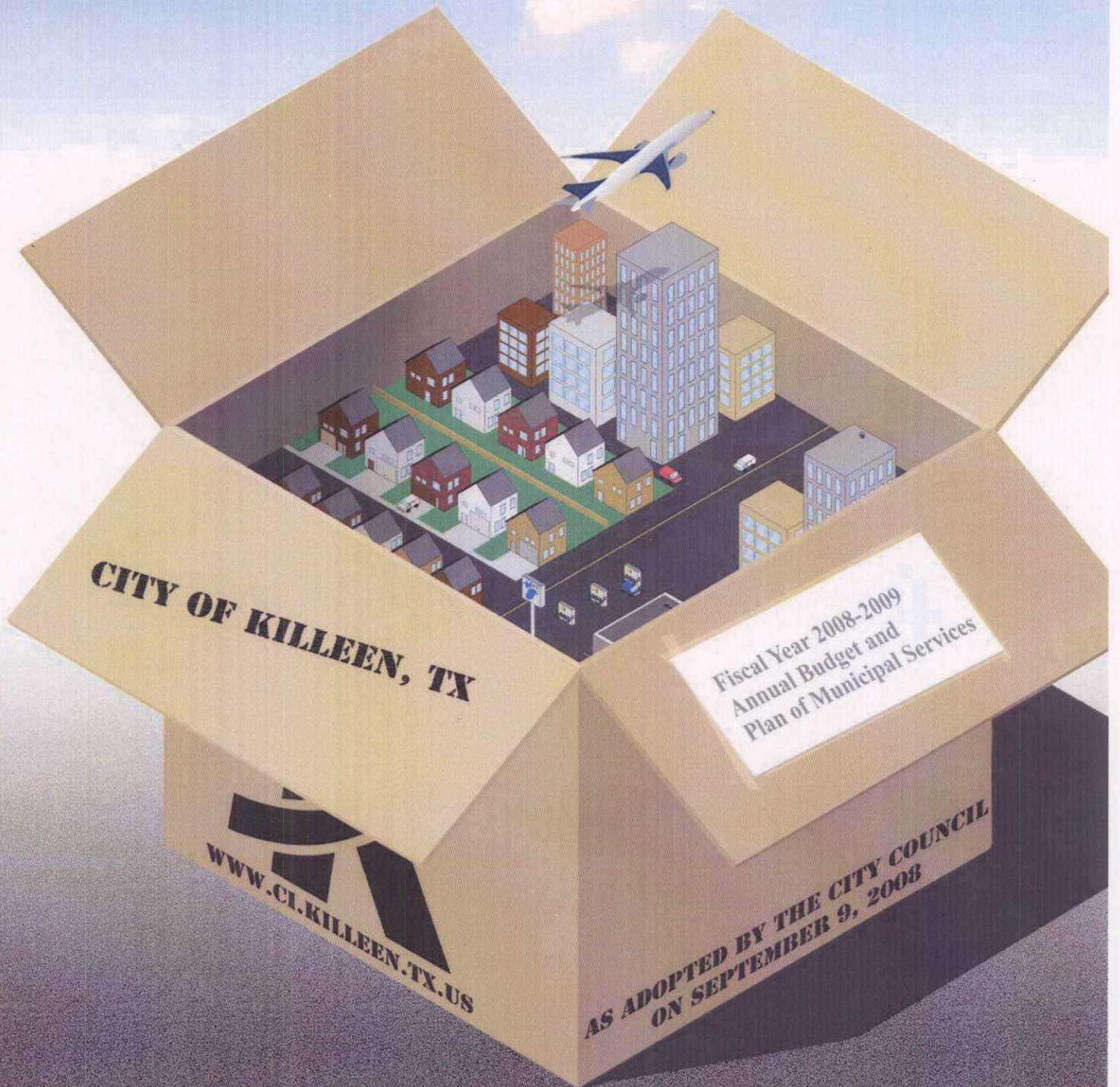


# The City Inside + Out



**CITY OF KILLEEN, TX**

Fiscal Year 2008-2009  
Annual Budget and  
Plan of Municipal Services

**WWW.CL.KILLEEN.TX.US**

**AS ADOPTED BY THE CITY COUNCIL  
ON SEPTEMBER 9, 2008**

**CITY OF KILLEEN, TEXAS**  
**2008-09 ANNUAL BUDGET**  
**AND**  
**PLAN OF MUNICIPAL SERVICES**



**MAYOR**

Timothy L. Hancock

**CITY COUNCIL**

Fred Latham, Mayor Pro Tem

Larry Cole

Scott Cospers

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 2008/2009



Timothy L. Hancock  
Mayor



Fred Latham  
Mayor Pro Tem  
District 3



Kenny Wells  
District 1



Juan Rivera  
District 2



Otis Evans  
District 4



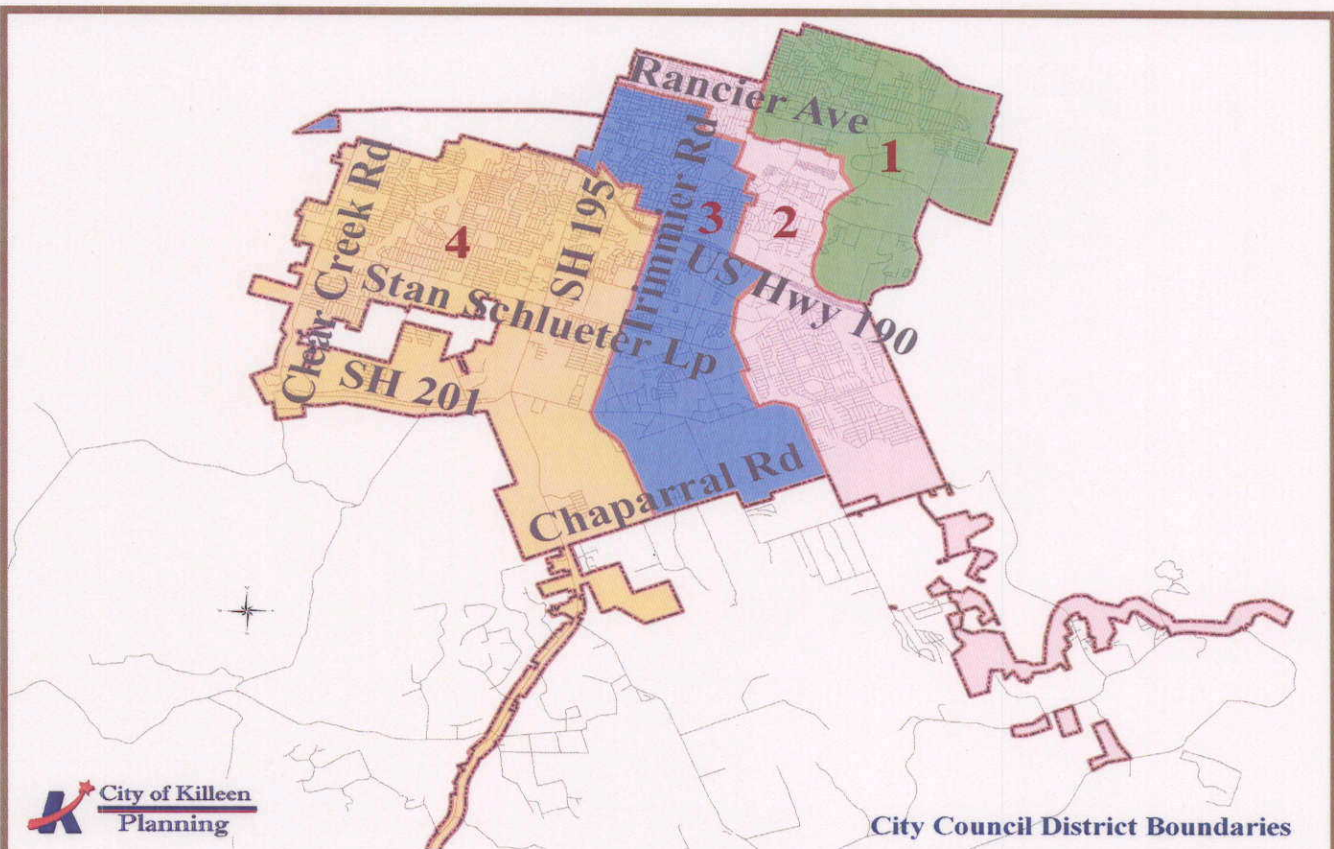
Larry Cole  
At Large



Scott Cospers  
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 2010

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

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 flatham@ci.killeen.tx.us  
 Term expires May 2009

**Kenny Wells, District 1**

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 Term expires May 2009

**Juan Rivera, District 2**

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 Term expires May 2009

**Otis Evans, District 4**

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 Term expires May 2009

**Larry Cole, At Large**

Phone: 254-526-4418  
 lcole@ci.killeen.tx.us  
 Term expires May 2010

**Scott Cospers, At Large**

Phone: 254-554-5929  
 scospers@ci.killeen.tx.us  
 Term expires May 2010

**Billy C. Workman, At Large**

Phone: 254-338-8337  
 bworkman@ci.killeen.tx.us  
 Term expires May 2010



## City Staff

City Manager



Connie J. Green

Assistant City Manager



Glenn Morrison

## Department Heads

Aviation .....	John Sutton
City Attorney .....	Kathy Davis
Community Services .....	vacant
Finance .....	Barbara A. Gonzales
Fire .....	Jerry Gardner
Human Resources.....	Debbie Maynor
Information Technology .....	Donald Fine
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, 2007**

*Charles S. Cox*

President

*Jeffrey R. Enow*

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, 2007. 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



CITY OF KILLEEN, TEXAS

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**FISCAL YEAR 2008-2009 ANNUAL BUDGET  
AND PLAN OF MUNICIPAL SERVICES**





CITY OF KILLEEN, TEXAS

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**FISCAL YEAR 2008-2009 ANNUAL BUDGET  
AND PLAN OF MUNICIPAL SERVICES**

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**ORDINANCE 08-071**

**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, 2008 AND ENDING ON SEPTEMBER 30, 2009; 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 INDEPTEDNESS; 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 1<sup>st</sup>, 2008, to September 30<sup>th</sup>, 2009, 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 1<sup>st</sup>, 2008, to September 30<sup>th</sup>, 2009, 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 2008-2009 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.

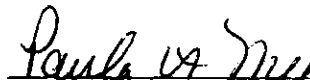
**SECTION VI.** That this ordinance shall take effect and be in full force and effect from and after its passage and approval according to law.


**PASSED AND APPROVED** at a regular meeting of the City Council of the City of Killeen, Texas this 9th day of September, 2008, 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

**ORDINANCE 08-072**

**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 2008 TAX YEAR AND FOR THE USE AND SUPPORT OF THE MUNICIPAL GOVERNMENT OF THE CITY OF KILLEEN FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2008 AND ENDING SEPTEMBER 30, 2009; 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 12, 2008; 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 2008; **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 2008 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 2008 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

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) 49.281 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, 20.219 cents on each one hundred (\$100) of the taxable value of such property as follows:

0.942	per \$100 valuation	to Interest and Sinking Fund Series	2001 C/O
0.541	per \$100 valuation	to Interest and Sinking Fund Series	2002 C/O
0.424	per \$100 valuation	to Interest and Sinking Fund Series	1999 Refunding GOB
0.297	per \$100 valuation	to Interest and Sinking Fund Series	1999 C/O
1.294	per \$100 valuation	to Interest and Sinking Fund Series	2004 C/O
6.237	per \$100 valuation	to Interest and Sinking Fund Series	2004 GOB
1.153	per \$100 valuation	to Interest and Sinking Fund Series	2005 C/O
1.777	per \$100 valuation	to Interest and Sinking Fund Series	2006 GOB
0.941	per \$100 valuation	to Interest and Sinking Fund Series	2007 GOB
2.412	per \$100 valuation	to Interest and Sinking Fund Series	2007 C/O
2.754	per \$100 valuation	to Interest and Sinking Fund Series	2008 GOB
0.706	per \$100 valuation	to Interest and Sinking Fund Series	2008 C/O
0.741	per \$100 valuation	to Capital Lease	

**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 2008-09 Annual Budget and Plan of Municipal Services.

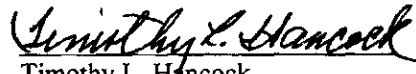
**SECTION VI.** That all monies collected which are not specifically appropriated shall be deposited in the general fund.

**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 9th day of September, 2008, 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:**

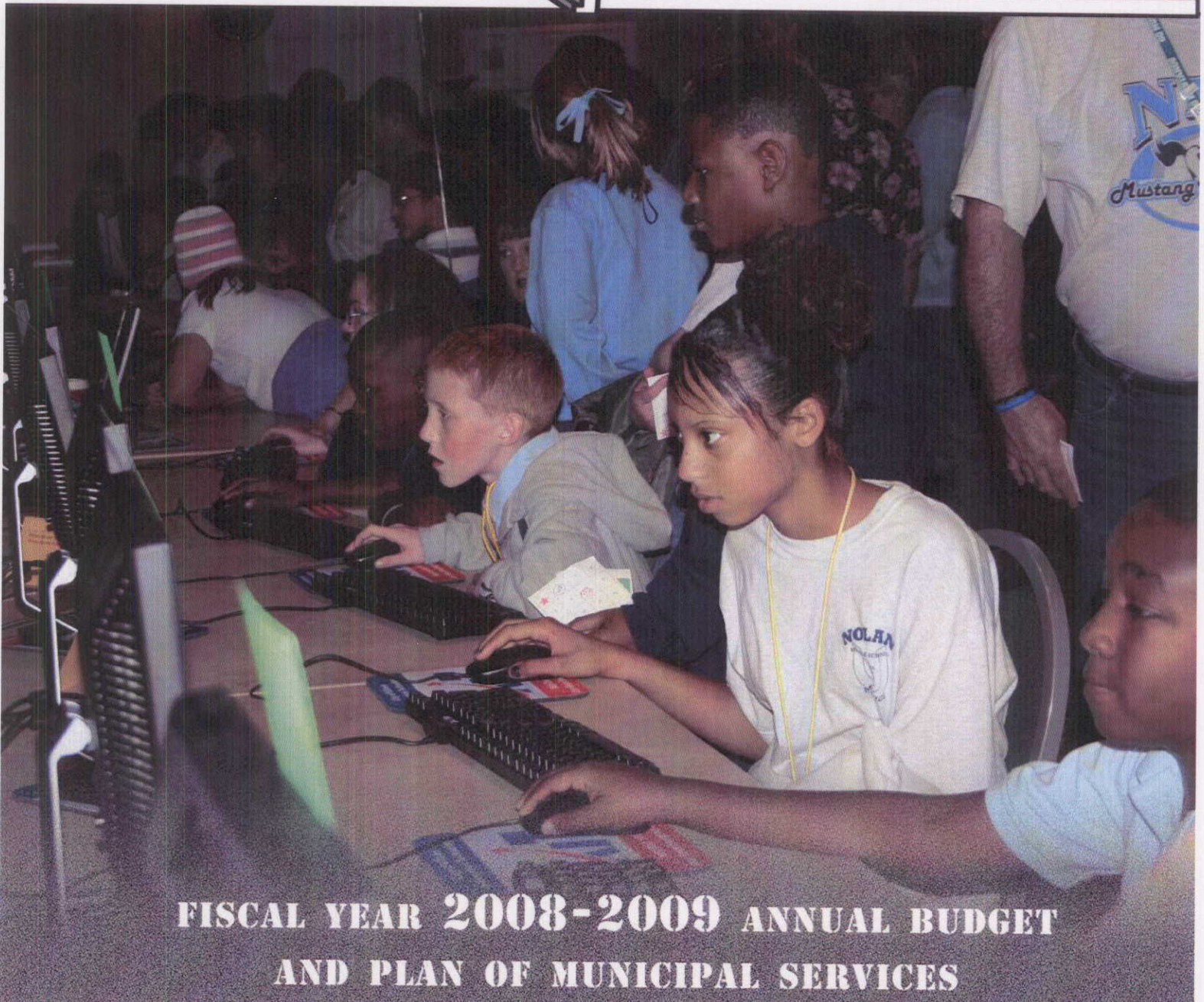
  
Kathy Hoffman Davis  
CITY ATTORNEY





CITY OF KILLEEN, TEXAS

# community information



**FISCAL YEAR 2008-2009 ANNUAL BUDGET  
AND PLAN OF MUNICIPAL SERVICES**



CITY OF KILLEEN, TEXAS

# community information



**FISCAL YEAR 2008-2009 ANNUAL BUDGET  
AND PLAN OF MUNICIPAL SERVICES**



# CITY HIGHLIGHTS



2008 Review

## Downtown revitalization underway

By Kevin Smith  
Killeen Daily Herald  
February 3, 2008

Two years ago, the Killeen City Council agreed to pay HyettPalma \$65,000 for a study and a plan to revitalize downtown. One year ago, the council accepted the plan and agreed to implement it.

"You can't do a project like this without a plan," said Beverly Zendt, downtown project manager.

Since then, the city has hired Zendt, and a committee meets monthly to discuss progress.

Without hesitation, Patton Kaufman said he thinks the HyettPalma study and action agenda were worth the \$65,000. Kaufman, who chairs the Downtown Partnership Committee, said that's the most important step the city has taken for downtown revitalization.

"It goes back to your consciousness that something ought to be done," Kaufman said.

HyettPalma, a Virginia-based national consulting firm specializing in the economic enhancement of downtown areas, worked with city officials to survey residents and analyze downtown Killeen's current and potential assets.

"The Downtown Action Agenda is not a play or a study, but a five-year, strategic course of action," the plan states.

It gives a vision for downtown Killeen in 2012 and the steps to get there.

"By the year 2012, downtown Killeen would be a multi-cultural, inclusive, family-friendly, pedestrian-oriented destination that has a warm, comfortable atmosphere," the action agenda reads. "People would be attracted to downtown as a great place to shop, dine, play, work, live and worship."

There are not many visible marks of work done so far, Kaufman said.

"If you don't drive downtown very often, you're not going to see the subtle changes," Kaufman said.

But changes are being made.

"This is a long-term project, Kaufman

said. It's really a life-long project, if you get down to it."

### Project manager

One of the things outlined in the HyettPalma action plan was to hire a downtown project manager. On Aug. 20, 2007, the city announced it had hired Beverly Zendt for that position. She is responsible for developing policies and programs to reinvigorate the oldest section of Killeen.

The new position for the city was approved by the Killeen City Council mid-year and is in the 2007-08 proposed budget. The budget included a jump from \$38,105 to \$71,365 for downtown revitalization, including an increase from \$18,980 to \$46,460 in full-time salaries.

Zendt is familiar with the military and the Texas lifestyle. Her husband is retired from the Army, and this is the second time their family has lived in Central Texas. They lived in Copperas Cove from 1996 until 2000 while her husband was stationed at Fort Hood.

Before working for Killeen, Zendt worked in Belton for nearly two years on downtown revitalization and historic preservation. Her experience also includes an internship with the city of Dover, N.H., back in her graduate school days when she was working on her master's degree in public administration.

### HOP on Saturday

On Oct. 6, 2007, the HOP bus system offered Saturday service for the first time in about three years.

"This thing started out when HyettPalma did the downtown study," Robert Ator, director of urban operations for the HOP, said in October shortly before the Saturday routes began. "They recommended running HOP service on Saturday."

He said the HOP stopped offering Saturday routes because of funding cuts while the service was supported by cus-

tomers.

"Ridership was very good," Ator said in October about the last time Saturday service was offered.

On Nov. 13, Ator reported to the Killeen Transportation Committee that things were so far, so good for Saturday service.

"Our numbers show this is a pretty good thing," Ator said at the meeting in November.

He said the worst Saturday had 105 passengers and the best Saturday had 170 passengers, which is close to the target of 10 passengers per service hour.

The HOP bus is operated by Hill Country Transit District. For more information on the HOP, call (254) 616-6800 or visit [www.takethehop.com](http://www.takethehop.com).

### Preserving history

The HyettPalma action agenda also suggests creating a historic district.

"It must be recognized that a large part of downtown's uniqueness is derived from its historic architecture," the document reads. "...Downtown's older buildings must be saved, appropriately rehabbed, and put to new, economically viable uses."

In November, Terri Myers and Kristen Brown, of Preservation Central Inc., of Austin, ranked buildings in what is considered the historic part of downtown Killeen.

They took pictures of and wrote notes about each building between Second and 10th streets and Avenue B and the railroad tracks. They are making an inventory and priority list to present to the city this month.

Among the top priorities, they said in November, is the First United Methodist Church, built in 1912, at the intersection of Gray Street and Avenue B.

"It has extraordinary architectural integrity and represents fine craftsmanship in this particular style," Myers said in November.

Myers and Brown looked at more than 100 sites. Myers said there are two com-

# Downtown revitalization underway (cont.)

mon styles downtown: turn of the century and post-World War II.

Zendt said it will take years to develop a historic district. The first steps are to establish the boundaries of the district, which has been done, and identify what buildings qualify, which Preservation Central is working on. The next step is to pass an ordinance establishing guidelines.

"Which basically says, 'These are our historical structures, and they should be repaired in this fashion,' Zendt said, adding that simple things throughout the years will bring back the historical significance of buildings, such as taking bricks out of windows and removing vinyl siding.

"A lot of the rehabilitation things are not things that cost lot of money," Zendt said.

The city also must create a board that will recommend landmarks to be placed on the historic registry.

After all that, an overlay district will have to be established, Zendt said.

"With that come some standards—that's where the rubber hits the road," Zendt said.

An overlay district could give businesses tax abatement opportunities in the designated areas.

"It is for rehabilitation projects of historic buildings," Zendt said.

In January, Zendt, some city staff members and some Downtown Partnership Committee members attended a symposium in Austin to learn more about historic preservation.

## General upkeep

Zendt also has been working with the city's code enforcement department to get downtown business owners to comply with current ordinances, suggest ways to make their businesses more attractive and alert them to potential upcoming ordinance changes.

"It's just a talking session," Zendt said about when she visits with downtown business owners. "It has gone reasonably well."

She said the business owners are interested in what she has to say and in improving downtown.

Zendt also is working on an ordinance to regulate the size and style of signs in downtown Killeen. She said signs that make the area seem blighted are scattered throughout the area.

"You don't realize how inappropriately

large it (a sign) is until you bring it down to scale," Zendt said. "There are a lot of good signs and a lot of bad signs."

## Safety

Under the guidelines of the action agenda, safety was ranked high. The HyettPalma report stated that safety was a concern, and a changed perception of crime downtown would increase patronage.

The City Council responded by approving four downtown walking patrol officers at a cost of \$141,500.

Killeen Police Chief Dennis Baldwin said there are not four officers currently assigned to downtown full time, but puts staff walking downtown as they are available.

"It takes some time to do that," Baldwin said about full-time walking patrols downtown.

He said it depends on police academy classes.

"I'll staff them sooner if I can do it," Baldwin said.

The walking patrol officers might not always be walking, however. The proposed budget includes Segways for officers to use while patrolling downtown. The scooter-like motorized devices operate on gyroscopes that recognize when someone steps on them. The council approved, in the 2007-08 budget, to buy Segways for the police department.

Baldwin said the police department will study the feasibility of using Segways downtown and will use them elsewhere, such as the mall or airport, if it is not feasible for downtown.

"At this stage, I'm more worried about getting the bodies available," Baldwin said.

## Farmer's market

Zendt said a local group is doing its part to bring more traffic downtown. Across the railroad tracks by the Greater Killeen Chamber of Commerce at 1 Santa Fe Plaza, a farmer's market group is trying to make its biweekly sale more attractive.

Zendt said the group is proposing site enhancements, such as landscaping. The property is leased from BNSF railroad. A representative for the farmer's market was not available for comment.

Zendt said an enhanced farmer's market will bring more traffic downtown.

"It goes with the buy local/organic



The city envisions a revitalized downtown as a great place to shop, dine, play, work, live, and worship.

movement," Zendt said.

## Other efforts

- A \$2.3 million construction package being considered by the City Council to contract for construction of a downtown water line and wastewater line rehabilitation project.

- Establishment of a Tax Increment Reinvestment Zone to help finance improvements downtown. A TIRZ takes property tax increments and puts the money in a fund to be used for public improvements in that specified area. The TIRZ money can also be used for facade grants for building owners.

- Aggressive graffiti management. The city bought new equipment and hired staff to help property owners to remove graffiti.

## Work to be done

Zendt said while she, the committee and other city departments have worked on several items for downtown revitalization, there are several items mentioned in the action agenda that have yet to be started. Some of those things include:

- Housing stock. HyettPalma identified 148 potential housing units.

- Visual improvements such as landscaping and facades.

- Park space. Finding venues for events.

Zendt said downtown revitalization is a long-term project. But she knows what the end result should be.

"A good downtown is a vital, thriving commercial district," Zendt said.

## Flagged

By Mason Canales  
Killeen Daily Herald  
November 5, 2007

There are no helmets and no pads—just flags and sometimes football cleats. Killeen Parks and Recreation is in the middle of its adult flag football season.

"We call it the league of has-beens," said Emund Prichett, Killeen Parks and Recreation athletics superintendent, after saying many of the players in the league played high school or college football.

The Sunday games at Lions Club Park are slightly different than professional. There is no contact, the fields are only 80 yards long and the teams score a first down every 20 yards instead of 10 yards, Prichett said.

"It is more about speed than it is about power," said Prichett, who plays in the league. "This is a means of staying in shape."

For the last four or five years, Prichett has been organizing the football league for Killeen Parks and Recreation, which averages 11 to 12 teams a year. He said he hopes it will grow in future years, and he hopes to host statewide adult championship as Killeen's football facilities continue to improve.

"This is our first year to have lights out here," Prichett said.

This year, 11 teams paid the \$300 to play in the league. Each team plays at

least 10 games. There are also post season playoffs, all of which Parks and Recreation are hoping to end before Thanksgiving.

Players such as Odis Alexander, of Harker Heights, enjoy playing in the league.

"It's Sunday afternoon and sports," Alexander said. "It is pretty much get out and have some fun."

Alexander, 29, who plays for the Automax Team, has been playing flag football since 1996. He also played football in high school and six years for the Marine Corps, he said.

"The competition is a lot higher in flag football," Alexander said.

Alexander's teammate, Tyrone Horton, 28, of Killeen, agreed. Just because the players are older and slower does not mean they don't try or play as hard, Horton said.

The average of the team's players are between 22 and 40 years old, Horton said.

"The intensity is a lot stronger out here," he said.

For some though, it is not just about a Sunday at the park playing a game.

The Automax team practices at least every Saturday, and started getting ready for the league games several months before the August registration, Alexander said.

Family and friends also get to enjoy the Sunday games, Prichett said,

"Our whole thing is try and make it a family environment," he said, looking at several people sitting in the stands.

Some family members, such as Anjelica Rosario, attend every Sunday's game.

"I am out here watching my fiance," Rosario said, watching the Total Riders play the Apache "I love watching my fiance. He is a running back, and watching him move is awesome."

Registration for the league is typically in August, and all teams have to provide a contact number for a coach, have the players and provide \$300 for referees and equipment, said Prichett.



Flag football players enjoy a Sunday afternoon game.

## Rodeo Killeen ropes in audiences

By Victor O'Brien  
Killeen Daily Herald  
May 23, 2008

Chad Beavers wishes he could bottle and sell the feeling he gets as a rodeo clown bullfighter.

He believes it would make him a millionaire.

The adrenaline rush he gets from fighting bulls is like no other, Beavers said.

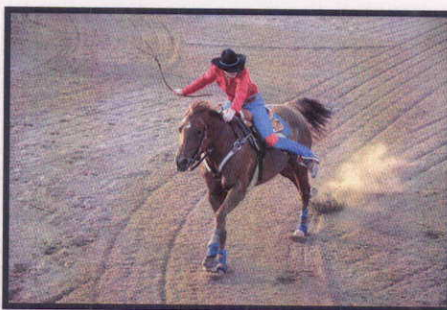
"When I step in there and save that cowboy's life and he says, 'Thank you,' that means a lot. It's worth a million dollars," Beavers said.

Beavers, a Goldthwaite resident, has participated in rodeos since he was 5, including a bullriding scholarship to Tarleton State University in Stephenville.

Though Beavers' adrenaline rush isn't for sale, it will be on display nightly June 5-7 at the Killeen Rodeo Grounds for Rodeo Killeen.

"If you want to see top-caliber cowboys, you'll see it in Killeen," Beavers said.

The preliminary competition for county team roping kicked off Rodeo Killeen on Thursday during the Killeen Chamber of Commerce Rodeo Killeen Mixer.



A cowgirl competes in barrel racing at Rodeo Killeen.

John Fisher, a county commissioner and event organizer, said rodeo is returning to popularity in Killeen.

"It's exciting that rodeo is coming back to Killeen," Fisher said. "Some people here are going to be exposed to rodeo for the first time."

Rodeo Killeen rolls nightly from 8 p.m. Advance tickets are \$10 for adults and \$5 for children. Military personnel and senior citizens receive a \$2 discount.

Tickets can be purchased at Toyota of Killeen, Fort Hood ITR, the Killeen Chamber of Commerce, Killeen Civic and Conference Center and Country Secrets Western Wear.

Also, the preliminary barrel-racing competition is at 5:30 p.m. May 31.

# Water park coming to Killeen

By Justin Cox  
Killeen Daily Herald  
July 16, 2008

A new water park is coming to the City of Killeen, and it could be up and running by next summer.

The Killeen City Council received the first concept plan diagrams for the Lions Club Water Park during a presentation Tuesday at its regular workshop session.

The presentation was given by engineers from Councilman Hunsaker and Kimley-Horn and Associates, Inc. The engineers laid out a park plan which dwarfed early projections, showing a facility which, if completed as planned, will be larger and possess features comparable or surpassing similar parks in Waco, Cedar Park and Round Rock, as well as a park currently planned for Temple.

The presentation included design process findings such as a need for a family focus, a separate area for teens with a large portion catering to the rising population of KISD, additional spray and play areas for kids and an overall need to service the Killeen area for the next 20 years.

The park has a maximum capacity of

780 people and would hold a 2,180-square-foot bathhouse and a 10,360-square-foot multiuse pool. In addition it would have with a 25-meter lap pool (one-half the size of an Olympic pool, but the minimum regulation size for competitions), three water slides, a bowl slide and shade shelters.

All of it carries a \$5.5 million price tag.

On March 23, a contract was signed to bring the process to fruition. Engineers emphasized that they came to the decisions based on visits with members of the community development department. Also, because the costs have escalated at a rate of 1 percent per month in the past year, the time is now to get this process moving forward.

The timetables indicate the ideal scenario for project completion would lead to a May 25, 2009, opening date for the public. Design development is expected to be completed by this month, and the project could go out for bid as early as Sept. 1, with construction starting as soon as Sept. 30 of this year.

The entire council eventually voiced their support behind the project, although several said they were surprised they had not been more informed of its progress.

Councilman Larry Cole, for instance, asked if the city could afford to do this sort of project, especially since the city seems to be putting money toward various other endeavors, such as police headquarters and the downtown revitalization project, just to name a few.

But City Manager Connie Green stated that all the money is budgeted for the project, and this will not increase the tax rate.

Mayor Pro Tem Fred Latham stated that he has been an advocate of this sort of project for some time. Councilmen Juan Rivera and Scott Cospser seconded those assertions, noting that if anything, they'd like to see an even bigger park, especially if the city is planning to use it for the next 20 to 25 years.

The council also received a show of support from a surprising source.

Killeen resident Bill King, who was the self-appointed leader of the charge to resist annexation into the city, said he has "drank the Kool-Aid."

"I'm enjoying living in the city of Killeen," said King, once a very outspoken opponent who said he has changed his stripes. "I am very impressed. This is a great opportunity and I love what you guys are doing with (the water park)."

# Costumed kids, adults pack Special Events Center

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

No villain was safe. No defense could stop them. No buried treasure would be left behind.

The Killeen Special Events Center was filled with superheroes, football players and pirates Wednesday evening as hundreds of people, from young children up to grandparents, attended the city's annual Halloween carnival.

"It's awesome, said David Rice, 11.

David and his friend, Ray Dennis, 10, went to the carnival with Rice's mother, Kerstin.

"We came here because last year in our neighborhood there wasn't too much trick-or-treating," Kerstin said.

The carnival included bouncy games, a rock-climbing wall, haunted house, face painting and fire trucks.

"We always get a lot of people out to this event," said Brett Williams, director of parks and recreation.

He said this year the Parks and Recreation Department put together a more

Halloween-based theme rather than just a carnival theme. He said the new features add to the atmosphere.

"What's Halloween without a haunted house?" Williams said.



There was also a pumpkin patch where people could pick out a pumpkin to carve or paint.

"I'm making a scary pumpkin," Sabian Lawson, 5, said.

Lawson went with his grandmother, Martha.

"It's the only place to go," she said.

Martha said there would be no trick-or-treating after the event.

"This is it," she said. "Our streets are

not safe enough anymore."

Others, however, planned to do a little trick-or-treating, like Thomas Krull and his family.

"This is a yearly thing we do," Krull said. "I think it's a cool thing."

Krull's daughter, Branden, 9, said she had fun. The haunted house was her favorite part.

Talking over the screams from the nearby haunted house, Plexes the Clown performed a magic show.

"I've got magic to do, just for you," he sang to an audience.

Surrounding cities also drew crowds for trick-or-treating alternatives. The Harker Heights Halloween Hoopla was at Carl Levin Park and included carnival games, inflatable rides, KIDDO Cards, pumpkin patch photos and candy.

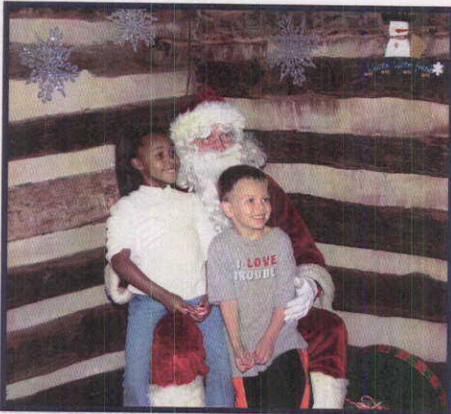
The city of Copperas Cove Safe Halloween was downtown and included a costume contest. Also in Copperas Cove, residents went on the Ogletree Gap Halloween Spooktacular Trail.

# Holiday Under the Stars draws record crowd at Community Center

By Kevin Smith  
Killeen Daily Herald  
December 1, 2007

Thousands poured into the Killeen Community Center parking lot Friday for the annual Holiday Under the Stars event.

Santa Claus flew in on a helicopter and



rode a fire truck from the softball fields up to the Community Center to light the tree.

"Welcome Santa," Mayor Timothy Hancock said as Santa got off the fire truck.

Glenn Morrison, director of Community Services, said the crowd was the largest he has seen at the annual event, noting

typically there have been 500 to 1,000 people at the event's start in the past. This year, he estimated more than 2,000 at the tree-lighting.

"We've never had this size crowd to start it off," Morrison said.

The parking lot at Hastings across the street, the parking lot behind the Community Center at the softball fields and the parking lot for the park across the street were all full with cars fishing for a spot to park.

Many flocked to the event for the city's new synthetic ice-skating rink. Melissa Myers, 36, of Killeen, is originally from Florida. She had never ice skated before Friday.

"That's why I was so happy to see it the other day," Myers said. "One time around and I'm good."

Myers said she was glad to see the city get a recreation opportunity like that.

Councilman Juan Rivera threw his arms up in the air as he completed his second lap on the synthetic ice.

"I got it," Rivera said, following it with a stumble—but not a fall.

He was not on the council when it decided to buy the \$90,305, 4,800-square-foot portable skating rink, but said it's a good investment for the quality of life in the city.

Jasmine Owens, 14, had skated on ice before and came to try out the synthetic rink.

"It's easier," she said.

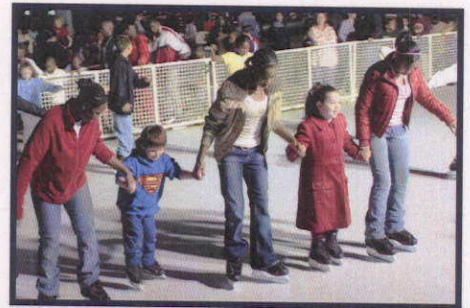
Others came for more than the ice skating. The Bebo family saw a flier and several things peaked their interest.

"I like arts and crafts," Janet Bebo, 9, said.

Inside the Community Center there were arts and crafts projects like decorating Christmas ornaments. Janet's sister, Jasmine, 7, had a simple and classic answer for going to the event.

"To see Santa," she said.

The event went from 6 to 9 p.m. and also included hay rides, bouncy games, a rock-climbing wall, performances by local high school bands and choirs and free hot chocolate and cookies.



## Keeping with Tradition

By Kevin Smith  
Killeen Daily Herald  
December 9, 2007

The Killeen Christmas Parade marched through downtown Killeen for the 45th time Saturday evening. And for some, it was the 45th time to watch it.

Ron Culp grew up in Killeen and has watched every one.

"I like the old cars," he said about his favorite part.

"I like all the lights," his wife, Evelyn, said.

The couple has watched the parade get bigger—and louder—each year.

They said they wish the big stores such as Wal-Mart and H-E-B would stick to floats instead of driving tractor-trailer trucks in it.

"We didn't like them," Evelyn said.

Overall, though, the couple said they liked the parade.

"They had some good floats," Evelyn said.

The parade is a tradition for Venda Stitt and her family, too. Stitt has attended the past 30 years.

"Seeing the kid's eyes light up when they see the lights" is her favorite part of the parade—not the floats, Stitt said.

Her daughter, Tonya Miller, and her family were also at the parade. Miller said she has enjoyed watching it evolve throughout the years.



A Fort Hood Color Guard leads Killeen's 46th Annual Christmas Parade.

"Just with the different multicultural clubs and different types of people," Miller said.

Multicultural clubs, Scout groups, non-profit organizations, businesses and schools took part in the parade.

For some, it was the first time to see the city's Christmas parade. Sandy Apgar, who has lived in Harker Heights the past two and a half years, attended for the first time. She wanted to see her daughter, Emily, march with a Girl Scout troop.

"It was a really good parade," Sandy said.

The parade had nearly 130 entries, each competing. SPJST fraternal benefit society won first place in best overall. The Harker Heights High School Marching Band won first in most entertaining group. Sociedad Cultural Hispanoamericana won first in best non-profit, and Fort Hood Family Housing won first in best commercial.

## New senior, rec centers open

By Kevin Smith  
Killeen Daily Herald  
May 9, 2008

The new Killeen Senior Center and Family Recreation Center opened at 2 p.m. Thursday with a ribbon-cutting ceremony and open house.

By 3 p.m., seniors were square dancing, playing pool, playing cards, using the exercise equipment and lounging in the library. At the recreation center, people were playing games and by 5 p.m., basketball was being played on the new courts.

"The dreams are no longer dreams," Killeen Parks and Recreation Director Brett Williams said at the opening ceremony. "They are a reality."

The Kyle Hilliard Ballroom at the Senior Center was overflowing as opening remarks were made before the ribbon-cutting. The room's capacity is 300, but people spilled into the hallway.

Following the ceremony, the new buildings were open for the public to tour and try out equipment.

Sporting a shirt that read, "Life is short, make fun of it," Roy Chlub said he was impressed with the new facilities.

"All this here is great," Chlub said, while pointing to the cardio equipment in the recreation center.

Chlub, a member of the senior center, said he is looking forward to using the exercise equipment. Cardiovascular workouts have been important to him since his heart attack three years ago.

"This is No. 1," Chlub said about the new facilities.

He was in the workout room at the senior center testing the equipment later in the day.

He was among many members of the senior center site council who were sporting the T-shirts.

"It denotes a positive image we are trying to project," said Debbie Edwards, director of the senior centers.

There were two messages on the T-shirts; the other message was, "Thou shalt not postpone joy."

"There's a lot of joy and fun to be had," Edwards said.

Red Brizendine was wearing the "Thou shalt not postpone joy" shirt. He said he is ready to use the arts and crafts room at the new senior center.

"I'll be spending a day there every week," Brizendine said.



City officials open the new Family Recreation and Senior Center.

Dick Young, a former councilman, said this day was a long time coming.

"It's everything I thought it would be," Young said. "It's just fantastic."

Young said he wishes the facility could be bigger, but if the city plans to build more recreation centers it will be the perfect size.

Among those touring the new buildings was Tommie Harris Sr. His son, Tommie Harris Jr., is an Ellison High School graduate who plays for the Chicago Bears professional football team. He donated \$165,000 for the fitness equipment on the second floor of the recreation center.

"I think this is wonderful," Harris Sr. said. "This is what happens when you give back."

Harris Sr. wouldn't take full credit for his son's character.

"I don't take the kudos; it was me, Mom," Harris said. "I just give God the glory."

He expects his son to be a little emotional when he gets to town this weekend.

"He's going to 'boo-hoo,'" Harris Sr. said.

Harris Jr. will be at the Shilo Inn at 7 p.m. today for a fundraising dinner to support the Tommie Harris Foundation. The event will feature Harris Jr. signing autographs and taking photographs during a silent auction. The keynote speaker for the dinner will be Sara White, widow of NFL Hall of Famer Reggie White.

Hilary Shine, public information director for the city, said the event is sold out.

On Saturday, Harris Jr. will be at the unveiling of the Tommie Harris Billboard on Central Texas Expressway—on the city's eastern boundary. The billboard unveiling will be at 9 a.m. Saturday. At 10 a.m. Saturday, Harris Jr. will be at the new recreation center for a ribbon-cutting and a football camp in conjunction with coaches from Ellison and Killeen high schools.

Both the senior and recreation centers will be open to the public from noon to 6 p.m. Saturday.

Memberships to use the fitness center will be issued beginning Monday, Williams said.

The new centers are at Lions Club Park, 1700 E. Stan Schlueter Loop.

For more information, call the Parks and Recreation Department at (254) 501-8861.

## Tommie Harris lends name to fitness center

By Evan Mohl  
Killeen Daily Herald  
May 11, 2008

Tommie Harris Jr. isn't satisfied with just making dents. He wants to leave behind footprints that guide people, especially younger kids, to the same type of success that he has enjoyed.

On Saturday, the Ellison High School graduate, who plays professional football for the Chicago Bears, placed his permanent footprint in Killeen, the city that jump-started Harris' rise to the

NFL.

Harris, along with family members, Mayor Timothy Hancock and several council members, cut the ribbon to the Tommie Harris Fitness Center, a major part of the new Lions Club Park Family Recreation and Senior Center. The Bears defensive tackle donated \$165,000 for the equipment.

"I'm kind of speechless," said Harris, while he was taking a tour of the center. "I went through a lot and to have a fitness center named after me is just amazing. I just hope that I can continue

to be a role model for the youth of Killeen."

The city also unveiled a billboard on U.S. Highway 190 at Killeen's eastern border. It advertises the Tommie Harris Fitness Center at Lions Club Park.

"It's about giving kids in Killeen a chance to look up to someone and say, 'That's what I want to do,'" said Brett Williams, Killeen Parks and Recreation director. "And it's not just making it, but what you do when you make it. That's important for society to know and understand."



## Tommie Harris lends name to fitness center (cont.)

The fitness center, located on the second floor of the recreation center, boasts a plethora of state-of-the-art exercise equipment ranging from treadmills to ellipticals.

If one isn't awed by the expansive view of Killeen through the glass windows, some sleek flat-screen TVs hang from the ceiling to provide other entertainment.

There also are several free weights and weight machines to choose from. A few Ellison and Killeen football players approved as they displayed their skills. Harris watched, and before long, rolled



Tommie Harris speaks to youth athletes at the Tommie Harris Fitness Center opening ceremony.

up the sleeves of his pink-and-white shirt and did a few reps himself, show

ing the kids how an all-pro does it.

"That was a great experience, something I won't ever forget," said Devon Hocutt, a freshman linebacker at Ellison.

Hocutt also approved of the facility.

"They've put a lot of work in this place, and I think it'll be a good thing for us to go and not only work out, but hang out."

In two corners of the center, encased in glass shelves, are tokens of Harris' biggest achievements: the MVP trophy of the California-Texas high school football game; his Lombardi award (given to the best college defensive lineman); and his Freshman of the Year award earned at Oklahoma.

Other amenities in the rec center include two basketball courts; an aerobics room with hardwood floors for all kinds of classes (spin, yoga, dance); a game room with Sony PlayStation 3's; two computers; an Xbox 360; a Nintendo Wii; a foosball table; and much more.

"It's cool," said Markus Carson, a sixth-grader at Liberty Hill. "It's a nice place. I'm going to use it a lot."

Hill had a Tommie Harris #91 signature on the right shoulder of his shirt.

"There's something for everyone in this building," Williams added.

After Harris took a tour of the center by walking around the track, he signed several autographs and posed for pic

tures. He then gave a speech to the young athletes in attendance.

"This is a visual of what you can shoot for, of what you can achieve," the two-time Pro Bowler said. "What you do in your off time affects what you do in your on time. You have no excuse. You can't fail with this now. It's here, and we're going to make Killeen look good."

Harris said he loves coming back to Killeen, especially after spending most of his time in a big city. It reminds him of his roots and where he came from. Harris also added that he hopes this is just the beginning of his involvement in Killeen.

"This is my upbringing," he said. "This is where I learned to become a man, who I am. Through bad times, good times, trial and error, I owe a lot to Killeen, and I love this place."

"This is just a little bit of things to come."



## History in the making

By Kevin Smith  
Killeen Daily Herald  
February 13, 2008

A small crowd got a glimpse of black history at Killeen City Hall on Tuesday.

In a proclamation ceremony declaring February as Black History Month, Mayor Timothy Hancock talked about black history in the making while inventions of African Americans were on display.

"I have deep, deep emotions about celebrating black history," said Hancock, who is Killeen's first black mayor.

Hancock said he was at Fort Hood last week, and for the first time in his life, he was in the presence of three black brigade commanders in the 1st Cavalry Division.

"And that's history," Hancock said.

Hancock boasted about the progress black leaders have made in U.S. history the past couple of hundred years.

"We went from slavery to freedom,"

Hancock said.

He said freedom is a gift.

"Once a gift is given, it is for you to use as you see fit," Hancock said.

He said freedom has allowed him to do many things.

"My gift of freedom has allowed me to help youth, my gift of freedom has allowed me to recognize seniors before me," Hancock said.

At the ceremony, Hancock read a proclamation.

"African-Americans continue to make significant contributions in all aspects of society, every day moving closer to that vision of their ancestors easing the struggle for the future generations," Hancock said.

He also presented a plaque to the Killeen chapter of the National Association for the Advancement of Colored People.

Phyllis Jones, of the Killeen NAACP, brought several items to display during the ceremony and reception at City Hall.

The items included a hanger, clock, egg beater, padlock, spark plug, car jack, pencil sharpener, coffee and sugar. The items were all inventions or made possible by inventions from African-Americans.

They are things you use every day, Jones said.

Sarah Boone invented the ironing board, G.F. Grant invented the golf tee, and T.W. Stewart invented the mop, just to name a few.

Hancock read the proclamation again during the Killeen City Council meeting following the ceremony. Lawrence Holly, of the Killeen NAACP, accepted the plaque and proclamation during the council meeting. Holly said he hopes race will not be an issue in the future.

"I hope that one day—maybe not in my lifetime—we would not be celebrating Black History Month ... We are one, we are Americans," Holly said.

# Killeen police cadets graduate academy

By Justin Cox  
Killeen Daily Herald  
July 8, 2009

Byron Goodsby enjoyed his time in law enforcement so much, he's starting up all over again in Killeen.

But such people represent the kind of character and commitment the city's police force needs, said Chief Dennis Baldwin on Monday. The profession needs that level of service in its men and women, he said—individuals who know what they're getting into, do it, then ask for seconds.

Goodsby spoke as the class representative during the Killeen Police Department's Academy graduation Monday at the Killeen Civic and Conference Center.

Goodsby graduated from Killeen High School in the early 1990s, then entered the Marine Corps, where he graduated in 1993. From 1998 until 2005, he entered law enforcement, working for the Lafayette police department in Louisiana. Now he's come back to Killeen, and successfully graduated from the department's six-month academy training course.

Goodsby gave a humorous rendition of the time he spent with his six fellow graduates who completed the course,

telling tales of the uncomfortable, and somewhat sobering, situations he and his fellow cadets found themselves in during their time. Tales of Fruit Roll-Ups thrown into sack lunches and police officers playing with their food like elementary school kids were included in some of the light-hearted, fondly remembered moments they shared—which Goodsby was quick to point out wouldn't have happened if certain individuals hadn't gotten permission from their



The Killeen Police Academy graduated seven new officers on July 7.

wives to be in attendance.

He spoke of family, both between the candidates and the bonds they share in their daily struggles, and what they will need in the future.

"I drew inspiration from all of my fellow candidates," he said. "I've been here before. Now we have to walk the thin blue line. Now it gets harder. Now it gets back to law enforcement training."

Baldwin spoke similarly of the importance of family, part of the community-wide effort of Killeen residents who support the police department.

"It's great to hear the family support," Baldwin said. "Just as you've done with the staff at the academy, your field training instructors will get you through it if you listen to them. And I'm sure you will."

The humorous message of Goodsby proved to be a precursor for Sgt. Pat Turck, who, like six of the seven graduates, spent time in the military, working as a military police officer before joining the KPD.

"Find the humor in law enforcement," Turck said, recalling many anecdotes which brought the lighter side of the profession into focus. "This job can be very stressful, ...Now the hard part does start."

Those graduating from the academy Monday included Evan M. Crouse, Byron K. Goodsby, Samuel L. Hall, Drew H. Martin, Manfred Stinehour, Nicholas D. Stuart and Holly A. Vuong.

## Bigger & Better

By Victor O'Brien  
Killeen Daily Herald  
February 6, 2008

The Killeen Police Department took a step closer to acquiring something the growing department has lacked.

"Elbow room," Police Chief Dennis Baldwin said on Tuesday as he described the new police headquarters at the building's groundbreaking ceremony, which drew close to 300 attendees including local law enforcement personnel, area residents, and former and current local mayors and City Council members.

Baldwin and his officers will have more than enough space to move around when the 80,000-square-foot complex is completed in summer 2009, on Featherline Road on the south side of Killeen.

The building will have a three-story section composed of administration, records and training; a two-story section for criminal investigations and patrol; and a one-story section for booking, holding and evidence processing.

The new holding facility will have "more than adequate jail space," Baldwin said, acknowledging that while members of the public might be opposed to more jail space in the city, he insisted the department needs the space to handle arrests.

Baldwin said the real benefit of increased space will be seen in a morale boost for officers and the resulting quality of work increase the city will see after the department moves in 2009.

"It will allow us to be better at what we do, not only today but in the future," Baldwin said.

Key components of the headquarters include an underground emergency operation center, a larger holding facility, a crime lab, a new communications system, an exercise facility and even space for a potential heliport in the future.

Councilman-at-large Larry Cole said he expects the emergency operations center, which will be partially underground, to be able to function during any type of disaster the city encounters.

The ceremony's three speakers—

Baldwin, Mayor Timothy Hancock and City Manager Connie Green—each addressed public fears that the headquarters' location in south Killeen, near the city's limits, means downtown will be abandoned. Each of them said the department and the city will not leave behind downtown, which the city just started a revitalization plan for, expected to be completed in 2012.

"We are not going to abandon downtown or the north side of Killeen," Hancock said. "We are going to continue to have police enforcement throughout the city of Killeen."

The current 27,000-square foot station located downtown will become a precinct to support the new headquarters, Baldwin said.

The headquarters' location is currently a tract of undeveloped land composed of an open green pasture, far removed from downtown.

Mayor Pro Tem Fred Latham said the headquarters was situated in the south part of the city to anticipate growth. He said the south part of Killeen is the next

## Bigger & Better (cont.)

logical space for Killeen to expand, because Fort Hood occupies land to the west and north and Harker Heights is located east of Killeen.

"Sustainable" was the buzzword heard to describe the headquarters. Councilman-at-large Larry Cole said the building was designed to serve Killeen for 30 years.

In addition, the station was designed to be environmentally friendly. The facade will contain large window sections to allow daylight from different angles, and in many cases, artificial light will not be needed during the daytime, said Don Wertzberger, project manager for PSA Dewberry, the architects for the building.

The building's temperature will be controlled by geothermal heating and cooling, also an environmentally friendly process, said Wertzberger. Construction crews will drill about 100 wells between 250 to 300 feet below the ground, which will help the building use heat conducted from the earth to warm and cool the building.

Wertzberger said that even in the building design's early stages, the criteria provided that it not only be sustainable but also environmentally friendly.

The process that led to Tuesday's groundbreaking began in 2002 when voters approved a bond package for a new police headquarters, Green said.



The Killeen Police Department breaks ground on its new headquarters.

Almost six years of committee meetings, citizen-council sessions and heated debates about cost and location led to Tuesday's groundbreaking.

"It's been long and laborious," Cole said. "It's been delayed too long."

The City Council received good news in January when the estimated cost of the building dropped from \$27.16 million to no more than \$22.15 million.

"There is no doubt that public safety is the number one commitment of this City Council and this mayor," Green said.

Also, he praised residents for standing behind the department in approving the expensive investment in Killeen's future.

Hancock said he believes Killeen's growth will make the area surrounding the headquarters the center of Killeen in the decades to come.

"With the growth, we have to anticipate where we need to be," Hancock said.

"You don't build a police headquarters for today, you build it for tomorrow," Baldwin said. "It's going to make us better than we are today."

## Sounds of Sirens

By Kevin Smith  
Killeen Daily Herald  
October 4, 2007

In about three weeks, the entire city of Killeen is expected to be covered by working emergency warning sirens.

Crews spent Wednesday installing seven of the 21 new emergency warning sirens around town.

"We're right on schedule," said Chad Berg, emergency management coordinator.

In March, the Killeen City Council approved the purchase of 21 new sirens for the city at a cost of \$393,000. He said the sirens won't be fully operational until all are installed.

"After we get them all installed and all the software installed, we'll run some initial tests," Berg said.

Unlike the traditional sirens that only wail when a tornado is bearing down on the city, some of the sirens near parks and stadiums will be equipped to broadcast voice messages that instruct people where to seek shelter.

"It's all digital, so it's all going to be run from a computer system we have," Berg said.

Berg said the new system will include different tones for different emergencies. Plans have not been decided regarding

how many tones will be programmed or what they would be for, but Berg said it will likely be kept simple. He said there will probably be a tone for taking shelter and a different tone for evacuating.

The system from Federal Signal is a lot like the one Fort Hood recently installed. Berg said the sirens and software are compatible with Fort Hood's sirens, so the warnings can sound simultaneously if need be.

Berg said the five existing sirens in Killeen do not work. He said these 21 sirens will replace the old ones and are strategically placed so that everyone outdoors within the Killeen city limits can hear them. He also said the new system would be ready to grow with Killeen because the sirens are louder than the old ones and some will be placed on the southern edge of town.

"I am excited," City Manager Connie Green said about the sirens.

Green said these signals are in response to comments from residents.

"We received several calls from citizens about that when we had severe weather," Green said.

The sirens are the first phase of what Berg calls an "all inclusive" warning system.

In April, the council approved a phone call warning system. In the event of a

tornado warning, flash flood, chemical spill, water main break prompting a boil order or any other disaster in Killeen, city officials will be able to log onto FirstCall's Web site and tell the computer what the emergency is, which areas of town will be affected and what action residents need to take.

The system will then call everyone in the phone book, starting with the ones closest to the disaster.

The \$500 system is also used by Harker Heights and Belton.



Twenty-one new emergency warning sirens will be installed in Killeen.

# Steady ascent

By Don Bolding  
Killeen Daily Herald  
March 30, 2008

More and more people keep climbing onto airplanes at Killeen-Fort Hood Regional Airport, but the still shiny and new facility is still among the best-kept secrets in Texas aviation despite the best attempts of local officials to let the flying public know it's there.

"We still, every now and then, have local people show up with their baggage at Skylark Field," said Killeen assistant aviation director Jim Livingston. "It's amazing how many people still don't know we're here. But apparently it just takes time."

Still, enplanements—the trade term for passengers boarding aircraft—were up 17.07 percent in the first two months of 2008 over January-February 2007, and numbers for the same period in 2007 were up 14.4 percent over 2006. In January 2008, 15,265 people boarded, compared with 12,836 in January 2007 and 11,514 in January 2006. So the story is getting out, strengthening the case for a planned second runway and more flights, whenever they might come. The exact location of a second runway is under study.

For those who still don't know: There is a rectangle formed by U.S. Highway 190 on the northern edge between State Highway 195, or Fort Hood Street, on the east and Clear Creek Road, or State Highway 201, on the west and south. Highway 201 makes a sharp right angle and forms the west and south borders, terminating at 195. Killeen-Fort Hood Regional Airport is on the southwestern corner of the rectangle on land formerly occupied only by Robert Gray Army Airfield. The Army airfield is still alive and well, essential to Fort Hood, but in 2004, the land was converted to a joint-use military and civilian airfield with the military terminal on the west side of the runway and the new civilian airport on the east side. With a restaurant and gift shop, it is a terminal for Delta Airlines, flying to Atlanta; American Eagle, flying to Dallas-Fort Worth; and Colgan Airlines, a shuttle for Continental, flying to Houston.

The new airport replaced the former Killeen Municipal Airport on the east side of the city, renamed Skylark Field. It is still a terminal for private aircraft and is host to Scott & White's medical evacuation service and some Central Texas College aviation education facilities as well as some aviation-oriented

businesses, but it has no scheduled airline service.

Now civic officials are trying to reach all people closer to Killeen than to Austin, Waco or other airports to tell them about the easy parking and economy, all things considered, of the new airport. "You get a Continental, American or Delta ticket when you fly here," Livingston said. "You're really in the worldwide aviation system."

It just takes time. Enplanement figures the rest of the year are up and down, month to month, but the net increase for the whole year showed an increase from 180,000 to 190,000 between 2006 and 2007.



Killeen-Fort Hood Regional Airport continues business growth.

Movements of individual soldiers and their families have something to do with it. So does an increase in civilian business and civilian contracting with the military, and the enhancement of Killeen as a convention destination since the Shilo Inn opened next to the Killeen Civic and Conference Center a year ago. But when all factors are added up, they may count for less than the airport's simply being there and trying.

"So far as I know, no single event has caused the increase," said Greater Killeen Chamber of Commerce president John Crutchfield. "The numbers reflect a consistent, steady increase over time. In my opinion, this reflects several things.

"First, the traveling public is becoming more and more aware of the presence of the airport, most likely through our advertising program and word-of-mouth.

"Second, once people use our airport, they continue to use it because of the positive experiences they have there. The numbers demonstrate that we don't lose many customers. This is a real credit to our airport staff, who are dedicated to fulfilling the promise of no lines, no traffic, no hassle. Positive experiences lead to more positive word-of-mouth advertising. We don't hear about many bad experiences. There are probably some, but not like people experience

in other airports."

He said, "We know people still have a choice, and we approach travel business here as competitive. We reflect it in the advertising we've been doing since the airport opened in multimedia, television, billboards and other media."

Local officials unflinchingly credit the efforts of city aviation director John Sutton, who was out of town this week. Livingston spoke in his place.

"Most of our flights now are jets," he said. "Colgan has seven flights a day, and two are still turboprops, but the rest are jets. American Eagle has changed most flights to the 70-seat CRJ jet from the 45-seat RJ, so more seats are available."

He said the enplanement figures include charter flights, including some for the University of Mary Hardin-Baylor football finals, and Killeen Civic and Conference Center director Connie Kuehl mentioned several for the national Power Lifters conventions. She said, "The Texas Organic Growers and Producers are planning to use the airport for their convention here this year. They were surprised to learn it was here."

Livingston also said the average daily car count in the parking lot went up from 287 in January 2007 to 420 in January 2008 and from 312 in February 2007 to 515 in February 2008. "This is a measure of local people using the airport, not people directed here on round trips by airlines and travel agents," he said.

"However, rental car activity has been up considerably this year after a drop in 2007. Much of that is tied to Fort Hood, but not all."

He noted that all airlines are wrestling with the cost of fuel. Some have been cutting flights in a few places, but more are dealing with fuel price hikes with fees and surcharges. But he said most flights here seem to be full of passengers.

The airport has a private-enterprise shuttle service, ANS Shuttle, owned by Ferman and Geneva Weedon. Based in Harker Heights since the company's founding, the company is moving most of its operations to a location just outside the airport and is adding three vans to the eight now in service.

"Business has been growing right along," Weedon said. "We don't advertise at all, because we don't want to get swamped. We're just keeping up with business as it grows by itself."

## Bridges to everywhere

By Don Bolding  
Killeen Daily Herald  
July 11, 2008

With a breeze and occasional cloud cover shielding them from the July sun, about 200 state and city officials, industry and civic leaders watched as some Greater Killeen Chamber of Commerce Ambassadors cut the ribbon Thursday on the longer of two new "crystal bridges," which expand Killeen-Fort Hood Regional Airport's capacity to board and receive passengers.

The structures, built by ThyssenKrupp Airport Systems in Fort Worth, are the first glass-walled aircraft boarding bridges in the United States, although many are in use in Europe.

The ceremony began lightheartedly with a recording of the theme from "2001: A Space Odyssey" heralding the emergence of Killeen Mayor Pro Tem Fred Latham, Councilman Scott Cosper and an entourage from the end of the bridge and down a ladder onto the pavement. Cosper has been on the city's Airport Expansion Committee since 2000.

Killeen Aviation Director John Sutton said the two bridges, the northern one 205 feet long and the southern one 268

feet, not only will increase the loading capacity but will be able to accommodate 757's and other larger jets as well as the small commuter craft that make up most of the airport's current traffic.

Until now, the airport has had four boarding bridges; when five aircraft were loading, passengers would have to board from the runway, a disadvantage in inclement weather. The airport was built, however, with space for the addition of a fifth and a sixth bridge.

Sutton said local and Federal Aviation Administration officials had to be convinced of the glass bridges' safety. An FAA airport improvement program grant supplied 95 percent of the \$2.38 million project, and the city provided the rest with passenger facility charge funds.

Sutton drew applause when he said, "The cost to the city budget was zero."

He said, "Among other advantages, we hope passengers won't feel so claustrophobic with the open feeling of these bridges. ...Passengers will have unobstructed views of the airfield, and the bridges will be an aesthetic complement to the facility."

Latham said, "This is another step in our airport's progress to becoming the

best possible facility."

City Manager Connie Green said, "This is just one indicator of how we compare with airports nationally as we develop plans to expand the terminal and add a second runway."

Studies are progressing for a second runway so that Robert Gray Army Airfield and the civic facility do not have to wait for each other's aircraft and so that extensive maintenance can be done with little inconvenience to air traffic.

Sutton told the City Council when the new bridges were under discussion that the airport only needs a fifth bridge right now but that building two at once, rather than waiting until a sixth is needed, would save about \$500,000.

Johnnie Telford of RJ Design LLC, of Hammond, La., said this is the first time her firm's connecting devices to lock the bridges onto aircraft have been installed on glass bridges.

"We have them in 175 locations including some of the largest in the country, but this is a first with this kind of bridge," she said.

The airlines still had to inspect the bridges to certify them for their own aircraft, but Sutton expected the process to be complete by the end of the day.

## Plans for new runway prepare for take-off

Staff reports  
Killeen Daily Herald  
August 5, 2008

Work began Monday on the first phase of the environmental assessment process supporting the proposed second runway project on West Fort Hood.

Technicians were at Robert Gray Army Airfield to survey and analyze the terrain where the runway is to be built, according to information from Fort Hood.

A secondary runway at Robert Gray Army Airfield on West Fort Hood—as part of the Killeen-Fort Hood Regional Airport Master Plan—would provide redundancy for airfield operations and facilitate future joint training and basing options for the Defense Department.

It also would significantly enhance commercial aviation capabilities for the airport. The airport currently receives 34 flights daily and had more than 150,000 passengers last year.

Preliminary engineering design in support of a 4,000-foot assault landing strip (ALS) has been approved by the City of Killeen 2nd Runway Task Force. Fort

Hood will develop and execute the environmental assessment for the ALS. Post officials also will coordinate and schedule military engineering units for earth moving and build the ALS as part of and in advance of the second runway's overall construction.

Monday's work begins three days after the U.S. House of Representatives passed the Military Construction and Veterans Affairs Appropriations bill, which includes more than \$60 million for projects at Fort Hood.

The \$72.7 billion measure awards generous increases to veterans programs and military base construction projects, according to information from the office of Rep. John Carter, R-Round Rock. He, along with Rep. Chet Edwards, D-Waco, secured \$17.5 million for the construction of a chapel facility on Fort Hood.

The bill also includes:

- \$32 million for the construction of vehicle maintenance facilities at Fort Hood. These funds will support the construction of unit maintenance and operations facilities for a clearance company and a military police unit. These facilities will help support the troop increase

requested by the defense secretary as part of the "Grow the Force" initiative for the Army.

- \$10.8 million for a Joint Air Ground Center at Fort Hood. These funds will support construction of a Joint Air Ground Center to support the administrative, training, vehicle and equipment maintenance and storage requirements for the 3rd Air Support Operations Group and the 9th Air Support Operations Squadron at Fort Hood. The project will help cement the Air Force presence at Fort Hood.

- Increasing spending on Veterans Affairs health programs by \$3.1 billion over current levels, some 9 percent. A \$1.8 billion increase for military base construction is 20 percent above current levels.

- A \$2 billion increase to base closure accounts for items such as improving conditions at bases slated for troop increases and assisting states and localities in preparing closed bases for economic development projects and other uses.

# Killeen offers citizens "Virtual City Hall"

Special to the Herald  
Killeen Daily Herald  
August 6, 2008

Killeen residents can now submit requests for services, voice concerns, and make suggestions 24 hours a day via the Citizen Relationship Management system available on the city Web site, [www.ci.killeen.tx.us](http://www.ci.killeen.tx.us).

The system offers the public the convenience of a "virtual City Hall," that allows a user to submit a request for service at any time and track its status online.

To submit a request, click on the Citizen Requests link on the right side of the city homepage. To ensure the re-

quest is forwarded to the appropriate department, choose from a list of responsible units, such as Animal Control or Community Development, or a list of standard issues.

To report a pothole, for example, the user would select the Street Maintenance unit; to inquire about room availability at the Civic and Conference Center, they would select the Civic and Conference Center—Reservations and Bookings issue. The user then completes a form detailing the request, clicks "save," and an issue number appears on the screen confirming that the request has been assigned.

The user can track the status of his request by clicking on the Citizen Re-

quests link on the city homepage then the Track and View the Status of Your Request link on the CRM page.

Users will need their issue number and the phone number provided on the initial request form to view the progress of the request as it is processed, including when the request was submitted, to whom it was assigned, and its current resolution status.

Requests can be submitted anonymously but must include a phone number in order to be tracked online. For more information on the CRM system, the user can click the Contact Us link on the CRM page.

## Pick Me!

By Candace Birkelback  
Killeen Daily Herald  
November 15, 2007

Students took away some real-life knowledge Wednesday from the Geographic Information Systems Day at the Killeen Civic and Conference Center.

More than 1,000 sixth-graders filled the ballrooms of the Conference Center and got their hands on dozens of practical applications related to different aspects of geography.



Area sixth-graders eager to answer trivia questions at GIS Day.

The most prominent displays at GIS day were about protecting the environment, the uses of satellite technology and archaeology.

Dozens of local businesses and organizations from the community set up booths to give hands-on demonstrations on their areas of expertise.

Members from departments within the city of Killeen included information technology, police, planning departments, and water and sewer.

Representatives from Fort Hood's pub-

lic works environmental division, Central Texas Council of Governments, Keep Killeen Beautiful, Temple College and Mitchell & Associates Engineering and Surveying were also set up at the event.

The Keep Killeen Beautiful booth simulated an oil spill and showed students how they would go about cleaning it up.

Students were able to select three different tools to clean up the spill—a paper towel, sponge or cotton ball.

Ken Schoen, who serves on the board of directors for Keep Killeen Beautiful, said cotton balls work best for cleaning up spills but are impractical.

He stressed the severity that an oil spill brings and described the elaborate process of cleaning animals who have been contaminated with oil.

Schoen said the satellite maps created by GIS are vital to determining where water is underground.

"It's all about keeping the environment clean," Schoen said.

Rufus Walker, director of public works for the environmental division at Fort Hood, said he wanted to educate children about recycling.

"We need to start with (children) because adults don't have it embedded in them," Walker said.

The Fort Hood environmental division also demonstrated the energy wasted by regular light bulbs.

Christine Luciano recommended that people use compact florescent bulbs in their homes to cut down electric costs and usage.

The demonstration had a meter that showed the difference in energy used by

the two bulbs.

Another room in the Conference Center was dedicated to teaching students about lakes and continents. Students were given prizes for answering questions correctly, and every student received a shoulder bag.

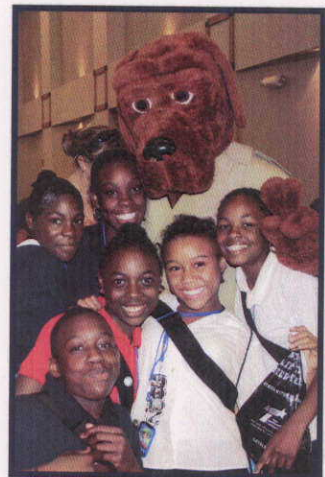
The recycling center of Killeen also had a booth set up to show children the four elements of a compost pile: leaves, grass, water and air.

"It's an opportunity for kids to learn one more thing," said Peter DiLillo, recycling manager.

He said compost piles benefit the environment and putting material in them is better than having that waste end up in a landfill.

A police car and motorcycle were set up at the event and sounded their sirens sporadically throughout the event.

With all of the lights turned off inside the ballroom, children ran around screaming and plugging their ears when the sirens were sounded.



# Killeen among fastest-growing cities

From staff and wire reports  
Killeen Daily Herald  
July 10, 2008

Killeen ranked as the sixth fastest-growing city in the United States over the past year, according to figures released today by the U.S. Census Bureau.

The Census Bureau estimated an increase of 6,830 residents in Killeen during the past 12 months, placing the city's population at 112,434 and making it the 222nd largest city in the country.

That growth rate of 6.5 percent placed Killeen as the second-fastest growing city in Texas behind third-place McKinney, north of Dallas. The growth rates were for cities with populations of more than 100,000.

Obviously part of that increase has got to be attributed to growth out of Fort Hood and the indirect jobs that are created out of increased troop strength and Fort Hood, said Bill Parry, executive director of the Heart of Texas Defense Alliance and former Fort Hood garrison commander.

Figures comparing July 1, 2007, estimates to the last official census showed a growth rate of 28.5 percent for the city, up almost 25,000 residents over the past seven years from an adjusted population count of 87,531 in the 2000 census.

Parry said the increase validates the city's projection that the population will continue to grow until 2030. He said the

growth brings economic benefits for the region.

Other Texas cities also showed rapid growth:

- Houston added the most people, with 38,932 new residents.

- San Antonio, Fort Worth and Austin also were among the top 10 in numerical increases, finishing third, fourth and eighth respectively.

- Denton was among the top in percentage increases, rounding out the top 10 with growth at 4.7 percent.

Outside of Texas, the big story is New Orleans.

The bureau report showed New Orleans as the fastest-growing large city in the nation last year, but it's population is still about half what it was before Hurricane Katrina.

Between July 1, 2006, and July 1, 2007, its population jumped 13.8 percent to 239,124, according to the bureau's latest statistics.

That's just more than half the 453,726 people living there about two months before Katrina devastated the city and led to a near-total evacuation in August 2005.

The size of New Orleans' population has been debated since post-storm recovery began.

The Census Bureau estimated New Orleans' population by looking at its available housing units, along with building permits, construction without

building permits and mobile home shipments. The data don't differentiate temporary laborers and others involved in recovery efforts who might not stay there.

Demographer Greg Rigamer said he believes the city currently has 315,000 to 320,000 residents, estimated by utility and water hookups, mail delivery and other public service accounts.

But Rigamer said the population report doesn't make New Orleans a boom town. "We aren't fast-growing," he said. "We're recovering. It's good people are coming back, but you can't put us in with Houston. Come on."

Because of a year's delay on the figures, the population effects of current economic trends -- like the real estate slowdown and high gas prices -- aren't yet known, said William Frey, a demographer at the Brookings Institution.

The Census report also found:

- The consolidated metropolitan area of Nashville-Davidson County, Tenn., became the 25th largest city with 590,807 residents. Washington, D.C., fell out of the top 25.

- Cleveland had the largest numerical decline in population over the latest year, losing 5,067 residents, followed by Columbus, Ga.; Baton Rouge, La.; Philadelphia and Baltimore. Cleveland also had the second greatest rate of loss over seven years, losing 8.3 percent of its population to stand at 438,042.

# Killeen's economy remains robust

By Don Bolding  
Killeen Daily Herald  
June 27, 2008

For the fifth consecutive year, the Killeen-Temple-Fort Hood metropolitan statistical area has placed fifth in Texas for the strength of its economy, outranked by four major cities, according to POLICOM Corp., an independent research firm.

The corporation analyzes local and state economies, said Greater Killeen Chamber of Commerce officials releasing the report. It determines state and local growth and decline and their causes.

The local MSA, composed of Bell, Coryell and Lampasas counties, was outranked only by the Dallas, Houston, Austin and San Antonio MSAs, in that order.

"This is really a significant event for two reasons," GKCC president John Crutchfield said. "First, this finding con-

tinues to expose the secret that our regional economy is very strong when compared with other MSAs around the state and nation. This is not a widely known fact.



"Second, because we have held this position for five consecutive years and continually improved our standing relative to other MSAs, our economy demonstrates staying power. These are factors that interest those with capital to invest."

GKCC board chairman Patton Kaufman said, "In travels around the nation, I see the national housing problem really taking its toll, and it's not much of a problem here. More people have increasing confidence in this area. In former years, people perceived our economy as connected to Austin's, but that's slowly starting to change. We're showing we have a life of our own now, and there's nothing holding us back from continuing."

POLICOM says it addresses the condition of an economy according to its impact on the standard of living of the people who live and work there. The highest-ranked areas have shown rapid, consistent growth in size and quality for an extended period. The lowest-ranked areas have shown a corresponding decline.

The local MSA was ranked 125th out of 363 MSAs in the nation, moving up from 143rd in 2007.

## Growing green thumbs

By Kevin M. Smith  
Killeen Daily Herald  
May 10, 2008

Nearly a dozen women on Friday trudged through tall grass and weeds toting metal rods with painted flowers at the top.

They were staking out a half-acre of land behind the Killeen Civic and Conference Center to build a community garden.

The group was organized by Killeen Municipal Court Judge Barbara Weaver. She wants to create a community garden for convicted juveniles to work in for their community service.

She said there are already community service opportunities for at-risk or in-trouble youth such as at the YMCA, Boys & Girls Club, Food Care Center, Killeen's Parks and Recreation Department and Killeen Animal Control. Most of the community service work at those places involves sweeping and cleaning.

"Which is community service," Weaver said. "But here, they will be able to give back."

Weaver said the garden will grow vegetables, which will be donated to the Food Care Center. She said Sugar Land has a

similar program and donated 11,000 pounds to local food banks last year.

"Those kids who have community service, we want to make sure they have meaningful community service," Weaver said.

She said the garden will lend itself to a better schedule for youth, too, as the other places typically only have time for community service work between 8 a.m. and 5 p.m.

Gardening times would likely be from 4 to 6 p.m. Tuesdays and from 8 a.m. to noon Saturdays.

The garden will be located on a tract of land behind the Killeen Civic and Conference Center that the city owns. Some of the land is currently being used for the Killeen Independent School District's FFA program to raise livestock.

Dirk Aaron, Bell County Extension agent, said the school district has made other arrangements for the livestock, so the land use will not be a problem.

The group is seeking donations of tools, materials and money to get the program started and continue running it.

Liz Rainey, who works in the city's information technology department, is working on a Web site for the program. She said the Web site, which she is try

ing to secure a domain name for, will feature a place to donate and a blog for its progress. Everyone involved said they were recruited by Weaver. Rosalind Evans said she is an avid gardener and expects the community garden to have a positive impact.

"It teaches them values, it gives them responsibility—and that's a good thing," said Evans, who was among those staking out the site Friday.

She said after delinquent juveniles see people are there who care, they might find gardening can be fun and won't be so inclined to commit criminal acts.

"Anything you can do to steer the young people in a better direction, I'm all for it," Councilwoman Claudia Brown said Friday at the site.

She is part of the planning committee. "It was an honor to be invited," Brown said.

The idea was well received by other council members when Weaver presented it to them at an April 22 workshop.

"I think it's a great idea," Mayor Pro Tem Fred Latham said at the workshop.

For more information about the community garden, contact Killeen Municipal Court at (254) 501-7850.

## Reduce. Recycle. Reuse.

By Victor O'Brien  
Killeen Daily Herald  
January 6, 2008

The scent of fresh pine filled the air outside the Killeen Special Events Center on Saturday.

The smell wasn't the city of Killeen still celebrating Christmas but instead, a group of 30 volunteers helping area residents wrap up their holiday season by recycling 267 Christmas trees.

"I love the smell of that pine. It makes it feel like Christmas all over again," said Glenn Melton, chairman of Keep Killeen Beautiful, which sponsored the 11th annual Christmas Tree Recycling program with the help of Killeen Parks and Recreation, and the city's Mowing and Drainage Division.

The program is based on three words. "Reduce. Recycle. Reuse," Melton said. "We collect Christmas trees from the community, then chip and shred them up and offer them back to the public in the form of mulch.

"It's our way of contributing to the community. It's all for quality of life,

just to make things better."

People who donated trees said they appreciated the fact that the recycling project keeps the trees off the streets.

"You see trees people have thrown on the side of road, and it's littering," said Wayne Johnson of Killeen.

Sarah Lopez of Killeen said the project is another way to recycle.

"I think it's great that they have this available," Lopez said. "I do recycle, and I think this is another part of recycling and not just dumping the tree somewhere."

The process is environmentally friendly in a variety of ways, Melton said. The donated trees are kept off the streets; therefore, the trees do not litter the curbs or clog drainage.

Because the trees are shredded, the trees are recycled back to the community and the ground in the form of landscaping mulch.

Melton said layering the mulch in a bed of roses will help ground conserve water for longer periods of time.

In addition, the leftover mulch that the public does not take is given to Parks

and Recreation for landscaping. Trees that are not shredded are offered to farmers to support fish habitation in area ponds.

Peter DiLillo, the city's recycling manager, said he hopes the project gets people thinking about recycling in their daily lives.

"It keys in their minds that recycling is a better way to get rid of their materials," DiLillo said.

Melton said the city of Killeen has been essential to the ongoing success of the program.

"We couldn't do it without these guys providing the labor, chipping machines and trucks."

The first 100 people who donated Christmas trees on Saturday received a complimentary Afghan pine sapling. Melton said the saplings were gone in less than two hours.

For more information on the tree recycling project or to become a volunteer, contact Killeen Volunteer Coordinator Will Brewster at (254) 501-7878.



# Trash-burning power plant coming

By Justin Cox  
Killeen Daily Herald  
May 30, 2008

Zero has never been so valuable for the city of Killeen—and neither has its garbage.

On Thursday at Killeen City Hall, representatives from the city, county and state gathered with several energy and science experts to announce, with unguarded optimism, that the city of Killeen will likely be selected as the launch site for a new clean energy power plant.

District 54 state Rep. Jimmie Don Aycock of Killeen has been working with members of the Bell County Commissioners Court in cooperation with the developers of the new technology, which the plant is designed to use.

This new plant, which would be the first of its kind in the world, harnesses the energy from the chemical breakdown of organic wastes to produce electricity. These organic waste products are simply trash and biological material, which is typically housed in landfills. That trash serves as the primary fuel, which is combined with a high-temperature oxygen catalyst to fuel the reaction.

This technology is called ZEROS, Zero-emission Energy Recycling Oxidation System, which has been developed over the past 25 years by Steve Clark, who is the inventor, patent holder and president of ZEROS Inc. Clark developed the technology during the last 25 years cleaning up oil field spills and wastes without causing atmospheric emissions or water pollution.

“Basically, what ZEROS is designed to do is to take any carbon waste, in this case the city’s municipal waste—garbage, if you will—and converting

that carbon material into usable energy,” Aycock said. “In this case that energy will be electricity, but it could also be used to convert the material into usable fuels. The implications for this are fairly far-reaching.”

Aycock said they have some very specific goals for the plant, which he said are very attainable.

“Success for this project will be defined if we can take 300,000 tons of municipal garbage every year and convert it into usable energy with no (harmful) emissions,” Aycock said. “Let me emphasize that: no emissions. Part of the purpose for this whole process is not only to create an environmentally friendly product, but do it in a way which will allow us to dispose of waste and other undesirable products that are already there.”

Aycock emphasized that this is a new technology that has never been built in this scale, and thus no models exist to draw comparisons. But it is nonetheless exciting, he said.

The plant is expected to cost \$250 million to \$300 million and will be designed to produce 50 megawatts of electricity. Fort Hood is expected to be the primary buyer of the power, and will purchase the electricity at a significant reduction in cost.

The city of Killeen will be taking on much of the resources early on, Aycock said, as the city will be the principal supplier of municipal waste, which will go to fuel the facility. Eventually, he believes nearby municipalities will get involved, and Killeen will actually be importing waste from other cities and diverting it to the power plant, which is expected to dispose of it cleanly.

City Manager Connie Green said the city will save \$3 million each year in waste disposal costs alone.

The inventor answered questions from the floor as well. Clark said the byproducts from the plant will include clean, distilled water, condensed from steam coming out of the reaction. He said liquid fuels, such as diesel fuel, will also be a byproduct from the breakdown of synthetic gases separated inside the reaction chamber.

Clark is very confident in the principles behind the technology and has had experts at the state and federal level perform tests to confirm his findings.

“Science has long-proven that this is viable,” Clark said.

The new plant, when fully operational, would also create more than 200 jobs.

The facility would be financed through private investments. It would also be used as a prototype by Texas A&M University scientists for research into an emerging energy source.

Killeen Mayor Timothy Hancock, like his fellow elected officials surrounding him in front of a wall of media, spoke positively about the development, issuing an order for a special meeting of the City Council to take place Tuesday to consider approving a letter of intent with ZEST-TX, LLC to fully investigate the possibility of locating this plant in Killeen.

Aycock did add that while it is an exciting opportunity, there is much that remains unknown about the implementation of the process.

When asked if this technology was simply too good to be true, Clark said this is the evolution of a process that began more than two decades ago. As it stands today, the potential rewards for the project are great, he said. Now it has to be built, bought and paid for.

# Team Killeen Optimum Employees of the Month



**Diane  
Watt**

Information Technician,  
Aviation

**2007 Employee  
of the Year**



**Lee  
Watts**

Field Supervisor,  
Code Enforcement

**February 2008**



**Scott  
Osburn**

Assistant City  
Attorney/PW,  
City Attorney's Office

**June 2008**



**Vonice  
Milton**

Cemetery Crew Leader,  
Parks & Recreation

**October 2007**



**Clifford  
Brown**

City Marshal,  
Municipal Court

**March 2008**



**Angela  
Collins**

Computer Technician,  
Information Technology

**July 2008**



**Linda  
Meads**

Executive Assistant,  
City Attorney's Office

**November 2007**



**George  
Lueck**

Project Engineer,  
Public Works

**April 2008**



**Pat  
Martin**

Facilities Manager,  
Facilities Maintenance

**August 2008**



**Tina Flores-  
Nevarez**

Employee Benefits  
Specialist,  
Human Resources

**December 2007**



**Rachel  
Amador**

Accounting  
Specialist,  
Public Works

**May 2008**



**Brenda  
Essenburg**

Director of  
General Services,  
Finance

**September 2008**



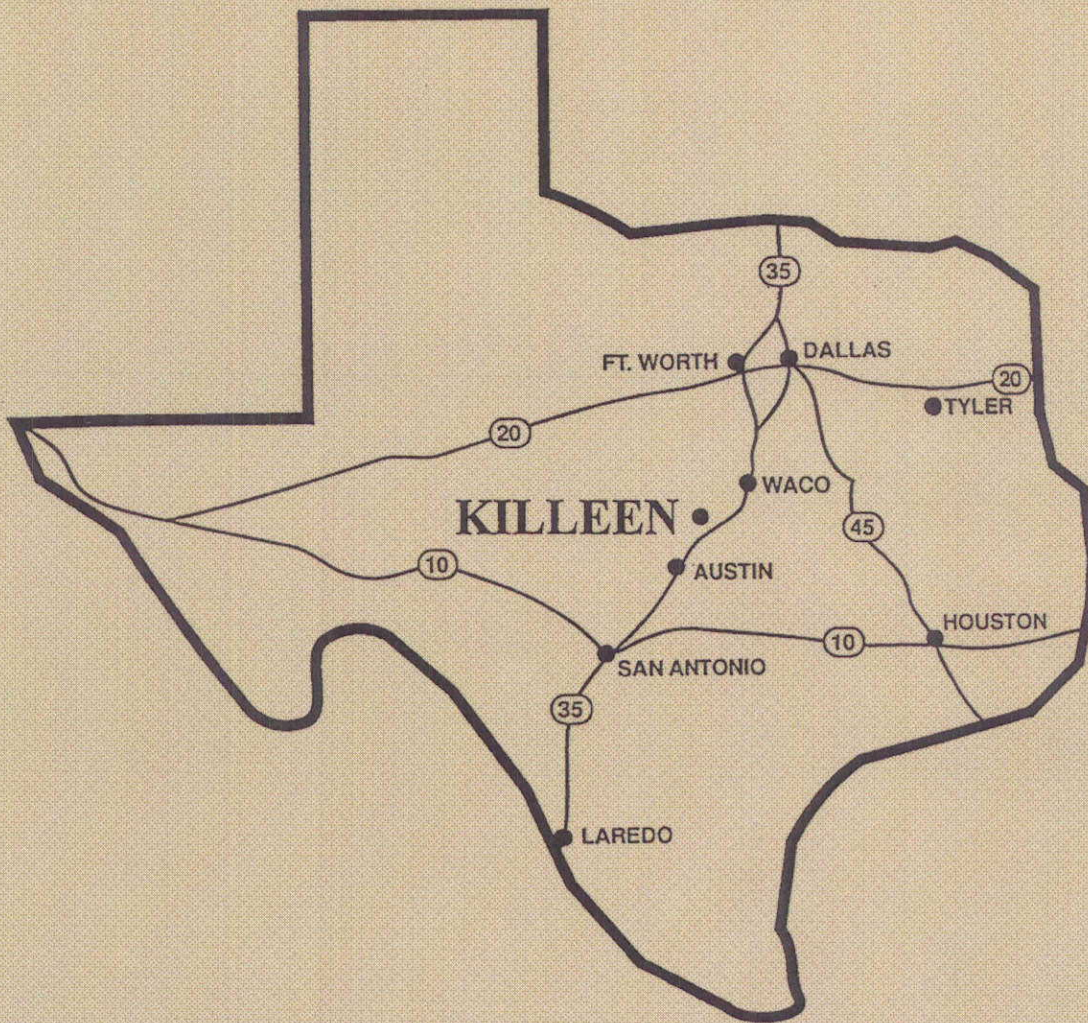
**Johnny Brooks**

Bailiff,  
Municipal Court

**January 2008**



# 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 53,000 soldiers and more than 12,000 civilians. Fort Hood's total economic impact is estimated at \$10.9 billion statewide.

