

CITY OF KILLEEN, TEXAS
2003-04 ANNUAL BUDGET
AND
PLAN OF MUNICIPAL SERVICES

MAYOR

Maureen J. Jouett

CITY COUNCIL

Kathy Gilmore, Mayor Pro Tem

Dan Corban

Scott Cospers

Timothy Hancock

Fred Latham

Ernest L. Wilkerson

Dick Young

CITY STAFF

David A. Blackburn, City Manager

Connie J. Green, CPA, Director of Finance

“The City Without Limits!”

CITY OF KILLEEN



MISSION

Dedicated Service—Everyday, For Everyone!

VISION

Team Killeen—World Class, Plus One!

VALUES

Dependability, Integrity, Professionalism, Dedication,
Leadership, Respect

Mayor and City Council



Left to right: Earnest L. Wilkerson, Dan Corbin, Scott Cosper, Kathy Gilmore, Maureen J. Jouett, David Blackburn-City Manager, Fred Latham, Timothy Hancock and Dick Young.

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Term expires May 2004

Timothy Hancock, At Large

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Kathy Gilmore, At Large, Mayor Pro-Tem

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Term expires May 2004

Dick Young, Ward 2

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Term expires May 2005



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Killeen
Texas**

For the Fiscal Year Beginning
October 1, 2002

President

Executive Director

THE CITY OF KILLEEN RECEIVED THE GOVERNMENT FINANCE OFFICERS ASSOCIATION OF THE UNITED STATES AND CANADA (GFOA) AWARD FOR THEIR ANNUAL BUDGET AND PLAN OF MUNICIPAL SERVICES FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2002. 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 ELIGIBILITY FOR ANOTHER AWARD.

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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, 2003 AND ENDING ON SEPTEMBER 30, 2004; APPROPRIATING MONEY FOR THE VARIOUS FUNDS AND PURPOSES OF SUCH BUDGET INCLUDING APPROPRIATIONS OF MONEY TO PAY INTEREST AND PRINCIPAL SINKING FUND REQUIREMENTS ON ALL INDEBTEDNESS; PROVIDING A SAVINGS AND SEVERABILITY CLAUSE; REPEALING ALL ORDINANCES AND APPROPRIATIONS IN CONFLICT WITH THE PROVISIONS OF THIS ORDINANCE; AND ESTABLISHING AN EFFECTIVE DATE.

WHEREAS, a budget for operating the municipal government of the City of Killeen for the fiscal year October 1st, 2003, to September 30th, 2004, has been prepared by David A. Blackburn, 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,**

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF KILLEEN:

SECTION I. That the City Council of the City of Killeen ratifies, approves and adopts the budget as finally considered for the fiscal year of October 1st, 2003, to September 30th, 2004, 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 2003-2004 fiscal year for the different administrative units and purposes of the City of Killeen, Texas be fixed and determined for said fiscal year in accordance with the expenditures shown in said budget, and that the distribution and division of said appropriations be made in accordance with said budget including such amounts shown for providing for sinking funds for the payment of the principal and interest and the retirement of the bonded debt of the City of Killeen.

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

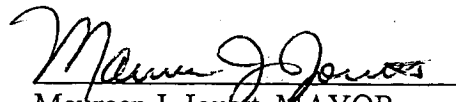
SECTION IV. That should any part, portion, or section of this ordinance be declared invalid or inoperative or void for any reason by a court of competent jurisdiction, such decision, opinion or judgment shall in no way affect the remaining portions, parts, or sections or parts of a section of this ordinance, which provisions shall be, remain and continue to be in full force and effect.

SECTION V. That all ordinances and appropriations for which provision has heretofore been made 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 26th day of August, 2003, at which meeting a quorum was present, held in accordance with the provisions of V.T.C.A., Government Code, §551.001 *et seq.*

APPROVED


Maureen J. Jouett, MAYOR

ATTEST:


Paula A. Miller, CITY SECRETARY



APPROVED AS TO FORM


Mary Kay Fischer, CITY ATTORNEY

CITY SECRETARY DISTRIBUTION:
Director of Finance

AN ORDINANCE SETTING THE TAX RATE AND LEVYING A TAX UPON ALL PROPERTY SUBJECT TO TAXATION WITHIN THE CITY OF KILLEEN, TEXAS, FOR THE 2003 TAX YEAR FOR THE USE AND SUPPORT OF THE MUNICIPAL GOVERNMENT OF THE CITY OF KILLEEN FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2003 AND ENDING SEPTEMBER 30, 2004; 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 tax 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 said rates to the City Council of said City prior to the Regular City Council meeting of August 26, 2003; 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 2003; **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 2003 be, and is hereby, set at 69.90 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 situated within the corporate limits of said City.

SECTION II. That there is hereby levied for the tax year 2003 upon all real and personal property not exempt from taxation by the constitution and laws of this state situated within the corporate limits of said City, and there shall be collected for the use and support of the municipal government of the City of Killeen, Texas, to provide a sinking fund for the retirement of the bonded debt of said City and to provide for permanent improvements in said City, said tax; and said tax, so levied and collected, shall be apportioned to the specific purposes hereinafter set forth; to-wit:

- A. For the payment of current expenses and to be deposited in the general fund (for the purposes of maintenance and operations) 52.11 cents on each one hundred dollars (\$100) of the taxable value of such property; and,
- B. To provide for sinking funds for the payment of the principal and interest and the retirement of the bonded debt, 17.79 cents on each one hundred dollars (\$100) of the taxable value of such property as follows:

1.93	per \$100 valuation-	to Interest and Sinking Fund Series	2003 C/O
.94	per \$100 valuation-	to Interest and Sinking Fund Series	2002
1.78	per \$100 valuation-	to Interest and Sinking Fund Series	2001 C/O
2.26	per \$100 valuation-	to Interest and Sinking Fund Series	2000
1.20	per \$100 valuation-	to Interest and Sinking Fund Series	Refunding Bonds 1999
.75	per \$100 valuation-	to Interest and Sinking Fund Series	1999 C/O
1.39	per \$100 valuation-	to Interest and Sinking Fund Series	1996 C/O
2.28	per \$100 valuation-	to Interest and Sinking Fund Series	1995
1.66	per \$100 valuation-	to Interest and Sinking Fund Series	1993
3.60	per \$100 valuation-	to Interest and Sinking Fund Series	Refunding Bonds 1993

