLEEN WATER, SEWER, DRAINAGE 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	\$10.30	\$11.51	\$14.52	\$18.13	\$26.58	\$38.65	\$69.69	\$104.95	\$147.17
Applicable to all meter sizes									
2,001 to 25000 gallons, per 1,000 gallons							\$2.80		
Over 25,000 gallons, per 1,000 gallons							\$3.34		

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	\$10.71	\$11.98	\$15.10	\$18.86	\$27.64	\$40.20	\$72.48	\$109.26	\$153.06
Applicable to all meter sizes									
All over 2,000 gallons, per 1,000 gallons							\$2.91		

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	\$10.30	\$11.51	\$14.52	\$18.13	\$26.58	\$38.65	\$69.69	\$104.95	\$147.17
Applicable to all meter sizes									
All over 2,000 gallons, per 1,000 gallons							\$2.80		

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	\$20.60	\$23.02	\$29.04	\$36.26	\$53.16	\$77.30	\$139.38	\$209.90	\$294.34
Applicable to all meter sizes									
2,001 to 25,000 gallons, per 1,000 gallons							\$5.60		
Over 25,000 gallons, per 1,000 gallons							\$6.68		

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	\$21.42	\$23.96	\$30.20	\$37.72	\$55.28	\$80.40	\$144.96	\$218.52	\$306.12
Applicable to all meter sizes									
All over 2,000 gallons, per 1,000 gallons							\$5.82		

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	\$20.60	\$23.02	\$29.04	\$36.26	\$53.16	\$77.30	\$139.38	\$209.90	\$294.34
Applicable to all meter sizes									
All over 2,000 gallons, per 1,000 gallons							\$5.60		

The water rates for city-owned fireplugs are as follows:

0 to 2,000 gallons	\$26.58
All over 2,000 gallons, per 1,000 gallons	2.91

Wastewater Rates:

Single family residential	\$15.18 minimum charge for the first 3,000 gallons, plus \$3.25 per 1,000 gallons thereafter, not to exceed 10,000 gallons
Commercial customers	\$15.51 minimum charge for the first 3,000 gallons, plus \$3.25 per 1,000 gallons in excess of minimum
Motels, two-family & multifamily residential	\$15.51 minimum charge for the first 3,000 gallons, plus \$3.25 per 1,000 gallons thereafter.
Mobile home parks	\$15.51 per unit, minimum charge for the first 3,000 gallons per unit, plus \$3.25 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	\$5.00 per month
Duplex	\$8.89 per month
Multi-family (three or more units)	\$3.88 per month per unit - maximum \$250.00 per month.

Non-Residential Property:	
Based on Lot or Parcel Size:	
Less than 10,001 square feet	\$ 7.30 per month
10,001 to 50,000 square feet	\$ 14.59 per month
50,001 to 100,000 square feet	\$ 21.90 per month
100,001 to 200,000 square feet	\$ 43.80 per month
200,001 to 350,000 square feet	\$ 80.30 per month
350,001 to 700,000 square feet	\$116.80 per month
700,001 to 1,000,000 square feet	\$160.60 per month
More than 1,000,000 square feet	\$255.49 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

Container Exchange Fee:

\$10.00 to change to a larger container or to add an additional container

Brush Collection:

\$6.00 per cubic yard in excess of 6 cubic yards on scheduled collection day

Special Collection Service Fee:

\$18.00 minimum for a volume up to three (3) cubic yards

\$6.00 per cubic yard in excess of three (3) cubic yards

Replacement of Container (lost, stolen, or damaged through customer abuse or neglect):

\$15.00 service fee, plus the cost of replacement part(s) or cost to purchase the replacement container

Missed Service Fee:

\$5.00 for return trip

Automated Container Reload for Excess garbage placed in plastic bags:

\$4.50 per reload; maximum of two (2) reloads

Fee charged for an overloaded container: \$4.50

Fee to remove roll-out container from curb by city employee: \$5.00

COMMERCIAL RATES:

96-gallon container	\$13.85/month
300-gallon container	42.21/month

MONTHLY CHARGES – CITY OWNED DUMPSTERS

Dumpster Size	Scheduled Number of Pickups Per Week						
	1	2	3	4	5	6	7
2 cu. yd.	\$ 58.18	\$ 96.73	\$ 135.28	\$ 173.83	\$ 213.20	\$ 250.93	\$289.48
3 cu. yd.	71.01	120.06	169.10	218.15	267.19	316.24	365.29
4 cu. yd.	83.06	142.60	202.14	261.66	321.22	380.76	440.30
6 cu. yd.	108.74	189.26	269.79	350.32	430.84	511.36	591.88
8 cu. yd.	134.41	235.81	337.42	438.95	540.45	641.97	743.48

CHARGES FOR EXTRA PICKUPS

Size of Container	For Call-In Service	For Customer Reload on Site
2 cu. yd.	\$ 20.44 each	\$ 9.07 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

MONTHLY CHARGES – PRIVATELY OWNED COMPACTORS

Scheduled Number of Pickups Per Week

Compactor Size	1	2	3	4	5	6	7
4 cu. yd.	\$120.07	\$235.73	\$351.39	\$467.03	\$582.71	\$698.37	\$814.03
6 cu. yd.	161.09	317.49	473.90	630.31	786.71	943.11	1,099.51
8 cu. yd.	202.16	399.24	596.53	793.74	990.92	1,188.12	1,385.31

RATES FOR ROLL-OFF CONTAINER SERVICE

Size of Container	Rental Fee	Service + Tax
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

Size of Roll Off	1	2	3	4	5	6	7	8
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 Utility Collections 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
CFC evacuation and disposal of appliance – Received at Recycling Center	15.00 per appliance
CFC evacuation and disposal of appliance – Pickup at curbside	35.00 per appliance

TRANSFER STATION RATES:

Weight	<u>Disposal Fee</u>	Fee
0-100 pounds		\$ 2.57 (minimum fee)
		.0257 cents per pound
2,000 pounds (one ton)		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

GLOSSARY

"The City Without Limits!"



BUDGET GLOSSARY

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, 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 30 days principal and interest obligations for the next fiscal year.

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.

Efficiency Measure: Performance measure that tracks a ratio of inputs to outputs. The number of units of service delivered (output) per Full Time Equivalent (FTE) or total cost per unit (input.)

Effectiveness Measure: Performance measure that tracks the degree to which city services achieve an impact on a problem or need in the city, satisfy service expectations or citizens, or improve the quality of life in the community.

Effective Tax Rate: Enables the public to evaluate the relationship between taxes for the preceding year and for the current year, based on a tax rate that would produce the same amount of taxes if applied to the same properties taxed in both years.

Encumbrance: The commitment of appropriated funds related to unfilled contracts for goods and services including purchase orders. The purpose of encumbrance accounting is to prevent further expenditure of funds in light of obligations and commitments already made.

Enterprise Fund: A governmental accounting fund in which the services provided are financed and operated in the same manner as 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, airport, drainage utilities and solid waste.

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 expended.)

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. Commonly used funds in public accounting are: General fund, capital projects funds, special revenue funds, debt service funds, and enterprise 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.

Input Measures: Performance measure that tracks resources like Full Time Equivalents (FTEs) and Funding.

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.

Output Measure: Performance measure that tracks the quantity of service(s) delivered, work performed, or the number of clients served

Policy: A policy is a plan, course of action of 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.

Target: A performance measure target is the desired level of a service or activity.

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.

CITY OF KILLEEN

PHOTOGRAPH DESCRIPTIONS

"The City Without Limits!"