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 38,957 in 2007-2008. 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), eleven middle schools (6-8), four high schools (9-12), and several 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 1<sup>st</sup>

<sup>1</sup>Number of employees 2008-09                      1,201

### <sup>1</sup>Major Services provided by the City of Killeen

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

<sup>2</sup> Tax Structure	2008-09
Property Tax	2.37319
City of Killeen	.6950
Public Schools-KISD	1.141190
Bell County	.3779
CTC	.1410
Road	.0295
Clear Water	.0040

### <sup>2</sup>2008 Property Tax Valuations

Total Assessed Value	\$4,790,206,005
Exempt Value	389,272,462
Total Taxable Value	\$ 4,400,933,543

### <sup>2</sup>Ten Largest Taxpayers 2008                      Taxable Value

Oncor Electric Delivery CO LLC	\$39,367,706
Central Telephone Co. of Texas	27,276,420
Wal-Mart Real Estate Business Trust	18,312,896
Killeen Mall LLC	16,975,285
Watercrest Place LP	13,889,636
Sallie Mae Inc.	12,766,527
TWE Advance/New House	11,591,350
HEB Grocery Company LP	10,816,431
Feiga/Sierra Creek LP	10,575,017
WLC Brookside Apartments LP	10,311,320

### <sup>1</sup>2007-08 Service Statistics

#### Airport:

Number of Airports	2
Number of Acres	289
Number of Airlines	3
Passengers Enplaning	196,349
Passengers Deplaning	195,383

#### Fire Protection:

Number of Stations	8
Fire Apparatus	17
Number of Hydrants	3,431
Number of Firemen	191
Number of Fire Runs	5,350
Number of Paramedic Runs	12,310
EMS Units	12

#### Libraries:

Number of Libraries	2
Number of Visitors	308,007
Number of Volumes	105,221
Circulation of Volumes	322,953
Library Cards in Force	26,969
Story Time Attendance	15,953
Public Computer Sessions	90,700

Source

<sup>1</sup> City of Killeen

<sup>2</sup> Bell County Tax Appraisal District

<sup>3</sup> US Census Bureau – 2006 American Community Survey

<sup>4</sup> Texas Workforce Commission

<sup>5</sup> 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
Senior Center	2

**Police Protection:**

Number of Facilities	4
Commissioned Police Officers	225
Number of Employees-Other	72

**Demographics**

**<sup>1</sup>Area of City (in square miles):**

2002	35.45
2003	35.50
2004	44.47
2005	45.09
2006	45.35
2007	45.41
2008	54.69

**<sup>1</sup>Population:**

2001	86,911
2002	91,000
2003	100,975
2004	103,210
2005	103,210
2006	103,210
2007	103,210
2008	112,434

**<sup>3</sup>Racial 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%

**<sup>3</sup>Gender Composition:**

Male	49.6%
Female	50.4%

**<sup>2</sup>Median Household Income:** \$ 47,411

**<sup>2</sup>Number of Households:** 37,541

**<sup>2</sup>Median Age of Population:** 29.23

**<sup>4</sup>Annual Unemployment Rates 2007:**

Killeen	5.0
Texas	4.3
United States	4.6

**<sup>1</sup>Public Works:**

Paved Streets	503 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	150 miles
Drainage Easements	250 acres
Signalized Intersections	87
Street Lights	3,941

**<sup>1</sup>City of Killeen Wastewater Systems:**

Sanitary Sewer Mains	511.86 mi.
Sewer Connections	36,520
Sewer Treatment Plant is Activated Sludge	
	Plant 1    Plant 2    Plant 3
Max Capacity	15 MGD    6 MGD    6MGD

**<sup>1</sup>City of Killeen Water System:**

Average Daily Consumption	13,356,000 gpd
Rated Daily Capacity	29,500,000 gpd
Water Mains	677.32 mi.
Water Connections	38,503
Max System Daily Capacity (Killeen)	29,500,000 gal
	80,000,000 WCID
Max Daily Use to Date (Killeen)	23,373,000 gal
Pressure on Mains	37-100 PSI Killeen
	45-175 PSI WCID
Storage Capacity	29,250,000 Killeen
	30,000,000 WCID
Size of Mains	6"-30" Killeen
	18"-54" WCID

Source

<sup>1</sup> City of Killeen

<sup>2</sup> Bell County Tax Appraisal District

<sup>3</sup> US Census Bureau – 2006 American Community Survey

<sup>4</sup> Texas Workforce Commission

<sup>5</sup> KilleenWorks.com



**<sup>5</sup>Top 10 Major Employers in Killeen Area:**

Fort Hood (Includes Soldiers and Civilians)	46,727
KISD	6,000
Central Texas College	1,360
Metroplex Hospital	1,300
First National Bank	1,000
Sallie Mae	966
City of Killeen	1,201
Killeen Mall	800
Wal-Mart	650
L-3 Communications	600

**<sup>5</sup>Elevation:** 827 feet above sea level

**<sup>5</sup>Average Temperature:** 69.7  
Monthly Avg High Temp 77.8  
Monthly Avg Low Temp 56.4

**<sup>5</sup>Average Annual Rainfall:** 34.2 inches/year

**<sup>5</sup>Average Annual Snowfall:** .9 inches/year

**<sup>5</sup>Area Universities/Colleges (name and location)**

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

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Source

<sup>1</sup> City of Killeen

<sup>2</sup> Bell County Tax Appraisal District

<sup>3</sup> US Census Bureau – 2006 American Community Survey

<sup>4</sup> Texas Workforce Commission

<sup>5</sup> KilleenWorks.com



CITY OF KILLEEN, TEXAS

# city manager's message

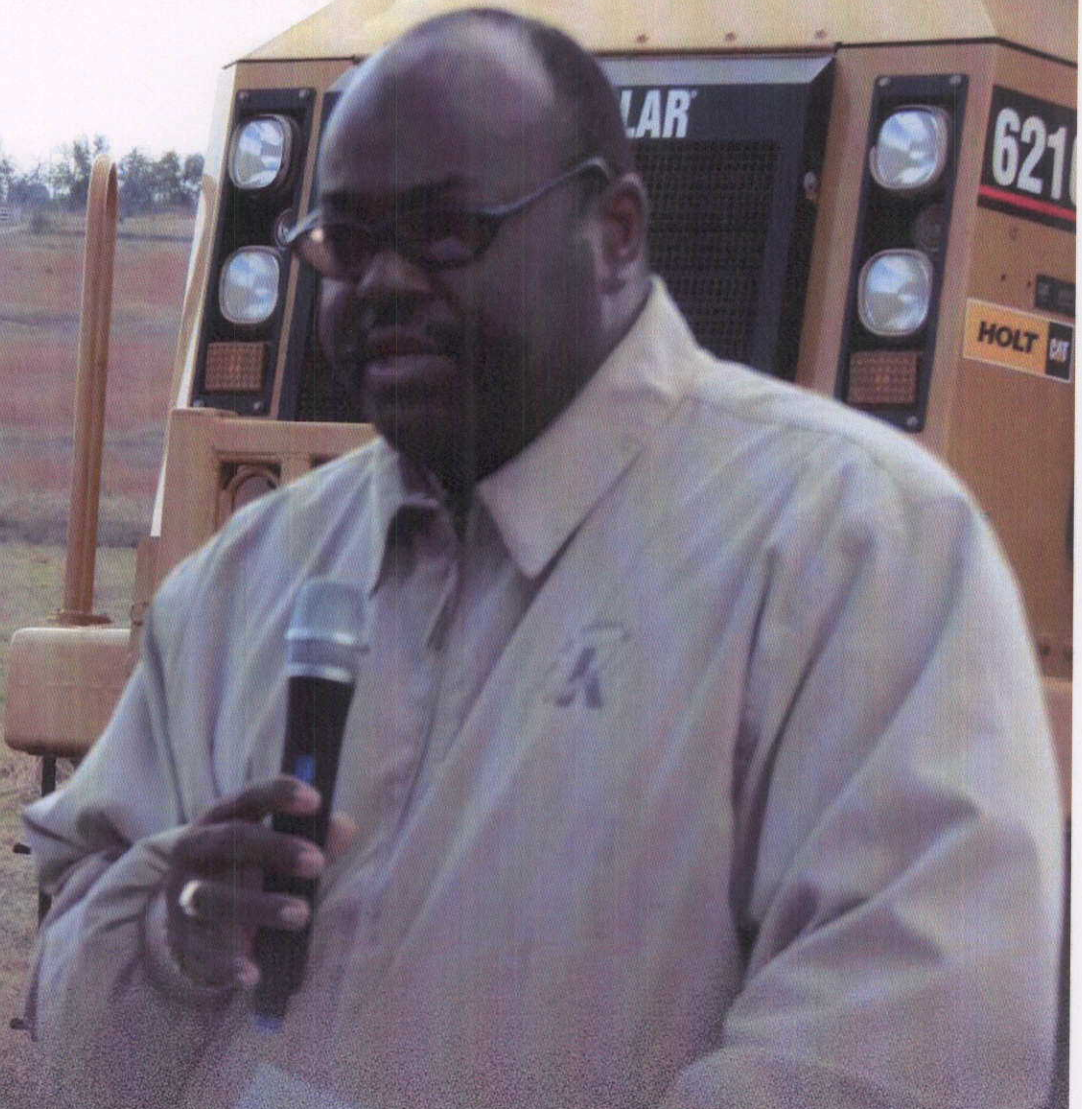


**FISCAL YEAR 2008-2009 ANNUAL BUDGET  
AND PLAN OF MUNICIPAL SERVICES**



CITY OF KILLEEN, TEXAS

# city manager's message



**FISCAL YEAR 2008-2009 ANNUAL BUDGET  
AND PLAN OF MUNICIPAL SERVICES**

September 9, 2008

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 2008-09 fiscal year, which begins October 1, 2008 and ends September 30, 2009. 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.

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 2008-09. The priorities addressed in the FY 2008-09 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 City of Killeen, Texas City Council voted in May 2007 to authorize development of a long-range strategic vision and plan. The year 2030 was chosen as the reference point for the future growth and development of the City. Development of this plan included input from citizens, elected leaders and staff; including a wide cross-section of ideas and opinions.

City of Killeen Mission: To ensure an exceptional quality of life and long-term success for Killeen.

Our Vision for Killeen in 2030: The success center of Central Texas.

- A community for:
- Family and Leisure Lifestyle
  - Business and Job Opportunities
  - Quality Neighborhoods with a Wide Range of Housing
  - A Full Range of Educational Opportunities and Medical Services

The new strategic plan is a planning guide to assist in decision making and setting priorities for developing a comprehensive strategic vision for Killeen in the year 2030. The plan has twelve strategic goals:

- 1) Quality Community Development and Revitalization
  - a. Maintain a balance of affordable and higher-end housing
  - b. Complete downtown redevelopment
  - c. Revitalize residential neighborhoods in older sections of city
  - d. Promote compliance with quality housing standards and codes
  - e. Maintain up-to-date land use and annexation plans that are targeted to achieve the vision for Killeen
- 2) Preserving, Enhancing, and Leveraging Partnership with Fort Hood
  - a. Enhance the working relationship with Fort Hood as the model for military – civilian partnership
  - b. Ensure that Fort Hood retains and expands its leadership position in the US armed forces
  - c. Work in partnership with Fort Hood to enhance economic development opportunities
  - d. Work in partnership with Fort Hood to enhance cultural, quality of life, and medical services
  - e. Prevent encroachment into the training space required at Fort Hood
- 3) Safety and Security
  - a. Provide effective and efficient police, fire and EMS to achieve lower response time and a lower crime rate
  - b. Maintain state-of-the-art public safety communications
  - c. Engage community in public safety programs and initiatives
  - d. Stay up with technology to improve effectiveness and efficiency of services
  - e. Maintain / Improve the city’s ability to respond to all large scale emergencies
  - f. Maintain state-of-the-art public safety and courts facilities
- 4) Financial Stability
  - a. Maintain a stable tax rate and predictable income stream
  - b. Maintain cash reserve policies
  - c. Maintain long-range financial plans and update them annually
- 5) Improved Efficient and Effective Transportation System
  - a. Continue to address congestion and street conditions as related to local traffic flow
  - b. Expand air service to the area
  - c. Address connectivity to I-35
  - d. Support enhancements to a public transportation system to improve mobility
- 6) Preserve and Promote a Positive City Image
  - a. Enhance public information initiatives
  - b. Maintain quality public facilities
  - c. Increase the ability of citizens and visitors to navigate in the city
  - d. Increase customer service levels to external customers
  - e. Increase customer service levels to internal customers
- 7) Foster a Sense of Community and Provide an Exceptional Quality of Life
  - a. Encourage community involvement in volunteer activities that strengthen the city
  - b. Expand parks and recreation programs to meet the needs of a growing population

- c. Make Killeen's diversity a strength in promoting activities for individuals and families
  - d. Promote health and social service programs to meet the needs of a diverse population
  - e. Increase cultural arts and library programs
- 8) Targeted Economic Development
- a. Promote diversity in economic development
  - b. Revitalize downtown as an economic development center for the city
  - c. Expand economic opportunities for the airport
  - d. Fully utilize the Killeen Civic & Conference Center as a tool to draw meetings, events and visitors
  - e. Establish Killeen as a partner to provide premier medical services in the region
  - f. Establish Killeen as a host to the defense industry with a significant presence from companies that serve the military
- 9) Quality Educational Opportunities
- a. Support Killeen ISD in becoming a great learning organization where each student every day engages in interesting, challenging, and satisfying experiences that result in profound learning
  - b. Promote the opening of Texas A&M University – Central Texas and establish it as a preeminent university for research
  - c. Support Central Texas College as a valued resource for training a highly qualified labor force
- 10) Sound Infrastructure
- a. Update a master plan for Solid Waste every 5 years
  - b. Create and update master plans for water, sewer, and street maintenance
  - c. Develop sustainable solutions to drainage problems
  - d. Require proper engineering and planning for infrastructure in new development
  - e. Complete current 3-year planning cycle and bond plan
  - f. Preserve Killeen's access to water supplies
- 11) Recruiting and Maintaining a Talented and Committed Workforce for the City Of Killeen
- a. Sustain a working environment that attracts and retains highly qualified and motivated people who appreciate the opportunity to do exciting work
  - b. Maintain a competitive salary and benefits program
  - c. Establish a reputation as the city that grows future leaders in municipal government
  - d. Promote a sense of urgency in the delivery of services
  - e. Maintain a commitment to ethics, integrity, and diversity in the delivery of services
- 12) Local and Central Texas Regional Leadership
- a. Promote Killeen's involvement and leadership on committees setting direction for the region
  - b. Build relationships that influence decisions in areas where we have an interest
  - c. Maintain leadership role on legislative issues at the state and federal levels

## OPERATING BUDGET

The expenditure budget for the City's operating funds is \$129,490,620. Total expenditures for all funds in the FY 2008-09 budget are anticipated to be \$239,711,904. The budget does not include any tax rate or utility rate increases. Several new programs and services 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 fourteen (14) patrol officers, one (1) identity theft officer, two (2) detectives for CID, one (1) Lieutenant, and one (1) Human Resource Manager.

3) A total of six (7) positions have been added to the Fire Department budget, consisting of three (3) Fire Captains, one (1) Lieutenant for the training academy, one (1) finance manager, and two (2) temporary clerks will be upgraded to full time clerk status.

4) Emergency Management/Homeland Security includes the Ready Killeen Program, a public education program that will provide citizens with materials and information in order for them to be ready for all emergencies, and Web EOC, a crisis management software system to manage all activities associated with emergency management.

5) The Stagecoach Annexation Agreement requires three (3) new positions; one (1) Building Inspector, one (1) Code Enforcement Officer, and one (1) Animal Control Officer. These positions have been funded in the budget.

6) Funding for streets includes a street service worker pavement marking crew totaling \$162,752 to allow the department to maintain existing pavement markings to an acceptable level.

7) Another priority is to maintain adequate and fair pay for all City employees. Previous budgets have included a cost of living adjustment (COLA) for all civil and non-civil service employees. This budget as presented does not include a COLA. However, this fiscal year will include twenty-seven pay periods instead of the normal twenty-six bi-weekly pay periods. This occurs every eleven years for entities that process payroll every two weeks.

8) In the Solid Waste Division, to comply with TCEQ, additional staff members includes one (1) specialist and one (1) principal secretary in the residential division; one (1) senior secretary in transfer station division; and one (1) accounting division. Three (3) mowing service workers have also been added.

9) This budget continues to facilitate the right-of-way mowing/maintenance program with the addition of three (3) mowing service workers.

10) Due to the rising costs of solid waste disposal, an additional \$690,000 was added to the budget for disposal.

11) Major programs funded in the Water and Sewer Fund include one (1) code enforcement officer for a water enforcement program, two (2) Inflow / Infiltration operator / apprentice positions needed to meet the demand of infrastructure in new subdivisions, aging lines, and maintaining hydrants for fire protection.

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. Funding for the Killeen Chamber of Commerce (GKCC) and the Killeen Economic Development Corporation (KEDC) in FY 2008-09 is \$1,498,020. An Economic Development Coordinator has been added to increase the dedicated staffing for Killeen economic development interest. This position will be an addition to the current staffing of the Killeen Economic Development Corporation.

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

### GENERAL FUND

The recommended General Fund expenditure budget is \$67,125,635. Revenues are budgeted at \$63,208,828. The expenditure budget represents an 11% increase over the FY 2007-08 expenditure budget of \$60,343,096. The increase in expenditures is due to providing additional resources to address the significant priorities for the FY 2008-09 budget.

The budget proposes the following significant new programs and services in the General Fund for FY 2008-09:

- Emergency Management Ready Killeen Program - \$15,000 and Web EOC - \$9,500 {Strategic Goal 3}
- Municipal Court Senior Collections Clerk - \$33,710. {Strategic Goal 11}
- Convert Part-time Accounting Clerk to Full-Time - \$12,360. {Strategic Goal 11}
- Human Resources – Employee Training and Development Coordinator- \$51,533 {Strategic Goal 11}
- Permits and Inspections – Building Inspector – Annex Agreement (Funded for Nine Months) - \$40,713. {Strategic Goal 11}
- Incentive Pay for Code Enforcement Officers - \$8,872. {Strategic Goal 11}
- Information Technology Computer Technician - \$44,208. {Strategic Goal 11}
- Code Enforcement – Code Enforcement Officer – Annex Agreement (Funded for Nine Months) - \$49,561. {Strategic Goal 11}
- Golf Course – Part time Shop Attendant - \$20,739. {Strategic Goal 7}
- Golf Course – Player Development Learning Center - \$99,840. {Strategic Goal 7}
- Golf Course – High Capacity Range Ball Machine - \$6,000, Synthetic Driving Range Mats - \$6,000, Architectural Design and Drafting Services - \$5,000. {Strategic Goal 7}
- Golf Course Food and Beverage– Temporary Food Service Worker - \$11,839. {Strategic Goal 7}
- Parks Lease Program for Equipment - \$29,407. {Strategic Goal 7}
- Recreation Open Air Cinema - \$16,400. {Strategic Goal 7}
- Replacement Benches for Cemetery - \$6,610. {Strategic Goal 6}
- Monument Leveling at Cemetery - \$3,500. {Strategic Goal 6}



- Senior Center Program Expansion (Aerobics, Stained Glass, Water Color and Tai Chai - \$10,260. {Strategic Goal 7}
- Home Program Cash Match - \$56,499. {Strategic Goal 6}
- Street Service Worker Pavement Marking Crew - \$162,752. {Strategic Goal 5}
- Planning – Additional Training - \$11,600. {Strategic Goal 11}
- 18 Police Officer positions including: 6 Patrol Officers, 1 CID Identity Theft Officer, 2 CID Persons Detectives, 8 Patrol Officers, 1 Lieutenant - \$947,579. {Strategic Goal 3}
- Police Human Resources Manager - \$83,249. {Strategic Goal 3}
- Animal Control Officer - \$65,022. {Strategic Goal 3}
- Animal Control Attendant - \$29,676. {Strategic Goal 3}
- Animal Control - Professional Vet Car Services - \$15,000. {Strategic Goal 3}
- Animal Control – Equipment - \$10,000 and a Cage - \$4,200. {Strategic Goal 3}
- Fire Paramedic School Tuition for 30 Students - \$95,430. {Strategic Goal 3}
- Fire Department Swift Water Rescue Program - \$70,000. {Strategic Goal 3}
- Upgrade two (2) Fire Department part-time clerks to full-time - \$19,578. {Strategic Goal 11}
- Fire Department Finance Manager - \$42,491. {Strategic Goal 11}
- Fire Lieutenant for Training Academy - \$83,747. {Strategic Goal 3}
- 36 Air cards for Fire Mobile Data Terminals - \$28,440. {Strategic Goal 3}
- Thermal Imaging Cameras for Fire Engines - \$55,306. {Strategic Goal 3}
- Mobile Light Tower for Fire Department - \$15,000. {Strategic Goal 3}
- 3 Fire Captains for Battalion (Funded for ½ Year) - \$224,810. {Strategic Goal 3}
- Bone-Mic Communication System - \$64,000. {Strategic Goal 3}
- Certification for Performance Management for city employees - \$15,000. {Strategic Goal 11}
- Grant to Boys and Girls Club of Central Texas for after school programs - \$80,000. {Strategic Goal 7}
- Economic Development Coordinator - Funding for EDC staff - \$69,220 {Strategic Goal 8}
- Internet Open Records Software - \$15,000. {Strategic Goal 11}
- Various Fleet Replacement - \$191,965
- Various other New Program and Services Requests - \$52,219.

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 for the funding of the 27<sup>th</sup> pay period as well as merit raises for non-civil service employees and step raises for civil service employees.

The budget provides funding for eighteen 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 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 sworn officers per thousand population. The additional eighteen positions will bring the department staffing authorization to 242 officers, or 2.34 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 during the 2007-08 fiscal year 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 are completed. The City is currently planning the Family Aquatics Center which is scheduled to open in May 2009.

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 Phase III of the 2002 General Obligation Bond program. Phase III of the general obligation bond program began in FY 2007-08 to fund the additional capital improvement projects for public safety. These projects include the new police headquarters facility, Fire Station No. 8 and renovation of the Animal Control building. Ground breaking for the police headquarters occurred in the spring of 2008. Fire station No. 8 construction has already started and should be completed in October 2008. Construction of Fire station No. 1 is scheduled to begin during the 2008-09 fiscal year.

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. The Tax Appraisal District of Bell County indicates a taxable assessed valuation of \$4,400,933,543. This valuation represents a 10.7% increase over the prior year's certified taxable valuation of \$3,975,215,370. At this time, the tax rolls are incomplete and the District has not provided the City with the certified property tax roll. The effective tax rate, which is the tax rate that will generate the same amount of ad valorem tax revenue as the prior year, excluding new property additions, cannot be calculated until the District provides the certified tax roll. That information is expected to be received from the District in late July. Accordingly, the effective rate and the rollback rate will be presented to the City Council in early August. Revisions may be made to the budget, if necessary, based on the final taxable valuations received from the District.

Projected sales tax revenues for FY 2007-09 are projected to exceed the prior year by 2.3%. Sales tax revenues are budgeted for FY 2008-09 at \$19,337,000. This represents a slight decrease over the estimated revenues for FY 2007-08 as a result of various businesses moving from Killeen to neighboring communities.

In preparing this budget the budgeted ending fund balance in the General Fund will decrease over the amount in the previous year's budget by \$720,400. This represents a 5% decrease in the budgeted ending fund balance over FY 2007-08. This decrease is due to the occurrence of the 27<sup>th</sup> pay period and reduced revenue due to business relocation. 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 utility services to approximately 38,500 residential and commercial customers. Treated surface water from Lake Belton is purchased from Bell County Water Control and Improvement District #1 (WCID #1). The City's potable water distribution network is comprised of approximately 577 miles of water mains, which is distributed through seven pump stations, nine elevated storage tanks, and four ground storage tanks. Total storage capacity is 19.65 million gallons. The City's distribution system has the potential capacity to deliver 34.3 million gallons per day (MGD) of potable water. Current peak water demand is about 22 MGD, with an average daily water usage of 12.2 MGD.

Wastewater generated by the City of Killeen is treated by the Bell County WCID #1, which operates three wastewater treatment plants. The capacities of these plants are 15 MGD and 6 MGD at the 38th Street Facility, and 6 MGD at the Trimmier Creek Facility (South Plant). The capacity allocated to the City of Killeen is 7.5 MGD in Plant #1, 6 MGD in Plant #2, and 6 MGD in Plant #3, for a total available capacity of 19.5 MGD. The City's sanitary sewer collection network is comprised of approximately 508 miles of sanitary sewer water mains, and includes 14 lift stations.

The City has implemented numerous capital improvement programs necessary to provide infrastructure for the growing population served by the City, as well as provide rehabilitation services for selected existing assets. 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 City's Water and Wastewater Master Plan was recently updated to identify and prioritize additional capital improvement projects necessary to continue the provision of safe, clean drinking water and sound wastewater conveyance for our citizens. The updated Water and Wastewater Master Plan was approved by the City Council on July 10, 2007. The FY 2007-08 budget included the issuance of an additional \$22 million in Water and Sewer Revenue Bonds to be repaid from the revenues of the Water and Sewer Utilities.

The budget for the Water and Sewer Operating Fund expenditures is \$31,684,679. This budget reflects a 6.4% decrease from the FY 2007-08 expenditure budget of \$33,859,016. The total new programs and services included in this budget are \$728,981.

The budget proposes the following significant new programs and services in the Water and Sewer Fund for FY 2008-09:

- Senior Utility Clerk- Utility Collections - (\$30,154),
- Utility Service Worker - Utility Collections - (\$60,071),
- Code Enforcement Officer – Utility Collections - (\$49,561),
- Inflow and Infiltration Crew – Sanitary Sewers - (\$64,823),
- Well and Pump Maintenance - Water and Sewer Operations (\$50,000),
- GIS Analyst – Information Technology - (\$61,595),

- Parking Lot for City Fleet - (\$150,000),
- Assistant Director of Public Works – (\$77,707),
- Various other new programs and services total - (\$185,070).

All of these new programs and services relate to Strategic Goal 10.

<b>SOLID WASTE FUND</b>
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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 landfill. 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 40,000 residential households, and over 1,600 commercial locations. The City adds, on average, 180+ 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. The City’s growth must be closely monitored to ensure adequate resources are available to continue the current level of services without interruption. Currently, for FY 07/08, the City is tracking towards an annual weight of approximately 100,000 tons. This is approximately a three (3) % decrease in weight from the previous year’s tonnage of 103,216. This is the first annual decrease in tonnage that has occurred in over fourteen (14) years, and is attributed to a slow down in construction.

The city’s fifteen (15) year contract with Allied Waste Services for the transport and disposal of solid waste terminates on October 8, 2008. Staff is currently negotiating separate contracts for transport and disposal. The Zeros Project, when fully operational, will significantly reduce these costs since the plant is planned to be adjacent to the new transfer station.

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 March 2007. The construction of the new Solid Waste Administration Building began in September 2007, and is scheduled to be completed in August 2008.

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, weeds and high grass abatement, trash and debris removal for major thoroughfares, and an herbicide program in the selected areas. 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 \$14,270,810. The budget reflects an increase of 7.8% from the FY 2007-08 budget of \$13,235,828. The total new programs and services included in this budget are \$1,224,874.

The budget proposes the following new programs and services in the Solid Waste Fund for FY 2008-2009:

- Residential Equipment Operator – Residential Services – (\$47,446),
- Solid Waste Specialist – Residential Services – (\$70,243),
- Principal Secretary – Residential Services – (\$35,645),
- Odor Control For New Transfer Station – (\$26,692),
- Senior Secretary – Transfer Station – (\$31,142),
- Building & Ground Service Worker – Transfer Station – (\$28,672),
- Mowing Service Workers – three (3) employees – (\$85,668),
- Accounting Division – (\$63,594),
- Solid Waste Disposal Costs – (\$690,000),
- Various other new programs and services total - (\$145,772).

Revenues for the Solid Waste Fund are budgeted at \$12,884,100 increase of 6% over the FY 2007-08 estimated revenues. The 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.

The budget for the Drainage Utility Fund expenditures is \$9,633,272. The budget reflects a slight decrease from the FY 2007-08 budget of \$10,481,932. The total new programs and services included in this budget are \$494,353.

The budget proposes the following new programs and services in the Drainage Utility Fund for FY 2008-2009:

- Drainage Service Workers – three (3) employees – (\$86,136),
- Drainage Crew – six (6) employees – (\$250,000),
- Three (3) Replacement Fleet – One Ton Crew Cab 4X4 – (\$130,935),
- Various other new programs and services total - (\$27,282).

#### **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 fifth year that full operating and maintenance expenses have been developed for both airports.

The budget for the Skylark Field Operating Fund is \$1,088,568. The budget for the Killeen-Fort Hood Regional Airport is \$3,561,005. Total operating expenditures budget for both aviation facilities is \$4,649,574.

New programs and services totaling \$58,795 have been included in the KFHRA fund budgets {Strategic Goal 5}. These new programs include charter operating expenses\* - (\$19,200), flat panel screens - (\$30,000) an incinerator - (\$2,795) and various computer hardware and software needs – (\$6,800).

Other new programs that have been included in the Aviation CIP fund budget include charter operating service equipment - (\$112,950), and engineering services at Skylark Field – (\$47,000).

The Killeen-Fort Hood Regional Airport (KFHRA) is currently completing two significant capital improvement projects that are 95% funded with FY 2006-07 and FY 2007-08 FAA Airport Improvement Program (AIP) grants respectively. These consist of a fuel farm expansion project and design for the future expansion of the terminal building.

## CAPITAL IMPROVEMENT PROGRAM

The budget does include funding to issue the final phase 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 was issued in the amount of \$17,665,000 in November 2007 for the Police Headquarters facility, Fire Station No. 8, and Animal Control improvements. Phase IV, in the amount of \$21 million in finalizing the 2002 Bond Proposition, for street improvements, community services and fire department is proposed for FY 08-09.

Proposed funding for Certificate of Obligations includes various heavy equipment for the Street Division totaling \$1,500,000, and Solid Waste Division totaling \$2,000,000; Family Aquatic Facility – \$1,500,000; Lions Park Hike & Bike Trail - \$1,500,000; Technology / AS400 Replacement – \$150,000; and Park Improvements - \$400,000.

## SPECIAL REVENUE FUNDS

Hotel occupancy tax receipts are budgeted at \$1,800,000, up 27.6% over the current year budget of \$1,410,000. The additional revenue is due to receiving the benefits of the newer hotels such as the Shilo Inn & Suites, Lone Starr Inn, and Hilton Garden Inn being opened for the entire year.

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 to zero; therefore, making the Conference Center self supporting this year.

## CONCLUSION

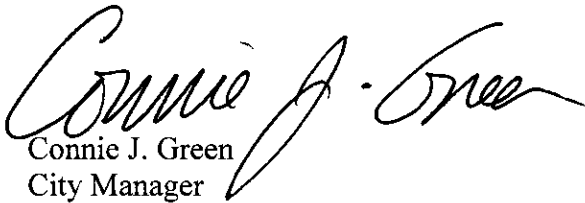
The budget does not fund all the requests made by City Staff. A total of \$5,685,838 in new program and service requests is included in the budget. I believe these programs represent the most critical new programs that will enhance services to our citizens, improve the quality of life in Killeen, and support the progress and development occurring in Killeen. Operating revenues budgeted in the City's major funds grew from \$105,544,046 to \$112,907,324 a 7% rate of growth (excluding FAA grants in the Aviation Funds). The budgeted operating expenditures in the City's major funds grew from \$115,076,006 to \$121,114,133 (excluding KFHRA and Skylark construction in the Aviation Funds and major drainage projects in the Drainage Utility Fund), an increase of 5.3%. The ending fund balance for the major operating funds is \$32,411,387. The City of Killeen continues to be in sound financial condition.

## ACKNOWLEDGEMENTS

This Annual Budget and Plan of Municipal Services for the 2008-09 fiscal year, which begins on October 1, 2008 and ends September 30, 2009 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 2008-09.

Respectfully submitted,

  
Connie J. Green  
City Manager



**2008 Best of the Web Awards**

2<sup>nd</sup> Place Award in the City Portal Category for [www.ci.killeen.tx.us](http://www.ci.killeen.tx.us)

**American Planning Association**

Certificate of Achievement for Planning Excellence - Awarded 2000-2008

**City County Communications and Marketing Association**

Award of Excellence for [www.ci.killeen.tx.us](http://www.ci.killeen.tx.us)

**Experience Works**

Certificate of Appreciation for outstanding support of older workers and for participation in the 07/08 Community Partnership Drive - Awarded April 2008

**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

**Texas Association of Convention and Visitors Bureaus Idea Fair**

Judge's Choice Video

Gold Award Convention Promotion

Gold Award Sports Promotion

Gold Award Web Site

Gold Award Video

Silver Award Cooperative Marketing

Silver Award Local Awareness

**Texas City Attorneys Association**

Certified City Attorneys Office - City of Killeen 1998-present

**Texas Fire Chiefs' Association**

Medal of Valor awarded to Fire Rescue Officer Phillip Dorskocil

**Texas Public Works Association**

Public Works Leader of the Year to Wayne McBride

**United Way of the Greater Fort Hood Area**

Triple Platinum Award for the City of Killeen 2007 Employee United Way Campaign



CITY OF KILLEEN, TEXAS

# budget summary



**FISCAL YEAR 2008-2009 ANNUAL BUDGET  
AND PLAN OF MUNICIPAL SERVICES**



CITY OF KILLEEN, TEXAS

# budget summary



**FISCAL YEAR 2008-2009 ANNUAL BUDGET  
AND PLAN OF MUNICIPAL SERVICES**



# City of Killeen

## 2008-09 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					
<b>CITY MANAGER</b>	City Manager					
	City Auditor & Compliance Office					
	Emergency Management & Homeland Security					
	Municipal Court					
<b>ASSISTANT CITY MANAGER</b>	Permits/Inspections					
	Code Enforcement					
<b>PIO</b>	Public Information					
<b>LEGAL</b>	City Attorney					
	City Secretary					
<b>FINANCE</b>	Finance		Fleet Services			
	Accounting		Utility Collections	Accounting		
	Purchasing					
	Building Services					
	Custodial Services			Custodial		
	Printing Services					
	EMS Billing					
	Community Development					
	Downtown Revitalization					
	Home Program					
<b>HUMAN RESOURCES</b>	Human Resources					
<b>INFORMATION TECHNOLOGY</b>	Information Technology	Information Technology	Information Technology			
<b>AVIATION</b>		Skylark Field KFHRA				
<b>COMMUNITY SERVICES</b>	Volunteer Services					Conference Center
	Parks					Convention and Visitor's Bureau
	Library					
	Golf Course					
	Golf Course					
	Food & Beverage					
	Community Center					
	Lions Club Park					
	Family Aquatics					
	Recreation					
	Athletics					
	Cemetery					
	Senior Citizens					
	Swimming Pools					
<b>PUBLIC WORKS</b>	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		
<b>POLICE</b>	Police					
	Animal Control					
<b>FIRE</b>	Fire					

# BUDGET SUMMARY

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## **INTRODUCTION**

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

The Annual Budget and Plan of Municipal Services is presented in fourteen sections. The Community Information tab is designed to enhance the budget as a communication document. This section is a compilation of information about Killeen and the surrounding community intended to inform the reader about our history, our government, our quality of life, and our economic status. The City Manager's Message highlights the City Council's goals and priorities for the fiscal year. The Budget Summary provides the reader with a broad overview of the budget process and a summary of the 2008-09 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 1.8% over the amount estimated to be collected for FY 2007-08 was budgeted as sales tax revenues for FY 2008-09.

*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 6.2% in the FY 2008-09 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. Solid Waste rates, Water and Sewer rates and Drainage Utility rates will be reviewed during the 2008-09 Fiscal Year to determine if rate increases should be adopted.

*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 2008-09 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 9, 2008. 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.

## **OPERATING TRANSFERS**

The city receives 8.5% 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

**CITY OF KILLEEN  
ADOPTED BUDGET SUMMARY  
ALL FUNDS, FY 2008-09**

	PROJECTED BEGINNING FUND BALANCE	* 2008-09 REVENUES	* 2008-09 EXPENDITURES	PROJECTED ENDING FUND BALANCE
<b>OPERATING FUNDS</b>				
GENERAL FUND	\$17,873,000	\$63,208,828	\$67,125,635	\$13,956,193
AVIATION FUND - KILLEEN-FORT HOOD REGIONAL AIRPORT	764,715	5,072,898	5,687,656	149,957
AVIATION FUND - SKYLARK FIELD	427,259	1,008,742	1,088,568	347,433
SOLID WASTE FUND	3,772,004	12,884,100	14,270,810	2,385,294
WATER & SEWER FUND	16,214,633	30,003,334	31,684,679	14,533,288
DRAINAGE UTILITY FUND	7,786,421	2,886,073	9,633,272	1,039,222
<b>SUBTOTAL OPERATING FUNDS</b>	<b>\$46,838,032</b>	<b>\$115,063,975</b>	<b>\$129,490,620</b>	<b>\$32,411,387</b>
<b>DEBT SERVICE FUNDS</b>				
TAX I&S 1996 C/O	\$111,207	\$212,432	\$316,900	\$6,739
G.O. REFUND BOND I&S 1999	579,657	1,269,500	1,420,275	428,882
TAX I&S 2001 C/O	125,422	403,000	450,085	78,337
TAX I&S 2002 C/O	84,891	232,000	268,625	48,266
TAX I&S 2003 C/O	131,478	496,000	486,638	140,840
TAX I&S 2004 C/O	196,175	560,000	644,173	112,002
2004 GO BONDS I&S	944,136	2,685,000	3,288,000	341,136
TAX I&S 2005 COMB TAX & REV C/O	379,804	1,075,000	1,174,960	279,844
TAX I&S 2006 GOB	57,042	761,000	708,291	109,751
TAX I&S 2007 GOB	531,599	425,000	761,677	194,922
TAX I&S 2007 C/O	592,327	1,060,000	1,356,654	295,673
TAX I&S 2008 GOB	-	1,185,000	996,819	188,181
TAX I&S 2008 C/O	-	425,000	324,834	100,166
TAX I&S 2007 CAPITAL LEASE	-	320,000	241,170	78,830
I&S HOTEL OCCUPANCY TAX	52,840	762,000	693,191	121,649
WATER & SEWER I&S 60A	11,394	-	-	11,394
WATER & SEWER I&S 1999	6,951	-	6,951	-
WATER & SEWER I&S 2001	325,311	715,029	712,029	328,311
WATER & SEWER I&S 2004	1,694,262	325,000	1,374,088	645,174
W&S REFUNDING I&S 2005	524,408	1,741,951	1,736,050	530,309
WATER & SEWER I&S 2007	1,308,134	1,225,000	1,794,194	738,940
<b>SUBTOTAL DEBT SERVICE FUNDS</b>	<b>\$7,657,038</b>	<b>\$15,877,912</b>	<b>\$18,755,604</b>	<b>\$4,779,346</b>
<b>SPECIAL REVENUE FUNDS</b>				
CABLESYSTEM IMPROVEMENTS	\$256,746	\$215,200	\$170,042	\$301,904
COMMUNITY DEVELOPMENT BLOCK GRANT	-	1,500,499	1,500,499	-
COMMUNITY DEVELOPMENT - HOME PROGRAM	43,919	1,582,586	1,582,586	43,919
HOTEL OCCUPANCY TAX	1,212,340	2,355,000	2,778,896	788,444
LAW ENFORCEMENT GRANT	5,189	81,417	81,067	5,539
STATE SEIZURE FUND	253,789	55,000	50,000	258,789
FEDERAL SEIZURE FUND	2,293	21,500	20,000	3,793
EMERGENCY MANAGEMENT FUND	10,753	500	11,253	-
LIBRARY MEMORIAL FUND	5,042	9,000	14,042	-
PARK IMPROVEMENTS FUND	12,149	-	12,149	-
COURT TECHNOLOGY FUND	189,953	165,000	-	354,953
COURT SECURITY FEE FUND	24,925	50,000	62,500	12,425
COURT JUVENILE CASE MANAGER FUND	91,399	78,000	32,451	136,948
PHOTO RED LIGHT ENFORCEMENT FUND	483,893	3,394,440	1,759,356	2,118,977
<b>SUBTOTAL SPECIAL REVENUE FUNDS</b>	<b>\$2,592,390</b>	<b>\$9,508,142</b>	<b>\$8,074,841</b>	<b>\$4,025,691</b>
<b>CAPITAL PROJECTS FUNDS</b>				
1995 GENERAL OBLIGATION BONDS	\$56,610	\$1,000	\$0	\$57,610
2001 C/O CONSTRUCTION FUND	657,922	15,000	672,922	-
2003 C/O CONSTRUCTION FUND	2,129,811	85,000	2,214,811	-
2004 C/O CONSTRUCTION FUND	9,363	-	9,363	-
2004 GENERAL OBLIGATION BONDS	4,496,307	75,000	4,571,307	-
2005 C/O CONSTRUCTION FUND	5,329,399	75,000	3,853,229	1,551,170
2006 GENERAL OBLIGATION BONDS	78,130	-	78,130	-
2007 COMB G/O & C/O BONDS	28,492,012	500,000	28,180,460	811,552
2008 GENERAL OBLIGATION BONDS	-	21,200,000	21,000,000	200,000
2008 C/O CONSTRUCTION FUND	-	7,050,000	7,000,000	50,000
1999 WATER & SEWER BOND	7,199	90	-	7,289
2001 WATER & SEWER BOND	871,479	5,000	295,300	581,179
2004 WATER & SEWER BOND	2,577,203	75,000	1,485,572	1,166,631
2007 WATER & SEWER BOND	13,659,054	80,000	13,103,017	636,037
2005 SOLID WASTE CONSTRUCTION FUND	10,925	-	-	10,925
PASSENGER FACILITY CHARGE FUND	118,309	849,263	849,263	118,309
SPECIAL EVENTS CENTER	77,465	2,000	77,465	2,000
<b>SUBTOTAL CAPITAL PROJECTS FUNDS</b>	<b>\$58,571,188</b>	<b>\$30,012,353</b>	<b>\$83,390,839</b>	<b>\$5,192,702</b>
<b>TOTAL ALL FUNDS</b>	<b>\$115,658,648</b>	<b>\$170,462,382</b>	<b>\$239,711,904</b>	<b>\$46,409,126</b>

\*INCLUDES TRANSFERS

**CITY OF KILLEEN**  
**ADOPTED BUDGET SUMMARY**  
**ALL FUNDS, FY 2008-09**

	PROJECTED	* 2008-09	* 2008-09	PROJECTED
	BEGINNING FUND			ENDING FUND
	BALANCE	REVENUES	EXPENDITURES	BALANCE
<b>OPERATING FUNDS</b>				
GENERAL FUND	\$17,873,000	\$63,208,828	\$67,125,635	\$13,956,193
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TAX I&S 2006 GOB	57,042	761,000	708,291	109,751
TAX I&S 2007 GOB	531,599	425,000	761,677	194,922
TAX I&S 2007 C/O	592,327	1,060,000	1,356,654	295,673
TAX I&S 2008 GOB	-	1,185,000	996,819	188,181
TAX I&S 2008 C/O	-	425,000	324,834	100,166
TAX I&S 2007 CAPITAL LEASE	-	320,000	241,170	78,830
I&S HOTEL OCCUPANCY TAX	52,840	762,000	693,191	121,649
WATER & SEWER I&S 60A	11,394	-	-	11,394
WATER & SEWER I&S 1999	6,951	-	6,951	-
WATER & SEWER I&S 2001	325,311	715,029	712,029	328,311
WATER & SEWER I&S 2004	1,694,262	325,000	1,374,088	645,174
W&S REFUNDING I&S 2005	524,408	1,741,951	1,736,050	530,309
WATER & SEWER I&S 2007	1,308,134	1,225,000	1,794,194	738,940
<b>SUBTOTAL DEBT SERVICE FUNDS</b>	<b>\$7,657,038</b>	<b>\$15,877,912</b>	<b>\$18,755,604</b>	<b>\$4,779,346</b>
<b>SPECIAL REVENUE FUNDS</b>				
CABLESYSTEM IMPROVEMENTS	\$256,746	\$215,200	\$170,042	\$301,904
COMMUNITY DEVELOPMENT BLOCK GRANT	-	1,500,499	1,500,499	-
COMMUNITY DEVELOPMENT - HOME PROGRAM	43,919	1,582,586	1,582,586	43,919
HOTEL OCCUPANCY TAX	1,212,340	2,355,000	2,778,896	788,444
LAW ENFORCEMENT GRANT	5,189	81,417	81,067	5,539
STATE SEIZURE FUND	253,789	55,000	50,000	258,789
FEDERAL SEIZURE FUND	2,293	21,500	20,000	3,793
EMERGENCY MANAGEMENT FUND	10,753	500	11,253	-
LIBRARY MEMORIAL FUND	5,042	9,000	14,042	-
PARK IMPROVEMENTS FUND	12,149	-	12,149	-
COURT TECHNOLOGY FUND	189,953	165,000	-	354,953
COURT SECURITY FEE FUND	24,925	50,000	62,500	12,425
COURT JUVENILE CASE MANAGER FUND	91,399	78,000	32,451	136,948
PHOTO RED LIGHT ENFORCEMENT FUND	483,893	3,394,440	1,759,356	2,118,977
<b>SUBTOTAL SPECIAL REVENUE FUNDS</b>	<b>\$2,592,390</b>	<b>\$9,508,142</b>	<b>\$8,074,841</b>	<b>\$4,025,691</b>
<b>CAPITAL PROJECTS FUNDS</b>				
1995 GENERAL OBLIGATION BONDS	\$56,610	\$1,000	\$0	\$57,610
2001 C/O CONSTRUCTION FUND	657,922	15,000	672,922	-
2003 C/O CONSTRUCTION FUND	2,129,811	85,000	2,214,811	-
2004 C/O CONSTRUCTION FUND	9,363	-	9,363	-
2004 GENERAL OBLIGATION BONDS	4,496,307	75,000	4,571,307	-
2005 C/O CONSTRUCTION FUND	5,329,399	75,000	3,853,229	1,551,170
2006 GENERAL OBLIGATION BONDS	78,130	-	78,130	-
2007 COMB G/O & C/O BONDS	28,492,012	500,000	28,180,460	811,552
2008 GENERAL OBLIGATION BONDS	-	21,200,000	21,000,000	200,000
2008 C/O CONSTRUCTION FUND	-	7,050,000	7,000,000	50,000
1999WATER & SEWER BOND	7,199	90	-	7,289
2001 WATER & SEWER BOND	871,479	5,000	295,300	581,179
2004 WATER & SEWER BOND	2,577,203	75,000	1,485,572	1,166,631
2007 WATER & SEWER BOND	13,659,054	80,000	13,103,017	636,037
2005 SOLID WASTE CONSTRUCTION FUND	10,925	-	-	10,925
PASSENGER FACILITY CHARGE FUND	118,309	849,263	849,263	118,309
SPECIAL EVENTS CENTER	77,465	2,000	77,465	2,000
<b>SUBTOTAL CAPITAL PROJECTS FUNDS</b>	<b>\$58,571,188</b>	<b>\$30,012,353</b>	<b>\$83,390,839</b>	<b>\$5,192,702</b>
<b>TOTAL ALL FUNDS</b>	<b>\$115,658,648</b>	<b>\$170,462,382</b>	<b>\$239,711,904</b>	<b>\$46,409,126</b>

\*INCLUDES TRANSFERS

CITY OF KILLEEN  
 FY 2008-09 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	\$ 17,873,000	\$ 1,191,974	\$ 3,772,004	\$ 16,214,633	\$ 7,786,421	\$ 7,657,038	\$ 2,592,390	\$ 58,571,188	\$ 115,658,648
<b>Revenues</b>									
Property Taxes	\$ 21,405,568					\$ 8,591,000			\$ 29,996,568
Sales & Occupation Taxes	19,888,134						1,800,000		21,688,134
Franchise Fees	5,084,970						210,000		5,294,970
Charges for Services	6,692,041	3,857,849	12,644,000	28,522,334	2,706,073		501,500	839,263	55,763,060
Interest Income	1,600,000	64,000	240,000	900,000	180,000		67,550	1,173,090	4,472,572
Federal, State and Local Grants	682,259	2,156,651				247,932	3,176,153		6,015,063
Other Revenues	352,500	3,140	100	21,000			9,000		385,740
Fines and Penalties	2,099,319			560,000			3,687,440		6,346,759
Bond Proceeds								28,000,000	28,000,000
<b>Total Revenues</b>	\$ 57,804,791	\$ 6,081,640	\$ 12,884,100	\$ 30,003,334	\$ 2,886,073	\$ 8,838,932	\$ 9,451,643	\$ 30,012,353	\$ 157,962,866
Transfers from Other Funds	5,404,037					7,038,980	56,499		12,499,516
<b>Total Available Resources</b>	\$ 81,081,828	\$ 7,273,614	\$ 16,656,104	\$ 46,217,967	\$ 10,672,494	\$ 23,534,950	\$ 12,100,532	\$ 89,563,541	\$ 286,121,030
<b>Expenditures</b>									
Salaries	\$ 39,447,246	\$ 1,654,105	\$ 3,607,344	\$ 4,487,533	\$ 946,116		\$ 674,503		\$ 50,816,847
Supplies	3,621,999	147,873	834,610	699,677	118,491		80,154	78,130	5,580,934
Maintenance	1,832,367	197,898	69,283	638,413	326,610		132,175	324,000	3,520,746
Repairs	1,054,060	171,811	1,007,162	196,055	58,716		18,828		2,506,632
Support Services	7,878,288	868,737	396,358	2,464,019	130,130		691,201		12,426,733
Benefits	11,204,537	504,725	1,128,582	1,405,914	304,104		209,982		14,757,844
Designated Expenses	591,531	1,012,064	4,049,802	22,600	3,500		2,100,658	77,465	7,857,620
Capital Improvements	144,840	2,126,651		1,237,780	6,949,836		3,063,085	79,761,914	93,304,106
Capital Outlay	1,294,268	92,360	410,525	358,866	193,116		324,255	2,659,330	5,332,720
Sewer Payments				5,827,918					5,827,918
Water Payments				5,944,677					5,944,677
Debt Service					584,958	18,748,653			19,333,611
<b>Total Expenditures</b>	\$ 67,069,136	\$ 6,776,224	\$ 11,503,666	\$ 23,283,452	\$ 9,615,577	\$ 18,748,653	\$ 7,314,841	\$ 82,900,839	\$ 227,212,388
Transfers to Other Funds	56,499		2,767,144	8,401,227	17,695	6,951	760,000	490,000	12,499,516
<b>Ending Fund Balances</b>	\$ 13,956,193	\$ 497,390	\$ 2,385,294	\$ 14,533,288	\$ 1,039,222	\$ 4,779,346	\$ 4,025,691	\$ 5,192,702	\$ 46,409,126



ALLOCATION OF FY 2008-09 BUDGET BY OBJECT CLASS

OBJECT CLASS MATRIX OF FY 2008-09 OPERATING BUDGET

GENERAL FUND SERVICES	Salaries	Supplies	Maintenance	Repairs	Support Services	Benefits	Designated Expenses	Capital Improvements	Capital Outlay	Sewer Payments	Water Payments	Debt Service	TOTAL
City Council	11,242	2,050			58,500	871			329				72,663
City Manager	356,967	4,326			33,450	86,022							461,084
Emergency Mgmt/Homeland Security	77,024	19,885		1,500	17,040	18,935							134,384
City Auditor & Compliance Office	57,461	950			5,125	15,500							79,036
Municipal Court	653,199	30,163		7,200	20,235	235,024			1,895				953,716
Public Information Officer	101,280	7,515			14,850	30,001							153,626
Volunteer Services	107,136	2,676			7,000	32,709							149,521
City Attorney	544,283	5,545		200	67,503	135,923			18,100				771,554
City Secretary	67,593	1,100			2,985	17,640	14,183						103,501
Finance	472,957	6,798			51,194	119,889							650,838
Accounting	272,695	10,570			5,217	84,281							372,663
Purchasing	190,368	3,446		410	5,205	53,240		1,550					254,219
Building Services	112,982	8,912		2,050	8,050	35,979		32,900					200,873
Custodial Services	283,876	38,600		3,072	2,900	95,240							423,690
Printing Services	83,608	6,720		7,800	52,873	25,939	400						176,340
EKS Billings & Collections	130,584	10,948			5,705	44,251							191,488
Human Resources	514,259	65,672		1,000	82,398	147,500	13,000		2,250				846,079
Information Technology	663,979	5,246		500	91,786	169,097			2,575				952,965
Permits & Inspections	820,800	29,164		6,000	36,071	228,061			7,160				1,127,276
Code Enforcement	362,129	33,098		3,954	25,254	106,952	105,000		2,108				638,113
Library	925,937	80,276		1,400	69,420	272,061			136,135				1,485,229
Golf Course	683,152	171,197	31,500	27,000	219,061	199,838	162,700	129,840	1,500				1,850,288
Golf Course Food & Beverage	116,110	7,665			22,250	29,407	68,464						524,876
Community Center Operations	265,620	22,103			158,328	79,825							1,890,733
Parks	833,923	273,510	139,063	47,000	147,182	309,215	15,000	40,840	45,000				783,637
Lions Club Park Operations	360,797	67,400	10,500	1,000	264,253	111,114		16,400	337,577				396,366
Family Aquatics Center	184,568	47,000			32,663	33,316			459,014				347,447
Recreation	175,929	74,895			172,071	33,316			6,610				347,447
Athletics	104,163	149,434			32,663	33,316							347,447
Cemetery	224,656	26,794	5,860	9,279	9,290	64,958							346,489
Senior Citizens	173,692	35,533		1,471	84,745	51,048							140,869
Swimming Pools	77,966	36,470	4,900		15,010	6,513							277,390
Community Development	196,183	5,650		600	23,604	51,373							91,385
Downtown Revitalization	62,668	2,624			9,460	16,613							54,683
Home Program	34,236	1,980			7,680	10,567							229,311
Public Works	170,445	4,280		500	11,447	42,629							266,134
Engineering	149,109	10,831		4,000	83,974	38,220							819,351
Traffic	411,952	53,414	50,000	57,134	126,213	120,638							3,739,850
Streets	1,630,625	220,361	1,034,292	172,800	79,237	511,398			91,137				596,554
Planning	422,712	10,042			34,349	119,451							21,672,551
Police	15,491,357	1,012,279		345,365	674,843	4,364,367	(476,265)	260,495	260,495				557,396
Animal Control	298,965	62,805	2,500	2,225	51,208	98,388			53,705				15,256,640
Fire	10,463,117	868,621	2,500	222,500	562,213	2,914,933			222,756				6,232,800
Non-Departmental	39,447,246	3,621,999	1,832,367	1,054,060	7,934,787	11,204,537	704,039	144,840	345,003				67,125,635
Subtotal	1,534,634	113,164	165,348	145,988	779,817	465,702	278,992	2,126,651	77,360				5,687,666
AVIATION FUNDS	119,471	34,709	32,550	25,823	88,920	39,023	733,072	15,000	15,000				1,098,568
Killeen-Fort Hood Regional Airport	119,471	34,709	32,550	25,823	88,920	39,023	733,072	15,000	15,000				1,098,568
SkyMark Field	1,854,105	147,873	197,898	171,611	868,737	504,725	1,012,064	2,126,651	92,360				6,776,224
Subtotal	1,973,576	182,582	230,448	207,434	957,647	543,748	1,745,136	2,141,651	107,360				7,874,892
SOLID WASTE FUND	1,534,953	402,872	2,500	572,962	31,217	472,006			212,756				3,226,766
Residential Services	761,520	275,370	2,500	299,050	15,396	236,480	1,000		64,598				1,655,914
Commercial Services	228,524	16,291		8,350	10,960	64,055	400		54,290				382,570
Recycling Programs	463,953	59,457	21,458	48,300	146,069	148,088	3,920,902		26,692				4,831,819
Transfer Station Operations	548,820	69,797	5,800	59,500	8,035	186,486	2,500		40,470				921,408
Mowing Operations	21,556	1,948				8,110							31,614
Custodial Services	46,118	1,175			1,420	13,357			1,524				63,594
Accounting	3,607,344	634,610	39,525	24,000	2,950,705	125,000	125,000		10,195				3,157,125
Solid Waste Miscellaneous	901,417	102,872	4,400	20,300	64,900	274,166	(163,400)	150,000	58,881				1,393,536
Subtotal	1,093,777	272,737	4,400	14,150	27,540	366,434	5,000		46,174				1,815,812
WATER & SEWER FUND	527,209	56,304	143,738	42,000	31,097	177,158			83,975				1,448,261
Fleet Services	445,062	51,071	48,832	45,500	21,315	144,085			12,400				769,265
Utility Collections	790,129	146,454	241,500	36,000	892,036	251,599		386,760	1,000				2,396,918
Water and Sewer Contracts	506,926	21,469	6,105	379,729	139,165	30,957			20,957				1,074,341
Water Distribution	223,013	48,770	199,943	196,000	9,448,629	63,317	201,000	700,000	97,279				11,013,951
Sanitary Sewers	4,487,533	599,577	638,413	32,000	10,865,246	1,405,914	22,600	1,237,780	358,666				31,684,679
Water and Sewer Operations	946,116	118,491	326,610	59,716	147,625	304,104	3,500	6,949,636	193,116				9,633,272
Water and Sewer Engineering	674,503	158,284	456,175	18,828	1,948,152	209,982	2,178,123	82,844,999	2,983,585				18,748,653
Water and Sewer Miscellaneous	50,816,847	5,580,934	3,520,746	2,506,632	24,928,249	14,757,844	7,857,620	93,304,106	5,332,720				110,221,284
Subtotal	21,200	2,33%	1,47%	1,05%	10,40%	6,16%	3,28%	38,92%	2,22%	2,43%	2,48%	8,07%	100,00%
DRAINAGE UTILITY FUND													
OTHER FUNDS													
TOTAL FY 2008-09 BUDGET													
PROGRAM ALLOCATION													
PERCENT OF TOTAL 2008-09 BUDGET PROGRAM ALLOCATION													

**FY 2008-09 MAJOR FUNDS OPERATING BUDGET BY PROGRAM AREA**

<b>ALLOCATION OF FY 2008-09 BUDGET BY PROGRAM AREA - MAJOR FUNDS</b>	<b>PUBLIC WORKS</b>	<b>PUBLIC SAFETY</b>	<b>COMMUNITY SERVICES</b>	<b>ADMIN</b>	<b>AVIATION</b>	<b>TOTAL</b>
<b>GENERAL FUND</b>						
City Council				72,663		72,663
City Manager				481,094		481,094
Emergency Mgmt / Homeland Security				134,384		134,384
City Auditor & Compliance Officer				79,036		79,036
Municipal Court				953,716		953,716
Public Information Officer				153,626		153,626
Volunteer Services			149,521			149,521
City Attorney				771,554		771,554
City Secretary				103,501		103,501
Finance				650,838		650,838
Accounting				372,663		372,663
Purchasing				254,219		254,219
Building Services				200,873		200,873
Custodial Services				423,690		423,690
Printing Services				176,340		176,340
EMS Billings & Collections				191,498		191,498
Human Resources				846,079		846,079
Information Technology				952,995		952,995
Permits & Inspections			1,127,276			1,127,276
Code Enforcement			638,113			638,113
Library			1,485,229			1,485,229
Golf Course			1,630,288			1,630,288
Golf Course Food & Beverage			245,396			245,396
Community Center Operations			525,876			525,876
Parks			1,890,733			1,890,733
Lions Club Park Operations			783,637			783,637
Family Aquatics Center			395,366			395,366
Recreation			337,577			337,577
Athletics			459,014			459,014
Cemetery			347,447			347,447
Senior Center			346,489			346,489
Swimming Pools			140,859			140,859
Community Development			277,390			277,390
Downtown Revitalization			91,385			91,385
Home Program			54,683			54,683
Public Works	229,311					229,311
Engineering	286,134					286,134
Traffic	819,351					819,351
Streets	3,739,850					3,739,850
Planning	586,554					586,554
Police - Operations		21,672,551				21,672,551
Animal Control		557,396				557,396
Fire		15,256,640				15,256,640
Non-Departmental				6,232,800		6,232,800
<b>AVIATION FUNDS</b>						
Killeen-Fort Hood Regional Airport					5,687,656	5,687,656
Skylark Field					1,088,568	1,088,568
<b>SOLID WASTE FUND</b>						
Residential Services	3,226,766					3,226,766
Commercial Services	1,655,914					1,655,914
Recycling Programs	382,570					382,570
Transfer Station Operations	4,831,819					4,831,819
Mowing Operations	921,408					921,408
Custodial Services	31,614					31,614
Accounting	63,594					63,594
Solid Waste Miscellaneous	3,157,125					3,157,125
<b>WATER &amp; SEWER FUND</b>						
Fleet Services	1,393,536					1,393,536
Utility Collections	1,815,812					1,815,812
Water and Sewer Contracts	11,772,595					11,772,595
Water Distribution	1,448,261					1,448,261
Sanitary Sewers	769,265					769,265
Water and Sewer Operations	2,396,918					2,396,918
Water and Sewer Engineering	1,074,341					1,074,341
Water and Sewer Miscellaneous	11,013,951					11,013,951
<b>DRAINAGE UTILITY FUND</b>						
	9,633,272					9,633,272
<b>TOTAL FY 2008-09 BUDGET</b>						
<b>PROGRAM ALLOCATION</b>	<b>61,249,961</b>	<b>37,486,587</b>	<b>10,926,279</b>	<b>13,051,569</b>	<b>6,776,224</b>	<b>129,490,620</b>
<b>PERCENT OF TOTAL 2008-09</b>						
<b>BUDGET PROGRAM ALLOCATION</b>	<b>47.30%</b>	<b>28.95%</b>	<b>8.44%</b>	<b>10.08%</b>	<b>5.23%</b>	<b>100.00%</b>

**GENERAL FUND REVENUES ANALYSIS**

Total General Fund Resources are \$81,081,828. Revenues budgeted for FY 2008-09 represent an increase of 9.3% over the estimated revenues for FY 2007-08 and a 41.4% increase over the 2004-05 actual revenues. The following is a summary of the City's major revenue categories and their revenue assumptions for FY 2008-09.

REVENUE CATEGORY	ACTUAL 2004-05	ACTUAL 2005-06	ACTUAL 2006-07	ESTIMATED 2007-08	ADOPTED 2008-09	% OF TOTAL ADOPTED
Beginning Fund Balance	\$ 14,403,342	\$ 16,939,235	\$ 19,282,890	\$ 19,274,182	\$ 17,873,000	22.0%
Prior Year Adjustments	\$ 634,993	\$ 146,200				
Property Taxes	\$ 13,871,054	\$ 14,933,026	\$ 16,423,981	\$ 17,925,105	\$ 21,405,568	26.4%
Sales and Occupancy Taxes	16,583,848	17,622,264	19,020,957	19,530,338	19,888,134	24.5%
Franchise Taxes	4,231,604	4,739,736	4,960,867	4,788,520	5,084,970	6.3%
Misc. Revenues	2,369,164	2,741,525	3,080,123	3,294,200	3,500,050	4.3%
Permits and Licenses	1,182,876	1,640,481	1,257,833	1,332,580	1,338,580	1.7%
Court Fines & Fees	1,244,649	1,551,798	1,735,530	1,838,999	2,099,319	2.6%
Recreation Revenues	193,103	219,383	233,268	319,128	969,225	1.2%
Interest Earned	598,318	1,269,810	1,584,375	1,500,000	1,600,000	2.0%
Golf Course Revenues	-	-	1,084,481	1,228,161	1,236,686	1.5%
Intergovernmental	383,359	477,550	2,912,567	932,291	682,259	0.8%
Transfers-In	4,059,893	4,495,868	4,813,454	5,160,124	5,404,037	6.7%
<b>TOTAL RESOURCES</b>	<b>\$ 59,756,203</b>	<b>\$ 66,776,876</b>	<b>\$ 76,390,326</b>	<b>\$ 77,123,628</b>	<b>\$ 81,081,828</b>	<b>100.0%</b>

\* Property Tax Revenues are increasing 19.4% over FY 2007-08. This is due to a 10.7% increase in the certified taxable assessed valuation. The increase is also attributable to new property additions and increases in appraised valuations. Also, a higher percentage of tax collections will be allocated to the General Fund due to the retirement of debt.

\* Revenues from Sales and Occupancy Taxes are budgeted to increase 1.8% over the FY 2007-08 estimated revenues, which is based on current economic conditions and a forecasted continued area retail growth. This percentage is slightly lower than previous years due to several major retailers leaving the city.

\* Franchise Tax Revenues for FY 2008-09 show an increase of 6.2% over the prior year. Growth assumptions for FY 2008-09 are moderate due to the FY 2007-08 actual receipts.

\* Courts Fines and Fees is budgeted to increase 14.2% which is based on current levels of revenue.

\* Interest Earned is increasing by 7% 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.

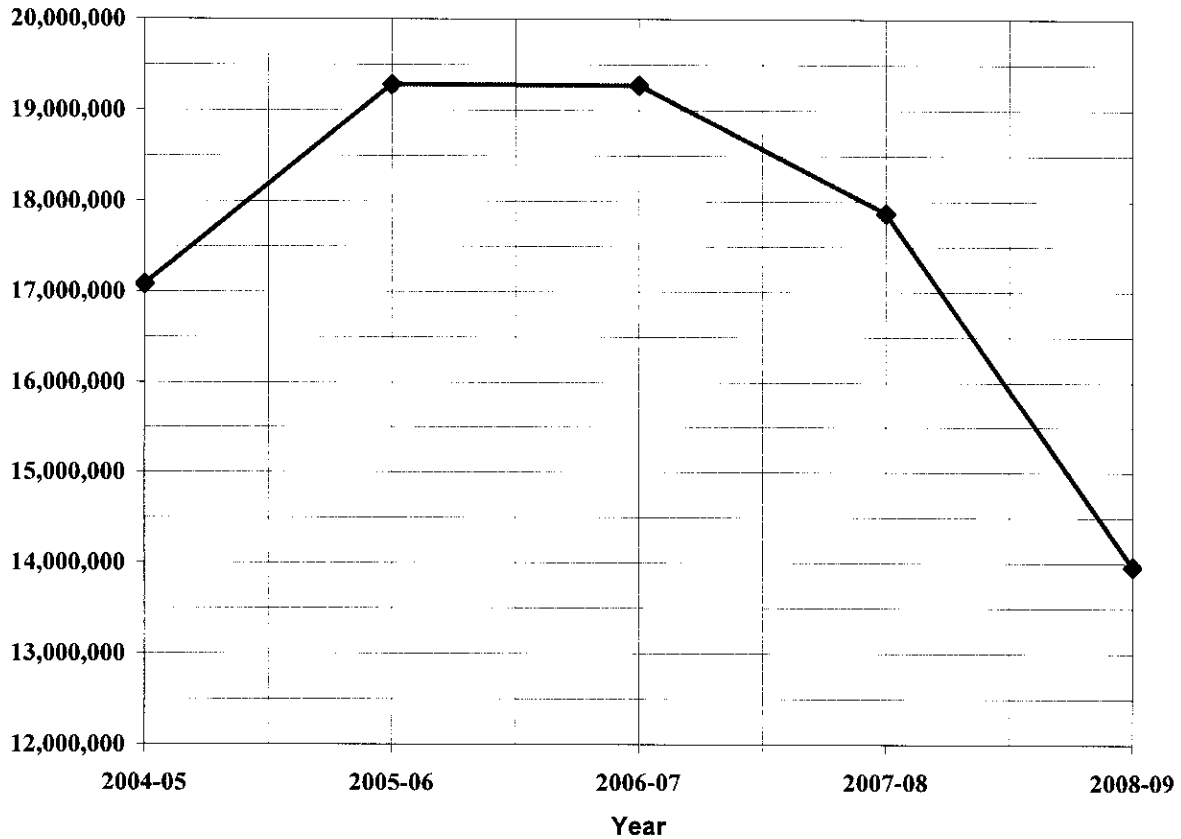
Note: FY 2007-08 represents estimated amounts. FY 2008-09 represents budgeted amounts.

**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 2008-09 the ending fund balance for the general fund is projected to be \$13,956,193.

# GENERAL FUND

Fund Balance - Five Years



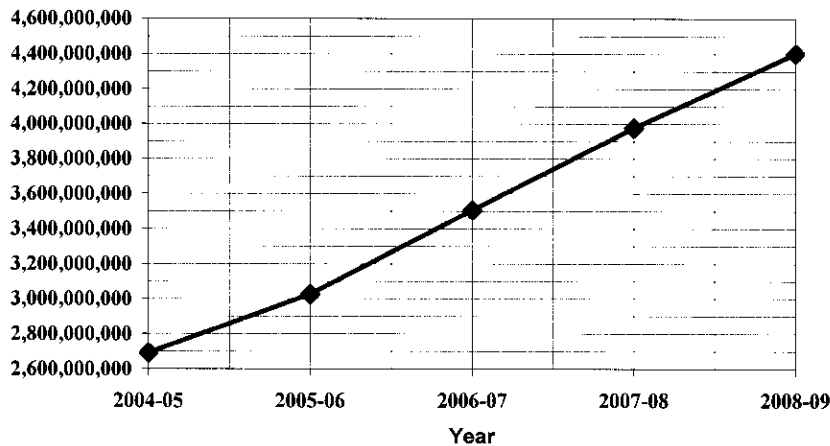
Note: FY 2007-08 represents estimated amounts. FY 2008-09 represents budgeted amounts.

## AD VALOREM TAXES

Ad Valorem Taxes represent 33.9% 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 2008-09 budget is \$4,400,933,543. This value represents an increase of \$425,351,995 or 10.7% over the previous years assessed valuation of \$3,504,499,234. The change in the tax base will generate \$2,956,196 in additional tax revenues. The tax rate for the FY 2008-09 budget is .6950 cents per \$100 of property assessed valuation. The tax rate is distributed .49281 cents, or 70.91%, to the General Fund and .20219 cents, or 29.09% to fund debt service.

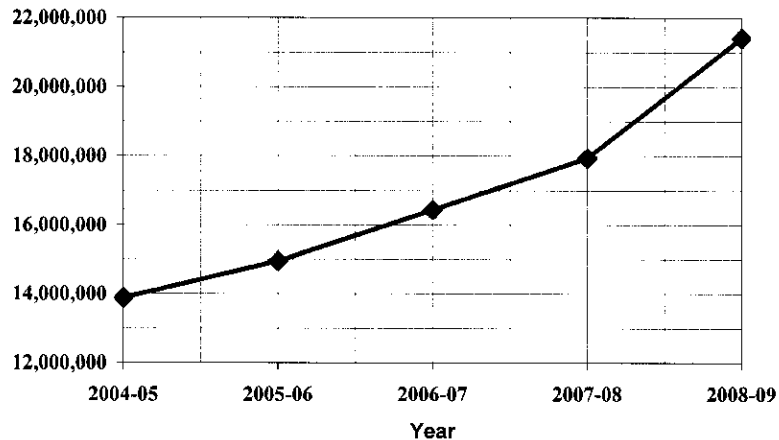
### **GENERAL FUND**

Assessed Property Value - Five Years



### **GENERAL FUND**

Ad Valorem Tax Revenues - Last 5 Years



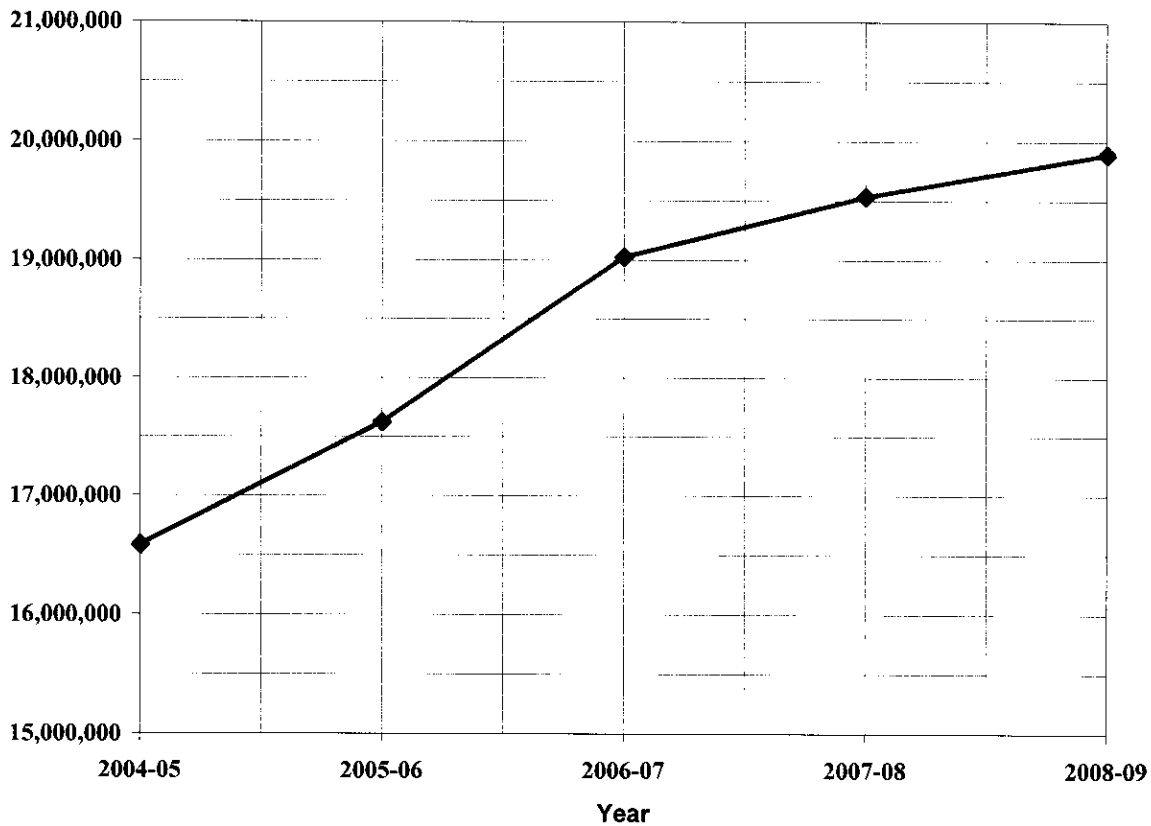
Note: FY 2007-08 represents estimated amounts. FY 2008-09 represents budgeted amounts.

## SALES AND OCCUPANCY TAXES

The city receives 31.5% 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 2008-09 is \$19,888,134. This is an increase of 1.8% over estimated revenues for FY 2007-08. The increase in revenues will be used for operating expenses.

# GENERAL FUND

## Sales Tax Revenue - Five Years



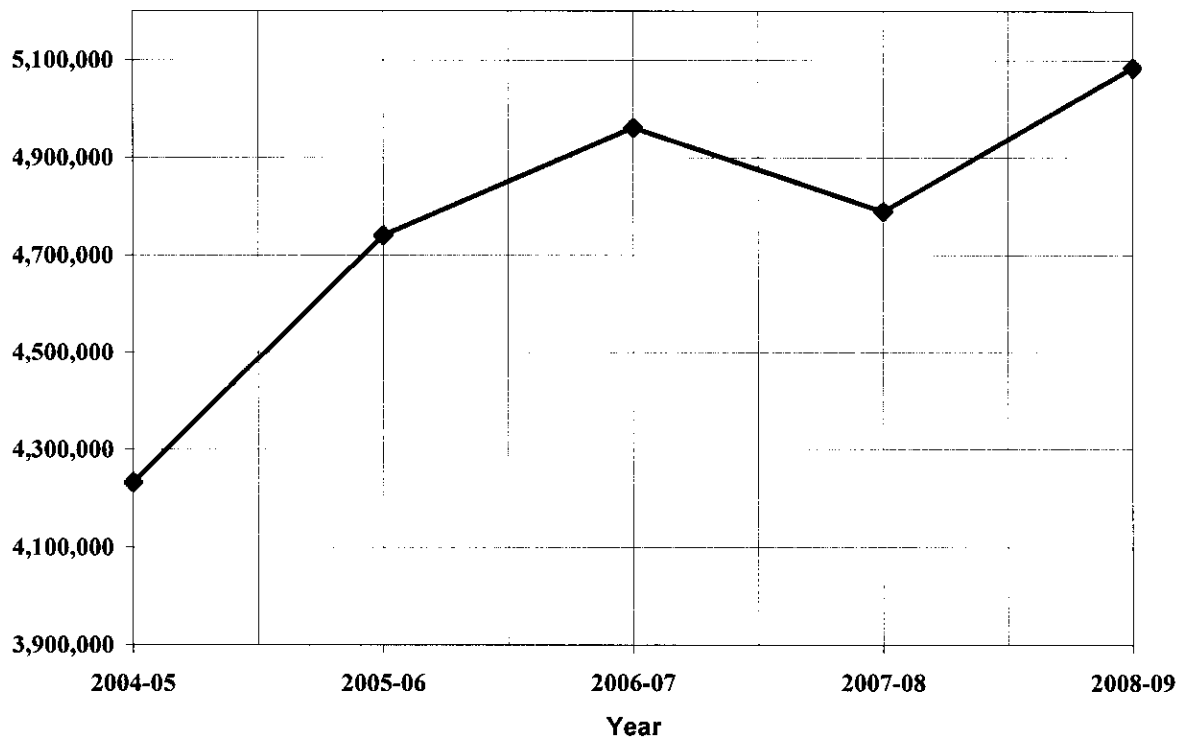
Note: FY 2007-08 represents estimated amounts. FY 2008-09 represents budgeted amounts.

## FRANCHISE TAXES

The city receives 8.% 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 2008-09 is \$5,084,970. This is an increase of \$296,450 or 6.2% over the amount estimated in FY 2007-08.

# GENERAL FUND

## Franchise Tax Revenue - Five Years



Note: FY 2007-08 represents estimated amounts. FY 2008-09 represents budgeted amounts.

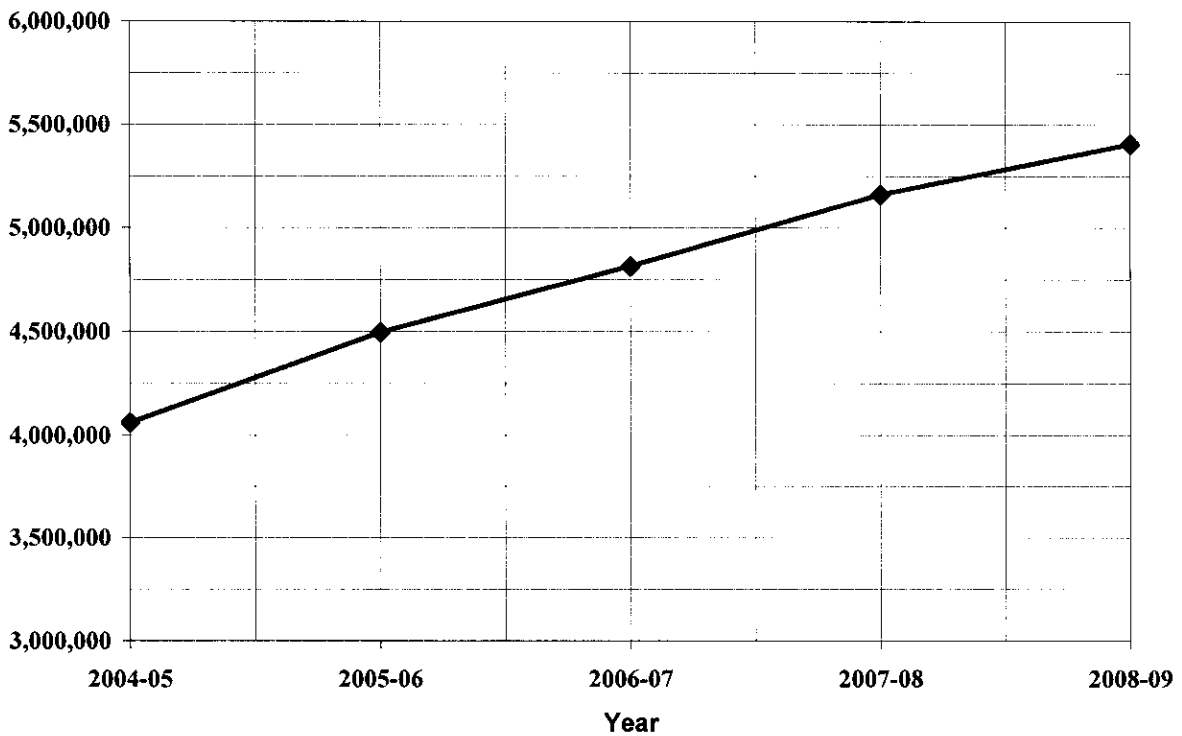
**INDIRECT COST TRANSFERS**

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 2008-09 is \$5,404,037. This is an increase of \$243,913, or 4.7%, from the estimated 2007-08 amounts. This can be attributed to the steady growth of the Solid Waste and Water & Sewer Funds.

**GENERAL FUND**

**Total Transfers - Five Years**



Note: FY 2007-08 represents estimated amounts. FY 2008-09 represents budgeted amounts.



## GENERAL FUND EXPENDITURES

Total General Fund expenditures are \$67,125,635. This represents an increase of 13.3% over the FY 2007-08 estimated expenses and a 56.8% increase over the 2004-05 actual expenses.

EXPENDITURES	ACTUAL 2004-05	ACTUAL 2005-06	ACTUAL 2006-07	ESTIMATED 2007-08	ADOPTED 2008-09	% OF TOTAL
General Government	\$ 10,337,279	\$ 11,674,246	\$ 14,373,866	\$ 12,072,599	\$ 13,051,569	19.4%
Public Safety	23,630,594	25,908,797	30,284,298	33,257,299	37,486,587	55.8%
Public Works	3,939,709	4,150,699	4,749,773	5,077,160	5,661,200	8.4%
Community Development	291,202	358,467	328,273	405,821	423,458	0.6%
Community Services	4,618,184	5,401,777	7,379,934	8,437,749	10,502,821	15.6%
<b>TOTAL</b>	<b>\$ 42,816,968</b>	<b>\$ 47,493,986</b>	<b>\$ 57,116,144</b>	<b>\$ 59,250,628</b>	<b>\$ 67,125,635</b>	<b>100.0%</b>

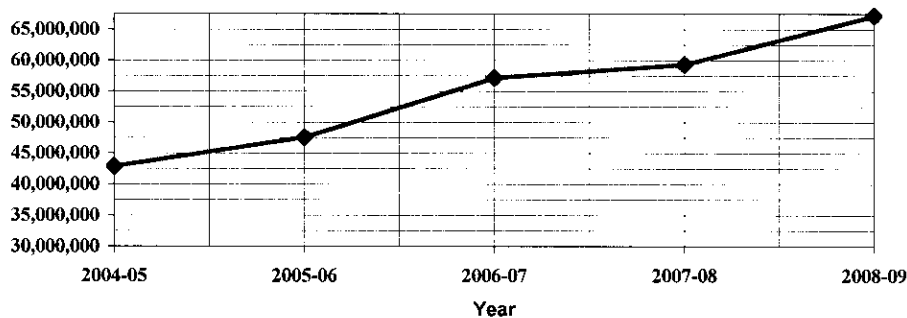
\* The increase in General Government of 8.1% can be attributed to increases in departmental budgets due to inflation and the 27th pay period included in the FY 2008-09 budget.

\* The Public Safety budget is showing a 12.7% increase in the FY 2008-09 budget. This increase results from the addition of 18 police officers, a police human resources manager, 3 fire captains, 1 fire lieutenant and the 27th pay period included in the FY 2008-09 budget.

\* The increase in Public Works of 11.5% can be attributed to the addition of a street service worker pavement marking crew and the 27th pay period included in the FY 2008-09 budget.

\* The Community Services' budget is increasing 24.5% 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 27th pay period included in the FY 2008-09 budget.

### GENERAL FUND Expenditures - Five Years



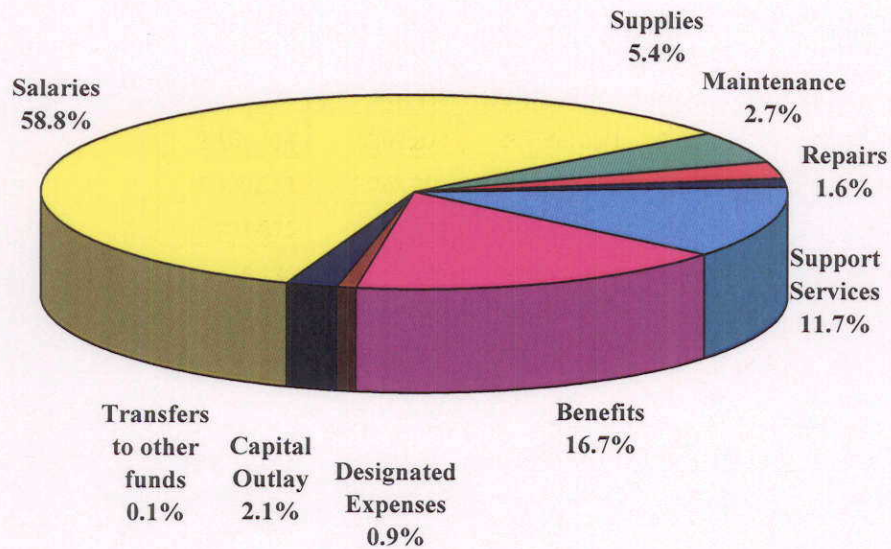
Note: FY 2007-08 represents estimated amounts. FY 2008-09 represents budgeted amounts.

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

	ACTUAL 2004-05	ACTUAL 2005-06	ACTUAL 2006-07	ESTIMATED 2007-08	ADOPTED 2008-09	% OF TOTAL
Salaries	\$22,750,828	\$26,049,488	\$29,965,835	\$34,549,108	\$39,447,246	58.8%
Supplies	2,163,114	2,307,874	2,790,108	3,071,458	3,621,999	5.4%
Maintenance	1,199,861	1,363,391	1,429,039	1,683,235	1,832,367	2.7%
Repairs	881,875	992,246	1,052,118	1,171,436	1,054,060	1.6%
Support Services	5,656,136	6,603,122	8,478,172	6,829,837	7,878,288	11.7%
Benefits	6,564,569	7,127,884	8,267,016	9,500,379	11,204,537	16.7%
Designated Expenses	518,187	373,028	668,273	773,944	591,531	0.9%
Capital Improvements	-	-	-	-	-	0.0%
Capital Outlay	2,383,753	1,747,752	3,215,583	1,371,231	1,439,108	2.1%
Transfers to other funds	698,645	929,201	1,250,000	300,000	56,499	0.1%
TOTAL EXPENDITURES	\$42,816,968	\$47,493,986	\$57,116,144	\$59,250,628	\$67,125,635	100.0%

### FY 2008-09 General Fund Expenditures

By Object Class



Note: FY 2007-08 represents estimated amounts. FY 2008-09 represents budgeted amounts.

## KILLEEN-FORT HOOD REGIONAL AIRPORT REVENUES ANALYSIS

Total Killeen-Fort Hood Regional Airport fund resources are \$2,946,247. Revenues budgeted for FY 2008-09 represent an increase of 5.4% over the prior years estimated revenues excluding federal and state grants. The following is a summary of the KFHR Funds major revenue categories and their revenue assumptions for FY 2008-09.

REVENUE CATEGORY	ACTUAL 2004-05	ACTUAL 2005-06	ACTUAL 2006-07	ESTIMATED 2007-08	ADOPTED 2008-09	% OF TOTAL ADOPTED
Beginning Fund Balance	\$ (1,551,415)	\$ 614,655	\$ 844,159	\$ 1,305,280	\$ 764,715	13.1%
Prior Period Adjustment	\$ 22,058	\$ 46,925	\$ -	\$ -	\$ -	
Misc. Receipts	\$ 3,315	\$ 1,897	\$ 12,210	\$ 2,539	\$ 2,640	0.0%
Airport Rent & Concessions	756,284	875,690	853,166	893,055	914,566	15.7%
Air Carrier Operations	185,959	232,386	249,673	260,595	265,743	4.6%
Airport Use Fees	104,326	118,214	118,929	136,457	147,077	2.5%
Parking Lot Fees	403,161	534,061	682,978	748,895	771,190	13.2%
Recovery Fees	176,096	-	-	-	-	0.0%
Fuel Sales	104,001	174,314	152,498	202,533	280,800	4.8%
Operating Supplies	53	28	-	-	60	0.0%
Into Plane Fees	249,993	268,532	351,531	300,587	309,735	5.3%
CIP Recovery Fees	-	228,821	205,916	200,755	200,436	3.4%
Interest Earned	2,621	31,680	72,190	50,086	54,000	0.9%
Department of Transportation	-	84,792	155,206	-	-	0.0%
DOT Grant Match	-	21,198	48,802	-	-	0.0%
Federal Grants and Receipts	6,999,451	10,230,662	3,046,661	3,341,877	2,126,651	36.4%
RGAAF Environ Study City Match				-	-	0.0%
Transfer from Bond Fund	600,000	500,000	477,200	-	-	0.0%
Transfer from General Fund	-	-	-	-	-	0.0%
<b>TOTAL RESOURCES</b>	<b>\$ 8,055,903</b>	<b>\$ 13,963,855</b>	<b>\$ 7,271,119</b>	<b>\$ 7,442,659</b>	<b>\$ 5,837,613</b>	<b>100.0%</b>

\* Airport Rent and Concessions are increasing 2.4% over FY 2007-08. This is due to an increase in the number of enplanements over the course of the fiscal year.

\* Air Carrier Operations revenue is increasing 2% over FY 2007-08. This is due to an increase in the number of enplanements over the course of the fiscal year.

\* Airport Use Fees are increasing 7.8% over FY 2007-08. 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.

\* Fuel Sales revenues are increasing 38.6% over FY 2007-08. 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 3% over FY 2007-08. 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.

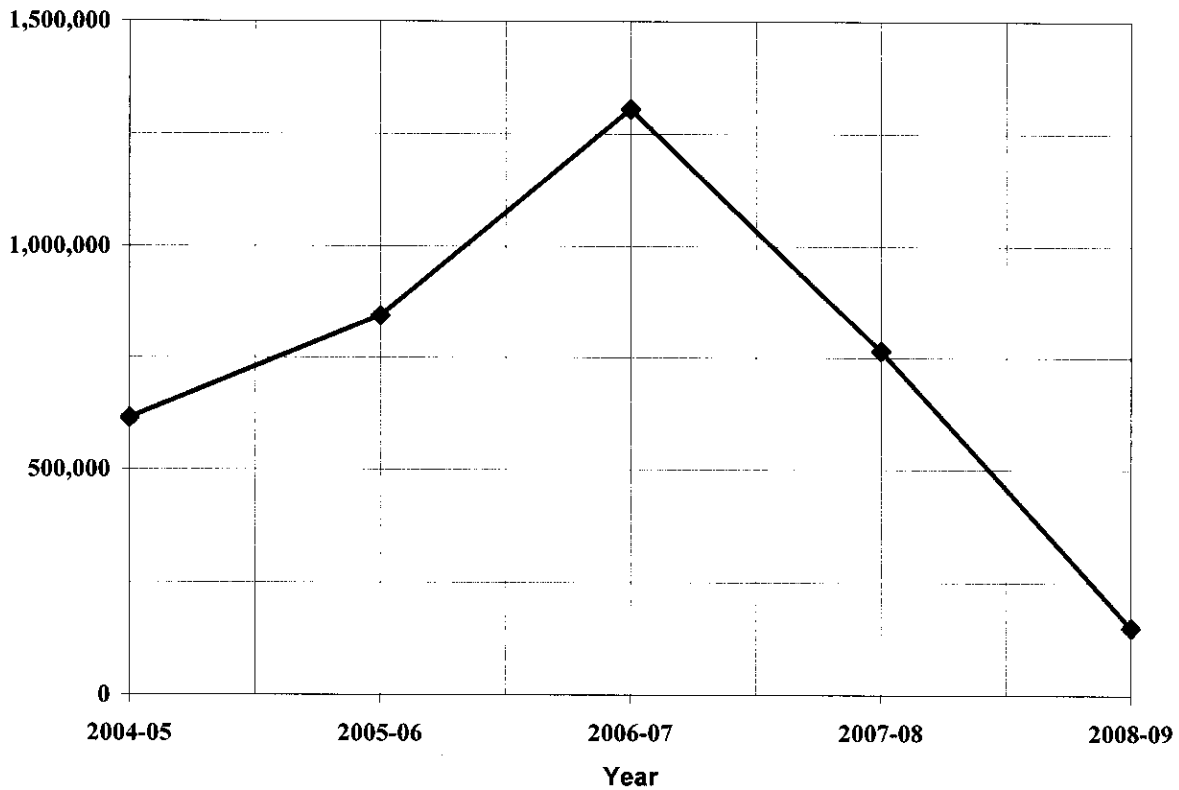
Note: FY 2007-08 represents estimated amounts. FY 2008-09 represents budgeted amounts.

**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 2008-09 the ending fund balance for the Killeen-Fort Hood Regional Airport fund is projected to be \$149,957 which represents 4.2% of the adopted operating expenses for FY 2008-09.

**KILLEEN-FORT HOOD  
REGIONAL AIRPORT FUND**

**Fund Balance - Five Years**



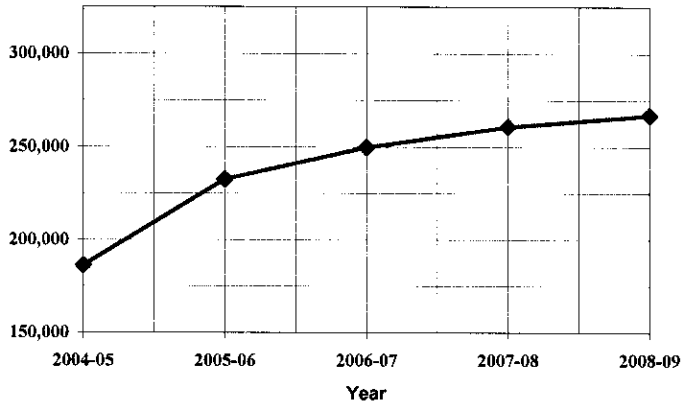
Note: FY 2007-08 represents estimated amounts. FY 2008-09 represents budgeted amounts.

## AIR CARRIER OPERATIONS

The Killeen-Fort Hood Regional Airport receives 9% of its operating 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 2008-09 is \$265,743. This is a slight increase of 2% over estimated revenues for FY 2007-08.

### **KFHRA FUND**

**Air Carrier Operations - Five Years**

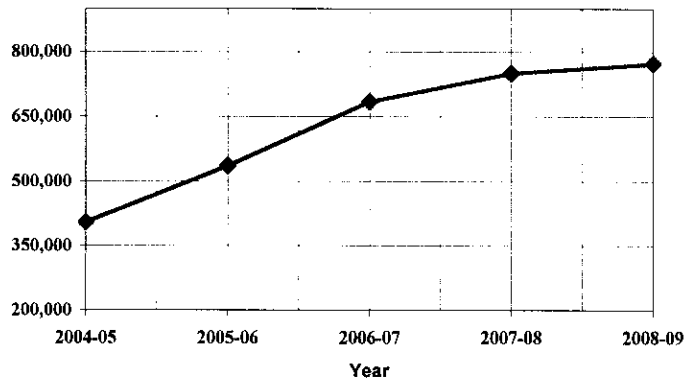


## PARKING LOT FEES

The airport receives 26% of its operating 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 2008-09 is \$771,190. This is an increase of 3% over estimated revenues for FY 2007-08. 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 2007-08 represents estimated amounts. FY 2008-09 represents budgeted amounts.