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 2003-2004 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 26th day of August, 2003, at which meeting a quorum was present, held in accordance with the provisions of V.T.C.A., Government Code, §551.001 *et. seq.*

APPROVED


Maureen J. Jouett, MAYOR

ATTEST:


Paula A. Miller, CITY SECRETARY

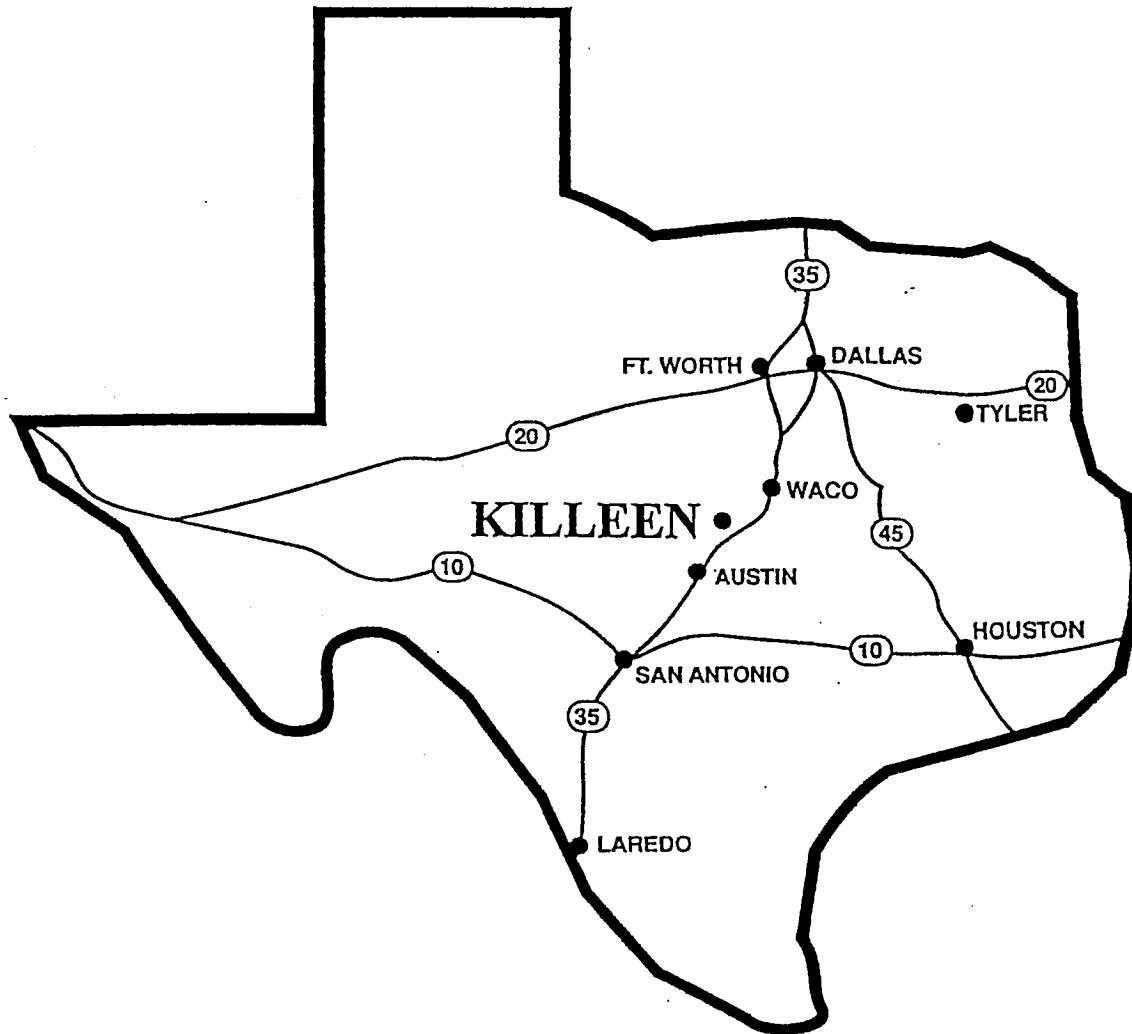


APPROVED AS TO FORM


Mary Kay Fischer, CITY ATTORNEY

CITY SECRETARY DISTRIBUTION:
Director of Finance

COMMUNITY INFORMATION



City of Killeen Community Information

The City of Killeen is a central Texas city located in Bell county U.S. Highway 190, a major U. S. Highway. Interstate 35 is only 17 miles to the east. Killeen is geographically on the main line of the Santa Fe Railroad and encompasses an area of 29.7 square miles. Major metropolitan areas are easily accessible - 60 miles to Waco, 75 miles to Austin, 150 miles to San Antonio, 162 miles to Dallas-Fort Worth, and 190 miles to Houston.

Killeen was founded in 1882 by the Santa Fe Railroad and named in honor of civil employee of the railroad, Frank P. Killeen. In 1884, the City had a population of 350 and consisted of a post office, a cotton gin, and two grain mills. The 1941 population of 1,265 rose to 7,100 in 1950, due primarily from the activation of Fort Hood, a military base on Killeen's northern border, which began functioning in 1942 and was designated a permanent military installation in 1950. By 1960, Killeen's population was over 21,000 and has grown steadily since then to a 2003 population of 100,976.

The City has a warm temperate climate with an average temperature of 69.7 degrees Fahrenheit. The warmest months are July and August with an average maximum temperature between 94 and 96 degrees Fahrenheit. The coolest temperatures, ranging from 37 to 38 degrees, occur in December and January.