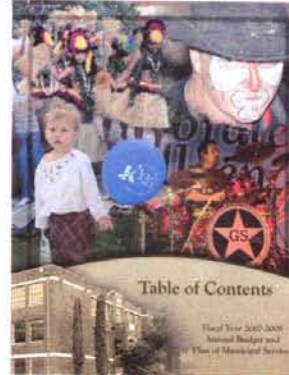


Front Page



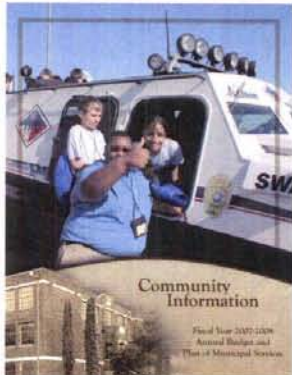
Stamp cancellation card marking May 15, 2007 as Killeen's 125th Birthday

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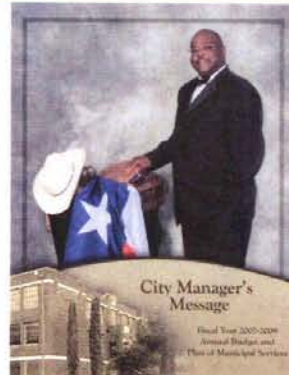
Various photos from events celebrating the City of Killeen's 125th birthday

Community Information



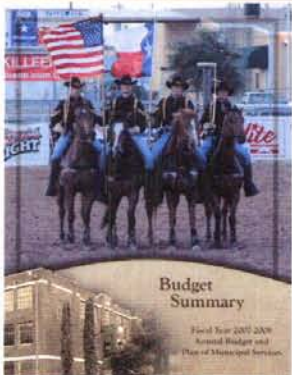
6th grade students get hands on experience with the KPD SWAT field vehicle "Peacekeeper". KPD uses GIS daily to support crime analysis which is then used to allocate assets in their effort to fight crime and keep citizens safe.

City Manager's Message



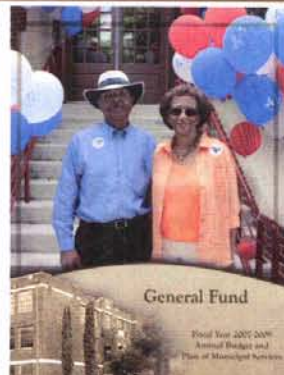
City Manager Connie Green

Budget Summary



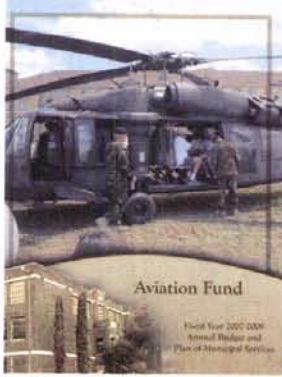
First Cavalry Division post colors at the 60th Annual Rodeo Killeen

General Fund



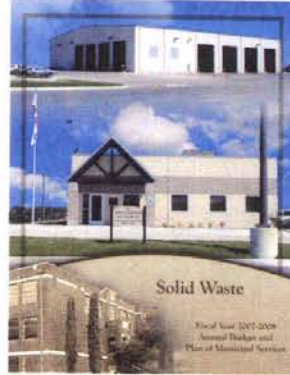
Mayor Timothy L. Hancock and his wife Maxine at the 125th City of Killeen birthday celebration on the front lawn of City Hall

Aviation Fund



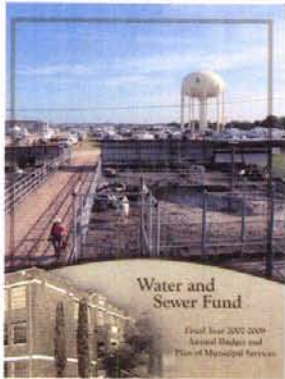
Fort Hood displayed this helicopter and other equipment during the 125th Birthday Celebration