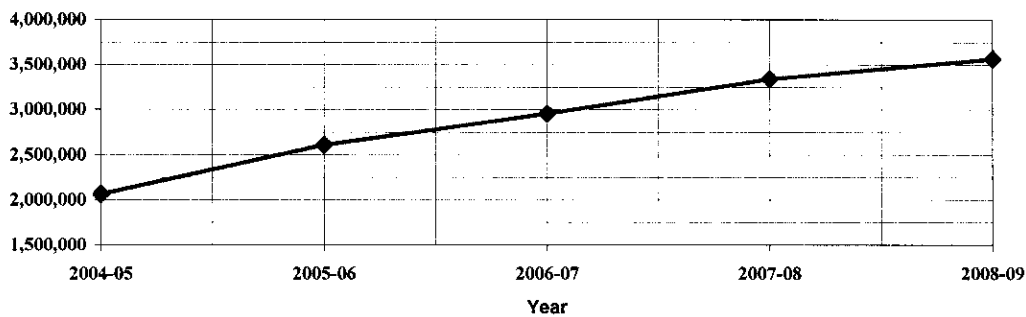
## KILLEEN-FORT HOOD REGIONAL AIRPORT FUND EXPENSES

Total Killeen-Fort Hood Regional Airport Fund expenses are \$5,687,656. This represents an increase of 6.71% over the prior years operating budget, which excludes airfield capital improvement projects.

EXPENDITURES	ACTUAL 2004-05	ACTUAL 2005-06	ACTUAL 2006-07	ESTIMATED 2007-08	ADOPTED 2008-09	% OF TOTAL ADOPTED
Airport Operations	\$ 1,926,871	\$ 2,358,810	\$ 2,640,773	\$ 2,794,458	\$ 2,908,234	51.1%
Cost of Goods Sold		\$ 143,022	\$ 139,493	\$ 192,000	\$ 273,992	4.8%
RGAAF Construction	131,334	-	-	-	-	0.0%
Information Technology		29,229	-	168,982	186,566	3.3%
Airport Non-Departmental	131,468	74,296	171,254	180,627	192,213	3.4%
Robert Gray Army Airfield Projects	5,251,575	10,514,339	3,014,319	3,341,877	2,126,651	37.4%
<b>TOTAL</b>	<b>\$ 7,441,248</b>	<b>\$13,119,696</b>	<b>\$ 5,965,839</b>	<b>\$ 6,677,944</b>	<b>\$ 5,687,656</b>	<b>100.0%</b>

\* The increase in airport operations of 6.7% 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 the 27th pay period included in the 2008-09 budget.

### KFHRA FUND Expenses - Five Years



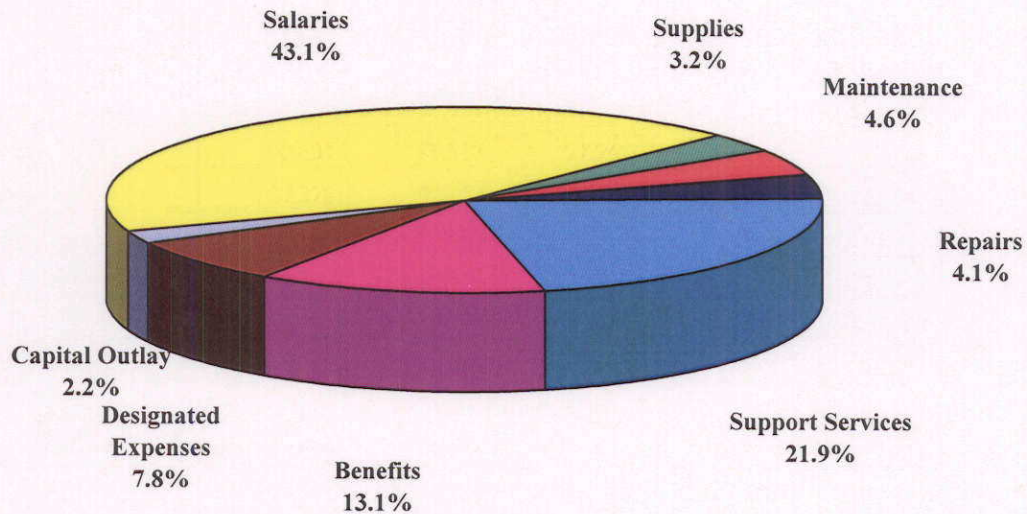
Note: FY 2007-08 represents estimated amounts. FY 2008-09 represents budgeted amounts.

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

EXPENDITURES	ACTUAL 2004-05	ACTUAL 2005-06	ACTUAL 2006-07	ESTIMATED 2007-08	ADOPTED 2008-09	% OF TOTAL
Salaries	\$ 961,831	\$ 1,093,311	\$ 1,266,140	\$ 1,418,213	\$ 1,534,634	27.0%
Supplies	90,605	81,317	77,245	97,171	113,164	2.0%
Maintenance	87,378	59,197	156,214	197,650	165,348	2.9%
Repairs	34,096	53,390	82,305	134,963	145,988	2.6%
Support Services	440,899	626,785	572,359	707,262	779,817	13.7%
Benefits	316,597	337,237	385,913	415,180	465,702	8.2%
Designated Expenses	200,458	160,146	160,128	197,000	278,992	4.9%
Capital Improvements	-	-	-	-	-	0.0%
Capital Outlay	57,809	193,974	251,216	168,628	77,360	1.4%
Projects	5,251,575	10,514,339	3,014,319	3,341,877	2,126,651	37.4%
<b>TOTAL EXPENDITURES</b>	<b>\$ 7,441,248</b>	<b>\$13,119,696</b>	<b>\$ 5,965,839</b>	<b>\$ 6,677,944</b>	<b>\$ 5,687,656</b>	<b>100.0%</b>

### FY 2008-09 Killeen-Fort Hood Regional Airport Fund Expenses

By Object Class



Note: FY 2007-08 represents estimated amounts. FY 2008-09 represents budgeted amounts.

## SKYLARK FIELD FUND REVENUES ANALYSIS

Total Skylark Field fund resources are \$1,436,001. Operating revenues budgeted for FY 2008-09 represent an increase of 33% over the estimated operating revenues for FY 2007-08 and a 50% increase from the 2004-05 actual operating 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 2004-05	ACTUAL 2005-06	ACTUAL 2006-07	ESTIMATED 2007-08	ADOPTED 2008-09	% OF TOTAL ADOPTED
Beginning Fund Balance	\$ 726,790	\$ 802,584	\$ 437,095	\$ 451,740	\$ 427,259	29.8%
Prior Period Adjustment	\$ 61,192	\$ 6,411	\$ -	\$ -	\$ -	
Fixed Base Operations	\$ 12,959	\$ 21,039	\$ 19,883	\$ 21,966	\$ 22,169	1.5%
Hangars and Tie downs	83,005	83,886	94,713	106,876	113,861	7.9%
Airport Use Fees	10,538	11,939	10,672	7,463	9,350	0.7%
Fuel Sales	429,619	631,702	558,730	575,415	814,100	56.7%
Operating Supplies Sales	11,425	11,066	9,575	6,461	8,762	0.6%
Into Plane Fees	12,194	4,692	-	-	-	0.0%
Airport Rent and Concessions	879	-	-	-	-	0.0%
Miscellaneous Receipts	6,751	920	479	455	500	0.0%
Interest Earned	24,605	43,244	19,348	17,437	10,000	0.7%
FAA Grants	-	-	1,030,278	-	-	0.0%
TXDOT Grants	21,405	5,265	16,113	20,000	30,000	2.1%
Transfer from General Fund	-	-	-	-	-	0.0%
<b>TOTAL RESOURCES</b>	<b>\$ 1,401,362</b>	<b>\$ 1,622,748</b>	<b>\$ 2,196,886</b>	<b>\$ 1,207,813</b>	<b>\$ 1,436,001</b>	<b>100.0%</b>

\* Hangars and Tie downs are increasing 6.5% over FY 2007-08. This increase is due to the addition of T-hangars at Skylark Field.

\* Fuel Sales are increasing 41.5% over FY 2007-08. This increase is due to the increased cost of fuel and the resulting increased sales price per gallon.

\* Interest Earnings is decreasing 42.7% from FY 2007-08. This decrease is due to the decrease in fund balance from FY 2007-08 to FY 2008-09 and as a result of current 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 2007-08 represents estimated amounts. FY 2008-09 represents budgeted amounts.

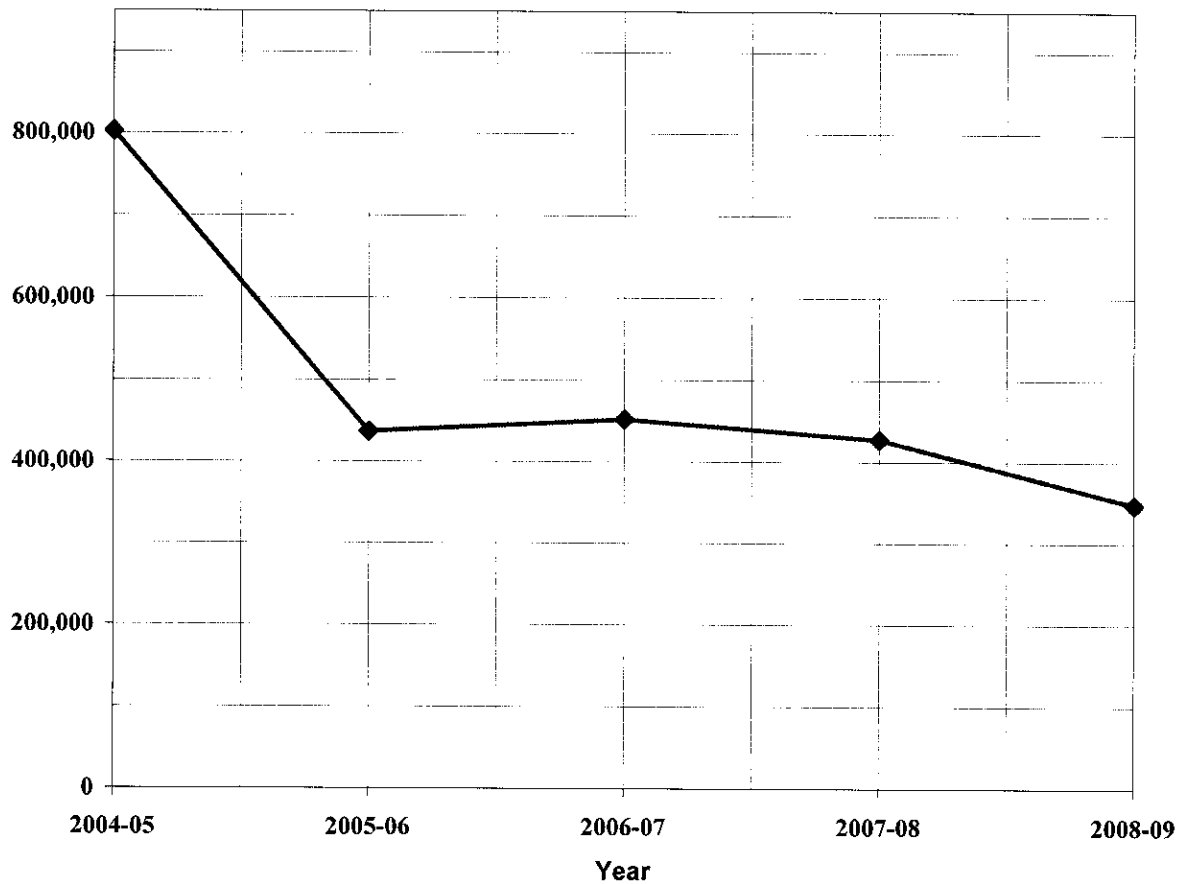


## FUND BALANCES

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 2008-09 the ending fund balance for the Skylark Field fund is projected to be \$347,433 which represents 31.9% of the adopted expenses for FY 2008-09.

## SKYLARK FIELD FUND

### Fund Balance - Five Years

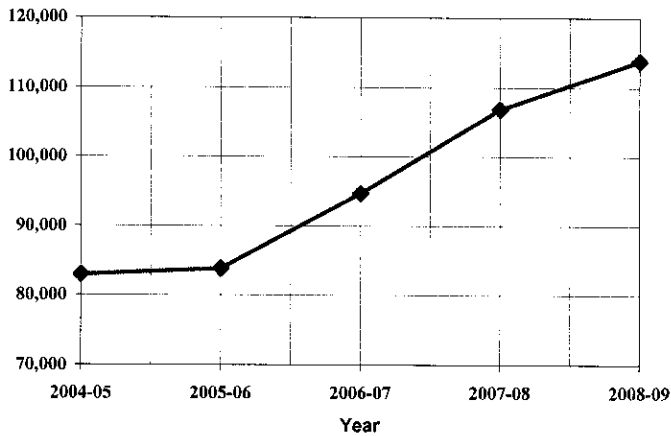


Note: FY 2007-08 represents estimated amounts. FY 2008-09 represents budgeted amounts.

## HANGARS AND TIEDOWNS

The Skylark Field Fund receives 12.2% of its revenues from hangars and tiedowns. 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 2008-09 is \$113,861. This is an increase of 6.5% over estimated revenues for FY 2007-08.

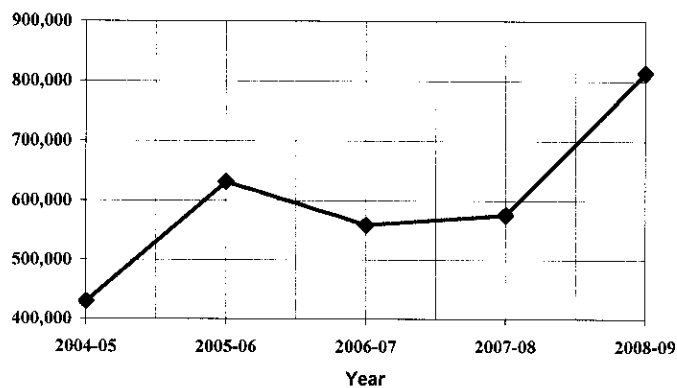
### SKYLARK FIELD FUND Hangars and Tiedowns- Five Years



## FUEL SALES

The Skylark Field Fund receives 80.7% of its revenues from fuel sales. Fuel Sales revenues are received from fuel sales to customers. Total revenues budgeted for FY 2008-09 are \$814,100. This is an increase of 41.5% over estimated revenues for FY 2007-08, due to the accelerating cost and the resulting increased retail sales price of jet fuel and 100LL Avgas.

### SKYLARK FIELD FUND Fuel Sales - Five Years



Note: FY 2007-08 represents estimated amounts. FY 2008-09 represents budgeted amounts.

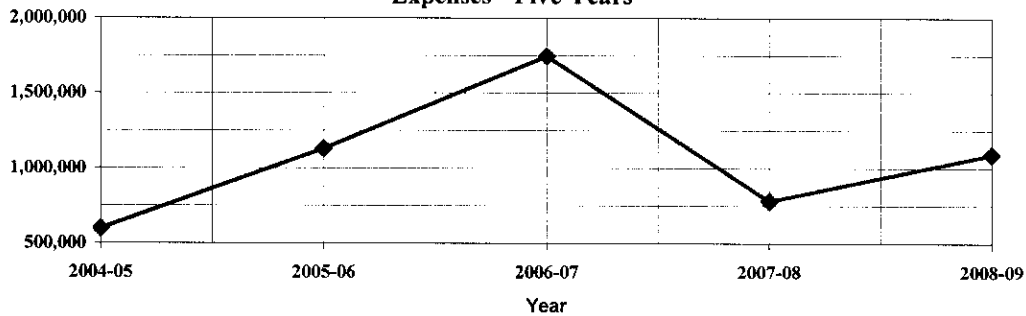
**SKYLARK FIELD FUND EXPENSES**

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

EXPENDITURES	ACTUAL 2004-05	ACTUAL 2005-06	ACTUAL 2006-07	ESTIMATED 2007-08	ADOPTED 2008-09	% OF TOTAL ADOPTED
Airport Operations	\$ 313,463	\$ 280,006	\$ 220,035	\$ 240,748	\$ 342,893	31.5%
Cost of Goods Sold	\$ 330,758	\$ 529,364	\$ 454,364	\$ 487,629	\$ 732,572	67.3%
Skylark Improvements	-	314,452	32,226	40,000	-	0.0%
Skylark Construction	-	56,656	1,028,243	-	-	0.0%
Airport Non-Departmental	(45,443)	5,175	10,278	12,177	13,103	1.2%
<b>TOTAL</b>	<b>\$ 598,778</b>	<b>\$ 1,185,653</b>	<b>\$ 1,745,146</b>	<b>\$ 780,554</b>	<b>\$ 1,088,568</b>	<b>100.0%</b>

\* The increase in airport operations of 47.7% can be attributed to the increase in fuel sales and the 27th pay period included in the FY 2008-09 budget.

**SKYLARK FIELD  
FUND  
Expenses - Five Years**



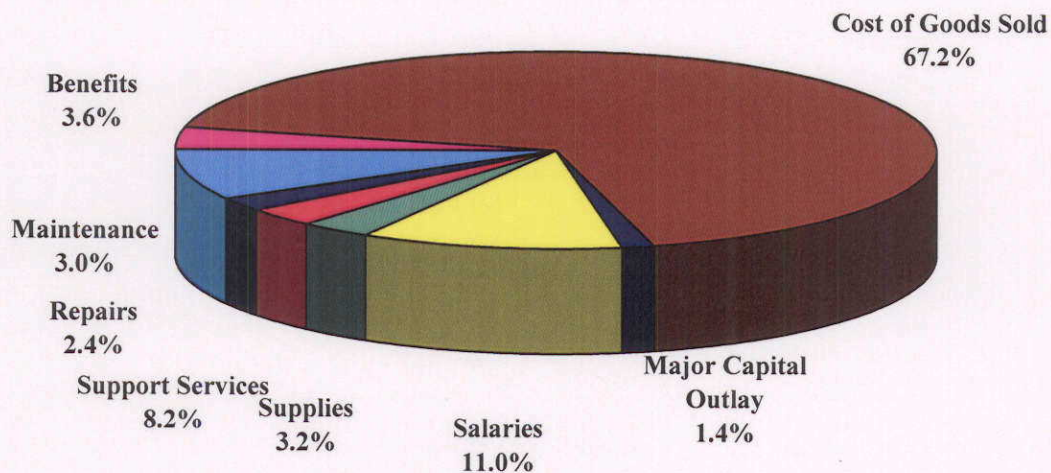
Note: FY 2007-08 represents estimated amounts. FY 2008-09 represents budgeted amounts.

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

EXPENDITURES	ACTUAL 2004-05	ACTUAL 2005-06	ACTUAL 2006-07	ESTIMATED 2007-08	ADOPTED 2008-09	% OF TOTAL
Salaries	\$ 119,207	\$ 130,945	\$ 99,363	\$ 111,643	\$ 119,471	11.0%
Supplies	14,333	9,230	10,361	22,547	34,709	3.2%
Maintenance	9,015	9,123	8,936	19,550	32,550	3.0%
Repairs	12,799	17,983	14,305	19,900	25,823	2.4%
Support Services	66,465	74,066	53,654	68,112	88,920	8.2%
Benefits	42,661	41,868	33,419	34,258	39,023	3.6%
Cost of Goods Sold	330,758	529,364	454,364	487,629	732,572	67.3%
Designated Expenses	(39,670)	(1,259)	532	500	500	0.0%
Major Capital Outlay	18,323	314,452	32,226	15,000	15,000	1.4%
Capital Outlay	24,887	3,225	9,743	1,415	-	0.0%
Projects	-	-	1,028,243	-	-	0.0%
TOTAL EXPENDITURES	\$ 598,778	\$ 1,128,997	\$ 1,745,146	\$ 780,554	\$ 1,088,568	100.0%

### FY 2008-09 Skylark Field Fund Expenses

By Object Class



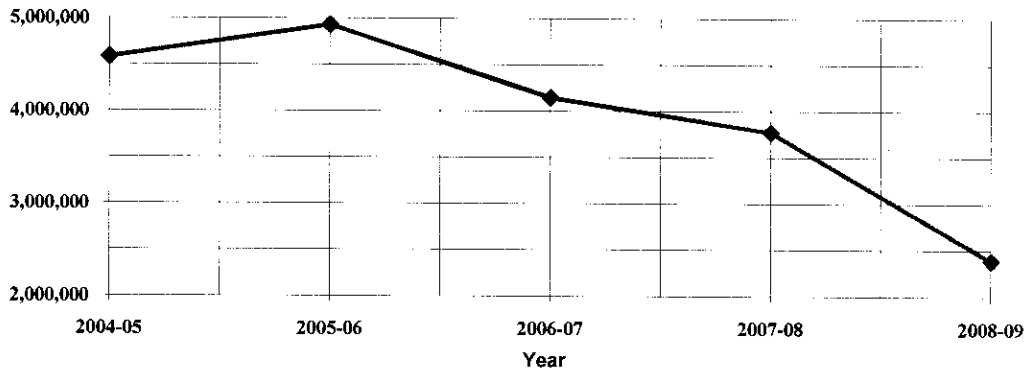
## SOLID WASTE FUND REVENUES ANALYSIS

Total Solid Waste Fund Resources are \$16,656,104 for FY 2008-09. Revenues budgeted for FY2008-09 represent an increase of 1.9% over the estimated revenues in FY 2007-08 and a 15% increase over the 2004-05 actual revenues. The following is a summary of the City's major revenue categories and their revenue assumptions for FY 2008-09.

REVENUE CATEGORY	ACTUAL 2004-05	ACTUAL 2005-06	ACTUAL 2006-07	ESTIMATED 2007-08	ADOPTED 2008-09	% OF TOTAL ADOPTED
Beginning Fund Balance	\$ 3,837,282	\$ 4,582,305	\$ 4,930,049	\$ 4,143,798	\$ 3,772,004	22.6%
Prior Year Adjustment	206,233	11,218	-	-	-	0.0%
Residential Sanitation Fees	5,391,038	5,641,428	5,932,790	6,200,000	6,550,000	39.3%
Commercial Sanitation Fees	4,232,371	4,588,263	4,995,339	5,150,000	5,450,000	32.7%
Transfer Station Fees	246,916	315,566	303,756	315,000	320,000	1.9%
Container Rentals	315,181	364,138	202,879	105,000	110,000	0.7%
Recycling Fees	38,256	37,902	39,588	42,000	44,500	0.3%
Misc. Recycle Revenue	101,930	104,396	132,305	115,500	127,500	0.8%
Misc. Revenues	23,378	77,570	29,232	49,700	42,100	0.3%
Interest Earned	130,979	229,186	284,923	230,000	240,000	1.4%
<b>TOTAL RESOURCES</b>	<b>\$14,523,564</b>	<b>\$15,951,972</b>	<b>\$16,850,861</b>	<b>\$16,350,998</b>	<b>\$16,656,104</b>	<b>100.0%</b>

- \* Residential Sanitation Fees are budgeted to increase by 5.6% over FY 2007-08 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 5.6% due to the area growth.
- \* Revenues for Container Rentals are budgeted to increase by 4.76% due to the area growth.
- \* 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 a decrease of 15.3% due to very few equipment sales expected to occur in FY 2008-09.
- \* For FY 2007-08 the Ending Fund Balance is projected to be \$3,772,004. Since FY 2003-04 the Solid Waste Ending Fund Balance has decreased 1.7%.

### SOLID WASTE FUND Ending Fund Balance - Five Years



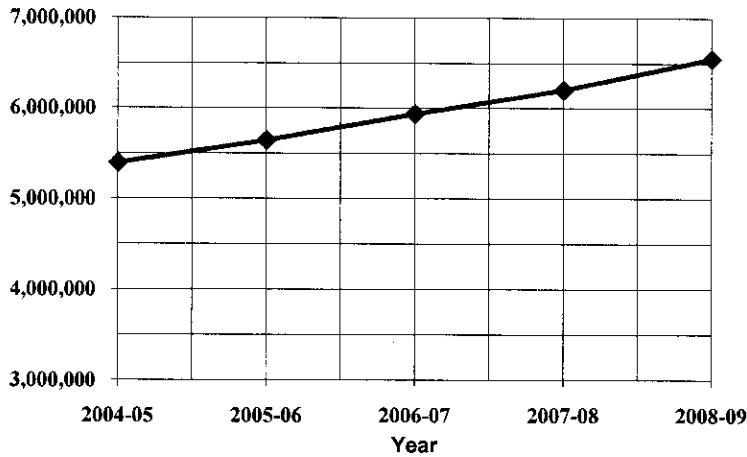
Note: FY 2007-08 represents estimated amounts. FY 2008-09 represents budgeted amounts.

**SOLID WASTE RESIDENTIAL AND COMMERCIAL SANITATION FEE REVENUE**

Residential Sanitation Fees represent 50.8% and Commercial Sanitation Fees represent 42.3% 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 2008-09 adopted budget.

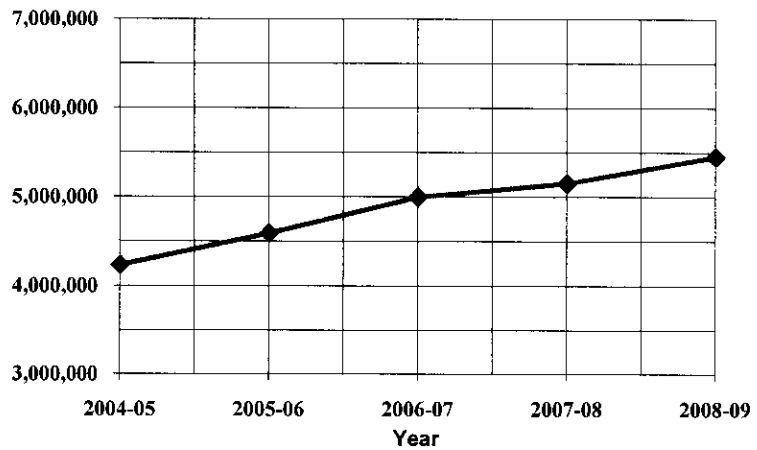
**SOLID WASTE FUND**

**Residential Sanitation Fees - Five Years**



**SOLID WASTE FUND**

**Commercial Sanitation Fees - Five Years**



Note: FY 2007-08 represents estimated amounts. FY 2008-09 represents budgeted amounts.

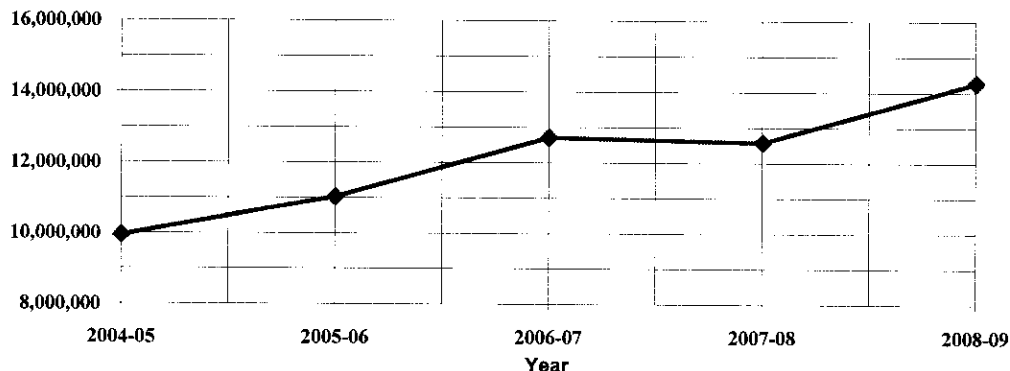
## SOLID WASTE FUND EXPENSES ANALYSIS

Total Solid Waste Fund expenses are \$14,270,810 for FY 2008-09. This represents an increase of 13% over the FY 2007-08 estimated expenses and a 44% increase over the 2004-05 actual expenses.

EXPENSES	ACTUAL 2004-05	ACTUAL 2005-06	ACTUAL 2006-07	ESTIMATED 2007-08	ADOPTED 2008-09	% OF TOTAL ADOPTED
Code Enforcement	\$ 44,082	\$ -	\$ -	\$ -	\$ -	0.0%
Residential Operations	2,705,752	2,408,655	2,839,819	3,309,009	3,226,766	22.6%
Commercial Operations	1,533,888	1,765,674	1,564,865	1,806,823	1,655,914	11.6%
Recycling Program	276,614	267,701	288,036	296,191	382,570	2.7%
Transfer Station	3,112,537	3,282,744	4,079,834	3,361,287	4,831,819	33.9%
Mowing	-	372,399	546,531	859,050	921,408	6.5%
Debt Service	441,222	893,158	735,000	732,000	774,000	5.4%
Miscellaneous	343,125	441,709	886,227	401,024	485,189	3.4%
Transfers	1,484,039	1,589,883	1,766,751	1,813,610	1,993,144	14.0%
<b>TOTAL EXPENSES</b>	<b>\$ 9,941,259</b>	<b>\$ 11,021,923</b>	<b>\$ 12,707,063</b>	<b>\$ 12,578,994</b>	<b>\$ 14,270,810</b>	<b>100.0%</b>

- \* 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 decrease 2.5% which can be attributed to budgeting normal additions to replacement of fleet in a bond fund for FY 2008-09.
- \* Commercial Operations is budgeted to increase 8.4% which can be attributed to budgeting normal additions to replacement of fleet in a bond fund for FY 2008-09.
- \* There is an increase in the Recycling Program of 29.2% over the estimated expenses in FY 2006-07, due to normal increases in salaries, benefits, operations costs and replacement of fleet in the FY 2008-09 budget.
- \* The Transfer Stations budget to increase 43.8% above this is primarily due to the increase of solid waste disposal cost.
- \* The Mowing division is budgeted to increase 7.3% due to the addition of a new mowing crew. 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.

### SOLID WASTE FUND Expenses - Five Years



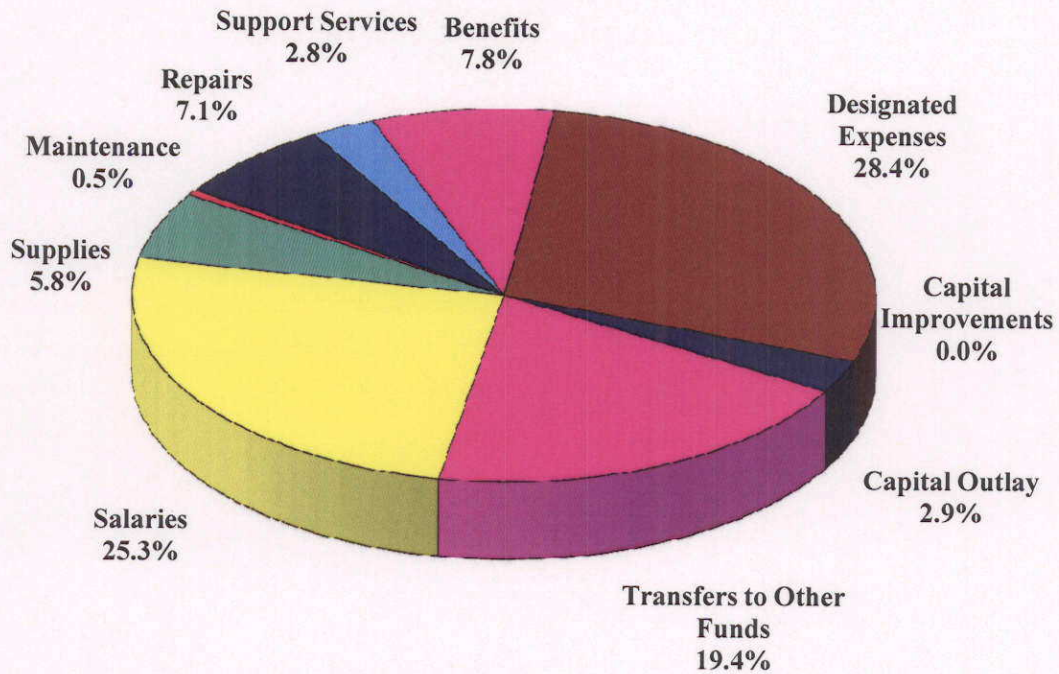
Note: FY 2007-08 represents estimated amounts. FY 2008-09 represents budgeted amounts.

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

EXPENSES	ACTUAL 2004-05	ACTUAL 2005-06	ACTUAL 2006-07	ESTIMATED 2007-08	ADOPTED 2008-09	% OF TOTAL ADOPTED
Salaries	\$ 2,151,956	\$ 2,441,518	\$ 2,560,912	\$ 2,903,925	\$ 3,607,344	25.3%
Supplies	366,532	555,189	620,592	812,799	834,610	5.8%
Maintenance	32,190	34,008	330,269	52,986	69,283	0.5%
Repairs	581,437	842,946	925,357	1,017,071	1,007,162	7.1%
Support Services	318,803	381,762	309,334	450,307	396,358	2.8%
Benefits	682,740	716,407	766,838	870,359	1,128,582	7.9%
Designated Expenses	2,957,328	2,765,907	3,178,086	2,706,458	4,049,802	28.4%
Capital Improvements	-	5,000	511,820	178,500	-	0.0%
Capital Outlay	1,240,234	796,145	1,002,104	1,040,979	410,525	2.9%
Transfers to Other Funds	1,610,039	2,483,041	2,501,751	2,545,610	2,767,144	19.4%
TOTAL EXPENSES	\$ 9,941,259	\$ 11,021,923	\$ 12,707,063	\$ 12,578,994	\$ 14,270,810	100.0%

### FY 2008-09 Solid Waste Fund Expenses

#### By Object Class





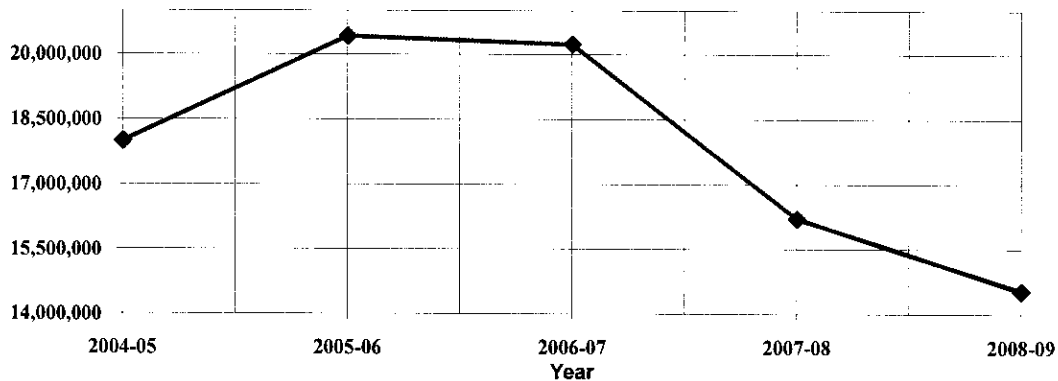
## WATER & SEWER FUND REVENUES ANALYSIS

Total Water & Sewer Fund Resources are \$46,217,967. Revenues budgeted for FY2008-09 represent an decrease of 2% from the estimated revenues in FY 2007-08 and an increase of 45% over the 2004-05 actual revenues. The following is a summary of the City's major revenue categories and their revenue assumptions for FY 2008-09.

REVENUE CATEGORY	ACTUAL 2004-05	ACTUAL 2005-06	ACTUAL 2006-07	ESTIMATED 2007-08	ADOPTED 2008-09	% OF TOTAL ADOPTED
Beginning Fund Balance	\$ 17,387,376	\$ 18,007,370	\$ 20,419,932	\$ 20,229,989	\$ 16,214,633	35.1%
Prior Year Adjustment	239,879	24,379	-	-	-	0.0%
Sale of Water	11,424,289	12,565,158	12,421,442	13,707,651	14,036,939	30.4%
Sewer Fees Collected	10,504,694	11,070,442	11,942,055	12,346,739	12,592,773	27.2%
Water & Sewer Taps	1,352,259	1,873,804	1,469,180	1,120,218	1,142,622	2.5%
Delinquent Penalty	474,885	495,295	543,815	555,019	560,000	1.2%
Misc. Revenues	736,793	745,435	774,515	767,677	771,000	1.7%
Interest Earned	423,975	924,143	1,150,302	900,000	900,000	1.9%
Transfers-In	6,985	17,323	-	-	-	0.0%
<b>TOTAL RESOURCES</b>	<b>\$ 42,551,135</b>	<b>\$ 45,723,349</b>	<b>\$ 48,721,241</b>	<b>\$ 49,627,293</b>	<b>\$ 46,217,967</b>	<b>100.0%</b>

- \* Sale of Water is budgeted increase by 2.4% over FY 2006-07 due to a projected increase in water customers.
- \* Revenues from Sewer Fees Collected is budgeted to increase 2.0% due to a projected increase in wastewater customers.
- \* Water & Sewer Taps, Delinquent Penalties and Miscellaneous Revenues are budgeted to increase 1.3%. These increases are based on area growth.
- \* For FY 2006-07 the Ending Fund Balance for the Water and Sewer fund is projected to be \$20,229,989. Since FY 2004-05 the Water and Sewer Ending Fund Balance has decreased 6.7%.

### WATER & SEWER FUND Ending Fund Balance - Five Years



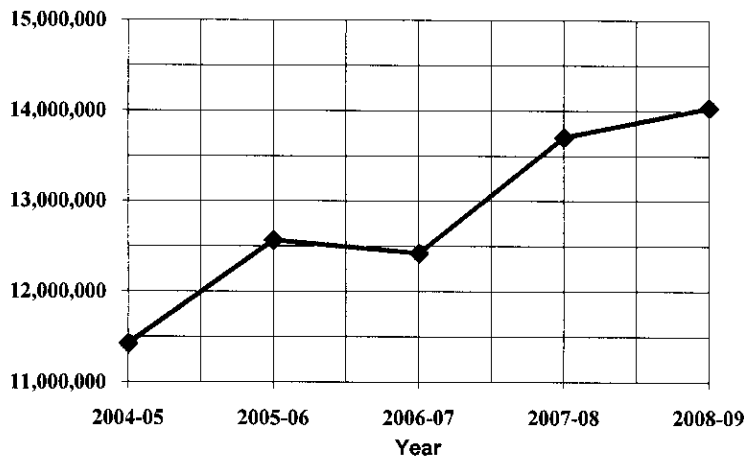
Note: FY 2007-08 represents estimated amounts. FY 2008-09 represents budgeted amounts.

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

Sale of Water Revenue represents 46.8% and Sewer Fee Revenue represents 42.0% of the fiscal year 2008-09 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 2008-09 adopted budget.

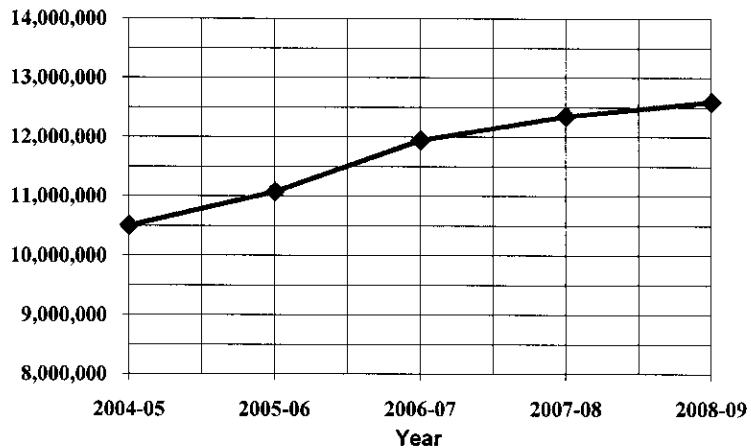
### **WATER & SEWER FUND**

Sale of Water - Five Years



### **WATER & SEWER FUND**

Sewer Fees - Five Years



Note: FY 2007-08 represents estimated amounts. FY 2008-09 represents budgeted amounts.

## WATER & SEWER FUND EXPENSES ANALYSIS

Total Water and Sewer Fund expenses are \$31,684,679. This represents a decrease of 5% under the FY 2007-08 estimated expenses and a 29% increase over the FY 2004-05 actual expenses.

EXPENSES	ACTUAL 2004-05	ACTUAL 2005-06	ACTUAL 2006-07	ESTIMATED 2007-08	ADOPTED 2008-09	% OF TOTAL ADOPTED
Fleet Services	\$ 757,482	\$ 772,981	\$ 832,358	\$ 1,112,322	\$ 1,393,536	4.4%
Utility Collections	1,242,833	1,400,819	1,461,314	1,558,338	1,815,812	5.7%
W&S Contracts	8,454,802	8,976,387	10,300,729	10,290,288	11,772,595	37.2%
Water Distribution	908,043	1,347,472	928,688	1,407,714	1,448,261	4.6%
Sanitary Sewers	733,353	563,360	869,508	669,994	769,265	2.4%
W&S Operations	1,663,282	2,435,815	1,900,921	2,251,264	2,396,918	7.6%
W&S Engineering	-	-	375,387	958,007	1,074,341	3.4%
W&S Projects	927,506	609,297	147,577	2,565,443	700,000	2.2%
Debt Service	5,966,157	5,057,466	6,307,762	6,681,675	5,008,029	15.8%
Miscellaneous	1,331,662	1,346,645	2,338,000	2,588,796	1,912,724	6.0%
Transfers	2,558,645	2,793,175	3,029,008	3,328,819	3,393,198	10.7%
<b>TOTAL EXPENSES</b>	<b>\$24,543,765</b>	<b>\$25,303,417</b>	<b>\$28,491,252</b>	<b>\$33,412,660</b>	<b>\$31,684,679</b>	<b>100.0%</b>

\* Fleet Services represents 4.4% of the Water and Sewer budget for FY 2008-09 with a 25.3% increase over FY 2007-08. The increase is primarily due to the addition of a parking lot for city fleet.

\* The Utility Collections budget reflects a 16.5% increase in the FY 2008-09 budget due to the addition of a utility service worker, replacement fleet and new fleet.

\* The Water and Sewer Contracts budget is increasing 14.4% over the prior year estimated expenses, attributable to increased demand due to area growth.

\* Water Distribution is increasing 2.9% due to normal increases in salaries, benefits, and operations costs in the FY 2008-09 budget.

\* Sanitary Sewers is increasing 14.8% due to a inflow and infiltration crew added to their budget.

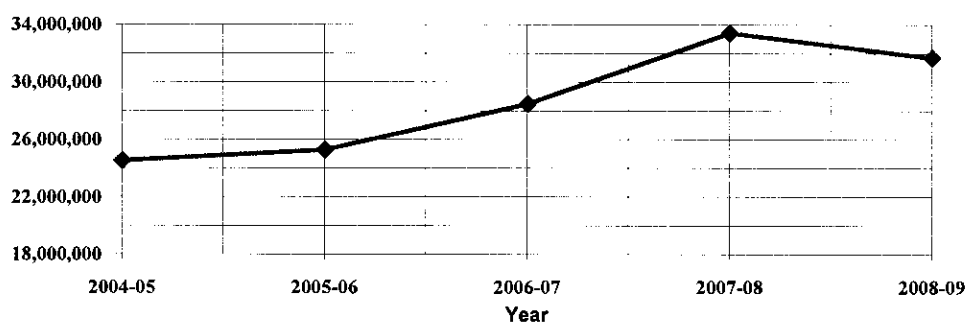
\* The Water & Sewer Operations budget is increasing 6.5%. This increase is primarily due to the additional funding for wells and pumps equipment maintenance approved in the 2008-09 budget.

\* Water & Sewer Engineering is increasing 12.1% primarily due to the addition of an assistant director of public works approved in the 2008-09 budget.

\* Water and Sewer Projects are decreasing by 72.7% due to the acquisition on West Bell County Water Supply Corporation infrastructure in FY 2007-08.

## WATER & SEWER FUND

### Expenses - Five Years

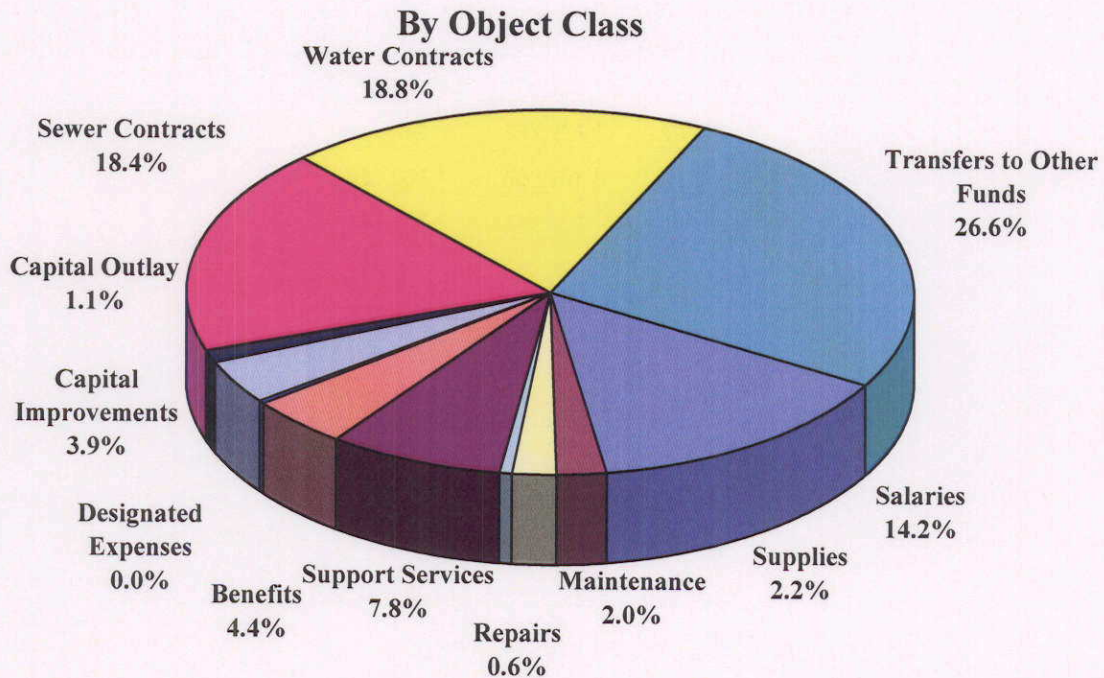


Note: FY 2007-08 represents estimated amounts. FY 2008-09 represents budgeted amounts.

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

EXPENSES	ACTUAL 2004-05	ACTUAL 2005-06	ACTUAL 2006-07	ESTIMATED 2007-08	ADOPTED 2008-09	% OF TOTAL ADOPTED
Salaries	\$ 2,707,725	\$ 2,974,524	\$ 3,209,487	\$ 3,978,153	\$ 4,487,533	14.2%
Supplies	464,593	531,236	539,305	630,928	699,677	2.2%
Maintenance	435,006	601,988	456,983	519,004	638,413	2.0%
Repairs	143,488	142,653	153,094	178,912	196,055	0.6%
Support Services	1,574,701	1,837,895	1,756,006	2,328,239	2,464,019	7.8%
Benefits	870,021	898,746	975,701	1,165,764	1,405,914	4.4%
Designated Expenses	(113,581)	(133,413)	(98,284)	(41,900)	22,600	0.1%
Capital Improvements	1,118,898	997,502	1,335,829	3,811,222	1,237,780	3.9%
Capital Outlay	363,310	625,259	525,632	541,556	358,866	1.1%
Sewer Contracts	4,925,887	4,602,504	5,580,526	5,256,015	5,827,918	18.4%
Water Contracts	3,528,915	4,373,882	4,720,203	5,034,273	5,944,677	18.8%
Transfers to Other Funds	8,524,802	7,850,641	9,336,770	10,010,494	8,401,227	26.5%
TOTAL EXPENSES	\$ 24,543,765	\$ 25,303,417	\$ 28,491,252	\$ 33,412,660	\$ 31,684,679	100.0%

### FY 2008-09 Water & Sewer Fund Expenses



## DRAINAGE UTILITY FUND REVENUES ANALYSIS

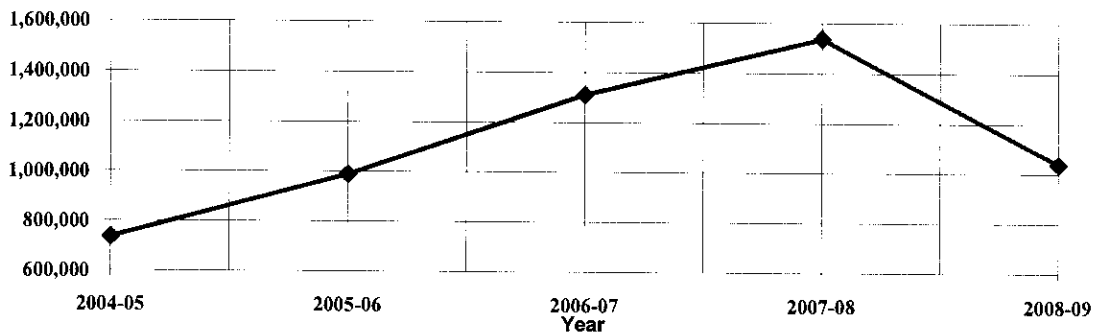
Total Drainage Utility Fund Resources are \$10,672,494. Resources of \$6,249,836 is related to bond proceeds that are reserved for Major Drainage Projects which allows for available operating resources of \$4,422,658. Revenues budgeted for FY2008-09 reflect an increase of 7% over the estimated operating revenues in FY 2007-08 and a 234% increase over the 2004-05 actual operating revenues. The following is a summary of the City's major revenue categories and their revenue assumptions for FY 2008-09.

REVENUE CATEGORY	ACTUAL 2004-05	ACTUAL 2005-06	ACTUAL 2006-07	ESTIMATED 2007-08	ADOPTED 2008-09	% OF TOTAL ADOPTED
Beginning Fund Balance	\$ 766,612	\$ 940,832	\$ 9,021,895	\$ 8,705,843	\$ 7,786,421	73.0%
Prior Year Adjustment	11,795	57	-	-	-	0.0%
Residential Storm Water Fees	701,144	1,246,434	1,720,435	2,313,531	2,194,767	20.6%
Commercial Storm Water Fees	125,081	362,487	393,422	485,050	511,306	4.8%
Interest Earned	25,899	223,663	479,877	289,869	180,000	1.7%
Sale of Bonds	-	8,000,000	-	-	-	0.0%
Grant Revenue	-	-	25,303	11,185	-	0.0%
Miscellaneous Revenue	-	6,591	-	7,431	-	0.0%
<b>TOTAL RESOURCES</b>	<b>\$ 1,630,531</b>	<b>\$ 10,780,064</b>	<b>\$ 11,640,932</b>	<b>\$ 11,812,909</b>	<b>\$ 10,672,494</b>	<b>100.0%</b>

- \* Residential Storm Water Fees is budgeted to decrease by 5.1% from FY 2007-08.
- \* Commercial Storm Water Fees is budgeted to increase 27.6% due to a projected increase in commercial customers.
- \* Interest Earned is decreasing 37.9% 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 2008-09.

\* The ending fund balance for FY 2007-08 is projected to be \$7,786,421. This includes \$6,249,836 of bond proceeds reserved for Major Drainage Projects. Excluding the fund balance reserved for major projects, the ending fund balance is \$1,536,585. Since FY 2002-03 the Drainage Utility Ending Fund Balance has increased 290%. This increase will be used to fund a fourth Drainage Maintenance crew in FY 2007-08.

### DRAINAGE UTILITY FUND Ending Fund Balance (Excluding Major Drainage Projects) - Five Years



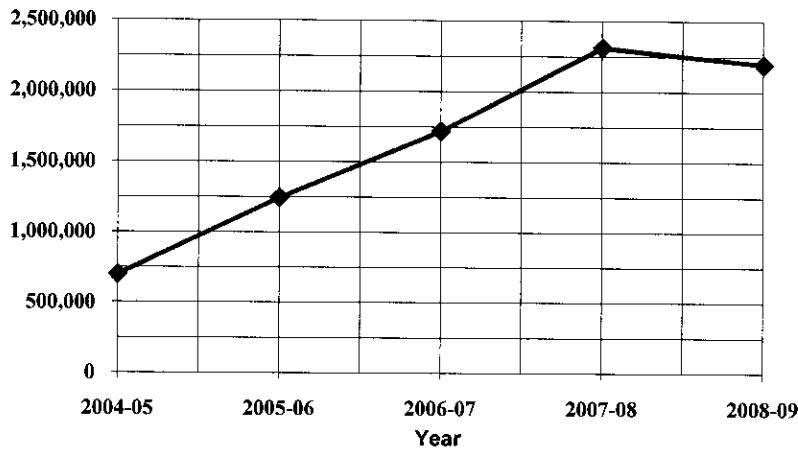
Note: FY 2007-08 represents estimated amounts. FY 2008-09 represents budgeted amounts.

**DRAINAGE UTILITY REVENUE FOR RESIDENTIAL AND COMMERCIAL FEES**

Residential Storm Water Fees represent 76.0% and Commercial Storm Water Fees represent 17.7% 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.

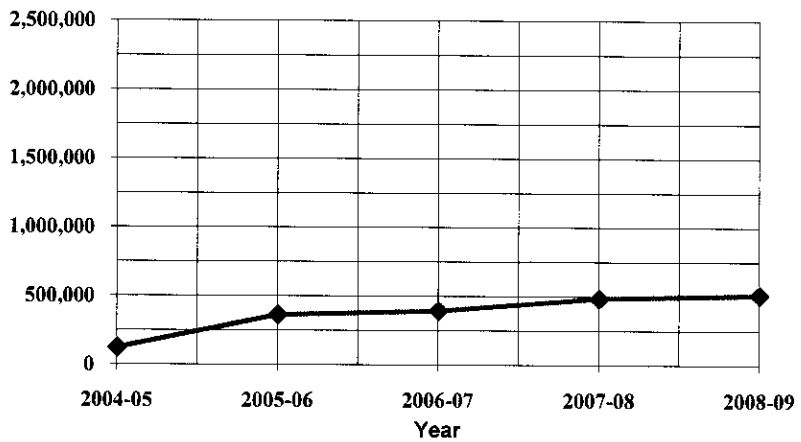
**DRAINAGE UTILITY FUND**

**Residential Storm Water Fees - Five Years**



**DRAINAGE UTILITY FUND**

**Commercial Storm Water Fees - Five Years**



Note: FY 2007-08 represents estimated amounts. FY 2008-09 represents budgeted amounts.

## DRAINAGE UTILITY FUND EXPENSES ANALYSIS

Total Drainage Utility Fund expenses are \$9,633,272 for FY 2008-09. This includes \$6,249,836 in major drainage projects. The remaining \$3,383,436 represents an increase of 17% over the FY 2007-08 estimated operating expenses and a 390% increase over the 2004-05 actual operating expenses.

EXPENSES	ACTUAL 2004-05	ACTUAL 2005-06	ACTUAL 2006-07	ESTIMATED 2007-08	ADOPTED 2008-09	% OF TOTAL ADOPTED
Engineering	\$ 572,348	\$ 276,132	\$ 231,453	\$ 275,743	\$ 336,464	3.5%
Street	6,862	9,355	199,029	300,000	300,000	3.1%
Drainage Maintenance	-	438,235	664,734	1,234,235	1,419,116	14.7%
Minor Drainage Projects	91,370	13,500	555,402	442,209	700,000	7.3%
Major Drainage Projects	-	203,949	638,865	1,144,104	6,249,836	64.9%
Debt Service	-	557,489	581,458	580,158	584,958	6.1%
Non-Departmental	1,906	242,296	46,453	32,344	25,203	0.3%
Transfers	17,213	17,213	17,695	17,695	17,695	0.2%
<b>TOTAL EXPENSES</b>	<b>\$ 689,699</b>	<b>\$ 1,758,169</b>	<b>\$ 2,935,089</b>	<b>\$ 4,026,488</b>	<b>\$ 9,633,272</b>	<b>100.0%</b>

\* Engineering is budgeted to increase 22% from FY 2007-08. This is primary due to the addition of a assistant director of public works.

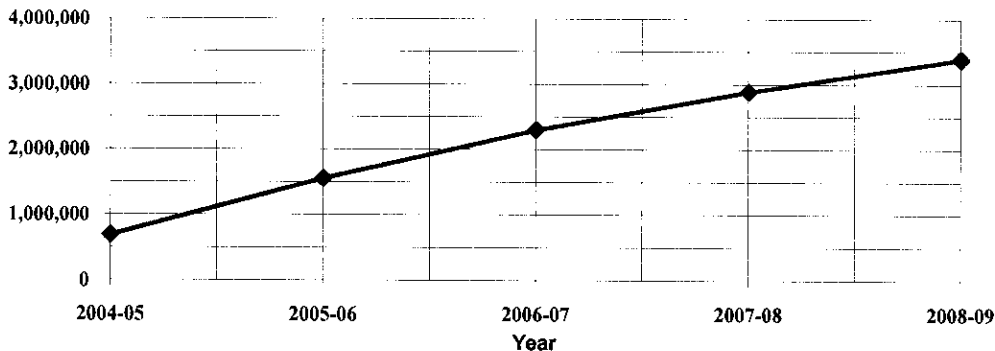
\* Drainage Maintenance is increasing 15.0% due to the addition of a fourth drainage maintenance crew and replacement fleet costs included in the FY 2008-09 budget.

\* Projects account for 72.1% of the FY 2008-09 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 6.1% of the Drainage Utility budget which services the bond issued in FY 2005-06.

\* The increase in total expenses for FY 2008-09 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



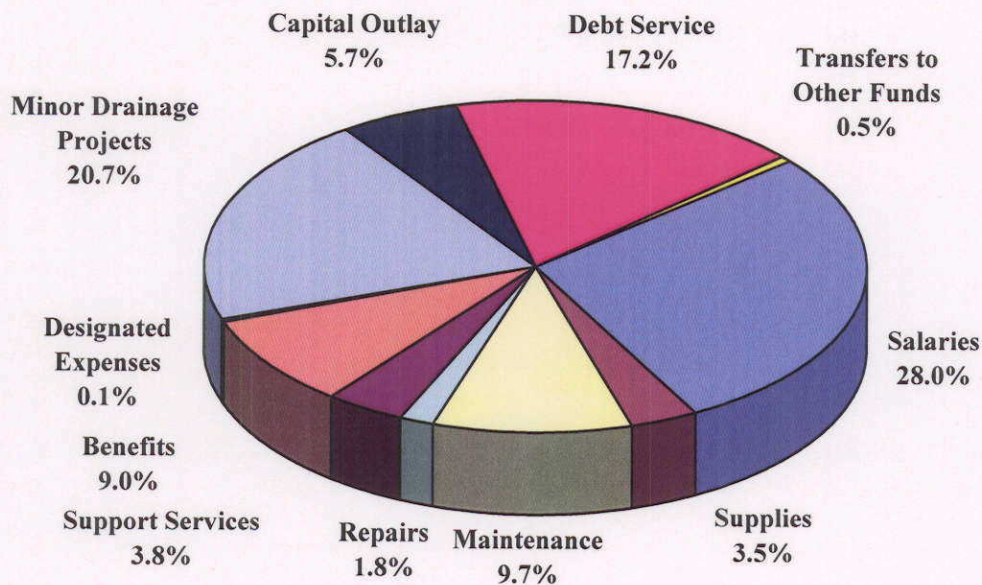
Note: FY 2007-08 represents estimated amounts. FY 2008-09 represents budgeted amounts.

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

EXPENSES	ACTUAL 2004-05	ACTUAL 2005-06	ACTUAL 2006-07	ESTIMATED 2007-08	ADOPTED 2008-09	% OF TOTAL ADOPTED
Salaries	\$ 105,800	\$ 127,996	\$ 254,530	\$ 524,830	\$ 946,116	9.8%
Supplies	4,376	21,000	39,584	78,321	118,491	1.2%
Maintenance	2,033	22,227	210,066	314,560	326,610	3.4%
Repairs	110	627	28,388	49,950	58,716	0.6%
Support Services	431,232	198,187	110,841	170,634	130,130	1.4%
Benefits	31,561	30,734	69,868	150,507	304,104	3.2%
Designated Expenses	1,906	(732)	22,283	3,000	3,500	0.0%
Minor Drainage Projects	91,370	13,500	555,402	656,066	700,000	7.3%
Major Drainage Projects	-	370,906	638,865	930,247	6,249,836	64.9%
Capital Outlay	4,098	399,022	406,109	550,520	193,116	2.0%
Debt Service	-	557,489	581,458	580,158	584,958	6.1%
Transfers to Other Funds	17,213	17,213	17,695	17,695	17,695	0.2%
TOTAL EXPENSES	\$ 689,699	\$ 1,758,169	\$ 2,935,089	\$ 4,026,488	\$ 9,633,272	100.0%

### FY 2008-09 Drainage Utility Fund Expenses

By Object Class (Excluding Major Drainage Projects)





**CITY OF KILLEEN  
 RECAP OF NEW PROGRAMS AND SERVICES  
 FY 2008-09**

**GENERAL FUND**

EMERGENCY MANAGEMENT/HOMELAND SECURITY	READY KILLEEN PROGRAM	15,000
	WEB EOC	9,500
MUNICIPAL COURT	SENIOR COLLECTIONS CLERK	33,710
ACCOUNTING	CONVERT PART-TIME CLERK TO FULL TIME	12,360
PURCHASING	OVERTIME	2,000
BUILDING SERVICES	REPLACEMENT FLEET - 3/4 TON REGULAR CAB W/UTILITY	32,900
	OVERTIME	245
HUMAN RESOURCES	UNFUNDED CRITICAL NEED FOR PRE-EMPLOYMENT	1,029
	EMPLOYEE TRAINING AND DEVELOPMENT COORDINATOR	51,533
	DEFENSIVE DRIVING MATERIALS	2,250
	ANNUAL SERVICE AWARDS	3,800
INFORMATION TECHNOLOGY	COMPUTER TECHNICIAN	44,208
PERMITS AND INSPECTIONS	BUILDING INSPECTOR - ANNEX AGREEMENT (FUNDED FOR 9 MONTHS)	40,713
	INCENTIVE PAY	4,066
CODE ENFORCEMENT	CODE ENFORCEMENT OFFICE - ANNEX AGREEMENT (FUNDED FOR 9 MONTHS)	49,561
	INCENTIVE PAY	4,806
LIBRARY	FURNITURE AND FIXTURES	2,135
GOLF COURSE	PART TIME SHOP ATTENDANT	20,739
	HIGH CAPACITY RANGE BALL MACHINE	6,000
	SYNTHETIC DRIVING RANGE MATS	6,000
	ARCHITECTURAL DESIGN AND DRAFTING SERVICES	5,000
	PLAYER DEVELOPMENT LEARNING CENTER	99,840
GOLF COURSE FOOD AND BEVERAGE	TEMP PART TIME FOOD SERVICE WORKER	11,839
	HOT FOOD STATION TABLE	1,500
PARKS	LEASE PROGRAM FOR EQUIPMENT	29,407
	OVERTIME	7,655
	REPLACEMENT FLEET - 1/2 TON EXTENDED CAB	20,170
	REPLACEMENT FLEET - 1/2 CREW CAB, LWB	20,670
RECREATION	OPEN AIR CINEMA	16,400
CEMETERY	REPLACEMENT BENCHES FOR CEMETERY	6,610
	MONUMENT LEVELING AT CEMETERY	3,500
SENIOR CITIZENS	AEROBICS INSTRUCTOR COST INCREASE	660
	ART PROGRAM EXPANSION - STAINED GLASS	3,600
	ART PROGRAM EXPANSION - WATER COLOR	4,200
	EXERCISE PROGRAM EXPANSION- TAI CHAI	1,800
HOME PROGRAM	REQUIRED CASH MATCH	56,499
STREETS	STREET SERVICE WORKER PAVEMENT MARKING CREW	162,752
	REPLACEMENT FLEET - 1/2 TON, EXTENDED CAB, 4X4	30,225
PLANNING	ESRI ONLINE TRAINING	800
	ESRI ON SITE TRAINING	2,000
	AUTODESK TRAINING	2,300
	AUTOCAD MAP 3D ESSENTIALS - PLANNING	2,000
	ESRI CONFERENCE	4,500
POLICE	6 PATROL OFFICERS (STARTING IN JUNE 09)	157,050
	CID IDENTITY THEFT OFFICER (VEHICLE 19,500)	80,565
	2 CID PERSONS DETECTIVES ( 2 VEHICLES 19,000 EACH)	160,130
	8 PATROL OFFICERS (NO VEHICLE)	474,400
	LIEUTENANT (FUNDED FOR NINE MONTHS)	75,434
	HR MANAGER	83,249
	REPLACEMENT FLEET - 1/2 TON EXTENDED CAB PICKUP	22,000
	REPLACEMENT FLEET - MID-SIZE, 4 DOOR SEDAN	22,000
	REPLACEMENT FLEET - MID-SIZE, 4 DOOR SEDAN	22,000
	REPLACEMENT FLEET - MID-SIZE, 4 DOOR SEDAN	22,000
ANIMAL CONTROL	ANIMAL CONTROL OFFICER (W VEHICLE @ 35,905) - ANNEXATION AGREEMENT	65,022
	ANIMAL CONTROL ATTENDANT	29,676
	CAGE	4,200
	PROFESSIONAL SERVICES - VET CARE	15,000
	EQUIPMENT	10,000

**CITY OF KILLEEN  
RECAP OF NEW PROGRAMS AND SERVICES  
FY 2008-09**

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FIRE	PARAMEDIC SCHOOL TUITION 30 STUDENTS FOR FY 08-09	95,430
	2 TEMP FIRE CLERK UPGRADES TO FT CLERKS	19,578
	FINANCE MANAGER	42,491
	BONE-MIC COMMUNICATION SYSTEM	64,000
	TYPE III SAFETY VESTS	4,900
	36 AIRCARDS FOR MDT OPERATIONS	28,440
	TRAINING AND TRAVEL	2,660
	THERMAL IMAGING CAMERAS FOR ENGINES	55,306
	MOBILE LIGHT TOWER	15,000
	SWIFT WATER RESCUE PROGRAM	70,000
	FIRE LIEUTENANT FOR TRAINING ACADEMY (APPROVED AT MID YEAR 2008)	83,747
	3 FIRE CAPTAINS FOR BATTALION (1/2 YEAR) WITH VEHICLE	224,810
NON-DEPARTMENTAL	FUNDING FOR EDC STAFF - ECONOMIC DEVELOPMENT COORDINATOR	69,220
	BOYS AND GIRLS CLUD OF CENTRAL TEXAS - NONPROFIT	80,000
	CERTIFICATION FOR PERFORMANCE MANAGEMENT	15,000
NON-DEPARTMENTAL INFORMATION TECHNOLOGY	HARDWARE AND SOFTWARE FOR EMPLOYEE TRAINING AND DEVEL SPEC	1,500
	HARDWARE AND SOFTWARE FOR COMPUTER TECHNICIAN	1,500
	HARDWARE AND SOFTWARE FOR BUILDING INSPECTOR	7,700
	SOFTWARE FOR CODE ENFORCEMENT OFFICER	500
	HARDWARE AND SOFTWARE FOR FIRE FINANCE MANAGER	1,500
	HARDWARE AND SOFTWARE FOR FIRE CAPTAINS	2,100
	HARDWARE AND SOFTWARE FOR CID IDENTITY THEFT OFFICER	2,400
	HARDWARE AND SOFTWARE FOR LIEUTENANT	1,500
	INTERNET OPEN RECORDS SOFTWARE - CITY ATTORNEY	15,000
	COLOR PRINTER AND SCANNER - COMMUNITY CENTER OPERATIONS	5,345
<b>TOTAL GENERAL FUND</b>		<b>\$ 2,988,835</b>

**CITY OF KILLEEN  
RECAP OF NEW PROGRAMS AND SERVICES  
FY 2008-09**

**KILLEEN-FORT HOOD REGIONAL AIRPORT**

KILLEEN-FORT HOOD REGIONAL AIRPORT	FLATPANEL SCREEN REPLACEMENT	30,000
	INCINERATOR	2,795
	CHARTER SERVICE OPERATION COSTS (INCREASED REVENUE 22,800)	19,200
NON-DEPARTMENTAL INFORMATION TECHNOLOGY	BAGGAGE BELT DETECTION SOFTWARE	3,200
	AVIATION REVENUE TRACKING SYSTEM TOOLS	3,000
	VISITOR GREETING SYSTEM SOFTWARE	600

**TOTAL KILLEEN-FORT HOOD REGIONAL AIRPORT FUND** **\$ 58,795**

**SKYLARK FIELD**

SKYLARK	RAMP PROGRAM (50/50 MATCH)	30,000
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**TOTAL SKYLARK FIELD FUND** **\$ 30,000**

**SOLID WASTE FUND**

RESIDENTIAL SERVICES	RESIDENTIAL EQUIPMENT OPERATOR	47,446
	ASSISTANT DIRECTOR OF PUBLIC WORKS (FUNDED 60% W&S, 20% SW & 20% DRAINAGE)	25,902
	SOLID WASTE SPECIALIST (TRUCK 25,120)	70,243
	REPLACEMENT FLEET - 1/2 TON REG CAB LWB	20,850
	PRINCIPAL SECRETARY	35,645
RECYCLING PROGRAM	REPLACEMENT FLEET - NPR CAB-OVER RECYCLE TRUCK	51,170
TRANSFER STATION	ODOR CONTROL FOR NEW TRANSFER STATION	26,692
	SOLID WASTE DISPOSAL COSTS	690,000
	SENIOR SECRETARY	31,142
	BUILDING & GROUNDS SERVICE WORKER	28,672
MOWING	REPLACEMENT FLEET - 3/4 TON, CREW CAB, 4X4, LWB	40,470
	MOWING SERVICE WORKERS (3 EACH)	85,668
ACCOUNTING	ACCOUNTING DIVISION (TOTAL COST 180,546 OFFSET 115,452)	63,594
NON-DEPARTMENTAL INFORMATION TECHNOLOGY	HARDWARE AND SOFTWARE FOR ASSISTANT DIRECTOR OF PW	1,380
	HARDWARE AND SOFTWARE FOR SOLID WASTE SPECIALIST	1,500
	HARDWARE AND SOFTWARE FOR PRINCIPAL SECRETARY	1,500
	HARDWARE AND SOFTWARE FOR SENIOR SECRETARY	1,500
	HARDWARE AND SOFTWARE FOR ACCOUNTING DIVISION	1,500

**TOTAL SOLID WASTE FUND** **\$ 1,224,874**

**WATER & SEWER FUND**

FLEET SERVICES	PLASMA CUTTER	2,550
	FLAMMABLE CABINETS	3,000
	TURBO HEATERS	1,350
	PORT-A-COOL	2,850
	PARKING LOT FOR CITY FLEET	150,000
	REPLACEMENT FLEET - 1/2 TON REG CAB LWB	28,650
UTILITY COLLECTIONS	SENIOR UTILITY CLERK	30,154
	UTILITY SERVICE WORKER (WITH VEHICLE 19,675)	60,071
	SUPPLIES (POSTAGE)	6,000
	CE OFFICER - (FUNDED FOR 9 MONTHS - WATER ENFORCEMENT NO VEHICLE)	49,561
	REPLACEMENT FLEET - 1/2 TON REG CAB LWB	19,675
WATER DISTRIBUTION	REPLACEMENT FLEET - 3/4 TON, REG CAB, UTILITY BED	33,800
	REPLACEMENT FLEET - 1 TON, CREW CAB, UTILITY BED	40,175
SANITARY SEWERS	INFLOW AND INFILTRATION (2 FTE)	64,823
W&S OPERATIONS	REPLACEMENT FLEET - 1/2 TON REG CAB LWB	21,200
	FUNDING FOR WELLS AND PUMPS EQUIPMENT MAINTENANCE	50,000
W&S ENGINEERING	ASSISTANT DIRECTOR OF PUBLIC WORKS (FUNDED 60% W&S, 20% SW & 20% DRAINAGE)	77,707
NON-DEPARTMENTAL INFORMATION TECHNOLOGY	GIS ANALYST	61,595
	HARDWARE AND SOFTWARE FOR SCADA DATA SYSTEM	19,315
	HARDWARE AND SOFTWARE FOR ASSISTANT DIRECTOR OF PW	4,140
	HARDWARE AND SOFTWARE FOR SENIOR UTILITY CLERK	1,865
	HARDWARE AND SOFTWARE FOR CE OFFICER - WATER ENFORCEMENT	500

**TOTAL WATER & SEWER FUND** **\$ 728,981**

**CITY OF KILLEEN  
 RECAP OF NEW PROGRAMS AND SERVICES  
 FY 2008-09**

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<b>DRAINAGE UTILITY FUND</b>		
DRAINAGE ENGINEERING	ASSISTANT DIRECTOR OF PUBLIC WORKS (FUNDED 60% W&S, 20% SW & 20% DRAINAGE)	25,902
DRAINAGE UTILITY MAINTENANCE	DRAINAGE SERVICES WORKERS (3 EACH)	86,136
	REPLACEMENT FLEET - 1 TON CREW CAB 4x4 LWB	43,645
	REPLACEMENT FLEET - 1 TON CREW CAB 4x4 LWB	43,645
	REPLACEMENT FLEET - 1 TON CREW CAB 4x4 LWB	43,645
	DRAINAGE CREW	250,000
NON-DEPARTMENTAL INFORMATION TECHNOLOGY	HARDWARE AND SOFTWARE FOR ASSISTANT DIRECTOR OF PUBLIC WORKS	1,380
<b>TOTAL DRAINAGE UTILITY FUND</b>		<b>\$ 494,353</b>
<b>TOTAL NEW PROGRAMS AND SERVICES</b>		<b>\$ 5,525,838</b>



## CITY OF KILLEEN BUDGET CALENDAR FY 2008-09

### January

S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

### February

S	M	T	W	T	F	S
				1	2	
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	

### March

- Begin budget process.
- Hold City Council planning sessions.
- Distribute budget worksheets.
- Conduct budget training classes.

### April

- Deadline for staff completion of preliminary budget forms.

### May

- Hold FY 07-08 mid-year budget review to set goals and priorities for FY 08-09 budget.
- Hold budget meetings between City Manager and Department Heads.
- Hold Town Hall meetings to obtain citizen input on budget issues.

### June

- Hold Public Hearing on citizen input on municipal services and concerns.
- City Manager finalizes proposed budget.

### July

- City Manager delivers preliminary budget to City Council.
- Preliminary budget is filed with the City Secretary.
- Departments present budget presentations to City Council.

### August

- 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.

### September

- 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.

### October

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

### November

S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

### December

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

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CITY OF KILLEEN, TEXAS

# general fund

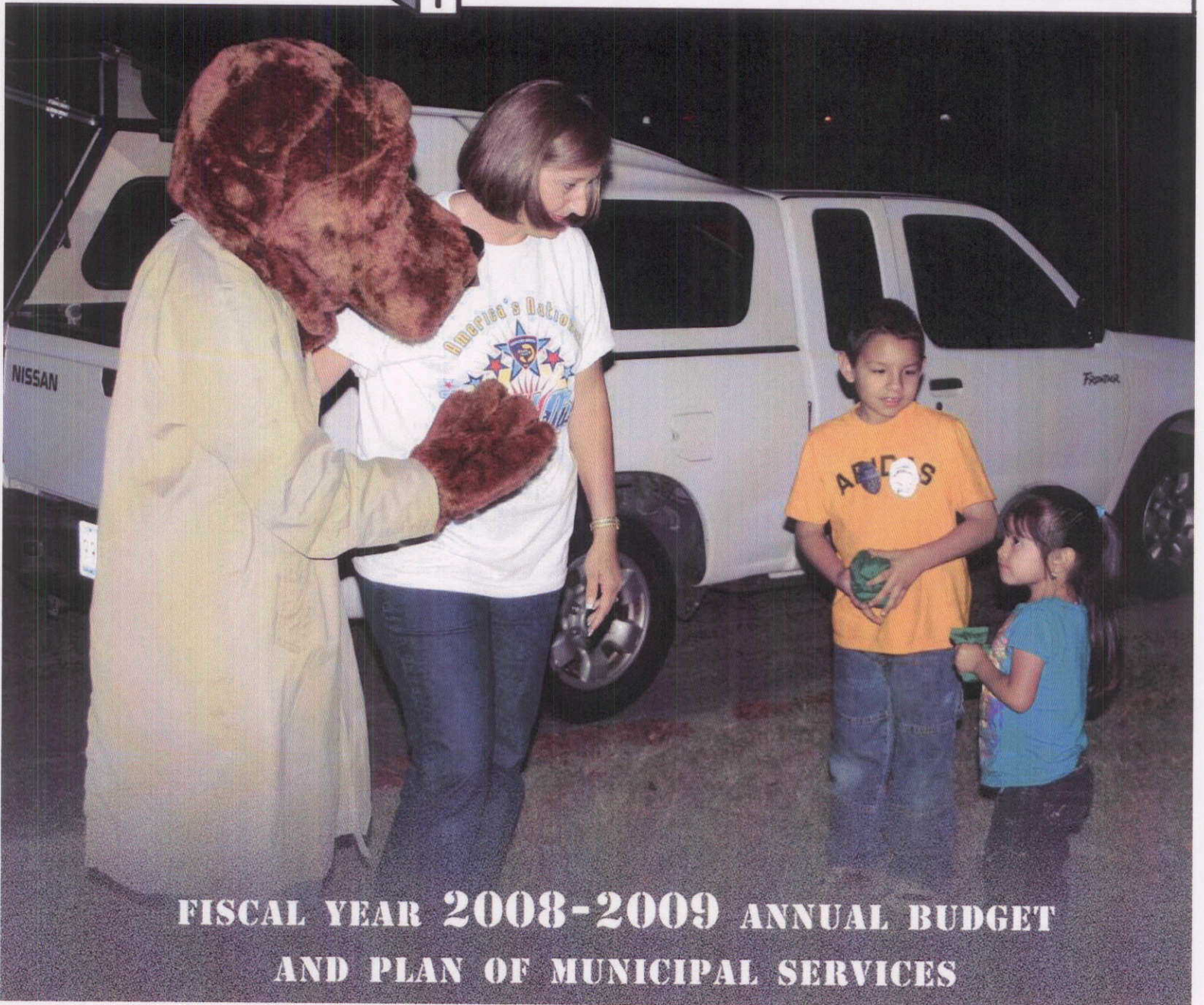


**FISCAL YEAR 2008-2009 ANNUAL BUDGET  
AND PLAN OF MUNICIPAL SERVICES**



CITY OF KILLEEN, TEXAS

# general fund



**FISCAL YEAR 2008-2009 ANNUAL BUDGET  
AND PLAN OF MUNICIPAL SERVICES**

# 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!"***



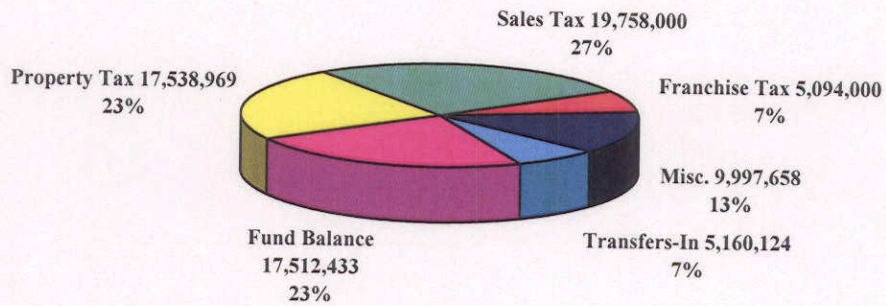
**GENERAL FUND**  
**Adopted Budget**  
**Summary**  
**FY 2008-09**

		2006-07 ACTUAL	2007-08 ADOPTED	2007-08 ESTIMATED	2008-09 ADOPTED
<b>BEGINNING FUND BALANCE</b>					
	Reserved Fund Balance	1,525,000	1,525,000	1,525,000	1,525,000
	Unreserved Fund Balance	17,757,890	15,987,433	17,749,182	16,348,000
<b>TOTAL BEGINNING FUND BALANCE</b>		<b>19,282,890</b>	<b>17,512,433</b>	<b>19,274,182</b>	<b>17,873,000</b>
<b>REVENUES</b>					
	Property Taxes	16,423,981	17,538,969	17,925,105	21,405,568
	Sales and Occup. Taxes	19,020,957	19,758,000	19,530,338	19,888,134
	Franchise Taxes	4,960,867	5,094,000	4,788,520	5,084,970
	Miscellaneous Revenues	3,080,123	3,063,500	3,294,200	3,500,050
	Permits and Licenses	1,257,833	1,131,300	1,332,580	1,338,580
	Court Fines and Fees	1,735,530	1,838,947	1,838,999	2,099,319
	Recreation Revenues	233,268	235,334	319,128	969,225
	Interest Earned	1,584,375	1,500,000	1,500,000	1,600,000
	Golf Course Revenues	1,084,481	1,218,550	1,228,161	1,236,686
	Intergovernmental	2,912,567	1,010,027	932,291	682,259
<b>TRANSFERS IN</b>		<b>4,813,454</b>	<b>5,160,124</b>	<b>5,160,124</b>	<b>5,404,037</b>
<b>TOTAL CURRENT REVENUES</b>		<b>57,107,436</b>	<b>57,548,751</b>	<b>57,849,446</b>	<b>63,208,828</b>
<b>TOTAL FUNDS AVAILABLE</b>		<b>76,390,326</b>	<b>75,061,184</b>	<b>77,123,628</b>	<b>81,081,828</b>
<b>EXPENDITURES</b>					
	City Council	62,462	76,214	65,164	72,663
	City Manager	411,714	484,281	458,862	481,094
	Emergency Mgmt / Homeland Security	76,389	154,075	154,075	134,384
	City Auditor & Compliance Office	-	77,421	50,311	79,036
	Municipal Court	802,902	950,704	751,415	953,716
	Public Information Office	125,661	148,571	145,748	153,626
	Volunteer Services	125,814	140,232	140,232	149,521
	City Attorney	586,023	660,674	650,861	771,554
	City Secretary	85,068	96,313	91,348	103,501
	Finance	570,753	609,026	604,461	650,838
	Accounting	317,281	361,779	336,336	372,663
	General Services	236,953	241,490	238,593	254,219
	Building Services	124,248	147,915	151,914	200,873
	Custodial Services	338,770	384,918	374,233	423,690
	Printing Services	137,684	162,512	160,162	176,340
	EMS Billings & Collections	162,458	182,651	174,550	191,498
	Human Resources	629,487	731,649	727,972	846,079
	Information Systems	751,148	867,837	863,008	952,995
	Permits & Inspections	929,309	1,030,140	999,085	1,127,276
	Code Enforcement	519,172	604,642	591,392	638,113
	Library	1,255,191	1,404,593	1,382,491	1,485,229
	Golf Course	1,153,730	1,327,093	1,314,797	1,630,288
	Golf Course Food and Beverage	186,753	209,337	196,512	245,396
	Community Center Operations	-	531,535	450,428	525,876
	Parks	2,020,605	1,721,946	1,644,682	1,890,733
	Lions Club Park Operations	-	298,787	374,112	783,637
	Family Aquatics Center	-	-	-	395,366
	Recreation	284,518	417,125	309,696	337,577
	Athletics	296,038	351,830	305,700	459,014
	Cemetery	297,204	319,274	315,083	347,447
	Senior Citizens	176,936	277,365	277,365	346,489
	Swimming Pools	134,664	140,859	136,174	140,859
	Community Dev.	256,991	274,015	271,322	277,390
	Downtown Revitalization	23,597	71,365	83,403	91,385
	Community Dev./Home Program	47,685	51,337	51,096	54,683
	Public Works	221,682	216,306	209,603	229,311
	Engineering	242,536	264,481	263,504	286,134
	Traffic	795,493	780,020	749,720	819,351
	Streets	3,011,183	3,391,100	3,300,464	3,739,850
	Planning	478,879	552,663	553,869	586,554
	Police	17,695,493	19,587,556	19,564,830	21,672,551
	Animal Control	380,710	414,409	412,026	557,396
	Fire	12,208,095	13,432,266	13,280,443	15,256,640
	Non-Departmental	7,704,865	5,936,285	6,073,586	6,176,301
<b>TOTAL OPERATING EXPENDITURES</b>		<b>55,866,144</b>	<b>60,084,591</b>	<b>59,250,628</b>	<b>67,069,136</b>
<b>TRANSFERS OUT</b>		<b>1,250,000</b>	<b>300,000</b>	<b>-</b>	<b>56,499</b>
<b>TOTAL EXPENDITURES</b>		<b>57,116,144</b>	<b>60,384,591</b>	<b>59,250,628</b>	<b>67,125,635</b>
<b>ENDING FUND BALANCE</b>					
	Reserved Fund Balance	1,525,000	1,525,000	1,525,000	1,525,000
	Unreserved Fund Balance	17,749,182	13,151,593	16,348,000	12,431,193
<b>TOTAL ENDING FUND BALANCE</b>		<b>19,274,182</b>	<b>14,676,593</b>	<b>17,873,000</b>	<b>13,956,193</b>

# GENERAL FUND

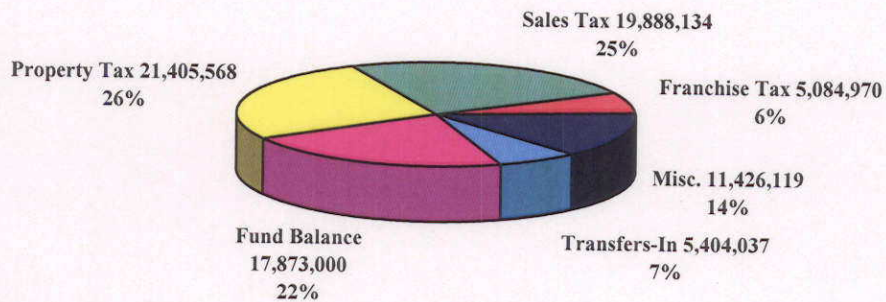
## Comparison of FY 2007-08 Budget to FY 2008-09 Budget

### FY 2007-08 Resources



**Total Fund Balance and Revenues \$75,061,184**

### FY 2008-09 Resources

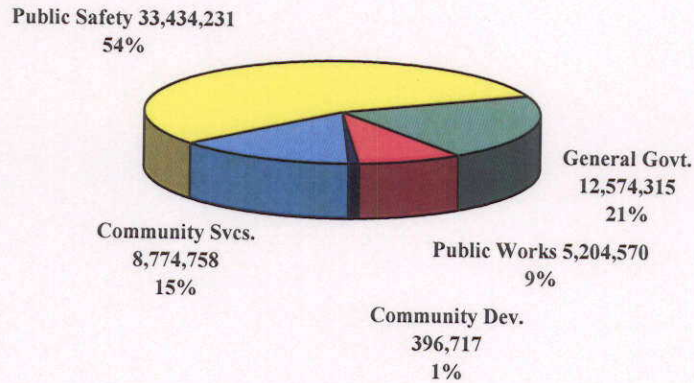


**Total Fund Balance and Revenues \$81,081,828**

# GENERAL FUND

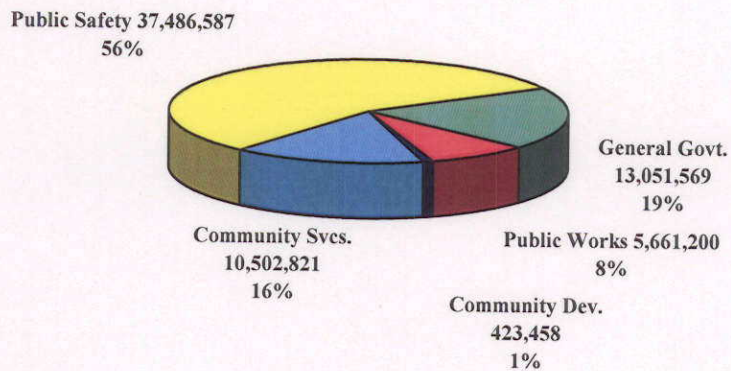
## Comparison of FY 2007-08 Budget to FY 2008-09 Budget

### FY 2007-08 Expenditures by Function



**Total Expenditures \$60,384,591**

### FY 2008-09 Expenditures by Function



**Total Expenditures \$67,125,635**

Note: Significant changes between FY 2007-08 and FY 2008-09 are discussed on each division's financial page

**GENERAL FUND REVENUES**

	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Estimated 2007-08</b>	<b>Adopted 2008-09</b>
<b>Beginning Fund Balance</b>				
Reserved	1,525,000	1,525,000	1,525,000	1,525,000
Unreserved	17,757,890	15,987,433	17,749,182	16,348,000
<b>Total Beginning Fund Balance</b>	<b>19,282,890</b>	<b>17,512,433</b>	<b>19,274,182</b>	<b>17,873,000</b>
<b>Property Taxes</b>				
Ad Valorem Taxes	15,982,240	17,113,769	17,474,905	20,939,962
Delinquent Ad Valorem Taxes	167,611	180,200	180,200	185,606
Delinquent Tax Penalties & Interest	205,665	180,000	205,000	210,000
Delinquent Tax Fees	68,465	65,000	65,000	70,000
<b>Total Property Taxes</b>	<b>16,423,981</b>	<b>17,538,969</b>	<b>17,925,105</b>	<b>21,405,568</b>
<b>Sales &amp; Occupancy Tax</b>				
Sales Tax	18,581,100	19,337,000	19,015,481	19,337,000
Bingo Tax	199,589	191,000	217,269	223,787
Drink Tax	240,268	230,000	297,588	327,347
<b>Total Sales &amp; Occupancy Tax</b>	<b>19,020,957</b>	<b>19,758,000</b>	<b>19,530,338</b>	<b>19,888,134</b>
<b>Franchise Tax</b>				
Telephone Franchise Fees	213,028	220,000	202,432	208,505
Miscellaneous Telephone	42,303	35,000	43,000	45,000
TXU Gas Franchise Fees	308,007	275,000	322,251	331,919
Cable Television Franchise Fees	1,029,838	1,060,000	1,074,555	1,096,046
Taxi Cabs Franchise Fees	2,935	4,000	3,255	3,500
TU Electric Franchise Fees	3,364,756	3,500,000	3,143,027	3,400,000
<b>Total Franchise Tax</b>	<b>4,960,867</b>	<b>5,094,000</b>	<b>4,788,520</b>	<b>5,084,970</b>
<b>Miscellaneous Revenues</b>				
Miscellaneous Police Receipts	50,844	50,000	52,000	55,000
Police Background Checks	23,525	25,000	10,400	10,700
Police - False Alarm Fees	38,980	50,000	50,000	50,000
Taxi Operators License	4,115	2,500	4,000	4,100
Graffiti Removal Fees	-	-	500	1,000
Planning & Zoning Fees	42,960	48,000	48,000	48,000
Fire Dept. Service Fees Collected	2,371,608	2,368,000	2,600,000	2,800,000
Library Xerox Charges	16,046	15,000	16,300	15,750
Library Fines and Contributions	25,898	22,500	23,500	23,000
Animal Control Fees	30,384	30,000	42,000	45,000
Curb and Street Cuts	1,677	2,500	2,500	2,500
Code Enforcement - Abatement	79,637	100,000	95,000	95,000
Miscellaneous Receipts	394,449	350,000	350,000	350,000
<b>Total Miscellaneous Revenues</b>	<b>3,080,123</b>	<b>3,063,500</b>	<b>3,294,200</b>	<b>3,500,050</b>
<b>Permits &amp; Licenses</b>				
Food Handlers Permits	19,280	17,000	17,000	21,000

**GENERAL FUND REVENUES**

Continued

	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Estimated 2007-08</b>	<b>Adopted 2008-09</b>
<b>Permits &amp; Licenses (Continued)</b>				
Mechanical Inspection Permits	52,183	57,000	57,000	57,000
Building Plans Review Fees	108,072	125,000	125,000	125,000
Garage Sale Permits	9,695	8,500	8,500	8,500
Animal License Receipts	3,270	2,300	2,500	5,500
Contractor License	50,270	45,000	55,000	55,000
Certificates of Occupancy	39,330	35,000	35,000	35,000
Trailer Court License/Permits	4,005	6,500	6,580	6,580
Bldg Permits & Inspections	643,617	550,000	700,000	700,000
Electrical Inspections/Permits	150,646	135,000	151,000	150,000
Plumbing Inspections/Permits	119,655	100,000	120,000	120,000
Inspection Fees	57,810	50,000	55,000	55,000
<b>Total Permits &amp; Licenses</b>	<b>1,257,833</b>	<b>1,131,300</b>	<b>1,332,580</b>	<b>1,338,580</b>
<b>Court Fines &amp; Fees</b>				
Municipal Court Receipts	1,426,003	1,500,000	1,500,000	1,725,000
Arrest Fees	179,204	211,200	211,200	242,880
Parking Fines	32,300	34,650	27,000	27,000
Court Tax Service Fees	65,562	59,000	65,000	68,640
Traffic Cost (C.R.)	32,422	34,047	35,749	35,749
Jury Fees	39	50	50	50
<b>Total Court Fines &amp; Fees</b>	<b>1,735,530</b>	<b>1,838,947</b>	<b>1,838,999</b>	<b>2,099,319</b>
<b>Recreation Revenues</b>				
Swimming Pool Receipts	18,505	17,794	18,500	19,000
Recreation Revenue	35,194	9,500	36,000	83,000
Cemetery Lots	29,975	26,500	26,600	26,600
Athletic Revenue	103,515	130,000	112,000	238,500
Swimming Pool Lessons	15,570	18,040	18,000	18,500
Facilities Revenue	14,535	25,500	4,840	5,000
Concession Stand Revenue	15,974	8,000	16,000	17,000
Lions Park Memberships	-	-	87,188	290,625
Aquatics Revenue	-	-	-	271,000
<b>Total Recreation Revenue</b>	<b>233,268</b>	<b>235,334</b>	<b>319,128</b>	<b>969,225</b>
<b>Interest Earned</b>				
Interest Earned	1,577,105	1,500,000	1,500,000	1,600,000
Inv-Market Value Adjust	7,270	-	-	-
<b>Total Interest Earned</b>	<b>1,584,375</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,600,000</b>
<b>Golf Course</b>				
Trail Fees	15,612	20,000	14,200	14,200
Green Fee	277,649	298,000	316,646	318,100
Pro Shop	230,345	235,000	244,000	236,000
Carts	188,793	215,000	238,000	231,000
Clubs	2,899	2,850	3,500	3,000

**GENERAL FUND REVENUES**

Continued

	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Estimated 2007-08</b>	<b>Adopted 2008-09</b>
<b>Golf Course (Continued)</b>				
Annual Pass	136,085	176,000	137,500	141,000
Snack Bar	50	-	-	-
Cart Shed	74,712	83,300	80,750	80,750
Handicap Fees	1,961	2,500	2,315	2,315
Driving Range	35,265	46,000	46,250	48,000
Alcohol Beverage Sales	22,633	38,700	43,200	43,200
Food and Beverage Sales	85,757	85,000	91,800	106,621
Event Rental	11,745	15,000	10,000	12,500
Golf Misc Receipts	975	1,200	-	-
<b>Total Golf Course Revenue</b>	<b>1,084,481</b>	<b>1,218,550</b>	<b>1,228,161</b>	<b>1,236,686</b>
<b>Intergovernmental Revenue</b>				
TEEX Grant		-	-	-
Home Program	47,685	45,518	45,518	44,160
CDBG Administration	255,610	193,577	193,577	187,015
Bell County Contributions	5,192	3,400	2,707	3,500
Grant - Misc Receipts	-	-	-	-
Civil Defense Matching Funds	21,328	19,094	19,094	19,094
DHS-Safer Grant	495,028	633,420	622,348	428,490
DHS-FP & S Grant	1,395	-	21,330	-
Community Partnership Program	13,700	-	300	-
Library State Grants	453	13,747	13,747	-
Community Economic Assistance	-	-	-	-
DHS Homeland Security	16,956	36,500	-	-
Nolan Hike/Bike Trail Grant	2,055,220	64,771	13,670	-
<b>Total Intergovernmental Revenue</b>	<b>2,912,567</b>	<b>1,010,027</b>	<b>932,291</b>	<b>682,259</b>
<b>Transfers from other funds</b>				
Transfer from Water & Sewer	3,029,008	3,328,819	3,328,819	3,393,198
Transfer from Solid Waste	1,766,751	1,813,610	1,813,610	1,993,144
Transfer from Drainage Utility	17,695	17,695	17,695	17,695
Transfer from EMF	-	-	-	-
Transfer from I & S 1993	-	-	-	-
<b>Total Transfers from other funds</b>	<b>4,813,454</b>	<b>5,160,124</b>	<b>5,160,124</b>	<b>5,404,037</b>
<b>Total Fund Balance and Revenue</b>	<b>76,390,326</b>	<b>75,061,184</b>	<b>77,123,628</b>	<b>81,081,828</b>

**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 2007-08***

---

- 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.
- Continue implementation of the Down-Town Revitalization Program.
- Continue local efforts for the establishment of a Killeen site for an upper-level state supported University.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-09***

---

- 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.
- Develop a Streets Capital Improvement Program.
- Begin comprehensive city-wide master plan project.