Two basic services essential to any community are health care and education. Outstanding medical facilities are one of the key attractions of the area. The area serves as a Regional Medical Center with 853 hospital beds within 20 miles. Killeen is served by Metroplex Hospital, which provides 213 beds, a 7-bed intensive care unit, a 30 bassinet nursery, a full-range pathological laboratory, a licensed pharmacy, full-service radiology and a 24-hour physician-staffed emergency room. The recent addition of a new Imaging X-ray Center equips Metroplex Hospital with some of the latest diagnostic capabilities in advance medicine today. Metroplex Pavilion is a mental and behavioral health care center located on the Metroplex Hospital Campus. Licensed for 60 beds, it offers numerous treatment programs, and has separate patient area for children, adolescents, and adults. The Scott and White Killeen Clinic recently doubled in size and accommodates 10 Family Medicine physicians, 3 pediatricians, and 2 physicians assistants. They offer referral service to specialists in their 375-bed, regional hospital 25 miles away. The military community is served by the 265-bed Darnall Army Hospital and the satellite clinics.

High quality education from kindergarten through graduate school is available. The Killeen Independent School District is the largest school district between Dallas and Austin. The district has grown from an enrollment of 20,413 students in 1986-87 to an enrollment of over 32,643 in 2003-2004. KISD employs over 5,000 teachers and support personnel to serve the District's 44 campuses. KISD serves as the area's second largest employer. Students attend classes at twenty-seven elementary schools (K-5), nine middle schools (6-8), four high schools (10-12), two alternative centers, one area vocational school, and one special education school. Besides the 44 regular schools and several specialized campuses, the District utilizes more than 160 portable classrooms, which is equal to five elementary schools. Central Texas College and Tarleton University System Center-Central Texas, that is 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.

The quality of life in Killeen is excellent. Killeen boasts a spacious, beautiful mall of about 700,000 square feet. Over 135 service clubs, associations, and organizations may be found within the community. The Killeen community has approximately 90 churches representing over 20 different religious denominations. There are several neighborhood bars and recreational centers. In addition, the community has two bowling alleys, six physical fitness centers, two skating rinks, and one auto race track. Golf enthusiasts can enjoy a challenging and beautiful 18-hole, 7,200-yard municipal golf course. Those who prefer water sports can engage in fishing, boating, water skiing, or sailing at either Belton Lake or Stillhouse Hollow Lake. Vive Les Arts Societe founded in 1976 develops and promotes cultural activities in Killeen, including an excellent theater group which is recognized as one of the most talented of its type in Texas. In 1991, Vive Les Arts opened a center featuring a 400-seat theater and a combination gallery-reception area.

The government operates under the council-manager form of government. Policy making and legislative authority are vested in the city council, which consists of a mayor and a seven-member council. The city council 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.

The 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 ward, although voting for these seats is at-large. The mayor and three remaining council members are elected at large.

The City of Killeen currently enjoys a favorable economic environment and local indicators point to continued stability. The City's economy is primarily service-oriented, combined with Fort Hood. Fort Hood is the largest armored military installation in the nation. The post is located adjacent to the City of Killeen and covers an area of 340 square miles (217,337 acres). Established in 1942, Fort Hood is home to the III Mobile Armored Corps. Fort Hood is the only post in the United States capable of stationing and training two armored divisions. Fort Hood 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. Currently there are 42,057 military personnel and 4,267 civilians working on the post. Fort Hood has a direct economic impact on the local area of \$1.8 billion (payroll, contracts, local purchases and school aid). It is estimated that the total economic impact of Fort Hood on the local area is \$3.6 billion dollars. With Fort Hood as the cornerstone, the Killeen economy has been the fastest growing segment of the I-35 Texas technology corridor.

KILLEEN AT A GLANCE

Form of Government

Council-Manager Plan established by charter. The Charter was adopted in March 1949.

The charter established a seven member council and a mayor. Three council members are elected at large and four are elected from wards for two year terms.

The mayor is a separately elected member of the Council. The City Manager is appointed by the City Council.

Fiscal year begins October 1st

Number of employees 2003-04 818

Major Services provided by the City of Killeen

- Airport Facilities
- Building and Housing Inspections
- Convention Facilities
- Fire and Emergency Medical Service
- Health Services
- Municipal Court System
- Neighborhood Improvement
- Police Protections
- Recreations, Parks, and Golf
- Sewer Maintenance
- Street Lighting
- Traffic Waste Collections
- Water Supply

Tax Structure

2003-04

Property Tax	2.7797
City of Killeen	.6990
Public Schools-KISD	1.5633
Bell County	.3351
CTC	.1475
Road	.0299
Clear Water	.0049

2003 Property Tax Valuations

Total Assessed Value	\$ 2,850,180,061
Exempt Value	<u>317,296,694</u>
Total Taxable Value	\$ 2,532,883,694

Ten Largest Taxpayers 2003

Assessed Value

Central Telephone Company	\$ 33,660,503
Oncor Electric Delivery Co	32,535,502
Sallie Mae Inc	15,869,536
Time Warner Advance New House	12,520,424
Southwest Shopping Center	12,434,329
Feiga/Sierra Creek LP	9,544,275
Wal-Mart Stores #0407	9,207,310
Wal-Mart Real Estate Business	8,013,187
Secretary of Veterans Affairs	7,843,186
Stone Stream Associates LP	<u>6,659,421</u>
	\$ 148,287,673

2002-03 Service Statistics

Airport:

Number of airports	1
Number of acres	202
Number of airlines	3
Passengers enplaning	93,124
Passengers deplaning	94,530

Fire Protection:

Number of stations	7
Fire apparatus	17
Number of hydrants	4,000
Number of firemen	124
Number of paramedic runs	7,751
EMS Units	9

Libraries:

Number of Libraries	2
Number of volumes	95,637
Circulation of volumes	282,715
Library cards in force	34,507

Parks and Recreation

Number of Parks	14
Playgrounds	21
Municipal golf course	1
Swimming Pools	2
Tennis courts	9
Recreation Centers	1
Basketball courts	5

Police Protection:

Number of Facilities	3
Number of Commissioned Police Officers	168
Number of Employees-other	45

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

1995	29.2
2000	35.24
2002	35.45
2003	35.50

Population-5 mile radius:

1990	63,535
2000	84,488
2001	86,911
2002	91,000
2003	100,976

Racial Composition:

White	41.7
Black	31.0
American Indian	.6
Asian Alone	4.2
Native Hawaiian	.8
Other	.3
Mixed	3.9
Hispanic	17.5

Gender Composition:

Male	52.66
Female	47.34

Median Household Income: \$ 39,282**Number of Households:** 46,303**Median Age of Population:** 25.99**Unemployment Rates:**

Killeen	8.7
Texas	6.6
United States	6.1

Public Works:

Paved streets	384.00 mi.
Unpaved streets	1.0 mi.
Arterial streets (State)	30.32 mi.
Storm sewers	44,310 ft.
Lined drainage channels	150,000 ft.
Unlined drainage channels	185,000 ft.
Signalized intersections	78
Street Lights	3,066

Utilities**TXU Electric and Gas:**

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

Sprint/Centel-Texas:

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

City of Killeen Wastewater Systems:

Sanitary Sewer mains	310.3 mi.
Sewer connections	29,797
Sewer treatment plant is Activated Sludge	
	Plant 1 Plant 2
Max Capacity	15,000,000 6,000,000
Overload Capacity	42,000,000 18,000,000
Max Daily Use to Date	29,465,000 6,000,000

City of Killeen Water System:

Average daily consumption	12,590,000 gpd
Rated daily capacity	28,800,000 gpd
Water mains	330.5 mi.
Water connections	31,024
Max system daily capacity	28,800,000 Killeen 80,000,000 WCID
Max daily use to date	21,117,000 Killeen 50,000,000 WCID
Pressure on mains	37-100 PSI Killeen 75-135 PSI WCID
Storage capacity	15,250,000 Killeen 25,000,000 WCID
Size of mains	6"-30" Killeen 18"-54" WCID

Major employers in Killeen Area:

Fort Hood	46,324
KISD	5,000
Central Texas College	1,100
Metroplex Hospital	935
City of Killeen	808
Killeen Mall	800
Walmart	712
Sallie Mae	600
Convergys Corporation	473
M/A/R/C Group	350

Elevation: 700 feet above sea level

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

Average Annual Rainfall: 34.2 inches/year

Average Annual Snowfall: .9 inches/year

Area Universities/Colleges (name and location)

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

August 26, 2003

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

I am pleased to submit to you the Annual Budget and Plan of Municipal Services for the 2003-04 fiscal year, which begins October 1, 2003, and ends September 30, 2004. Five public forums were held to give citizens an opportunity to address issues of concern in the development of the budget. These meetings were beneficial as citizens voiced concern over a wide range of issues such as code enforcement, crime prevention, library services, street maintenance, and other City services.

The goals and priorities of the City Council were discussed during the Council's Goals, Objectives and Priorities Annual Planning Session. During this process, the Council identified two overriding priorities: 1) completing the efforts to bring the Joint Use of Robert Gray Army Airfield into operational status and 2) taking care of our employees. This budget is submitted in accordance with the provisions of our City Charter which requires the City Manager to submit a proposed budget between forty-five and ninety days prior to the beginning of each fiscal year. I believe that this budget formulates a plan of municipal services which reflects the general directions and concerns of the City Council concluding from the Annual Planning Session and the input from citizens concluding from the public forums and our strategic planning process.

STRATEGIC PLANNING BUDGET PRIORITIES

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

QUALITY OF LIFE SUB-COMMITTEE

OUTCOME: Enhance and expand the quality of life for all citizens of Killeen. Build upon existing resources, including newcomers and future generations.

OBJECTIVES:

- QOL 1.1** Develop a master plan for expansion of existing community/recreation centers, library facilities, and neighborhood satellite centers.
- QOL 1.2** Identify traffic problem areas and develop a plan to address problems.
- QOL 1.3** Support public transportation system.
- QOL 1.4** Develop a plan to utilize and involve local and Fort Hood community groups in beautification of Killeen.
- QOL 1.5** Seek grants for revitalization programs.

SERVICES SUB-COMMITTEE

OUTCOME: Provide the SERVICES to ensure that Killeen continues to progress and develop as the regional leader of Central Texas.

OBJECTIVES:

- S 1.1** Develop infrastructure proactively.
- S 1.2** Increase public safety.
- S 1.3** Continue investment in city parks and recreation programs.
- S 1.4** Expand code enforcement efforts
- S 1.5** Enhance quality of services through joint use partnerships with other entities.
- S 1.6** Encourage participation of citizens on appointed and elected boards at local, regional, and state levels.
- S 1.7** Expand two-way communications between city hall and citizens, including the sharing of good news stories.
- S 1.8** Improve utility infrastructure for water and waste water facilities.
- S 1.9** Establish (expand) "neighborhood" policing program (policy). "Community police."

PHYSICAL APPEARANCE SUB-COMMITTEE

OUTCOME: Create an environment which fosters community pride and appeals to visitors.

OBJECTIVES:

- PA 1.1** Establish an ordinance/standards (requiring more than minimum) for landscaping of residences and commercial property. (Have consequences for all.)
- PA 1.2** Modify, expand, and fund current city-wide cleanup program. Enforce/establish codes and sign ordinances. Partner with community organizations and educate/communicate with citizens.
- PA 1.3** Establish a "green" parks ordinance in all development areas, commercial and residential. (This would entail dedication of land rather than dollars.)
- PA 1.4** Instill civic pride through aggressive public relations program. (Cooperation among city departments, partner with businesses, partner with community organizations and government entities.

ECONOMIC DEVELOPMENT SUB-COMMITTEE

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

OBJECTIVES:

- ED 1.1** Continue political action support of the mission of Fort Hood at the federal, state, and local level.
- ED 1.2** Aggressively market and support the joint-use airport to create additional regional economic development opportunities.
- ED 1.3** Pursue commercial real estate opportunities from companies currently housed on Fort Hood.
- ED 1.4** Promote the growth of higher educational opportunities in Killeen to produce a quality labor force.
- ED 1.5** Develop a "premier" golf course facility.
- ED 1.6** Increase economic development funding for existing and prospective business ventures.
- ED 1.7** Aggressively market Killeen as a great place to do business, retire, and raise a family.
- ED 1.8** Promote the availability of affordable industrial and residential land for development.