Solid Waste Fund



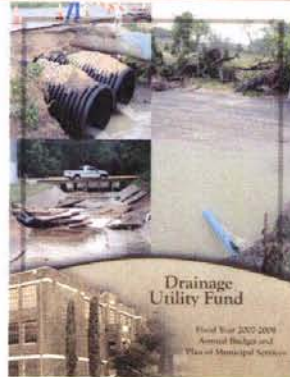
New Transfer Station Administration facility

Water and Sewer Fund



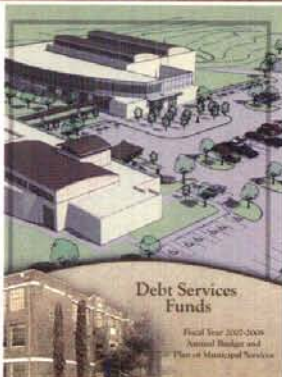
Water tower overlooking the Killeen rodeo arena during the 125th Birthday Celebration

Drainage Utility Fund



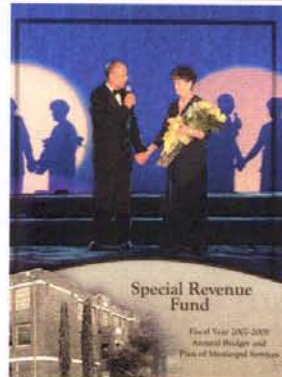
Drainage issues during 2007 storms

Debt Service Fund



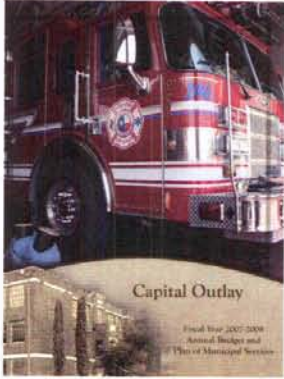
Artist rendition of the Lions Club Park Family Recreation and Senior Center

Special Revenue Funds



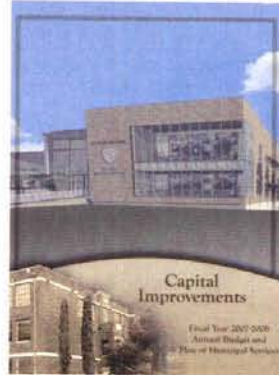
Mayor Timothy L. Hancock and former Mayor Pro-Tem Kathy Gilmore at the 125th City of Killeen Birthday Gala

Capital Outlay



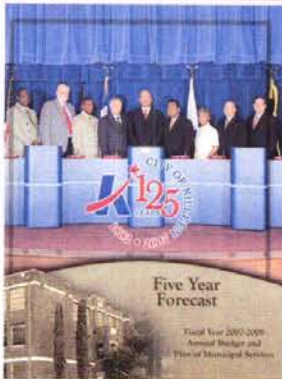
75 foot Quint Ladder Fire Truck

Capital Improvements



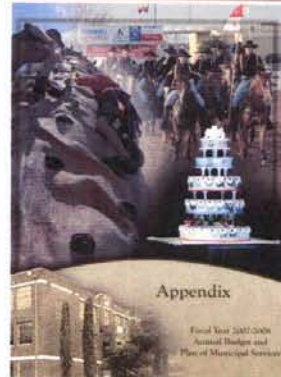
Artists rendition of proposed new Police Headquarters in Killeen

Financial Forecast



City Manager and City Council (Left to right) Connie Green (City Manager), Larry Cole, Billy C. Workman, Fred Latham (Mayor Pro-Tem), Timothy L. Hancock (Mayor), Otis Evans, Dr. Claudia L. Brown, Juan Rivera, Kenny Wells

Appendix



Various photos from events celebrating the City of Killeen's 125th birthday

Finance Department Budget Staff

Barbara A. Gonzales
Director of Finance

Martie Simpson, CPA
Assistant Director of Finance

Jerry Sparks, CPA
Management Accountant

Jaslyn Frett, MBA
Grants and Projects Accountant

Dianne Morrow
Executive Assistant