***MAJOR NEW PROGRAMS AND SERVICES***

---

- There were no major new programs or services added for City Council for FY 2008-09.

**GENERAL FUND  
CITY COUNCIL**

	<b>Actual 2006-07</b>		<b>Budget 2007-08</b>		<b>Projected 2007-08</b>		<b>Target 2008-09</b>
<b><i>INPUTS</i></b>							
<hr/>							
<b>Expenditures</b>							
Salaries	\$ 11,100	\$	10,830	\$	10,830	\$	11,242
Supplies	770		2,050		1,500		2,050
Support Services	49,736		62,500		52,000		58,500
Benefits	856		834		834		871
<b>Total Expenditures</b>	<b>\$ 62,462</b>	<b>\$</b>	<b>76,214</b>	<b>\$</b>	<b>65,164</b>	<b>\$</b>	<b>72,663</b>
<b>Personnel Summary / Position Title</b>							
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
<b>Total</b>	<b>8</b>		<b>8</b>		<b>8</b>		<b>8</b>
<b><i>OUTPUTS</i></b>							
<hr/>							
# of Ordinances / Resolutions Passed	341		420		413		425
<b><i>EFFICIENCIES</i></b>							
<hr/>							
Adopt a Strategic Plan that is aligned with City Council Goals	N/A*		Yes		Yes		N/A*
<b><i>EFFECTIVENESS</i></b>							
<hr/>							
Citizen Satisfaction Rating	No Survey Data this Year		No Survey Data this Year		No Survey Data this Year		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 2007-08***

---

- Adopted new strategic plan, *Vision 2030*.
- Created Internal Audit Division.
- Continued multi-year implementation of the Downtown Revitalization Program.
- Completed annexations of new area to provide for the future growth and development of the City.
- Completed major projects in Phase III of the General Obligations Bond Capital Improvement Program.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-09***

---

- Continue next stage of the multi-year implementation of the Downtown Revitalization Program.
- Implement Phase IV of the 2002 General Obligation Bond Capital Improvement Program to include the Police Headquarter Facility, Fire Station No. 1 and No. 8, and the Family Aquatics facility.
- Improve communication with the citizens of Killeen by enhancing and promoting the new Citizen Relationship Management System.
- Begin implementation of the City's new Strategic Plan.
- Conduct Executive training and Leadership Program.
- Continue planning efforts for the future growth and development of the City.
- Develop Capital Improvements Plan for Streets and transportation needs.
- Develop Strategic Plan for Killeen Fire Department.
- Update existing Master Plans in various service areas.
- Complete Facilities Needs assessment.

***MAJOR NEW PROGRAMS AND SERVICES***

---

- There were no major new programs or services added to the City Manager Department for FY 2008-09.

**GENERAL FUND  
CITY MANAGER**

<b>INPUTS</b>	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Projected 2007-08</b>	<b>Target 2008-09</b>
<b>Expenditures</b>				
Salaries	\$ 297,539	\$ 357,213	\$ 332,329	\$ 356,967
Supplies	2,932	3,529	3,435	4,326
Support Services	39,195	33,941	33,500	33,450
Benefits	71,790	88,653	88,653	86,022
Capital Outlay	258	945	945	329
<b>Total Expenditures</b>	<b>\$ 411,714</b>	<b>\$ 484,281</b>	<b>\$ 458,862</b>	<b>\$ 481,094</b>

**Personnel Summary / Position Title**

City Manager	1	1	1	1
Administrative Assistant	1	1	1	1
Executive Assistant	0	1	1	1
Management Analyst	1	1	1	1
Deputy City Manager	0	0	0	0
<b>Total</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>4</b>

**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	34%	24%	30%	21%
Maintain AA General Obligation Bond Rating:				
Standard & Poor's	AA-	AA-	AAA	AAA
Moody's	Aa3	Aa3	Aa3	Aa3
Maintain AA Revenue Bond Rating:				
Standard & Poor's	AA-	AA-	AA-	AA-
Moody's	Aa3	A1	Aa3	Aa3

**EFFECTIVENESS**

Citizen Satisfaction Rating	83%	No Survey Data this Year	No Survey Data this Year	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 2007-08***

---

- 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.
- 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

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-09***

---

- Host the 2009 CTRAC Trauma Conference
- Host the 2009 Skywarn Conference
- Conduct 1 tabletop, 1 functional, and 1 full scale exercise involving Pandemic Influenza
- Participate with Fort Hood on their annual exercise
- Have all of the EOC staff fully trained on WebEOC
- Run a monthly WebEOC drill for all departments
- Launch the Ready Killeen Public Education Program

***MAJOR NEW PROGRAMS AND SERVICES***

---

- Ready Killeen Public Education Program
- Regional Mass Casualty Response Trailer
- Community Emergency Response Team

**GENERAL FUND**  
**EMERGENCY MANAGEMENT AND HOMELAND SECURITY**

	Budget 2006-07	Projected 2006-07	Target 2007-08	Target 2008-09
<b>INPUTS</b>				
<b>Expenditures</b>				
Salaries	\$ 55,280	\$ 72,273	\$ 72,273	\$ 77,024
Supplies	2,202	4,600	4,600	19,885
Repairs	1,301	1,500	1,500	1,500
Support Services	3,990	11,476	11,476	17,040
Benefits	13,616	16,276	16,276	18,935
Capital Outlay	-	47,950	47,950	-
<b>Total Expenditures</b>	<b>\$ 76,389</b>	<b>\$ 154,075</b>	<b>\$ 154,075</b>	<b>\$ 134,384</b>

**Personnel Summary / Position Title**

Emergency Management / Homeland Security Coordinator	1	1	1	1
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

**OUTPUTS**

# of Ready Killeen Public Education Packets Distributed to Killeen Households	N/A*	0	100	10,000
# of Distribution Methods Used for Public Outreach**	N/A*	6	6	6
# of City Officials and Staff Trained in Emergency Management to 2009 Standards	N/A*	25	60	60
#of exercises conducted in the City of Killeen***	N/A*	N/A*	3	3
#of Staff Trained in WebEOC Crisis Management Program	N/A*	N/A*	60	60
# of CERT Training Sessions	N/A*	N/A*	4	10
#of active CERT Volunteers	N/A*	N/A*	100	250
# of ICS 300/400 classes conducted by City of Killeen	N/A*	N/A*	2	4
# of additional sirens added to the Outdoor Warning System.	N/A*	N/A*	N/A*	3

\*\* 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

**EFFICIENCIES**

Implementation Cost per Square Mile of Area Serviced	N/A*	N/A*	\$8,534	\$6,992
Implementation Cost per Capita	N/A*	N/A*	\$3.75	\$3.68

**EFFECTIVENESS**

Implemented final phase of the Outdoor Emergency Warning System	N/A*	N/A*	100.0%	
% of City Covered by Emergency Warning Devices	N/A*	N/A*	100.0%	100%

\* 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 standards set by the Governmental Accounting Standards Board (GASB).

***MAJOR DIVISION GOALS***

---

- Ensure the City is operating within federal, state and local regulations in accordance with City policies and 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 2007-08***

---

- Developed and implemented a six month internal audit plan.
- Conducted financial, internal control, compliance audits and special reviews as requested by the City Manager or City Council.
- Conducted regular reviews of compliance programs, established a record-keeping system designed to document operations and investigated alleged violations of compliance guidelines.
- Prepared corrective action plans to monitor adherence.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-09***

---

- 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 and investigate alleged violations of compliance guidelines.
- Prepare corrective action plans and monitor adherence.
- Submit semi-annual compliance reports to the City manager and the City Council.
- Prepare the annual Comprehensive Annual Financial Report in-house.
- Implement Ethics, Fraud and Compliance policies for City of Killeen employees.
- Actuarial study of Other Post Employment Benefits that will ensure the City's compliance with Governmental Accounting Standards Board statement number 45.

***MAJOR NEW PROGRAMS AND SERVICES***

---

- There were no major new programs or services added to the Internal Audit Division for FY 2008-09.

**GENERAL FUND  
CITY AUDITOR AND COMPLIANCE OFFICE**

	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Projected 2007-08</b>	<b>Target 2008-09</b>
<b><u>INPUTS</u></b>				
<b>Expenditures</b>				
Salaries	\$ -	\$ 55,487	\$ 30,175	\$ 57,461
Supplies	-	1,100	550	950
Support Services	-	3,150	680	5,125
Benefits	-	7,904	9,596	15,500
Capital Outlay	-	9,780	9,310	-
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ 77,421</b>	<b>\$ 50,311</b>	<b>\$ 79,036</b>
<b>Personnel Summary / Position Title</b>				
Director of Internal Audit	0	0	1	1
<b>Total</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>
<b><u>OUTPUTS</u></b>				
Presented Monthly/Quarterly Audit Reports to the City Manager and to City Council	N/A*	16	8	16
<b><u>EFFICIENCIES</u></b>				
Percentage of violations of City compliance issues corrected during 12 months of discovery	N/A*	85%	85%	85%
* New Performance Measure - Data not available.				
<b><u>EFFECTIVENESS</u></b>				
City of Killeen Citizens Satisfaction Rating	N/A*	95%	95%	95%

**GENERAL FUND  
MUNICIPAL COURT**

***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 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 the state.
- Reassure the public that offenders are being punished.

***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2007-2008***

---

- Conducted Warrant Round-up which increased revenue and closed active cases on the court's records.
- Installed new security cameras to enhance court security.
- Improved the court's record keeping by purchasing a new filing system.
- Increased visibility in the schools to educate the public on juvenile offenses and consequences.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-2009***

---

- Provide superior customer service by implementing an interactive voice recognition phone system that would allow defendants access to court information and pay court fines 24 hours a day.
- Enter into contract with the Texas Department of Transportation in order to put into operation the SCOFFLAW which prevents defendants from registering their motor vehicles until they pay their delinquent fines or fees with the court.
- Increase the issuance of warrants.
- The Court will conduct at least two Warrant Round-ups per year which will help to clear delinquent fines and increase revenue.
- Create a Senior Collections Clerk position. This individual would be proficient in all clerk positions in the court.
- Increase the court's ability to scan all closed cases more efficiently through outsourcing.
- Implement a Community Garden Program for juveniles that would allow them to take care of their fines.

***MAJOR NEW PROGRAMS AND SERVICES***

---

- Senior Collections Clerk
- Outsource scanning

**GENERAL FUND  
MUNICIPAL COURT**

	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Projected 2007-08</b>	<b>Target 2008-09</b>
<b>INPUTS</b>				
<b>Expenditures</b>				
Salaries	\$ 540,261	\$ 633,607	\$ 507,625	\$ 659,199
Supplies	24,494	47,116	32,071	30,163
Maintenance	-	-	-	-
Repairs	1,549	7,200	4,400	7,200
Support Services	17,268	34,368	19,075	20,235
Benefits	174,335	212,160	173,205	235,024
Designated Expenses	-	-	-	-
Major Capital Outlay	11,543	-	-	-
Capital Outlay	33,452	16,253	15,039	1,895
Reimbursable Expense	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 802,902</b>	<b>\$ 950,704</b>	<b>\$ 751,415</b>	<b>\$ 953,716</b>

**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	0	1	1	1
Compliance/Collections Manager	0	1	1	1
Compliance Assistant	1	1	1	1
Executive Assistant	1	1	1	1
City Marshal	1	1	1	1
Deputy City Marshal	2	2	2	2
Bailiff	1	1	1	1
Juvenile Case Manager	0	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 Collections Clerk	4	4	4	4
Court Citation Specialist	1	1	1	1
Files Clerk	0	1	1	1
Senior Court Clerk (New Position)	0	0	0	1
<b>Total</b>	<b>19</b>	<b>23</b>	<b>23</b>	<b>24</b>

**OUTPUTS**

Number of Cases Filed	24,125	24,175	24,160	25,000
Class C Misdemeanors Warrants	7,177	7,500	7,675	8,000
Teen Court Cases Filed	632	750	775	790

**EFFICIENCIES**

Warrants Issued	7202	7500	7675	8000
Warrants Cleared	6316	6500	6700	7000

**EFFECTIVENESS**

Percentage of Warrants Cleared	87.7%	86.7%	87.3%	87.5%
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**GENERAL FUND  
PUBLIC INFORMATION**

***DIVISION DESCRIPTION***

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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 2007-08***

---

- Responded to 227 media calls and produced 103 press releases resulting in 303 media stories
- Produced 24 City Council meetings, 2 *Talk City* episodes, and 19 videos for Channel 10
- Maintained and utilized the city's web site and government channel
- Produced 12 issues of *City Beat*
- Launched the *City Insight* resident newsletter distributed in water bills
- Planned 31 events including the 125<sup>th</sup> Birthday Celebration and a council farewell
- Filled two new Public Information positions, Government Channel Producer and Public Information Officer
- Transitioned to in-house council meeting production and upgraded Channel 10 system
- Co-chaired the city employee United Way Campaign raising more than \$81,000
- Coordinated the launch of the Vision 2030 plan
- Planned and administered the Public Information and Government Channel Budgets

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-09***

---

- Produce an award-winning 2009 Annual Report
- Improve Public Information support of city departments
- Improve the Government Access Channel through in-house production to increase the amount and improve the quality of programming
- Implement web streaming of City Council Meetings and program videos
- Produce 24 City Council Meetings
- Produce 6 episodes of *Talk City*
- Produce 12 issues of *City Beat* and 4 issues of *City Insight*
- Facilitate the 2009 Citizen Survey
- Lead the Wellness Committee to achieve city-wide health and morale goals

***MAJOR NEW PROGRAMS AND SERVICES***

---

- City marketing campaign
- Web streaming system

**GENERAL FUND  
PUBLIC INFORMATION**

<b>INPUTS</b>	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Projected 2007-08</b>	<b>Target 2008-09</b>
<b>Expenditures</b>				
Salaries	\$ 78,864	\$ 89,136	\$ 89,524	\$ 101,260
Supplies	638	7,080	6,030	7,515
Maintenance	-	-	-	-
Repairs	-	-	-	-
Support Services	17,107	20,411	18,250	14,850
Benefits	24,128	31,944	31,944	30,001
Designated Expenses	-	-	-	-
Major Capital Outlay	-	-	-	-
Capital Outlay	4,924	-	-	-
Reimbursable Expense	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 125,661</b>	<b>\$ 148,571</b>	<b>\$ 145,748</b>	<b>\$ 153,626</b>

**Personnel Summary / Position Title**

Director of Public Information	0.5	0.5	0.5	0.5
Executive Assistant	1	1	1	1
Public Information Officer	1	1	1	1
<b>Total</b>	<b>2.5</b>	<b>2.5</b>	<b>2.5</b>	<b>2.5</b>

**OUTPUTS**

Number of Media Calls	848	850	227	250
Number City Council Meetings Produced	32	30	24	24
Number Talk City Episodes Produced	N/A	N/A	3	6
Number City Beat Issues Published	12	12	12	12
Number of Events Coordinated	31	25	15	20

**EFFICIENCIES**

Return of news stories on press releases	259.0%	300.0%	294.0%	300.0%
Unique media inquiries responded to	98.0%	100.0%	98.7%	100.0%

**EFFECTIVENESS**

Citizens using GAC to gather information	49.0%	60.0%	57.0%	60.0%
Citizens using web to gather information	33.0%	50.0%	49.0%	55.0%

103 press releases producing 312 media stories  
227 unique media calls with 224 responded to

**GENERAL FUND  
VOLUNTEER SERVICES**

***DIVISION DESCRIPTION***

---

The Volunteer Services Division coordinates and implements the volunteer programs for the city of Killeen. In addition, the Volunteer Services Division works with the 501(c)(3) corporation, Killeen Volunteers, Inc., and its four program committees, which are comprised of Keep Killeen Beautiful, Celebrate Killeen Committee, Killeen Volunteer Corps and the Youth Advisory Commission. Volunteer Services coordinates a number of local, state, and national community projects and events throughout the year in effort to enhance the quality of life in Killeen and to promote volunteerism in the community.

***MAJOR DIVISION GOALS***

---

- Effectively recruit, train and utilize volunteers.
- Promote volunteerism and enhance the quality of life in Killeen.
- Provide support and oversight to Killeen Volunteers, Inc. and its program committees.
- Enhance the beautification and safe environment of Killeen through educational programs and citywide projects.
- Provide citywide events, such as the Christmas Parade, Celebrate Killeen Festival, and Rodeo at little cost to the citizens of Killeen.

***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2007-2008***

---

- Performed 70 projects/activities with Killeen Volunteers Inc and its four program committees.
- Youth Advisory Commission grew from 44 to 250 youth. This was a 176% increase in the participation by youth.
- Representatives attended three National Conferences: Points of Light, Keep Texas Beautiful and the State Youth Summit.
- 12,078 volunteers reported 63,018 hours of services at a cost avoidance of \$1,229,481.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-2009***

---

- Increase overall participation of our youth volunteers and become the host city for the YAC State Youth Summit.
- Refine our Volunteer Management Program to more effectively recruit, train and utilize volunteers.
- Assist Keep Killeen Beautiful efforts to become a Keep America Beautiful Affiliate.
- Win 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 2008-09.

**GENERAL FUND  
VOLUNTEER SERVICES**

<b>INPUTS</b>	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Projected 2007-08</b>	<b>Target 2008-09</b>
<b>Expenditures</b>				
Salaries	\$ 91,016	\$ 101,308	\$ 101,308	\$ 107,136
Supplies	1,514	2,676	2,676	2,676
Support Services	5,646	7,000	7,000	7,000
Benefits	27,638	29,248	29,248	32,709
<b>Total Expenditures</b>	<b>\$ 125,814</b>	<b>\$ 140,232</b>	<b>\$ 140,232</b>	<b>\$ 149,521</b>

**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
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

**OUTPUTS**

Number of annual service projects/events	73	73	70	75
Number of service hours performed by volunteers	42,211	58,935	63,018	50,000
Number of Volunteer Center referrals	136	200	167	150
Number of Volunteer Center visits	4,146	3,775	2,494	3,500
Value of volunteer hours	\$792,300	\$1,149,821	\$1,229,481	\$975,500

**EFFICIENCIES**

Operating cost per volunteer service hour performed	\$2.98	\$2.38	\$2.23	\$2.99
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**EFFECTIVENESS**

% increase in center referrals	-7.5%	47.1%	49.3%	-20.7%
% increase in value of volunteer hours	-88.9%*	39.6%	22.8%	-10.2%

\*Significant variances due to emergency services provided to victims of Hurricane Katrina and Hurricane Rita in previous fiscal years and also for volunteer work related to the City's 125th Birthday celebration.

**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.

***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2007-2008***

---

- Successful Resolution of approximately 96% of pretrial cases prior to trial
- Timely Resolution of cases that proceed to trial (approx. 1 month to pretrial from appearance, 1 – 2 months to trial from pretrial)
- Implemented pretrial procedures to target problem areas
  - a. Code violations – use of deferral to achieve compliance, maintaining compliance
  - b. Animal disposition hearings – work with Animal Control to provide what the Court needs to better adjudicate animal dispositions
  - c. Coordinate effort with PD on attempted theft cases where retail shops are buying stolen property and fueling the burglary rate
- Work with Sister Cities Committee to revise its bylaws
- Participate in extended negotiations with the company that operates the airport cell tower site; ultimately we decided not to accept the company's demand to lower the rental price
- Provided on-going legal support for new projects at Lion's Club Park, including the Family Recreation Center, Senior Center and Family Aquatics Park.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-2009***

---

- Work with Animal Control to develop Standard Operating Procedures, and revise the animal ordinance as necessary
- Update juvenile prosecution procedures
- Work with HR to revise Civil Service Local Rules
- Develop a city-wide monthly training program on various legal issues
- Participate as a member of the Zeroes Project Management team and assist the project manager as necessary to facilitate successful completion of this project's construction in Killeen.
- Finalize draft of excess right of way ordinance bringing the City's exaction requirements in line with Texas jurisprudence on the subject and present to the transportation committee, Planning and Zoning and City Council.
- Assist in drafting FEMA flood plane ordinance to ensure City remains compliant with FEMA flood plane requirements.

***MAJOR NEW PROGRAMS AND SERVICES***

---

- FOIA Enterprise System – Public Information Management Software

**GENERAL FUND  
CITY ATTORNEY**

	Actual 2006-07	Budget 2007-08	Projected 2007-08	Target 2008-09
<b>INPUTS</b>				
<b>Expenditures</b>				
Salaries	\$ 402,230	\$ 503,836	\$ 503,836	\$ 544,283
Supplies	3,966	5,882	4,935	5,545
Maintenance	-	-	-	-
Repairs	150	-	-	200
Support Services	62,660	23,466	20,904	67,503
Benefits	99,676	122,680	116,546	135,923
Designated Expenses	-	-	-	-
Major Capital Outlay	-	-	-	-
Capital Outlay	17,341	4,810	4,640	18,100
Reimbursable Expense	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 586,023</b>	<b>\$ 660,674</b>	<b>\$ 650,861</b>	<b>\$ 771,554</b>

**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
<b>Total</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

**OUTPUTS**

Legal Consultations/Opinions	2,481	2,481	2,605	3,095
Documents Reviewed	3,159	3,159	4,288	2,445
Open Records Requests received and responded to	1,509	1,509	1,584	2,616

**EFFICIENCIES**

Legal Consultations/Opinions per Attorney	497	497	521	619
Documents reviewed per Attorney	631	631	858	489
Open Records Requests received and responded to per Attorney	298	298	316	523

**EFFECTIVENESS**

Percentage of oral opinions provided on routine matters within 48 hours:	93%	93%	93%	93% (Estimate)
Percentage of oral opinions provided on nonroutine matters within 2 weeks:	95%	95%	95%	95% (Estimate)
Percentage of written opinions provided on routine matters within 1 week:	90%	90%	90%	90% (Estimate)
Percentage of written opinions provided on nonroutine matters within 30 days:	94%	94%	94%	94% (Estimate)
Percentage of contracts reviewed within 2 days:	95%	95%	95%	95% (Estimate)
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 2007-2008***

---

- Conducted one general election.
- Codified 14 ordinances.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-09***

---

- Conduct one general election.
- Codify 16 ordinances.

***MAJOR NEW PROGRAMS AND SERVICES***

---

- There were no major new programs or services added for the City Secretary for FY 2008-09.

**GENERAL FUND  
CITY SECRETARY**

	<b>Actual</b>		<b>Budget</b>		<b>Projected</b>		<b>Target</b>
	<b>2006-07</b>		<b>2007-08</b>		<b>2007-08</b>		<b>2008-09</b>
<b><u>INPUTS</u></b>							
<b>Expenditures</b>							
Salaries	\$ 57,382	\$	62,516	\$	62,284	\$	68,242
Supplies	710		1,115		850		1,100
Maintenance	-		-		-		-
Repairs	-		-		-		-
Support Services	2,060		3,005		2,685		2,985
Benefits	14,994		15,529		15,529		16,991
Designated Expenses	9,230		14,148		10,000		14,183
Major Capital Outlay	-		-		-		-
Capital Outlay	692		-		-		-
Reimbursable Expense	-		-		-		-
<b>Total Expenditures</b>	<b>\$ 85,068</b>	<b>\$</b>	<b>96,313</b>	<b>\$</b>	<b>91,348</b>	<b>\$</b>	<b>103,501</b>

**Personnel Summary / Position Title**

City Secretary	1		1		1		1
<b>Total</b>	<b>1</b>		<b>1</b>		<b>1</b>		<b>1</b>

**OUTPUTS**

City Council minutes	30		29		32		30
Issue permits, licenses, vehicle registration	331		297		316		315
Codify ordinances	19		14		14		16
Conduct general election	1		1		1		1
Index ordinances, resolutions	343		327		330		340

**EFFICIENCIES**

# of documents processed per one employee	723		667		692		702
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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 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 solid waste, water and sewer and drainage utility fund.
- Negotiated a price and term that was the best value for the City for electric services using a reverse auction method and/or bid process.

### ***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-09***

---

- Update long term financial plans for the general fund.
- 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.
- Continue coordination of the Downtown Revitalization Program and creation of TIRZ two.
- Continued finance support for the Killeen Arts Commission and promote positive public awareness of the arts
- Facilitate Facilities Assessment City Wide, including Fleet Services needs.
- Maintain the City's preventive program projected to expand to 905 vehicles and heavy equipment.

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

---

- Several divisions within the Finance Department received new programs in the FY 2008-09 budget, including Accounting, Building Services, and Utility Collections. Those new programs are itemized in the appropriate division reports.

**GENERAL FUND  
FINANCE**

	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Projected 2007-08</b>	<b>Target 2008-09</b>
<b><u>INPUTS</u></b>				
<b>Expenditures</b>				
Salaries	\$ 416,609	\$ 440,442	\$ 428,164	\$ 472,957
Supplies	3,441	6,510	5,294	6,798
Support Services	43,957	52,022	62,155	51,194
Benefits	104,851	107,338	105,648	119,889
Capital Outlay	1,895	2,714	3,200	-
<b>Total Expenditures</b>	<b>\$ 570,753</b>	<b>\$ 609,026</b>	<b>\$ 604,461</b>	<b>\$ 650,838</b>
<b>Personnel Summary / Position Title</b>				
Director of Finance	1	1	1	1
Assistant Director of Finance	0	0	0	1
Executive Assistant	1	1	1	1
Grants & Projects Administrator	1	1	1	1
Management Accountant	3	3	3	1
Staff Accountant	0	0	0	1
<b>Total</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
<b><u>OUTPUTS</u></b>				
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
<b><u>EFFICIENCIES</u></b>				
Annual Investment Yield	5.16%	4.00%	3.33%	2.50%
Issue CAFR within 180 days after the end of the fiscal year	<180	176	<180	<180
Publish budget document within 90 days of adoption	<90	119	120	<90
Receive GFOA <sup>(a)</sup> Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes	Yes
Receive GFOA <sup>(a)</sup> Budget Award	Yes	Yes	Yes	Yes
Maintain Certification of Investment Report	Yes	Yes	Yes	Yes
<b><u>EFFECTIVENESS</u></b>				
Percentage of adopted budget revenues in major operating funds to actual revenues	108%	105%	101%	105%
Percentage of ending general fund balance to total expenditures	34%	24%	30%	21%

<sup>(a)</sup> GFOA: Government Finance Officers Association

## **GENERAL FUND ACCOUNTING**

### ***DIVISION DESCRIPTION***

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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***

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

### ***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2007-08***

---

- Processes vendors within 30 day cycle of receipt of invoice and within terms to claim prompt payment discounts.
- Met all payroll deadlines for employee check distribution and direct deposits.
- Met all reporting deadlines and compliance requirements for Federal and State tax reporting.
- Accurately and timely filed all reports for the City's employee retirement fund.
- Accurately and timely filed all reports to state agencies for revenue, statistics and audit requirements.
- Instituted the use of check sealer-folder to provide employees secured payroll checks and direct deposit stubs in compliance with privacy laws.

### ***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-09***

---

- 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:***

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- For FY 2008-09, the part-time clerk position was converted to full-time to help meet the growing demands of the Accounting Division.

**GENERAL FUND  
ACCOUNTING**

	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Projected 2007-08</b>	<b>Target 2008-09</b>
<b><u>INPUTS</u></b>				
<b>Expenditures</b>				
Salaries	\$ 229,848	\$ 266,116	\$ 244,554	\$ 272,595
Supplies	10,583	10,500	12,900	10,570
Support Services	8,621	7,992	12,768	5,217
Benefits	64,368	71,244	60,309	84,281
Capital Outlay	3,861	5,927	5,805	-
<b>Total Expenditures</b>	<b>\$ 317,281</b>	<b>\$ 361,779</b>	<b>\$ 336,336</b>	<b>\$ 372,663</b>
 <b>Personnel Summary / Position Title</b>				
Accounting Manager	1	1	1	1
Accounting Specialist	4	4	4	4
Accounting Supervisor	1	1	1	1
Clerk	0	0	0	1
Clerk (part-time)	1	1	1	0
<b>Total</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>
 <b><u>OUTPUTS</u></b>				
Payroll direct deposit processed	27,981	28,329	30,285	31,799
Payroll checks issued	4,629	4,720	4,618	4,664
Accounts payable checks issued	15,156	15,129	16,986	17,835
Journal entries prepared	3,922	3,895	4,099	4,222
 <b><u>EFFICIENCIES</u></b>				
Number of direct deposit per Specialist	6,995	7,082	7,571	7,950
Number of payroll checks per Specialist	1,060	1,180	1,155	1,166
Number of AP checks per Specialist (2)	7,578	7,565	8,493	8,918
 <b><u>EFFECTIVENESS</u></b>				
% of direct deposit rejected	0.04%	0.02%	0.03%	0.02%
% of payroll checks voided	0.1%	1.0%	0.8%	1.0%
% of AP checks reissued	0.5%	1.0%	0.7%	1.0%

## **GENERAL FUND PURCHASING**

### ***DIVISION DESCRIPTION***

---

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

### ***MAJOR DIVISION GOALS***

---

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

### ***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2007-2008***

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- Advertise current Bids, RFPs and RFQs online via the city's webpage with links to bid documents.
- Update training for staff on Purchasing Policy, Procurement Card Policy and Purchasing Procedures.
- Updated the Purchasing Manual containing all updates to policies and procedures that relate to procurement for departmental reference.
- Provided training for local vendors in reference to bidding procedures, opportunities and requirements.
- Implemented the P-Card Module processing with Accounting and IT.
- Conducted online auctioning of City surplus assets.
- Established online auction standard operating procedure.
- Implemented vendor performance form.
- Coordinated with Finance the implementation of a new change order form.

### ***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-2009***

---

- Improve upon the Fixed Asset tracking and accounting process.
- Research electronic bidding process software.
- Revision of the Purchasing Policy and Procurement Card Policy as needed.
- Update the Purchasing Manual containing all updates to policies and 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 2008-2009 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.
- Review expenditures for items that may possibly require bidding and facilitate or process the respective bids.
- Evaluate P-Card issue processes and identify controls limiting the number of P-cards in circulation.
- Electric services procurement and transition to new vendor.
- Provide training/orientation for new secretaries – purchasing policy, procedures and HTE data entry.

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

---

- There were no major new programs or services added to Purchasing for FY 2008-09.

**GENERAL FUND  
PURCHASING**

	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Projected 2007-08</b>	<b>Target 2008-09</b>
<b><i>INPUTS</i></b>				
<b>Expenditures</b>				
Salaries	\$ 179,844	\$ 183,973	\$ 180,876	\$ 190,368
Supplies	3,040	3,360	3,110	3,446
Repairs	370	410	410	410
Support Services	3,478	5,411	5,861	5,205
Benefits	49,766	48,336	48,336	53,240
Capital Outlay	455	-	-	1,550
<b>Total Expenditures</b>	<b>\$ 236,953</b>	<b>\$ 241,490</b>	<b>\$ 238,593</b>	<b>\$ 254,219</b>
<b>Personnel Summary / Position Title</b>				
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	0
<b>Total</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>4</b>
<b><i>OUTPUTS</i></b>				
Purchase Orders	15,995	16,200	16,200	16,500
Bids/RFPs	44	40	40	50
Payables Reviewed	17,843	18,500	18,500	19,200
Asset Accountability (number of assets processed)	741	1,400	1,400	1,500
Auction	2	4	10	4
<b><i>EFFICIENCIES</i></b>				
Purchase orders reviewed and processed by management (2)	7,998	8,100	8,100	8,250
Bids/RFPs facilitated per employee (2)	22	20	20	23
<b><i>EFFECTIVENESS</i></b>				
Percentage of Purchase Orders processed within 24 hours	97%	97%	99%	100%
Percentage of Bids/RFPs processed and awarded within 90 days	98%	98%	98%	98%
Percentage of payables reviewed within 5 days	95%	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***

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- Bring all City owned property up to acceptable quality, safety, and legal standards.
- Implement a plan to provide adequate and efficient emergency, routine, and preventative 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 2007-2008***

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- Maintained over one-hundred (100) city owned properties with a limited staff of 3 ½ FTE's.
- Facilitated animal control construction project.
- Completed building survey for City Manager.
- Implemented and bench marked facilities for the Oncor City Smart program.
- Assisted departments with determining capital improvement programs for their 08-09 budgets.
- Facilitated the construction / renovation of offices in new water and sewer building.
- Facilitated installation of new gate, flagpole and concrete construction at new transfer station.
- Assisted TML with the annual facility survey in place of the Risk Manager.
- Conducted an energy survey for W&S pump and lift stations. Facilitated installation of capacitors at pump and lift stations in an effort to conserve energy.
- Completed remodel work and painting at the Annex to include the installation of a new awning.
- Built a "red light" room for the police department to facilitate a new program implemented by their department.
- Relocated records storage from Animal Control to the Skylark Terminal Building. Assisted the City Secretary with the destruction of several thousand records.
- Finished upgrades for the utilities collections conference room.
- Installed computer operated HVAC controls at utilities collections in an effort to conserve energy.
- Completed remodel for Public Information and Emergency Management staff at City Hall.
- Facilitated major repairs to library that were needed due to a car accident.
- Completed upgrades to the Community Center to include classrooms and lobby area.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-2009***

---

- 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***

---

- Replacement fleet – One 3/4 ton regular cab pickup with utility bed.

**GENERAL FUND  
BUILDING SERVICES**

	<b>Actual</b>		<b>Budget</b>		<b>Projected</b>		<b>Target</b>
	<b>2006-07</b>		<b>2007-08</b>		<b>2007-08</b>		<b>2008-09</b>
<b>INPUTS</b>							
<hr/>							
<b>Expenditures</b>							
Salaries	\$ 80,990	\$	99,454	\$	103,828	\$	112,982
Supplies	7,027		7,150		7,016		8,912
Repairs	2,489		2,050		2,050		2,050
Support Services	7,130		7,969		6,260		8,050
Benefits	26,612		31,292		32,760		35,979
Capital Outlay	-		-		-		32,900
<b>Total Expenditures</b>	<b>\$ 124,248</b>	<b>\$</b>	<b>147,915</b>	<b>\$</b>	<b>151,914</b>	<b>\$</b>	<b>200,873</b>
<b>Personnel Summary / Position Title</b>							
Facilities Maintenance Specialist	2		2		2		2
Facilities Manager	1		1		1		1
Secretary	0		0		0		0.5
<b>Total</b>	<b>3</b>		<b>3</b>		<b>3</b>		<b>3.5</b>
<b>OUTPUTS</b>							
<hr/>							
General Work Orders	851		1,100		800		950
HVAC Work Orders	47		55		70		70
Special Projects	11		26		28		0
<b>EFFICIENCIES</b>							
<hr/>							
Number of Work Orders processed per Specialist/Manager (In-house)	303		394		299		340
Number of Work Orders facilitated by Management (Outsourced)	229		500		200		500
<b>EFFECTIVENESS</b>							
<hr/>							
% 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-six (26) City facilities. These facilities equate to 137,593 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. Assist in other areas such as security measures and organization and cleaning of storage and supply rooms in city facilities.

***MAJOR DIVISION GOALS***

---

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

***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2007-2008***

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- Reduced the negative impact to the environment by using green seal approved chemical products without increasing the cost of supplies.
- Maintained an accident rate of 3% or less with weekly training.
- Added services to our schedules per the request of Fire Academy, Fire Administration, Animal Control and Recycling Center (approximately 11,735 sq. ft.).
- Maintained a high standard of cleaning service throughout the City without increasing the budget.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-09***

---

- To continue reducing the negative impact to the environment by using green seal approved chemical products, with no supplies cost increase.
- Continue weekly safety training to maintain an accident rate of 3% or less and assist in coordinating quarterly safety training for the General Services division.
- To provide assistance and expand services to new facilities or to departments that request our services as resources allow.
- Maintain a high standard of cleaning service through out the City.

***MAJOR NEW PROGRAMS AND SERVICES***

---

- There were no major new programs or services added to Custodial Services for FY 2008-09.

**GENERAL FUND  
CUSTODIAL SERVICES**

	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Projected 2007-08</b>	<b>Target 2008-09</b>
<b><i>INPUTS</i></b>				
<b>Expenditures</b>				
Salaries	\$ 206,716	\$ 254,971	\$ 243,691	\$ 283,878
Supplies	34,596	34,744	36,839	38,600
Repairs	2,448	2,956	2,956	3,072
Support Services	1,014	5,236	5,236	2,900
Benefits	70,183	83,991	83,991	95,240
Capital Outlay	23,813	3,020	1,520	-
<b>Total Expenditures</b>	<b>\$ 338,770</b>	<b>\$ 384,918</b>	<b>\$ 374,233</b>	<b>\$ 423,690</b>
<b>Personnel Summary / Position Title</b>				
Custodian	8	8	8	8
Custodian Crew Leader	0	1	1	1
Custodian Supervisor	1	1	1	1
<b>Total</b>	<b>9</b>	<b>10</b>	<b>10</b>	<b>10</b>
<b><i>OUTPUTS</i></b>				
Total square footage cleaned	134,814	141,277	137,593	141,693
Supply cost per square foot cleaned	0.18	0.20	0.20	0.18
<b><i>EFFICIENCIES</i></b>				
Total square feet cleaned per custodian	14,979.3	14,127.7	13,759.3	14,169.3
<b><i>EFFECTIVENESS</i></b>				
% change of supply cost per square feet	0.0%	0.1%	1.0%	-0.1%
% change in square feet cleaned	14.081%	4.794%	2.061%	2.979%

**GENERAL FUND  
PRINTING SERVICES**

***DIVISION DESCRIPTION***

---

The General Services / Printing Services division is responsible for producing all print jobs 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 2007-2008***

---

- Successfully bid printing supplies in order to achieve best value for print jobs in compliance with procurement regulations.
- Educated staff city wide on utilizing printing services in order to maintain an in-house program.
- Provided the most cost effective / high quality product within base budget for all printing requests.
- Attended nation-wide printing conference to enhance graphics techniques used in the print shop.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-09***

---

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

***MAJOR NEW PROGRAMS AND SERVICES***

---

- There were no major new programs or services added to Printing Services for FY 2008-09.

**GENERAL FUND  
PRINTING SERVICES**

	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Projected 2007-08</b>	<b>Target 2008-09</b>
<b><i>INPUTS</i></b>				
<b>Expenditures</b>				
Salaries	\$ 54,219	\$ 75,259	\$ 75,794	\$ 82,608
Supplies	6,276	6,970	6,610	6,720
Repairs	8,815	7,600	7,600	7,800
Support Services	51,933	49,200	46,330	52,873
Benefits	16,441	23,083	23,428	25,939
Designated Expenses	-	400	400	400
<b>Total Expenditures</b>	<b>\$ 137,684</b>	<b>\$ 162,512</b>	<b>\$ 160,162</b>	<b>\$ 176,340</b>
<b>Personnel Summary / Position Title</b>				
Press Operator	1	1	1	1
Printing Services Supervisor	1	1	1	1
Secretary	0	0	0	0.5
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2.5</b>
<b><i>OUTPUTS</i></b>				
Work orders processed	1,150	1,378	999	1,150
Print Impressions	4,757,079	4,000,000	5,181,316	5,200,000
Paper Inventory	\$16,877	\$15,363	\$19,108	\$19,000
<b><i>EFFICIENCIES</i></b>				
Processed work request with-in the two week time allotted	98.9%	76.0%	76.0%	98.0%
<b><i>EFFECTIVENESS</i></b>				
Percent of excellent scores on Quality Control Survey	99.9%	99.9%	99.9%	99.9%
Jobs completed in house	98.0%	98.0%	98.0%	99.0%

**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.
- Reduce accounts forwarded to outside collections.

***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2007-2008***

---

- Maintained compliance with all applicable laws related to EMS billing practices.
- Successfully implemented a new fee schedule for private pay ambulance transports.
- Successfully increased revenue due to billing auto insurance as primary.
- Successfully increased revenue due to assisting TAA in legislative process to increase Medicaid payments.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-09***

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- File accurate reports and meet all reporting deadlines to Federal and State agencies.
- Increase insurance appeals submitted by 2%.
- Increase delinquency collections by 5%.
- Ensure timely processing of all insurance claims with new NPI (National Provider Identifier Number).
- Implement auto cash posting of Medicare Electronic Remittance Advice.
- Progressive in-house collections.
- Submit electronic claims via web, with Availity (new software vendor replacing previous vendor).

***MAJOR NEW PROGRAMS AND SERVICES***

---

- There were no major new programs or services added to EMS Billing and Collections for FY 2008-09.

**GENERAL FUND**  
**EMS BILLING AND COLLECTION**

	<b>Actual</b>		<b>Budget</b>		<b>Projected</b>		<b>Target</b>
	<b>2006-07</b>		<b>2007-08</b>		<b>2007-08</b>		<b>2008-09</b>
<b><u>INPUTS</u></b>							
<b>Expenditures</b>							
Salaries	\$ 110,353	\$	125,895	\$	119,613	\$	130,594
Supplies	8,215		10,803		10,450		10,948
Support Services	8,026		5,850		4,845		5,705
Benefits	35,864		40,103		39,642		44,251
Capital Outlay	-		-		-		-
<b>Total Expenditures</b>	<b>\$ 162,458</b>	<b>\$</b>	<b>182,651</b>	<b>\$</b>	<b>174,550</b>	<b>\$</b>	<b>191,498</b>
 <b>Personnel Summary / Position Title</b>							
EMS Billing Clerk	3		3		3		3
EMS Billing Specialist	1		1		1		1
EMS Billing Supervisor	1		1		1		1
<b>Total</b>	<b>5</b>		<b>5</b>		<b>5</b>		<b>5</b>
 <b><u>OUTPUTS</u></b>							
Number of calls entered	10,206		10,200		10,300		10,500
Number of payments posted	9,197		9,900		10,600		10,700
Number of delinquent letters mailed	9,940		8,500		6,000		5,000
Number of insurance claims processed	5,476		8,500		7,500		7,500
Number of appeals processed	589		960		700		550
 <b><u>EFFICIENCIES</u></b>							
Number of calls entered per EMS billing and collection employee	2,041		2,040		2,060		2,100
Number of appeals processed per EMS billing and collection employee	118		192		140		110
 <b><u>EFFECTIVENESS</u></b>							
EMS revenue collections	\$2,371,608		\$2,368,000		\$2,600,000		\$2,800,000

## **GENERAL FUND HUMAN RESOURCES**

### ***DIVISION DESCRIPTION***

---

The Human Resources Department develops and administers programs and activities to effectively recruit and retain a quality workforce. 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 workforce 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. 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 2007-2008***

---

- Updated KEEP R policies to incorporate new regulations, legislative changes and procedure changes.
- Populated HRIS with locations for employee building assignments.
- Assisted 8,000+ customers in the Human Resources office.
- Posted and advertised via 400+ job postings.
- Received and reviewed over 7,000+ for non civil service applications.
- Processed 1,000+ payroll action/changes.

### ***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-2009***

---

- 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.
- Update KEEP R policies as needed to release revisions at least biannually.

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

---

- Employee Trainer/Staff Development- Design, develop and implement training programs to develop basic supervisory skills for new or aspiring supervisors, deliver training designed to enhance leadership skills for tenured supervisors and provide training reviews for updates and changes related to personnel laws, regulations and policies.

**GENERAL FUND  
HUMAN RESOURCES**

<b>INPUTS</b>	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Projected 2007-08</b>	<b>Target 2008-09</b>
<b>Expenditures</b>				
Salaries	\$ 360,971	\$ 424,058	\$ 418,019	\$ 514,259
Supplies	65,330	68,659	68,659	85,672
Maintenance	-	-	-	-
Repairs	124	1,000	2,200	1,000
Support Services	87,049	101,607	102,007	82,398
Benefits	99,702	114,669	114,431	147,500
Designated Expenses	31,000	35,600	35,600	31,000
Major Capital Outlay	-	-	-	-
Capital Outlay	992	4,056	5,056	2,250
Reimbursable Expense	(15,681)	(18,000)	(18,000)	(18,000)
<b>Total Expenditures</b>	<b>\$ 629,487</b>	<b>\$ 731,649</b>	<b>\$ 727,972</b>	<b>\$ 846,079</b>

**Personnel Summary / Position Title**

Director of Human Resources	1	1	1	1
Assistant Director of Human Resources	0	0	0	1
Employee Benefits Specialist	1	1	1	1
Employee Relations/Training Coordinator	1	1	1	0
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	3	3	3
Risk Manager	1	1	1	1
Training & Development Specialist	0	0	0	1
<b>Total</b>	<b>10</b>	<b>11</b>	<b>11</b>	<b>12</b>

**OUTPUTS**

Turnover (Non-Civil Service)	21.48%	20.00%	19.92%	20.00%
Turnover (Civil Service)	6.52%	8.00%	7.73%	8.00%
Number of Applications Processed	6,481	7,000	8,227	8,500
Number of Job Postings	283	250	452	450
Accidents /Injuries	138	191	191	150
Vehicle Accidents	85	100	107	100

**EFFICIENCIES**

Average Number of Applications per Job Posting	23	28	18	19
Average Number of Applications per Human Resources Specialist	3,241	2,333	2,742	2,833

**EFFECTIVENESS**

Ratio of City Positions to Human Resources Staff	123:1	127:1	141:1	132:1
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## **GENERAL FUND INFORMATION TECHNOLOGY**

### ***DIVISION DESCRIPTION***

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

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

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

### ***MAJOR DIVISION GOALS***

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- Provide technical service to enhance the efficiency and effectiveness of our customer; maximizing their productivity.
- Provide City of Killeen employees and Council members with the most current hardware and software at a reasonable cost.

### ***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2007-2008***

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- 84 computer, four server, and 44 laptop replacements.
- City Works asset management expansion and training.
- Linking of plats to subdivision in GIS maps.
- Install three telephone systems: Animal Control, Transfer Station, and Water and Sewer.
- Implemented interactive voice response system for Utility Collections and Municipal Court.
- GIS Day Event.
- Added six new sites: Water and Sewer, Animal Control, Transfer Station, Solid Waste Admin, Recreation Center, Senior Center.
- Website expansion.
- IBM and HTE software upgrades.
- Building Permits on-line.
- EMS field reporting and Fire RMS installation.

### ***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-09***

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- The highest priority for IT is to reduce the cost of ongoing operations. Our goals are achieved through standardization, contract renegotiation, and innovation.
- Expand our document imaging program.
- Staffing to maintain GIS feature classes and attributes is an ongoing concern.
- Security master plan update for city owned facilities.
- Expand GIS Day Event.
- Consolidating telecommunications and renegotiating contracts.
- Expand GIS program by creating links to Building Permits, Golf course, cemetery, and CDBG, deploying to the field traffic signs and signals asset management, deploying asset management at Water & Sewer, and field access for Fire Department information.
- Continue elimination of recurring telecommunications costs by implementing wireless connections.

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

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- Staffing to provide top quality technical service support to our customers.
- Upgrading of the storage system.
- Staffing to analyze GIS feature classes and attributes.
- Increase network security implementation.

**GENERAL FUND  
INFORMATION TECHNOLOGY**

<b>INPUTS</b>	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Projected 2007-08</b>	<b>Target 2008-09</b>
<b>Expenditures</b>				
Salaries	\$ 503,917	\$ 600,723	\$ 597,350	\$ 663,979
Supplies	4,286	4,586	4,530	5,246
Maintenance	-	-	-	-
Repairs	556	200	200	500
Support Services	86,500	98,274	96,874	91,798
Benefits	139,388	161,354	161,354	189,097
Capital Outlay	16,501	2,700	2,700	2,375
<b>Total Expenditures</b>	<b>\$ 751,148</b>	<b>\$ 867,837</b>	<b>\$ 863,008</b>	<b>\$ 952,995</b>

**Personnel Summary / Position Title**

Administrative Assistant	1	1	1	1
CAD/GIS Tech	1	1	1	1
Computer Mainframe Specialist	1	1	1	1
Computer Operator	1	1	1	1
Computer Technician	1	1	1	2
Director Information Technology	1	1	1	1
IT Network Manager	1	1	1	1
IT Operations Manager	1	1	1	1
IT Software Specialist	0	1	1	1
IT Training Specialist	1	1	1	1
Network Exchange Administrator	1	1	1	1
Network Technician	1	1	1	1
Web Technician Specialist	1	1	1	1
<b>Total</b>	<b>12</b>	<b>13</b>	<b>13</b>	<b>14</b>

**OUTPUTS**

Service calls per month	300	400	450	500
PCs / devices Supported	730	750	800	900
Phones Supported	780	800	815	950
IT Classes Delivered	84	50	72	100

**EFFICIENCIES**

Average time to resolve service call (days)	3	5	6	7
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**EFFECTIVENESS**

Customer satisfaction	95%	98%	98%	97%
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**GENERAL FUND  
PERMITS & INSPECTIONS**

***DEPARTMENT DESCRIPTION***

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

***MAJOR DEPARTMENT GOALS***

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- 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 2007-2008***

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- 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.
- Phasing in electronic scanning of building permits and plans in order to reduce significant paper storage space issues.
- Daily inspections have been consolidated from traveling the city twice a day to once a day in order to reduce fuel cost and allow more time for quality inspections.
- Continue technical training for building inspectors regarding plumbing, backflow, medical gas, residential construction, commercial plan review.
- Complete transfer of backflow prevention regulations to the newly formed BPAT division. Permit staff continues to insure compliance against backflow and cross connection in accordance with the adopted plumbing code.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-2009***

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- Continue to phase-in inspections for accessory permitted items (sheds, reroofs, fences, etc.).
- Adopt new FEMA maps by November 2008.
- Continue to improve compliance of development within the regulated floodplains / floodways.
- Work closer with the Code Enforcement and Planning Departments to address zoning violations.
- Reduce commercial building permit plan review staff time down to maximum two weeks.
- Reduce residential building permit plan review staff time down to maximum five days.
- Increase quality inspection by the addition of a new inspector from 10 minutes per inspection to 15 minutes.

***MAJOR NEW PROGRAMS AND SERVICES:***

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- One Stop Shop - Participate with development staff in order to aid builders and developers with their construction requests.

**GENERAL FUND  
PERMITS & INSPECTIONS**

	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Projected 2007-08</b>	<b>Target 2008-09</b>
<b>INPUTS</b>				
<b>Expenditures</b>				
Salaries	\$ 667,098	\$ 751,222	\$ 732,880	\$ 820,800
Supplies	21,007	30,158	21,750	29,164
Maintenance	-	2,320	-	-
Repairs	5,036	6,500	6,500	6,000
Support Services	24,274	36,745	35,145	36,071
Benefits	183,818	200,810	200,810	228,061
Designated Expenses	-	-	-	-
Major Capital Outlay	-	-	-	-
Capital Outlay	28,076	2,385	2,000	7,180
Reimbursable Expense	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 929,309</b>	<b>\$ 1,030,140</b>	<b>\$ 999,085</b>	<b>\$ 1,127,276</b>

**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	6
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
<b>Total</b>	<b>14</b>	<b>16</b>	<b>16</b>	<b>17</b>

**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***

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- Provide timely and efficient response to code enforcement complaints.
- Provide an aesthetically pleasing community by ensuring adopted codes and ordinances are enforced citywide to 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 2007-2008***

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- Purchased and installed graffiti cameras in the downtown area.
- Investigated 80% more complaints during fiscal year 2007-08 than the previous fiscal year.
- Performed 61% more inspections during fiscal year 2007-08 than the previous fiscal year.
- Abated 82% more code violations during fiscal year 2007-08 than the previous fiscal year.
- Billed for cleanup costs on 612 properties for a total amount of \$131,376 in 2007-08.
- Received payment on liens and bills in 2007-08 for a total amount of \$79,749.
- 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 2008-2009***

---

- 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***

---

- New Program – Hire a Code Enforcement Officer and begin serving areas annexed in 2008.

**GENERAL FUND  
CODE ENFORCEMENT**

	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Projected 2007-08</b>	<b>Target 2008-09</b>
<b><u>INPUTS</u></b>				
<b>Expenditures</b>				
Salaries	\$ 275,366	\$ 310,962	\$ 308,094	\$ 362,129
Supplies	20,345	22,979	22,220	33,086
Maintenance	-	-	-	-
Repairs	10,843	4,750	4,730	3,954
Support Services	14,015	21,598	20,805	25,254
Benefits	79,317	87,050	86,992	106,582
Designated Expenses	71,313	155,750	147,000	105,000
Major Capital Outlay	-	-	-	-
Capital Outlay	48,739	1,553	1,551	2,108
Reimbursable Expense	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 519,938</b>	<b>\$ 604,642</b>	<b>\$ 591,392</b>	<b>\$ 638,113</b>
<b>Personnel Summary / Position Title</b>				
Director of Code Enforcement	1	1	1	1
Supervisor II	1	1	1	1
Supervisor I	1	1	1	1
Code Enforcement Clerk		1	1	1
Code Enforcement Officer	4	3	3	4
Senior Secretary	1	1	1	1
<b>Total</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>9</b>
<b><u>OUTPUTS</u></b>				
Number of Inspections	29,345	29,400	30,000	30,000
Number of Complaints Investigated	16,056	16,100	16,400	16,400
Number of Violations Abated	15,375	15,400	15,600	15,600
Number of Dangerous Buildings Abated	77	85	90	90
<b><u>EFFICIENCIES</u></b>				
Cost per Inspection / Complaint	\$17.72	\$20.57	\$19.71	\$21.27
Abatements per Code Enforcement Officer	3,075	3,080	3,120	3,120
<b><u>EFFECTIVENESS</u></b>				
% of Voluntary Compliance	94.6%	93.0%	94.8%	95.0%
% of Abatements Resulting in Collections or Compliance	50.2%	60.0%	67.0%	70.0%

**GENERAL FUND  
LIBRARY SERVICES**

***DIVISION DESCRIPTION***

---

The Library Services Division operates two facilities: the Main library, a 14,200 square foot building in the downtown area, and the Copper Mountain Branch Library, a 9,800 square foot building near the heart of Killeen's retail district. These two buildings house a dynamic collection of more than 100,000 items for all ages and educational levels. In addition to books, the libraries provide audio books, DVD's, e-books 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***

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- 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, audio books, DVD's, e-books and online databases that meet the instructional and leisure needs of Killeen's citizens.
- Retain library accreditation by meeting or exceeding all state standards for public libraries.

***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2007-2008***

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- Added 4th librarian with an accredited master's degree to meet the minimum state accreditation standard for professional librarians.
- Implemented semi-monthly "After Hours" programs for teens.
- Repainted exterior of main library building.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-2009***

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- Migrate from Horizon integrated library system software to Evergreen, an open-source system that provides greater flexibility for meeting our customers' needs.

***MAJOR NEW PROGRAMS AND SERVICES***

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- There were no major new programs or services added to the Library Services Division for FY 2008-09.

**GENERAL FUND  
LIBRARY SERVICES**

	Actual 2006-07	Budget 2007-08	Projected 2007-08	Target 2008-09
<b>INPUTS</b>				
<b>Expenditures</b>				
Salaries	\$ 748,555	\$ 858,119	\$ 857,854	\$ 925,937
Supplies	71,279	79,348	79,598	80,276
Maintenance	3,500	-	-	-
Repairs	4,194	1,600	1,200	1,400
Support Services	80,910	93,960	71,285	69,420
Benefits	220,408	237,566	238,554	272,061
Capital Outlay	126,345	134,000	134,000	136,135
<b>Total Expenditures</b>	<b>\$ 1,255,191</b>	<b>\$ 1,404,593</b>	<b>\$ 1,382,491</b>	<b>\$ 1,485,229</b>

**Personnel Summary / Position Title**

Assistant Director of Library Services	1	2	2	2
Branch Manager	1	1	1	1
Cataloging Assistant	1	0	0	0
Cataloguer	1	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	4	4	4
Reference Librarian	1	1	1	1
Senior Reference Assistant	2	2	2	2
Senior Secretary	1	1	1	1
<b>Total</b>	<b>31</b>	<b>32</b>	<b>32</b>	<b>32</b>

**OUTPUTS**

Number of items circulated	312,689	311,000	309,218	310,500
Number of library visits	318,480	319,000	305,195	308,000
Number of reference questions received	43,293	38,814	43,185	43,200
Number of children's program attendees	24,520	16,950	16,950	16,950

**EFFICIENCIES**

Number of library visits per number of employees	10,274	9,969	9,537	9,625
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**EFFECTIVENESS**

% increase in circulation of materials	1.8%	0.1%	-1.1%	0.4%
% increase in library visits	1.5%	1.0%	-4.2%	0.9%
% increase in reference questions answered	2.7%	-3.3%	0.0%	0.0%
% increase in children's program attendance	1.8%	-16.2%	-16.2%	0.0%



## **GENERAL FUND GOLF COURSE**

### ***DIVISION DESCRIPTION***

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Stonetree Golf Club is a championship public golf course owned and operated by the City of Killeen. The golf course 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. Stonetree employs a PGA Golf Professional who offers private lessons as well as several clinics. The golf course and clubhouse have 32 employees. The golf course is open everyday except Christmas from daylight to dark, weather permitting. 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 also owned and operated by the City of Killeen.

### ***MAJOR DIVISION GOALS***

---

- Ensure that the golf course is in consistently good condition.
- Challenge all staff to provide the highest levels of customer service in all facets of our operation.
- Provide professionally run tournaments and golf clinics.
- Advise City Manager and City Council on all golf course matters.

### ***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2007-2008***

---

- Reorganized golf course staffing structure to include a general manager
- Improved course conditions through new leased equipment and focus.
- Completed two major pond excavations.
- Expanded the Killeen City Championship by increased tournament play.
- Reviewed pro shop inventory to make it more competitive and profitable.
- Increased revenues through improved course conditions, new attitudes, and expanded customer base.

### ***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-2009***

---

- Begin completion of course renovation.
- Continue to broaden scope of advertising to attract new players.
- Improve level of safety training.
- Continue to improve customer service.
- Increase utilization of starter building.
- Complete a facilities review and produce a master plan for all Stonetree facilities.
- Implement a player development program and build a state of the art learning center.

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

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- Player Development Program and Learning Center

**GENERAL FUND  
GOLF COURSE**

	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Projected 2007-08</b>	<b>Target 2008-09</b>
<b>INPUTS</b>				
<b>Expenditures</b>				
Salaries	\$ 491,097	\$ 600,052	\$ 583,419	\$ 683,152
Supplies	136,481	142,994	160,382	171,197
Maintenance	20,040	18,000	26,000	31,500
Repairs	27,150	29,250	25,296	27,000
Support Services	174,316	192,426	188,055	219,061
Benefits	136,274	178,689	178,689	199,838
Designated Expenses	155,072	151,400	139,300	162,700
Major Capital Outlay	-	8,020	8,020	129,840
Capital Outlay	13,300	6,262	5,636	6,000
Reimbursable Expense	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 1,153,730</b>	<b>\$ 1,327,093</b>	<b>\$ 1,314,797</b>	<b>\$ 1,630,288</b>

**Personnel Summary / Position Title**

General Manager	0	1	1	1
Golf Professional	1	1	1	1
Assistant Golf Professional	1	0	0	0
Golf Course Superintendent	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	1	1	1
<b>Total</b>	<b>17</b>	<b>18</b>	<b>18</b>	<b>18</b>

**OUTPUTS**

Rounds of golf played annually	48,595	56,000	49,000	47,000
# of tournaments hosted	47	47	43	45
Revenue generated annually	996,389	1,078,650	1,200,000	1,200,000
Acres Mowed & Maintained	149	149	149	149

**EFFICIENCIES**

Division expenditures as % of Golf Course Fund	116.0%	124.0%	110.0%	115.0%
------------------------------------------------	--------	--------	--------	--------

**EFFECTIVENESS**

# of rounds per counter person	16,198.0	18,667.0	16,333.0	15,667.0
% of players indicating satisfaction with course	95.0%	99.0%	98.0%	99.0%
% tournaments in 2nd year or more	90.0%	94.0%	93.0%	96.0%

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

***DIVISION DESCRIPTION***

---

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.
- Operate the Beverage Cart on the course.
- Enhance the overall golf operation.
- Host a variety of functions in a first class manner.

***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2007-2008***

---

- 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.
- Purchase and operation of Beverage Snack Cart for course.
- Increased clubhouse utilization by attracting numerous new events.
- Maintained landscaping around the clubhouse.
- Proposed new methods of recruiting and retaining quality food service workers.
- Examined workload and staffing requirements to better serve our customers.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-2009***

---

- Dedicate advertising to attract a variety of venues and tournaments
- Increase the operation of beverage cart on course.
- Standardize operation hours.
- Review Clubhouse utilization.
- Finalize and implement EXPANSION OF Food and Beverage to better serve our customers.

***MAJOR NEW PROGRAMS AND SERVICES***

---

- Added a Temporary Food Service Worker position to staffing structure to help out during busy season.

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

	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Projected 2007-08</b>	<b>Target 2008-09</b>
<b><i>INPUTS</i></b>				
<b>Expenditures</b>				
Salaries	\$ 70,843	\$ 82,194	\$ 82,876	\$ 116,110
Supplies	3,512	6,150	6,307	7,665
Maintenance	-	-	-	-
Repairs	-	-	-	-
Support Services	18,942	26,528	18,554	22,250
Benefits	15,448	23,201	23,419	29,407
Designated Expenses	58,720	71,264	65,356	68,464
Major Capital Outlay	-	-	-	-
Capital Outlay	19,288	-	-	1,500
Reimbursable Expense	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 186,753</b>	<b>\$ 209,337</b>	<b>\$ 196,512</b>	<b>\$ 245,396</b>
<b>Personnel Summary / Position Title</b>				
Food and Beverage Manager	1	1	1	1
Full time Food Service Worker	1	1	1	1
Part time Food Service Worker	3	3	3	3
<b>Total</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b><i>OUTPUTS</i></b>				
# of events/functions hosted	218	100	266	230
Revenue generated annually	129,825	85,000	145,000	143,700
<b><i>EFFICIENCIES</i></b>				
Division expenditures as % of Golf Course Food and Beverage Fund	145.0%	238.0%	135.0%	151.0%
<b><i>EFFECTIVENESS</i></b>				
# of events per counter person	54.5	20.0	88.7	46.0
% of customers indicating satisfaction with service	93.0%	95.0%	96.0%	97.0%
% of recurring monthly events	7.0	8.0	8.0	5.0

**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 2007-2008***

---

- Hosted 75% of 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 4,100 meetings by various groups and organizations.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-2009***

---

- 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***

---

- There were no major new programs or services added to the Community Center Operations Division for FY 2008-09.

**GENERAL FUND  
COMMUNITY CENTER OPERATIONS**

	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Projected 2007-08</b>	<b>Target 2008-09</b>
<b><i>INPUTS</i></b>				
<b>Expenditures</b>				
Salaries	\$ -	\$ 255,211	\$ 208,211	\$ 265,620
Supplies	-	25,128	23,521	22,103
Support Services	-	157,000	156,120	158,328
Benefits	-	70,196	62,576	79,825
Major Capital Outlay	-	24,000	-	-
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ 531,535</b>	<b>\$ 450,428</b>	<b>\$ 525,876</b>
<b>Personnel Summary / Position Title</b>				
Custodian	0	1	1	1
Community Center Coordinator	0	1	1	1
Director of Community Services	0	1	1	1
Executive Assistant	0	1	1	1
Office Assistant (Part-time)	0	2	2	2
<b>Total</b>	<b>0</b>	<b>6</b>	<b>6</b>	<b>6</b>
<b><i>OUTPUTS</i></b>				
Facility Reservations (number)	4,291	4,291	4,124	4,124
Facility Reservations (hours)	22,170	22,170	20,000	20,000
Pavilion Reservations (number)	488	488	502	520
Pavilion Reservations (hours)	5,346	5,346	5,877	6,000
Meeting Space (Groups supported)	175	200	250	275
<b><i>EFFICIENCIES</i></b>				
Number of Facility reservations per employee	1,430	1,430	1,375	1,375
Number of Pavilion reservations per employee	163	163	167	173
<b><i>EFFECTIVENESS</i></b>				
% increase in Facility reservations	3.8%	0.0%	-3.9%	0.0%
% increase in Pavilion reservations	44.4%	0.0%	2.9%	3.6%
% increase in support of Group Meetings	not available	14.3%	42.9%	10.0%

Note: The Community Center Operations Division was 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***

---

- The primary goal for the Parks Division is the beautification and enhancement of all City parks and facilities.
- Provide support to all external & internal entities within the City of Killeen.

### ***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2007-2008***

---

- Opened the Lions Club Park Family Recreation Center and Senior Center Complex.
- Landscaping and irrigation of the Lion's Club Park Family Recreation Center and Senior Center Complex.
- Became a Tree City USA recognized community.
- Added additional landscaping to the Andy K. Wells Hike & Bike Trail.
- Completed construction of the park facility at Clifton Park Elementary School.
- Completed construction and dedication of the park facility at Timber Ridge Elementary School.
- Constructed half pipe, completed lighting project & poured concrete pads for bleachers at Conder Skate Park.
- Renovated and dedicated Santa Rosa Neighborhood Park.
- Poured handicap ramps & covers for the Davis Baseball Fields.
- Implemented the Graffiti Removal Program.

### ***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-2009***

---

- 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.
- Identify all undeveloped city parkland and create a timeline for development.
- Re-construct the Pagel Baseball Field to accommodate the Special Needs Community.
- Re-construct the Conder Park Softball Field to accommodate multi-sport use.
- Revitalize Long Branch Park to include new playground equipment and the construction of a new skate park.
- Secure partnership with Junior Service League for the funding and installation of a Long Branch Park Spray Pad.

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

---

- Lease program for mowers and equipment for park and facility maintenance.
- Overtime for maintenance of parks grounds and additional facilities.
- Replacement fleet (2 vehicles) – 1/2 ton extended cab pickup and 1/2 ton crew cab pickup.

**GENERAL FUND  
PARKS**

<b>INPUTS</b>	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Projected 2007-08</b>	<b>Target 2008-09</b>
<b>Expenditures</b>				
Salaries	\$ 879,035	\$ 872,849	\$ 800,974	\$ 933,923
Supplies	241,971	261,074	260,685	273,510
Maintenance	121,276	134,843	133,843	139,063
Repairs	62,141	47,000	47,000	47,000
Support Services	258,732	103,020	99,020	147,182
Benefits	257,928	256,310	256,310	309,215
Capital Outlay	199,522	46,850	46,850	40,840
<b>Total Expenditures</b>	<b>\$ 2,020,605</b>	<b>\$ 1,721,946</b>	<b>\$ 1,644,682</b>	<b>\$ 1,890,733</b>

**Personnel Summary / Position Title**

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

**OUTPUTS**

**Park/Landscape Acreage Maintained**

Low Maintenance Areas	379	394	400	400
Medium Maintenance Areas	42	46	52	52
High Maintenance Areas	5	6	8	8

**EFFICIENCIES**

**Man Hours Per Acre, per FY**

Low Maintenance Areas	190 hrs./acre	180 hrs./acre	180 hrs./acre	180 hrs./acre
Medium Maintenance Areas	600 hrs./acre	595 hrs./acre	595 hrs./acre	595 hrs./acre
High Maintenance Areas	2,000 hrs./acre	2,000 hrs./acre	2,100 hrs./acre	2,100 hrs./acre

**EFFECTIVENESS**

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

***DIVISION DESCRIPTION***

---

The Lions Club Park Operations division supports the day to day operations of the Lions Club Park Family Recreation Center. The facility features a state of the art 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 2007-2008***

---

- Provided full service recreation and athletic program for residents.
- Hosted invitational basketball tournaments.
- Provided gym access for the growing number of club volleyball / basketball teams.
- Provided access to structured affordable health and fitness facilities.
- Provided an indoor alternative for walkers seeking refuge from inclement weather walking conditions.
- Provided access to structured game facilities for area youth.
- Generated in excess of \$73,000 in revenue via memberships sold at the Family Recreation Center.
- Sold over 800 memberships to the Family Recreation Center.
- Enrolled over 1,400 members to the Family Recreation Center.
- Started Jazzercise, Zumba and No Whining Allowed classes at the Family Recreation Center.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-2009***

---

- Host two adult state basketball tournaments at the Family Recreation Center.
- Host four United States Specialty Sports Association youth basketball tournaments at the Family Recreation Center.
- Provide quarterly open house program to entice community members to obtain memberships at the Family Recreation Center.
- Continue to provide a full service recreation, athletic and fitness program to residents.

***MAJOR NEW PROGRAMS AND SERVICES***

---

- There were no major new programs or services added to the Lions Club Park Operations Division for FY 2008-09.

**GENERAL FUND  
LIONS CLUB PARK OPERATIONS**

	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Projected 2007-08</b>	<b>Target 2008-09</b>
<b><u>INPUTS</u></b>				
<b>Expenditures</b>				
Salaries	\$ -	\$ 114,692	\$ 179,624	\$ 360,797
Supplies	-	33,711	31,591	47,473
Support Services	-	115,187	112,700	264,253
Benefits	-	35,197	50,197	111,114
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ 298,787</b>	<b>\$ 374,112</b>	<b>\$ 783,637</b>
<b>Personnel Summary / Position Title</b>				
Director of Parks and Recreation	0	1	1	1
Custodian	0	2	2	2
Office Assistants (Full-time)	0	3	3	3
Office Assistants (Part-time)	0	3	3	3
Principal Secretary	0	1	1	1
Recreation Specialist (Full-time)	0	2	2	2
Recreation Specialist (Part-time)	0	1	1	1
Recreation Supervisor	0	1	1	1
<b>Total</b>	<b>0</b>	<b>14</b>	<b>14</b>	<b>14</b>
<b><u>OUTPUTS</u></b>				
Members of the facility	*	*	1,400	2,000
Youth basketball participants	*	*	450	550
Fitness Courses offered	*	*	4	8
<b><u>EFFICIENCIES</u></b>				
Increase in number of memberships	*	*	1,400	600
<b><u>EFFECTIVENESS</u></b>				
Percentage increase in memberships	*	*	100.0%	42.9%

\* Note: The Lions Club Park facility opened in FY 2007-08. At that time the new division had no data to base its performance measures.

**GENERAL FUND  
FAMILY AQUATICS CENTER**

***DIVISION DESCRIPTION***

---

The Family Aquatic Center division supports the day to day operations of the Family Aquatic Center. The Family Aquatic Center will feature amenities to include a lap pool, activity pool, water play structure, beach area, spray grounds and three slides. The Family Aquatic Center will also feature concession facilities and shade structures to promote facility rentals.

***MAJOR DIVISION GOALS***

---

- Provide a facility that increases revenue generated by Parks and Recreation.
- Provide community access to a state of the art aquatic facility.
- Provide improved quality of life for residents seeking water leisure activities.
- Serve as a premier destination for aquatic experiences.
- Provide non-structured recreational aquatic opportunities for members of the Central Texas community.
- Provide cost effective alternatives to residents seeking aquatic experiences.
- Provide access to a designated lap pool for patrons seeking to do structured lap swimming.

***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2007-2008***

---

- Secured City Council and Management approval of an aquatic facility that will vastly improve the quality of life for our community.
- Successfully worked with Kimley-Horn and Associates on the design and bid of the Family Aquatic Center.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-2009***

---

- Open the Family Aquatic Center in the summer of 2009.
- Recruit and train an aquatic staff that will oversee the day to day operations of the Family Aquatic Center.
- Adopt a fee structure for the operations of the Family Aquatic Center.
- Promote the Family Aquatic Center as the ideal location for recreational aquatic events and various structured activities.
- Create a steadily increasing revenue source for Parks and Recreation.

***MAJOR NEW PROGRAMS AND SERVICES***

---

The Family Aquatics Center facility is scheduled to open in FY 2008-09. The operating expenditures of the new facility including employees, benefits, supplies, utilities, etc. will be reviewed to adequately fund the new facility.

**GENERAL FUND  
FAMILY AQUATICS CENTER**

	Actual 2006-07	Budget 2007-08	Projected 2007-08	Target 2008-09
<b><u>INPUTS</u></b>				
<b>Expenditures</b>				
Salaries	\$ -	\$ -	\$ -	\$ 184,568
Supplies	-	-	-	67,000
Maintenance	-	-	-	10,500
Repairs	-	-	-	1,000
Support Services	-	-	-	49,000
Benefits	-	-	-	23,298
Major Capital Outlay	-	-	-	15,000
Capital Outlay	-	-	-	45,000
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 395,366</b>

**Personnel Summary / Position Title**

Supervisor	-	-	-	1
Crew Leader	-	-	-	1
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2</b>

**OUTPUTS**

Attendance	*
------------	---

**EFFICIENCIES**

Increase in attendance	*
------------------------	---

**EFFECTIVENESS**

Percentage increase in attendance	*
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\* Note: The Family Aquatics Center facility is planned to open in FY 2008-09. At this time the new division has no data to realistically base its performance measures. Adequate staffing for the facility will be determined prior to its completion.

**GENERAL FUND  
RECREATION**

***DIVISION DESCRIPTION***

---

The goal of the Recreation Division is to keep up with the ever-increasing needs of our community by offering quality programs 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.
- Add quality recreation programs to enhance what is currently offered to the community.
- Enhance the overall advertisement of programs offered and facilities available to rent.

***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2007-2008***

---

- Operated Synthetic Ice Rink.
- Partnered with Time Warner Cable which allowed the availability to show 4 outdoor movies, free to the community.
- Successfully opened Family Recreation Center.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-2009***

---

- Purchase state of the art Outdoor Theater to use for outdoor movies at the ball fields, the Amphitheater and swimming facilities.
- Increase the use of the Synthetic Ice Rink by targeting Parent Associations for the multiple schools within the school district as a way to provide fundraising for the school and to increase the use of the ice rink.
- Enhance publications produced by the Killeen Parks and Recreation Department.
- Pursue a special interest committee to assist with programming for the requested Special Needs Field.

***MAJOR NEW PROGRAMS AND SERVICES***

---

- Open area cinema theater system for City special events and facility entertainment.

**GENERAL FUND  
RECREATION**

	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Projected 2007-08</b>	<b>Target 2008-09</b>
<b><i>INPUTS</i></b>				
<b>Expenditures</b>				
Salaries	\$ 150,296	\$ 239,112	\$ 164,122	\$ 175,929
Supplies	62,091	75,513	75,513	74,895
Support Services	38,355	39,911	39,578	37,690
Benefits	33,086	62,111	30,005	32,663
Capital Outlay	690	478	478	16,400
<b>Total Expenditures</b>	<b>\$ 284,518</b>	<b>\$ 417,125</b>	<b>\$ 309,696</b>	<b>\$ 337,577</b>
<b>Personnel Summary / Position Title</b>				
Office Assistant	1	0	0	0
Recreation Specialist (Full-Time)	0	2	2	2
Recreation Specialist (Part-Time)	0	1	1	1
Recreation Superintendent	1	1	1	1
Recreation Supervisor	1	2	2	2
<b>Total</b>	<b>3</b>	<b>6</b>	<b>6</b>	<b>6</b>
<b><i>OUTPUTS</i></b>				
Number of participants in programs sponsored by the recreation division	33,300	38,500	38,500	40,425
Number of events supported	33	35	35	40
Number of groups and events which were provided meeting space	175	200	250	275
Participants in Centex Race series (series of city supported running events)	549	625	976	1,000
<b><i>EFFICIENCIES</i></b>				
Number of participants per employee	11,100	6,417	6,417	6,738
Number of events supported per employee	11	6	6	7
<b><i>EFFECTIVENESS</i></b>				
Percentage increase in participants of programs sponsored by recreation	0.0%	15.6%	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.
- Continue to recruit and retain sports officials for athletic programming to maintain with annual growth.
- Continue the current 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 2007-2008***

---

- Hosted the Texas Amateur Athletic Federation Region V Basketball Tournament-32 teams.
- Hosted the Texas Amateur Athletic Federation Men's 35 & Over State Basketball Tournament.
- Hosted the Texas Amateur Athletic Federation Fall Men's Slow Pitch State Tournament.
- Hosted the Texas Teenage Baseball District Tournament for 12 & Under.
- Hosted the 2008 Texas Teen-Age Baseball 10 & Under Boys State Tournament.
- Hosted the Amateur Softball Association 12 & Under 'C' State Fast Pitch State Tournament.
- Hosted the Amateur Softball Association Men's Fast Pitch State Tournament.
- Hosted the Amateur Softball Association Men's 35 & Over Slow Pitch National Tournament.
- Hosted a Mid America Youth Basketball Tournament-32 teams.
- Experienced an overall growth of 17% in program participants.

### ***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-2009***

---

- 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).
- 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).
- Submit bids on Texas Amateur Athletic Federation Men's Basketball State Tournament and Amateur Softball Association national and state tournament.
- Continue to align the athletic staff in preparation for the demand of events summoned by the new recreation center.
- Continue to foster positive relationships with Texas Amateur Athletic Federation with goals of hosting the Games of Texas in future years.
- Secure adequate funding to enable the city to compete in the very competitive market of state and national tournament hosting.
- We will be looking to revitalize our adult volleyball & basketball program with the move to the Lions Club Park Family Recreation Center.

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

---

- There were no major new programs or services added to the Athletics Division for FY 2008-09.

**GENERAL FUND  
ATHLETICS**

	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Projected 2007-08</b>	<b>Target 2008-09</b>
<b><u>INPUTS</u></b>				
<b>Expenditures</b>				
Salaries	\$ 109,027	\$ 136,825	\$ 109,095	\$ 104,193
Supplies	45,214	46,504	45,635	149,434
Support Services	111,085	124,707	119,500	172,071
Benefits	30,712	43,794	31,470	33,316
<b>Total Expenditures</b>	<b>\$ 296,038</b>	<b>\$ 351,830</b>	<b>\$ 305,700</b>	<b>\$ 459,014</b>
 <b>Personnel Summary / Position Title</b>				
Recreation Supervisor	2	2	2	2
Recreation Superintendent	1	1	1	1
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
 <b><u>OUTPUTS</u></b>				
Number of program participants	6,216	7,278	8,500	10,000
Number of youth & adult sports umpires registered	78	150	200	250
Number of state and national tournaments hosted	6	13	17	20
Number of major corporate sponsorships secured	3	3	4	4
 <b><u>EFFICIENCIES</u></b>				
Number of participants per employee	2,072	2,426	2,833	3,333
Percentage growth in KPR programs	-1%	17%	37%	18%
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
 <b><u>EFFECTIVENESS</u></b>				
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 patron's expectations.
- Continue beautification of grounds.
- Provide information and assistance to patrons and public.
- Continue researching/defining cemetery's pre-1980 burial and sales data to develop a more accurate records reflection of total burials and sales at the cemetery.
- Continue modernizing cemetery's record keeping ability.

### ***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2007-2008***

---

- Mowed and trimmed 2,018 acres of land annually which consists of cemetery park land and police academy and animal control grounds.
- Planted 10 Living Trees to date honoring the memory of deceased loved ones and planted 12 trees to continue cemetery beautification.
- Served 2,362 customers by telephone and 1,793 visitors to cemetery office to date.
- Repaired and straightened 50 monuments in-house.
- Top dressed and seeded 122 new interment spaces from May 07 – June 08.
- Began inputting Old Section D data into new cemetery software.
- Working with IT to provide a on-line interment look up for genealogists.
- Held three special events/activities – Avenue of Flags on Bob Gray Day, Memorial Day and Veteran's Day.

### ***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-2009***

---

- Continue beautification with the addition of trees (living and budget), benches, and flower garden areas.
- Continue research and review of cemetery records and modernizing records through digital imaging of memorials and interment/deed records.
- Continue mapping Old Section B and C.
- Continue updating interment records in order to qualify cemetery for a historical marker.

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

---

- Replacement Park Benches.
- Establishment of a Monument Leveling Program.

**GENERAL FUND  
CEMETERY**

	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Projected 2007-08</b>	<b>Target 2008-09</b>
<b><i>INPUTS</i></b>				
<b>Expenditures</b>				
Salaries	\$ 182,168	\$ 211,208	\$ 209,831	\$ 224,656
Supplies	23,523	24,351	25,337	26,794
Maintenance	5,341	6,900	6,464	5,860
Repairs	8,736	10,200	9,779	9,279
Support Services	4,138	5,790	5,585	9,290
Benefits	54,183	60,150	57,438	64,958
Capital Outlay	19,115	675	649	6,610
<b>Total Expenditures</b>	<b>\$ 297,204</b>	<b>\$ 319,274</b>	<b>\$ 315,083</b>	<b>\$ 347,447</b>
<b>Personnel Summary / Position Title</b>				
Cemetery Superintendent	1	1	1	1
Grounds Crew Leader	1	1	1	1
Grounds Maintenance Worker	4	4	4	4
<b>Total</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
<b><i>OUTPUTS</i></b>				
Number of Spaces Sold	46	45	36	36
Number of Interments/Funeral Arrangements	123	106	100	100
Acreage Mowed & Trimmed Yearly	2,004	2,012	2,018	2,024
Occupied Lots Mowed & Trimmed Yearly	370,062	373,800	374,262	378,462
Office Calls and Visitors Served	5,869	6,092	5,981	5,981
<b><i>EFFICIENCIES</i></b>				
Spaces Sold by Superintendent & Crew Leader	46	45	36	36
Interment/Funeral Arrangements by Superintendent & Crew Leader	123	106	100	100
Acreage Mowed per Grounds Crew Employee	364	366	367	368
Occupied Lots Mowed per Grounds Crew Employee	67,284	67,964	68,048	68,811
<b><i>EFFECTIVENESS</i></b>				
Service Satisfaction of Citizens with family interred	100.0%	99.9%	99.9%	99.9%

## **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 Centers' programs and activities to increase membership at both senior centers.
- Continue and expand classes, recreational activities, and programs that interest seniors.
- Continue and expand daily lunch programs to provide seniors with a nutritionally balanced meal.
- Continue and expand the Senior Centers' involvement in community charitable events.

### ***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2007-2008***

---

- Registered 439 new members from May 1, 2007 to April 30, 2008.
- Awarded the 4<sup>th</sup> Bob Gilmore Senior Center Scholarship at Central Texas College.
- Prepared 8,838 meals from May 1, 2007 to April 30, 2008.
- Successfully opened the new Lions Club Park Senior Center that included four major events (i.e. Dedication Ceremony & Luncheon, Big BBQ, Premier Gala and A Night with Elvis Spaghetti Supper).
- Keep volunteers happy in purposeful and meaningful volunteer opportunities at both senior centers.
- Set up files, established non-conflicting schedules for both senior centers, established forms for use at Lions Club Park Senior Center, expanded newsletter to reflect both senior centers' activities.
- Establishing a Senior Council to incorporate and represent both senior centers.
- Senior Council raised funds to purchase: stainless steel drawers for the kitchen at Lions Club Park Senior Center totaling over \$5000; four VCR/DVD players; storage shelves for the kitchen and ceramic storage rooms totaling over \$1,800.

### ***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-2009***

---

- To continue to promote activities at both the Lions Club Park Senior Center and the Bob Gilmore Senior Centers.
- To continue to expand programming at both senior centers.
- Establish Program Coordinator and Office Assistant at the Bob Gilmore Senior Center.
- Bob Gilmore Senior Center renovations and repairs.
- Establish Lions Club Park Senior Center Program Coordinator and Office Assistant.
- Establish new programming at both senior centers.
- Increase participation by offering evening/weekend activities.

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

---

- Art program expansion, exercise program expansion and additional funding for aerobics instruction.

**GENERAL FUND  
SENIOR CITIZENS**

	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Projected 2007-08</b>	<b>Target 2008-09</b>
<b><i>INPUTS</i></b>				
<b>Expenditures</b>				
Salaries	\$ 103,671	\$ 135,173	\$ 135,076	\$ 173,692
Supplies	13,514	27,244	27,691	35,533
Repairs	606	1,951	1,536	1,471
Support Services	28,515	59,548	58,968	84,745
Benefits	30,630	38,349	38,994	51,048
Capital Outlay	-	15,100	15,100	-
<b>Total Expenditures</b>	<b>\$ 176,936</b>	<b>\$ 277,365</b>	<b>\$ 277,365</b>	<b>\$ 346,489</b>
<b>Personnel Summary / Position Title</b>				
Custodian	1	1	1	1
Office Assistant	0	1	1	1
Program Assistant	1	1	1	1
Program Coordinator	0	1	1	1
Senior Center Manager	1	1	1	1
<b>Total</b>	<b>3</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b><i>OUTPUTS</i></b>				
Daily Attendance	33,341	35,791	34,523	35,213
Membership	3,110	3,688	3,529	3,600
Lunches Served	8,476	9,378	9,393	9,581
<b><i>EFFICIENCIES</i></b>				
Seniors served per employee	11,114	10,226	9,864	7,043
New members registered	93	578	419	71
Lunches served per employee	2,825	2,679	2,684	1,916
<b><i>EFFECTIVENESS</i></b>				
Membership Growth	2.9%	18.6%	13.5%	2.0%

**GENERAL FUND  
SWIMMING POOLS**

***DIVISION DESCRIPTION***

---

The goal of the Pools Division is to keep up with the ever-increasing aquatic needs of our community and to provide a safe environment and well-trained staff. The Pools Division strives to ensure that all citizens can enjoy a safe, fun swimming experience.

***MAJOR DIVISION GOALS***

---

- Continue to maintain both swimming pools to TML standards.
- Provide a safe aquatic facility and programming to all citizens.
- Continue to enhance training program for lifeguards and pool managers.

***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2007-2008***

---

- Replaced necessary life saving equipment at both facilities to ensure compliance to TML.
- Offered necessary re-certification for CPR to all lifeguards.
- Offered evening swim lesson.
- Ordered security wands to ensure the safety of citizens.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-2009***

---

- Continue to provide a safe fun swimming experience for all citizens of Killeen.
- Host in-service training for all aquatics staff for Central Texas area to ensure compliance to TML.
- Open Family Aquatics Center.
- Create programming and special events at the site of the pools.
- Offer water aerobics.

***MAJOR NEW PROGRAMS AND SERVICES***

---

- There were no major new programs or services added to the Swimming Pools Division for FY 2008-09. A new division (Family Aquatics Center) is scheduled to open in FY 2008-09.