OPERATING BUDGET

The expenditure budget for the City's five major operating funds is \$79,278,420. Total expenditures for all funds in our FY 2003-04 budget are anticipated to be \$103,756,041. The budget also includes \$4,590,000 in capital improvements budgeted for the Joint Use of Robert Gray Army Airfield project, which will be reimbursed by FAA Grants. The budget also includes several new programs and services, which have been included in the budget to address priority issues. The following is a brief summary of the budget by major operating funds.

General Fund

The General Fund Budget faces a potential financial challenge. Due to state and national economic conditions, our revenues are more conservatively projected than in recent years. For example, sales tax revenues, which had been growing six percent annually, are projected to grow only two percent during the upcoming fiscal year. Other major revenue accounts such as franchise fees and permits and inspections have been budgeted conservatively, with no increase in revenues expected. In order to reduce the projected deficit for FY 2003-04 without cutting services or employees, the following strategies were employed:

- Deferred all new program and services request.
- Added no new employees.
- Elimination of non-essential capital outlay.
- Deferred fleet and computer replacements.

As we work to reduce the projected operating deficit, the City remains committed to meet certain obligations, such as:

- Maintaining essential city services.
- Fully funding the City's share of financial obligations associated with the new airport.
- Taking care of our employees by maintaining the current pay plan, current benefits, and avoiding employee reductions in force.
- Maintaining the City's financial condition.

The recommended General Fund expenditure budget is \$41,349,596. This budget represents a 1.9% increase over the FY 2002-03 expenditure budget of \$40,566,463. The increase in expenditures is directly related to taking care of our employees. Funding of the compensation plan (\$449,760) and the increase in health insurance premiums (\$272,554) account for \$722,314 of the increase. Additional funding has been allocated to the Fire department budget to fund a 1% match for the Firemen's retirement fund (\$55,000) and fund start-up expenses of the Fire department training academy (\$105,381). The recommended budget also included funding for the Federal Home Program Administration (\$32,137). The budget also includes an increase of \$247,474 in the transfer to the Aviation fund (total Aviation fund transfer of \$662,474). The increase in the transfer is to fund increased operating costs expected with the opening of the new airport. These programs are itemized in the Summary of New Program and Service Requests, which follow the City Manager's Message. The budget has been developed using an ad valorem tax rate of .6990 cents per \$100 of taxable assessed valuation. The .6990 cent proposed tax rate represents a slight increase in the current ad valorem tax rate of .68 cents per \$100 of taxable assessed valuation.

The development of the General Fund budget was influenced by the economic assumptions affecting the major revenue sources of property tax and sales tax revenues. The certified tax roll from the Tax Appraisal District of Bell County indicates a taxable assessed valuation of \$2,536,443,570. This valuation represents an increase of \$206,151,165 (8.8%) over the prior year's taxable valuation of \$2,330,292,405. The tax roll reflects a total of \$129,642,818 in new improvements added to the tax roll. The increase in new improvements added to the tax roll will generate an additional \$906,203 in new property tax revenues assuming a tax rate of .6990 cents per \$100 of taxable property valuation. The effective tax rate, which is the tax rate that will generate the same amount of ad valorem tax revenue as the prior year, excluding new property additions is .6528 cents per \$100 of taxable property valuation. Sales tax revenues are budgeted as \$13,317,000. This represents an increase of 2% over the estimated revenues for FY 2002-03 and reflects a conservative growth projection based upon recent economic data. I am hopeful that we can exceed this projection. The base-operating budget for each department was capped at the previous years spending level less capital outlay expenditures. The budget cap included amounts budgeted for employee performance raises. This amount will continue to fund the same level of basic services and operations as in FY 2002-03.

A final word on the General Fund. In the past, we have been able to balance our General Fund budget thru a combination of spending less than projected and receiving more revenue than projected. This approach can work well when the economy is robust. However, when the economy is less than robust, or when we spend what is projected, a projected draw down on the Fund balance becomes more of reality. In the long term, this approach will not work. Over the next few years we must either: 1) create a more stable revenue stream or 2) adjust expenditures.

Water and Sewer Operating Fund

The City of Killeen provides water and sanitary sewer services to approximately 30,000 residential and commercial customers. The water system has approximately 316 miles of water mains serving the city with seven elevated storage tanks and four ground storage tanks. Total overall storage capacity is 19.65 million gallons. The city's distribution system has the capacity to deliver 29.5 million gallons daily. Current peak demand is about 19.26 mgd, average daily usage is 12.69 mgd. The sewer system's treatment plant capacity is 15 mgd, average daily flow is currently 12 mgd. The City is currently in the planning stages with Bell County Water Control and Improvement District # 1 regarding the construction of a second sewer treatment plant.

The budget for the Water and Sewer Operating Fund expenditures is \$20,950,007. This budget reflects a 5.9% increase over the FY 2002-03 expenditure budget of \$19,783,321. The total new programs and services included in this budget are \$ 742,590. These include the elevated water storage tank repair and rehabilitation program (\$525,000). This is the first year of a three year \$2.3 million capital improvement program to be funded from reserves in the Water and Sewer Operating Fund. Additional new programs include several replacement fleet units (\$98,200), repair and upgrade of the sanitary sewer line TV camera truck (\$82,510) sanitary sewer system rodder system conversion (\$13,000) and incentive pay parity for employees of the water and sewer fund (\$23,880). The cost to maintain the employee compensation plan is \$62,031.

As recommended in your five Year Water & Sewer Rate Study, (approved by City Council in August 2001), the Preliminary Budget recommends a 6% increase in the average residential water and sewer bill.