**GENERAL FUND  
SWIMMING POOLS**

	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Projected 2007-08</b>	<b>Target 2008-09</b>
<b><u>INPUTS</u></b>				
<b>Expenditures</b>				
Salaries	\$ 74,464	\$ 77,966	\$ 77,966	\$ 77,966
Supplies	27,627	33,700	33,700	36,470
Maintenance	3,095	4,674	4,674	4,900
Repairs	10	100	-	-
Support Services	13,296	17,983	14,050	15,010
Benefits	6,172	6,436	5,784	6,513
Major Capital Outlay	10,000	-	-	-
<b>Total Expenditures</b>	<b>\$ 134,664</b>	<b>\$ 140,859</b>	<b>\$ 136,174</b>	<b>\$ 140,859</b>

**Personnel Summary / Position Title**

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

<b>Total</b>	-	-	-	-
--------------	---	---	---	---

**OUTPUTS**

Number of swimming lesson participants	415	441	500	644
Number of inservice training hours for all aquatics staff	12hrs	12hrs	4hrs	12hrs
Number of supported special event parties outside of regular pool hours	20	24	10	20

**EFFICIENCIES**

Percentage of swimming lessons taught using American Red Cross standards.	100%	100%	100%	100%
---------------------------------------------------------------------------	------	------	------	------

**EFFECTIVENESS**

Percentage passing rate for all swimming lesson levels.	90%	90%	90%	90%
---------------------------------------------------------	-----	-----	-----	-----

**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 2007-2008***

---

- Provided funding towards a fire suppression system at two Head Start kitchens in Killeen.
- Provided funding to six (6) public services agencies providing assistance to approximately 3,000 Killeen residents.
- Complete renovations to Killeen Food and Clothing Center for warehouse operations.
- Provided funding for emergency warning devices in CDBG areas.
- Provided transportation services for 189 elderly Killeen residents.
- Provided funding for housing rehabilitation of 12 units.
- Provided funds for sewer rehabilitation in CDBG residential neighborhoods.
- Provided funding for Code Enforcement clearance and demolition of substandard structures.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-2009***

---

- Provide \$10,591 in funding towards replacement of flooring in 7 Head Start classrooms in Killeen.
- Make funding available in the amount of \$149,313.86 to six (7) public services agencies providing assistance to Killeen residents.
- Provide funding for renovations totaling \$98,300.83 to Killeen Food Care Center for warehouse operations.
- Provide funding in the amount of \$58,110.58 for emergency warning devices in CDBG areas.
- Provide funding in the amount of \$51,813.86 for transportation services for elderly Killeen residents.
- Provide funding in the amount of \$223,389 for housing rehabilitation.
- Provide funding in the amount of \$100,000 for Downtown Revitalization Historic Preservation Façade Improvements and architectural design services.
- Provide funding for replacement of entryway to Word of Life Spiritual Growth Center.
- Provide funding for plumbing repairs and rehabilitation of Option House.
- Provide funds for Sweet Eats Historic Preservation Rehabilitation of historic building.
- Provide funding for Code Enforcement clearance and demolition of substandard structures.

***MAJOR NEW PROGRAMS AND SERVICES***

---

- There were no major new programs or services added to the Community Development Division for FY 2008-09.

**GENERAL FUND  
COMMUNITY DEVELOPMENT**

	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Projected 2007-08</b>	<b>Target 2008-09</b>
<b><i>INPUTS</i></b>				
<b>Expenditures</b>				
Salaries	\$ 181,285	\$ 194,893	\$ 194,767	\$ 196,183
Supplies	5,184	5,426	4,875	5,630
Repairs	201	555	555	600
Support Services	21,904	23,806	21,790	23,604
Benefits	48,417	49,335	49,335	51,373
<b>Total Expenditures</b>	<b>\$ 256,991</b>	<b>\$ 274,015</b>	<b>\$ 271,322</b>	<b>\$ 277,390</b>
<b>Personnel Summary / Position Title</b>				
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
<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b><i>OUTPUTS</i></b>				
Public services-people	2,541	2,699	3,000	5,006
Decent and Affordable housing	12	15	9	15
Street improvements-LMA* people	13,385	N/A	N/A	N/A
Sidewalk improvements-LMA people	530	5,131	5,131	N/A
Water & sewer improvements-LMA people	2,810	1,114	1,114	N/A
Homeless and other special needs populations	537	1,131	588	750
CDBG demolition and clearance of vacant and unsafe structures	10	23	19	21
<b><i>EFFICIENCIES</i></b>				
Public services costs per individual	\$56.84	\$53.79	\$43.99	\$29.83
Decent and Affordable housing per unit	\$6,366	\$11,055	\$9,017	\$21,363
Street improvements-LMA people	\$17.70	N/A	N/A	N/A
Sidewalk improvements-LMA people	\$2.61	\$2.65	\$2.65	N/A
Water & sewer improvements-LMA people	\$74.70	\$568.26	\$568.26	N/A
Homeless and other special needs populations per person	\$52.14	\$25.13	\$47.62	\$53.33
CDBG demolition and clearance of vacant and unsafe structures per unit	\$2,817.50	\$2,253.26	\$1,815.79	\$5,714.29
<b><i>EFFECTIVENESS</i></b>				
Public services	99.8%	100.0%	100.0%	100.0%
Decent and Affordable housing	34.0%	100.0%	22.6%	47.6%
Street improvements	100.0%	N/A	N/A	N/A
Sidewalk improvements	9.2%	90.8%	N/A	N/A
Water & sewer improvements	100.0%	100.0%	100.0%	N/A
Homeless and other special needs populations	100.0%	100.0%	100.0%	100.0%
CDBG demolition and clearance of vacant and unsafe structures	56.4%	100.0%	66.6%	100.0%

\*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 2007-2008***

---

- Facilitated/coordinated 2008 Historic Resources Survey – the first component in a preservation program for the downtown historic district.
- Completed and submitted \$100,000 grant request for CDBG funding of historic preservation related programs.
- Coordinated with staff and the Downtown Revitalization Partnership Committee to create a tax abatement policy encouraging appropriate rehabilitation of downtown buildings - approved by City Council in February 2008.
- Worked with code enforcement to conduct “one on one” visits to local business owners weekly.
- Coordinated with staff, the Downtown Revitalization Committee, the Killeen Economic Development Corporation and City Council to create a Tax Increment Reinvestment Zone – currently in development.
- Coordinated with staff, the Downtown Revitalization Committee, and the Texas Historical Committee to develop a Historic Preservation Ordinance to be considered for action by the City Council June 2008.
- Coordinating with staff and the Downtown Revitalization Committee to develop Historic Overlay District standards.
- Made presentations to private and public commissions, boards and community service organizations on downtown revitalization projects and activities.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-2009***

---

- Fully implement preservation program to include the development of design guidelines, façade grant funding, and historic district overlay standards in the historic district.
- Continue to identify and submit for grants to supplement city funding for downtown revitalization projects.
- Work with city staff and consultant to coordinate and facilitate the establishment of a Tax Reinvestment Zone to include development of the project plan and related administrative requirements.
- Develop and facilitate way finding signage program along with a façade study program.
- Develop and support promotional events that benefit the downtown area.
- Continue to create proposals for investment incentives and help to recruit and retain businesses.
- Promote good design and aesthetics through design guidelines and overlay standards.

***MAJOR NEW PROGRAMS AND SERVICES***

---

- There were no major new programs or services added to the Downtown Revitalization Division for FY 2008-09.

**GENERAL FUND  
DOWNTOWN REVITALIZATION**

	<b>Actual</b>		<b>Budget</b>		<b>Projected</b>		<b>Target</b>
	<b>2006-07</b>		<b>2007-08</b>		<b>2007-08</b>		<b>2008-09</b>
<b><u>INPUTS</u></b>							
<b>Expenditures</b>							
Salaries	\$ 4,271	\$	46,483	\$	57,448	\$	62,688
Supplies	1,314		2,624		2,374		2,624
Support Services	11,369		9,460		8,660		9,460
Benefits	882		12,798		14,921		16,613
Capital Outlay	5,761		-		-		-
<b>Total Expenditures</b>	<b>\$ 23,597</b>	<b>\$</b>	<b>71,365</b>	<b>\$</b>	<b>83,403</b>	<b>\$</b>	<b>91,385</b>
 <b>Personnel Summary / Position Title</b>							
Downtown Revitalization Project Manager	1		1		1		1
<b>Total</b>	<b>1</b>		<b>1</b>		<b>1</b>		<b>1</b>

**OUTPUTS**

**EFFICIENCIES**

**EFFECTIVENESS**

No quantifiable performance measures are available at this time for the Downtown Revitalization Division.

**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 2007-2008***

---

- Completed six units of transitional housing units for youth in conjunction with Central Texas Youth Services.
- Provided First Time Homebuyers assistance to qualified applicants including 6 homebuyer education classes with 91 persons attending and 5 households receiving down payment and closing costs assistance.
- Provided Tenant Based Rental assistance to 17 Elderly Killeen households.
- Provided Tenant Based Rental assistance to 4 households of domestic violence abuse.
- Funds provided to Habitat for Humanity for construction of one completed housing unit.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-2009***

---

- Provide First Time Homebuyers assistance to qualified applicants.
- Provide Tenant Based Rental assistance to Elderly Killeen households.
- Provide Tenant Based Rental assistance to households of domestic violence abuse.
- Provide funding to Habitat for Humanity for construction of housing units.
- Construction of in-fill housing and reconstruction of housing units in the downtown revitalization area.

***MAJOR NEW PROGRAMS AND SERVICES***

---

- There were no major new programs or services added to the Home Program Division for FY 2008-09.

**GENERAL FUND  
HOME PROGRAM**

	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Projected 2007-08</b>	<b>Target 2008-09</b>
<b><u>INPUTS</u></b>				
<b>Expenditures</b>				
Salaries	\$ 29,017	\$ 32,054	\$ 32,006	\$ 34,236
Supplies	2,058	2,331	1,924	1,980
Support Services	7,444	7,529	7,654	7,880
Benefits	9,166	9,423	9,512	10,587
<b>Total Expenditures</b>	<b>\$ 47,685</b>	<b>\$ 51,337</b>	<b>\$ 51,096</b>	<b>\$ 54,683</b>
<b>Personnel Summary / Position Title</b>				
Home Program Coordinator	1	1	1	1
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b><u>OUTPUTS</u></b>				
Number of decent and affordable housing units assisted with federal, state, and local funds	332	31	39	89
<b><u>EFFICIENCIES</u></b>				
Average cost of decent and affordable housing services funded	\$4,203.58	\$10,920.00	\$4,619.54	\$3,405.77
<b><u>EFFECTIVENESS</u></b>				
% of decent and affordable housing funds expended	100.0%	100.0%	34.8%	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]
- Solid Waste Accounting
- 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 2007-08***

---

- Completed design and started construction of Lift Station #20, force main and gravity interceptors.
- Completed design and started construction of 1/5 MG Bundrant Elevated Storage Tank.
- Completed design and started construction of downtown sanitary sewer rehabilitation project.
- Completed design and started construction of two phases of the Septic Tank Elimination Program (STEP).
- Director Wayne McBride was awarded the "Top Public Works Leader of the Year" by the Texas Public Works Association for his outstanding leadership in Solid Waste Services.
- Continued construction on the Elms/Cody Poe/Edgefield/Robinett road project.
- Acquired right-of-way for the SH 195/201 grade separation project.
- Acquired a new building for Water and Sewer Services.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-09***

---

- Review and reorganize the Public Works organization to provide greater program development, management and accomplishment in Water/Sewer/Drainage/Solid Waste and Street Maintenance programs.
- Expand operations and staff in the Solid Waste operating division to ensure compliance with state regulations related to increased record keeping requirements by TCEQ; improved fiscal management capabilities; and improved customer service capabilities.
- Continued improvements in Backflow Prevention compliance to meet inspection requirements per TCEQ.
- 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***

---

- Assistant Director of Public Works for Utilities and Solid Waste Planning
- Assistant Director of Public Works for Transportation Planning

**GENERAL FUND  
PUBLIC WORKS**

	<b>Actual</b>		<b>Budget</b>		<b>Projected</b>		<b>Target</b>
	<b>2006-07</b>		<b>2007-08</b>		<b>2007-08</b>		<b>2008-09</b>
<b>INPUTS</b>							
<hr/>							
<b>Expenditures</b>							
Salaries	\$ 147,616	\$	160,073	\$	158,308	\$	170,445
Supplies	2,228		5,254		3,012		4,290
Maintenance	-		-		-		-
Repairs	-		1,000		500		500
Support Services	8,218		10,824		9,419		11,447
Benefits	36,606		39,155		38,364		42,629
Designated Expenses	-		-		-		-
Major Capital Outlay	-		-		-		-
Capital Outlay	27,014		-		-		-
Reimbursable Expense	-		-		-		-
<b>Total Expenditures</b>	<b>\$ 221,682</b>	<b>\$</b>	<b>216,306</b>	<b>\$</b>	<b>209,603</b>	<b>\$</b>	<b>229,311</b>
<b>Personnel Summary / Position Title</b>							
Director of Public Works	1		1		1		1
Executive Assistant	1		1		1		1
<b>Total</b>	<b>2</b>		<b>2</b>		<b>2</b>		<b>2</b>
<b>OUTPUTS</b>							
<hr/>							
Number of Bond Projects Designed and/or Under Design	33		24		21		16
Number of Plats & Construction Plans Reviewed for Engineering Support	300		300		287		300
Value (total) of Bond CIP Projects Under Design and/or Construction	38,556,990		48,824,344		24,774,952		40,000,000
<b>EFFICIENCIES</b>							
<hr/>							
Average Number of Projects Per Engineer	11		8		12		15
Average \$ Value of Capital Projects Per Engineer	9,639,248		12,206,086		6,193,738		10,000,000
Average Number of Design & Construction Reviews Per Engineer	44		32		35		40.0
<b>EFFECTIVENESS</b>							
<hr/>							
% of Projects Under Design within 180 Days of Sale of Bonds or Certificate of Obligations Issues	14.0%		90.0%		90.0%		60.0%

## **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 2007-08***

---

- Reviewed 71 subdivision plats and 102 commercial developments plan sets.
- Conducted approximately 1,172 right-of-way improvement construction inspections.
- Oversaw public works infrastructure construction in approximately 71 new residential subdivisions.
- Began construction of the Downtown Water and Wastewater Rehabilitation project.
- Began construction of 1.5 M gallon Bundrant Elevated Water Storage Tank.
- Continued construction and rehabilitation of Cody Poe Road, Edgefield Road, South Robinett Road, and Elms Road extension to SH 201.
- Began construction of the northside CDBG wastewater improvement project.
- Oversaw construction of off-site utilities for Fire Station #8.
- Provided engineering review and oversight for the Police.
- Completed purchase of a portion of the West Bell County Water Supply system.
- Completed engineering design and prepared bid package for Phase V Septic Tank Elimination Program.

### ***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-09***

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- 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 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.
- Construct Phase V Septic Tank Elimination Program in the Wagon Wheel Subdivision.
- Complete 75% construction of \$2 million in Downtown Streets Improvements.
- Complete draft Water and Wastewater, Drainage, and Streets Technical Design Manuals for development.

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

---

- There were no major new programs or services added to Engineering - General Fund for FY 2008-09.

**GENERAL FUND  
ENGINEERING**

	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Projected 2007-08</b>	<b>Target 2008-09</b>
<b>INPUTS</b>				
<b>Expenditures</b>				
Salaries	\$ 125,849	\$ 137,299	\$ 138,391	\$ 149,109
Supplies	10,216	7,380	9,048	10,831
Repairs	2,654	5,500	2,500	4,000
Support Services	71,484	80,620	78,985	83,974
Benefits	32,333	33,682	34,580	38,220
Capital Outlay				
<b>Total Expenditures</b>	<b>\$ 242,536</b>	<b>\$ 264,481</b>	<b>\$ 263,504</b>	<b>\$ 286,134</b>

**Personnel Summary / Position Title**

City Engineer	1	1	1	1
Senior Construction Inspector	1	1	1	1
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

**OUTPUTS**

2004 Water & Sewer Bond Issue (\$21 Mil)	(13 Projects)				
Under Design (Projects)	4	2	3	0	
Under Construction (Projects)	1	4	1	3	
Completed (Projects)	8	7	9	10	
2004 Streets/Traffic Bond Issue (\$10 Mil)	(5 Projects)				
Under Design (Projects)	2	1	2	0	
Under Construction (Projects)	2	1	2	1	
Completed (Projects)	1	3	1	4	
2007 Water & Sewer Bond Issue (\$22 Mil)	(9 Projects Initially Budgeted + 1 added in FY 07-08)				
Under Design (Projects)	0	6	7	2	
Under Construction (Projects)	0	3	2	3	
Completed (Projects)	0	0	0	5	
Construction Plan Review (Sets)	300	300	173	225	

**EFFICIENCIES**

CIP Project contracts for Public Works (Projects)	42	45	41	40
Average number of Project Contracts per Engineer (3 engineers)	14	15	13.7	13.3

**EFFECTIVENESS**

Percent of projects where project cost exceeds project cost estimate by greater than 15%	19.0%	<5%	4.8%	<5%
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\* New Performance Measure - Data not available.



**GENERAL FUND  
TRAFFIC**

***DIVISION DESCRIPTION***

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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***

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- Provide scheduled maintenance on the City's 87 traffic signals and 46 school flashers monthly.
- Perform scheduled electrical maintenance and repairs at 134 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 2007-2008***

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- Performed repair and maintenance on 1,008 signs.
- Continued scheduled inspection and maintenance of TXDOT signals.
- Upgraded City Limit signs for newly annexed areas.
- Attended the 72nd Annual IMSA Southwestern Section Conference in Killeen, TX.
- Continued the installation of traffic monitoring hardware and communication systems on WS Young Dr, Trimmier Rd and Veterans Memorial Blvd for the projected thoroughfares in cooperation with the Signal Synchronization Program.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-2009***

---

- Provide required maintenance for all traffic control devices.
- Continue with the upgrade school signs at the proposed school campuses to be completed by 2011.
- Provide electrical maintenance for the 134 city owned facilities.
- Complete the installation of traffic monitoring software in cooperation with the Signal Synchronization Program and communication between all School Signals.

***MAJOR NEW PROGRAMS AND SERVICES***

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- School Signal Communication Project

**GENERAL FUND  
TRAFFIC**

	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Projected 2007-08</b>	<b>Target 2008-09</b>
<b>INPUTS</b>				
<b>Expenditures</b>				
Salaries	\$ 321,141	\$ 388,179	\$ 386,253	\$ 411,952
Supplies	39,279	52,038	45,049	53,414
Maintenance	48,532	45,350	39,000	50,000
Repairs	35,218	49,606	49,090	57,134
Support Services	108,490	127,774	117,055	126,213
Benefits	92,832	112,805	113,273	120,638
Designated Expenses	-	-	-	-
Major Capital Outlay	150,000	-	-	-
Capital Outlay	-	4,268	-	-
Reimbursable Expense	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 795,493</b>	<b>\$ 780,020</b>	<b>\$ 749,720</b>	<b>\$ 819,351</b>

**Personnel Summary / Position Title**

Assistant Traffic Superintendent	0	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
<b>Total</b>	<b>9</b>	<b>10</b>	<b>10</b>	<b>10</b>

**OUTPUTS**

Number of Traffic Signal work orders	1,032	564	650	450
Number of Sign work orders	1,350	1,810	1,810	1,008
Number of School sign work orders	N/A*	200	200	53
Number of Electrical work orders	475	480	480	467

**EFFICIENCIES**

Average number of work orders per each 2 member crew	541	763	825	989
Average number of hours per work order	2.0	2.5	2.5	2.5

**EFFECTIVENESS**

% of work orders completed within 3 days of initial request.	N/A*	N/A*	95.0%	95.0%
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**GENERAL FUND  
STREET**

***DIVISION DESCRIPTION***

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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 4,870 curb miles of street across the entire City once per quarter.

***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2007-08***

---

- Applied Underseal and Overlay to 6.6 lane miles of street.
- Sealcoat applied to 37 lane miles of street.
- Respond to major storm event that required a response to over 125 locations for tree limb removal in City R.O.W.
- Repair 35 street drainage related projects funded from the Drainage Utility.
- Place sidewalk improvements in CDBG Target areas.
- Receive training and implementation of Pavement Management Software.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-09***

---

- Purchase 2 Pothole Patching Trucks and establish formal dedicated routes for preventative maintenance activities.
- Apply surface treatments to 105 lane miles of street.
- Establish a pavement marking maintenance program.
- Repair an estimated 35 roadway drainage projects at various locations.
- Increase the number of potholes repaired by 35%.

***MAJOR NEW PROGRAMS AND SERVICES***

---

- Pavement Marking Team (4 street service workers and a crew cab utility truck).
- New Street Services Building.
- ½ Ton 4x4 Crew Cab.

**GENERAL FUND  
STREET**

	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Projected 2007-08</b>	<b>Target 2008-09</b>
<b><i>INPUTS</i></b>				
<b>Expenditures</b>				
Salaries	\$ 1,193,159	\$ 1,321,018	\$ 1,378,293	\$ 1,630,625
Supplies	177,255	225,600	178,515	220,361
Maintenance	727,880	966,049	984,654	1,034,292
Repairs	165,973	242,433	206,778	172,800
Support Services	70,709	90,886	73,438	79,237
Benefits	359,641	404,158	410,856	511,398
Capital Outlay	316,565	140,956	67,930	91,137
<b>Total Expenditures</b>	<b>\$ 3,011,183</b>	<b>\$ 3,391,100</b>	<b>\$ 3,300,464</b>	<b>\$ 3,739,850</b>

**Personnel Summary / Position Title**

Director of Street Services	1	1	1	1
Street Services Superintendent	1	2	2	2
Equipment Operator	8	8	8	8
Principal Secretary	1	1	1	1
Street Maintenance Supervisor	7	6	6	6
Street Service Worker	7	9	9	13
Truck Driver	13	15	15	15
Welder	1	1	1	1
<b>Total</b>	<b>39</b>	<b>43</b>	<b>43</b>	<b>47</b>

***OUTPUTS***

Sealcoat (Lane Mile)	42.59	60	60	45
Crackseal (Lane Mile)	97.62	50	50	70
Sweep (Curb Mile)	16,014	17,560	17,560	18950

***EFFICIENCIES***

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

***EFFECTIVENESS***

% of Pothole and Utility Cut Requests Repaired within 48 hours	92.0%	92.0%	94.0%	96.0%
----------------------------------------------------------------	-------	-------	-------	-------

## **GENERAL FUND PLANNING**

### ***DIVISION DESCRIPTION***

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The mission of the Planning Division is to direct the orderly growth of private development within the City's development standards for new development and individual property owners. The 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 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 2007-2008***

---

- 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 55 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 98% of the 85 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.
- 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.
- Awarded Certificate for Planning Excellence by the Texas Chapter of the American Planning Association for the 7<sup>th</sup> consecutive year.
- Provided exceptional mapping support for critical City projects (i.e. single-member district voting process, sexual predator ordinance, redistricting study, Downtown Revitalization Plan, 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 the Laserfiche system (enhanced digital storage and research/analysis capabilities for case files).
- Implemented the next phase of the City of Killeen Annexation Plan.

### ***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-2009***

---

- Exceed development plat and zoning case processing goals.
- Reduce the plat processing time and associated costs by automating the review and plat distribution process.
- Zoning study for newly annexed areas.

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

---

- Mapping AutoDesk Training and ESRI Training.

**GENERAL FUND  
PLANNING**

<b>INPUTS</b>	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Projected 2007-08</b>	<b>Target 2008-09</b>
<b>Expenditures</b>				
Salaries	\$ 357,916	\$ 409,129	\$ 417,557	\$ 422,712
Supplies	9,012	10,900	7,310	10,042
Support Services	11,671	22,680	18,645	34,349
Benefits	97,399	109,554	110,029	119,451
Capital Outlay	2,881	400	328	-
<b>Total Expenditures</b>	<b>\$ 478,879</b>	<b>\$ 552,663</b>	<b>\$ 553,869</b>	<b>\$ 586,554</b>

**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
<b>Total</b>	<b>8</b>	<b>9</b>	<b>9</b>	<b>9</b>

**OUTPUTS**

Plat Cases	102	105	105	100
Zoning Cases	66	92	80	80
Number of Land Management Transactions recorded in the GIS	186	181	171	186

**EFFICIENCIES**

Average days to process Plat Cases	60	60	60	60
Average days to process Zoning Cases	60	60	60	60

**EFFECTIVENESS**

% of plat cases processed to completion within state mandated timelines.	100.0%	97%	100%	100%
% of zoning cases processed to completion without error.	98.0%	96%	100%	100%
% of land management transactions recorded in the GIS within 15 days of receipt of closing case document.	97.0%	98%	100%	100%

## **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 2007-2008***

---

- Reduced Crime Rate by 5.84% (Violent Crimes down 6.05%, Non-violent Crimes down 5.81%).
- Implemented 2<sup>nd</sup> phase of Physical Fitness Standards for incumbents and mandatory standards for applicants.
- Construction phase of the new police HQ in progress.
- Completed water line with hydrant at the police range from bond project funds.
- Completed Animal Control renovations and new kennels from bond project funds.
- Completed policy revisions and mock inspection for CALEA accreditation.
- Increased staffing in Patrol, CID and created a Burglary Investigations Unit.
- Hired an HR Manager to better facilitate our recruiting and hiring efforts.
- Hired an Animal Control Manager and revised policies to better meet the needs of our customers.

### ***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-09***

---

- Improve human capital by hiring, developing and maintaining the right people.
- Improve public perception of police department by increasing community outreach through public forums that discuss police issues and quality of life concerns.
- Complete the CALEA Accreditation program.
- Complete the new Police HQ funded by bond project funds.
- Begin transitional plan for a two precinct concept for delivery of effective police services.
- Implement field reporting system with viable communication technologies.
- Implement On-line offense reporting system to better serve our customers.
- Increase staffing in Patrol and CID.
- Continue working towards a reduction in the Crime Rate.

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

---

- 6 Patrol Officers (starting June 2009).
- 1 Identity Theft Officer in the Criminal Investigation Division.
- 2 Persons Detectives in the Criminal Investigation Division.
- 8 Patrol Officers.
- 1 Lieutenant (funded for 9 months).
- 1 Human Resources Manager.
- 3 Midsize Sedan Replacement Fleet.
- 1 Half-ton Extended Cab Pickup Replacement Fleet.

**GENERAL FUND  
POLICE**

	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Projected 2007-08</b>	<b>Target 2008-09</b>
<b><u>INPUTS</u></b>				
<b>Expenditures</b>				
Salaries	\$ 12,130,062	\$ 13,669,213	\$ 13,755,192	\$ 15,491,357
Supplies	826,392	1,078,921	854,523	1,012,279
Repairs	325,195	450,965	403,406	345,365
Support Services	563,475	644,280	664,105	674,943
Benefits	3,268,582	3,694,889	3,666,538	4,364,367
Capital Outlay	924,933	450,378	449,178	260,495
Reimbursable Expense	(341,927)	(401,090)	(226,071)	(476,255)
State and Federal Grants	(1,219)	-	(2,041)	
<b>Total Expenditures</b>	<b>\$ 17,695,493</b>	<b>\$ 19,587,556</b>	<b>\$ 19,564,830</b>	<b>21,672,551</b>
<b>Personnel Summary / Position Title</b>				
Chief of Police	1	1	1	1
Assistant Chief of Police	1	1	1	1
Communications Specialist	4	2	2	2
Crime Prevention Coordinator	1	1	1	1
Crime Statistical Analyst	1	1	1	1
Crime Victim Liaison	1	1	1	1
Evidence Manager	1	1	1	1
Evidence Technician	1	3	3	3
Executive Assistant	1	1	1	1
Finance Manager	1	1	1	1
Intelligence Manager	1	1	1	1
Jailer	2	1	1	1
Police Captain	4	4	4	4
Police Clerk	10	10	10	10
Police Fiscal Specialist	3	3	3	3
Police Human Resources Manager	0	0	0	1
Police Lieutenant	8	8	8	9
Police Officer	176	193	193	210
Police Personnel & Equipment Specialist	1	1	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	23	23	23
Senior Secretary	4	4	4	4
Sex Offender Coordinator	1	1	1	1
Special Projects Coordinator	1	1	1	1
Technology Unit Technician	2	2	2	2
<b>Total</b>	<b>267</b>	<b>286</b>	<b>286</b>	<b>305</b>
<b><u>OUTPUTS</u></b>				
Calls for Service Work Load	126,267	135,197	138,084	151,800
Part I Violent Crimes Filed (Uniform Crime Rpt)	789	6,680	1,129	1,241
Vehicle Accidents Reported	3,483	3,368	3,700	3,900
<b><u>EFFICIENCIES</u></b>				
Cost per Call for Service	\$142.86	\$147.85	\$143.34	\$145.91
<b><u>EFFECTIVENESS</u></b>				
Part I Violent Crimes Cleared (TX Standard 18%)	49.0%	18.0%	40.0%	40.0%

\* New Performance Measure - Data not available.



**GENERAL FUND  
ANIMAL CONTROL**

***SECTION 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 regard to all types of animals within the city limits of Killeen. Rabies control, public safety and the protection of animals are the section's primary goals. Informing the public through education and awareness on animal related matters helps to achieve these goals.

***MAJOR SECTION 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 in the city.
- Increase public awareness on animal related issues to include rabies and basic animal care.

***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2007-08***

---

- A new kennel was constructed that doubled the canine capacity of the shelter. The administration building was remodeled and expanded to allow for better housing for cats and exotic animals and to better accommodate citizens and employees.
- Cremation equipment was purchased and installed to provide for communal cremation of animal carcasses, thereby creating a more sanitary environment for all involved.
- Policies and procedures were reviewed and revised to comply with current needs and regulations.
- The Animal Control Supervisor position was changed to that of Animal Shelter Manager and an Animal Control Officer position was changed to that of Animal Control Field Supervisor in order to provide for additional supervisory coverage for the Section that operates seven days a week.
- An automated telephone answering system was implemented to accommodate the public, enhance service, and streamline operations.
- The Animal Control Section website was updated and revised to provide current information in a more user-friendly manner and to enhance animal adoptions.
- In-house training on the Chameleon program was begun in order to make full use of the program, thereby enhancing services and minimizing workload.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-09***

---

- Enhance in-service training and software training for all employees.
- Expand public awareness programs and community relations through increased scheduling of programs and on-going review of the website.
- Expand upon volunteer services and related programs by performing recruiting drives and soliciting through the website.
- Hire and train personnel to fill current and projected vacancies.
- Perform statistical analysis of all operations to determine effectiveness of current policies, personnel, and management practices.

***MAJOR NEW PROGRAMS AND SERVICES***

---

- An Animal Control Attendant was requested to provide for the care and maintenance of the facilities and equipment added in 2008 and animals associated with those improvements.
- An Animal Control Officer was requested to provide services to the areas annexed into the city of Killeen in 2008.

**GENERAL FUND  
ANIMAL CONTROL**

	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Projected 2007-08</b>	<b>Target 2008-09</b>
<b><i>INPUTS</i></b>				
<b>Expenditures</b>				
Salaries	\$ 222,961	\$ 252,737	\$ 256,767	\$ 298,965
Supplies	40,169	49,631	41,710	52,805
Repairs	5,382	3,075	6,400	2,325
Support Services	26,889	27,745	36,648	51,208
Benefits	68,110	78,181	70,501	98,388
Capital Outlay	17,199	3,040	-	53,705
<b>Total Expenditures</b>	<b>\$ 380,710</b>	<b>\$ 414,409</b>	<b>\$ 412,026</b>	<b>\$ 557,396</b>
<b>Personnel Summary / Position Title</b>				
Animal Control Assistant	1	2	2	2
Animal Control Attendant	1	1	1	2
Animal Control Manager	0	0	0	1
Animal Control Officer	5	5	5	6
Animal Control Supervisor	1	1	1	0
<b>Total</b>	<b>8</b>	<b>9</b>	<b>9</b>	<b>11</b>
<b><i>OUTPUTS</i></b>				
Calls for Service	10,331	11,649	11,600	12500
Animals Impounded	4,428	5,250	4,800	5775
Animals Adopted	1,270	1,575	1,400	1750
<b><i>EFFICIENCIES</i></b>				
Calls for Service per Animal Control Officer	2,066	2,330	2,320	2,083
<b><i>EFFECTIVENESS</i></b>				
% of Animals Adopted	28.7%	30.0%	29.2%	30.3%

## **GENERAL FUND FIRE**

### ***DIVISION DESCRIPTION***

---

The Killeen Fire Department (KFD) serves the citizens of Killeen with Fire, EMS, Rescue and Haz-Mat response capability. KFD provides this service with 7 fire stations and 190 full time personnel. Administration has 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 fire code safety inspections, fire and arson investigation, plan reviews and public fire education.

### ***MAJOR DIVISION GOALS***

---

- Protect life, property and environment through prevention, public education and emergency response.
- Staff all fire apparatus with 3 people as a minimum.
- Achieve 4 personnel staffing for all fire engines and 5 personnel staffing for all truck companies (aerial devices) in the future.
- Fire stations located within 1.5 miles of 90 percent of all structures.
- A fully functioning fire training field and training burn facility.
- Achieve a fire department work force demographically represented of Killeen's population.
- 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.
- Rank driver position for all apparatus.

### ***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2007-2008***

---

- Began construction of Fire Station 8 and A & E for Fire Station 1.
- Acquired land for Fire Station 9.
- 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 2008-09***

---

- 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***

---

- Promote 3 captains to convert the fire department to a 2 battalion command system.
- Hire a financial manager for the fire department.
- Hire 2 full time fire clerks.
- Purchase swift water rescue boat and equipment.
- Purchase bon microphone communications system for emergency operations.
- Purchase type 2 safety vests for all personnel.
- Purchase air cards for mobile data terminal operations.
- Purchase thermal imaging cameras for all engines.
- Send personnel to swift water rescue training for certification.
- Continue advanced level training for all personnel.
- The Airport will purchase Aircraft Rescue Firefighting (ARFF) gear for fire personnel who are certified to work at the Skylark Air Field Fire Station.

**GENERAL FUND  
FIRE**

<b>INPUTS</b>	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Projected 2007-08</b>	<b>Target 2008-09</b>
<b>Expenditures</b>				
Salaries	\$ 7,823,798	\$ 9,468,313	\$ 9,202,031	\$ 10,463,117
Supplies	759,348	675,454	814,433	868,621
Maintenance	8,006	2,500	2,500	2,500
Repairs	303,656	239,116	262,500	222,500
Support Services	397,778	369,856	349,781	562,213
Benefits	2,170,863	2,592,111	2,569,502	2,914,933
Designated Expenses	-	-	-	-
Major Capital Outlay	-	-	-	-
Capital Outlay	744,646	84,916	79,696	222,756
Reimbursable Expense	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 12,208,095</b>	<b>\$ 13,432,266</b>	<b>\$ 13,280,443</b>	<b>\$ 15,256,640</b>

**Personnel Summary / Position Title**

Captain	4	4	4	7
Deputy Chief	3	3	3	3
Deputy Chief - Fire Marshal	1	1	1	1
Executive Assistant	1	1	1	1
Fire and Rescue Officer	154	154	154	154
Fire Chief	1	1	1	1
Fire Prevention Officer	3	3	3	3
Lieutenant	25	25	25	26
Principal Secretary	2	2	2	2
Fire Clerk	0	0	0	2
Finance Manager	0	0	0	1
<b>Total</b>	<b>194</b>	<b>194</b>	<b>194</b>	<b>201</b>

**OUTPUTS**

Fire and Emergency Medical Service responses	17,195	19,000	20,000	21,000
Fire education Killeen Independent School District children	11,545	17,979	15,000	16,000
Business fire inspections	2,558	2,500	3,000	3,100
Cadets completing training academy	45	65	60	65

**EFFICIENCIES**

Fire and Emergency Medical Service responses by station (average)	2455	3166	3333	3500
Fire education children per program	160	122	160	165
Inspections per Full Time Employee	826	1565	1565	1600

**EFFECTIVENESS**

Percentage of total responses 5 minutes or less	37.0%	39.0%	40.0%	40.0%
Percentage total Killeen Independent School District children reached	80.0%	60.0%	80.0%	80.0%
Percentage of total businesses inspected	50.0%	31.0%	60.0%	60.0%
Percentage of cadets passing Texas Commission on Fire Protection	100.0%	100.0%	100.0%	100.0%

## **GENERAL FUND**

### ***NON-DEPARTMENTAL***

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#### ***DESCRIPTION:***

The General Fund Non-Departmental budget is used to account for expenditures not directly related to any specific department.

#### ***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**

	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Projected 2007-08</b>	<b>Target 2008-09</b>
<b>EXPENDITURES</b>				
Supplies	\$ 9,287	\$ 7,000	\$ 7,000	\$ 7,000
Maintenance	222,747	180,950	181,100	190,000
Repairs	-	72,000	71,850	75,000
Support Services	1,454,510	1,546,286	1,555,779	1,701,620
Benefits	-	3,594	-	-
Designated Expenses	701,765	615,893	622,400	704,039
Capital Outlay	6,032	17,400	17,400	-
<b>Total Expenditures</b>	<b>\$ 2,394,341</b>	<b>\$ 2,443,123</b>	<b>\$ 2,455,529</b>	<b>\$ 2,677,659</b>

**AVENUE D BUILDING - MUNICIPAL ANNEX**

	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Projected 2007-08</b>	<b>Target 2008-09</b>
<b>EXPENDITURES</b>				
Supplies	\$ 8,249	\$ 11,700	\$ 11,700	\$ 11,700
Maintenance	9,642	10,000	10,000	10,000
Repairs	21,344	5,000	5,000	5,000
Support Services	69,012	96,000	96,000	86,000
<b>Total Expenditures</b>	<b>\$ 108,247</b>	<b>\$ 122,700</b>	<b>\$ 122,700</b>	<b>\$ 112,700</b>

**PUBLIC SERVICES**

	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Projected 2007-08</b>	<b>Target 2008-09</b>
<b>EXPENDITURES</b>				
Support Services	\$ 2,532,048	\$ 580,540	\$ 513,714	\$ 715,969
Transfers	1,250,000	300,000	300,000	56,499
<b>Total Expenditures</b>	<b>\$ 3,782,048</b>	<b>\$ 880,540</b>	<b>\$ 813,714</b>	<b>\$ 772,468</b>

**STREET LIGHTS**

	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Projected 2007-08</b>	<b>Target 2008-09</b>
<b>EXPENDITURES</b>				
Support Services	\$ 674,809	\$ 750,000	\$ 700,000	\$ 700,000
<b>Total Expenditures</b>	<b>\$ 674,809</b>	<b>\$ 750,000</b>	<b>\$ 700,000</b>	<b>\$ 700,000</b>

**GENERAL FUND  
NON-DEPARTMENTAL**

***CITY HALL***

	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Projected 2007-08</b>	<b>Target 2008-09</b>
<b><i>EXPENDITURES</i></b>				
Supplies	\$ 10,762	\$ 22,000	\$ 22,000	\$ 9,700
Repairs	41,779	5,500	5,500	5,500
Support Services	481,774	372,400	329,400	333,000
<b>Total Expenditures</b>	<b>\$ 534,315</b>	<b>\$ 399,900</b>	<b>\$ 356,900</b>	<b>\$ 348,200</b>

***INFORMATION TECHNOLOGY***

	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Projected 2007-08</b>	<b>Target 2008-09</b>
<b><i>EXPENDITURES</i></b>				
Supplies	\$ 42,772	\$ 45,000	\$ 42,000	\$ 45,000
Maintenance	258,980	295,055	295,000	353,752
Repairs	14,197	42,500	40,000	42,500
Support Services	85,545	134,640	137,000	76,089
Capital Outlay	440,516	458,334	446,250	345,003
<b>Total Expenditures</b>	<b>\$ 842,010</b>	<b>\$ 975,529</b>	<b>\$ 960,250</b>	<b>\$ 862,344</b>

***BELL COUNTY COMMUNICATION CENTER***

	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Projected 2007-08</b>	<b>Target 2008-09</b>
<b><i>EXPENDITURES</i></b>				
Support Services	\$ 619,095	\$ 664,493	\$ 664,493	\$ 759,429
<b>Total Expenditures</b>	<b>\$ 619,095</b>	<b>\$ 664,493</b>	<b>\$ 664,493</b>	<b>\$ 759,429</b>



CITY OF KILLEEN, TEXAS

# aviation



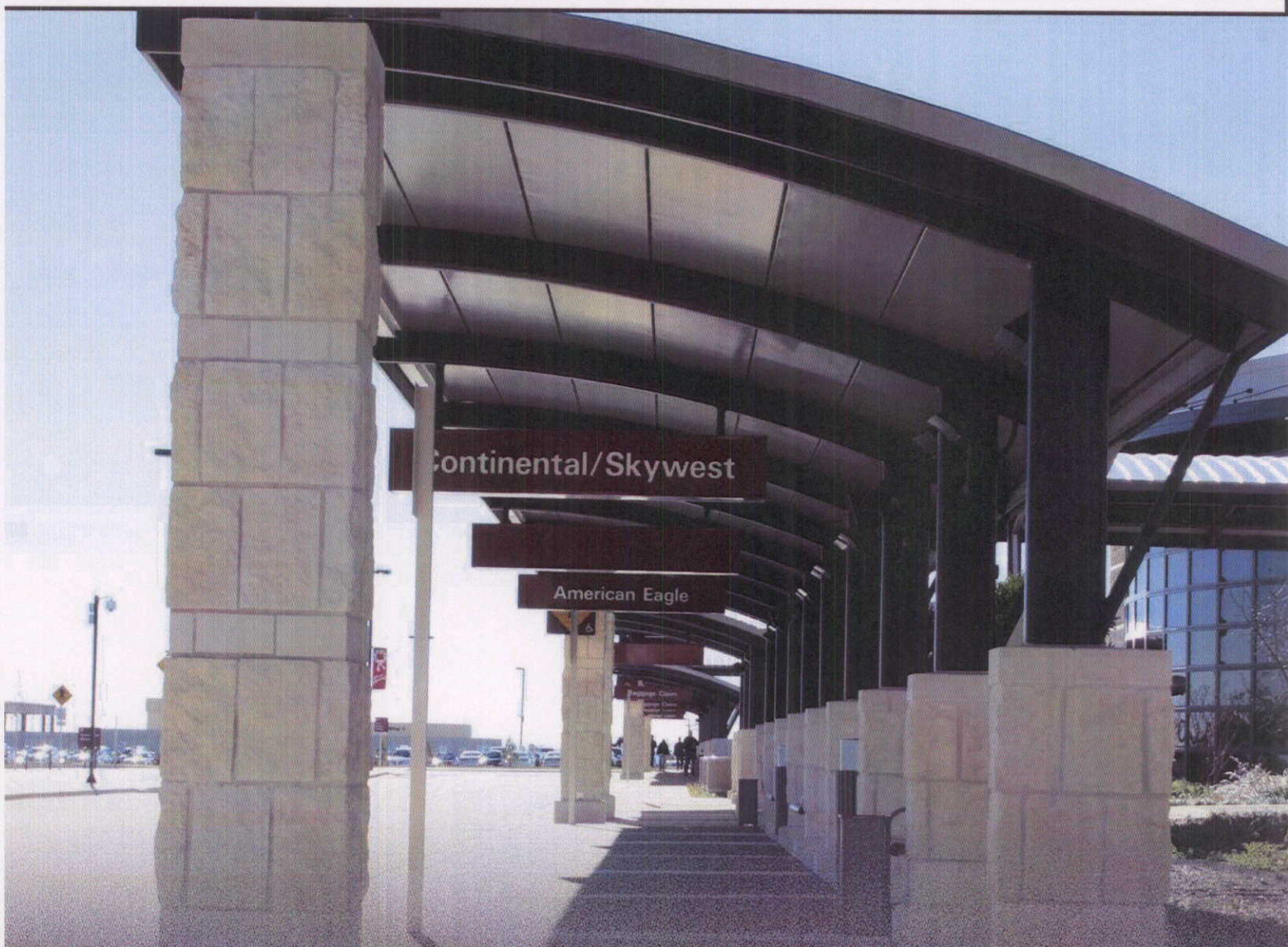
**FISCAL YEAR 2008-2009 ANNUAL BUDGET  
AND PLAN OF MUNICIPAL SERVICES**





CITY OF KILLEEN, TEXAS

# aviation



**FISCAL YEAR 2008-2009 ANNUAL BUDGET  
AND PLAN OF MUNICIPAL SERVICES**

# 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

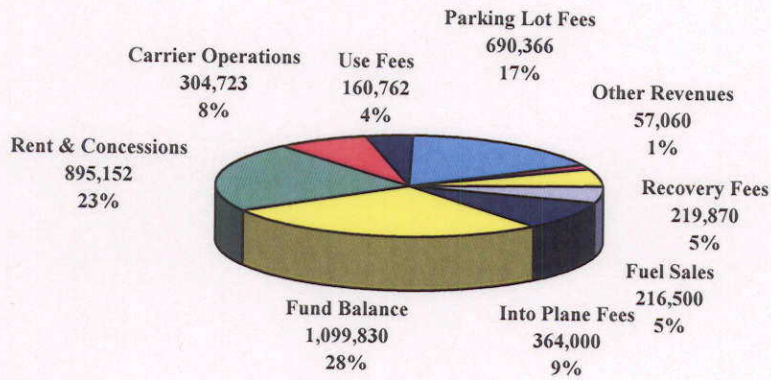
FY 2008-09

	2006-07 ACTUAL	2007-08 ADOPTED	2007-08 ESTIMATED	2008-09 ADOPTED
<b>BEGINNING FUND BALANCE</b>				
Unreserved Fund Balance	844,159	1,099,830	1,305,280	764,715
<b>TOTAL BEGINNING FUND BALANCE</b>	<b>844,159</b>	<b>1,099,830</b>	<b>1,305,280</b>	<b>764,715</b>
<b>REVENUES</b>				
Airport Rent & Concessions	853,166	895,152	893,055	914,566
Air Carrier Operations	249,673	304,723	260,595	265,743
Airport Use Fees	118,929	160,762	136,457	147,077
Airport Parking Lot Fees	682,978	690,366	748,895	771,190
Fuel Sales	152,498	216,500	202,533	280,800
Operating Supplies	0	60	0	60
Into Plane Fees	351,531	364,000	300,587	309,735
CIP Recovery Fees	205,916	219,870	200,755	200,436
Miscellaneous Receipts	12,210	3,000	2,539	2,640
Interest Earned	72,190	54,000	50,086	54,000
FAA Grants	0	2,008,143	1,082,720	1,794,741
FAA Grants Prior Years	3,046,661	2,730,171	2,259,157	331,910
TXDOT Grant	155,206	0	0	0
TXDOT Grant Match	48,802	0	0	0
Transfer from Bond Fund	477,200	0	0	0
<b>TOTAL CURRENT REVENUES</b>	<b>6,426,960</b>	<b>7,646,747</b>	<b>6,137,379</b>	<b>5,072,898</b>
<b>TOTAL FUNDS AVAILABLE</b>	<b>7,271,119</b>	<b>8,746,577</b>	<b>7,442,659</b>	<b>5,837,613</b>
<b>EXPENSES</b>				
Airport Operations	2,640,773	2,892,981	2,794,458	2,908,234
Cost of Goods Sold	139,493	208,792	192,000	273,992
Information Technology	0	171,018	168,982	186,566
Airport Non-Departmental	171,254	180,877	180,627	192,213
<b>TOTAL OPERATING EXPENSES</b>	<b>2,951,520</b>	<b>3,453,668</b>	<b>3,336,067</b>	<b>3,561,005</b>
Robert Gray Army Airfield Projects	3,014,319	4,738,314	3,341,877	2,126,651
<b>TOTAL EXPENSES</b>	<b>5,965,839</b>	<b>8,191,982</b>	<b>6,677,944</b>	<b>5,687,656</b>
<b>ENDING FUND BALANCE</b>				
Unreserved Fund Balance	1,305,280	554,595	764,715	149,957
<b>TOTAL ENDING FUND BALANCE</b>	<b>1,305,280</b>	<b>554,595</b>	<b>764,715</b>	<b>149,957</b>

# KILLEEN-FORT HOOD REGIONAL AIRPORT

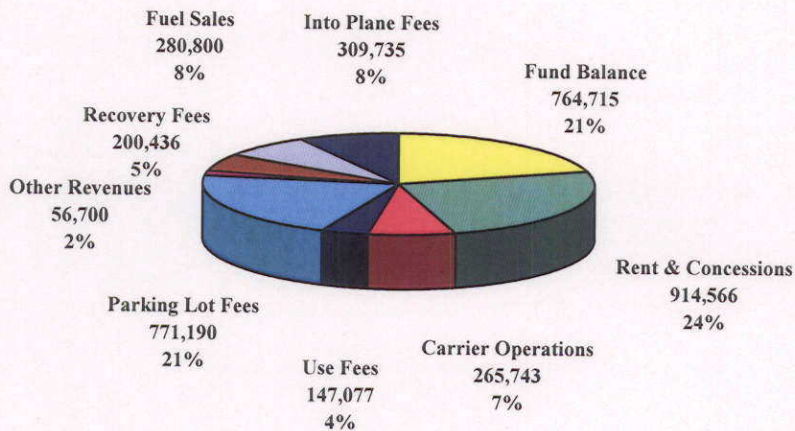
## Comparison of FY 2007-08 Budget to FY 2008-09 Budget

**FY 2007-08 Resources**



**Total Fund Balance And Revenues \$4,008,263**

**FY 2008-09 Resources**



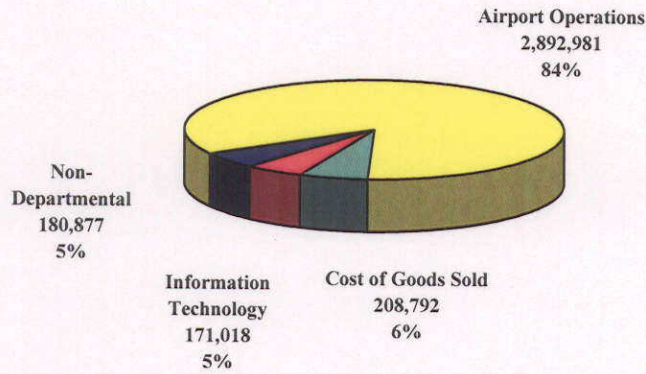
**Total Fund Balance and Revenues \$3,710,962**

Note: Excludes FAA and TXDOT grant revenues for capital improvement projects.

# KILLEEN-FORT HOOD REGIONAL AIRPORT

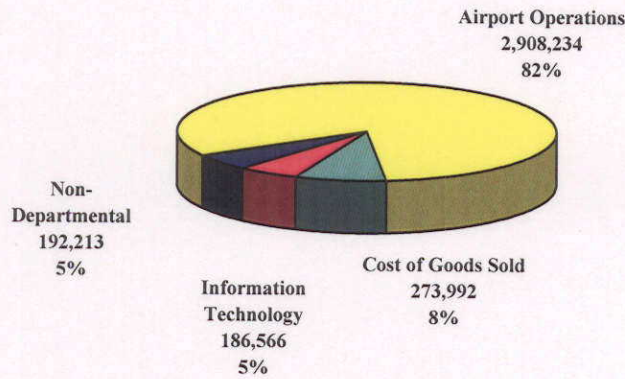
## Comparison of FY 2007-08 Budget to FY 2008-09 Budget

**FY 2007-08 Expenses by Function**



**Total Expenses \$3,453,668**

**FY 2008-09 Expenses by Function**



**Total Expenses \$3,561,005**

Note: Significant changes between FY 2007-08 and FY 2008-09 are discussed on each division's financial page

Note: Excludes FAA funded capital improvement projects.

**AVIATION FUND**  
**KILLEEN-FORT HOOD REGIONAL AIRPORT**

***DIVISION DESCRIPTION***

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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***

---

- Operate and maintain City owned airport facilities.
- Ensure that aviation activities are conducted safely and efficiently within the City.
- 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 2007-2008***

---

- Continued to provide excellent customer service to the flying public in a safe and efficient manner.
- 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.
- Began construction of an additional 12,000 gallon jet fuel storage tank for the Killeen-Fort Hood Regional Airport.
- Completed major repair of existing jet fuel storage tanks.
- Completed construction of two additional "Glass" passenger boarding bridges. (The first in this country.)
- Completed construction of a drainage project in order to better control the flow of storm water runoff.
- Initiated a project to expand and upgrade the airport security system.
- Initiated a project to add signage needed to better direct customers to desired areas and services.
- Formed 2<sup>nd</sup> Runway Task Force and began Planning & Programming, Initial Design and Environmental Work.
- Received an FAA Airport Improvement Program Grant in the amount of \$1,440,566.
- Added two new retail vendors and expanded services offered by the airport shuttle service (ANS).

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-2009***

---

- Continue to provide excellent customer service to the flying public in a safe and efficient manner.
- Continue to increase passenger enplanements.
- Begin design for expansion of the current terminal building (phase 1).
- Continue to lobby the FAA and Congress for funding required for the 2<sup>nd</sup> Runway Project.
- Continue the project to expand and upgrade the airport security system.
- Continue the project to add signage needed to better direct customers to desired areas and services.

***MAJOR NEW PROGRAMS AND SERVICES***

---

- Purchase the required Ground Support Equipment (GSE) and begin to handle all "Charter" flights with Department of Aviation personnel.

**AVIATION FUND**  
**KILLEEN-FORT HOOD REGIONAL AIRPORT**

	Actual 2006-07	Budget 2007-08	Projected 2007-08	Target 2008-09
<b>INPUTS</b>				
<b>Expenditures</b>				
Salaries	\$ 1,266,141	\$ 1,440,039	\$ 1,418,213	\$ 1,534,634
Supplies	76,444	103,551	96,177	110,164
Maintenance	74,610	105,286	114,550	80,900
Repairs	82,305	148,326	133,962	142,988
Support Services	518,524	719,673	653,430	726,817
Benefits	385,913	415,180	415,180	465,702
Cost of Goods Sold	139,493	208,792	192,000	273,992
Designated Expenses	-	-	-	-
Major Capital Outlay	-	-	-	-
Capital Outlay	236,836	131,944	131,928	33,595
<b>Total Expenditures</b>	<b>\$ 2,780,266</b>	<b>\$ 3,272,791</b>	<b>\$ 3,155,440</b>	<b>\$ 3,368,792</b>

**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	4	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	1	1	1	1
Airport Technology Network Technician	1	2	2	2
Operations Specialist	6	6	6	6
Operations Supervisor	1	1	1	1
Principal Secretary	1	1	1	1
Senior Aircraft Fuel Handler	2	2	2	2
<b>Total</b>	<b>40</b>	<b>41</b>	<b>41</b>	<b>41</b>

**OUTPUTS**

Enplaned Passengers	191,745	195,000	199,042	202,232
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**EFFICIENCIES**

Avg Operational Cost per Enplanement	\$ 13.26	\$ 15.00	\$ 15.19	\$ 16.49
Avg Operational Revenue per Enplanement	\$ 13.60	\$ 14.00	\$ 14.58	\$ 15.00

**EFFECTIVENESS**

Number of Passengers Served	381,154	395,000	396,090	402,151
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**AVIATION FUND**  
**KILLEEN-FORT HOOD REGIONAL AIRPORT**

	<b>Actual</b>		<b>Budget</b>		<b>Projected</b>		<b>Target</b>
	<b>2006-07</b>		<b>2007-08</b>		<b>2007-08</b>		<b>2008-09</b>
<b><u>AIRPORT NON-DEPARTMENTAL</u></b>							
<b>Expenditures</b>							
Support Services	53,835		48,182		48,182		53,000
Information Technology	96,784		127,695		127,445		134,213
Year-End Salary Accural	20,635		5,000		5,000		5,000
<b>Total Expenditures</b>	<b>\$ 171,254</b>	<b>\$</b>	<b>180,877</b>	<b>\$</b>	<b>180,627</b>	<b>\$</b>	<b>192,213</b>

	<b>Actual</b>		<b>Budget</b>		<b>Projected</b>		<b>Target</b>
	<b>2006-07</b>		<b>2007-08</b>		<b>2007-08</b>		<b>2008-09</b>
<b><u>KFHRA CONSTRUCTION</u></b>							
<b>Expenditures</b>							
Parking Lot & Access Road	229,007		-		-		-
RSA Improvement	200,594		733,178		715,529		475,000
Terminal Building Design	-		1,045,000		66,382		331,910
Terminal Apron Construction	2,376,837		351,367		64,235		-
Land Side Construction	-		-		-		-
Planning - Contracts	36,294		2,459		2,459		-
Terminal Master Plan	86,758		18,817		18,817		-
Passenger Boarding Bridge	84,829		2,302,493		2,189,455		-
Fuel Farm Expansion			285,000		285,000		-
Security System Upgrade	-		-		-		503,928
Runway 15R/33L	-		-		-		815,813
<b>Total Expenditures</b>	<b>\$ 3,014,319</b>	<b>\$</b>	<b>4,738,314</b>	<b>\$</b>	<b>3,341,877</b>	<b>\$</b>	<b>2,126,651</b>



**SKYLARK FIELD**

Adopted Budget

Summary

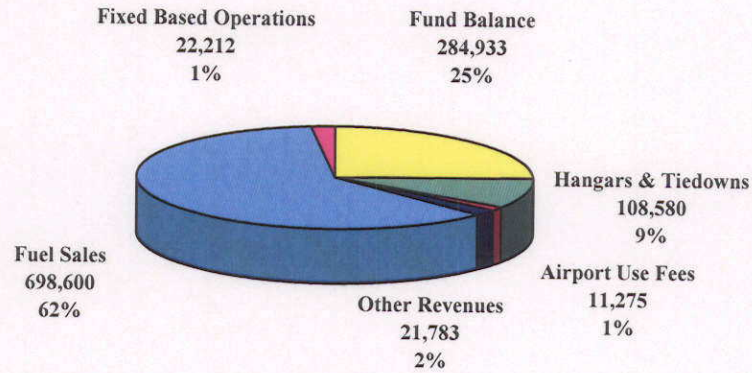
FY 2008-09

	<u>2006-07</u>	<u>2007-08</u>	<u>2007-08</u>	<u>2008-09</u>
	ACTUAL	ADOPTED	ESTIMATED	ADOPTED
<b>BEGINNING FUND BALANCE</b>				
Unreserved Fund Balance	437,095	284,933	451,740	427,259
<b>TOTAL BEGINNING FUND BALANCE</b>	<b>437,095</b>	<b>284,933</b>	<b>451,740</b>	<b>427,259</b>
<b>REVENUES</b>				
Fixed Base Operations	19,883	22,212	21,966	22,169
Hangars and Tiedowns	94,713	108,580	106,876	113,861
Airport Use Fees	10,672	11,275	7,463	9,350
Fuel Sales	558,730	698,600	575,415	814,100
Operating Supplies Sales	9,575	11,683	6,461	8,762
Into Plane Fees	0	0	0	0
Airport Rent and Concessions	0	0	0	0
Miscellaneous Receipts	479	100	455	500
Interest Earned	19,348	10,000	17,437	10,000
FAA Grants	1,030,278	0	0	0
TXDOT Grants	16,113	30,000	20,000	30,000
Transfer from General Fund	0	0	0	0
<b>TOTAL CURRENT REVENUES</b>	<b>1,759,791</b>	<b>892,450</b>	<b>756,073</b>	<b>1,008,742</b>
<b>TOTAL FUNDS AVAILABLE</b>	<b>2,196,886</b>	<b>1,177,383</b>	<b>1,207,813</b>	<b>1,436,001</b>
<b>EXPENSES</b>				
Airport Operations	220,035	270,360	240,748	342,893
Cost of Goods Sold	454,364	600,012	487,629	732,572
Skylark Improvements	32,226	60,000	40,000	0
Skylark Construction	1,028,243	0	0	0
Airport Non-Departmental	10,278	12,177	12,177	13,103
<b>TOTAL OPERATING EXPENSES</b>	<b>1,745,146</b>	<b>942,549</b>	<b>780,554</b>	<b>1,088,568</b>
<b>ENDING FUND BALANCE</b>				
Unreserved Fund Balance	451,740	234,834	427,259	347,433
<b>TOTAL ENDING FUND BALANCE</b>	<b>451,740</b>	<b>234,834</b>	<b>427,259</b>	<b>347,433</b>

# SKYLARK FIELD

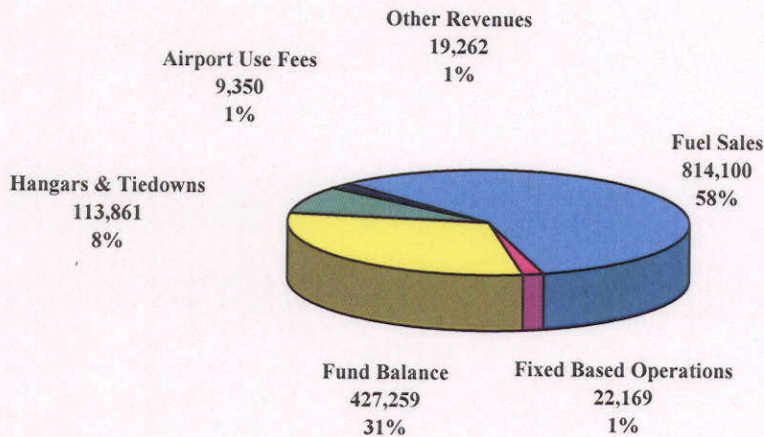
## Comparison of FY 2007-08 Budget to FY 2008-09 Budget

### FY 2007-08 Resources



**Total Fund Balance and Revenues \$1,147,383**

### FY 2008-09 Resources



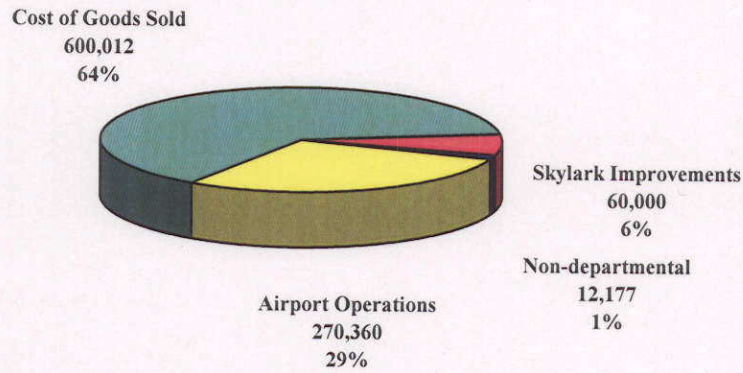
**Total Fund Balance and Revenues \$1,406,001**

Note: Excludes FAA and TXDOT grant revenues for capital improvement projects.

# SKYLARK FIELD

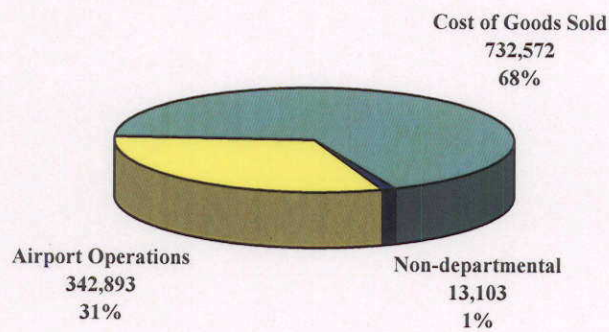
## Comparison of FY 2007-08 Budget to FY 2008-09 Budget

**FY 2007-08 Expenses by Function**



**Total Expenses \$942,549**

**FY 2008-09 Expenses by Function**



**Total Expenses \$1,088,568**

Note: Significant changes between FY 2007-08 and FY 2008-09 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 2007-2008***

---

- Upgraded video surveillance system with additional cameras and enhanced capacity.
- Painted covered tie-down building

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-2009***

---

- Complete engineering/design for the rehabilitation of the runway, taxiways and aprons. (Construction programmed for FY2009-2010)
- Continue to expand the video surveillance system to meet the ever increasing airport security concerns.
- Continue to market and negotiate with a potential tenant for the former airline passenger terminal building.

***MAJOR NEW PROGRAMS AND SERVICES***

---

- None

**AVIATION FUND  
SKYLARK FIELD**

<b>INPUTS</b>	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Projected 2007-08</b>	<b>Target 2008-09</b>
<b>Expenditures</b>				
Salaries	\$ 99,363	\$ 113,053	\$ 111,643	\$ 119,471
Supplies	10,361	16,846	13,547	34,709
Maintenance	8,936	7,500	6,050	32,550
Repairs	12,320	19,933	18,900	23,408
Support Services	45,892	78,770	56,350	78,732
Benefits	33,419	34,258	34,258	39,023
Cost of Goods Sold	454,364	600,012	487,629	732,572
Designated Expenses	-	-	-	-
Major Capital Outlay	1,060,469	60,000	40,000	15,000
Capital Outlay	9,744	-	-	-
Reimbursable Expense	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 1,734,868</b>	<b>\$ 930,372</b>	<b>\$ 768,377</b>	<b>\$ 1,075,465</b>

**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	0	0	0	0
Senior Aircraft Fuel Handler	0	0	0	0
<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

**OUTPUTS**

Based Aircraft	60	60	62	62
Fuel Sold - Gallons	192,171	150,000	150,000	170,000

**EFFICIENCIES**

Avg Operational Cost per based Aircraft	\$ 3,504.85	\$ 4,100.00	\$ 3,883.03	\$ 5,288.60
Avg Gross Revenue per Gallon Sold	\$ 0.54	\$ 0.55	\$ 0.59	\$ 0.48

**EFFECTIVENESS**

Number of Based Aircraft	60	61	62	62
--------------------------	----	----	----	----

**SKYLARK FIELD FUND**

	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Target</b>
	<b>2006-07</b>	<b>2007-08</b>	<b>2007-08</b>	<b>2008-09</b>
<b><u>AIRPORT NON-DEPARTMENTAL</u></b>				
<b>Expenditures</b>				
Information Technology	1,984	2,415	2,415	2,415
Support Services	7,762	9,262	9,262	10,188
Year End Salary Accrual	532	500	500	500
<b>Total Expenditures</b>	<b>\$ 10,278</b>	<b>\$ 12,177</b>	<b>\$ 12,177</b>	<b>\$ 13,103</b>



CITY OF KILLEEN, TEXAS

# solid waste



**FISCAL YEAR 2008-2009 ANNUAL BUDGET  
AND PLAN OF MUNICIPAL SERVICES**



CITY OF KILLEEN, TEXAS

# solid waste



**FISCAL YEAR 2008-2009 ANNUAL BUDGET  
AND PLAN OF MUNICIPAL SERVICES**



# 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**

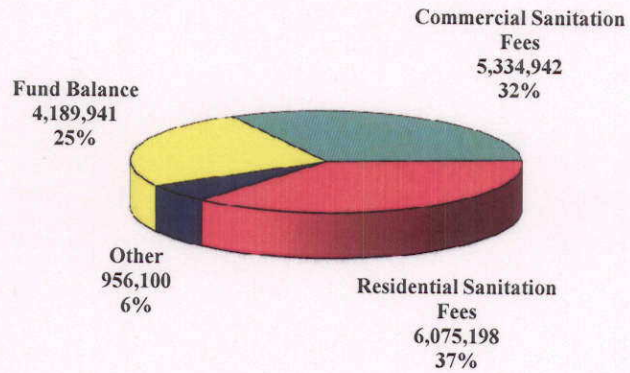
**FY 2008-09**

	<b>2006-07 ACTUAL</b>	<b>2007-08 ADOPTED</b>	<b>2007-08 ESTIMATED</b>	<b>2008-09 ADOPTED</b>
<b>BEGINNING FUND BALANCE</b>				
Reserved Fund Balance	1,435,000	1,535,000	1,535,000	1,535,000
Debt Service Reserve	-	-	-	-
Unreserved Fund Balance	3,495,049	2,654,941	2,608,798	2,237,004
<b>TOTAL BEGINNING FUND BALANCE</b>	<b>4,930,049</b>	<b>4,189,941</b>	<b>4,143,798</b>	<b>3,772,004</b>
<b>REVENUES</b>				
Transfer Station Fees	303,756	330,000	315,000	320,000
Container Rentals	202,879	150,000	105,000	110,000
Sale of Equipment	20,254	35,000	42,000	35,000
Tire Disposal Fees	4,206	5,000	5,500	5,000
Sale of Metals-Recycling	66,252	60,000	45,000	58,000
Paper Products Recycling	57,169	42,000	61,000	60,000
Public Scale Fees	8,972	10,000	7,000	7,000
Other Recycle Revenues	4,678	4,500	4,000	4,500
Customer Recycling Fees	39,588	44,500	42,000	44,500
Commercial Sanitation Fees	4,995,339	5,334,942	5,150,000	5,450,000
Residential Sanitation Fees	5,932,790	6,075,198	6,200,000	6,550,000
Interest Earned	284,923	275,000	230,000	240,000
Miscellaneous Receipts	6	100	700	100
<b>TOTAL CURRENT REVENUES</b>	<b>11,920,812</b>	<b>12,366,240</b>	<b>12,207,200</b>	<b>12,884,100</b>
<b>TOTAL FUNDS AVAILABLE</b>	<b>16,850,861</b>	<b>16,556,181</b>	<b>16,350,998</b>	<b>16,656,104</b>
<b>EXPENSES</b>				
Residential Operations	2,839,819	3,280,043	3,309,009	3,226,766
Commercial Operations	1,564,865	1,733,660	1,806,823	1,655,914
Recycling Program	288,036	309,198	296,191	382,570
Transfer Station	4,079,834	4,010,105	3,361,287	4,831,819
Mowing	546,531	943,984	859,050	921,408
Custodial Services	5,363	28,841	28,477	31,614
Accounting	-	-	-	63,594
Debt Service	735,000	734,000	732,000	774,000
Solid Waste Miscellaneous	880,864	382,387	372,547	389,981
<b>TOTAL CURRENT EXPENSES</b>	<b>10,940,312</b>	<b>11,422,218</b>	<b>10,765,384</b>	<b>12,277,666</b>
<b>TRANSFERS OUT</b>	<b>1,766,751</b>	<b>1,813,610</b>	<b>1,813,610</b>	<b>1,993,144</b>
<b>TOTAL EXPENSES</b>	<b>12,707,063</b>	<b>13,235,828</b>	<b>12,578,994</b>	<b>14,270,810</b>
<b>ENDING FUND BALANCE</b>				
Reserved Fund Balance	1,435,000	1,535,000	1,535,000	1,535,000
Debt Service Reserve	-	-	-	-
Unreserved Fund Balance	2,708,798	1,785,353	2,237,004	850,294
<b>TOTAL ENDING FUND BALANCE</b>	<b>4,143,798</b>	<b>3,320,353</b>	<b>3,772,004</b>	<b>2,385,294</b>

# SOLID WASTE FUND

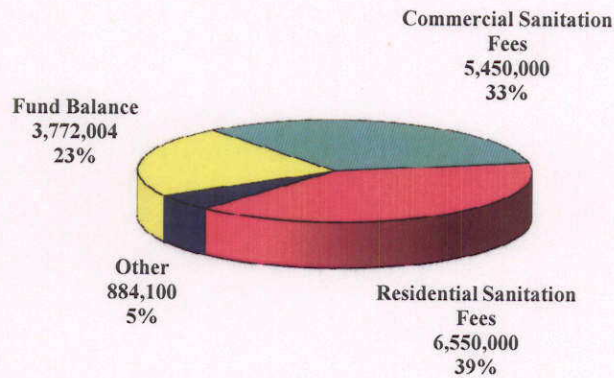
## Comparison of FY 2007-08 Budget to FY 2008-09 Budget

### FY 2007-08 Resources



**Total Fund Balance and Revenues \$16,556,181**

### FY 2008-09 Resources

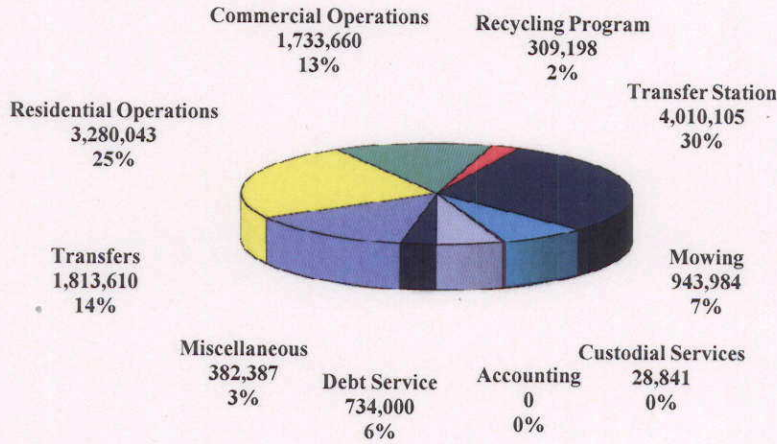


**Total Fund Balance and Revenues \$16,656,104**

# SOLID WASTE FUND

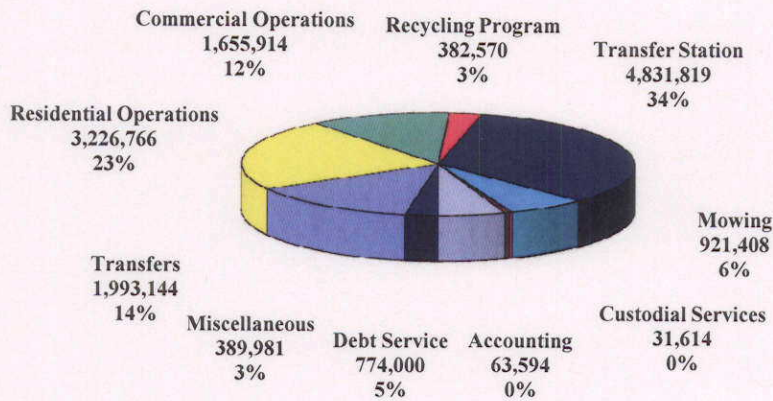
## Comparison of FY 2007-08 Budget to FY 2008-09 Budget

**FY 2007-08 Expenses by Function**



**Total Expenses \$13,235,828**

**FY 2008-09 Expenses by Function**



**Total Expenses \$14,270,810**

Note: Significant changes between FY 2007-08 and FY 2008-09 are discussed on each division's financial page

## ***SOLID WASTE CUSTODIAL SERVICES***

### **DIVISION DESCRIPTION**

The General Services / Custodial Services division is responsible for maintaining twenty-six (26) City facilities. These facilities equate to 137,593 square feet. The Council approved a Custodian, using Solid Waste funds, to clean the newly built Transfer Station, equal to 3,940 square feet. This Custodian will also facilitate the newly constructed Solid Waste Administration Building equal to 10,400 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. Assist in other areas such as security measures and organization and cleaning of storage and supply rooms in city facilities.

### **MAJOR DIVISION GOALS**

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

### **WHAT WE ACCOMPLISHED IN FISCAL YEAR 2007-2008**

- Reduced the negative impact to the environment by using green seal approved chemical products without increasing the cost of supplies.
- Maintained an accident rate of 3% or less with weekly training.
- Added services to our schedules per the request of Fire Academy, Fire Administration, Animal Control and Recycling Center (approximately 11,735 sq. ft.).
- Maintained a high standard of cleaning service throughout the City without increasing the budget.

### **WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-09**

- To continue reducing the negative impact to the environment by using green seal approved chemical products, with no supplies cost increase.
- Continue weekly safety training to maintain an accident rate of 3% or less and assist in coordinating quarterly safety training for the General Services division.
- To provide assistance and expand services to new facilities or to departments that request our services as resources allow.
- Maintain a high standard of cleaning service through out the City.

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

- There were no major new programs or services added to Custodial Services for FY 2008-09.

**SOLID WASTE FUND  
CUSTODIAL SERVICES**

	Actual 2006-07	Budget 2007-08	Projected 2007-08	Target 2008-09
<b><u>INPUTS</u></b>				
<b>Expenditures</b>				
Salaries	\$ 2,541	\$ 19,384	\$ 19,034	\$ 21,556
Supplies	685	1,679	1,665	1,948
Maintenance	-	-	-	-
Repairs	-	-	-	-
Support Services	-	-	-	-
Benefits	542	7,778	7,778	8,110
Designated Expenses	-	-	-	-
Major Capital Outlay	-	-	-	-
Capital Outlay	1,595	-	-	-
Reimbursable Expense	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 5,363</b>	<b>\$ 28,841</b>	<b>\$ 28,477</b>	<b>\$ 31,614</b>
<b>Personel Summary / Position Title</b>				
Custodial Supervisor	0	0	0	0
Custodian	1	1	1	1
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b><u>OUTPUTS</u></b>				
Total square footage cleaned	3,940	3,940	3,940	14,700
Supply cost per square foot cleaned	0.20	0.20	0.20	0.18
<b><u>EFFICIENCIES</u></b>				
Total square feet cleaned per custodian	3,940.0	3,940.0	3,940.0	14,700.0
<b><u>EFFECTIVENESS</u></b>				
% change of supply cost per square feet	0%	0%	0%	-1%
% change in square feet cleaned	0%	0%	0%	273%

**SOLID WASTE FUND  
ACCOUNTING DIVISION**

***DIVISION DESCRIPTION***

---

The Accounting Division is responsible for maintaining accurate financial records for the Solid Waste Fund and for Drainage Maintenance, Drainage Utility Fund in compliance with the City's fiscal policies and procedures. The division processes accounts payable, accounts receivable, assimilates data and prepares various financial reports, and monitors internal controls.

***MAJOR DIVISION GOALS***

---

- Provide accurate and timely financial information to users.
- Provide accurate and timely payments to vendors and contractors.
- Monitor budget expenses and revenues to ensure accountability and responsible use of resources.
- Provide accurate and timely input of billing information into HTE for customers of solid waste services.
- Provide forecasts of expenditures and prepare transfer of funds as needed.

***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2007-08***

---

- This new division was established in FY 08/09.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-09***

---

- Hire authorized personnel, establish offices, and develop operating procedures and document flow.
- Obtain training for personnel in the use of the HTE system and its various applications.
- Assume transfer of responsibility from Utility Collections for inputting all changes to customer garbage accounts, except for the start-up and close of the account.

***MAJOR NEW PROGRAMS AND SERVICES***

---

- New Accounting Division (supervisor + 3 specialists)

**SOLID WASTE FUND  
ACCOUNTING DIVISION**

	Actual 2006-07	Budget 2007-08	Projected 2007-08	Target 2008-09
<b><u>INPUTS</u></b>				
<b>Expenditures</b>				
Salaries	\$ -	\$ -	\$ -	\$ 46,118
Supplies	-	-	-	1,175
Repairs	-	-	-	-
Support Services	-	-	-	1,420
Benefits	-	-	-	13,357
Designated Expenses	-	-	-	-
Capital Outlay	-	-	-	1,524
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 63,594</b>
<b>Personnel Summary / Position Title</b>				
Accounting Supervisor	0	0	0	1
Accounting Specialist	0	0	0	3
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b><u>OUTPUTS</u></b>				
Number of contacts with customers of solid waste services (calls, visitors, written)	-	-	-	N/A
Number of finance requisitions processed	-	-	-	N/A
Number of solid waste charges entered into HTE	-	-	-	N/A
<b><u>EFFICIENCIES</u></b>				
Number of purchase requisitions processed per accounting specialist	-	-	-	N/A
Number of contacts with customers handled per accounting specialist	-	-	-	N/A
	-	-	-	N/A
<b><u>EFFECTIVENESS</u></b>				
% of requisitions returned with valid error	-	-	-	N/A
% of charges billed in error to customer accounts	-	-	-	N/A



## ***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 2007-08***

---

- Ended the fiscal year with approximately 40,000 residential households receiving solid waste services, which is an increase of 5.3% over the prior fiscal year.
- Supported the Residential Curbside Recycling Program. An average of 31.95 tons of recycling materials was collected at curbside per month.
- Assisted in monitoring the construction of the new Solid Waste Administration Building, which was completed in August 2008.
- Assisted in preparing the furniture lay-out plan for the new Solid Waste Administrative Building; ordered and received furniture items; and moved into the new facility.
- Added and adjusted collection routes for the normal growth of the city, and adjusted routes for the annexed area as residents sign up for services through year 2010.

### ***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-09***

---

- Provide information and assist in the development of for the Solid Waste Master Plan.
- Continue to provide collection services to an annexed area and adjust collection routes as residents sign-up for services thru January 2010.

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

---

- Cap increase for Motor Vehicle Supplies (fuel)
- Residential Equipment Operator with collection vehicle (sideloader)
- Principal Secretary
- Solid Waste Specialist with Pickup Truck
- Two (2) Sideloaders, Replacements for Units #486 and Unit #487
- Flatbed/Crane truck, Replacement for Unit #412

**SOLID WASTE FUND  
RESIDENTIAL OPERATIONS**

<b>INPUTS</b>	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Projected 2007-08</b>	<b>Target 2008-09</b>
<b>Expenditures</b>				
Salaries	\$ 1,161,788	\$ 1,259,052	\$ 1,237,663	\$ 1,534,953
Supplies	309,255	393,536	397,220	402,872
Repairs	521,305	516,100	557,870	572,962
Support Services	11,310	118,440	116,548	31,217
Benefits	351,912	384,107	378,600	472,006
Designated Expenses	593	1,500	-	
Capital Outlay	483,656	607,308	621,108	212,756
<b>Total Expenditures</b>	<b>\$ 2,839,819</b>	<b>\$ 3,280,043</b>	<b>\$ 3,309,009</b>	<b>\$ 3,226,766</b>

**Personnel Summary / Position Title**

Director of Solid Waste & Drainage Services	1	1	1	1
Assistant Director of Public Works	0	0	0	0.2
Equipment Operator	5	6	6	6
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	0
Solid Waste Crew Chief	4	4	4	4
Solid Waste Specialist	1	2	2	3
Solid Waste Worker	5	5	5	5
Welder's Assistant	1	1	1	1
	0	0	0	0
<b>Total</b>	<b>38</b>	<b>40</b>	<b>40</b>	<b>41.2</b>

**OUTPUTS**

Tons collected by residential collection vehicles	46,510	51,500	48,207	50,500
---------------------------------------------------	--------	--------	--------	--------

**EFFICIENCIES**

Cost to collect one ton of residential garbage (daily operation costs only)	\$61.06	\$63.69	\$68.64	\$63.90
-----------------------------------------------------------------------------	---------	---------	---------	---------

**EFFECTIVENESS**

% 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 2007-08***

---

- Ended the fiscal year with 1622 dumpster containers issued to commercial customers, a 4.2% increase over the end of year count of 1,556 containers for FY 06/07.
- Completed 3078 roll-off collections which is a decrease of 20% from the prior fiscal year (3852 collections – FY 06/07).
- Supported recycling operations by transporting roll-off loads of recycling materials (metals, glass, paper, plastic) to market.
- Adjusted collection routes due to new accounts or cancellations and other changes in services that are requested by customers on a daily basis.
- Managed inventory and acquisition of containers to accommodate the growth of the city, and the replacement of uneconomically repairable containers.
- Assisted in monitoring the construction of the new Solid Waste Administration Building.
- Assisted in preparing the furniture lay-out plan for the new Solid Waste Administrative Building; ordered and received furniture items; and moved into the new facility.

### ***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-09***

---

- Provide information and assist in the development of the Solid Waste Master Plan.
- Continue to provide collection services to an annexed area and adjust collection routes as customers sign-up for services thru January 2010.

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

---

- Cap Increase for Motor Vehicle Supplies (fuel)
- One (1) Frontloader, Replacement Unit #492
- One (1) Roll-Off Vehicle, Replacement for Unit #436

**SOLID WASTE FUND  
COMMERCIAL OPERATIONS**

	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Projected 2007-08</b>	<b>Target 2008-09</b>
<b><i>INPUTS</i></b>				
<b>Expenditures</b>				
Salaries	\$ 608,637	\$ 716,562	\$ 708,294	\$ 761,520
Supplies	187,476	231,518	252,768	275,370
Maintenance	-	2,000	3,000	2,500
Repairs	277,370	254,160	311,060	299,050
Support Services	10,710	12,896	9,648	15,396
Benefits	185,846	212,783	214,312	236,480
Designated Expenses	463	2,000	2,000	1,000
Capital Outlay	294,362	301,741	305,741	64,598
<b>Total Expenditures</b>	<b>\$ 1,564,864</b>	<b>\$ 1,733,660</b>	<b>\$ 1,806,823</b>	<b>\$ 1,655,914</b>
<b>Personnel Summary / Position Title</b>				
Commercial Operations Superintendent	1	1	1	1
Commercial Equipment Operator	11	11	11	11
Commercial Operations Supervisor	1	2	2	2
Container Operations Supervisor	1	1	1	1
Principal Secretary	1	1	1	0
Welder	3	3	3	3
Welder's Assistant	2	2	2	2
<b>Total</b>	<b>20</b>	<b>21</b>	<b>21</b>	<b>20</b>
<b><i>OUTPUTS</i></b>				
Tons collected by commercial waste collection vehicles	44,772	47,000	43,364	45,000
<b><i>EFFICIENCIES</i></b>				
Operating cost to collect one ton of commercial garbage	\$34.95	\$36.89	\$41.67	\$36.80
<b><i>EFFECTIVENESS</i></b>				
% 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 a recycling education 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, schools and excellence in on-going programs.

### ***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2007-08***

---

- Served approximately 1,200 citizens and businesses who visited the Killeen Recycling Center to drop-off materials each month.
- Served approximately 75 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.
- Participated in GIS day, educating over 300 students about backyard composting.
- Conducted presentations at Iduma Elementary, Bellaire Elementary, and Gilmore Sr. Center, and for the Exchange Club, Boy Scout Troop 241, and Brownie Troop 6362.
- Assisted with the planning and conduct of a special tire and battery collection event which removed over 3000 tires and 200 batteries from the environment and waste stream.

### ***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-09***

---

- 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. Continue 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.
- Conduct a Household Hazardous Waste (HHW) collection event in later winter of 2009.

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

---

- Replacement of Fleet – Unit #417.

**SOLID WASTE FUND  
RECYCLING**

	Actual 2006-07	Budget 2007-08	Projected 2007-08	Target 2008-09
<b>INPUTS</b>				
<b>Expenditures</b>				
Salaries	\$ 196,363	\$ 216,705	\$ 208,378	\$ 228,524
Supplies	15,175	15,280	14,459	16,291
Repairs	8,630	9,350	7,700	8,350
Support Services	10,236	10,955	9,200	10,660
Benefits	54,795	56,908	56,454	64,055
Designated Expenses	400	-	-	400
Capital Outlay	2,437	-	-	54,290
<b>Total Expenditures</b>	<b>\$ 288,036</b>	<b>\$ 309,198</b>	<b>\$ 296,191</b>	<b>\$ 382,570</b>

**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
<b>Total</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

**OUTPUTS**

Metals Recycled (Tons)	534	600	392	450
Glass Recycled (Tons)	86	90	109	93
Paper Products Recycled (Tons)	926	930	907	930
Plastic Containers Recycled (Tons)	30	40	35	40
Brush Recycled (Tons)	3,969	4,200	4,378	4,400
Automotive Oil Recycled (Gallons)	4,541	4,500	3,521	3,500
Antifreeze Recycled (Gallons)	55	110	55	55
Lead-acid Batteries Recycled (Each)	746	750	225	300
Appliances w/Freon Recycled (Each)	314	250	169	225

**EFFICIENCIES**

Cost per ton to process materials through the facility (daily operation costs only)	\$180	\$183	\$203	\$250
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**EFFECTIVENESS**

% of recyclables collected from the waste stream and diverted from the landfill	5.1%	5.2%	5.6%	5.7%
---------------------------------------------------------------------------------	------	------	------	------

## ***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 a landfill. The contract with Allied Waste Services for the transport and disposal of Killeen's solid waste terminates on October 8, 2008. 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.

### ***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 2007-08***

---

- Transported 4,446 trailer loads of solid waste to the Landfill for a total weight of 97,718 tons.
- Completed a project to repair subsidence that had occurred in the landfill cap. The contract was awarded to L.D. Kemp Excavating, Ft. Worth, Texas. The total cost of the contract was \$273,980.
- Completed the installation of Paradigm software and hardware modules that provide the capability to accept credit card payment by customers at the scale, and a digital display that is visible to the customer that shows total weight and total payment due.
- Received the new Caterpillar Wheeled Loader, Model 938H, on April 4, 2008, which is on a 3-year lease with option to purchase at the end of the 3-year lease period.
- Closed out the contract with Allied Waste Services for solid waste disposal and transportation, and completed a new contract agreement with Waste Management, Inc. for the disposal of solid waste at the Temple landfill and completed a new contract with Comal Transportation, LLC for the transportation of solid waste from the Transfer Station to the landfill.
- Received approval of the Revised Site Operating Plan from TCEQ in May 2008. The revision was required by a call-in letter from TCEQ to all Municipal Solid Waste Operators, and was necessary for compliance with new rules and regulations.

### ***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-09***

---

- Procure and install an Odor Control System in the New Transfer Station.
- Advertise for bids and award contract to repair subsidence that has occurred in areas over the closed landfill sites.
- Provide assistance as needed to the Water Control Improvement District (WCID #1) for the program to construct the new Sludge/Composting Facility on twenty (20) acres adjacent to the 15-acre Transfer Station site.
- Provide information and assistance as needed to support the Zeros Project.
- Begin operations under new contracts for solid waste transport and disposal.

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

---

- Cap Increase for solid waste transport and disposal
- Senior Secretary
- Buildings & Grounds Service Worker
- Landfill Repair Project
- Odor Control System
- All Terrain Litter Vacuum
- John Deere TH 6X 4 Gator

**SOLID WASTE FUND  
TRANSFER STATION**

	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Projected 2007-08</b>	<b>Target 2008-09</b>
<b>INPUTS</b>				
<b>Expenditures</b>				
Salaries	\$ 351,993	\$ 383,943	\$ 383,436	\$ 465,853
Supplies	50,479	69,373	79,187	59,457
Maintenance	287,911	22,102	18,536	21,458
Repairs	53,152	64,670	71,941	43,300
Support Services	138,903	142,178	116,664	146,069
Benefits	107,291	118,159	114,015	148,088
Designated Expenses	3,033,499	3,202,700	2,577,508	3,920,902
Major Capital Outlay	11,820	-	-	-
Capital Outlay	44,786	6,980	-	26,692
<b>Total Expenditures</b>	<b>\$ 4,079,834</b>	<b>\$ 4,010,105</b>	<b>\$ 3,361,287</b>	<b>\$ 4,831,819</b>

**Personnel Summary / Position Title**

Building/Grounds Service Worker	2	2	2	3
Building/Grounds Service Worker (Part-Time)	1	1	1	1
Equipment Operator	4	4	4	4
Heavy Equipment Crew Leader	1	1	1	1
Scale Attendant	3	3	3	3
Senior Secretary	0	0	0	1
Transfer Station Superintendent	1	1	1	1
Transfer Station Supervisor	1	1	1	1
<b>Total</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>15</b>

**OUTPUTS**

Total tons transported and landfilled	103,216	106,500	97,718	103,000
Number of trailer loads of waste hauled from Transfer Station	4,822	4,953	4,446	4,682
Cost per ton to transport and landfill	\$28.29	\$29.71	\$29.42	\$37.50
Tons of brush received	3,969	4,200	4,378	4,400
Number of violations/warnings from TCEQ	0	0	0	0

**EFFICIENCIES**

Cost per ton for operation of facility (daily operation costs only)	\$10.14	\$7.58	\$8.07	\$8.84
---------------------------------------------------------------------	---------	--------	--------	--------

**EFFECTIVENESS**

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 or lower, removes and disposes of trash/rubbish, trees/brush in the right of ways, and applies herbicide in designated areas of the City.

***MAJOR DIVISION GOALS***

---

- Continue to improve the appearance of the City by removing trash/debris and brush 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 2007-08***

---

- 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 three (3) week cycle and the six to eight (6-8) week cycle.
- Awarded contract to Jamail for the construction of the Equipment Repair Shop.
- Hired and equipped a 3<sup>rd</sup> mowing crew (5 personnel); hired the Equipment Services Technician.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-09***

---

- Complete construction on the new Equipment Repair Shop and move into the facility.
- Refine the program to service and maintain the mowing and drainage equipment.
- Collect and refine data on right-of-ways, including the newly annexed areas, and modify schedules.
- Hire an additional three (3) service workers (one (1) per crew).

***MAJOR NEW PROGRAMS AND SERVICES***

---

- Mowing Service Worker (3 each)
- Replacement Fleet, Unit #477, ¾ Ton, Crew Cab, LWB
- Replacement Equipment, Unit #469, Tractor w/10' Mower
- Tractor With Batwing Mower (new)

**SOLID WASTE FUND  
MOWING OPERATIONS**

<b>INPUTS</b>	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Projected 2007-08</b>	<b>Target 2008-09</b>
<b>Expenditures</b>				
Salaries	\$ 239,590	\$ 386,346	\$ 347,120	\$ 548,820
Supplies	50,254	80,744	59,800	69,797
Maintenance	2,945	5,000	4,950	5,800
Repairs	50,087	64,570	48,500	59,500
Support Services	3,228	22,850	19,500	8,035
Benefits	66,452	103,634	99,200	186,486
Designated Expenses	-	2,000	1,950	2,500
Buildings	-	178,500	178,500	-
Capital Outlay	133,975	100,340	99,530	40,470
<b>Total Expenditures</b>	<b>\$ 546,531</b>	<b>\$ 943,984</b>	<b>\$ 859,050</b>	<b>\$ 921,408</b>

**Personnel Summary / Position Title**

Mowing and Drainage Superintendent	1	1	1	1
Equipment Services Technician	0	1	1	1
Mowing Supervisor	1	1	1	1
Mowing Crew Leader	2	3	3	3
Mowing Service Worker	7	12	12	15
Mowing Service Worker (part-time)	0	1	1	1
<b>Total</b>	<b>11</b>	<b>19</b>	<b>19</b>	<b>22</b>

**OUTPUTS**

Lane miles mowed	952	1,290	1,018	1,200
Acreage mowed	2,780	3,767	3,350	3,980

**EFFICIENCIES**

Cost per lane mile	\$574	\$732	\$844	\$767
Cost per acre	\$197	\$253	\$256	\$232

**EFFECTIVENESS**

% of 3 week cycles completed as scheduled	75%	99%	79%*	99%
% of 6-8 week cycles completed as scheduled	77%	99%	88%*	99%

\* The average personnel strength for the fiscal year was 82%, or an average of 3+ vacant positions.

**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***

---

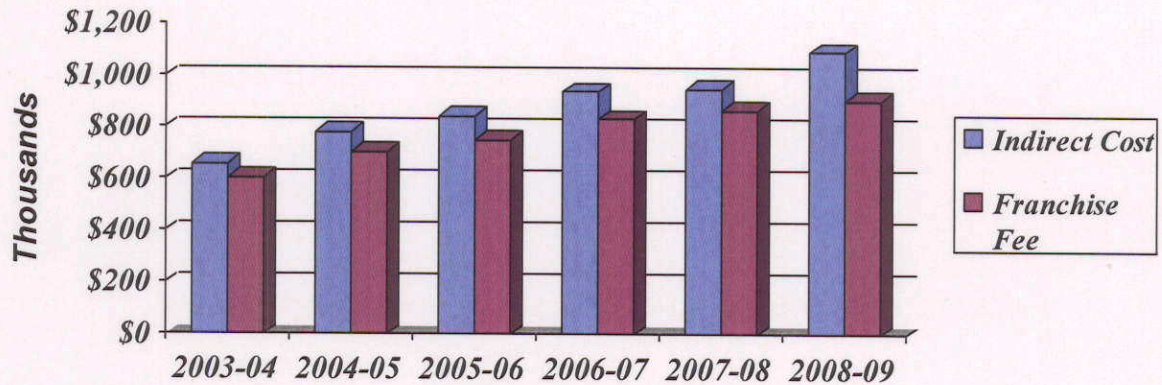
The Information Technology budget is used to account for Solid Waste Fund expenses related to information technology.

***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***

	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Projected 2007-08</b>	<b>Target 2008-09</b>
<b><i>EXPENDITURES</i></b>				
Designated Expenses	\$ 735,000	\$ 734,000	\$ 732,000	\$ 774,000
<b>Total Expenditures</b>	<b>\$ 735,000</b>	<b>\$ 734,000</b>	<b>\$ 732,000</b>	<b>\$ 774,000</b>

***INFORMATION TECHNOLOGY***

	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Projected 2007-08</b>	<b>Target 2008-09</b>
<b><i>EXPENDITURES</i></b>				
Supplies	\$ 7,268	\$ 7,700	\$ 7,700	\$ 7,700
Maintenance	22,385	20,975	20,000	29,525
Repairs	14,813	21,400	20,000	24,000
Support Services	32,000	7,530	16,400	12,980
Capital Outlay	41,293	26,085	14,600	10,195
<b>Total Expenditures</b>	<b>\$ 117,759</b>	<b>\$ 83,690</b>	<b>\$ 78,700</b>	<b>\$ 84,400</b>

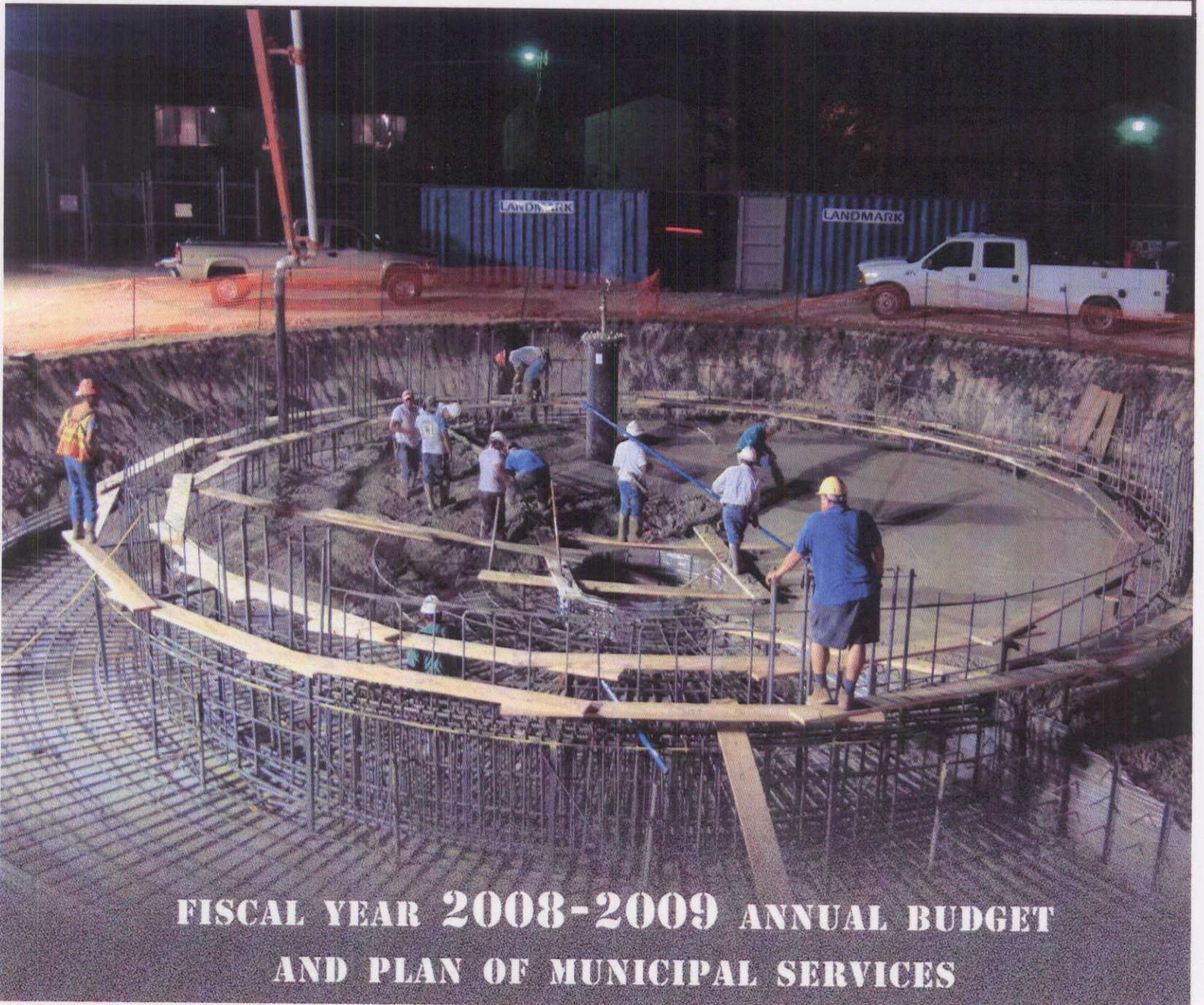
***NON-DEPARTMENTAL***

	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Projected 2007-08</b>	<b>Target 2008-09</b>
<b><i>EXPENDITURES</i></b>				
Maintenance	\$ 17,028	\$ 10,000	\$ 6,500	\$ 10,000
Repairs	-	1,350	-	-
Support Services	102,947	162,347	162,347	170,581
Designated Expenses	143,131	125,000	125,000	125,000
Capital Outlay	500,000	-	-	-
Transfers Out	1,766,751	1,813,610	1,813,610	1,993,144
<b>Total Expenditures</b>	<b>\$ 2,529,857</b>	<b>\$ 2,112,307</b>	<b>\$ 2,107,457</b>	<b>\$ 2,298,725</b>



CITY OF KILLEEN, TEXAS

# water and sewer



**FISCAL YEAR 2008-2009 ANNUAL BUDGET  
AND PLAN OF MUNICIPAL SERVICES**



CITY OF KILLEEN, TEXAS

# water and sewer



**FISCAL YEAR 2008-2009 ANNUAL BUDGET  
AND PLAN OF MUNICIPAL SERVICES**

# **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 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 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 2008-09**

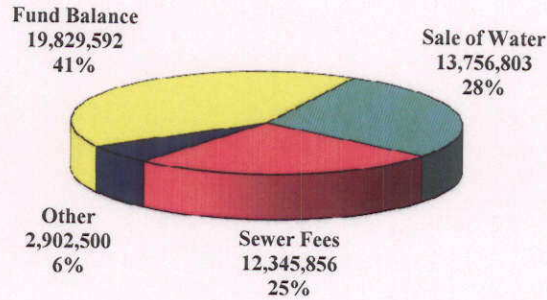
	<b>2006-07 ACTUAL</b>	<b>2007-08 ADOPTED</b>	<b>2007-08 ESTIMATED</b>	<b>2008-09 ADOPTED</b>
<b>BEGINNING FUND BALANCE</b>				
Reserved Fund Balance	1,727,000	1,727,000	1,727,000	1,727,000
Unreserved Fund Balance	18,692,932	18,102,592	18,502,989	14,487,633
<b>TOTAL BEGINNING FUND BALANCE</b>	<b>20,419,932</b>	<b>19,829,592</b>	<b>20,229,989</b>	<b>16,214,633</b>
<b>REVENUES</b>				
Sale of Water	12,421,442	13,756,803	13,707,651	14,036,939
Water & Sewer Taps	1,469,180	850,000	1,120,218	1,142,622
Sewer Fees Collected	11,942,055	12,345,856	12,346,739	12,592,773
Miscellaneous Srvcs. & Chrgs.	752,665	700,000	747,677	750,000
Delinquent Penalty	543,815	450,000	555,019	560,000
Interest Earned	1,150,302	900,000	900,000	900,000
Miscellaneous Receipts	21,850	2,500	20,000	21,000
Transfers-In		-	-	-
<b>TOTAL CURRENT REVENUES</b>	<b>28,301,309</b>	<b>29,005,159</b>	<b>29,397,304</b>	<b>30,003,334</b>
<b>TOTAL FUNDS AVAILABLE</b>	<b>48,721,241</b>	<b>48,834,751</b>	<b>49,627,293</b>	<b>46,217,967</b>
<b>EXPENSES</b>				
Fleet Services	832,358	1,160,320	1,112,322	1,393,536
Utility Collections	1,461,314	1,615,744	1,558,338	1,815,812
Water and Sewer Contracts	10,300,729	11,250,502	10,290,288	11,772,595
Water Distribution	928,688	1,338,650	1,407,714	1,448,261
Sanitary Sewers	869,508	719,292	669,994	769,265
Water and Sewer Operations	1,900,921	2,416,499	2,251,264	2,396,918
Water and Sewer Engineering	375,387	962,925	958,007	1,074,341
Water and Sewer Projects	147,577	2,665,443	2,565,443	700,000
Debt Service	6,307,762	6,681,675	6,681,675	5,008,029
Water & Sewer Miscellaneous	2,338,000	1,719,147	2,588,796	1,912,724
<b>TOTAL CURRENT EXPENSES</b>	<b>25,462,244</b>	<b>30,530,197</b>	<b>30,083,841</b>	<b>28,291,481</b>
<b>TRANSFERS OUT</b>	<b>3,029,008</b>	<b>3,328,819</b>	<b>3,328,819</b>	<b>3,393,198</b>
<b>TOTAL EXPENSES</b>	<b>28,491,252</b>	<b>33,859,016</b>	<b>33,412,660</b>	<b>31,684,679</b>
<b>ENDING FUND BALANCE</b>				
Reserved Fund Balance	1,727,000	1,727,000	1,727,000	1,727,000
Unreserved Fund Balance	18,502,989	13,248,735	14,487,633	12,806,288
<b>TOTAL ENDING FUND BALANCE</b>	<b>20,229,989</b>	<b>14,975,735</b>	<b>16,214,633</b>	<b>14,533,288</b>



# WATER & SEWER FUND

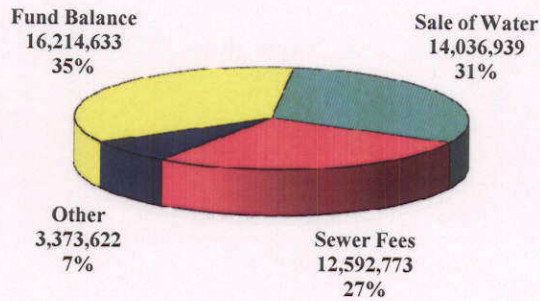
## Comparison of FY 2007-08 Budget to FY 2008-09 Budget

### FY 2007-08 Resources



Total Fund Balance and Revenues \$48,834,751

### FY 2008-09 Resources

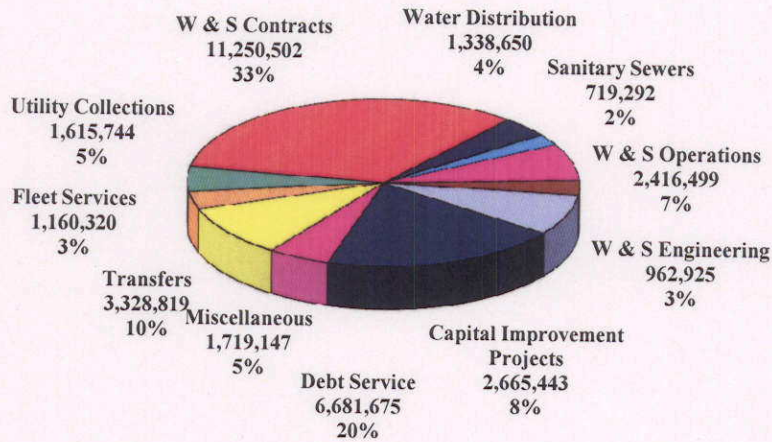


Total Fund Balance and Revenues \$46,217,967

# WATER & SEWER FUND

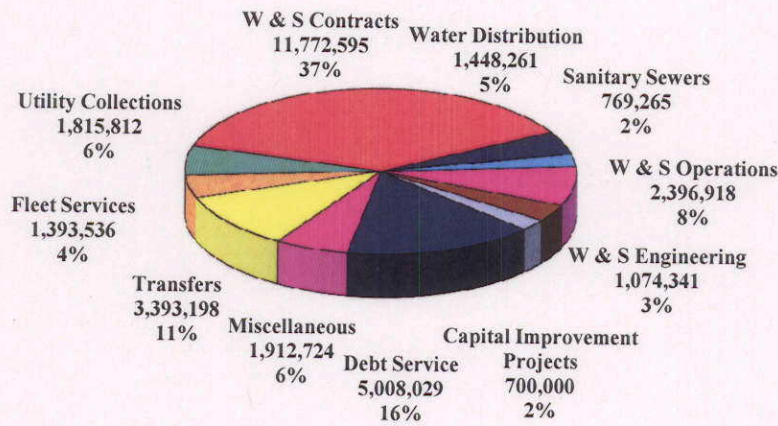
## Comparison of FY 2007-08 Budget to FY 2008-09 Budget

**FY 2007-08 Expenses by Function**



**Total Expenses \$33,859,016**

**FY 2008-09 Expenses by Function**



**Total Expenses \$31,684,679**

Note: Significant changes between FY 2007-08 and FY 2008-09 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 and equipment schedule, new fleet programs, and the processing of specifications for ensuring competitive procurement practices on all fleet purchases.

### ***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2007-08***

---

- Maintained and expanded safety program within Fleet Services division and an employee of the month award.
- Finalized the phase of bay door installments throughout the fleet facility.
- Held training classes for technicians and operators on specialized equipment.
- Implemented and maintained a monthly reconciliation process for parts and fuel inventory purchases.
- Enforced and maintain 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 fifty-four (54) budgeted replacement and new vehicles, fourteen (14) budgeted replacement and new heavy equipment, and one (1) new heavy equipment items added during the fiscal year.
- Implement and maintaining a new safety program through the Risk Manager division on the fleet services vehicles and facility by incorporating safety inspections.
- 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.

### ***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-09***

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- Expand storage facility to improve safety concerns of facility working areas.
- Complete exhaust system to provide safe environmental and to meet TCEQ standards.
- Reorganize staff to assist with the increased volume of fleet to secure the preventive maintenance program.
- Upgrade fleet diagnostic software to assist technicians in evaluating fleet.
- 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.
- Updating fleet's software on diagnostics equipment, in order to assist technicians in the equipment needed to fulfill reliability of fleet to city departments.
- Development of an inter-department assistance for accountability with fleet maintenance and capital fleet accounts to better serve departments/divisions.
- Initiated a leasing / purchasing option with fleet to benefit the city's budget for public safety and options of heavy equipment procurements.

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

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- Parking lot for city fleet.
- Replacement fleet – ½ ton pickup.
- Equipment - plasma cutter, flammable cabinets, turbo heaters and port-a-cool.

**WATER & SEWER FUND  
FLEET SERVICES**

<b>INPUTS</b>	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Projected 2007-08</b>	<b>Target 2008-09</b>
<b>Expenditures</b>				
Salaries	\$ 662,878	\$ 854,236	\$ 835,236	\$ 901,417
Supplies	61,292	87,159	85,675	102,872
Maintenance	3,775	4,400	3,800	4,400
Repairs	11,652	13,300	13,300	20,300
Support Services	42,044	61,150	55,250	64,900
Benefits	195,886	246,711	246,711	274,166
Designated Expenses	3,000	3,000	3,900	4,700
Major Capital Outlay	-	30,000	30,000	150,000
Capital Outlay	31,334	20,250	20,250	58,881
Reimbursable Expense	(179,503)	(159,586)	(181,800)	(188,100)
<b>Total Expenditures</b>	<b>\$ 832,358</b>	<b>\$ 1,160,620</b>	<b>\$ 1,112,322</b>	<b>\$ 1,393,536</b>

**Personnel Summary / Position Title**

Accounting Specialist	0	1	1	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	13	13	13	13
Parts Assistant	3	3	3	3
Senior Secretary	1	1	1	1
Shop Foreman	1	1	1	1
<b>Total</b>	<b>22</b>	<b>23</b>	<b>23</b>	<b>23</b>

**OUTPUTS**

Preventive maintenance services	2,310	2,775	2,495	2,545
Sublet repairs	340	216	289	200
Motor Vehicle Inspections	335	454	384	434
General repairs	4,780	5,843	4,789	4,950
Road calls	101	107	110	103
Tire repairs	525	573	565	575
Accident repairs	59	23	27	25
Fuel gallons Dispensed/Purchases of fuel	525,000	525,000	550,000	560,000
Fuel Transactions (UI/DI)	35,090	38,477	43,305	43,000

**EFFICIENCIES**

Number of Oil Services completed routinely per 4 Technicians	258	240	242	238
Number of six month preventive maintenance services per Technician	53	35	41	49
Number of MVI (State Inspections) per Technician	32	32	31	32
Number of General Repairs completed routinely per Technician	368	449	447	445

**EFFECTIVENESS**

% of preventive maintenance including oil changes, six months services, and state inspections (NAFA Standard = 48%)	31.1%	32.7%	31.5%	32.0%
% of sublet repairs (NAFA Standard = 12%)	5.9%	2.2%	6.3%	5.8%
% of general repairs (NAFA Standards = 40%)	56.1%	59.1%	57.2%	55.3%

## ***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 38,000 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 2007-2008***

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- Implemented early opening hours for the drive-through for customer convenience.
- Increased staffing level at the drive-through and cashier stations to service customers in a timelier manner.
- Provided streamlined application for service process to customers in the newly-annexed areas of the city.
- Mailed informational flyers for various departments with the monthly utility bills to disseminate community information to the public.

### ***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-2009***

---

- Implement voice-activated telephone credit card payment program to allow faster response time.
- Promote e-billing to reduce postage and paper costs and more efficiently deliver bills to customers.
- Complete scanning and destruction of stored paper records.

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

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- New employee – Senior Utility Clerk.
- New employee – Utility Service Worker with vehicle.
- New employee – Code Enforcement officer.
- Supplies – additional funding for postage due to rate increase.
- Replacement fleet – One 1/2 ton pickup.

**WATER & SEWER FUND  
UTILITY COLLECTIONS**

	Actual 2006-07	Budget 2007-08	Projected 2007-08	Target 2008-09
<b>INPUTS</b>				
<b>Expenditures</b>				
Salaries	\$ 878,650	\$ 1,005,965	\$ 959,341	\$ 1,093,777
Supplies	240,074	240,438	247,395	272,737
Repairs	26,027	12,849	12,390	14,150
Support Services	15,039	24,682	20,810	27,540
Benefits	274,079	309,752	296,344	356,434
Designated Expenses	-	-	-	5,000
Capital Outlay	27,445	22,058	22,058	46,174
<b>Total Expenditures</b>	<b>\$ 1,461,314</b>	<b>\$ 1,615,744</b>	<b>\$ 1,558,338</b>	<b>\$ 1,815,812</b>
<b>Personnel Summary / Position Title</b>				
Clerk	1	1	1	1
Code Enforcement Officer	0	0	0	1
Customer Service Representative	4	4	4	4
Customer Service Supervisor	1	1	1	1
Mail Clerk (Part-time)	1	1	1	1
Meter Reader	8	8	8	8
Principal Secreatry	1	1	1	1
Senior Meter Reader	1	1	1	1
Senior Utility Clerk	2	2	2	3
Utilities Clerk	4	4	4	4
Utility Accounting Clerk	1	1	1	1
Utility Cashier	3	4	4	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	5
<b>Total</b>	<b>34</b>	<b>35</b>	<b>35</b>	<b>38</b>
<b>OUTPUTS</b>				
Number of utility customers	37,531	38,500	39,200	40,376
Number of meters read	477,147	483,300	492,000	506,760
Delinquent disconnects	9,212	8,200	9,330	9,609
<b>EFFICIENCIES</b>				
Number of customers per utility collections customer relations employee	1,877	<2,000	1,960	<2,000
Number of meters read per month per reader	4,970	<5,000	5,127	<5,500
<b>EFFECTIVENESS</b>				
Meter reading error rate	0.0027%	0.0025%	0.0023%	0.0025%

**WATER & SEWER FUND  
WATER DISTRIBUTION**

***DIVISION DESCRIPTION***

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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 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 2007-08***

---

- Reviewed mapping locations of the water and sewer system for the GIS database.
- Maintained the water distribution infrastructure and provided properly disinfected water for the City of Killeen.
- Located 1127 water lines for contractors and construction.
- Performed 101 emergency water main repairs.
- Constructed 2,335 water taps for new residential and commercial subdivisions.
- Repaired 457 water meters.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-09***

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- 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***

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- Replacement Fleet – ¾ Ton, Reg Cab, Utility Bed
- Replacement Fleet – 1 ton, Crew Cab, Utility Bed

**WATER & SEWER FUND  
WATER DISTRIBUTION**

<b>INPUTS</b>	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Projected 2007-08</b>	<b>Target 2008-09</b>
<b>Expenditures</b>				
Salaries	\$ 360,409	\$ 480,098	\$ 491,556	\$ 527,209
Supplies	47,873	55,230	55,380	56,304
Maintenance	72,072	151,605	141,356	143,738
Repairs	24,243	42,000	41,130	42,000
Support Services	17,608	33,369	31,267	31,097
Benefits	116,178	163,267	151,602	177,158
Major Capital Outlay	288,310	248,780	315,658	386,780
Capital Outlay	1,994	164,301	179,765	83,975
<b>Total Expenditures</b>	<b>\$ 928,687</b>	<b>\$ 1,338,650</b>	<b>\$ 1,407,714</b>	<b>\$ 1,448,261</b>

**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	5	5	5
Water & Sewer Service Worker (Opr/Appr)	9	12	12	12
<b>Total</b>	<b>15</b>	<b>19</b>	<b>19</b>	<b>19</b>

**OUTPUTS**

New Customer Services	2,587	1,635	2,335	1,030
Water Main Repairs	101	107	101	110
Water Lines (Miles)	522	533	555	570
Water Line Locates	1013	576	1,127	950
Fire Hydrants Repaired/Replaced	37	46	75	35
Water Service Calls	1,540	1,710	861	900

**EFFICIENCIES**

Maintenance Cost per 100 Miles of Water Piping System	\$177,791	\$251,154	\$253,642	\$254,081
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**EFFECTIVENESS**

% of Unaccounted Water Loss	18.6%	14.0%	19.3%	17.9%
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**WATER & SEWER FUND  
SANITARY SEWERS**

***DIVISION DESCRIPTION***

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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 2007-08***

---

- 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 1109 line locations for construction work done by other utilities or citizens of Killeen in accordance with the new Texas One Call Law.
- Continued to work on plan to control the inflow and infiltration that will meet the CMON regulations and control sanitary sewer overflows.
- Installed sewer meters to maintain accurate records of flow to Water Control Improvement District #1.
- Completed an Inflow and Infiltration study with engineering using city camera truck.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-09***

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- 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 CMON regulations and control sanitary sewer overflows.
- Keep all vegetation and trees out of the City's sewer easements.

***MAJOR NEW PROGRAMS AND SERVICES***

---

- Inflow and Infiltration (2 Full Time Employees).

**WATER & SEWER FUND  
SANITARY SEWERS**

	Actual 2006-07	Budget 2007-08	Projected 2007-08	Target 2008-09
<b>INPUTS</b>				
<b>Expenditures</b>				
Salaries	\$ 352,779	\$ 407,258	\$ 386,919	\$ 445,062
Supplies	35,179	39,629	37,142	51,071
Maintenance	51,991	68,366	60,700	48,832
Repairs	58,614	47,000	43,842	45,500
Support Services	5,289	17,103	15,570	21,315
Benefits	109,410	122,686	108,582	144,085
Major Capital Outlay	43	1,000	121	1,000
Capital Outlay	256,203	16,250	17,118	12,400
<b>Total Expenditures</b>	<b>\$ 869,508</b>	<b>\$ 719,292</b>	<b>\$ 669,994</b>	<b>\$ 769,265</b>

**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	9
<b>Total</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>15</b>

**OUTPUTS**

Lines Cleaned (Feet)	321,127	390,012	451,614	475,000
Sewer Service Calls	388	475	912	750
Sewer Lines (Miles)	485	485	486	501
Manhole Inspections	2,068	2,644	2,440	2,500
Sewer Line Locates	1,013	576	1,109	1,110
Sewer Line Replaced (Feet)	2,225	1,100	1,200	1,000
Stoppages Cleared	256	517	272	315
Wastewater Overflows	56	61	64	50

**EFFICIENCIES**

Maintenance Cost per 100 miles of Wastewater Piping System	\$179,464	\$148,308	\$137,859	\$153,546
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**EFFECTIVENESS**

Gallons per minute (GPM) per Mile of Inflow and Infiltration	50	25	35	50
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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 2004-05 was 24.98", FY 2005-06 is 11.95" of Rainfall.

**WATER & SEWER FUND  
WATER AND SEWER OPERATIONS**

***DIVISION DESCRIPTION***

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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***

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- 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 2007-08***

---

- 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.
- Installed electrical capacitors at the water pump stations and wastewater lift stations to reduced electric power consumption.
- Backflow Prevention Assembly Tester / Customer Service Inspector Program is at full speed and ensuring that the City of Killeen is compliant with all TCEQ regulations.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-09***

---

- Upgrade the computerized SCADA system to include lift stations for optimal system use.
- 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***

---

- Replacement Fleet – ½ Ton Reg Cab LWB
- Funding for Wells and Pumps Equipment Maintenance

**WATER & SEWER FUND  
WATER & SEWER OPERATIONS**

	Actual 2006-07	Budget 2007-08	Projected 2007-08	Target 2008-09
<b>INPUTS</b>				
<b>Expenditures</b>				
Salaries	\$ 548,619	\$ 755,454	\$ 739,903	\$ 790,129
Supplies	99,291	159,824	142,206	146,454
Maintenance	193,424	199,615	158,148	241,500
Repairs	15,890	36,500	32,350	36,000
Support Services	873,531	886,779	824,732	892,036
Benefits	166,809	228,457	219,610	251,599
Capital Outlay	3,357	149,870	134,315	39,200
<b>Total Expenditures</b>	<b>\$ 1,900,921</b>	<b>\$ 2,416,499</b>	<b>\$ 2,251,264</b>	<b>\$ 2,396,918</b>

**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	1	1	1
Chief Operator (Opr III)	1	1	1	1
Assistant to Chief Operator (Opr II)	0	1	1	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	1	1	1
Backflow Prevention Assembly Tester (Opr II)	2	3	3	3
Principal Secretary	1	1	1	1
Secretary (Part-time)	1	1	1	1
<b>Total</b>	<b>20</b>	<b>24</b>	<b>24</b>	<b>24</b>

**OUTPUTS**

Pump Station Water Pumpage (Gallons)	4,378,399,000	4,317,950,000	3,600,261,000	4,500,000,000
Lift Station Sewage Collection (Gallons)	5,065,930,511	5,394,002,044	2,741,878,900	5,000,000,000
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	\$3.45	\$4.27	\$3.37	\$3.79
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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	20.0 / 11.5	80.0 / 60.0	29.1 / 18.4	24.07/16.05
Average of all Disinfectant Residuals	3.15	4.00	2.78	2.78
Lowest Disinfectant Residual	0.07	0.50	0.54	0.53

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 2005-06, only 1% of the readings in June 2006 were below the 0.5 minimum. This information was reported to TCEQ in a quarterly report.

## **WATER & SEWER FUND ENGINEERING**

### ***DIVISION DESCRIPTION***

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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***

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- 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 2007-08***

---

- Reviewed 71 subdivision plats and 102 commercial development plan sets.
- Oversaw public works infrastructure construction in 71 new residential subdivisions entailing.
- Began construction of the Downtown Water and Wastewater Rehabilitation project.
- Began construction of 1.5 M gallon Bundrant Elevated Water Storage Tank.
- Began construction of the northside CDBG wastewater improvement project.
- Oversaw construction of off-site utilities for Fire Station #8.
- Provided engineering review and oversight for the Police.
- Completed purchase of a portion of the West Bell County Water Supply system.
- Completed engineering design and prepared bid package for Phase V Septic Tank Elimination Program.

### ***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-09***

---

- 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***

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- Assistant Director of Public Works.

**WATER & SEWER FUND  
ENGINEERING**

<b>INPUTS</b>	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Projected 2007-08</b>	<b>Target 2008-09</b>
<b>Expenditures</b>				
Salaries	\$ 269,848	\$ 403,845	\$ 403,530	\$ 506,926
Supplies	10,197	10,929	15,320	21,469
Repairs	3,245	5,875	4,400	6,105
Support Services	12,840	381,207	388,757	379,729
Benefits	76,120	109,039	94,700	139,155
Capital Outlay	3,137	52,030	51,300	20,957
<b>Total Expenditures</b>	<b>\$ 375,387</b>	<b>\$ 962,925</b>	<b>\$ 958,007</b>	<b>\$ 1,074,341</b>

**Personnel Summary / Position Title**

Assistant Director of Public Works	0	0	0	0.6
Project Engineer	2	2	2	2
Senior Construction Inspector	2	2	2	2
Construction Inspector	1	1	1	1
Project Manager	1	2	2	2
Engineering Assistant	1	0	0	0
Accounting Specialist	0	1	1	1
Secretary	1	1	1	1
<b>Total</b>	<b>8</b>	<b>9</b>	<b>9</b>	<b>9.6</b>

**OUTPUTS**

2004 Water & Sewer Bond Issue (\$21 Mil)	(13 Projects)			
Under Design (Projects)	4	2	3	0
Under Construction (Projects)	1	4	1	3
Completed (Projects)	8	7	9	10
2007 Water & Sewer Bond Issue (\$22 Mil)	(9 Projects Initially Budgeted + 1 added in FY 07-08)			
Under Design (Projects)	0	6	7	2
Under Construction (Projects)	0	3	2	3
Completed (Projects)	0	0	0	5
Construction Plan Review (Sets)	300	300	173	225

**EFFICIENCIES**

CIP Project contracts for Public Works (Projects)	42	45	41	40
Average number of Project Contracts per Engineer (3 engineers)	14	15	13.7	13.3

**EFFECTIVENESS**

Percent of projects where project cost exceeds project cost estimate by greater than 15%	19.0%	<5%	4.8%	<5%
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\* New Performance Measure - Data not available.

**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.

	<u>Actual</u> <u>2003-04</u>	<u>Actual</u> <u>2004-05</u>	<u>Actual</u> <u>2005-06</u>	<u>Actual</u> <u>2006-07</u>	<u>Actual</u> <u>2007-08</u>
Rainfall (inches)	35.54"	24.98"	11.95"	53.76"	17.75"
Sewer treatment (gallons)	4,369,015,032	5,219,832,017	3,753,100,282	5,065,930,511	3,707,963,400
Water purchased (gallons)	4,018,520,833	4,225,622,060	4,732,431,364	4,408,956,228	5,335,797,524
Water sold (gallons)	3,250,115,011	3,559,811,700	4,041,533,500	3,560,321,300	4,246,584,000
Water loss ratio	19.1%	15.8%	14.6%	19.2%	20.4%

**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.

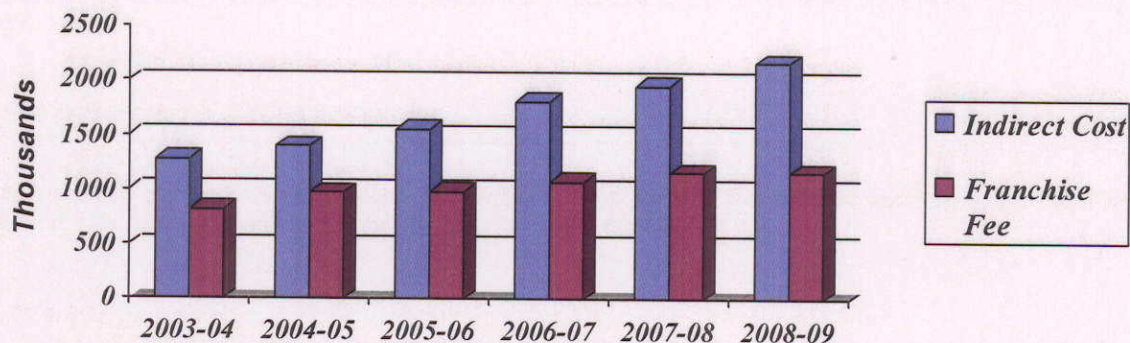
**DEBT SERVICE**

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 2006-07	Budget 2007-08	Projected 2007-08	Target 2008-09
<b>EXPENDITURES</b>				
Sewer Contracts	\$ 5,580,526	\$ 5,693,743	\$ 5,256,015	\$ 5,827,918
Water Contracts	4,720,203	5,556,759	5,034,273	5,944,677
<b>Total Expenditures</b>	<b>\$ 10,300,729</b>	<b>\$ 11,250,502</b>	<b>\$ 10,290,288</b>	<b>\$ 11,772,595</b>

***INFORMATION TECHNOLOGY***

	Actual 2006-07	Budget 2007-08	Projected 2007-08	Target 2008-09
<b>EXPENDITURES</b>				
Salaries	\$ 136,304	\$ 175,511	\$ 161,668	\$ 223,013
Supplies	45,399	44,610	43,810	44,770
Maintenance	100,375	98,815	98,000	149,943
Repairs	13,423	27,500	27,000	27,500
Support Services	39,095	48,468	48,268	53,300
Benefits	37,219	48,215	48,215	63,317
Capital Outlay	137,853	117,570	116,750	97,279
<b>Total Expenditures</b>	<b>\$ 509,668</b>	<b>\$ 560,689</b>	<b>\$ 543,711</b>	<b>\$ 659,122</b>

***WATER AND SEWER PROJECTS***

	Actual 2006-07	Budget 2007-08	Projected 2007-08	Target 2008-09
<b>EXPENDITURES</b>				
Capital Improvements	\$ 147,577	\$ 2,665,443	\$ 2,565,443	\$ 700,000
<b>Total Expenditures</b>	<b>\$ 147,577</b>	<b>\$ 2,665,443</b>	<b>\$ 2,565,443</b>	<b>\$ 700,000</b>

***DEBT SERVICE***

	Actual 2006-07	Budget 2007-08	Projected 2007-08	Target 2008-09
<b>EXPENDITURES</b>				
Interest & Sinking Transfer	\$ 6,307,762	\$ 6,681,675	\$ 6,681,675	\$ 5,008,029
<b>Total Expenditures</b>	<b>\$ 6,307,762</b>	<b>\$ 6,681,675</b>	<b>\$ 6,681,675</b>	<b>\$ 5,008,029</b>



**WATER AND SEWER FUND  
OTHER APPROPRIATIONS**

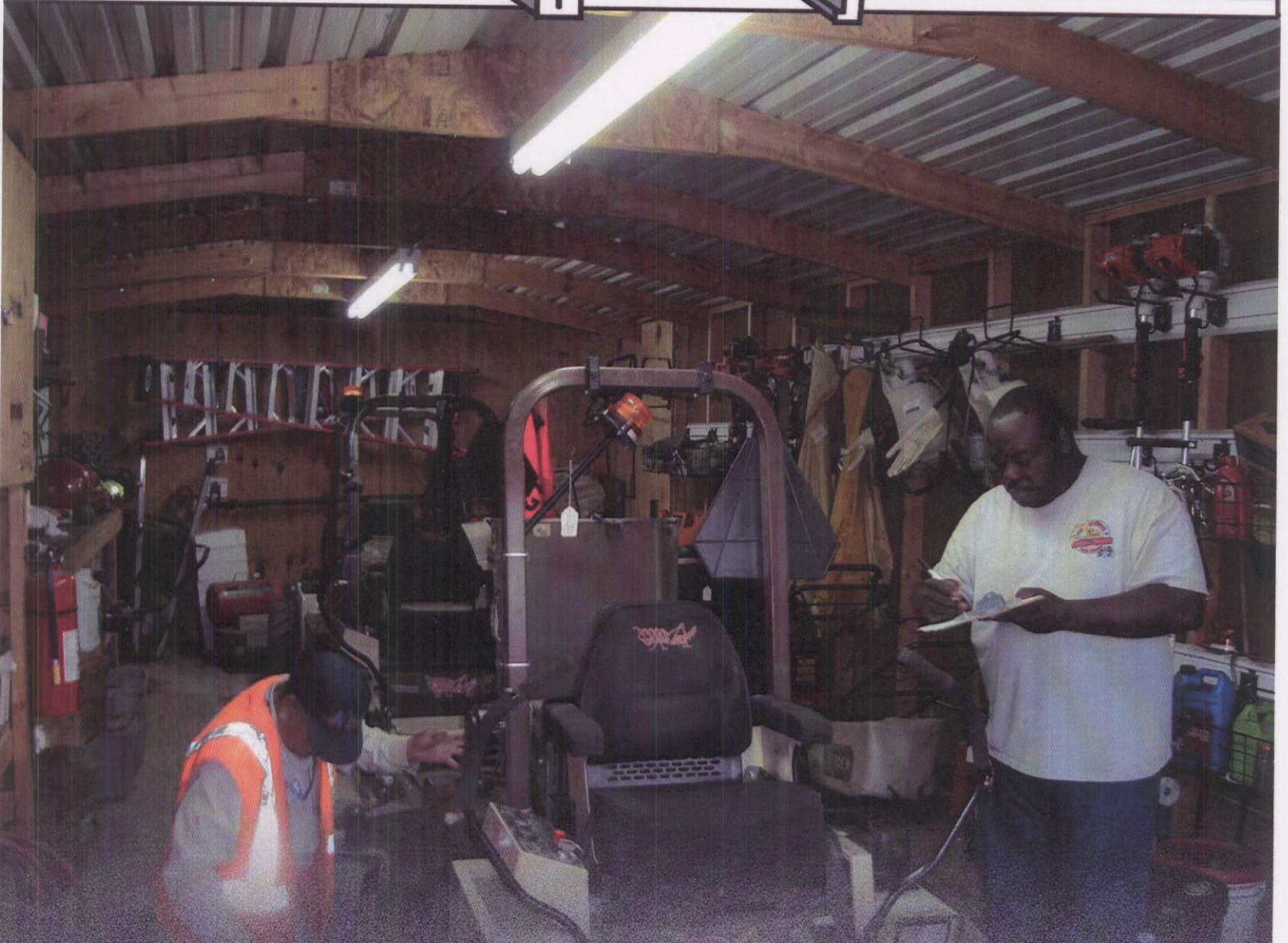
***NON-DEPARTMENTAL***

<b><i>EXPENDITURES</i></b>	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Projected 2007-08</b>	<b>Target 2008-09</b>
Supplies	\$ -	\$ 4,000	\$ 4,000	\$ 4,000
Maintenance	35,345	70,373	57,000	50,000
Repairs	-	4,500	4,500	4,500
Support Services	750,561	943,585	943,585	994,102
Designated Expenses	78,219	136,000	136,000	201,000
Capital Outlay	964,208	-	900,000	-
Transfers Out	3,029,008	3,328,819	3,328,819	3,393,198
<b>Total Expenditures</b>	<b>\$ 4,857,341</b>	<b>\$ 4,487,277</b>	<b>\$ 5,373,904</b>	<b>\$ 4,646,800</b>



CITY OF KILLEEN, TEXAS

# drainage utility fund



**FISCAL YEAR 2008-2009 ANNUAL BUDGET  
AND PLAN OF MUNICIPAL SERVICES**



CITY OF KILLEEN, TEXAS

# drainage utility fund



**FISCAL YEAR 2008-2009 ANNUAL BUDGET  
AND PLAN OF MUNICIPAL SERVICES**

# 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 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 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

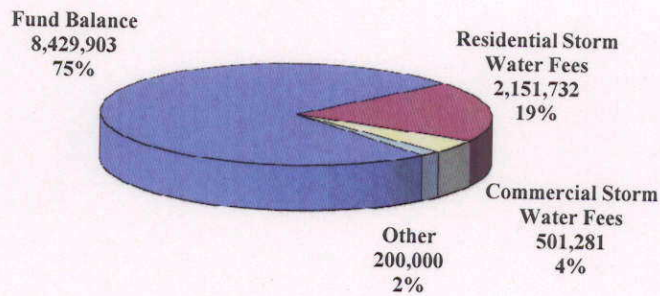
FY 2008-09

	<u>2006-07</u>	<u>2007-08</u>	<u>2007-08</u>	<u>2008-09</u>
	<u>ACTUAL</u>	<u>ADOPTED</u>	<u>ESTIMATED</u>	<u>ADOPTED</u>
BEGINNING FUND BALANCE				
Reserved Fund Balance	9,021,895	8,429,903	8,705,843	7,786,421
TOTAL BEGINNING FUND BALANCE	<u>9,021,895</u>	<u>8,429,903</u>	<u>8,705,843</u>	<u>7,786,421</u>
REVENUES				
Residential Storm Water Fees	1,720,435	2,151,732	2,313,531	2,194,767
Commercial Storm Water Fees	393,422	501,281	485,050	511,306
Interest Earned	479,877	200,000	289,869	180,000
Grant Revenue	25,303	-	11,185	-
Miscellaneous Receipts	-	-	7,431	-
TOTAL CURRENT REVENUES	<u>2,619,037</u>	<u>2,853,013</u>	<u>3,107,066</u>	<u>2,886,073</u>
TOTAL FUNDS AVAILABLE	<u>11,640,932</u>	<u>11,282,916</u>	<u>11,812,909</u>	<u>10,672,494</u>
EXPENSES				
Engineering	231,453	300,797	275,743	336,464
Street	199,029	300,000	300,000	300,000
Drainage Maintenance	664,734	1,409,294	1,234,235	1,419,116
Drainage Projects - Minor	555,402	656,066	442,209	700,000
Drainage Projects - Major	638,865	7,180,083	1,144,104	6,249,836
Debt Service	581,458	580,158	580,158	584,958
Non-Departmental	46,453	37,839	32,344	25,203
TOTAL CURRENT EXPENSES	<u>2,917,394</u>	<u>10,464,237</u>	<u>4,008,793</u>	<u>9,615,577</u>
TRANSFERS OUT	<u>17,695</u>	<u>17,695</u>	<u>17,695</u>	<u>17,695</u>
TOTAL EXPENSES	<u>2,935,089</u>	<u>10,481,932</u>	<u>4,026,488</u>	<u>9,633,272</u>
ENDING FUND BALANCE				
Reserved Fund Balance	8,705,843	800,984	7,786,421	1,039,222
TOTAL ENDING FUND BALANCE	<u>8,705,843</u>	<u>800,984</u>	<u>7,786,421</u>	<u>1,039,222</u>

# DRAINAGE UTILITY FUND

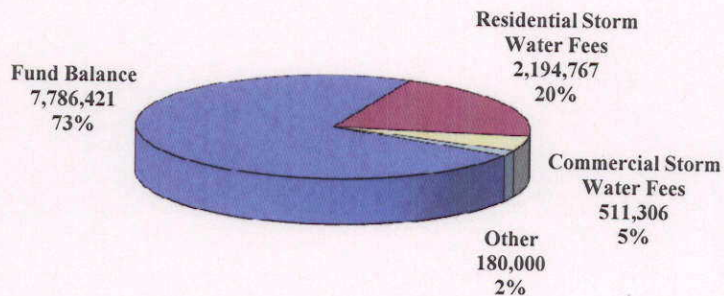
## Comparison of FY 2007-08 Budget to FY 2008-09 Budget

**FY 2007-08 Resources**



**Total Fund Balance and Revenues \$11,282,916**

**FY 2008-09 Resources**

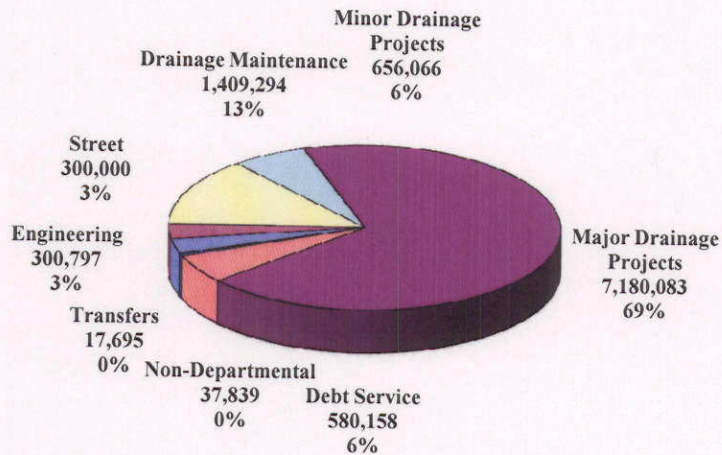


**Total Fund Balance and Revenues \$10,672,494**

# DRAINAGE UTILITY FUND

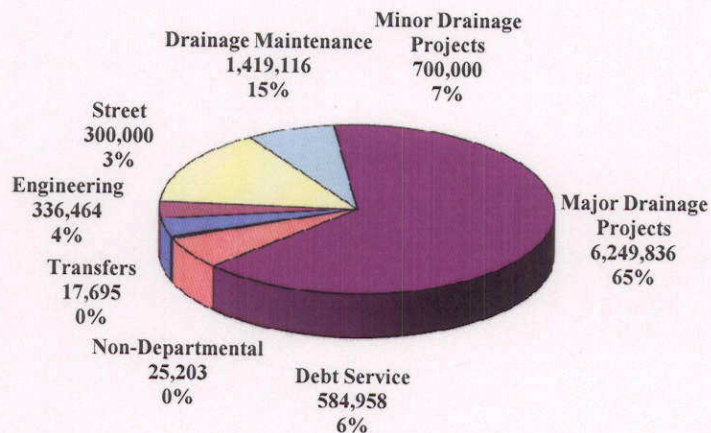
## Comparison of FY 2007-08 Budget to FY 2008-09 Budget

**FY 2007-08 Expenses by Function**



**Total Expenses \$10,481,932**

**FY 2008-09 Expenses by Function**



**Total Expenses \$9,633,272**

Note: Significant changes between FY 2007-08 and FY 2008-09 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 2007-08***

---

- Updated Drainage Maintenance Plan.
- Constructed first 3 major drainage CIP projects including W.S. Young Drive, KCCC, and Stillforest Tributary of the \$8 million bond package.
- Constructed Phase II of the minor drainage CIP projects.
- Adopted 35 linear miles of special flood hazard areas within the City by submitting FIS to FEMA.
- Adopted Phase II TPDES Storm Water Management Program.

### ***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-09***

---

- Implement additional stages of the Drainage Master Plan to guide CIP planning and construction, and administrative improvements for drainage system management.
- Adopt Drainage Master Plan Update.
- Implement additional stages of the State of Texas Phase II program.
- 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***

---

- Assistant Director of Public Works



**DRAINAGE UTILITY FUND  
ENGINEERING**

	<b>Actual</b>		<b>Budget</b>		<b>Projected</b>		<b>Target</b>
	<b>2006-07</b>		<b>2007-08</b>		<b>2007-08</b>		<b>2008-09</b>
<b><i>INPUTS</i></b>							
<hr/>							
<b>Expenditures</b>							
Salaries	\$ 97,096	\$	131,816	\$	85,855	\$	156,675
Supplies	10,961		8,626		7,081		10,805
Repairs	1,162		1,616		500		1,716
Support Services	95,488		120,722		154,300		116,744
Benefits	26,455		37,155		28,007		43,538
Capital Outlay	291		862		-		6,986
<b>Total Expenditures</b>	<b>\$ 231,453</b>	<b>\$</b>	<b>300,797</b>	<b>\$</b>	<b>275,743</b>	<b>\$</b>	<b>336,464</b>
<b>Personnel Summary / Position Title</b>							
Assistant Director of Public Works	0		0		0		0.2
Project Engineer	1		1		1		1
Secretary	1		1		1		1
Storm Water Drainage Technician	1		1		1		1
<b>Total</b>	<b>3</b>		<b>3</b>		<b>3</b>		<b>3.2</b>
<b><i>OUTPUTS</i></b>							
<hr/>							
Number of Minor Drainage CIP Projects	14		14		17		20
Major Drainage CIP (\$) Budgeted / Expended	\$638,865		\$7,190,083		\$930,247		\$6,249,836
<b><i>EFFICIENCIES</i></b>							
<hr/>							
% Completion of the Development of 'Storm' Geodataset	60%		75%		80%		100%
<b><i>EFFECTIVENESS</i></b>							
<hr/>							
% 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 2007-08***

---

- Completed the repair of 35 roadway drainage projects.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-09***

---

- Repair an estimated 35 roadway drainage projects.

***MAJOR NEW PROGRAMS AND SERVICES***

---

- There were no major new programs or services added to Custodial Services for FY 2008-09.

**DRAINAGE UTILITY FUND  
STREET**

	Actual 2006-07	Budget 2007-08	Projected 2007-08	Target 2008-09
<b><i>INPUTS</i></b>				
<hr/>				
<b>Expenditures</b>				
Maintenance	199,029	300,000	300,000	300,000
<b>Total Expenditures</b>	<b>\$ 199,029</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>
<b>Personnel Summary / Position Title</b>				
No Full-Time Personnel**	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

\*\* Personnel in the Street Department and outside contractors perform the work for the roadway drainage repairs.

***OUTPUTS***

<hr/>				
Roadway Drainage Projects Completed	30	35	35	35

***EFFICIENCIES***

<hr/>				
Average Time to Complete a Roadway Drainage Project	N/A*	7 days	7 days	7 days

***EFFECTIVENESS***

<hr/>				
% of Requested Roadway Drainage Repairs Completed within 14 Days	N/A*	80.0%	90.0%	100.0%

\*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; reseed areas as needed; maintain detention basins, flumes and bridge heads.

***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 2007-08***

---

- Continued implementation of the Drainage Maintenance Plan.
- Hired personnel and acquired the necessary equipment to begin substantial maintenance operations with three (3) crews.
- Refined the drainage infrastructure inventory.
- Continued to collect data on length and acreage of drainage infrastructure, to include the newly annexed areas.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2008-09***

---

- Fully staff and resource the fourth (4<sup>th</sup>) drainage crew.
- Collect and refine the demographics for the drainage infrastructure, to include the newly annexed areas.
- Complete one maintenance cycle for the total inventory of drainage infrastructure.
- Divide city into three (3) geographical areas and assign one (1) crew to each area for general maintenance and repairs. Assign project work to the fourth (4<sup>th</sup>) crew.

***MAJOR NEW PROGRAMS AND SERVICES***

---

- Fourth (4<sup>th</sup>) Drainage Crew with six (6) Employees and two (2) ¾ Ton Pickup Trucks
- Drainage Service Workers (3 each)
- Three (3) 1-Ton Crew Cab Trucks, Replacement Units #63, #58, #72

**DRAINAGE UTILITY FUND  
DRAINAGE MAINTENANCE**

	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Projected 2007-08</b>	<b>Target 2008-09</b>
<b>INPUTS</b>				
<b>Expenditures</b>				
Salaries	\$ 157,433	\$ 514,605	\$ 438,975	\$ 789,441
Supplies	27,648	102,552	70,240	105,686
Maintenance	7,148	9,766	9,750	21,800
Repairs	27,227	56,116	49,450	55,000
Support Services	1,573	3,258	2,800	7,188
Designated Expenses	-	181,267	122,500	260,566
Benefits	43,413	2,000	2,000	2,500
Major Capital Outlay	5,200	-	-	-
Capital Outlay	395,092	539,730	538,520	176,935
<b>Total Expenditures</b>	<b>\$ 664,734</b>	<b>\$ 1,409,294</b>	<b>\$ 1,234,235</b>	<b>\$ 1,419,116</b>

**Personnel Summary / Position Title**

Drainage Supervisor	1	1	1	1
Drainage Crew Leader	2	3	3	4
Drainage Equipment Operator	4	7	7	9
Drainage Service Worker	5	10	10	16
<b>Total</b>	<b>12</b>	<b>21</b>	<b>21</b>	<b>30</b>

**OUTPUTS**

Drainage infrastructure repaired or rehabilitated by maintenance crew (feet, miles and acres) - (Operations only)	58,080 feet 11.0 miles 78 acres	137,280 feet 26.0 miles 180 acres	166,320 feet 31.5 miles 258.5 acres	264,000 feet 50 miles 400 acres
-------------------------------------------------------------------------------------------------------------------	---------------------------------------	-----------------------------------------	-------------------------------------------	---------------------------------------

**EFFICIENCIES**

Average cost per foot, mile and acre of drainage infrastructure repaired or rehabilitated by maintenance crew (\$) - (Operations only)	\$11.45 / foot \$60,430 / mile \$8,522 / acre	\$10.27 / foot \$54,204 / mile \$7,829 / acre	\$7.42 / foot \$39,182 / mile \$4,775 / acre	\$5.38 / foot \$28,382 / mile \$3,548 / acre
----------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------	-----------------------------------------------------	----------------------------------------------------	----------------------------------------------------

**EFFECTIVENESS**

Drainage repair and rehabilitation projects completed by scheduled completion date (%) - (Operations and Capital Improvement Projects)	N / A*	N / A*	N / A*	N / A*
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\* Project work was not done in FY 07/08. The goal was to complete a one time cleanup of the drainage infrastructure inventory.

***DRAINAGE UTILITY FUND  
OTHER APPROPRIATIONS***

***DEBT SERVICE***

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The Debt Service division is used to account for current year expenses for principal, interest, and bank fees.

***PUBLIC SERVICES***

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The Public Services division is used to account for current year expenses for grants that benefit public services.

***INFORMATION TECHNOLOGY***

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The Information Technology budget is used to account for the Drainage Utility Fund expenses related to information technology.

***DRAINAGE PROJECTS***

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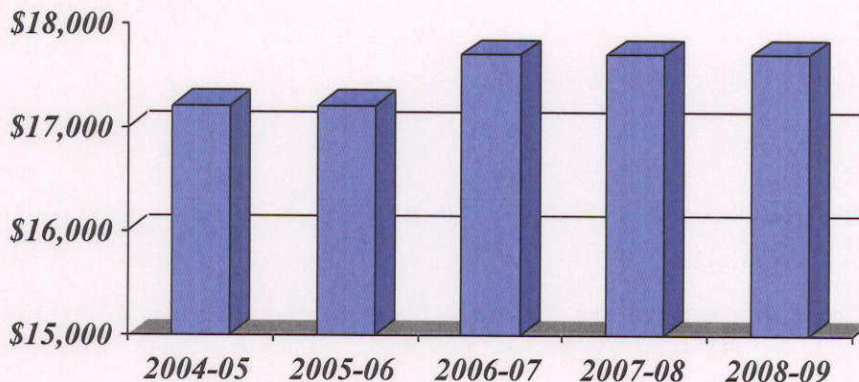
The Drainage Utility Projects division is used to account for minor drainage projects and all major capital improvement projects related to the issuance of the Certificates of Obligation.

***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 2006-07	Budget 2007-08	Projected 2007-08	Target 2008-09
<b><i>EXPENSES</i></b>				
Bond Interest	\$ 331,158	\$ 321,158	\$ 321,158	\$ 310,958
Bond Principal	250,000	255,000	255,000	270,000
Bank Fees	300	4,000	4,000	4,000
<b>Total Expenses</b>	<b>\$ 581,458</b>	<b>\$ 580,158</b>	<b>\$ 580,158</b>	<b>\$ 584,958</b>

***PUBLIC SERVICES***

	Actual 2006-07	Budget 2007-08	Projected 2007-08	Target 2008-09
<b><i>EXPENSES</i></b>				
TCEQ Grant	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

***INFORMATION TECHNOLOGY***

	Actual 2006-07	Budget 2007-08	Projected 2007-08	Target 2008-09
<b><i>EXPENSES</i></b>				
Supplies	\$ 975	\$ 1,000	\$ 1,000	\$ 2,000
Maintenance	3,889	4,810	4,810	4,810
Repairs	-	-	-	2,000
Support Services	5,000	-	-	-
Capital Outlay	5,526	12,395	12,000	9,195
<b>Total Expenses</b>	<b>\$ 15,390</b>	<b>\$ 18,205</b>	<b>\$ 17,810</b>	<b>\$ 18,005</b>

***DRAINAGE PROJECTS***

	Actual 2006-07	Budget 2007-08	Projected 2007-08	Target 2008-09
<b><i>EXPENSES</i></b>				
Cost of Issuance	\$ -	\$ -	\$ -	\$ -
Minor Drainage Projects	555,402	656,066	656,066	700,000
Major Capital Improvements	638,865	7,180,083	930,247	6,249,836
<b>Total Expenses</b>	<b>\$ 1,194,267</b>	<b>\$ 7,836,149</b>	<b>\$ 1,586,313</b>	<b>\$ 6,949,836</b>

**DRAINAGE UTILITY FUND  
OTHER APPROPRIATIONS**

***NON-DEPARTMENTAL***

---

	<b>Actual</b>		<b>Budget</b>		<b>Projected</b>		<b>Target</b>
	<b>2006-07</b>		<b>2007-08</b>		<b>2007-08</b>		<b>2008-09</b>
<b><i>EXPENSES</i></b>							
Support Services	\$ 8,780	\$	18,634	\$	13,534	\$	6,198
Designated Expenses	22,283		1,000		1,000		1,000
Transfers Out	17,695		17,695		17,695		17,695
<b>Total Expenses</b>	<b>\$ 48,758</b>	<b>\$</b>	<b>37,329</b>	<b>\$</b>	<b>32,229</b>	<b>\$</b>	<b>24,893</b>





CITY OF KILLEEN, TEXAS

# debt services fund



**FISCAL YEAR 2008-2009 ANNUAL BUDGET  
AND PLAN OF MUNICIPAL SERVICES**



CITY OF KILLEEN, TEXAS

# debt services fund

FAMILY RECREATION CENTER

1700 A



**FISCAL YEAR 2008-2009 ANNUAL BUDGET  
AND PLAN OF MUNICIPAL SERVICES**

# DEBT SERVICE FUND

The City's debt service management policies are designed to comply with the legal provisions of the various bond ordinance and covenants governing the debt issue. The City established separate interest and sinking funds for each general obligation debt and revenue bond issue. City policy attempts to maintain a fund balance of at least two months of annual appropriated expenditures for debt service and any associated fees as a fund balance in the debt service fund at fiscal year end.

When the City of Killeen utilizes long-term financing, it will ensure that the debt is soundly financed by:

- Conservatively projecting the revenue sources that will be utilized to pay the debt.
- Financing the improvement over a period not greater than the useful life of the improvement.
- Determining that the cost benefit of the improvement including interest costs is positive.

The City's debt management objective is to maintain level debt service that does not adversely impact tax or utility rates and does not hinder the City's ability to effectively operate the utility systems, street network, or other facilities. The City's debt payments must stay within provisions of state law, bond covenants, and council adopted policies. All of these criteria and objectives are met with the debt financing proposed in this budget.

The most recent debt issuances of the City of Killeen earned ratings as follows:

<u>Bond Type</u>	<u>Standard &amp; Poors</u>	<u>Moodys</u>	<u>Fitch</u>
General Obligation	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 2008	\$ 4,400,933,543
Proposed Tax Rate of \$100 Valuation	0.695
Gross Revenue from Taxes	30,586,488
Estimated Percent of Collections	98.5%
Estimated Funds from Tax Levy	30,127,691
Less Discount for Early Payment	(596,729)
Estimated Funds Available	<u>\$ 29,530,962</u>

**PROPOSED DISTRIBUTION OF ALL TAX COLLECTIONS**

	% of Total	Tax Rate	Collections
General Fund	70.91%	49.281	\$ 20,939,962
Interest & Sinking Fund 1999	0.43%	0.297	\$ 126,000
Interest & Sinking Fund 1999 - Refunding	0.61%	0.424	\$ 180,000
Interest & Sinking Fund 2001	1.35%	0.941	\$ 400,000
Interest & Sinking Fund 2002	0.78%	0.541	\$ 230,000
Interest & Sinking Fund 2004 C/O	1.86%	1.294	\$ 550,000
Interest & Sinking Fund 2004 G.O.B.	8.97%	6.237	\$ 2,650,000
Interest & Sinking Fund 2005 C/O	1.66%	1.153	\$ 490,000
Interest & Sinking Fund 2006 G.O.B.	2.56%	1.777	\$ 755,000
Interest & Sinking Fund 2007 G.O.B.	1.35%	0.941	\$ 400,000
Interest & Sinking Fund 2007 C/O	3.47%	2.412	\$ 1,025,000
Interest & Sinking Fund 2008 G.O.B.	3.96%	2.754	\$ 1,170,000
Interest & Sinking Fund 2008 C/O	1.02%	0.706	\$ 300,000
Capital Lease (Ambulances)	1.07%	0.741	\$ 315,000
Total	<u>100.00%</u>	<u>69.500</u>	<u>\$ 29,530,962</u>

**COMPARISON OF PREVIOUS YEAR TAX RATES**

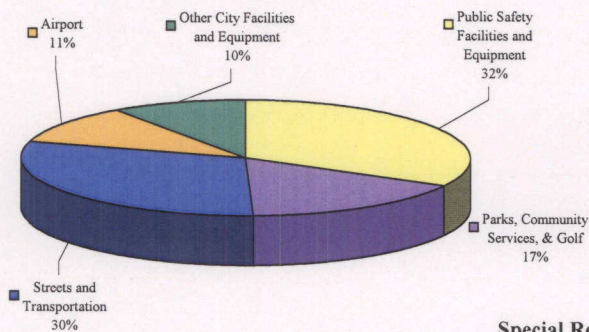
	2004-05	2005-06	2006-07	2007-08	2008-09
General Fund	52.183	50.020	47.625	46.940	49.281
Interest & Sinking 1993	1.392	-	-	-	-
Interest & Sinking 1995	3.777	-	-	-	-
I & S 1996 - C/O Fund	1.233	0.960	-	-	-
Interest & Sinking 1999	0.650	0.674	0.582	0.509	0.297
I & S 1999 - Refunding	0.652	0.688	0.747	0.522	0.424
Interest & Sinking 2000	1.955	2.106	1.463	-	-
Interest & Sinking 2001	1.596	1.664	1.344	1.175	0.941
Interest & Sinking 2002	0.788	0.937	0.791	0.679	0.541
Interest & Sinking 2003	1.158	1.807	1.463	1.240	-
Interest & Sinking 2004 C/O	1.359	0.259	1.717	1.715	1.294
Interest & Sinking 2004 G.O.B.	2.757	7.097	10.736	8.955	6.237
Interest & Sinking 2005 C/O	-	2.646	1.643	0.875	1.153
Interest & Sinking 2006 G.O.B.	-	0.640	1.389	1.044	1.777
Interest & Sinking Fund 2007 G.O.B.	-	-	-	2.321	0.941
Interest & Sinking Fund 2007 C/O	-	-	-	3.524	2.412
Interest & Sinking Fund 2008 G.O.B.	-	-	-	-	2.754
Interest & Sinking Fund 2008 C/O	-	-	-	-	0.706
Capital Lease (Ambulances)	-	-	-	-	0.741
Total	<u>69.500</u>	<u>69.500</u>	<u>69.500</u>	<u>69.500</u>	<u>69.500</u>

## OUTSTANDING DEBT SUMMARY – OCTOBER 1, 2008

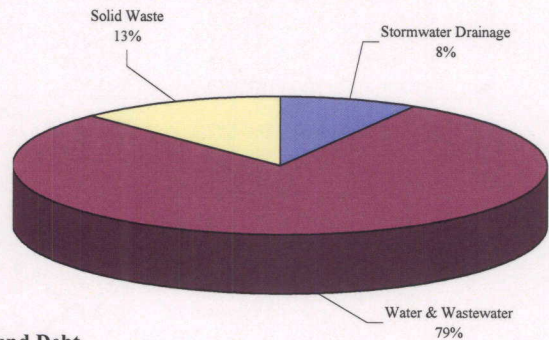
	Debt Outstanding 10/01/2008	FY 2008/09 Principal	FY 2008/09 Interest	Debt Outstanding 09/30/2009	%
<b>GENERAL GOVERNMENT TAX SUPPORTED DEBT:</b>					
Public Safety Facilities and Equipment	\$ 41,435,737	\$ 993,420	\$ 1,828,416	\$ 40,442,317	33%
Parks, Community Services, & Golf	21,033,200	539,600	953,599	20,493,600	17%
Streets and Transportation	38,329,556	1,475,067	1,737,997	36,854,489	30%
Airport	13,830,000	315,000	613,723	13,515,000	11%
Other City Facilities and Equipment	13,352,548	1,356,417	576,578	11,996,131	10%
<b>TOTAL TAX SUPPORTED DEBT</b>	<b>\$ 127,981,041</b>	<b>\$ 4,679,504</b>	<b>\$ 5,710,313</b>	<b>\$ 123,301,537</b>	<b>100%</b>
<b>ENTERPRISE DEBT: (Self-Supporting)</b>					
Stormwater Drainage	\$ 7,025,000	\$ 270,000	\$ 310,958	\$ 6,755,000	8%
Water & Wastewater	67,628,500	3,686,100	3,085,769	63,942,400	79%
Solid Waste	10,500,000	360,000	460,776	10,140,000	13%
<b>TOTAL ENTERPRISE SUPPORTED DEBT</b>	<b>\$ 85,153,500</b>	<b>\$ 4,316,100</b>	<b>\$ 3,857,503</b>	<b>\$ 80,837,400</b>	<b>100%</b>
<b>HOTEL OCCUPANCY TAX SUPPORTED DEBT:</b>					
Killeen Civic & Conference Center	\$ 8,860,000	\$ 225,000	\$ 464,191	\$ 8,635,000	100%
<b>TOTAL CITY SUPPORTED DEBT</b>	<b>\$ 221,994,541</b>	<b>\$ 9,220,604</b>	<b>\$ 10,032,007</b>	<b>\$ 212,773,937</b>	

## OUTSTANDING DEBT BY TYPE

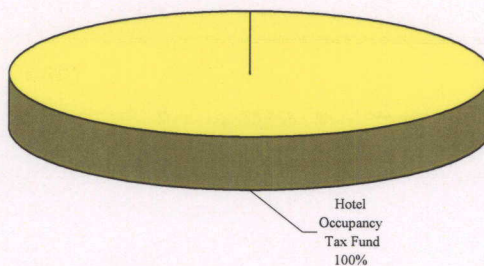
**General Government Tax Supported Debt**



**Enterprise Fund Debt**



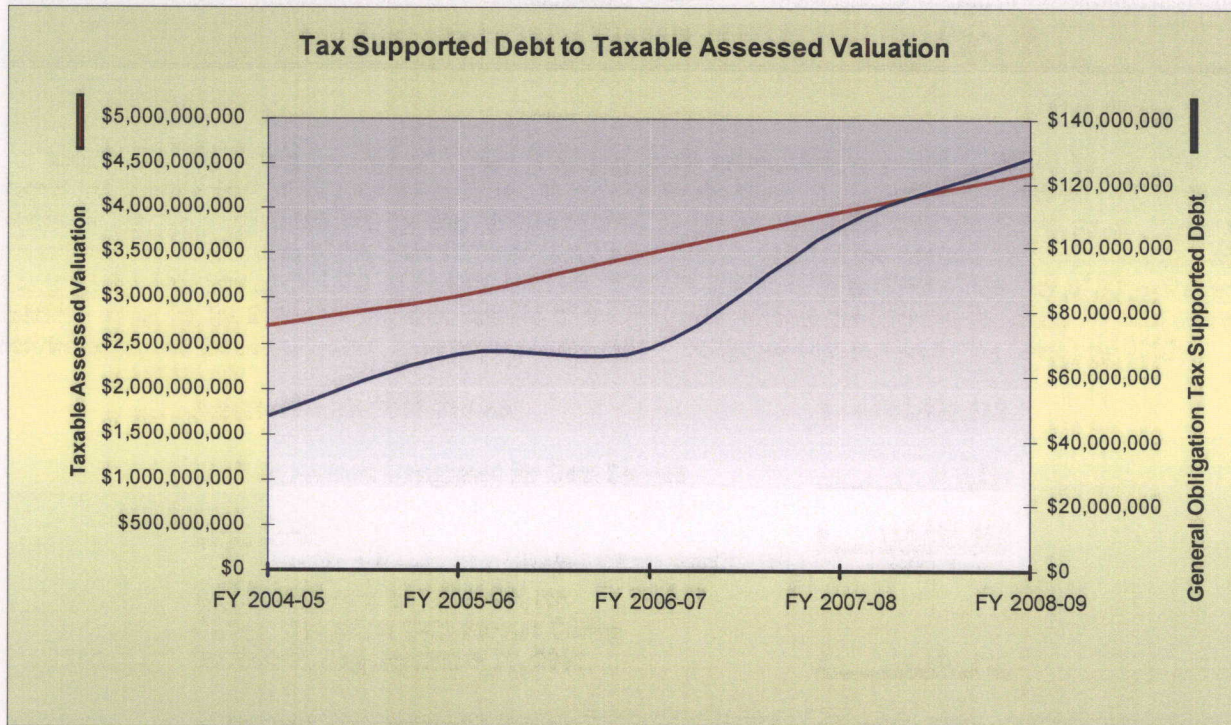
**Special Revenue Fund Debt**



## 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 2008 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 2009:

Assessed Value, 2008 Tax Roll	\$ 4,400,933,543
Limit on Amount Designated for Debt Service	<u>          X 2.5%</u>
Legal Limit	<u>\$ 110,023,339</u>
Actual Amount to be Expended for General Obligation Debt Service During the Year Ending September 30, 2008.	<u>\$ 10,389,817</u>

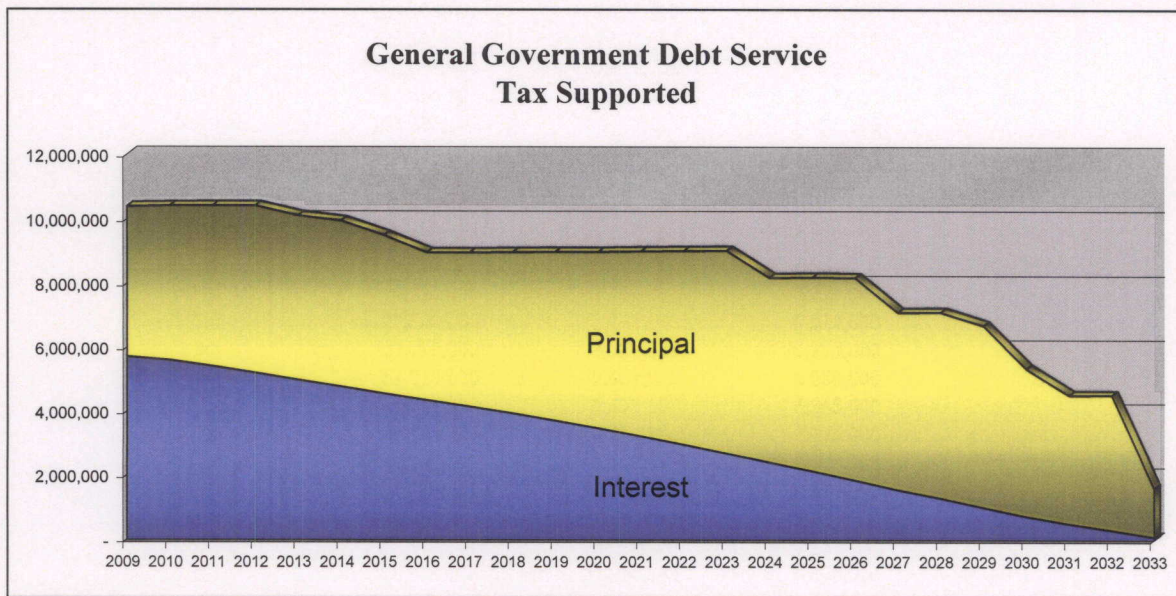


**SUMMARY OF DEBT SERVICE TO MATURITY**

Debt funded by dedicated portion of local ad valorem tax

**TAX SUPPORTED**

Year Ending September 30	Outstanding Beginning of Year	Interest	Principal	Total Requirements
2009	127,981,041	5,710,313	4,679,504	10,389,817
2010	123,301,537	5,603,694	4,807,038	10,410,732
2011	118,494,499	5,413,732	4,999,998	10,413,730
2012	113,494,501	5,203,688	5,208,401	10,412,089
2013	108,286,100	4,987,633	5,121,100	10,108,733
2014	103,165,000	4,774,403	5,175,000	9,949,403
2015	97,990,000	4,556,818	4,945,000	9,501,818
2016	93,045,000	4,342,504	4,615,000	8,957,504
2017	88,430,000	4,142,909	4,820,000	8,962,909
2018	83,610,000	3,933,372	5,040,000	8,973,372
2019	78,570,000	3,709,017	5,270,000	8,979,017
2020	73,300,000	3,471,523	5,510,000	8,981,523
2021	67,790,000	3,221,567	5,775,000	8,996,567
2022	62,015,000	2,958,000	6,050,000	9,008,000
2023	55,965,000	2,678,699	6,345,000	9,023,699
2024	49,620,000	2,404,306	5,775,000	8,179,306
2025	43,845,000	2,133,938	6,055,000	8,188,938
2026	37,790,000	1,846,746	6,335,000	8,181,746
2027	31,455,000	1,544,064	5,555,000	7,099,064
2028	25,900,000	1,279,859	5,825,000	7,104,859
2029	20,075,000	994,343	5,695,000	6,689,343
2030	14,380,000	716,313	4,620,000	5,336,313
2031	9,760,000	490,100	4,015,000	4,505,100
2032	5,745,000	290,206	4,220,000	4,510,206
2033	1,525,000	80,063	1,525,000	1,605,063
		\$ 76,487,810	\$ 127,981,041	\$ 204,468,851



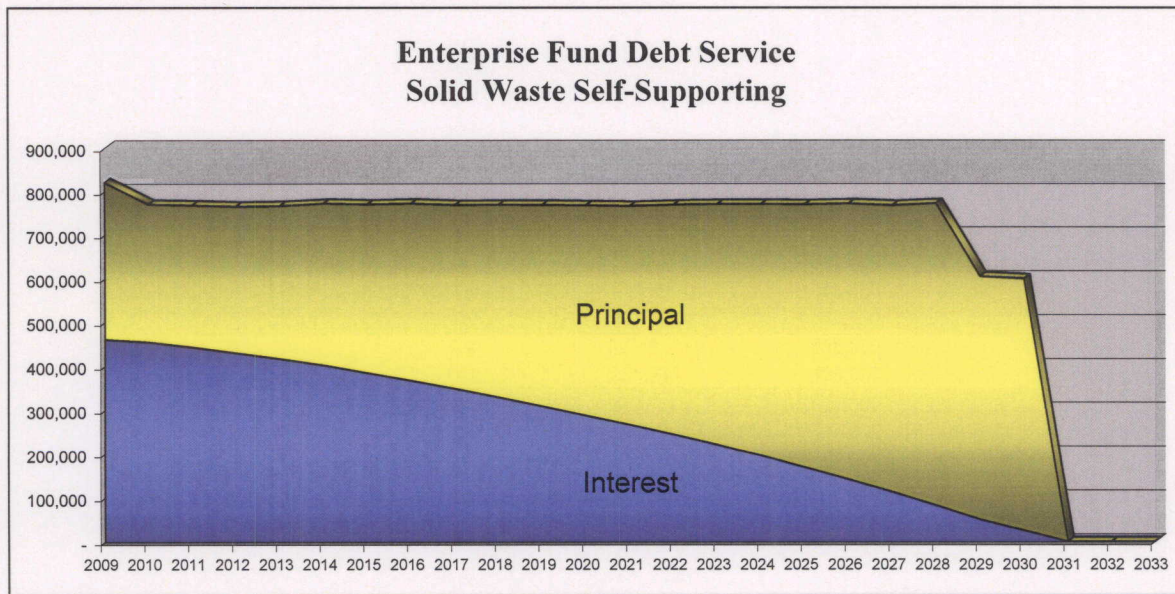


**SUMMARY OF DEBT SERVICE TO MATURITY**

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
2009	10,500,000	460,775	360,000	820,775
2010	10,140,000	455,549	315,000	770,549
2011	9,825,000	443,549	325,000	768,549
2012	9,500,000	430,486	335,000	765,486
2013	9,165,000	417,049	350,000	767,049
2014	8,815,000	402,299	370,000	772,299
2015	8,445,000	385,249	385,000	770,249
2016	8,060,000	367,499	405,000	772,499
2017	7,655,000	348,824	420,000	768,824
2018	7,235,000	329,474	440,000	769,474
2019	6,795,000	309,199	460,000	769,199
2020	6,335,000	287,999	480,000	767,999
2021	5,855,000	266,811	500,000	766,811
2022	5,355,000	244,736	525,000	769,736
2023	4,830,000	221,018	550,000	771,018
2024	4,280,000	196,174	575,000	771,174
2025	3,705,000	170,205	600,000	770,205
2026	3,105,000	142,530	630,000	772,530
2027	2,475,000	113,455	655,000	768,455
2028	1,820,000	83,230	690,000	773,230
2029	1,130,000	50,850	555,000	605,850
2030	575,000	25,875	575,000	600,875
2031	-	-	-	-
2032	-	-	-	-
2033	-	-	-	-
		\$ 6,152,835	\$ 10,500,000	\$ 16,652,835

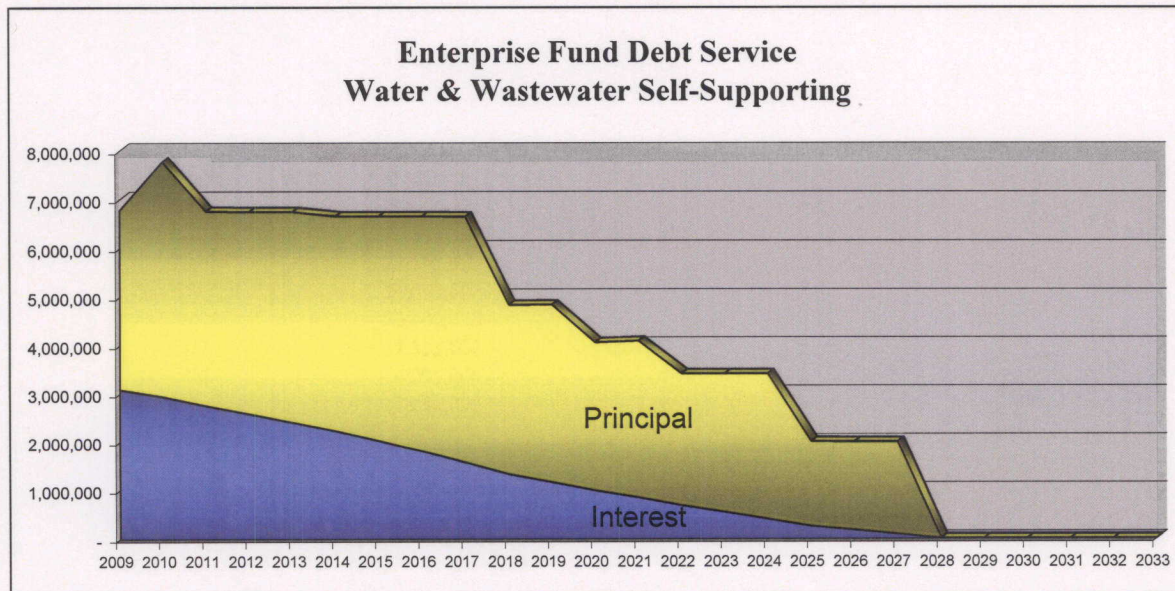


## SUMMARY OF DEBT SERVICE TO MATURITY

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
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	-	-	-	-
2033	-	-	-	-
		<u>\$ 27,807,772</u>	<u>\$ 67,628,500</u>	<u>\$ 95,436,272</u>

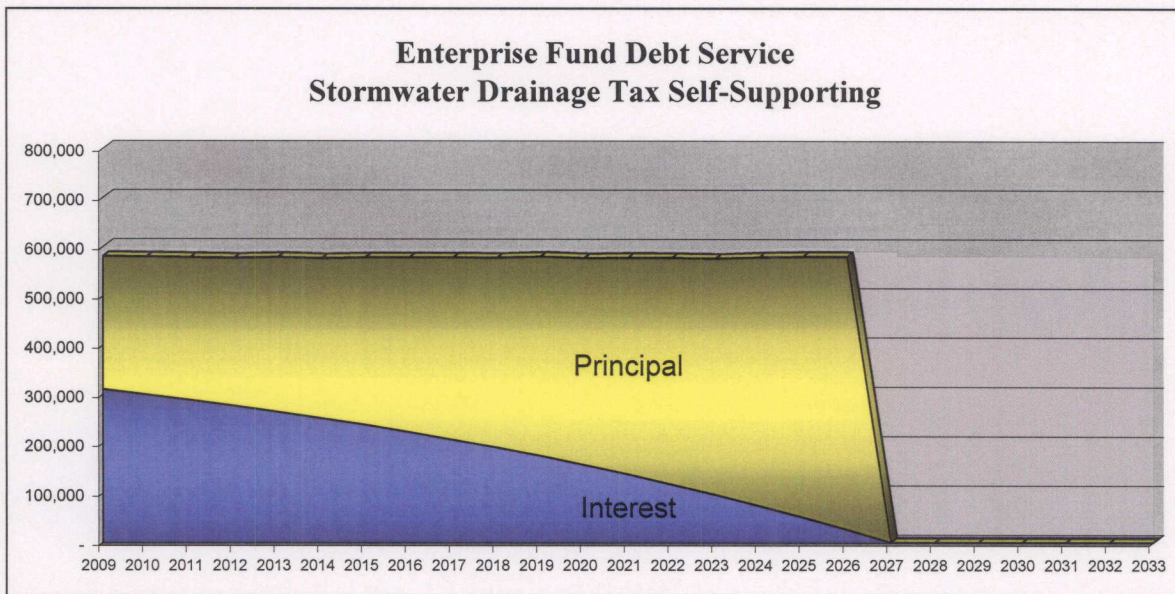


## SUMMARY OF DEBT SERVICE TO MATURITY

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
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	-	-	-	-
2033	-	-	-	-
		<u>\$ 3,396,584</u>	<u>\$ 7,025,000</u>	<u>\$ 10,421,584</u>

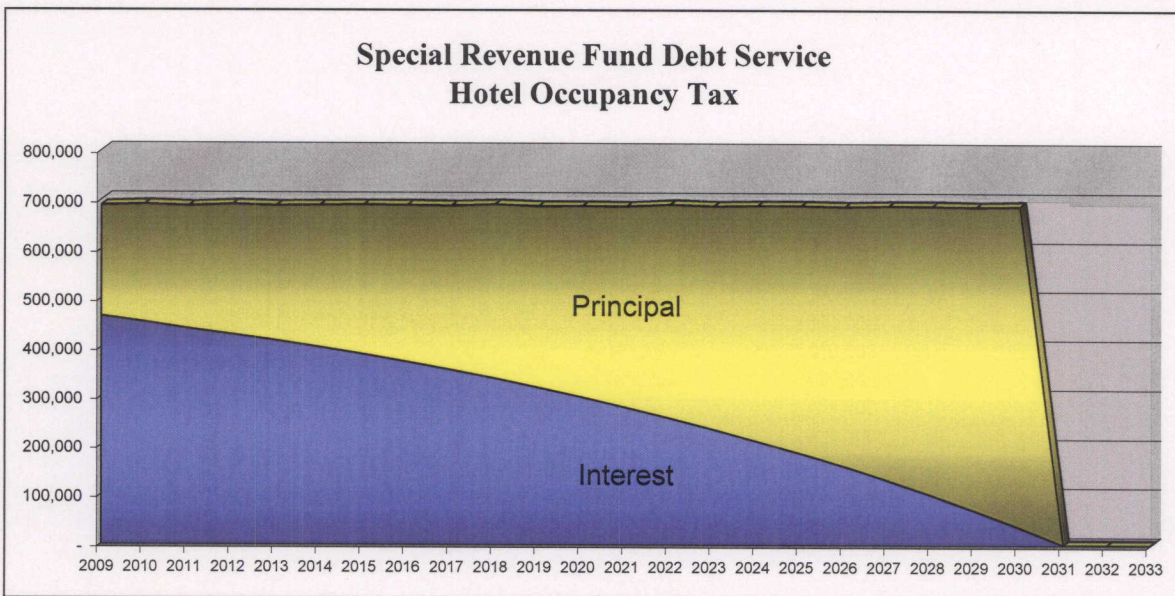


## SUMMARY OF DEBT SERVICE TO MATURITY

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
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	-	-	-	-
2033	-	-	-	-
		<u>\$ 6,323,239</u>	<u>\$ 8,860,000</u>	<u>\$ 15,183,239</u>



## PROPOSED FY 2008-09 DEBT

<b>General Tax Supported Debt</b>		
General Obligation Bond	<i>Completion of the 2002 G.O.B. Capital Improvement Program</i>	\$20,630,000
Certificate of Obligation	<i>City Facilities, Improvements and Equipment</i>	5,000,000
<b>Total New General Debt (Tax Supported)</b>		<b>\$ 25,630,000</b>
<b>Enterprise Self Supporting Debt</b>		
Solid Waste	<i>Solid Waste Equipment and Landfill Improvements</i>	2,000,000
<b>Total New Enterprise Debt (Self-Supporting)</b>		<b>\$ 2,000,000</b>
<b>Total Proposed New Debt FY 2008-09</b>		<b>\$ 27,630,000</b>

**FINANCIAL IMPACT:**

**General Debt:**

Proceeds from the General Obligation Bond (\$20,630,000) will fund the completion of the 2002 General Obligation Bond Program. Remaining authorizations from the 2002 program include Street, Community and Fire Department Projects.

Proceeds from the Certificate of Obligation Bond (\$5,000,000) will fund Street Department equipment and City Parks and Recreation facilities, improvements and equipment. This will include an Aquatic Facility, Lions Park Hike and Bike Trail project, AS400 replacement, Special Needs Park, Long Branch Skate Park and restrooms at Conder Park and Davis Baseball Fields.

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:**

Solid Waste: Proceeds from the Certificate of Obligation debt issuance (\$2,000,000) will fund high priority equipment and landfill improvement needs of the Solid Waste fund.

The amortization of the debt to support the Solid Waste equipment purchases and landfill improvements is included in the new rate structure adopted with the fiscal year 2008-09 budget.



CITY OF KILLEEN, TEXAS

# SPECIAL REVENUE FUND



**FISCAL YEAR 2008-2009 ANNUAL BUDGET  
AND PLAN OF MUNICIPAL SERVICES**



CITY OF KILLEEN, TEXAS

# special revenue fund

**FISCAL YEAR 2008-2009 ANNUAL BUDGET  
AND PLAN OF MUNICIPAL SERVICES**

# 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.

**Photo Red Light Enforcement Fund:** To account for fees received from the photo red light ticket violation enforcement program and applicable authorized expenditures.