Solid Waste Fund

The City provides solid waste pickup and disposal services to 28,000 residential and commercial customers. Killeen pays by the ton for all solid waste hauled to a distant landfill. The Solid Waste Master Plan adopted a strategy to reduce waste, increase voluntary recycling, and improve collection efficiency by implementing a fully automated residential collection system and implementing a "Pay as You Throw" program using different size containers. The City also provides weekly pickup of segregated brush and weekly pickup of special collection material such as appliances, furniture, and mattresses. Citizens may also arrange to have "Non-Collection Material", such as construction debris picked up at their residence for an additional fee. The City operates a voluntary subscription recycling program. Recycling operations are conducted at the Killeen Recycling Center and various citizen drop-off points. Progress continues in implementing the residential curbside recycling program on a voluntary subscription basis. Currently the program is nearing its initial goal of 2,000 subscribers and a 10% reduction in the waste stream. The Transfer Station serves as the central collection and transfer point for the City's solid waste. Waste is loaded onto trailers and then transported by a contractor to a landfill in Austin, TX. Last fiscal year, over 76,000 tons of solid waste was transported to the landfill. The Transfer Station has reached capacity and the Solid Waste Master Plan recommends construction of a new facility beginning in FY 2004-05.

The budget for the Solid Waste Operating Fund expenditures is \$9,769,043. The budget reflects a 19.7% increase in expenses from the FY 2002-03 budget. The increase in the budget reflects several new programs and services that have been included in the budget. New Programs and

Services that have been included in the budget total \$1,786,394. Recommended new programs and services include adding a new automated collection route (\$469,170), an additional phase of landfill closure and maintenance (\$600,000), several replacement fleet (\$426,800), plans and specifications to construct a recycling materials recovery facility (\$85,000), additional new personnel (\$150,588), engineering services for a new solid waste administrative facility (\$50,000). Other new programs or services recommended total \$4,836.

The Budget recommends a increase in the solid waste rates. The rate increases vary by customer class and size of containers, (i.e., residential 8-17%, commercial 3%, etc.) and are outlined in the Solid Waste Rate Study proposal by an independent consultant, and approved by the City Council.

Drainage Utility Fund

The FY 2001-02 budget established the Drainage Utility Fund. The establishment of this fund was required by federally unfunded mandates of the Environmental Protection Agency (EPA) National Pollutant Discharge Elimination System (NPDES)Phase II regulations.

The Phase II Rule defines a small storm water management program as a program comprising six elements that, when implemented in concert, are expected to result in significant reductions of discharged pollutants. These six program elements, termed "Minimum Control Measures," are: 1) Public Education and Outreach. This element consists of distributing educational materials and performing outreach to inform citizens about the impacts polluted storm water runoff discharges can have on water quality; 2) Public Participation and Involvement. This element provides opportunities for citizens to participate in program development and implementation, including effectively publicizing public hearings and encouraging citizen representatives on a storm water management panel; 3) Illicit Discharge Detection and Elimination. This element involves developing and implementing a plan to detect and eliminate illicit discharges to the storm sewer system, including developing a system map and informing the community about hazards associated with illegal discharges and improper disposal of waste; 4) Construction Site Runoff Control. This element involves developing, implementing, and enforcing an erosion and sediment control program for construction activities that disturb one or more acres of land. Controls could include silt fences and temporary storm water detention ponds; 5) Post-Construction Runoff Control. This element involves developing, implementing, and enforcing a program to address discharges of post-construction storm water runoff from new development and redevelopment areas. Applicable controls could include preventative actions such as protecting sensitive areas or use of structural best management practices such as grassed swales or porous pavement; 6) Pollution Prevention and Good Housekeeping. This element involves developing and implementing a program with the goal of preventing or reducing pollutant runoff from municipal operations. The program must include municipal staff training on pollution prevention measures and techniques such as regular street sweeping, reduction in the use of pesticides and frequent drainage catch basin cleaning.

The City of Killeen has engaged Carter & Burgess, Inc., to assist the City with the development of its NPDES Phase II storm water program. These services include the development of a 5-year program to meet the (EPA) mandated six minimum control measures to improve storm water quality, the preparation of a Notice of Intent (NOI) for permit coverage, a rate study and the development of key early program implementation tasks. In Texas, the Phase II regulatory

program will be implemented and administered by the Texas Commission on Environmental Quality (TCEQ).

To date, Carter & Burgess has completed the following NPDES Phase II program development activities:

- Review of baseline program information provided by the City;
- Interviews with City staff representatives from most City departments;
- Monitoring of TNRCC and EPA rules development;
- Mapping of the City's storm water drainage system;
- Review of local and regional water quality data;
- Public information and input meetings;
- Field reviews of City owned facilities; and
- Data gathering regarding the city's storm water user fee.

In addition, this past fiscal year saw approximately \$175,000 invested in fourteen minor drainage capital improvements across the City.

Carter & Burgess has issued a report that provides an initial assessment of the City's storm water program, assesses local conditions, and outlines recommendations for meeting the NPDES Phase II regulatory program. This report will be used as a planning tool for program and budget development. In addition to developing the six minimum control measures program, Carter & Burgess will assist the City with revenue analysis and development of a rate model to support the City's program goals.

The budget for the Drainage Utility Fund expenditures is \$528,760. The budget reflects \$230,262 budgeted for several additional minor drainage improvement projects during the fiscal year. Staff, working in conjunction with the engineering firm Carter and Burgess, Inc., will present to City Council a Drainage Master Plan, which will incorporate a plan for major drainage improvements and the means to finance them.

Aviation Fund

The Aviation Budget reflects a full year of operating Killeen Municipal Airport plus start-up costs and a partial year of operations at the Joint Use Facility at Robert Gray Army Airfield. This is the first year that operating and maintenance expenses have been developed for both airports.

The new Joint Use Airport Project remains on schedule to open in the summer of 2004. Funding from the Federal Aviation Administration (FAA) remains positive. To date the FAA has granted over \$32,000,000 for the project and the total FAA contribution is expected to be over \$45,000,000 by the time the project is completed. Work continues to move forward satisfactorily on the Texas Department of Transportation funded roads leading to the site. These new roads are projected to be complete when the terminal opens in 2004.

This budget includes significant increases in departmental expenses from previous years. The additional funds are needed to operate and maintain the new larger more complex terminal, two fueling operations, additional taxiways, runways, buildings and lighting, a new glycol collection facility, passenger boarding bridges, perform additional grounds maintenance and to hire

additional personnel. The cost of operating split facilities approximately 10 miles apart is also a contributing factor.