**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 2006-07	Budget 2007-08	Estimated 2007-08	Adopted 2008-09
<b>Revenues</b>				
Cable System PEG Improvements	\$ 256,662	\$ 283,834	\$ 359,116	\$ 471,946
CDBG	1,129,267	1,930,518	1,392,250	1,500,499
Community Dev. - Home Program	633,583	1,428,190	300,806	1,626,505
Court Technology	137,746	86,746	252,953	354,953
Court Security	77,203	41,362	88,095	74,925
Emergency Management	16,191	16,079	15,753	11,253
Hotel Occupancy Tax	3,521,178	3,263,225	3,566,109	3,567,340
Juvenile Case Manager	97,364	97,042	156,399	169,399
Law Enforcement Grant	52,373	100,363	59,252	86,606
Library Memorial	26,767	21,354	26,396	14,042
Lions Club Park	32,995	32,852	34,195	-
Park Improvements	12,229	-	12,149	12,149
Photo Red Light Enforcement Fund	-	-	1,010,250	3,878,333
Police Federal Seizure	45,449	45,156	47,449	23,793
Police State Seizure	323,091	247,628	303,789	308,789
<b>Total Revenues</b>	<b>\$ 6,362,098</b>	<b>\$ 7,594,349</b>	<b>\$ 7,624,961</b>	<b>\$ 12,100,532</b>
<b>Expenditures</b>				
Cable System PEG Improvements	\$ 100,346	\$ 128,696	\$ 102,370	\$ 170,042
CDBG	1,129,267	1,891,346	1,392,250	1,500,499
Community Dev. - Home Program	589,664	1,327,013	256,887	1,582,586
Court Technology	34,793	63,000	63,000	-
Court Security	29,638	63,170	63,170	62,500
Emergency Management	1,088	16,079	5,000	11,253
Hotel Occupancy Tax	2,414,816	2,421,191	2,353,769	2,778,896
Juvenile Case Manager	15,965	32,451	65,000	32,451
Law Enforcement Grant	6,286	57,063	54,063	81,067
Library Memorial	8,371	21,354	21,354	14,042
Lions Club Park	-	32,852	34,195	-
Park Improvements	80	-	-	12,149
Photo Red Light Enforcement Fund	-	-	526,357	1,759,356
Police Federal Seizure	-	45,156	45,156	20,000
Police State Seizure	70,302	50,000	50,000	50,000
<b>Total Expenditures</b>	<b>\$ 4,400,616</b>	<b>\$ 6,149,371</b>	<b>\$ 5,032,571</b>	<b>\$ 8,074,841</b>

**CABLE SYSTEM PEG IMPROVEMENTS**

	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Estimated 2007-08</b>	<b>Adopted 2008-09</b>
<b>Beginning Fund Balance</b>	\$ 46,264	\$ 83,334	\$ 156,316	\$ 256,746
<b>Revenues</b>				
Interest Earned	\$ 4,430	\$ 2,500	\$ 4,800	\$ 5,200
Cablevision PEG Grant	-	-	-	-
Cable Franchise PAC fee	205,968	198,000	198,000	210,000
<b>Total Fund Balance and Revenues</b>	\$ 256,662	\$ 283,834	\$ 359,116	\$ 471,946
<b>Expenditures</b>				
Council Broadcast Service	\$ 26,348	\$ 25,000	\$ 25,000	\$ -
Presentations Broadcast	8,453	-	-	20,000
Salaries & Benefits	10,969	66,296	55,870	81,042
Supplies	365	7,500	3,500	6,500
Maintenance	-	-	-	14,000
Support Services	-	12,400	8,000	12,500
Capital Outlay	54,211	17,500	10,000	36,000
<b>Total Expenditures</b>	\$ 100,346	\$ 128,696	\$ 102,370	\$ 170,042
<b>Ending Fund Balance</b>	\$ 156,316	\$ 155,138	\$ 256,746	\$ 301,904

**COMMUNITY DEVELOPMENT FUND**

	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Estimated 2007-08</b>	<b>Adopted 2008-09</b>
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ -	\$ -
<b>Revenues</b>				
CDBG Program Income	60,353	20,000	26,000	10,000
Federal Receipts	748,670	1,316,299	1,187,588	1,006,840
Federal Receipts - Prior Year	320,244	594,219	178,662	483,659
Transfer from General Fund	-	-	-	-
<b>Total Fund Balance and Revenues</b>	<b>\$ 1,129,267</b>	<b>\$ 1,930,518</b>	<b>\$ 1,392,250</b>	<b>\$ 1,500,499</b>
<b>Expenditures</b>				
Comm. Dev Housing Program (27th yr.)	\$ 12,482	\$ -	\$ -	\$ -
Food Care Center (28th yr.)	3,600	-	-	-
Home & Hope Shelter, Inc. (28th yr.)	679	20,875	20,874	-
Home & Hope Shelter (28th yr.)	-	53,206	53,206	-
Food Care Center (28th yr.)	11,215	-	-	-
Killeen Water & Sewer Div (29th yr.)	114,840	-	-	-
CoK PW Water & Sewer (30th yr.)	94,300	-	-	-
Food Care Center (31st yr.)	12,280	-	-	-
Neighborhood Sidewalk Impr (31st yr.)	3,751	-	-	-
Accessibility Modification (31st yr.)	22,600	29,400	29,400	-
Minor Home Repair Program (31st yr.)	43,768	5,093	5,093	-
Cmnty Dev Administration (32nd yr)	192,941	-	-	-
Families in Crisis (32nd yr.)	8,000	-	-	-
Greater Killeen Free Clinic (32nd yr.)	23,971	-	-	-
Hill Country Act/Aging (32nd yr.)	15,735	-	-	-
Food Care Center (32nd yr.)	22,626	6,044	6,044	-
Bell County Human Services (32nd yr.)	20,000	-	-	-
Killeen Transportation Program (32nd yr.)	50,000	-	-	-
Home & Hope Shelter (32nd yr.)	20,000	-	-	-
Housing Auth of Killeen/Summer Camp (32nd yr.)	2,500	-	-	-
CoK Code Enforcement Abatement (32nd yr.)	165,901	11,131	11,131	-
CoK Code Enf Clear/Demolition (32nd yr.)	28,175	21,825	21,825	-
Neighborhood Sidewalk Impr (32nd yr.)	238,269	13,615	1,000	12,615
Lion's Park Senior Ceter Parking (32nd yr.)	-	75,000	75,000	-
Housing Rehab Program (32nd Yr.)	17,229	147,772	35,000	112,772
Housing Authority - After School (32nd yr.)	4,405	95	95	-
Home & Hope Shelter (32nd yr.)	-	35,000	33,245	1,755

**COMMUNITY DEVELOPMENT FUND  
(CONTINUED)**

	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Estimated 2007-08</b>	<b>Adopted 2008-09</b>
One Stop Social Services Center (32nd yr.)	-	150,000	-	150,000
Cmmty Dev Administration (33rd yr.)	-	193,578	193,578	-
Families in Crisis (33rd yr.)	-	8,000	8,000	-
Greater Killeen Free Clinic (33rd yr.)	-	27,183	27,183	-
Hill Country Act/Aging (33rd yr.)	-	15,000	15,000	-
Food Care Center (33rd yr.)	-	25,000	24,956	44
Greater Ft. Hood Communities in School (33rd yr.)	-	25,000	25,000	-
Bell County Human Services (33rd yr.)	-	10,000	10,000	-
CoK Transportation Program (33rd yr.)	-	40,000	40,000	-
Home & Hope Shelter (33rd yr.)	-	20,000	20,000	-
Central Texas 4C, Inc. (33rd yr.)	-	25,246	13,000	12,246
CoK Code Enforcement Abatement (33rd yr.)	-	186,089	186,089	-
CoK Code Enf Clear/Demolition (33rd yr.)	-	30,000	12,675	17,325
CoK Outdoor Emergency Warning (33rd yr.)	-	58,111	24,303	33,808
CoK Sewer Rehab Program (33rd yr.)	-	653,094	500,000	153,094
Cmmty Dev Administration (34th yr.)	-	-	-	187,015
Families in Crisis (34th yr.)	-	-	-	5,000
Greater Killeen Free Clinic (34th yr.)	-	-	-	27,500
Hill Country Act/Aging (34th yr.)	-	-	-	15,000
Food Care Center (34th yr.)	-	-	-	98,301
Bell County Human Services (34th yr.)	-	-	-	10,000
CoK Transportation Program (34th yr.)	-	-	-	51,814
Home & Hope Shelter (34th yr.)	-	-	-	20,000
Central Texas 4C, Inc. (34th yr.)	-	-	-	10,591
CoK Code Enforcement Abatement (34th yr.)	-	-	-	93,230
CoK Code Enf Clear/Demolition (34th yr.)	-	-	-	30,000
Housing Rehab Program (34th yr.)	-	-	-	223,389
Communities in Schools (34th yr.)	-	-	-	20,000
CoK Downtown Fascade Program (34th yr.)	-	-	-	100,000
Sweet Eats Loan (34th yr.)	-	-	-	53,000
Cent Tx Youth Serv HS (34th yr.)	-	-	-	10,000
CoK Longbranch Parks Improvements (34th yr.)	-	-	-	50,000
Word of Life Sidewalk Improvements (34th yr.)	-	-	-	2,000
Code Enforcement Personnel	165,901	191,525	185,408	93,230
Contra Account	(165,901)	(186,089)	(185,408)	(93,230)
Housing Rehabilitation	16,388	17,810	17,810	83,054
Contra Account	(16,388)	(17,257)	(17,257)	(83,054)
<b>Total Expenditures</b>	<b>\$ 1,129,267</b>	<b>\$ 1,891,346</b>	<b>\$ 1,392,250</b>	<b>\$ 1,500,499</b>
<b>Ending Fund Balance</b>	<b>\$ -</b>	<b>\$ 39,172</b>	<b>\$ -</b>	<b>\$ -</b>

**COURT SECURITY FEE FUND**

	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Estimated 2007-08</b>	<b>Adopted 2008-09</b>
<b>Beginning Fund Balance</b>	\$ 7,287	\$ 832	\$ 47,565	\$ 24,925
<b>Revenues</b>				
Security Fund Receipts	\$ 69,916	\$ 40,530	\$ 40,530	\$ 50,000
<b>Total Fund Balance and Revenues</b>	<b>\$ 77,203</b>	<b>\$ 41,362</b>	<b>\$ 88,095</b>	<b>\$ 74,925</b>
<b>Expenditures</b>				
Expense	\$ 29,638	\$ 40,530	\$ 40,530	\$ 62,500
Capital Outlay	-	22,640	22,640	-
<b>Total Expenditures</b>	<b>\$ 29,638</b>	<b>\$ 63,170</b>	<b>\$ 63,170</b>	<b>\$ 62,500</b>
<b>Ending Fund Balance</b>	<b>\$ 47,565</b>	<b>\$ (21,808)</b>	<b>\$ 24,925</b>	<b>\$ 12,425</b>

**COURT TECHNOLOGY FUND**

		<b>Actual 2006-07</b>		<b>Budget 2007-08</b>		<b>Estimated 2007-08</b>		<b>Adopted 2008-09</b>
<b>Beginning Fund Balance</b>	\$	97,746	\$	46,746	\$	102,953	\$	189,953
<b>Revenues</b>								
Technology Fund Receipts	\$	40,000	\$	40,000	\$	150,000	\$	165,000
<b>Total Fund Balance and Revenues</b>	\$	137,746	\$	86,746	\$	252,953	\$	354,953
<b>Expenditures</b>								
Capital Outlay	\$	34,793	\$	63,000	\$	63,000	\$	-
<b>Total Expenditures</b>	\$	34,793	\$	63,000	\$	63,000	\$	-
<b>Ending Fund Balance</b>	\$	102,953	\$	23,746	\$	189,953	\$	354,953

**EMERGENCY MANAGEMENT FUND**

	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Estimated 2007-08</b>	<b>Adopted 2008-09</b>
<b>Beginning Fund Balance</b>	\$ 15,579	\$ 16,079	\$ 15,103	\$ 10,753
<b>Revenues</b>				
Interest Earned	\$ 612	\$ -	\$ 650	\$ 500
<b>Total Fund Balance and Revenues</b>	\$ 16,191	\$ 16,079	\$ 15,753	\$ 11,253
<b>Expenditures</b>				
Supplies	\$ -	\$ 16,079	\$ 5,000	\$ 11,253
Support Services	1,088	-	-	-
<b>Total Expenditures</b>	\$ 1,088	\$ 16,079	\$ 5,000	\$ 11,253
<b>Ending Fund Balance</b>	\$ 15,103	\$ -	\$ 10,753	\$ -

## HOME PROGRAM

	Actual 2006-07	Budget 2007-08	Estimated 2007-08	Adopted 2008-09
<b>Beginning Fund Balance</b>	\$ 78,491	\$ 78,491	\$ 43,919	\$ 43,919
<b>Revenues</b>				
Program Income	\$ 13,592	\$ 12,187	\$ 22,362	\$ 36,607
Federal Receipts	47,535	776,374	66,732	745,982
Prior Year Receipts	493,965	561,138	167,793	743,498
Bell County Home Program Grant	-	-	-	-
Transfer from General Fund	-	-	-	56,499
<b>Total Fund Balance and Revenues</b>	<b>\$ 633,583</b>	<b>\$ 1,428,190</b>	<b>\$ 300,806</b>	<b>\$ 1,626,505</b>
<b>Expenditures</b>				
CTYSB Project Future (6th yr.)	\$ 10,735	\$ -	\$ -	\$ -
First Time Homebuyers Program (7th yr.)	19,086	43,105	43,105	-
CTYSB Project Future (7th yr.)	77,000	-	-	-
Ft Hood Area Hab CHDO Project (7th yr)	9,970	-	-	-
FH Area Habitat for Humanity (9th yr.)	-	25,607	12,468	13,139
FTH Habitat for Humanity (10th yr.)	-	38,364	-	38,364
CTYSB Transit Housing (10th yr.)	75,000	-	-	-
Ridge Point Apartment Homes	314,929	-	-	-
First Time Homebuyer Program Grant Match Administration (11th yr.)	18,609	40,516	31,796	8,720
Administration (11th yr.)	47,685	-	-	-
First Time Homebuyer's (11th yr.)	-	170,000	25,000	145,000
Ft Hood Area Hab CHDO Project (11th yr.)	-	72,193	-	72,193
Elderly Tenant Based Rent (11th yr.)	14,275	159,825	59,000	100,825
Administration (12th yr.)	-	45,518	45,518	-
CHDO Set Aside (12th yr.)	-	392,343	-	103,349
Families in Crisis -Tenant Based (12th yr.)	-	188,514	40,000	148,514
Elderly Tenant Based Rent (12th yr.)	-	150,000	-	150,000
Administration (13th yr.)	-	-	-	44,160
CHDO Set Aside (13th yr.)	-	-	-	66,240
Cok Downtown Infill Housing	-	-	-	635,583
First Time Homebuyer - Cash Match (13th yr.)	-	-	-	56,499
Administrative Personnel	18,752	31,920	31,796	32,664
Contra Account	(16,377)	(30,892)	(31,796)	(32,664)
<b>Total Expenditures</b>	<b>\$ 589,664</b>	<b>\$ 1,327,013</b>	<b>\$ 256,887</b>	<b>\$ 1,582,586</b>
<b>Ending Fund Balance</b>	<b>\$ 43,919</b>	<b>\$ 101,177</b>	<b>\$ 43,919</b>	<b>\$ 43,919</b>



## HOTEL OCCUPANCY TAX

	Actual 2006-07	Budget 2007-08	Estimated 2007-08	Adopted 2008-09
<b>Beginning Fund Balance</b>	<b>\$ 1,144,653</b>	<b>\$ 989,895</b>	<b>\$ 1,106,362</b>	<b>\$ 1,212,340</b>
<b>Revenues</b>				
Hotel Occupancy Tax Receipts	\$ 1,428,029	\$ 1,410,000	\$ 1,600,000	\$ 1,800,000
Interest Earned	59,519	35,000	40,000	45,000
Miscellaneous Receipts	1,237	10,000	1,500	1,500
Catering Revenues	64,220	100,000	100,000	80,000
Event Revenue	362,155	390,000	390,000	400,000
Exhibit Revenue	3,035	20,000	20,000	20,000
Transfer from General Fund	450,000	300,000	300,000	-
Texas Commission Arts Grant	8,330	8,330	8,247	8,500
<b>Total Fund Balance and Revenues</b>	<b>\$ 3,521,178</b>	<b>\$ 3,263,225</b>	<b>\$ 3,566,109</b>	<b>\$ 3,567,340</b>
<b>Expenditures</b>				
Grants to the Arts	\$ 141,325	\$ 190,753	\$ 190,753	\$ 207,750
Historical Restoration/Preservation	10,903	16,600	16,600	19,500
Texas Historical Commission Grant	-	-	-	-
Office Expense & Support Services	844	4,000	1,000	1,000
Transfer to Debt Service	692,291	695,000	695,000	760,000
Conference Center Salaries/Benefits	434,847	461,677	461,677	528,374
Conference Center Supplies	26,097	29,776	27,149	31,306
Conference Center Maint/Repairs	120,177	89,562	79,367	97,348
Conference Center Support Svcs	391,947	405,610	387,731	508,077
Year End Salary Accrual	895	2,000	2,000	2,000
Conf Center Advertising/Marketing	7,647	7,700	7,700	14,400
Conference Center Capital Outlay	22,816	7,340	10,340	50,000
Convention/Visitors Bur Salaries/Benefits	87,179	121,879	97,583	91,356
Convention/Visitors Bur Supplies	9,893	19,300	17,847	17,607
Convention/Visitors Bur Maint/Repairs	1,317	3,097	5,317	3,000
Convention/Visitors Bur Support Svcs	133,480	146,580	145,580	143,069
Conv/Visitors Bur Advertising/Marketing	129,195	162,820	156,495	179,500
Convention/Visitors Bur Capital Outlay	150,000	3,000	-	3,000
Consolidated Support Svcs	12,648	13,040	13,040	14,344
Information Technology	41,315	41,457	38,590	107,265
<b>Total Expenditures</b>	<b>\$ 2,414,816</b>	<b>\$ 2,421,191</b>	<b>\$ 2,353,769</b>	<b>\$ 2,778,896</b>
<b>Ending Fund Balance</b>	<b>\$ 1,106,362</b>	<b>\$ 842,034</b>	<b>\$ 1,212,340</b>	<b>\$ 788,444</b>

**JUVENILE CASE MANAGER FUND**

		<b>Actual</b>		<b>Budget</b>		<b>Estimated</b>		<b>Adopted</b>
		<b>2006-07</b>		<b>2007-08</b>		<b>2007-08</b>		<b>2008-09</b>
<b>Beginning Fund Balance</b>	\$	<b>30,502</b>	\$	<b>64,591</b>	\$	<b>81,399</b>	\$	<b>91,399</b>
<b>Revenues</b>								
Juvenile Case Manager Receipts	\$	66,862	\$	32,451	\$	75,000	\$	78,000
<b>Total Fund Balance and Revenues</b>	\$	<b>97,364</b>	\$	<b>97,042</b>	\$	<b>156,399</b>	\$	<b>169,399</b>
<b>Expenditures</b>								
Expense	\$	15,965	\$	32,451	\$	65,000	\$	32,451
<b>Total Expenditures</b>	\$	<b>15,965</b>	\$	<b>32,451</b>	\$	<b>65,000</b>	\$	<b>32,451</b>
<b>Ending Fund Balance</b>	\$	<b>81,399</b>	\$	<b>64,591</b>	\$	<b>91,399</b>	\$	<b>136,948</b>

**LAW ENFORCEMENT GRANT**

	<b>Actual</b>		<b>Budget</b>		<b>Estimated</b>		<b>Adopted</b>
	<b>2006-07</b>		<b>2007-08</b>		<b>2007-08</b>		<b>2008-09</b>
<b>Beginning Fund Balance</b>	<b>\$ 32,101</b>	<b>\$</b>	<b>85,021</b>	<b>\$</b>	<b>46,087</b>	<b>\$</b>	<b>5,189</b>
<b>Revenues</b>							
Interest Earned	\$ 1,858	\$	-	\$	350	\$	350
JAG (Byrne) Grant 2005	12,414		-		-		-
JAG (Byrne) Grant 2006	-		10,342		10,342		-
JAG (Byrne) Grant 2007	-		-		-		79,067
Tobacco Compliance Grant	6,000		5,000		2,473		2,000
<b>Total Fund Balance and Revenues</b>	<b>\$ 52,373</b>	<b>\$</b>	<b>100,363</b>	<b>\$</b>	<b>59,252</b>	<b>\$</b>	<b>86,606</b>
<b>Expenditures</b>							
LE Equipment 2005 Jag Byrne Grant	\$ 2,286	\$	1,721	\$	1,721	\$	-
LE Equipment 2006 Jag Byrne Grant	-		10,342		10,342		-
LE Equipment 2007 Jag Byrne Grant	-		40,000		40,000		79,067
Tobacco Compliance Grant	4,000		5,000		2,000		2,000
<b>Total Expenditures</b>	<b>\$ 6,286</b>	<b>\$</b>	<b>57,063</b>	<b>\$</b>	<b>54,063</b>	<b>\$</b>	<b>81,067</b>
<b>Ending Fund Balance</b>	<b>\$ 46,087</b>	<b>\$</b>	<b>43,300</b>	<b>\$</b>	<b>5,189</b>	<b>\$</b>	<b>5,539</b>

**LIBRARY MEMORIAL**

	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Estimated 2007-08</b>	<b>Adopted 2008-09</b>
<b>Beginning Fund Balance</b>	\$ 17,212	\$ 18,396	\$ 18,396	\$ 5,042
<b>Revenues</b>				
Memorials Collected	\$ 9,555	\$ 2,958	\$ 8,000	\$ 9,000
<b>Total Fund Balance and Revenues</b>	<b>\$ 26,767</b>	<b>\$ 21,354</b>	<b>\$ 26,396</b>	<b>\$ 14,042</b>
<b>Expenditures</b>				
Capital Outlay	\$ 8,371	\$ 21,354	\$ 21,354	\$ 14,042
<b>Total Expenditures</b>	<b>\$ 8,371</b>	<b>\$ 21,354</b>	<b>\$ 21,354</b>	<b>\$ 14,042</b>
<b>Ending Fund Balance</b>	<b>\$ 18,396</b>	<b>\$ -</b>	<b>\$ 5,042</b>	<b>\$ -</b>

**LIONS CLUB PARK**

	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Estimated 2007-08</b>	<b>Adopted 2008-09</b>
<b>Beginning Fund Balance</b>	\$ 31,352	\$ 32,852	\$ 32,995	\$ -
<b>Revenues</b>				
Interest Earned	\$ 1,643	\$ -	\$ 1,200	\$ -
<b>Total Fund Balance and Revenues</b>	<b>\$ 32,995</b>	<b>\$ 32,852</b>	<b>\$ 34,195</b>	<b>\$ -</b>
<b>Expenditures</b>				
Park Improvements	\$ -	\$ 32,852	\$ 34,195	\$ -
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ 32,852</b>	<b>\$ 34,195</b>	<b>\$ -</b>
<b>Ending Fund Balance</b>	<b>\$ 32,995</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**PARK IMPROVEMENTS FUND**

		<b>Actual 2006-07</b>		<b>Budget 2007-08</b>		<b>Estimated 2007-08</b>		<b>Adopted 2008-09</b>
<b>Beginning Fund Balance</b>	\$	<b>11,713</b>	\$	<b>-</b>	\$	<b>12,149</b>	\$	<b>12,149</b>
<b>Revenues</b>								
Interest Earned	\$	516	\$	-	\$	-	\$	-
<b>Total Fund Balance and Revenues</b>	\$	<b>12,229</b>	\$	<b>-</b>	\$	<b>12,149</b>	\$	<b>12,149</b>
<b>Expenditures</b>								
Expense	\$	80	\$	-	\$	-	\$	12,149
<b>Total Expenditures</b>	\$	<b>80</b>	\$	<b>-</b>	\$	<b>-</b>	\$	<b>12,149</b>
<b>Ending Fund Balance</b>	\$	<b>12,149</b>	\$	<b>-</b>	\$	<b>12,149</b>	\$	<b>-</b>

**PHOTO RED LIGHT ENFORCEMENT FUND**

	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Estimated 2007-08</b>	<b>Adopted 2008-09</b>
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ -	\$ 483,893
<b>Revenues</b>				
Security Fund Receipts	\$ -	\$ -	\$ 1,010,250	\$ 3,394,440
<b>Total Fund Balance and Revenues</b>	\$ -	\$ -	\$ 1,010,250	\$ 3,878,333
<b>Expenditures</b>				
Expense	\$ -	\$ -	\$ 526,357	\$ 1,759,356
<b>Total Expenditures</b>	\$ -	\$ -	\$ 526,357	\$ 1,759,356
<b>Ending Fund Balance</b>	\$ -	\$ -	\$ 483,893	\$ 2,118,977

**POLICE FEDERAL SEIZURE FUND**

	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Estimated 2007-08</b>	<b>Adopted 2008-09</b>
<b>Beginning Fund Balance</b>	\$ 28,792	\$ 45,156	\$ 45,449	\$ 2,293
<b>Revenues</b>				
Interest Earned	\$ 1,893	\$ -	\$ 2,000	\$ 1,500
Federal Seizure Receipts	14,764	-	-	20,000
<b>Total Fund Balance and Revenues</b>	\$ 45,449	\$ 45,156	\$ 47,449	\$ 23,793
<b>Expenditures</b>				
Capital Outlay	\$ -	\$ 45,156	\$ 45,156	\$ 20,000
<b>Total Expenditures</b>	\$ -	\$ 45,156	\$ 45,156	\$ 20,000
<b>Ending Fund Balance</b>	\$ 45,449	\$ -	\$ 2,293	\$ 3,793



**POLICE STATE SEIZURE FUND**

	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Estimated 2007-08</b>	<b>Adopted 2008-09</b>
<b>Beginning Fund Balance</b>	\$ 261,479	\$ 247,628	\$ 252,789	\$ 253,789
<b>Revenues</b>				
State Seizure Receipts	\$ 47,046	\$ -	\$ 37,000	\$ 40,000
Interest Earned	14,566	-	14,000	15,000
<b>Total Fund Balance and Revenues</b>	\$ 323,091	\$ 247,628	\$ 303,789	\$ 308,789
<b>Expenditures</b>				
Supplies	\$ 1,459	\$ -	\$ -	\$ -
Training and Travel	11,705	-	-	-
Capital Outlay	57,138	50,000	50,000	50,000
<b>Total Expenditures</b>	\$ 70,302	\$ 50,000	\$ 50,000	\$ 50,000
<b>Ending Fund Balance</b>	\$ 252,789	\$ 197,628	\$ 253,789	\$ 258,789



CITY OF KILLEEN, TEXAS

# capital outlay



**FISCAL YEAR 2008-2009 ANNUAL BUDGET  
AND PLAN OF MUNICIPAL SERVICES**



CITY OF KILLEEN, TEXAS

# capital outlay



**FISCAL YEAR 2008-2009 ANNUAL BUDGET  
AND PLAN OF MUNICIPAL SERVICES**

# 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 2008-09 Adopted Budget and Plan of Municipal Services for Capital Outlay is \$3,060,170. This amount represents a decrease of \$1,361,969 or 30.8% 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	\$ 1,420,044	\$ 1,294,268	\$(125,776)
Killeen-Fort Hood Regional Airport Fund	166,689	77,360	(89,329)
Skylark Field Fund	26,415	15,000	(11,415)
Solid Waste Fund	1,007,140	410,525	(596,615)
Water and Sewer Fund	800,909	745,646	(55,263)
Drainage Utility Fund	553,187	193,116	(360,071)
Other Funds	447,755	324,255	(123,500)
<b>Total</b>	<b><u>\$ 4,422,139</u></b>	<b><u>\$ 3,060,170</u></b>	<b><u>\$ (1,361,969)</u></b>

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

**CAPITAL OUTLAY SUMMARY**

	<b>ADOPTED FY 2007-08</b>	<b>ADOPTED FY 2008-09</b>
<b>GENERAL FUND</b>		
City Council	-	-
City Manager	945	329
Emergency Mgmt/Homeland Security	47,950	-
City Auditor/Compl Office	9,780	-
Municipal Court	30,124	1,895
Public Information	-	-
Volunteer Services	293	-
City Attorney	4,810	18,100
City Secretary	3,797	-
Finance	2,714	-
Accounting	5,927	-
Purchasing	800	1,550
Building Services	-	32,900
Custodial Services	3,020	-
Printing Services	-	-
EMS Billing & Collection	1,441	-
Human Resources	5,056	2,250
Information Technology	2,871	2,375
Permits & Inspections	2,385	7,180
Code Enforcement	1,553	2,108
Library	133,651	136,135
Golf Course	5,662	6,000
Golf Course Food and Beverage	-	1,500
Parks	46,850	40,840
Family Aquatics Center	-	45,000
Recreation	1,798	16,400
Athletics	-	-
Cemetery	675	6,610
Senior Citizens	-	-
Swimming Pools	-	-
Community Development	-	-
Home Program	-	-
Public Works	-	-
Engineering	-	-
Traffic	4,268	-
Street	68,306	91,137
Planning	400	-
Police	450,378	260,495
Animal Control	3,040	53,705
Fire	84,916	222,756
Non-Departmental	496,634	345,003
<b>TOTAL GENERAL FUND</b>	<b>1,420,044</b>	<b>1,294,268</b>
<b>KILLEEN-FORT HOOD REGIONAL AIRPORT</b>		
Operations	123,994	32,795
Information Technology	5,750	800
Non-Departmental	36,945	43,765
<b>TOTAL KILLEEN-FORT HOOD REGIONAL AIRPORT FUND</b>	<b>166,689</b>	<b>77,360</b>

**CAPITAL OUTLAY SUMMARY**

	<b>ADOPTED FY 2007-08</b>	<b>ADOPTED FY 2008-09</b>
<b>SKYLARK FIELD FUND</b>		
Operations	-	15,000
Non-Departmental	26,415	-
<b>TOTAL SKYLARK FIELD FUND</b>	<b>26,415</b>	<b>15,000</b>
<b>SOLID WASTE FUND</b>		
Accounting	-	1,524
Residential	597,659	212,756
Commercial	272,261	64,598
Recycling Program	-	54,290
Transfer Station	7,990	26,692
Mowing	103,145	40,470
Non-Departmental	26,085	10,195
<b>TOTAL SOLID WASTE FUND</b>	<b>1,007,140</b>	<b>410,525</b>
<b>WATER &amp; SEWER FUND</b>		
Fleet Services	24,950	58,881
Utility Collections	18,658	46,174
Water Distribution	423,081	470,755
Sanitary Sewer	16,250	12,400
Operations	149,870	39,200
Engineering	50,530	20,957
Non-Departmental	117,570	97,279
<b>TOTAL WATER &amp; SEWER FUND</b>	<b>800,909</b>	<b>745,646</b>
<b>DRAINAGE UTILITY FUND</b>		
Engineering	1,062	6,986
Drainage Maintenance	539,730	176,935
Non-Departmental	12,395	9,195
<b>TOTAL DRAINAGE UTILITY FUND</b>	<b>553,187</b>	<b>193,116</b>
<b>OTHER FUNDS</b>		
Law Enforcement Grant	52,063	79,067
Police State Seizure Fund	200,000	50,000
Police Federal Seizure Fund	45,156	20,000
Killeen Civic and Conference Center	19,602	122,310
Cablesystem Peg	23,500	36,000
Library Memorial	21,354	14,042
Community Development	440	2,836
Court Technology Fund	63,000	-
Court Security Fee Fund	22,640	-
Aviation Cap Improv 2003	-	-
<b>TOTAL OTHER FUNDS</b>	<b>447,755</b>	<b>324,255</b>
<b>TOTAL CAPITAL OUTLAY</b>	<b>\$ 4,422,139</b>	<b>\$ 3,060,170</b>

**CAPITAL OUTLAY BUDGET  
FY 2008-09**

FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL
<b>GENERAL FUND</b>				
<b>City Manager</b>	010-0200-413.61-50	File Cabinet	329	329
<b>Municipal Court</b>	010-0215-417.61-05	Office Equipment	1,595	
	010-0215-417.61-20	New Books	300	1,895
<b>City Attorney</b>	010-1005-416.61-20	New Books	18,100	18,100
<b>Purchasing</b>	010-2030-415.61-50	Lateral Filing Cabinets (2)	1,550	1,550
<b>Building Services</b>	010-2031-415.61-10	3/4 Ton Utility Regular Cab - Replacement Fleet	32,900	32,900
<b>Human Resources</b>	010-2305-418.61-05	Furniture & Fixtures for Training Coordinator	1,050	
	010-2305-418.61-20	New Books	1,200	2,250
<b>Information Technology</b>	010-2705-419.61-20	New Books	1,075	
	010-2705-419.61-50	Furniture & Fixtures for Computer Technician	1,300	2,375
<b>Permits &amp; Inspections</b>	010-3005-421.61-20	New Books	4,680	
	010-3005-421.61-50	Secretarial Chairs for Permit's Clerk (2)	500	
	010-3005-421.61-50	Furniture & Fixtures for Building Inspector	2,000	7,180
<b>Code Enforcement</b>	010-3006-421.61-20	New Books	585	
	010-3006-421.61-50	Furniture & Fixtures - Code Enforcement Officer	1,523	2,108
<b>Library</b>	010-3015-423.61-20	New Books	134,000	
	010-3015-423.61-50	Furniture & Fixtures	2,135	136,135
<b>Golf Course</b>	010-3020-424.61-35	High Capacity Range Ball Machine	6,000	6,000
<b>Golf Course Food &amp; Beverage</b>	010-3021-424.61-35	Hot Food Station Table	1,500	1,500
<b>Parks</b>	010-3025-425.61-10	1/2 Ton, Extended Cab - Replacement Fleet	20,170	
	010-3025-425.61-10	1/2 Ton, Crew - Replacement Fleet	20,670	40,840
<b>Family Aquatics Center</b>	010-3027-429.61-40	Computer Hardware	6,000	
	010-3027-429.61-45	Computer Software	4,000	
	010-3027-429.61-50	Furniture & Fixtures	35,000	45,000
<b>Recreation</b>	010-3030-428.61-35	Open Air Cinema	16,400	16,400
<b>Cemetery</b>	010-3035-429.61-50	Replacement Benches for Cemetery	6,610	6,610
<b>Streets</b>	010-3445-434.61-10	1 Ton Crew Cab - Pavement Marking Crew	40,675	
	010-3445-434.61-10	1/2 Ton, Extended Cab - Replacement	30,225	
	010-3445-434.61-35	Bobcat 225 Welder/Generator	3,837	
	010-3445-434.61-35	12.5hp Kohler Engine Driven Air Compressor	2,500	
	010-3445-434.61-35	Engine Driven Concrete Planner	6,000	
	010-3445-434.61-35	Enclosed Trailer	7,900	91,137
<b>Police Department</b>	010-6000-441.61-10	4 Door, 1/2 Ton Pickup - New Fleet	19,500	
	010-6000-441.61-10	Mid-Size, 4 door sedan - New Fleet	19,000	
	010-6000-441.61-10	Mid-Size, 4 door sedan - New Fleet	19,000	
	010-6000-441.61-10	GMC Van - Replacement Fleet	22,000	
	010-6000-441.61-10	Mid-Size, 4 door sedan - Replacement Fleet	22,000	
	010-6000-441.61-10	Mid-Size, 4 door sedan - Replacement Fleet	22,000	
	010-6000-441.61-10	Mid-Size, 4 door sedan - Replacement Fleet	22,000	

**CAPITAL OUTLAY BUDGET  
FY 2008-09**

FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL
<b>GENERAL FUND</b>				
<b>Police Department (continued)</b>	010-6000-441.61-20	New Books	15,929	
	010-6000-441.61-20	New Books for New Patrol Officers (14)	490	
	010-6000-441.61-20	New Books for New Detectives for CID (3)	105	
	010-6000-441.61-20	New Books for New Lieutenant	35	
	010-6000-441.61-30	New Radios for New Patrol Officers (14)	56,798	
	010-6000-441.61-30	New Radios for New Detectives for CID (3)	12,171	
	010-6000-441.61-30	New Radios for New Lieutenant	4,057	
	010-6000-441.61-35	Equipment for New Patrol Officers (14)	19,530	
	010-6000-441.61-35	Equipment for New Detectives for CID (3)	4,485	
	010-6000-441.61-35	Equipment for New Lieutenant	1,395	260,495
<b>Animal Control</b>	010-6070-441.61-10	3/4 Ton, Long Bed Pickup Truck - New Fleet	35,905	
	010-6070-441.61-30	New Radios for Animal Control Officer	3,600	
	010-6070-441.61-35	Slide In, Truck Mounted Kennel	4,200	
	010-6070-441.61-35	Various Equipment	10,000	53,705
<b>Fire Department</b>	010-7070-442.61-10	Full Size SUV - New Fleet	60,400	
	010-7070-442.61-30	Bone Mic Communication System	64,000	
	010-7070-442.61-30	New Radios for New Captains for Battalion (3)	12,000	
	010-7070-442.61-35	Thermal Imaging Cameras for Engines	55,306	
	010-7070-442.61-35	Mobile Light Tower	15,000	
	010-7070-442.61-35	Equipment for New Captains for Battalion (3)	15,000	
	010-7070-442.61-50	Furniture & Fixtures for Finance Manager	1,050	222,756
<b>Non-Departmental</b>				
City Manager	010-9508-491.61-40	Computer	1,100	
	010-9508-491.61-45	MS OfficePro/Windows Client	400	
	010-9508-491.61-40	Computer (2)	2,200	
Municipal Court	010-9508-491.61-40	Computer (2)	2,200	
	010-9508-491.61-45	MS OfficePro (2)	630	
Volunteer Services	010-9508-491.61-40	Computer	1,100	
	010-9508-491.61-45	MS OfficePro	315	
City Attorney	010-9508-491.61-45	Internet Open Records Request Software	15,000	
	010-9508-491.61-40	Computer (2)	2,200	
	010-9508-491.61-45	MS OfficePro (2)	630	
City Secretary	010-9508-491.61-40	Computer	1,100	
	010-9508-491.61-45	MS OfficePro	315	
Finance	010-9508-491.61-40	Computer	1,100	
	010-9508-491.61-45	MS OfficePro	315	
Accounting	010-9508-491.61-40	Computer	1,100	
	010-9508-491.61-45	MS OfficePro	315	
General Services	010-9508-491.61-40	Computer	1,100	
	010-9508-491.61-45	MS OfficePro	315	
Building Services	010-9508-491.61-40	Notebook	2,000	
	010-9508-491.61-40	Computer	1,100	
	010-9508-491.61-45	MS OfficePro	315	
	010-9508-491.61-45	MS OfficePro	315	
EMS Billing and Collections	010-9508-491.61-40	Computer (4)	4,400	
	010-9508-491.61-45	MS OfficePro (4)	1,260	
Human Resources	010-9508-491.61-40	Computer	1,100	
	010-9508-491.61-45	MS OfficePro/Windows Client	400	
	010-9508-491.61-40	Computer	1,100	
	010-9508-491.61-45	MS OfficePro	315	
Information Systems	010-9508-491.61-40	Dell Ax4-51 SAN	23,720	
	010-9508-491.61-40	UPS	2,500	
	010-9508-491.61-40	Hardware Replacements	6,000	
	010-9508-491.61-40	Computer	2,500	
Permits & Inspections	010-9508-491.61-40	Computer w/ 20 in Monitor	2,500	
	010-9508-491.61-40	Notebook	4,000	
	010-9508-491.61-40	Canon Powershot 8.0 Digital Camera	400	
	010-9508-491.61-45	MS OfficePro/Windows Client (2)	800	
	010-9508-491.61-40	Computer (5)	5,500	



**CAPITAL OUTLAY BUDGET  
FY 2008-09**

FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL
<b>GENERAL FUND</b>				
	010-9508-491.61-40	Notebook	2,000	
	010-9508-491.61-40	Document Imaging Scanner Small	3,675	
	010-9508-491.61-40	Document Imaging Scanner Large	6,000	
	010-9508-491.61-45	MS OfficePro (6)	1,890	
	010-9508-491.61-45	I Quest 2009 International Codes	2,000	
Code Enforcement	010-9508-491.61-45	MS OfficePro/Windows Client	500	
	010-9508-491.61-40	Computer	1,100	
	010-9508-491.61-40	Panasonic Toughbook CF-30 (8)	48,384	
	010-9508-491.61-40	Printer All In One	800	
	010-9508-491.61-45	MS OfficePro (9)	2,835	
Library Services	010-9508-491.61-40	Computer (5)	5,500	
	010-9508-491.61-40	Notebook	2,000	
	010-9508-491.61-45	MS OfficePro (6)	1,890	
Golf Course	010-9508-491.61-40	POS Cash Drawer	2,609	
	010-9508-491.61-40	Computer GIS (2)	5,000	
	010-9508-491.61-45	MS OfficePro (2)	630	
Community Center Ops	010-9508-491.61-40	Color Printer and Scanner	5,345	
Parks	010-9508-491.61-40	Computer	1,100	
	010-9508-491.61-45	MS OfficePro	315	
Cemetery	010-9508-491.61-40	Printer Hp 2800 All in One	800	
Community Development	010-9508-491.61-40	Printer Hp B9180	584	
	010-9508-491.61-40	Computer (2)	2,200	
	010-9508-491.61-45	MS OfficePro (2)	630	
Public Works Engineering	010-9508-491.61-40	Notebook	2,000	
	010-9508-491.61-40	Computer (3)	3,300	
	010-9508-491.61-45	MS OfficePro (4)	1,260	
Streets	010-9508-491.61-40	Panasonic CF-30 MDT GIS (4)	22,000	
	010-9508-491.61-45	MS OfficePro/Windows Client (4)	1,260	
	010-9508-491.61-45	Cityworks License GIS (4)	12,000	
Planning	010-9508-491.61-40	Computer GIS	2,500	
	010-9508-491.61-40	Computer	1,100	
	010-9508-491.61-45	MS OfficePro (2)	630	
	010-9508-491.61-45	Adobe Creative Suite 3	1,200	
Police Department	010-9508-491.61-40	Notebook	2,000	
	010-9508-491.61-45	MS OfficePro/Windows Client	400	
	010-9508-491.61-40	Computer	1,100	
	010-9508-491.61-45	MS OfficePro/Windows Client	400	
	010-9508-491.61-40	Digital Camera (12)	2,400	
	010-9508-491.61-40	Cisco Aironet 1250 Access Point (2)	2,200	
	010-9508-491.61-40	Linksys Wmp300n Cards (26)	2,210	
	010-9508-491.61-40	Computer - Patrol Secretary	1,100	
	010-9508-491.61-40	Computer - Dispatch (2)	2,200	
	010-9508-491.61-40	Computer - CID Secretary	1,100	
	010-9508-491.61-40	Computer - Intel Clerks (2)	2,200	
	010-9508-491.61-40	Computer - GIS COS Captain (dual monitors)	2,500	
	010-9508-491.61-40	Computer - CID Detective	1,100	
	010-9508-491.61-40	Computer - Evidence Tech	1,100	
	010-9508-491.61-40	Computer - Assistant Chief Secretary	1,100	
	010-9508-491.61-40	Computer - Assistant Chief	1,100	
	010-9508-491.61-40	Computer - Property Clerk	1,100	
	010-9508-491.61-40	Computer - Special Projects	1,100	
	010-9508-491.61-40	Computer - Finance Manager	1,100	
	010-9508-491.61-45	Adobe Photoshop	649	
	010-9508-491.61-45	MS OfficePro (14)	4,410	
Fire Central Station	010-9508-491.61-40	Computer	1,100	
	010-9508-491.61-45	MS OfficePro/Windows Client	400	
	010-9508-491.61-40	Computer w/ 17 in monitor	1,100	
	010-9508-491.61-40	Printer/Color Laser Small	600	
	010-9508-491.61-45	MS OfficePro/Windows Client	400	
	010-9508-491.61-40	Computer (18)	19,800	
	010-9508-491.61-40	Panasonic CF-19 MDT (8)	32,000	

**CAPITAL OUTLAY BUDGET  
FY 2008-09**

FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL
<b>GENERAL FUND</b>				
	010-9508-491.61-40	Server for EMS Sweetsoft	1,312	
	010-9508-491.61-40	Digital Camera Canon (4)	2,520	
	010-9508-491.61-40	Notebook	2,000	
	010-9508-491.61-40	Document Imaging Scanner Large	6,000	
	010-9508-491.61-45	MS OfficePro (18)	5,670	
	010-9508-491.61-45	MS OfficePro (8)	2,520	
	010-9508-491.61-45	MS OfficePro	315	345,003
<b>TOTAL GENERAL FUND</b>			<b>\$ 1,294,268</b>	

**CAPITAL OUTLAY BUDGET  
FY 2008-09**

FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL
<b>KILLEEN-FORT HOOD REGIONAL AIRPORT</b>				
<b>Operations</b>	525-0505-521.61-35	Flat Panel Screen Replacement	30,000	
	525-0505-521.61-35	Incinerator	2,795	32,795
<b>Information Technology</b>	525-2705-419.61-50	Furniture & Fixtures	800	800
<b>Non-Departmental</b>	525-9508-521.61-40	Computer	1,100	
	525-9508-521.61-40	Common Use System	8,000	
	525-9508-521.61-40	Baggage Tag Printer	1,700	
	525-9508-521.61-40	Paging System Amplifiers (3)	2,550	
	525-9508-521.61-40	Computer Media Center w/ Cables	4,500	
	525-9508-521.61-40	UPS	2,500	
	525-9508-521.61-40	FIDS Arrival/Departure Monitor Replacement	10,000	
	525-9508-521.61-45	MS OfficePro	315	
	525-9508-521.61-45	Cisco Unified Comm Config	6,000	
	525-9508-521.61-45	DVD-RW Viewing Software	300	
	525-9508-521.61-45	Baggage Belt Detection Software	3,200	
	525-9508-521.61-45	Aviation Revenue Tracking System Tools	3,000	
	525-9508-521.61-45	Visitor Greeting System Software	600	43,765
	<b>TOTAL KILLEEN-FORT HOOD REGIONAL AIRPORT FUND</b>			<b>\$</b>

**CAPITAL OUTLAY BUDGET  
FY 2008-09**

<b>FUND/DEPARTMENT/DIVISION</b>	<b>ACCOUNT #</b>	<b>DESCRIPTION</b>	<b>AMOUNT</b>	<b>TOTAL</b>
<b>SKYLARK FIELD FUND</b>				
Aviation Operations	527-0505-521.61-35	Security Camera System Upgrade	15,000	15,000
<b>TOTAL SKYLARK FIELD FUND</b>				<b><u>\$ 15,000</u></b>

**CAPITAL OUTLAY BUDGET  
FY 2008-09**

FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL
<b>SOLID WASTE FUND</b>				
Accounting	540-3455-439.61-50	Furniture & Fixtures For Accounting Division	1,524	1,524
Residential	540-3460-439.61-10	1/2 Ton Reg Cab LWB - Replacement	20,850	
	540-3460-439.61-10	1/2 Ton Reg Cab LWB - New Fleet	20,850	
	540-3460-439.61-10	4 WD SUV w/ Light Bar - New Fleet	5,900	
	540-3460-439.61-30	New Radios for New Solid Waste Specialist	3,470	
	540-3460-439.61-30	New Radios for New Assistant Director PW	556	
	540-3460-439.61-35	Roll-out Residential Waste Containers	159,530	
	540-3460-439.61-50	Furniture & Fixtures for Assistant Director PW	530	
	540-3460-439.61-50	Furniture & Fixtures for New Principal Secretary	1,070	212,756
Commercial	540-3465-439.61-35	Dumpster Containers	64,598	64,598
Recycling Program	540-3470-439.61-10	NPR Cab-Over Recycle Truck - Replacement	51,170	
	540-3470-439.61-35	65 Gallon Recycling Cart	3,120	54,290
Transfer Station	540-3475-439.61-35	Odor Control for New Transfer Station	26,692	26,692
Mowing	540-3478-439.61-10	3/4 Ton, Crew Cab 4x4 LWB - Replacement	40,470	40,470
<b>Non-Departmental</b>				
Accounting	540-9508-439.61-40	Computer w/ 17 in Monitor	1,100	
	540-9508-439.61-45	MS OfficePro/Windows Client	400	
Residential	540-9508-439.61-40	Computer w/ 20 in monitor - Assist. PW Director	500	
	540-9508-439.61-40	Printer/Color Laser Small - Assist. PW Director	120	
	540-9508-439.61-45	OfficePro/Windows Client - Assist. PW Director	80	
	540-9508-439.61-45	ARC View GIS - Assist. PW Director	680	
	540-9508-439.61-40	Computer w/ 17 in Monitor	1,100	
	540-9508-439.61-45	MS OfficePro/Windows Client	400	
	540-9508-439.61-40	Computer w/ 17 in Monitor	1,100	
	540-9508-439.61-45	MS OfficePro/Windows Client	400	
	540-9508-439.61-40	Computer GIS	2,500	
	540-9508-439.61-45	MS OfficePro	315	
Transfer Station	540-9508-439.61-40	Computer w/ 17 in Monitor	1,100	
	540-9508-439.61-45	MS OfficePro/Windows Client	400	10,195
<b>TOTAL SOLID WASTE FUND</b>			<b>\$ 410,525</b>	

**CAPITAL OUTLAY BUDGET  
FY 2008-09**

FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL
<b>WATER &amp; SEWER FUND</b>				
<b>Fleet Services</b>	550-2033-415.61-10	1/2 Ton Reg Cab LWB - Replacement	28,650	
	550-2033-415.61-35	Plasma Cutter	2,550	
	550-2033-415.61-35	Flammable Cabinets (4)	3,000	
	550-2033-415.61-35	Turbo Heaters (3)	1,350	
	550-2033-415.61-35	Port-A-Cools (3)	2,850	
	550-2033-415.61-35	Tire Changer Machine	6,811	
	550-2033-415.61-35	Tire Balancer Machine	5,670	
	550-2033-415.61-35	Techs Tool Box (4)	8,000	58,881
<b>Utility Collections</b>	550-2050-411.61-05	Sharp Calculator	81	
	550-2050-411.61-05	6 Button IP Phone	470	
	550-2050-411.61-05	Hands Free Headset	300	
	550-2050-411.61-10	1/2 Ton Regular Cab P/U - New Fleet	19,675	
	550-2050-411.61-10	1/2 Ton Reg Cab LWB - Replacement	19,675	
	550-2050-411.61-20	New Books	180	
	550-2050-411.61-30	New Radios for New Utility Service Worker	4,270	
	550-2050-411.61-50	Furniture & Fixtures for CE Officer	1,523	46,174
<b>Water Distribution</b>	550-3410-436.60-65	New Customer Service (1,030)	230,720	
	550-3410-436.60-70	New Fire Hydrants	10,000	
	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	3/4 Ton, Reg Cab, Utility Bed - Replacement	33,800	
	550-3410-436.61-10	1 Ton, Crew Cab, Utility Bed - Replacement	40,175	
	550-3410-436.61-35	Barricades, Cones Reflective Fencing, Lights	10,000	470,755
<b>Sanitary Sewer</b>	550-3415-437.61-35	Hydraulic Root Cutter	2,000	
	550-3415-437.61-35	Piranha Sewer Hoses	5,200	
	550-3415-437.61-35	Tracker II Receiver w/ Battery Transmitter	5,200	12,400
<b>Operations</b>	550-3420-438.61-10	1/2 Ton Reg Cab LWB	21,200	
	550-3420-438.61-35	Gas Monitors	16,000	
	550-3420-438.61-50	Furniture & Fixtures	2,000	39,200
<b>Engineering</b>	550-3435-432.61-10	4 WD SUV w/ Light Bar - New Fleet	17,700	
	550-3435-432.61-30	New Radios for New Assist. Director PW	1,668	
	550-3435-432.61-50	Furniture & Fixtures New Assist. Director PW	1,589	20,957
<b>Non-Departmental</b>				
<b>Fleet</b>	550-9508-492.61-40	Notebook	2,000	
	550-9508-492.61-40	Printer Small Laser B/W	450	
	550-9508-492.61-45	MS OfficePro	315	
<b>Operations</b>	550-9508-492.61-20	New Books	200	
	550-9508-492.61-40	Dell Server Workstation	2,500	
	550-9508-492.61-45	MS OfficePro	315	
	550-9508-492.61-45	Historian 5000 Tag License	16,500	
	550-9508-492.61-40	USP	5,000	
	550-9508-492.61-40	Computer for TV Camera Truck	3,046	
	550-9508-492.61-40	Projector Dell 1201	658	
	550-9508-492.61-40	Computer (2)	2,200	
	550-9508-492.61-40	Notebook	2,000	
	550-9508-492.61-45	MS OfficePro (4)	1,260	
	550-9508-492.61-45	Active Factory License and Install	6,000	
	550-9508-492.61-50	Furniture & Fixtures	200	
<b>Utility Collections</b>	550-9508-492.61-40	Computer	1,100	
	550-9508-492.61-40	Printer/Small Laser B&W	450	
	550-9508-492.61-45	MS OfficePro	315	
	550-9508-492.61-45	MS OfficePro/Windows Client	400	
	550-9508-492.61-45	Folio	100	
	550-9508-492.61-40	Computer	1,100	
	550-9508-492.61-45	MS OfficePro	315	
<b>Engineering</b>	550-9508-492.61-40	Computer w/ 20 in monitor	1,500	
	550-9508-492.61-40	Printer/Color Laser Small	360	
	550-9508-492.61-45	MS OfficePro/Windows Client	240	
	550-9508-492.61-45	ARC View GIS	2,040	

**CAPITAL OUTLAY BUDGET  
FY 2008-09**

FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL
GIS	550-9508-492.61-40	Computer w/ 20 in monitor	2,500	
	550-9508-492.61-45	MS OfficePro/Windows Client	400	
	550-9508-492.61-50	Furniture & Fixtures for New GIS Analyst	1,500	
	550-9508-492.61-40	Notebook	2,500	
	550-9508-492.61-40	Server for GIS	8,500	
	550-9508-492.61-40	Hardware Replacements	6,000	
	550-9508-492.61-45	MS OfficePro	315	
	550-9508-492.61-45	Arc GIS Server Advanced	25,000	97,279
<b>TOTAL WATER &amp; SEWER FUND</b>			<b>\$ 745,646</b>	

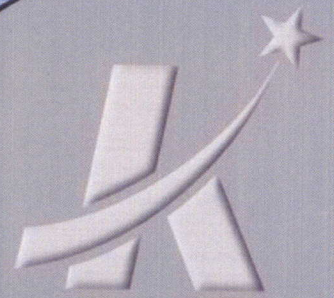
**CAPITAL OUTLAY BUDGET  
FY 2008-09**

FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL
<b>DRAINAGE UTILITY FUND</b>				
<b>Engineering</b>	575-3435-432.61-10	4 WD SUV w/ Light Bar - New Fleet	5,900	
	575-3435-432.61-35	New Radios for New Assist. Director PW	556	
	575-3435-432.61-50	Furniture & Fixtures for Assist. Director PW	530	6,986
<b>Drainage Maintenance</b>	575-3448-434.61-10	1 Ton Crew Cab 4x4 LWB - Replacement	43,645	
	575-3448-434.61-10	1 Ton Crew Cab 4x4 LWB - Replacement	43,645	
	575-3448-434.61-10	1 Ton Crew Cab 4x4 LWB - Replacement	43,645	
	575-3448-434.61-10	1/2 Ton Crew Cab Truck	23,000	
	575-3448-434.61-10	1/2 Ton Crew Cab Truck	23,000	176,935
<b>Non-Departmental</b>	575-9508-492.61-40	Computer w/ 20 in monitor - Assist. PW Director	500	
	575-9508-492.61-40	Printer/Color Laser Small - Assist. PW Director	120	
	575-9508-492.61-45	OfficePro/Windows Client - Assist. PW Director	80	
	575-9508-492.61-45	ARC View GIS - Assist. PW Director	680	
	575-9508-492.61-40	Computer GIS	2,500	
	575-9508-492.61-40	UPS	5,000	
	575-9508-492.61-45	MS OfficePro	315	9,195
<b>TOTAL DRAINAGE UTILITY FUND</b>			<b>\$ 193,116</b>	



**CAPITAL OUTLAY BUDGET  
FY 2008-09**

FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL
<b>OTHER FUNDS</b>				
Law Enforcement Grant	207-0000-495.61-42	Equipment '07 Jag Byrne Grant	79,067	79,067
Police State Seizure	208-0000-495.61-35	Equipment	50,000	50,000
Police Federal Seizure	209-0000-495.61-35	Equipment	20,000	20,000
Killeen Civic and Conf Ctr	214-0705-457.61-50	Rodeo Bleachers	50,000	
	214-0710-458.61-50	Furniture and Fixtures	3,000	
	214-9508-457.61-40	Computer	1,100	
	214-9508-457.61-40	Projectors	34,500	
	214-9508-457.61-40	Crestron System	29,795	
	214-9508-457.61-40	DVD/DVR Combo Player Recorder	3,600	
	214-9508-457.61-45	Computer Software	315	122,310
Cablesystem PEG	220-0000-495.61-35	Equipment	25,000	
	220-0000-495.61-45	Furniture & Fixtures	11,000	36,000
Library Memorial	224-0000-580.61-20	New Books	14,042	14,042
Community Development	228-0040-495-61-20	New Books	286	
	228-0045-495.61-40	Computer	1,100	
	228-0045-495.61-45	MS OfficePro/Windows Client	400	
	228-0045-495.61-50	Furniture & Fixtures	1,050	2,836
<b>TOTAL OTHER FUNDS</b>			<b>\$ 324,255</b>	
<b>TOTAL CAPITAL OUTLAY</b>			<b>\$ 3,060,170</b>	

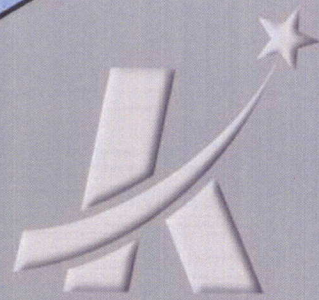


CITY OF KILLEEN, TEXAS

# capital improvements



**FISCAL YEAR 2008-2009 ANNUAL BUDGET  
AND PLAN OF MUNICIPAL SERVICES**



CITY OF KILLEEN, TEXAS

# capital improvements



**FISCAL YEAR 2008-2009 ANNUAL BUDGET  
AND PLAN OF MUNICIPAL SERVICES**

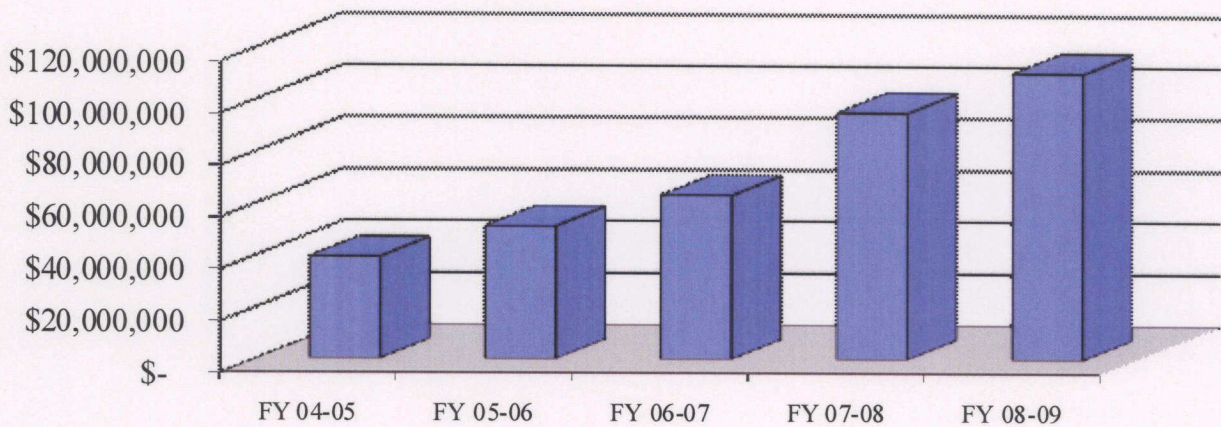
# CAPITAL IMPROVEMENTS PROGRAM

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!"*

## CAPITAL IMPROVEMENTS BUDGET COMPARISON



Total budgeted expenditures for the last five fiscal years

### *CIP Funding*

Funding for the FY 2008-09 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.

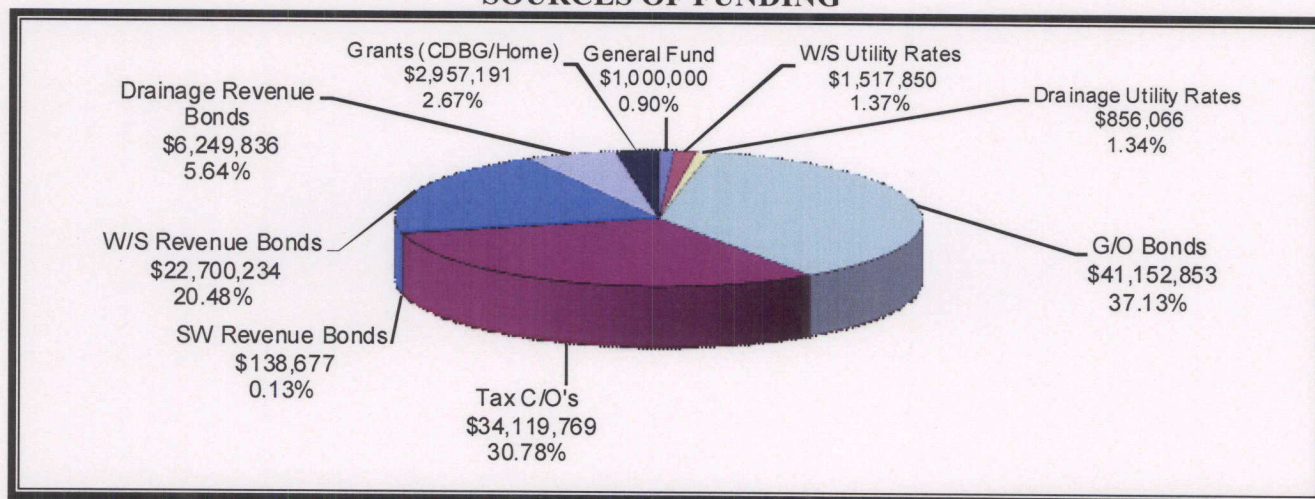
## CAPITAL IMPROVEMENTS PROGRAM FY 2008-09 Funded Capital Improvement Projects

The FY 2008-09 Capital Improvements Program includes funding from the following sources.

Total of All Capital Improvement Projects: \$ 110,836,410

<u>Funding Source</u>	<u>Amount</u>
<b>General Fund - Ad Valorem Taxes</b>	\$ 1,000,000
<b>Tax Supported General Obligation Bonds (G/O's)</b>	\$ 41,152,853
<b>Tax Supported Certificates of Obligation (C/O's)</b>	\$ 34,119,769
<b>Enterprise Revenue Supported Debt</b>	\$ 29,088,747
Water and Sewer Bonds	\$ 22,700,234
Solid Waste	\$ 138,677
Drainage Utility	\$ 6,249,836
<b>Enterprise Fund Operating Revenues</b>	\$ 2,517,850
Water and Sewer	\$ 1,517,850
Drainage and Utility	\$ 1,000,000
<b>Community Development Block Grant &amp; Home Program Funds</b>	\$ 2,957,191
<b>Total budget amount for FY 2008-09 Capital Improvements Program</b>	<b>\$ 110,836,410</b>

### SOURCES OF FUNDING



Total FY 2008-09 Capital Improvements Budget - \$110,836,410

# CIP Projects

The FY 2008-09 budget includes the appropriation of \$110,836,410 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 2008-09 capital improvement projects:

## Aviation Projects

<b>Project:</b>	<b>Continuing Improvements to Killeen-Fort Hood Regional Airport (KFHRA)</b>
<b>Project Description:</b>	This program will allow for the continuing of improvements to the Killeen-Fort Hood Regional Airport. The improvements include ARFF Gear, Charter Package Equipment and other improvements to KFHRA.
<b>Cost:</b>	\$2,887,733
<b>Funding Source:</b>	2001 and 2003 Airport Capital Improvement Funds
<b>Budget Impact:</b>	Will have minimal impact on operating costs.

## Solid Waste Projects

<b>Project:</b>	<b>Administration Facility</b>
<b>Project Description:</b>	This program, which began in FY2005-06, provides funding for the FY 2008-09 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.
<b>Cost:</b>	\$138,677
<b>Funding Source:</b>	Certificate of Obligation 2005 Construction Fund
<b>Budget Impact:</b>	Will increase operating budget by \$42,537.
<b>Project:</b>	<b>Landfill Maintenance</b>
<b>Project Description:</b>	This program will provide funding for the repair of areas in the landfill site that has subsided.
<b>Cost:</b>	\$324,000
<b>Funding Source:</b>	2008 Certificate of Obligation Bond Fund
<b>Budget Impact:</b>	Will have minimal impact on operating costs.

## Water and Sewer Projects

<b>Project:</b>	<b>Customer Services, Hydrants, and Meters</b>
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**Project Description:** 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 2008-09.

**Cost:** \$386,780

**Funding Source:** Water & Sewer operating fund

**Budget Impact:** This program is funded within the Water & Sewer operating fund; there will be no additional budget impact.

**Project:** **Water and Sewer Line Extensions**

**Project Description:** 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.

**Cost:** \$700,000

**Funding Source:** Water & Sewer operating fund

**Budget Impact:** Will increase maintenance cost.

**Project:** **Water & Sewer Infrastructure Projects**

**Project Description:** 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.

**Cost:** \$3,121,280

**Funding Source:** The majority of the current projects are being funded from the 2004-05 issuance of \$21,000,000 in Water & Sewer Revenue Bonds

**Budget Impact:** Costs will depend on improvements.

**Project:** **Water & Sewer Infrastructure Maintenance**

**Project Description:** The budget includes funds for maintenance and repair of existing Water and Sewer infrastructure.

**Cost:** \$431,070

**Funding Source:** Water & Sewer operating fund

**Budget Impact:** This program is funded within the Water & Sewer operating fund; there will be no additional budget impact.

**Project:** **Master Plan Projects**

**Project Description:** 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.

**Cost:** \$19,335,858



Funding Source: 2007 Water and Sewer Revenue Bond Fund

Budget Impact: Costs will depend on improvements.

**Drainage Projects**

**Project: Drainage Projects (Minor)**

Project Description: 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.

Cost: \$700,000

Funding Source: Drainage Utility operating fund

Budget Impact: Costs will depend on improvements.

**Project: Roadway Drainage**

Project Description: This program will provide funding for the maintenance and repair of streets damaged by water runoff and other drainage related issues.

Cost: \$300,000

Funding Source: Drainage Utility operating fund

Budget Impact: This program is funded within the Drainage operating fund; there will be no additional budget impact.

**Project: Drainage Projects (Major)**

Project Description: 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 2008-09 budget are a continuation of the projects identified in the FY 2005-06 Drainage Master Plan.

Cost: \$6,249,836

Funding Source: Drainage Utility fund

Budget Impact: Costs will depend on improvements.

**Transportation Projects**

**Project: Street Maintenance**

Project Description: 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.

Cost: \$1,000,000  
Funding Source: General Fund, Streets Division  
Budget Impact: This program will reduce re-occurring repair costs on failing roadways

**Project: Major Street Rehabilitation**

Program Description: 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.

Cost: \$122,932  
Funding Source: 2004 General Obligation Bond Construction Fund  
Budget Impact: This program will reduce re-occurring repair costs on failing roadways.

**Project: Street Reconstruction and Widening Projects**

Program Description: 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.

Cost: \$3,615,550  
Funding Source: 2004 General Obligation Bond Construction Fund  
Budget Impact: Costs will depend on improvements.

**Project: Street Reconstruction – Trimmier Road**

Program Description: 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.

Cost: \$14,135,803  
Funding Source: 2005 Certificate of Obligation Construction Fund and the 2008 General Obligation Bond Fund  
Budget Impact: This program will reduce re-occurring repair costs on failing roadways.

**Project: City/Owner Agreements**

Project Description: 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.

Cost: \$5,841,352  
Funding Source: 2005 and 2007 Certificate of Obligation Construction Funds  
Budget Impact: Costs will depend on improvements.

**Project: Equipment Replacement**

Program Description: This program provides funding for the replacement of the City fleet and equipment.

Cost: \$3,919,521

Funding Source: 2007 Certificate of Obligation Bond Fund and 2009 Certificate of Obligation Bond Fund

Budget Impact: The purchase of new vehicles/equipment reduces the impact to the budget by minimizing maintenance cost entailed in the upkeep of an aging fleet.

<b>Public Safety Projects</b>
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**Project: Police Department Headquarters**

Program Description: 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.

Cost: \$21,974,733

Funding Source: 2004 and 2007 General Obligation bond Construction Funds and the 2007 Certificate of Obligation Bond Fund

Budget Impact: Operational costs for electricity, water, mechanical system maintenance, and information technologies are estimated at \$415,000 a year.

**Project: Police Department Training Facility**

Program Description: 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.

Cost: \$313,200

Funding Source: 2004 General Obligation Bond Construction Fund

Budget Impact: No operational impact is expected during the 2008-09 budget year.

**Project: Police Department OCU & YSU Renovations**

Program Description: 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.

Cost: \$150,000

Funding Source: 2004 General Obligation Bond Construction Fund

Budget Impact: Will have minimal impact on operating cost.

**Project: Fire Department Land Acquisition and Construction**

Program Description: 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.

Cost: \$5,666,599

Funding Source: 2004 and 2007 General Obligation Bond Construction Funds, and the 2007 Certificate of Obligation Fund

Budget Impact: No operational budget impact is expected from these projects.

**Project: Fire Department A&E and Station Renovations**

Program Description: 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.

Cost: \$1,769,062

Funding Source: 2004 General Obligation Bond Construction Fund

Budget Impact: Operational costs for electricity, water and gas is estimated at \$45,084 a year. In addition, employee costs are estimated at \$437,957. Employee costs are already included in the 2008-09 budget.

**Project: Emergency Warning System**

Program Description: This program will provide funding for the acquisition and Citywide installation of a twenty-one unit Emergency Warning system.

Cost: \$14,248

Funding Source: 2007 Certificate of Obligation Bond Fund

Budget Impact: Operational costs are anticipated to be immaterial and will be absorbed in the current budget.

<b>Community Service Projects</b>
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**Project: Parks and Skateboard Parks**

Program Description: 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.

Cost: \$104,848

Funding Source: 2004 General Obligation Bond Construction Fund

Budget Impact: No expected operational expenses associated with this facility.

**Project: Family Recreation and Senior Center Construction**

Program Description: 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.

Cost: \$95,336

Funding Source: 2006 General Obligation Bond Construction Fund and 2006 EDI Special Projects Grant

Budget Impact: Operational budget for the facility is \$783,637. Anticipated revenue is \$290,000.

**Project: Family Aquatic Center**

Program Description: This program provides funding for the construction of the Lions Club Family Aquatic Center, as approved by voters in the 2002 capital improvements bond election.

Cost: \$5,948,125

Funding Source: 2007 Combination General and Certificate of Obligation Bond Fund, in the 2007 Water and Sewer Bond Fund and in the 2008 Certificate of Obligation Bond Fund

Budget Impact: Operational budget for the facility is \$383,000. Anticipated revenue is \$250,000 the first year.

**Project: Community Projects**

Program Description: This program provides funding for several community projects around the city as approved by voters in the 2002 capital improvement bond election.

Cost: \$6,152,941

Funding Source: 2008 General Obligation Bond Fund

Budget Impact: There will be minimal operational cost associated with these projects in 2008-2009.

**Project: Special Needs Park**

Program Description: This program will provide funding for a Special Needs Park for the City.

Cost: \$100,000

Funding Source: 2008 Certificate of Obligation Bond Fund

Budget Impact: No operational impact is expected during the 2008-09 budget year.

**Project: Restrooms at Condor and Davis Park**

Program Description: This program will provide funding for a restroom improvements at Condor and Davis Park.

Cost: \$150,000

Funding Source: 2008 Certificate of Obligation Bond Fund

Budget Impact: There will be minimal operational cost associated with these projects.

**Project: Long Branch Skate Park**

Program Description: This program will provide funding for construction of a skate park at Long Branch Park.

Cost: \$100,000

Funding Source: 2008 Certificate of Obligation Bond Fund

**Budget Impact:** There will be minimal operational cost associated with these projects.

**Project:** **Lions Park Hike & Bike Trail**

**Program Description:** This program will provide funding for construction of a hike and bike trail at Lions Club Park.

**Cost:** \$1,500,000

**Funding Source:** 2008 Certificate of Obligation Bond Fund

**Budget Impact:** No operational impact is expected during the 2008-09 budget year.

### **Golf Course Projects**

**Project:** **Golf Course Improvement Projects**

**Program Description:** This program, which began in 2004, provides funding for construction and improvements to the golf course.

**Cost:** \$22,189

**Funding Source:** 2004 Golf Revenue Certificate of Obligation Construction Fund

**Budget Impact:** There will be minimal operational cost associated with these projects.

### **Community Development Block Grant & Home Program Projects**

**Project:** **Community Development Projects**

**Program Description:** 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.

**Cost:** \$2,957,191

**Funding Source:** CDBG and Home Program Funds

**Budget Impact:** Costs will depend on improvements.

### **General City Projects**

**Project:** **Animal Control Facility**

**Program Description:** This program will provide funding for an Animal Control Facility.

**Cost:** \$5,647

**Funding Source:** 2007 General Obligation Construction Fund

**Budget Impact:** Will increase operating budget by \$13,240.

**Project: Building Purchase**

Program Description: This program, which began in FY 2005-06, will provide funding for the purchase and renovations of a building to provide multi-use health and human services facility in the downtown area.

Cost: \$452,699

Funding Source: 2005 Certificate of Obligation Construction Fund

Budget Impact: Renovation on the facility will not begin until late 2008-09. No operational impact is expected during the 2008-09 budget year.

**Project: AS400 Replacement**

Program Description: This program will provide funding for the purchase of an IBM Miniframe System. This system houses the City's enterprise software applications.

Cost: \$150,000

Funding Source: 2008 Certificate of Obligation Bond Fund

Budget Impact: No additional budget impact

**GENERAL OBLIGATION BONDS 1991**

	<b>Project Authorizations</b>	<b>Actual through 2006-07</b>	<b>Estimated 2007-08</b>	<b>Adopted 2008-09</b>
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ 809	\$ 834
<b>Revenues</b>				
Sale of Bonds	\$ 2,400,063	\$ 2,400,063	\$ -	\$ -
Interest Earned	\$ 275,026	275,001	25	-
Miscellaneous Receipts	\$ 389,530	389,530	-	-
<b>Total Fund Balance and Revenues</b>	<b>\$ 3,064,619</b>	<b>\$ 3,064,594</b>	<b>\$ 834</b>	<b>\$ 834</b>
<b>Expenditures</b>				
Expense - Cost of Issuance	\$ 77,423	\$ 77,423	\$ -	\$ -
Elms Road	493,402	493,402	-	-
FM 3470 (ROW)	583,226	583,226	-	-
FM 3470 (Ph.1 Engineering)	34,558	34,558	-	-
FM 3470 (Ph.1 Construction)	615,132	615,132	-	-
FM 3470 (Ph.1 Prof. Svc.)	41,438	41,438	-	-
FM 3470 (Ph.2 ROW)	282,600	282,600	-	-
FM 3470 (Ph.2 Prof.Svc)	79,690	79,690	-	-
FM 3470 (Ph.2 Engineering)	22,644	22,644	-	-
FM 3470 (Ph.2 Const.)	140,463	140,463	-	-
Morris Collection System	119,538	119,538	-	-
Eastgate (ROW) Acquisition	143,955	143,955	-	-
Reimbursable Expense	21,356	21,356	-	-
Exh. Hall Prkg Lot Renovation	175,000	175,000	-	-
Nolan Park Bike Trail	233,360	233,360	-	-
<b>Total Expenditures</b>	<b>\$ 3,063,785</b>	<b>\$ 3,063,785</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Ending Fund Balance</b>	<b>\$ 834</b>	<b>\$ 809</b>	<b>\$ 834</b>	<b>\$ 834</b>



**GENERAL OBLIGATION BONDS 1993 / 1994**

	<b>Project Authorizations</b>	<b>Actual through 2006-07</b>	<b>Estimated 2007-08</b>	<b>Adopted 2008-09</b>
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ 120,893	\$ 124,852
<b>Revenues</b>				
Sale of Bonds	\$ 3,750,000	\$ 3,750,000	\$ -	\$ -
Interest Earned	752,581	753,734	3,959	-
Miscellaneous Receipts	32,770	32,770	-	-
<b>Total Fund Balance and Revenues</b>	<b>\$ 4,535,351</b>	<b>\$ 4,536,504</b>	<b>\$ 124,852</b>	<b>\$ 124,852</b>
<b>Expenditures</b>				
Bond Issue Costs	\$ 34,572	\$ 34,572	\$ -	\$ -
Library Expansion	829,721	829,721	-	-
Animal Control Facilities	188,617	188,617	-	-
Street and Traffic Projects	109,672	109,672	-	-
Drainage Master Plan & FEMA	15,065	15,065	-	-
Fire Station #6	32,000	32,000	-	-
Reconstruct Old 440	563,903	563,903	-	-
Reconstruct Westcliff	350,687	350,687	-	-
Reconstruct Hilliard	97,812	97,812	-	-
Reconstruct W.S. Young	512,296	512,296	-	-
Elms Road Construction	16,695	16,695	-	-
City Part - Elms/Stratford III	84,917	84,917	-	-
Mapping Center	117,646	117,646	-	-
Fire Dept. Training Facility	861,764	861,764	-	-
Pumper	145,636	145,636	-	-
Trimmier Road South	85,142	85,142	-	-
Municipal Court Building	248,928	248,928	-	-
Police Department Network	93,534	93,534	-	-
Drill Field Upgrade - Fire Dept	25,050	25,050	-	-
Land Acquisition - Fire Dept	104,205	1,100	-	103,105
Expense	854	854	-	-
<b>Total Expenditures</b>	<b>\$ 4,518,716</b>	<b>\$ 4,415,611</b>	<b>\$ -</b>	<b>\$ 103,105</b>
<b>Ending Fund Balance</b>	<b>\$ 16,635</b>	<b>\$ 120,893</b>	<b>\$ 124,852</b>	<b>\$ 21,747</b>

**GENERAL OBLIGATION BONDS 1995**

	<b>Project Authorizations</b>	<b>Actual through</b>	<b>Estimated 2007-08</b>	<b>Adopted 2008-09</b>
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ 196,743	\$ 204,377
<b>Revenues</b>				
Sale of Bonds	\$ 6,745,000	\$ 6,745,000	\$ -	\$ -
Interest Earned	\$ 2,066,403	2,057,769	7,634	1,000
Miscellaneous Receipts	\$ 196,777	196,777	-	-
<b>Total Fund Balance and Revenues</b>	<b>\$ 9,008,180</b>	<b>\$ 8,999,546</b>	<b>\$ 204,377</b>	<b>\$ 205,377</b>
<b>Expenditures</b>				
Reconst. Trimmier (South)	\$ 763,973	\$ 763,973	\$ -	\$ -
Fire Station #6	463,611	463,611	-	-
Pumper	438,238	438,238	-	-
Booster	66,714	66,714	-	-
Bond Issuance Costs	90,875	90,875	-	-
City Participation	301,331	301,331	-	-
Reconst. Trimmier (North)	576,525	576,525	-	-
Fire Station #7	677,003	677,003	-	-
Elms Road	56,148	56,148	-	-
Clear Ck, Reese Ck Design	250,163	250,163	-	-
W.S Young / Elms - SS Loop	799,068	799,068	-	-
W.S. Young Design & R.O.W.	172,875	172,875	-	-
W.S. Young\CTE-B. Hwy190	1,267,264	1,267,264	-	-
W.S.Young Widening Project	235,147	235,147	-	-
W.S. Young Widening - LNR-BRR	115,000	32,250	-	82,750
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	1,298,291	1,232,905	-	65,386
Parking Lot Repairs - Cmnty Center	99,874	99,874	-	-
Ramp Reversal - US190/Wal-Mart	100,000	100,000	-	-
<b>Total Expenditures</b>	<b>\$ 8,950,939</b>	<b>\$ 8,802,803</b>	<b>\$ -</b>	<b>\$ 148,136</b>
<b>Ending Fund Balance</b>	<b>\$ 57,241</b>	<b>\$ 196,743</b>	<b>\$ 204,377</b>	<b>\$ 57,241</b>

**GENERAL OBLIGATION BONDS 2004**

	<b>Project Authorizations</b>	<b>Actual through 2006-07</b>	<b>Estimated 2007-08</b>	<b>Adopted 2008-09</b>
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ 11,421,266	\$ 5,613,671
<b>Revenues</b>				
Sale of Bonds	\$ 16,000,000	\$ 15,990,732	\$ -	\$ -
Interest Earned	2,223,600	1,833,162	315,438	75,000
Community Partnership Program	280,000	280,000	-	-
<b>Total Fund Balance and Revenues</b>	<b>\$ 18,503,600</b>	<b>\$ 18,103,894</b>	<b>\$ 11,736,704</b>	<b>\$ 5,688,671</b>
<b>Expenditures</b>				
Cost of Issuance	\$ 120,732	\$ 120,732	\$ -	\$ -
CS - Design/Eng LCP Projects	1,097,107	1,221,846	(151,197)	26,458
CS - Restroom & Lighting @ LCP	718,258	718,257	-	-
CS - Parks/Skateboard Parks	366,653	239,784	48,479	78,390
PW - Prelim Streets Eng Report	11,000	11,000	-	-
PW - Elms Road	2,091,605	1,528,781	496,168	66,656
PW - South Robinett Road	1,999,710	108,985	1,889,832	893
PW - North Robinett Road	2,252,470	338,784	1,022,472	891,214
PW - Major Street Rehabilitation	275,000	151,313	755	122,932
PW - Street Projects Management	187,000	136,164	50,820	16
PW - Operations	148,771	148,771	-	-
PW - HWY 195-201 grade separation	2,280,222	167,612	52,517	2,060,093
PW - Traffic Signals	867,471	729,274	70,980	67,217
PW - Traffic Synchronization	359,000	222,703	5,972	130,325
PW - Comprehensive Plan	250,000	-	-	250,000
PD - Police HQ	2,845,657	671,425	1,246,438	927,794
PD - Trng Facility Imp & Equipment	351,000	-	37,800	313,200
PD - OCU & YSU Renovations	150,000	-	-	150,000
FD - A&E Station #8	425,484	62,315	325,549	37,620
FD - Land Purchase - Station #8	81,297	73,997	7,300	-
FD - Construction - Station #8	911,090	-	911,090	-
FD - A&E Station #9	165,603	-	14,555	151,048
FD - Station Location Study	28,100	28,100	-	-
FD - Renovate Station #5	304,513	2,285	-	302,228
FD - Land Purchase Station #9	94,003	500	93,503	-
<b>Total Expenditures</b>	<b>\$ 18,381,746</b>	<b>\$ 6,682,628</b>	<b>\$ 6,123,033</b>	<b>\$ 5,576,084</b>
<b>Ending Fund Balance</b>	<b>\$ 121,854</b>	<b>\$ 11,421,266</b>	<b>\$ 5,613,671</b>	<b>\$ 112,587</b>

**GENERAL OBLIGATION BONDS 2006**

	<b>Project Authorizations</b>	<b>Actual through 2006-07</b>	<b>Estimated 2007-08</b>	<b>Adopted 2008-09</b>
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ 5,871,412	\$ 178,607
<b>Revenues</b>				
Sale of Bonds	\$ 10,000,000	\$ 10,000,000	\$ -	\$ -
Interest Earned	700,000	644,555	107,935	-
HUD Grant	96,224	278	95,946	-
Community Partnership Program	366,800	161,750	215,450	-
<b>Total Fund Balance and Revenues</b>	<b>\$ 11,163,024</b>	<b>\$ 10,806,583</b>	<b>\$ 6,290,743</b>	<b>\$ 178,607</b>
<b>Expenditures</b>				
Cost of Issuance	\$ 174,829	\$ 174,829	\$ -	\$ -
Senior and Recreation Center	10,409,305	4,740,064	5,594,791	74,450
HUD Grant - Admin	3,000	278	57	2,665
Rec & Snr Constr - Cmnty Partnersl	22,620	20,000	2,619	-
Equipment	315,945	-	314,301	1,644
Furniture/Fixtures	169,945	-	158,902	11,043
Supplies	47,000	-	41,466	5,534
<b>Total Expenditures</b>	<b>\$ 11,142,644</b>	<b>\$ 4,935,171</b>	<b>\$ 6,112,136</b>	<b>\$ 95,336</b>
<b>Ending Fund Balance</b>	<b>\$ 20,380</b>	<b>\$ 5,871,412</b>	<b>\$ 178,607</b>	<b>\$ 83,271</b>

**GENERAL OBLIGATION BONDS 2008**

	<b>Project Authorizations</b>	<b>Actual through 2006-07</b>	<b>Estimated 2007-08</b>	<b>Adopted 2008-09</b>
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ -	\$ -
<b>Revenues</b>				
Sale of Bonds	\$ 21,000,000	\$ -	\$ -	\$ 21,000,000
Interest Earned	200,000	-	-	200,000
<b>Total Fund Balance and Revenues</b>	<b>\$ 21,200,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 21,200,000</b>
<b>Expenditures</b>				
Cost of Issuance	\$ 370,000	\$ -	\$ -	\$ 370,000
Street Projects	13,000,000	-	-	13,000,000
Community Projects	6,040,000	-	-	6,040,000
Fire Department Projects	1,590,000	-	-	1,590,000
<b>Total Expenditures</b>	<b>\$ 21,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 21,000,000</b>
<b>Ending Fund Balance</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 200,000</b>

**COMBINATION GENERAL AND CERTIFICATE OF OBLIGATION BOND 2007**

	<b>Project Authorizations</b>	<b>Actual through 2006-07</b>	<b>Estimated 2007-08</b>	<b>Adopted 2008-09</b>
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ -	\$ 34,751,050
<b>Revenues</b>				
Sale of Bonds	\$ 41,785,000	\$ -	\$ 41,279,000	\$ -
Interest Earned	350,000	-	1,082,451	500,000
Market Value Adjust	-	-	(4,750)	-
<b>Total Fund Balance and Revenues</b>	<b>\$ 42,135,000</b>	<b>\$ -</b>	<b>\$ 42,356,701</b>	<b>\$ 35,251,050</b>
<b>Expenditures</b>				
Cost of Issuance	\$ 300,000	\$ -	\$ 194,347	\$ -
Family Aquatic Center A&E	483,000	-	391,000	92,000
Family Aquatic Center Construction	4,113,129	-	-	4,113,129
FD - Station #1 - A&E	354,090	-	186,325	167,765
FD - Station #1 - Construction	3,657,000	-	21,558	3,635,442
FD - Station #8	2,988,910	-	1,568,471	1,420,439
City Owner Agreements	3,000,000	-	-	3,000,000
Equipment Replacement	3,000,000	-	1,739,809	1,260,191
Emergency Warning System	398,383	-	384,135	14,248
Police Headquarters - Construction	22,750,460	-	1,703,521	21,046,939
Police Headquarters - A&E	888,781	-	888,781	-
Police Headquarters - Land	233,351	-	233,351	-
Animal Control Shelter	300,000	-	294,353	5,647
<b>Total Expenditures</b>	<b>\$ 42,467,104</b>	<b>\$ -</b>	<b>\$ 7,605,651</b>	<b>\$ 34,755,800</b>
<b>Ending Fund Balance</b>	<b>\$ (332,104)</b>	<b>\$ -</b>	<b>\$ 34,751,050</b>	<b>\$ 495,250</b>

**AVIATION CAPITAL IMPROVEMENT FUND 2001**

	<b>Project Authorizations</b>	<b>Actual through 2006-07</b>	<b>Estimated 2007-08</b>	<b>Adopted 2008-09</b>
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ 1,296,333	\$ 1,323,195
<b>Revenues</b>				
Sale of Bonds	\$ 6,000,000	\$ 6,000,000	\$ -	\$ -
Interest Earned	347,927	303,447	29,480	15,000
Transfer from Aviation PFC	1,096,350	793,884	50,000	-
Transfer from RGAAF Aviation	2,063,425	2,063,425	-	-
Transfer from KEDC	252,829	252,829	-	-
Bell County Contributions	1,000,000	1,000,000	-	-
FAA Grants	1,819,308	1,764,897	54,411	-
<b>Total Fund Balance and Revenues</b>	<b>\$ 12,579,839</b>	<b>\$ 12,178,482</b>	<b>\$ 1,430,224</b>	<b>\$ 1,338,195</b>
<b>Expenditures</b>				
Cost of Issuance	\$ 55,777	\$ 55,777	\$ -	\$ -
Professional Services	63,962	50,653	11,462	-
Skylark Project	43,169	43,023	-	-
RGAAF Project	11,260,808	10,555,496	95,567	600,878
ARFF Gear	-	-	-	72,044
Transfer to RGAAF	177,200	177,200	-	-
<b>Total Expenditures</b>	<b>\$ 11,600,916</b>	<b>\$ 10,882,149</b>	<b>\$ 107,029</b>	<b>\$ 672,922</b>
<b>Ending Fund Balance</b>	<b>\$ 978,923</b>	<b>\$ 1,296,333</b>	<b>\$ 1,323,195</b>	<b>\$ 665,273</b>

**CONTRACTUAL OBLIGATION CONSTRUCTION FUND SERIES 2002**

	<b>Project Authorizations</b>	<b>Actual through 2006-07</b>	<b>Estimated 2007-08</b>	<b>Adopted 2008-09</b>
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ 474	\$ 487
<b>Revenues</b>				
Sale of Bonds	\$ 2,000,000	\$ 2,000,000	\$ -	\$ -
Interest Earned	25,810	25,797	13	-
<b>Total Fund Balance and Revenues</b>	<b>\$ 2,025,810</b>	<b>\$ 2,025,797</b>	<b>\$ 487</b>	<b>\$ 487</b>
<b>Expenditures</b>				
Cost of Issuance	\$ 41,614	\$ 41,614	\$ -	\$ -
Purchase of Property	654,415	654,415	-	-
Golf Facilities Improvements	1,314,739	1,314,739	-	-
Transfer to Golf Fund	14,555	14,555	-	-
<b>Total Expenditures</b>	<b>\$ 2,025,323</b>	<b>\$ 2,025,323</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Ending Fund Balance</b>	<b>\$ 487</b>	<b>\$ 474</b>	<b>\$ 487</b>	<b>\$ 487</b>



**AVIATION CAPITAL IMPROVEMENT FUND 2003**

	<b>Project Authorizations</b>	<b>Actual through 2006-07</b>	<b>Estimated 2007-08</b>	<b>Adopted 2008-09</b>
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ 3,207,736	\$ 3,629,031
<b>Revenues</b>				
Sale of Bonds	\$ 9,000,000	\$ 9,000,000	\$ -	\$ -
FAA Grants	3,934,684	3,573,439	361,245	-
Interest Earned	80,000	459,076	128,279	85,000
Transfer from Aviation PFC	1,032,426	982,426	50,000	-
<b>Total Fund Balance and Revenues</b>	<b>\$ 14,047,110</b>	<b>\$ 14,014,941</b>	<b>\$ 3,747,260</b>	<b>\$ 3,714,031</b>
<b>Expenditures</b>				
Cost of Issuance	\$ 84,983	\$ 84,983	\$ -	\$ -
RGAAF Project	8,898,189	8,779,960	118,229	1,568,461
T-Hangar	556,301	542,262	-	-
Pavement Rehabilitation	-	-	-	47,000
Charter Package	-	-	-	109,350
Transfer to RGAAF Operating Fund	1,400,000	1,400,000	-	-
Transfer to Debt Service Fund	-	-	-	490,000
<b>Total Expenditures</b>	<b>\$ 10,939,473</b>	<b>\$ 10,807,205</b>	<b>\$ 118,229</b>	<b>\$ 2,214,811</b>
<b>Ending Fund Balance</b>	<b>\$ 3,107,637</b>	<b>\$ 3,207,736</b>	<b>\$ 3,629,031</b>	<b>\$ 1,499,220</b>