As anticipated, the provisions in the Joint Use Agreement with the Army have had an influence on this budget. For example, the City of Killeen is responsible for mowing approximately 345 acres at Gray AAF in addition to performing runway, taxiway and lighting maintenance at the joint use facility.

Unlike previous years, airline passengers and revenue generated by airport activity have been on a downward trend for the last several months. While there is cause for a conservative approach to our revenue forecasting due to the uncertainty of the airline industry as a whole, there is also cause for optimism. A new airline, SkyWest, has started serving Killeen and will be flying to Houston's Intercontinental airport. In addition, past experiences with the introduction of regional jet service around the country have shown a positive effect on local air service. It is likely that each of our airlines will convert to jets when we open the new facility at Gray AAF.

The budget for the Killeen Municipal General Aviation Operating Fund is \$1,358,125. The budget for the City's Joint Use Airport at Robert Gray Army Airfield Project (RGAAF) is \$5,322,889. The Joint Use project continues to be the top priority in the budget. The budget includes a operating transfer from the general fund ad valorem property tax revenues of \$662,474 to the RGAAF fund.

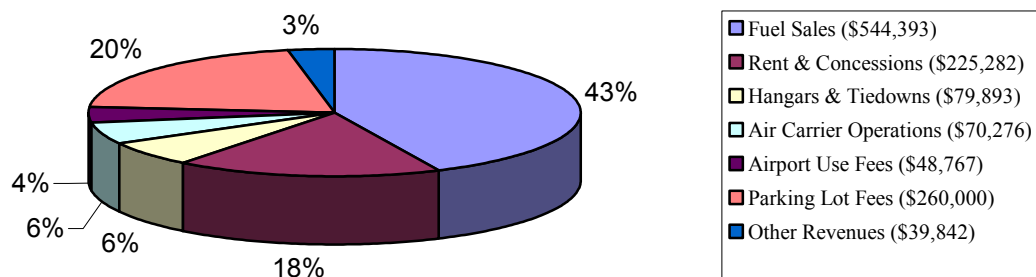
Several new programs and services totaling \$447,015 have been included in the RGAAF fund budget. These new programs include personnel, equipment and operations costs associated with the opening of the new airport. These new programs and services have been summarized in a listing of new programs and services, which precedes the city manager's message.

AVIATION OPERATING REVENUES

FY 2003-04

by Source

Total Revenues \$1,268,453



Conclusion

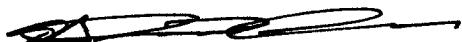
The budget does not fund all the requests made by City Staff. Department Heads submitted a total of \$26,264,629 in critical new programs and services requests. Only \$3,678,058 of these new programs and services requests has been included in the budget. While these departmental proposals may be justified, funding is unavailable. Revenues budgeted in the City's major operating funds grew from \$68,045,280 to \$76,610,070. The budgeted expenditures in the City's major funds grew from \$69,732,394 to \$79,278,420. The ending fund balance for the five major operating funds is \$29,605,420, which is in compliance with the City's adopted policy for minimum levels of fund balances and reserves. The City of Killeen continues to be in sound financial condition.

Acknowledgements

The Annual Budget and Plan of Municipal Services for the 2003-04 fiscal year, was submitted for review by the City Council, in accordance with the Charter of the City of Killeen. Pursuant to the City Charter the City Council reviewed and amended this budget. Public hearings were held on the changes made to the preliminary budget. The City Council adopted the budget for FY 2003-04 on August 26, 2003.

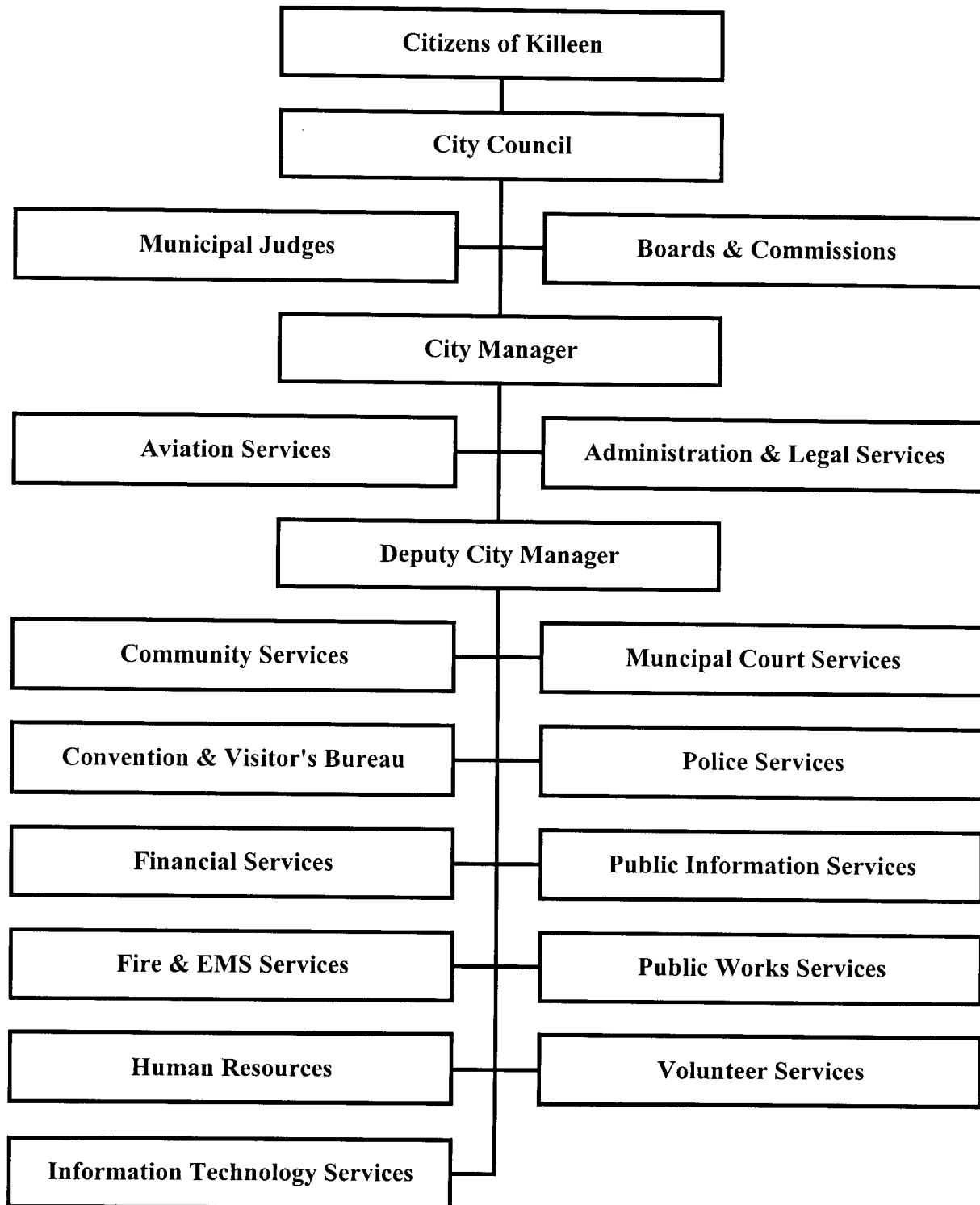
On behalf of the staff, I would like to thank the elected officials for providing the leadership, policy and direction in formulating this budget. Special thanks and appreciation are extended to all employees who worked very hard to prepare this budget. I look forward to the successful implementation of this Annual Budget and Plan of Municipal Services for FY 2003-04.