**CONTRACTUAL OBLIGATION CONSTRUCTION FUND SERIES 2004**

	Project Authorizations	Actual through 2006-07	Estimated 2007-08	Adopted 2008-09
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ 338,687	\$ 326,988
<b>Revenues</b>				
Sale of Bonds	\$ 3,000,000	\$ 2,979,026	\$ -	\$ -
Interest Earned	122,978	111,915	11,063	-
<b>Total Fund Balance and Revenues</b>	<b>\$ 3,122,978</b>	<b>\$ 3,090,941</b>	<b>\$ 349,750</b>	<b>\$ 326,988</b>
<b>Expenditures</b>				
Cost of Issuance	\$ 27,444	\$ 27,444	\$ -	\$ -
Ambulances (4)	440,000	440,000	-	-
Quint Truck	564,276	564,276	-	-
Motor Vehicles/Heavy Equipment	728,625	705,863	22,762	-
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	323,393	-	-	323,393
<b>Total Expenditures</b>	<b>\$ 3,098,409</b>	<b>\$ 2,752,254</b>	<b>\$ 22,762</b>	<b>\$ 323,393</b>
<b>Ending Fund Balance</b>	<b>\$ 24,569</b>	<b>\$ 338,687</b>	<b>\$ 326,988</b>	<b>\$ 3,595</b>

**GOLF REVENUE CONTRACTUAL OBLIGATION CONSTRUCTION FUND SERIES 2004**

	Project Authorizations	Actual through 2006-07	Estimated 2007-08	Adopted 2008-09
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ 24,273	\$ 24,986
<b>Revenues</b>				
Sale of Bonds	\$ 3,000,000	\$ 2,979,026	\$ -	\$ -
Interest Earned	22,054	21,341	713	-
<b>Total Fund Balance and Revenues</b>	<b>\$ 3,022,054</b>	<b>\$ 3,000,367</b>	<b>\$ 24,986</b>	<b>\$ 24,986</b>
<b>Expenditures</b>				
Cost of Issuance	\$ 21,014	\$ 21,014	\$ -	\$ -
Operations	115,153	115,153	-	-
Golf Construction/Improvements	2,755,822	2,733,633	-	22,189
Capital Outlay	4,429	4,429	-	-
Transfer to Golf Fund	101,865	101,865	-	-
<b>Total Expenditures</b>	<b>\$ 2,998,283</b>	<b>\$ 2,976,094</b>	<b>\$ -</b>	<b>\$ 22,189</b>
<b>Ending Fund Balance</b>	<b>\$ 23,771</b>	<b>\$ 24,273</b>	<b>\$ 24,986</b>	<b>\$ 2,797</b>

**CONTRACTUAL OBLIGATION CONSTRUCTION FUND SERIES 2005**

	<b>Project Authorizations</b>	<b>Actual through 2006-07</b>	<b>Estimated 2007-08</b>	<b>Adopted 2008-09</b>
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ 7,171,755	\$ 5,385,721
<b>Revenues</b>				
Sale of Bonds	\$ 11,500,000	\$ 11,500,000	\$ -	\$ -
Interest Earned	1,218,709	914,474	229,235	75,000
<b>Total Fund Balance and Revenues</b>	<b>\$ 12,718,709</b>	<b>\$ 12,414,474</b>	<b>\$ 7,400,990</b>	<b>\$ 5,460,721</b>
<b>Expenditures</b>				
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	1,154,571	1,327,470	2,517,959
Building Purchase	2,512,000	2,056,501	2,800	452,699
Street Equipment - Paver	116,680	116,680	-	-
Fire - Ambulances	279,424	279,424	-	-
Street Maintenance Equipment	157,025	157,025	-	-
Trimmier - 3470 - Stagecoach	2,052	2,052	-	-
Trimmier Road - Design	300,000	39,421	150,311	110,268
Watercrest Road - Design	500,000	59,113	244,760	196,127
Elms, Cody Poe, & Robinett Roads	893,035	2,644	289,928	600,463
<b>Total Expenditures</b>	<b>\$ 11,135,504</b>	<b>\$ 5,242,719</b>	<b>\$ 2,015,269</b>	<b>\$ 3,877,516</b>
<b>Ending Fund Balance</b>	<b>\$ 1,583,205</b>	<b>\$ 7,171,755</b>	<b>\$ 5,385,721</b>	<b>\$ 1,583,205</b>

**CONTRACTUAL OBLIGATION CONSTRUCTION FUND SERIES 2008**

	<b>Project Authorizations</b>	<b>Actual through 2006-07</b>	<b>Estimated 2007-08</b>	<b>Adopted 2008-09</b>
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ -	\$ -
<b>Revenues</b>				
Sale of Bonds	\$ 7,000,000	\$ -	\$ -	\$ 7,000,000
Interest Earned	50,000	-	-	50,000
<b>Total Fund Balance and Revenues</b>	<b>\$ 7,050,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,050,000</b>
<b>Expenditures</b>				
Cost of Issuance	\$ 121,287	\$ -	\$ -	\$ 121,287
Contingency	395,383	-	-	395,383
Landfill Maintenance	324,000	-	-	324,000
AS400 Replacement	150,000	-	-	150,000
Special Needs Park	100,000	-	-	100,000
Restrooms at Condor/Davis	150,000	-	-	150,000
Long Branch Skate Park	100,000	-	-	100,000
Aquatic Facility	1,500,000	-	-	1,500,000
Lions Park Hike & Bike	1,500,000	-	-	1,500,000
Equipment	2,659,330	-	-	2,659,330
<b>Total Expenditures</b>	<b>\$ 7,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,000,000</b>
<b>Ending Fund Balance</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>

**WATER & SEWER BOND 1999**

	<b>Project Authorizations</b>	<b>Actual through 2006-07</b>	<b>Estimated 2007-08</b>	<b>Adopted 2008-09</b>
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ 8,096	\$ 8,204
<b>Revenues</b>				
Sale of Bonds	\$ 9,000,000	\$ 9,000,000	\$ -	\$ -
Interest Earned	1,147,023	1,146,915	108	90
Misc Receipts	5,139	5,139	-	-
<b>Total Fund Balance and Revenues</b>	<b>\$ 10,152,162</b>	<b>\$ 10,152,054</b>	<b>\$ 8,204</b>	<b>\$ 8,294</b>
<b>Expenditures</b>				
Cost of Issuance	\$ 156,293	\$ 156,293	\$ -	\$ -
Southeast Elevated Tank	1,756,202	1,756,202	-	-
Booster Pump Station #6	808,326	808,326	-	-
Lift Station #6 \ Force MN	2,390,542	2,390,542	-	-
30" Waterline - Station 6	1,423,643	1,423,643	-	-
Purchase Infrastructure	158,131	158,131	-	-
W.O. #10 - I&I Program	1,476,316	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	65,911	65,911	-	-
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	-	-
	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 10,143,958</b>	<b>\$ 10,143,958</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Ending Fund Balance</b>	<b>\$ 8,204</b>	<b>\$ 8,096</b>	<b>\$ 8,204</b>	<b>\$ 8,294</b>

**WATER & SEWER BOND 2001**

	Project Authorizations	Actual through 2006-07	Estimated 2007-08	Adopted 2008-09
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ 916,254	\$ 945,807
<b>Revenues</b>				
Sale of Bonds	\$ 8,700,000	\$ 8,700,000	\$ -	\$ -
Interest Earned	555,057	519,950	30,107	5,000
<b>Total Fund Balance and Revenues</b>	<b>\$ 9,255,057</b>	<b>\$ 9,219,950</b>	<b>\$ 946,361</b>	<b>\$ 950,807</b>
<b>Expenditures</b>				
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	49,875	554	314,621
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	1,653,200	-	-
Expenses	23,190	23,190	-	-
Wastewater Metering	50,000	-	-	50,000
<b>Total Expenditures</b>	<b>\$ 8,668,871</b>	<b>\$ 8,303,696</b>	<b>\$ 554</b>	<b>\$ 364,621</b>
		\$ -		
<b>Ending Fund Balance</b>	<b>\$ 586,186</b>	<b>\$ 916,254</b>	<b>\$ 945,807</b>	<b>\$ 586,186</b>

**WATER & SEWER BOND 2004**

	Project Authorizations	Actual through 2006-07	Estimated 2007-08	Adopted 2008-09
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ 6,574,829	\$ 3,454,200
<b>Revenues</b>				
Sale of Bonds	\$ 21,000,000	\$ 21,003,884	\$ -	\$ -
Interest Earned	1,706,966	1,433,699	198,267	75,000
<b>Total Fund Balance and Revenues</b>	<b>\$ 22,706,966</b>	<b>\$ 22,437,583</b>	<b>\$ 6,773,096</b>	<b>\$ 3,529,200</b>
<b>Expenditures</b>				
Cost of Issuance	\$ 118,377	\$ 118,377	\$ -	\$ -
McMillan Mtn Storage Tank	962,824	962,824	-	-
Downtown Infrastructure	2,526,622	149,200	1,701,459	675,963
City Part/Lift STNS & FMS	700,000	396,162	-	303,838
Lift Station	748,650	-	-	748,650
Utilities Building	1,500,000	1,149,970	146,104	203,926
Cunningham Rd Waterline	828,574	763,390	65,184	-
Nth Reece Crk Interc Phase I	522,271	522,271	-	-
Lift Stn #20 & Force Main	1,143,261	-	1,099,818	43,443
Hwy 195 Waterline Extension	994,700	255,336	14,679	724,685
W Stagecoach Rd Waterline	299,250	-	-	299,250
Lift Stn #26 & F.M., CC Gravity	958,065	952,794	5,271	-
Reece Creek Loop Waterline	450,332	450,332	-	-
Lift Stn #2/Force Main	2,604,823	2,604,823	-	-
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	5,545,340	5,545,340	-	-
E - Lift Stn #21 & Force Main	128,275	128,275	-	-
Construction (D-G)-Hwy195 Wastewater Impr	1,639,323	1,352,942	286,381	-
<b>Total Expenditures</b>	<b>\$ 22,181,405</b>	<b>\$ 15,862,754</b>	<b>\$ 3,318,896</b>	<b>\$ 2,999,755</b>
	\$ -			
<b>Ending Fund Balance</b>	<b>\$ 525,561</b>	<b>\$ 6,574,829</b>	<b>\$ 3,454,200</b>	<b>\$ 529,445</b>



**WATER & SEWER BOND 2007**

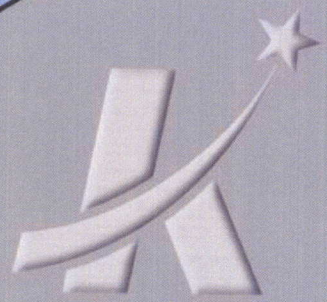
	Project Authorizations	Actual through 2006-07	Estimated 2007-08	Adopted 2008-09
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ -	\$ 19,645,106
<b>Revenues</b>				
Sale of Bonds	\$ 22,135,000	\$ -	\$ 21,096,978	\$ -
Interest Earned	651,057	-	571,057	80,000
Market Value Adjustment	-	-	(4,750)	-
<b>Total Fund Balance and Revenues</b>	<b>\$ 22,786,057</b>	<b>\$ -</b>	<b>\$ 21,663,285</b>	<b>\$ 19,725,106</b>
<b>Expenditures</b>				
Cost of Issuance	\$ 115,963	\$ -	\$ 115,963	\$ -
PRJ 1W - Reece Creek Road	2,931,506	-	8,000	2,923,506
PRJ 2W - Bundrant Expansion	2,699,974	-	1,221,299	1,478,675
PRJ 3W - Southeast Loop	2,181,333	-	-	2,181,333
PRJ 4W - Pump Station 3 Upgrade	3,360,000	-	-	3,360,000
PRJ 1S - Lift Station #8	1,086,200	-	31,850	1,054,350
PRJ 2S - Trimmier Creek	2,574,928	-	-	2,574,928
PRJ 3S - Trimmier Creek	972,965	-	-	972,965
PRJ 4S - Lift Station 20/FM/SH195	2,769,811	-	241,375	2,528,436
PRJ 5S - Lift Station 22 and FM	1,649,460	-	-	1,649,460
Lake Road Waterline	136,650	-	10,700	125,950
Eastside Phase 2	632,151	-	388,992	243,159
Family Aquatic Center - Construction	243,096	-	-	243,096
<b>Total Expenditures</b>	<b>\$ 21,354,037</b>	<b>\$ -</b>	<b>\$ 2,018,179</b>	<b>\$ 19,335,858</b>
<b>Ending Fund Balance</b>	<b>\$ 1,432,020</b>	<b>\$ -</b>	<b>\$ 19,645,106</b>	<b>\$ 389,248</b>

**SOLID WASTE BOND 2005**

	<b>Project Authorizations</b>	<b>Actual through 2006-07</b>	<b>Estimated 2007-08</b>	<b>Adopted 2008-09</b>
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ 1,597,594	\$ 200,639
<b>Revenues</b>				
Sale of Bonds	\$ 9,100,000	\$ 9,100,000		\$ -
Interest Earned	\$ 516,472	467,464	49,008	-
<b>Total Fund Balance and Revenues</b>	<b>\$ 9,616,472</b>	<b>\$ 9,567,464</b>	<b>\$ 1,646,602</b>	<b>\$ 200,639</b>
<b>Expenditures</b>				
Cost of Issuance	\$ 131,137	\$ 131,137	\$ -	\$ -
Solid Waste Admin Facility	1,563,595	44,516	1,437,940	81,139
Transfer Station & Compost Site	7,401,981	7,391,643	8,023	2,315
Heavy Equipment Solid Waste	402,574	402,574	-	-
Furniture & Fixtures	55,223	-	-	55,223
<b>Total Expenditures</b>	<b>\$ 9,554,510</b>	<b>\$ 7,969,870</b>	<b>\$ 1,445,963</b>	<b>\$ 138,677</b>
<b>Ending Fund Balance</b>	<b>\$ 61,962</b>	<b>\$ 1,597,594</b>	<b>\$ 200,639</b>	<b>\$ 61,962</b>

**AVIATION PFC FUND**

	<b>Actual 2006-07</b>	<b>Budget 2007-08</b>	<b>Estimated 2007-08</b>	<b>Adopted 2008-09</b>
<b>Beginning Fund Balance</b>	\$ 61,491	\$ 13,010	\$ 118,309	\$ 118,309
<b>Revenues</b>				
Passenger Facility Charges	\$ -	\$ -	\$ -	\$ -
FY 2006-07 Passenger Facility Charges	\$ 861,708	\$ 817,742	\$ 810,499	\$ 839,263
Interest Earned	14,582	7,200	9,229	10,000
<b>Total Fund Balance and Revenues</b>	<b>\$ 937,781</b>	<b>\$ 837,952</b>	<b>\$ 938,037</b>	<b>\$ 967,572</b>
<b>Expenditures</b>				
Passenger Boarding Bridges	\$ 4,465	\$ 63,894	\$ 62,500	\$ 1,394
PFC Project	-	759,545	755,725	847,869
Terminal & Apron Design	112,195	1,503	1,503	-
Transfer to AV Fund - RGAAF Fund	-	-	-	-
Transfer to Construction Fund	647,574	-	-	-
Transfer to Construction Fund 2006-07	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 764,234</b>	<b>\$ 824,942</b>	<b>\$ 819,728</b>	<b>\$ 849,263</b>
<b>Ending Fund Balance</b>	<b>\$ 173,547</b>	<b>\$ 13,010</b>	<b>\$ 118,309</b>	<b>\$ 118,309</b>



CITY OF KILLEEN, TEXAS

# five year forecast

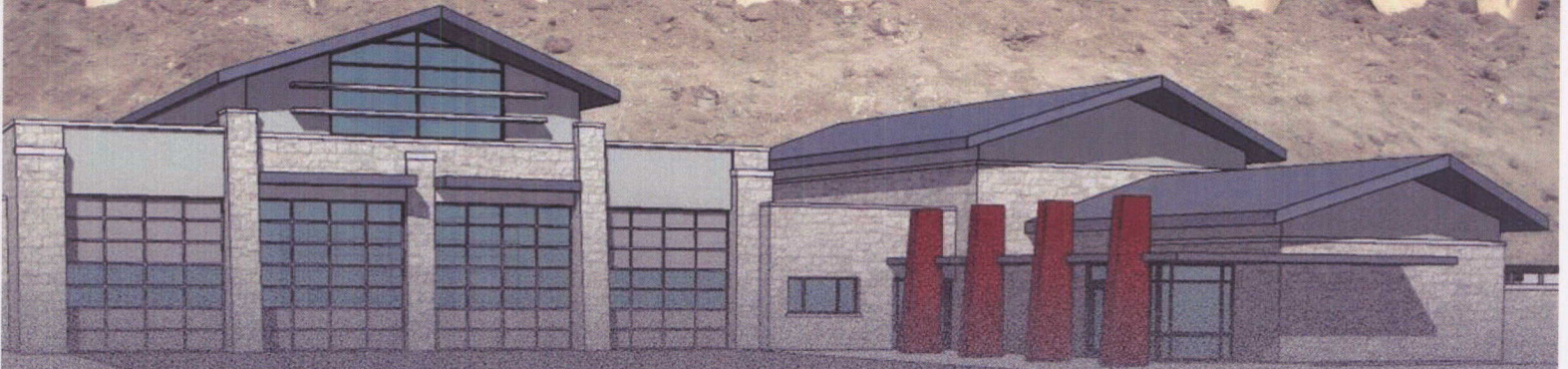
A photograph of a firefighter in full protective gear, including a helmet and a large air tank on their back. The firefighter is shown in profile, looking towards the left. The background is a large, intense fire at night, with bright orange and yellow flames and a dark, silhouetted structure, possibly a building or industrial facility, in the foreground. The overall scene is dramatic and emphasizes public safety.

**FISCAL YEAR 2008-2009 ANNUAL BUDGET  
AND PLAN OF MUNICIPAL SERVICES**



CITY OF KILLEEN, TEXAS

# five year forecast



**FISCAL YEAR 2008-2009 ANNUAL BUDGET  
AND PLAN OF MUNICIPAL SERVICES**

# 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 2008-09 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 2008-09 and FY 2012-13.

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**

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**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 2008-09 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 3%. The model reflects a stable tax rate of 69.5 cents per \$100 valuation in all years. However, Ad Valorem Tax increases may be considered in the future. Sales tax revenue is projected at a moderate growth rate of 2% per year. Staff will continue to monitor this revenue source due to the current decline in the economy. 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. 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**

	<b>2008-09 Budget</b>	<b>2009-10 Forecast</b>	<b>2010-11 Forecast</b>	<b>2011-12 Forecast</b>	<b>2012-13 Forecast</b>	<b>% Change 2008-2013</b>
<b>Beginning Fund Balance</b>	<b>17,873,000</b>	<b>13,956,193</b>	<b>10,295,780</b>	<b>6,204,445</b>	<b>3,051,268</b>	<b>(82.9%)</b>
<b>Revenues</b>						
Property Taxes	20,939,962	21,568,161	22,215,206	22,881,662	23,568,112	12.6%
Total Property Taxes Previous	465,606	487,030	509,451	532,917	557,475	19.7%
Sales and Occup. Taxes	19,888,134	19,500,000	19,890,000	20,287,800	20,693,556	4.0%
Franchise Taxes	5,084,970	5,337,861	5,603,772	5,883,386	6,177,423	21.5%
Miscellaneous Revenues	3,500,050	3,650,016	3,807,382	3,972,560	4,145,990	18.5%
Permits and Licenses	1,338,580	1,398,506	1,461,405	1,527,441	1,596,787	19.3%
Court Fines and Fees	2,099,319	2,150,711	2,203,714	2,258,393	2,314,817	10.3%
Recreation Revenue	969,225	1,027,851	1,091,173	1,159,597	1,233,566	27.3%
Interest Earned	1,600,000	875,000	892,500	910,350	928,557	(42.0%)
Golf Course Revenues	1,236,686	1,271,364	635,682	1,342,801	1,380,662	11.6%
Intergovernmental	682,259	688,378	694,664	701,122	707,757	3.7%
Transfers from Other Funds	5,404,037	5,944,441	6,538,885	7,192,773	7,912,051	46.4%
<b>Total Revenues</b>	<b>63,208,828</b>	<b>63,899,319</b>	<b>65,543,833</b>	<b>68,650,802</b>	<b>71,216,752</b>	<b>12.7%</b>
<b>Expenditures</b>						
City Council	72,663	73,148	73,651	74,175	74,720	2.8%
City Manager	481,094	498,253	516,098	534,656	553,958	15.1%
Emergency Mgmt/Homeland Sec	134,384	138,087	141,938	145,943	150,109	11.7%
City Auditor & Compliance Office	79,036	81,819	84,713	87,724	90,854	15.0%
Municipal Court	953,716	986,247	1,020,079	1,055,264	1,091,857	14.5%
Public Information Officer	153,626	158,525	163,619	168,917	174,427	13.5%
Volunteer Services	149,521	154,709	160,104	165,715	171,550	14.7%
City Attorney	771,554	797,825	825,147	853,562	883,113	14.5%
City Secretary	103,501	106,775	110,180	113,721	117,404	13.4%
Finance	650,838	673,740	697,557	722,328	748,089	14.9%
Accounting	372,663	385,991	399,851	414,266	429,258	15.2%
General Services	254,219	263,422	272,993	282,947	293,299	15.4%
Building Services	200,873	206,358	212,062	217,994	224,163	11.6%
Custodial Services	423,690	437,501	451,865	466,803	482,338	13.8%
Printing Services	176,340	180,343	184,507	188,837	193,341	9.6%
EMS Billing & Collections	191,498	197,815	204,385	211,217	218,323	14.0%
Human Resources	846,079	870,925	896,765	923,638	951,587	12.5%
Information Technology	952,995	985,088	1,018,464	1,053,175	1,089,275	14.3%
Permits & Inspections	1,127,276	1,166,936	1,208,238	1,251,163	1,295,806	15.0%
Code Enforcement	638,113	655,677	673,944	692,941	712,698	11.7%
Library	1,485,229	1,530,036	1,576,635	1,625,097	1,675,499	12.8%
Golf	1,630,288	1,663,171	1,697,370	1,732,936	1,769,925	8.6%
Golf Food & Beverage	245,396	250,946	256,718	262,721	268,964	9.6%
Community Center Operations	525,876	538,746	552,131	566,052	580,529	10.4%
Parks	1,890,733	1,895,152	1,942,221	1,991,172	2,042,082	8.0%
Lions Club Park Operations	783,637	801,160	819,384	838,336	858,047	9.5%
Family Aquatics	395,366	403,568	412,098	420,969	430,195	8.8%
Recreation	337,577	345,650	354,046	362,778	371,859	10.2%
Athletics	459,014	464,108	469,406	474,916	480,647	4.7%

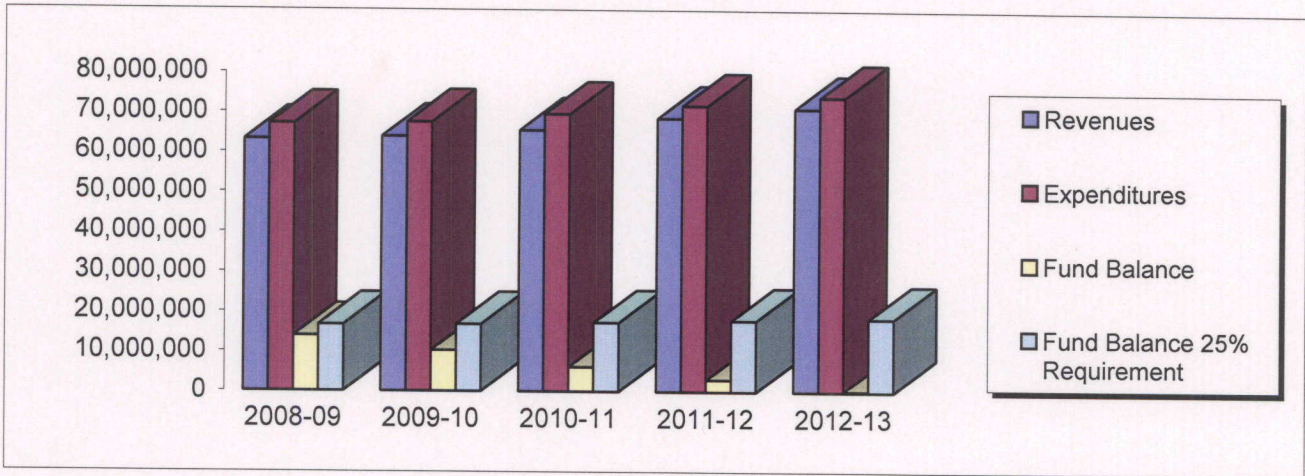


**CITY OF KILLEEN  
FIVE YEAR FORECAST  
GENERAL FUND**

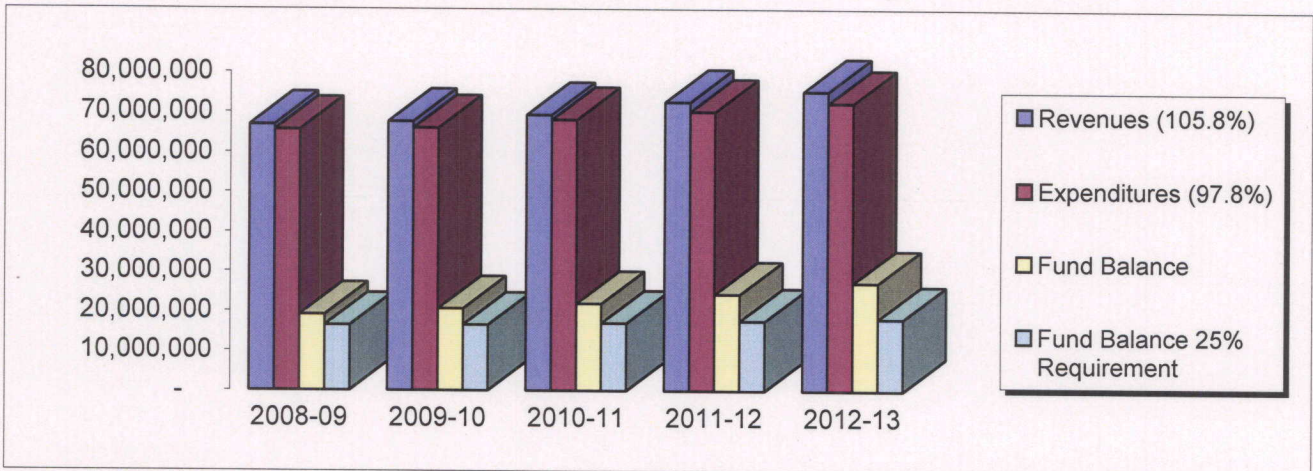
	<b>2008-09 Budget</b>	<b>2009-10 Forecast</b>	<b>2010-11 Forecast</b>	<b>2011-12 Forecast</b>	<b>2012-13 Forecast</b>	<b>% Change 2008-2013</b>
Cemetery	347,447	358,219	369,423	381,074	393,192	13.2%
Senior Citizens	346,489	354,743	363,327	372,255	381,539	10.1%
Swimming Pools	140,859	144,238	147,752	151,407	155,208	10.2%
Community Development	277,390	286,886	296,762	307,033	317,715	14.5%
Downtown Revitalization	91,385	94,422	97,580	100,864	104,280	14.1%
Home Program	54,683	56,341	58,064	59,857	61,722	12.9%
Public Works	229,311	237,563	246,146	255,071	264,354	15.3%
Engineering	286,134	293,356	300,868	308,680	316,804	10.7%
Traffic	819,351	839,301	860,049	881,627	904,068	10.3%
Streets	3,739,850	3,819,169	3,901,661	3,987,452	4,076,675	9.0%
Planning	586,554	607,022	628,309	650,448	673,472	14.8%
Police	21,672,551	22,280,570	23,064,231	23,879,237	24,726,844	14.1%
Animal Control	557,396	571,835	572,052	584,669	600,911	7.8%
Fire	15,256,640	15,704,346	16,232,775	16,782,342	17,353,892	13.7%
Non-Departmental	6,232,800	5,000,000	5,100,000	5,202,000	5,306,040	(14.9%)
<b>Total Expenditures</b>	<b>67,125,635</b>	<b>67,559,732</b>	<b>69,635,168</b>	<b>71,803,979</b>	<b>74,060,632</b>	<b>10.3%</b>
<b>Ending Fund Balance</b>	<b>13,956,193</b>	<b>10,295,780</b>	<b>6,204,445</b>	<b>3,051,268</b>	<b>207,388</b>	<b>(98.5%)</b>

**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**

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**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 are projected to increase by less than 2% as a result in the economic downturn in the industry. Parking Lot Fees increase by 5% 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:**

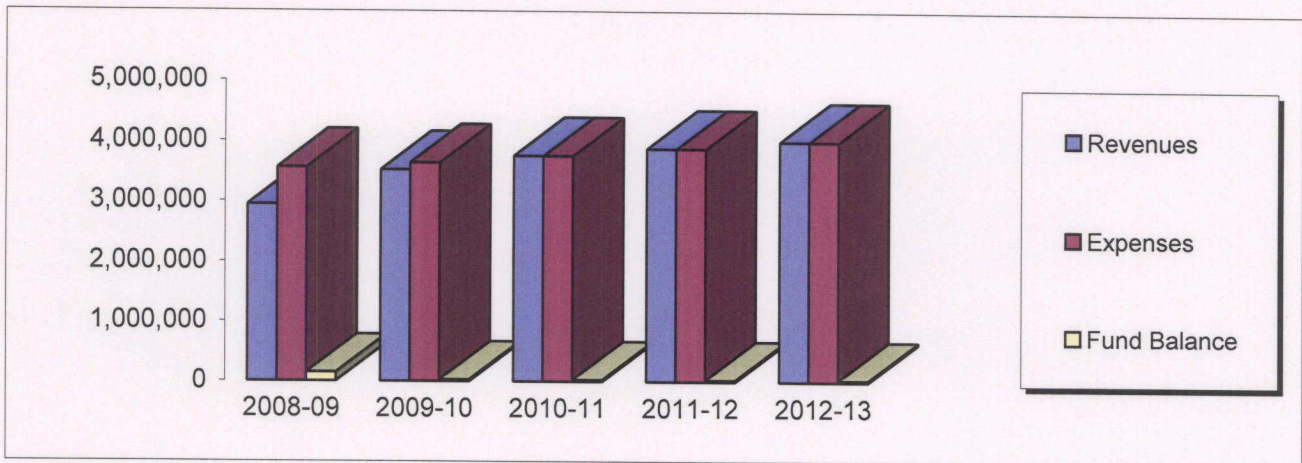
This forecast attempts to provide the reader, along with City staff, a look into the future as to the financial stability of the Killeen-Fort Hood Regional Fund. It is important for the user of this forecast to understand that these numbers are estimates based on various statistical methods and are not 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**

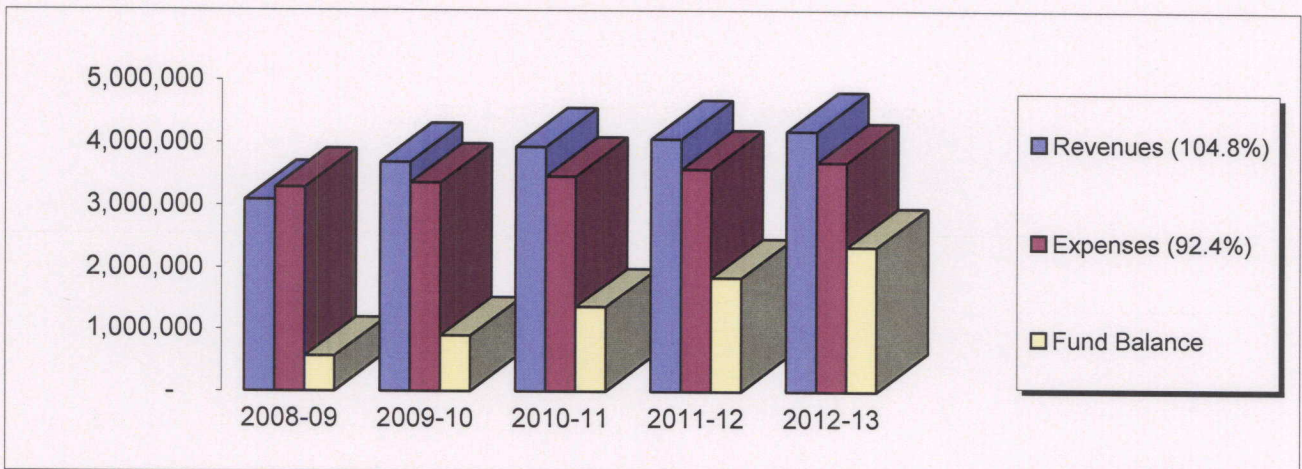
	<b>2008-09 Budget</b>	<b>2009-10 Forecast</b>	<b>2010-11 Forecast</b>	<b>2011-12 Forecast</b>	<b>2012-13 Forecast</b>	<b>% Change 2008-2013</b>
<b>Beginning Fund Balance</b>	<b>764,715</b>	<b>149,957</b>	<b>32,919</b>	<b>33,268</b>	<b>34,011</b>	<b>(95.6%)</b>
<b>Revenues</b>						
Airport Rent & Concessions	914,566	983,106	994,627	1,006,886	1,133,755	24.0%
Air Carrier Operations	265,743	292,208	304,083	309,731	315,398	18.7%
Airport Use Fees	147,077	153,077	157,896	162,633	167,272	13.7%
Airport Parking Lot Fees	771,190	813,090	826,683	840,269	854,124	10.8%
Fuel Sales	280,800	220,260	226,807	233,549	240,555	(14.3%)
Operating Supplies	60	60	60	60	60	0.0%
Into Plane Fees	309,735	240,000	252,000	259,560	267,347	(13.7%)
CIP Recovery Fees	200,436	247,682	255,113	262,766	270,649	35.0%
Miscellaneous Receipts	2,640	5,000	5,400	5,500	5,600	112.1%
Interest Earned	54,000	60,000	54,000	48,000	48,000	(11.1%)
Transfer	0	510,000	680,000	750,000	700,000	0.0%
<b>Total Revenues</b>	<b>2,946,247</b>	<b>3,524,483</b>	<b>3,756,669</b>	<b>3,878,954</b>	<b>4,002,760</b>	<b>35.9%</b>
<b>Expenses</b>						
Salaries	1,534,634	1,596,019	1,659,860	1,726,255	1,795,305	17.0%
Supplies	113,164	112,449	114,698	116,992	119,332	5.5%
Maintenance	165,348	219,415	243,803	248,680	253,112	53.1%
Repairs	145,988	148,550	153,765	156,840	159,977	9.6%
Support Services	779,817	788,346	779,112	794,695	810,589	3.9%
Benefits	465,702	484,330	503,703	523,851	544,805	17.0%
Cost of Goods Sold	273,992	282,212	290,678	299,398	308,380	12.6%
Capital Outlay	77,360	5,000	5,200	5,500	5,700	(92.6%)
Non-Departmental	5,000	5,200	5,500	6,000	6,500	30.0%
<b>Total Expenses</b>	<b>3,561,005</b>	<b>3,641,521</b>	<b>3,756,320</b>	<b>3,878,211</b>	<b>4,003,700</b>	<b>12.4%</b>
<b>Ending Fund Balance</b>	<b>149,957</b>	<b>32,919</b>	<b>33,268</b>	<b>34,011</b>	<b>33,070</b>	<b>(77.9%)</b>

**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**

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**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 a conservative increase of 3% annually due to the volatility of the fuel market. 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.

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:**

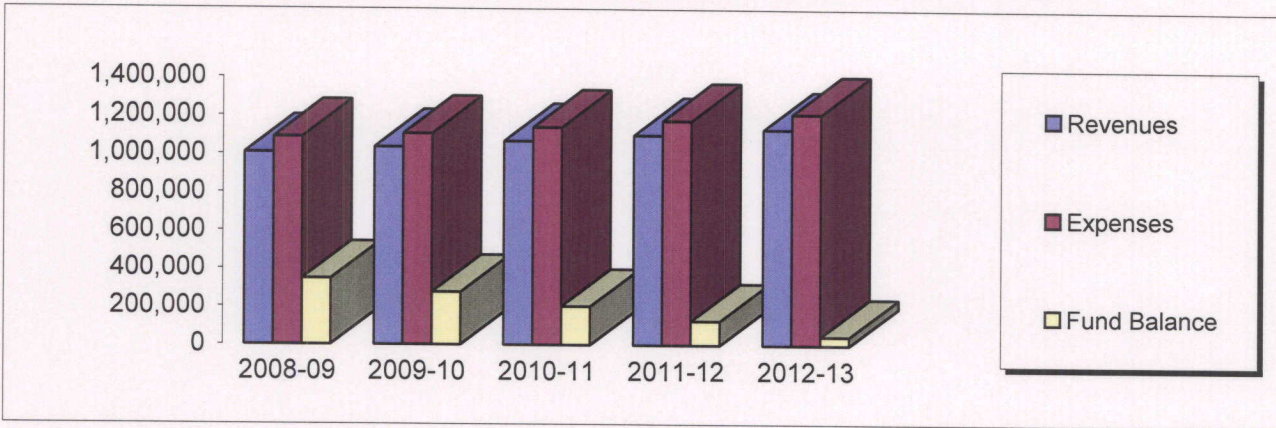
This forecast attempts to provide the reader, along with City staff, a look into the future as to the financial stability of the Skylark Field Fund. It is important for the user of this forecast to understand that these numbers are estimates based on various statistical methods and are not representation 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**

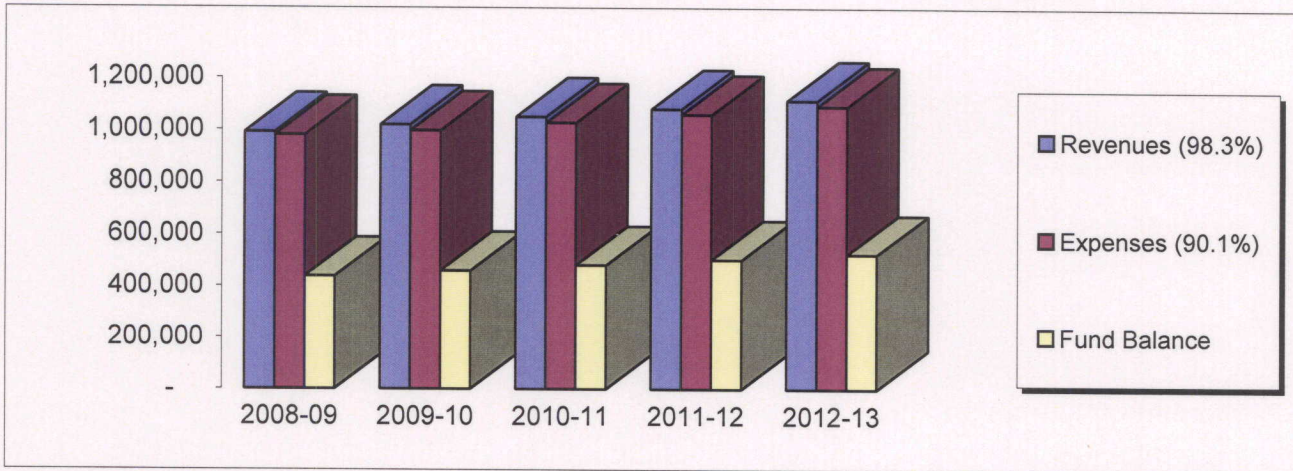
	<b>2008-09 Budget</b>	<b>2009-10 Forecast</b>	<b>2010-11 Forecast</b>	<b>2011-12 Forecast</b>	<b>2012-13 Forecast</b>	<b>% Change 2008-2013</b>
<b>Beginning Fund Balance</b>	<b>427,259</b>	<b>347,433</b>	<b>276,888</b>	<b>203,527</b>	<b>127,219</b>	<b>(70.2%)</b>
<b>Revenues</b>						
Fixed Base Operations	22,169	22,169	22,834	23,519	24,225	9.3%
Hangars & Tiedowns	113,861	116,138	119,622	123,211	126,907	11.5%
Airport Use Fees	9,350	9,631	9,919	10,217	10,524	12.6%
Fuel Sales	814,100	838,523	863,679	889,589	916,277	12.6%
Operating Supplies	8,762	9,025	9,296	9,574	9,862	12.6%
Into Plane Fees	-	-	-	-	-	0.0%
Interest Earned	10,000	10,300	10,609	10,927	11,255	12.6%
Miscellaneous Receipts	500	515	530	546	563	12.6%
State Grants-TXDOT Projects	30,000	30,900	31,827	32,782	33,765	12.6%
<b>Total Revenues</b>	<b>1,008,742</b>	<b>1,037,200</b>	<b>1,068,316</b>	<b>1,100,366</b>	<b>1,133,377</b>	<b>12.4%</b>
<b>Expenses</b>						
Salaries	119,471	124,250	129,220	134,389	139,764	17.0%
Supplies	34,709	35,403	36,111	36,833	37,570	8.2%
Maintenance	32,550	33,201	33,865	34,542	35,233	8.2%
Repairs	25,823	26,339	26,866	27,404	27,952	8.2%
Support Services	88,920	91,588	94,335	97,165	100,080	12.6%
Benefits	39,023	40,584	42,207	43,896	45,651	17.0%
Designated Expenses	500	515	530	546	563	12.6%
Cost of Goods Sold	732,572	740,416	762,628	785,507	809,072	10.4%
Capital Improvements / Projects	0	0	0	0	0	0.0%
Capital Outlay	15,000	15,450	15,914	16,391	16,883	12.6%
<b>Total Expenses</b>	<b>1,088,568</b>	<b>1,107,746</b>	<b>1,141,677</b>	<b>1,176,673</b>	<b>1,212,768</b>	<b>11.4%</b>
<b>Ending Fund Balance</b>	<b>347,433</b>	<b>276,888</b>	<b>203,527</b>	<b>127,219</b>	<b>47,828</b>	<b>(86.2%)</b>

**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**

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**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 2008-09 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 6% 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 4% 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 and a projected debt service schedule for the portion related to the new bond issuance adopted in the FY 2008-09 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 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:**

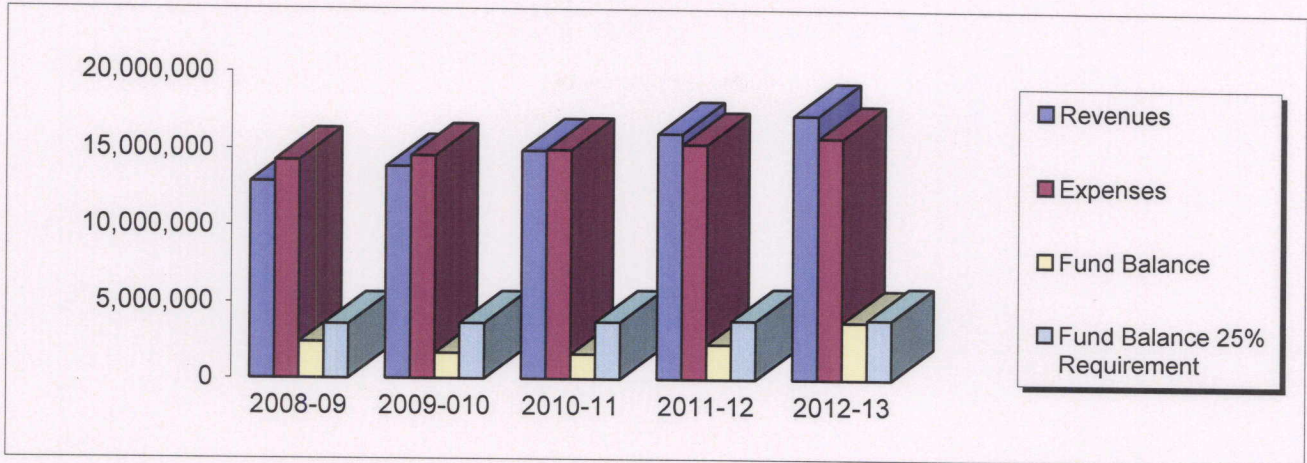
This forecast attempts to provide the reader, along with City staff, a look into the future as to the financial stability of the Solid Waste Fund. It is important for the user of this forecast to understand that these numbers are estimates based on various statistical methods and are not representation 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**

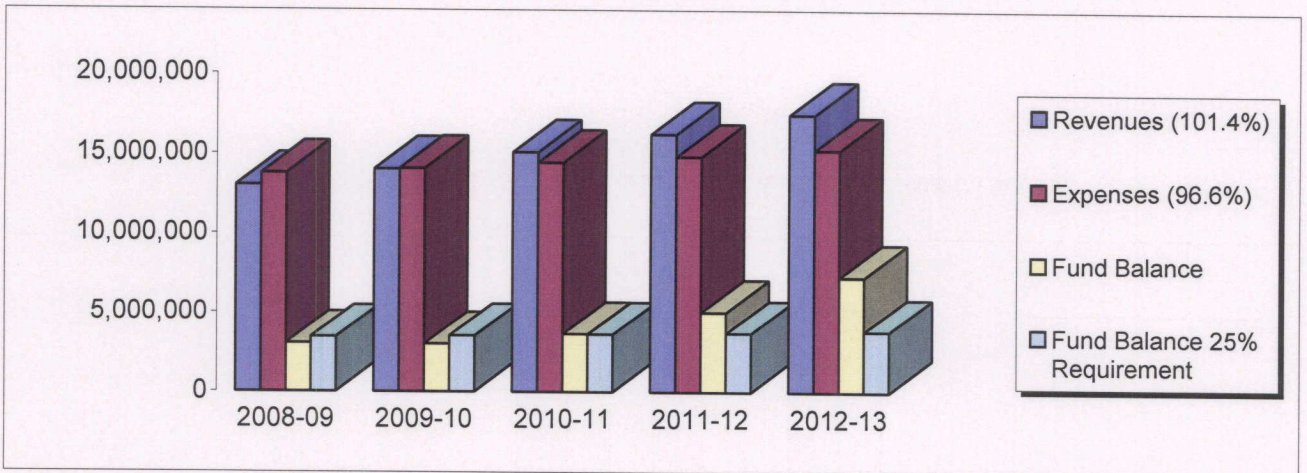
	<b>2008-09 Budget</b>	<b>2009-010 Forecast</b>	<b>2010-11 Forecast</b>	<b>2011-12 Forecast</b>	<b>2012-13 Forecast</b>	<b>% Change 2007-2012</b>
<b>Beginning Fund Balance</b>	<b>3,772,004</b>	<b>2,385,294</b>	<b>1,672,866</b>	<b>1,621,250</b>	<b>2,297,253</b>	<b>(39.1%)</b>
<b>Revenues</b>						
Transfer Station Fees	320,000	326,400	332,928	339,587	346,378	8.2%
Container Rentals	110,000	112,200	114,444	116,733	119,068	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	58,000	59,160	60,343	61,550	62,781	8.2%
Paper Products - Recycling	60,000	61,200	62,424	63,672	64,946	8.2%
Public Scale Fees	7,000	7,140	7,283	7,428	7,577	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	5,450,000	5,886,000	6,356,880	6,865,430	7,414,665	36.0%
Residential Sanitation Fees	6,550,000	7,074,000	7,639,920	8,251,114	8,911,203	36.0%
Interest Earned	240,000	240,000	244,800	249,696	254,690	6.1%
Miscellaneous Receipts	100	100	102	104	106	6.0%
<b>Total Revenues</b>	<b>12,884,100</b>	<b>13,856,980</b>	<b>14,911,720</b>	<b>16,049,761</b>	<b>17,277,750</b>	<b>34.1%</b>
<b>Expenses</b>						
Residential Services	3,226,766	3,291,301	3,357,127	3,424,270	3,492,755	8.2%
Commercial Services	1,655,914	1,689,032	1,722,813	1,757,269	1,792,415	8.2%
Recycling	382,570	340,995	354,635	368,820	383,573	0.3%
Transfer Station	4,831,819	4,976,774	5,126,077	5,279,859	5,438,255	12.6%
Mowing	921,408	958,264	996,595	1,036,459	1,077,917	17.0%
Accounting	63,594	64,553	67,135	69,820	72,613	14.2%
Information Technology	84,400	87,776	91,287	94,939	98,736	17.0%
Non-Departmental	337,195	335,132	342,920	350,906	359,098	6.5%
Debt Service	774,000	752,712	748,962	749,400	749,462	(3.2%)
Transfers	1,993,144	2,072,869	2,155,785	2,242,016	2,331,697	17.0%
<b>Total Expenses</b>	<b>14,270,810</b>	<b>14,569,408</b>	<b>14,963,336</b>	<b>15,373,758</b>	<b>15,796,521</b>	<b>10.7%</b>
<b>Ending Fund Balance</b>	<b>2,385,294</b>	<b>1,672,866</b>	<b>1,621,250</b>	<b>2,297,253</b>	<b>3,778,482</b>	<b>58.4%</b>

**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 2008-09 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 4% 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. At this time, there are no anticipated debt issuances in the near future for the Water and Sewer 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:**

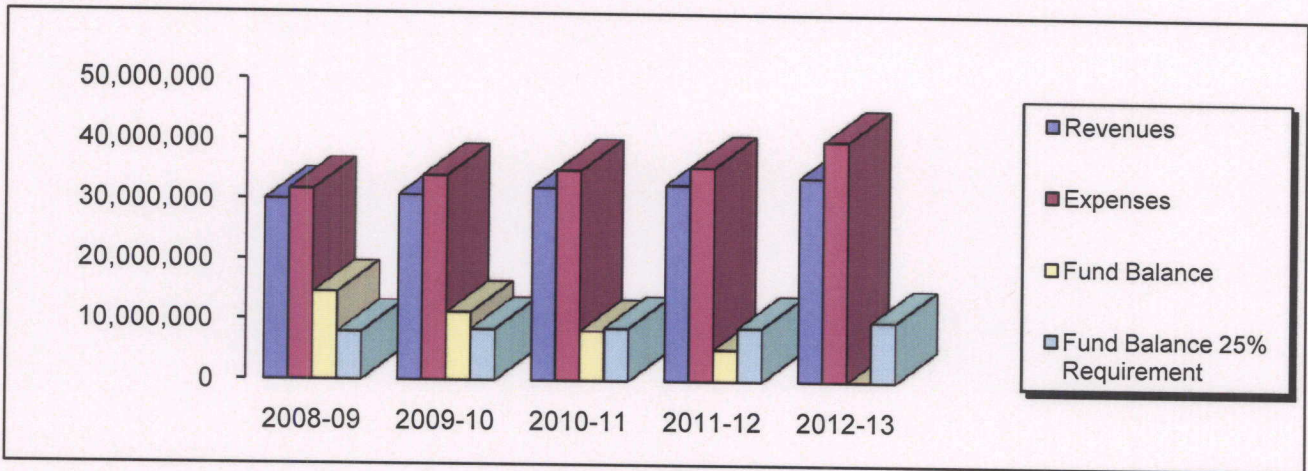
This forecast attempts to provide the reader, along with City staff, a look into the future as to the financial stability of the Water and Sewer Fund. It is important for the user of this forecast to understand that these numbers are estimates based on various statistical methods and are not representation 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**

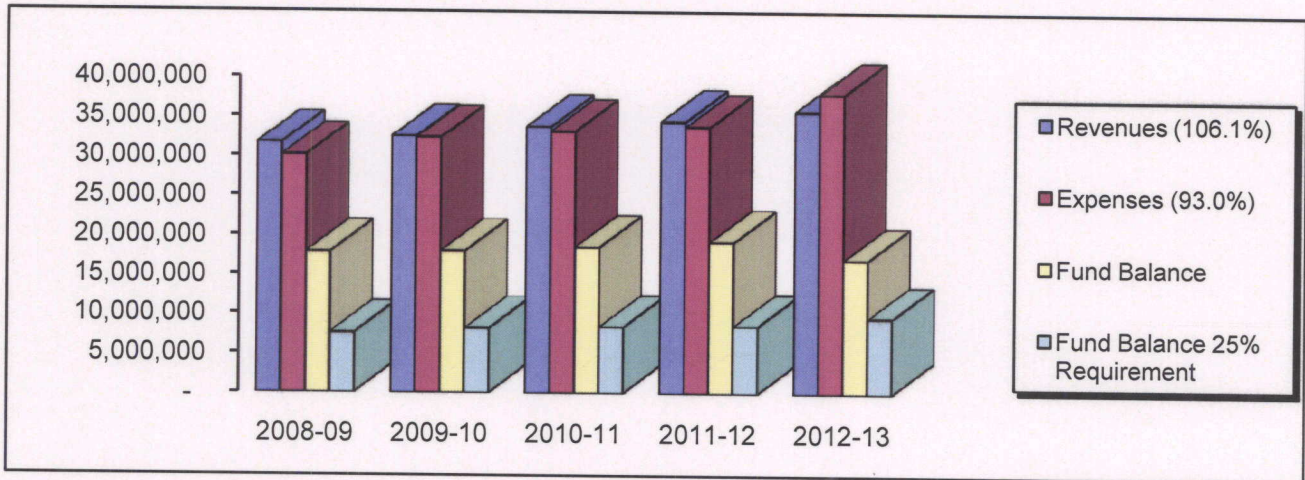
	<b>2008-09 Budget</b>	<b>2009-10 Forecast</b>	<b>2010-11 Forecast</b>	<b>2011-12 Forecast</b>	<b>2012-13 Forecast</b>	<b>% Change 2007-2012</b>
<b>Beginning Fund Balance</b>	<b>16,214,633</b>	<b>14,533,288</b>	<b>11,238,177</b>	<b>8,255,256</b>	<b>5,340,003</b>	<b>(67.1%)</b>
<b>Revenues</b>						
Sale of Water	14,036,939	14,598,417	15,182,353	15,789,647	16,421,233	17.0%
Water & Sewer Taps	1,142,622	1,176,901	1,212,208	1,248,574	1,286,031	12.6%
Sewer Fees Collected	12,592,773	13,096,484	13,751,300	14,165,157	14,731,763	17.0%
Misc Services & Charges	750,000	772,500	795,675	819,545	844,132	12.6%
Delinquent Penalty	560,000	576,800	594,104	611,927	630,285	12.6%
Interest Earned	900,000	524,098	441,142	30,487	10,250	(98.9%)
Miscellaneous Receipts	21,000	21,630	22,279	22,947	23,636	12.6%
<b>Total Revenues</b>	<b>30,003,334</b>	<b>30,766,830</b>	<b>31,999,061</b>	<b>32,688,284</b>	<b>33,947,330</b>	<b>13.1%</b>
<b>Expenses</b>						
Fleet Services	1,393,536	1,440,559	1,489,464	1,540,324	1,593,219	14.3%
Utility Billing & Collection	1,815,812	1,873,820	1,934,149	1,996,891	2,062,143	13.6%
Water Distribution	1,448,261	1,469,349	1,491,281	1,514,090	1,537,812	6.2%
Sanitary Sewers	769,265	792,831	803,939	829,428	855,937	11.3%
Water and Sewer Operations	2,396,918	2,399,387	2,442,723	2,487,792	2,534,664	5.7%
Water and Sewer Engineering	1,074,341	1,079,227	1,106,104	1,134,056	1,163,126	8.3%
Information Technology	659,122	670,575	682,487	294,874	707,758	7.4%
Water and Sewer Projects	700,000	728,000	757,120	787,405	818,901	17.0%
Water Purchase	5,944,677	6,201,468	6,428,160	6,674,564	7,115,980	19.7%
Wastewater Treatment	5,827,918	5,975,193	6,218,671	6,516,338	6,601,338	13.3%
Non-Departmental	1,253,602	1,518,018	1,355,896	1,410,132	1,466,537	17.0%
Debt Service	5,008,029	6,598,860	6,601,905	6,600,757	9,598,879	91.7%
Transfers	3,393,198	3,314,654	3,670,083	3,816,886	3,969,562	17.0%
<b>Total Expenses</b>	<b>31,684,679</b>	<b>34,061,941</b>	<b>34,981,982</b>	<b>35,603,537</b>	<b>40,025,856</b>	<b>26.3%</b>
<b>Ending Fund Balance</b>	<b>14,533,288</b>	<b>11,238,177</b>	<b>8,255,256</b>	<b>5,340,003</b>	<b>(738,523)</b>	<b>(105.1%)</b>

**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**

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**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 2008-09 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 7% 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 4% 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.

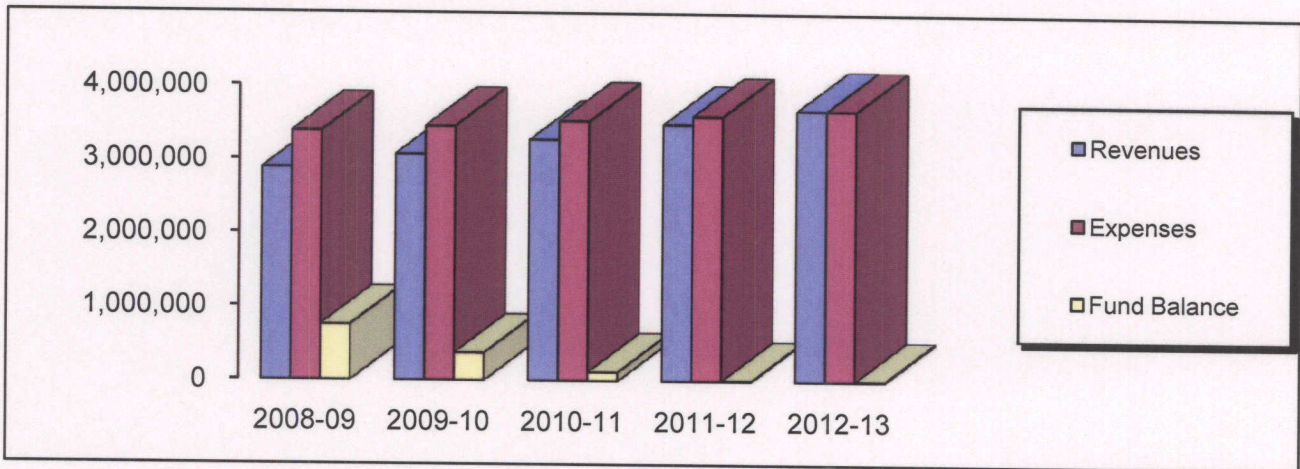
**CITY OF KILLEEN  
FIVE YEAR FORECAST  
DRAINAGE UTILITY FUND**

	<b>2008-09 Budget</b>	<b>2009-10 Forecast</b>	<b>2010-11 Forecast</b>	<b>2011-12 Forecast</b>	<b>2012-13 Forecast</b>	<b>% Change 2007-2012</b>
<b>Beginning Fund Balance</b>	<b>1,249,820</b>	<b>752,457</b>	<b>371,882</b>	<b>119,308</b>	<b>6,786</b>	<b>(99.5%)</b>
<b>Revenues</b>						
Residential Storm Water Fees	2,194,767	2,348,401	2,512,789	2,688,684	2,850,005	29.9%
Commercial Storm Water Fees	511,306	547,097	585,394	626,372	663,957	29.9%
Interest Earned	180,000	178,200	176,418	174,654	172,907	(3.9%)
<b>Total Revenues</b>	<b>2,886,073</b>	<b>3,073,698</b>	<b>3,274,601</b>	<b>3,489,710</b>	<b>3,686,869</b>	<b>27.7%</b>
<b>Expenses</b>						
Drainage Engineering	336,464	344,473	352,801	361,463	370,472	10.1%
Streets	300,000	306,000	312,120	318,362	324,730	8.2%
Drainage Maintenance	1,419,116	1,461,116	1,504,797	1,550,224	1,597,469	12.6%
Information Technology	18,005	18,725	19,474	20,253	21,063	17.0%
Minor Drainage Projects	700,000	714,000	728,280	742,846	757,703	8.2%
Non-Departmental	7,198	7,238	7,280	7,323	7,368	2.4%
Debt Service	584,958	584,318	583,284	581,857	584,287	(0.1%)
Transfers	17,695	18,403	19,139	19,904	20,701	17.0%
<b>Total Expenses</b>	<b>3,383,436</b>	<b>3,454,273</b>	<b>3,527,175</b>	<b>3,602,232</b>	<b>3,683,792</b>	<b>8.9%</b>
<b>Ending Fund Balance</b>	<b>752,457</b>	<b>371,882</b>	<b>119,308</b>	<b>6,786</b>	<b>9,863</b>	<b>(98.7%)</b>

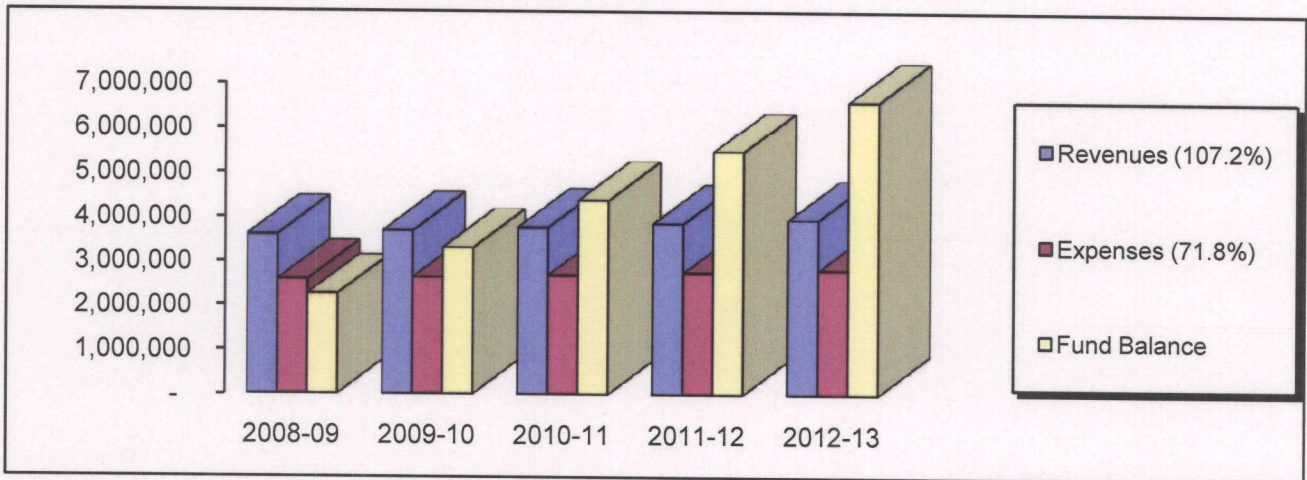


**CITY OF KILLEEN  
FIVE YEAR FORECAST  
DRAINAGE UTILITY FUND**

**STATIC FORECAST - REVENUES AND EXPENSES REALIZED AT 100% OF BUDGET**



**ADJUSTED FORECAST - REVENUES AND EXPENSES BASED UPON HISTORICAL TRENDS**



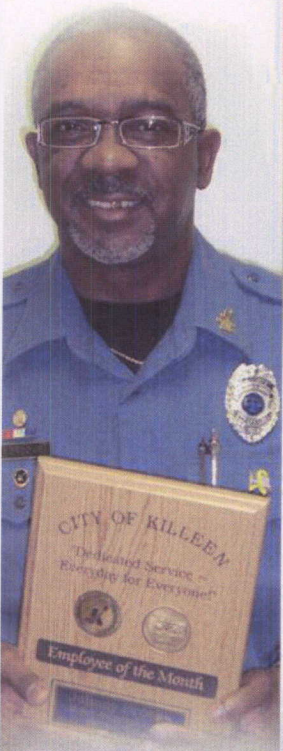
*The Drainage Utility Fund is an Enterprise Fund that established in 2001 by State and Federal mandate. The fund is not required by City ordinance to maintain the 25% Fund Balance Reserve applicable to the City's other major operating funds. The City's goal is to reach a fund balance reserve of 25% of operating expenses by FY 2010.*

*Capital Improvement Program (CIP) is not included in this financial forecast.*

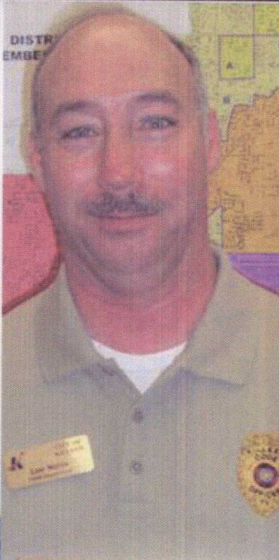


CITY OF KILLEEN, TEXAS

# appendix



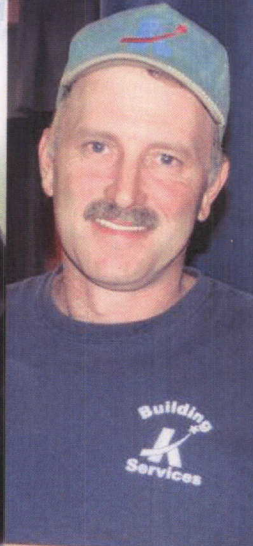
**JOHNNY BROOKS**  
BAILIFF  
MUNICIPAL COURT  
JANUARY 2008



**LEE WATTS**  
CODE ENFORCEMENT  
FEBRUARY 2008



**RACHEL AMADOR**  
ACCOUNTING SPECIALIST  
PUBLIC WORKS  
MAY 2008



**PAT MARTIN**  
GENERAL SERVICES  
AUGUST 2008



**TINA FLORES NEVAREZ**  
EMPLOYEE BENEFITS  
SPECIALIST  
DECEMBER 2007



**ANGELA COLLINS**  
COMPUTER TECHNICIAN  
INFORMATION  
TECHNOLOGY  
JULY 2008

HONORING OUR EMPLOYEE'S OF THE MONTH  
FISCAL YEAR 2008-2009 ANNUAL BUDGET  
AND PLAN OF MUNICIPAL SERVICES

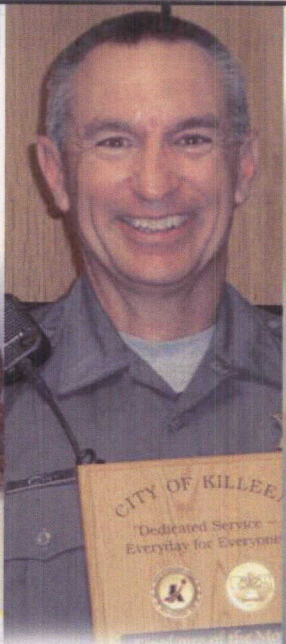


CITY OF KILLEEN, TEXAS

# appendix



**DIANE WATT**  
AVIATION  
JANUARY, 2007



**CLIFFORD BROWN**  
CITY MARSHAL-KILLEEN  
MUNICIPAL COURT  
MARCH 2008



**SCOTT OSBURN**  
ASSISTANT CITY  
ATTORNEY-PUBLIC  
WORKS  
JUNE 2008



**GEORGE LUECK**  
PROJECT ENGINEER  
PUBLIC WORKS  
APRIL 2008



**LINDA MEADS**  
CITY ATTORNEY OFFICE  
NOVEMBER 2007



**VON MILTON**  
PARKS AND RECREATION  
OCTOBER 2007

HONORING OUR EMPLOYEE'S OF THE MONTH  
**FISCAL YEAR 2008-2009 ANNUAL BUDGET**  
AND PLAN OF MUNICIPAL SERVICES

# 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!"*



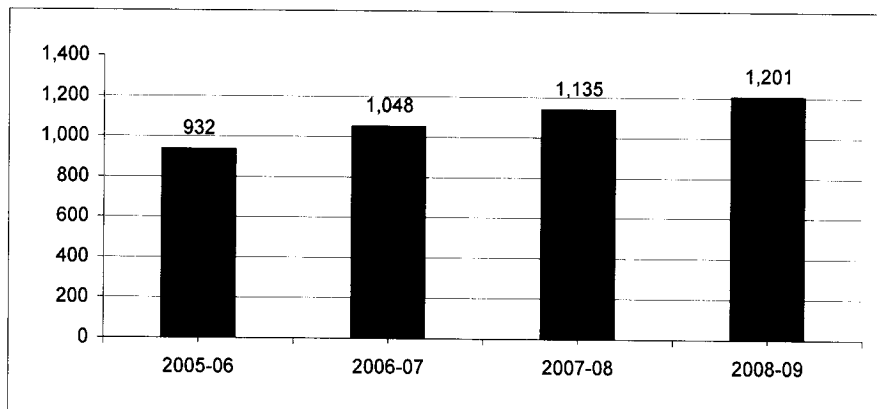
**FULL TIME AND REGULAR PART-TIME EMPLOYEES**

	2005-06	2006-07	2007-08	2008-09
<b>General Fund</b>				
City Manager	3	3	4	4
Emergency Management & Homeland Security	0	1	1	1
City Auditor and Compliance Office	0	1	1	1
Municipal Court	19	23	23	24
Public Information	2	2.5	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	5	5	5	4
Building Services	3	3	3	3.5
Custodial Services	8	9	10	10
Printing Services	2	2	2	2.5
EMS Billing & Collections	5	5	5	5
Human Resources	10	10	11	12
Information Technology	12	12	13	14
Permits & Inspections	14	14	16	17
Code Enforcement	8	8	8	9
Library Services	30	31	32	32
Golf Course	17	17	18	18
Golf Course Food & Beverage	0	5	5	5
Community Center Operations	0	0	6	6
Parks	31	37	33	33
Lions Club Park	0	0	14	14
Family Aquatics Center	0	0	0	2
Recreation	3	3	6	6
Athletics	3	3	3	3
Cemetery	6	6	6	6
Senior Citizens	3	3	5	5
Community Development	4	4	4	4
Downtown Revitalization	0	1	1	1
Home Program	1	1	1	1
Public Works	2	2	2	2
Engineering	2	2	2	2
Traffic	9	9	10	10
Street	39	39	43	47
Planning	8	9	9	9
Police	249	267	286	305
Animal Control	8	8	9	11
Fire	143	194	194	201
<b>Total General Fund</b>	<b>673</b>	<b>763.5</b>	<b>817.5</b>	<b>856.5</b>
<b>Killeen-Fort Hood Regional Airport</b>				
Killeen-Fort Hood Regional Airport	37.5	40	41	41
<b>Total Killeen-Fort Hood Regional Airport Fund</b>	<b>37.5</b>	<b>40</b>	<b>41</b>	<b>41</b>
<b>Skylark Field</b>				
Skylark Field	5.5	4	4	4
<b>Total Skylark Field Fund</b>	<b>5.5</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>Solid Waste</b>				
Custodial	0	1	1	1
Accounting	0	0	0	4
Residential Services	38	38	40	41.2
Commercial Services	19	20	21	20

**FULL TIME AND REGULAR PART-TIME EMPLOYEES**

	2005-06	2006-07	2007-08	2008-09
Recycle Center	7	7	7	7
Transfer Station	11	13	13	15
Mowing	11	11	19	22
<b>Total Solid Waste Fund</b>	<b>36</b>	<b>90</b>	<b>101</b>	<b>110.2</b>
<b>Water and Sewer</b>				
Fleet Services	19	22	23	23
Utility Collections	32	34	35	38
GIS	3	3	4	5
Water Distribution	15	15	19	19
Sanitary Sewer	13	13	13	15
Water and Sewer Operations	20	20	24	24
Engineering	0	8	9	9.6
<b>Total Water and Sewer Fund</b>	<b>102</b>	<b>115</b>	<b>127</b>	<b>133.6</b>
<b>Drainage Utility Fund</b>				
Engineering	9	3	3	3.2
Maintenance	0	12	21	30
<b>Total Drainage Utility Fund</b>	<b>9</b>	<b>15</b>	<b>24</b>	<b>33.2</b>
<b>Special Revenue Fund</b>				
Cablesystem PEG	0	1.5	1.5	1.5
Civic and Conference Center	14	14	14	14
Community Development Block Grant	4	4	4	5
Home Program	1	0.5	1	1
<b>Total Special Revenue Fund</b>	<b>19</b>	<b>20</b>	<b>20.5</b>	<b>21.5</b>
<b>Capital Improvement</b>				
Bond Construction	0	0	0	1
<b>Total Capital Improvement Fund</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
<b>TOTAL ALL FUNDS</b>	<b>932</b>	<b>1,048</b>	<b>1,135</b>	<b>1,201</b>

**Note:** In order to be consistent, all data for prior years presented has been included in each Division's current position of the organizational structure.



# **CITY OF KILLEEN**

## **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
	Facilities Maintenance Specialist	\$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 Services 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
	Small Equipment Mechanic	\$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
	Golf Course Maintenance Technician	\$1,786	\$2,602
	Graffiti Removal Specialist	\$1,786	\$2,602
	Grounds Maintenance 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
	Crime Prevention Coordinator	\$1,999	\$2,913
	Criminal Victims Liaison	\$1,999	\$2,913
	Custodian Crew Leader	\$1,999	\$2,913
	Drainage Maintenance Technician	\$1,999	\$2,913
	Electrical Maintenance Technician	\$1,999	\$2,913
	Equipment Operator	\$1,999	\$2,913
	Evidence Technician	\$1,999	\$2,913
	Golf Shop Manager	\$1,999	\$2,913
	Grounds Crew Leader	\$1,999	\$2,913
	Juvenile Case Manager	\$1,999	\$2,913
	Mowing Crew Leader	\$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
	Associaton Sales Manager	\$2,239	\$3,263
	Athletic Supervisor	\$2,239	\$3,263
	Buyer	\$2,239	\$3,263
	Drainage Crew Leader	\$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
	W&S Materials Manager	\$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
	Employee Benefits Specialist	\$2,509	\$3,655
	Home Program Coordinator	\$2,509	\$3,655
	Info.Technology Training Specialist	\$2,509	\$3,655
	Info.Technology Web Technician	\$2,509	\$3,655
	Operations Specialist	\$2,509	\$3,655
	Plans Reviewer	\$2,509	\$3,655
	Police Records Supervisor	\$2,509	\$3,655
	Reprographics Technician	\$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

<u>57</u>	Administrative Assistant	\$2,810	\$4,345
	Airport Maint.Crew Leader	\$2,810	\$4,345
	Animal Control Supervisor	\$2,810	\$4,345
	Assistant Golf Professional	\$2,810	\$4,345
	Branch Manager	\$2,810	\$4,345
	Building Inspector	\$2,810	\$4,345
	Chief Operator	\$2,810	\$4,345
	City Marshal	\$2,810	\$4,345
	Code Enforcement Field Supervisor	\$2,810	\$4,345
	Commercial Operations Supervisor	\$2,810	\$4,345
	Community Development Prg/Manager	\$2,810	\$4,345
	Computer Mainframe Specialist	\$2,810	\$4,345
	Container Operations Supervisor	\$2,810	\$4,345
	Drainage Maintenance Supervisor	\$2,810	\$4,345
	EMS Billing Supervisor	\$2,810	\$4,345
	Engineering Assistant	\$2,810	\$4,345
	Flightline Service Crew Leader	\$2,810	\$4,345
	Food and Beverage Manager	\$2,810	\$4,345
	GIS Data Technician	\$2,810	\$4,345
	Government Channel Producer	\$2,810	\$4,345
	Human Resources Specialist	\$2,810	\$4,345
	Mowing Operations Supervisor	\$2,810	\$4,345
	Network Technician	\$2,810	\$4,345
	Network Technician (Airport)	\$2,810	\$4,345
	Office Supervisor	\$2,810	\$4,345
	Operator III	\$2,810	\$4,345
	Recycling Operations Supervisor	\$2,810	\$4,345
	Reference Librarian	\$2,810	\$4,345
	Residential Operations Supervisor	\$2,810	\$4,345
	Sex Offender Coordinator	\$2,810	\$4,345
	Sign Crew Supervisor	\$2,810	\$4,345
	Special Projects Coordinator	\$2,810	\$4,345
	Storm Water Drainage Technician	\$2,810	\$4,345
	Street Maintenance Supervisor	\$2,810	\$4,345
	Traffic Signal Supervisor	\$2,810	\$4,345
	Transfer Station Supervisor	\$2,810	\$4,345
	Utility Services Supervisor	\$2,810	\$4,345

<u>58</u>	Building Plans Examiner	\$3,147	\$4,865
	Chief Building Inspector	\$3,147	\$4,865
	Clerk of the Court	\$3,147	\$4,865
	Compliance/Collections Manager	\$3,147	\$4,865
	Facilities Manager	\$3,147	\$4,865
	Fleet Services Parts Supervisor	\$3,147	\$4,865
	Fleet Services Supervisor	\$3,147	\$4,865
	IT Airport Technology Supervisor	\$3,147	\$4,865
<u>58</u>	Network Exchange Administrator	\$3,147	\$4,865
	Operations Supervisor	\$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
	City Secretary	\$3,525	\$5,449
	Commercial Operations Superintendent	\$3,525	\$5,449
	Employee Relations/Training Coordinator	\$3,525	\$5,449
	Evidence Manager	\$3,525	\$5,449
	Finance Manager	\$3,525	\$5,449
	GIS Technical Project Manager	\$3,525	\$5,449
	Info. Technology Network Manager	\$3,525	\$5,449
	Info. Technology Operations 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
	Fleet Services Manager	\$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
	Director of Community Development	\$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
	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 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
	Management Accountant	\$4,951	\$7,655
	Project Engineer	\$4,951	\$7,655

<u>63</u>	City Engineer	\$5,546	\$9,098
	City (Internal) Auditor	\$5,546	\$9,098
	Director of Human Resources	\$5,546	\$9,098
	Director of Planning & Eco Development	\$5,546	\$9,098
	Director of Solid Waste and Drainage Services	\$5,546	\$9,098
	Deputy City Attorney	\$5,546	\$9,098

**Unclassified Positions**

	Director of Public Information	\$4,951	\$7,655
	Golf Professional	\$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 Court Judge	City Council Determined	City Council Determined



# FIRE/EMS PAY PLAN

EFFECTIVE OCTOBER 1, 2007

PROBATIONARY FIRE & RESCUE OFFICER	YEAR ONE	YEAR TWO	YEAR THREE	YEAR FOUR	YEAR FIVE	YEAR SIX	YEAR EIGHT	YEAR TEN	YEAR TWELVE	YEAR FOURTEEN	YEAR SIXTEEN	YEAR EIGHTEEN
	\$2,866	\$3,197	\$3,307	\$3,417	\$3,528	\$3,638	\$3,748	\$3,858	\$3,969	\$4,079	\$4,189	\$4,299
	\$34,395	\$38,364	\$39,686	\$41,009	\$42,332	\$43,655	\$44,978	\$46,301	\$47,624	\$48,947	\$50,269	\$51,592
	<b>YEAR 1-2</b>	<b>YEAR 3-4</b>	<b>YEAR 5-9</b>	<b>YEAR 10+</b>								
<b>FIRE PREVENTION OFFICER</b>	\$4,520	\$4,685	\$4,851	\$5,016								
	\$54,238	\$56,222	\$58,207	\$60,191								
<b>FIRE LIEUTENANT</b>	\$4,520	\$4,685	\$4,851	\$5,016								
	\$54,238	\$56,222	\$58,207	\$60,191								
<b>FIRE CAPTAIN</b>	\$5,181	\$5,347	\$5,512	\$5,677								
	\$62,175	\$64,160	\$66,144	\$68,128								
<b>FIRE DEPUTY CHIEF</b>	\$6,284	\$6,504	\$6,725	\$6,945								
	\$75,404	\$78,050	\$80,696	\$83,341								
<b>FIRE MARSHALL</b>	\$6,284	\$6,504	\$6,725	\$6,945								
	\$75,404	\$78,050	\$80,696	\$83,341								
<b><u>Fire/EMS Incentive Pay</u></b>												
EMS Driver			\$25.00/day									
Paramedic Attendant			\$50.00/day									
EMT/Beginner or, EMT/Intermediate or, EMT/Paramedic			\$100									
			\$120									
			\$300									
<b>AND</b>												
Firefighter/Intermediate or, Firefighter/Advanced or, Firefighter Master			\$60									
			\$120									
			\$175									
<b>AND</b>												
Apparatus Technician and, HAZMAT ARFF			\$50									
			\$100									
			\$100									
<b><u>Fire/EMS Assignment Pay</u></b>												
Training Officer			\$200									
Arson Investigator			\$100									
Emergency Management Coordinator			\$200									



# FIRE/EMS PAY PLAN

EFFECTIVE OCTOBER 1, 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, 2008**

<b>Incentive Title</b>	<b>Per Month</b>
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 Enf Officer Professional-Intermediate	\$50
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

**City of Killeen**  
**Incentive Pay Schedule (Non-Civil Service)\*\***  
**Effective October 1, 2008**

<b>Incentive Title</b>	<b>Per Month</b>
Plumber-Journeyman	\$60
Plumber-Master	\$120
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	\$50
State Licensed Plumbing Inspector-Certified	\$50
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
Zoning Inspector	\$10

*\*\*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 25,000 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	\$24.58
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	700.00
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**

<b>Dumpster Size</b>	<b>Scheduled Number of Pickups Per Week</b>						
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
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**

<b>Size of Container</b>	<b>For Call-In Service</b>	<b>For Customer Reload on Site</b>
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

<b>Compactor Size</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
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**

<b>Size of Container</b>	<b>Rental Fee</b>	<b>Service + Tax</b>
20 yard open top	\$ 99.70	\$ 111.24 + weight*
30 yard open top	117.77	111.24 + weight*
40 yard open top	135.04	111.24 + weight*
20 yard compactor	Must own	111.24 + weight*
30 yard compactor	Must own	111.24 + weight*
42 yard compactor	Must own	111.24 + weight*

\* as provided in Section 24-64

**PREPAID DEPOSIT FOR ROLL-OFF CONTAINER SERVICE**

Number of Services Per Month

<b>Size of Roll Off</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>
20yd open top	\$ 350	\$ 610	\$ 870	\$ 1,130	\$ 1,390	\$ 1,650	\$ 1,910	\$ 2,170
30yd open top	425	736	1,048	1,360	1,672	1,984	2,259	2,570
40yd open top	490	855	1,220	1,582	1,945	2,308	2,673	3,038

Installation of locking bar device on containers: \$25.00 installation fee plus \$2.50 monthly rental

Dumpster cleaning \$ 50.00 per wash

Dumpster cleaning and painting \$185.00

Mechanical assistance to customer to unload unauthorized items in container \$30.00

**MANUAL COLLECTION FOR A COMMERCIAL ESTABLISHMENT**

\$110.57 per hour based on the total amount of time including, but not limited to, travel, loading, and disposal.

**SPECIAL MECHANICAL/"FLATBED" COLLECTION FOR A COMMERCIAL ESTABLISHMENT**

\$18.00 minimum for a volume up to three cubic yards

\$6.00 per cubic yard in excess of three cubic yards

Waiting Time (blocked dumpster asked to wait)	102.38/hr 1.71/min
After hours special pickup of dumpsters (under two hours)	25.00
Deposit at 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:**

<b>Weight</b>	<u>Disposal Fee</u>	<b>Fee</b>
0-100 pounds		\$ 2.57 (minimum fee)
2,000 pounds (one ton)		.0257 cents per pound 51.49 per ton
Surcharge for unsecured load		10.00
<b>Tire Disposal Fees:</b>		
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**

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To assist the reader of the Annual Budget document in understanding various terms, a budget glossary has been included.

**Accrual Accounting:** A basis of accounting in which debits and credits are recorded at the time they are incurred as opposed to when cash is actually received or spent. For example, in accrual accounting, 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!"*

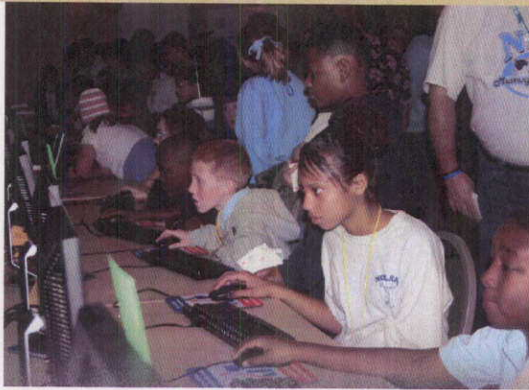


## Table of Contents



Gold Star Families board the Snowball Express flight to Disneyland for family members of deceased soldiers

## Community Information



6th grade students from Killeen Independent School District use computers for geography on Geographic Information Systems (GIS) Day 2007



The 1st Cavalry Division Color Guard posts the colors at Rodeo Killeen 2007

## City Manager's Message



City Manager Connie Green and Mayor Timothy Hancock present Charles Brown his Employee Service Award for 30 years of dedicated service to the City of Killeen



City Manager Connie Green makes remarks at the groundbreaking ceremony for the new Killeen Police Department Headquarters



### Budget Summary

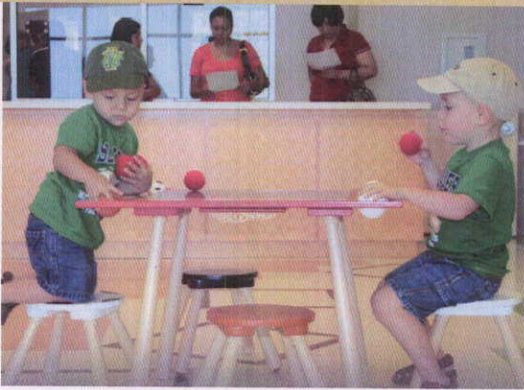


Basic Peace Officer Course Graduation Class No.9



Killeen police officers pose with golden shovels at the Killeen Police Department Headquarters groundbreaking

### General Fund



Children play in the new Lions Club Park Family Recreation Center at their grand opening

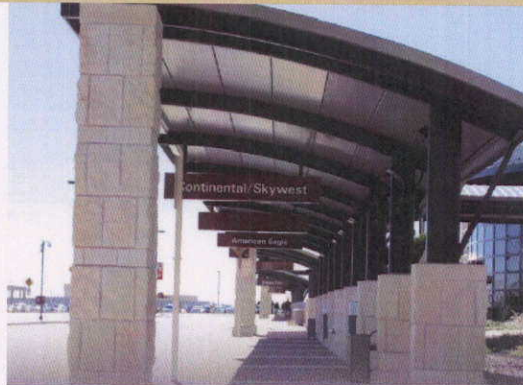


Carol Smith, Police Department Public Information Officer and McGruff at National Night Out

### Aviation



Mayor Pro Tem Fred Latham waves to the crowd as he exits one of two new crystal boarding bridges at Killeen-Fort Hood Regional Airport



Killeen-Fort Hood Regional Airport front entrance

**Solid Waste Fund**



Solid Waste staff in front of the new Solid Waste Administration building



New Solid Waste Headquarters Training Room

**Water and Sewer Fund**

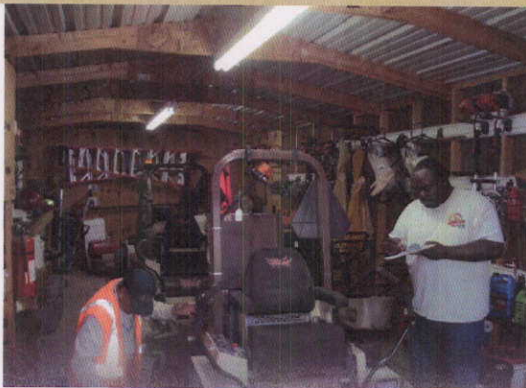


Foundation for new 1.5 million gallon Bundrant Water tower



Water tower located at the Airport

**Drainage Utility Fund**

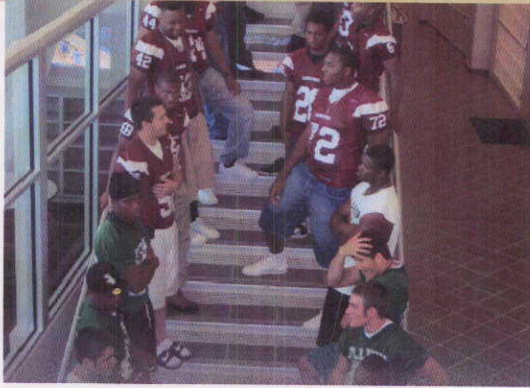


Repair and Parts Shed for Drainage Utility and Mowing Crews



Drainage Utility Crew removing blockage from Nolan Creek

**Debt**



Killeen High School and Ellison High School football players wait for Tommie Harris at the grand opening of the Tommie Harris Fitness at Lions Club Park



City officials and Chamber Ambassadors ceremoniously cut the ribbon to mark the opening of the Lions Club Park Family Recreation Center

**Special Revenue Funds**



Mayor Pro Tem Fred Latham and other distinguished guests attend the City's 125<sup>th</sup> Birthday Celebration Gala



Spectators wait in line at the Killeen Civic and Conference Center to attend a comedy show

**Capital Outlay**



Console of new Rescue 2 Fire Truck



New Rescue 2 Fire Truck

### Capital Improvements

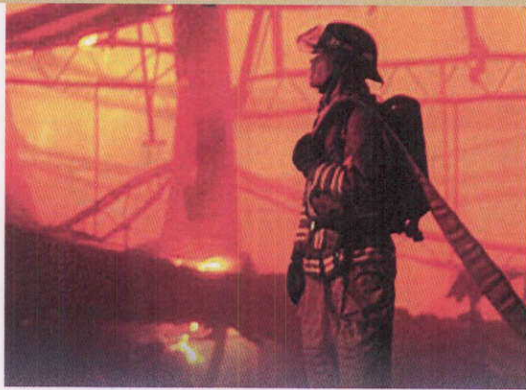


Guests socialize at the opening of the new Senior Center at Lions Club Park



City officials and Chamber Ambassadors ceremoniously cut the ribbon to mark the opening of the Lions Club Park Senior Center

### Financial Forecast

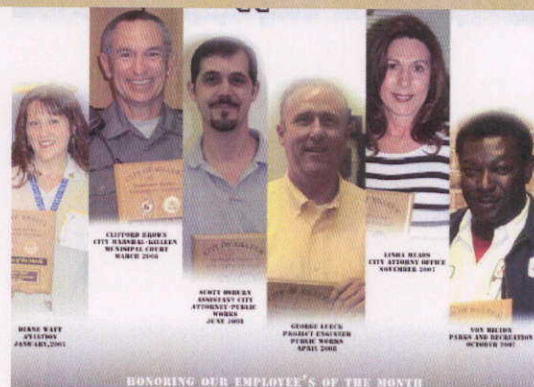
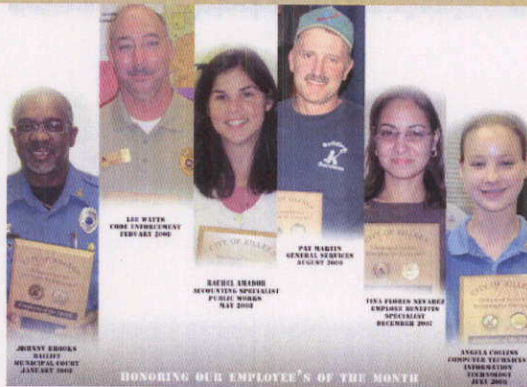


Phillip Bannister, Fire Rescue Officer, standing in the remains of a furniture building, as the fire is being extinguished



Killeen firefighters pose with golden shovels at the ground-breaking ceremony for Fire Station No. 8

### Appendix



Photos of the 12 distinguished employees of the month for FY 2007-2008

## Finance Department Budget Staff

Barbara A. Gonzales  
*Director of Finance*

Martie Gillespie, CPA  
*Assistant Director of Finance*

Jerry Sparks, CPA  
*Management Accountant*

Sara E. Doyle  
Staff Accountant

Dianne Morrow  
*Executive Assistant*