Respectfully submitted,



David A. Blackburn
City Manager

CITY OF KILLEEN ORGANIZATIONAL STRUCTURE



"The City Without Limits"

BUDGET SUMMARY

INTRODUCTION

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

The Annual Budget and Plan of Municipal Services is presented in twelve sections. The Community Information tab is designed to enhance the budget as a communication document. The section is a compilation of articles which have appeared in our Citizens Newsletter. The City Manager's Message highlights the City Council's goals and priorities for the fiscal year. The message also states the City's long-range plans and short-term plans for the budget year. The Budget Summary provides the reader with a broad overview of the budget process and a summary of the 2003-04 Annual Budget and Plan of Municipal Services. Departmental operating budgets are provided for in the City's four major operating funds. These operating budgets provide information on the departmental mission statement, organizational structure, operating budget and number of full-time personnel. They also highlight departmental accomplishments, issues/services and goals, objectives and strategies. The reader will find that this effectively communicates the plan of municipal services from a departmental perspective. A section is provided for debt service funds and a section is also provided for special revenue funds.

The Capital Outlay section details expenditures for capital outlay items for fixed assets such as equipment, furniture and fixtures and automobiles. The Capital Improvements Program section details expenditures for capital improvement projects. Finally, the Appendix Section provides several different appendices including one for a five year forecast. In addition, the appendix provides sections for a glossary, statistics about the city, a full time employee schedule, the city's position classification and pay plan, and a schedule of incentives available to employees.

THE BUDGETING PROCESS

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

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

LEGAL REQUIREMENTS

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

1. The City Council must adopt an annual budget and conduct the financial affairs of the City in strict conformance with the adopted budget.
2. The budget for each fiscal year must be adopted prior to the first day of such fiscal year.
3. The budget must include a list of all expenditures proposed to be made during the next fiscal year, and show item-by-item comparisons with expenditures for the same purposes for the current fiscal year.

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

BASIS OF ACCOUNTING

Both the AICPA Audit Guide (Audits of State and Local Governmental Units) and NCGA-1 conclude that governmental revenues and expenditures are recorded on the modified accrual basis. The modified accrual basis is a mixture of both cash and accrual basis concepts. Revenues, including funds received from other governmental units and the issuance of debt, should be recorded when they are *susceptible to accrual*. In order for revenue to be considered susceptible to accrual, it must be both measurable and available to finance current expenditures of the fund. Revenue is considered available when it is collectible during the current period, and the actual collection will occur either (1) during the current period or (2) after the end of the period but in time to pay current year-end liabilities. Generally, property taxes, grants, and inter-fund transfers are accounted for on a modified accrual basis, while income taxes, gross receipts taxes, and sales taxes are recorded on a cash basis. These are generalizations, and the basis of accounting for a 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 disbursement 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 of 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 assuming a one cent increase in the 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 2.0% over the amount estimated to be collected for FY 2002-03 was budgeted as sales tax revenues for FY 2003-04.

Franchise Fees - Franchise Fees from utility companies (electric, telephone, and cablevision) is a major source of revenue in the General Fund. Historically these revenues have been based on a percentage of gross receipts determined by contractual agreement. Recent State legislation has dramatically changed the method by which cities may collect franchise fees. At the date of budget adoption, major legislation was before the Texas legislature which would implement a new method of determining franchise fees from telecommunications providers. As a result of the legislative efforts, and from consultation with our franchise providers, the revenues from franchise fees are projected to remain constant in the FY 2003-04 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 consist 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 an engineering studies. The engineering studies prepared a rate structure designed to finance utility operations over future periods. The studies recommended several rate increases for utility services. These rate changes will be implemented October 1, the beginning of FY 2003-04.

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

BUDGET POLICIES

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

BUDGETARY

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

CHARTER MANDATES

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

1. The charter designates the City Manager as the budget officer for the city. Duties of the budget officer include preparation and submission of the annual budget to the City Council.
2. The charter governs the time frame for submission of the proposed budget to the City Council. The budget must be submitted to the City Council between forty-five and ninety days prior to the beginning of each fiscal year. The content of the proposed budget is also stated in the city charter.
3. The charter mandates that the budgetary process be open to the public. Several public hearings on the budget are required by city charter and copies of the proposed budget must be on file at several locations.
4. The charter requires that the budget must be adopted by a majority of the whole council no later than the twentieth

day of the last month of the fiscal year.

5. The charter requires balanced budgets for the General Fund and all general obligation Debt Service Funds. Section 64 of the city charter states that the total estimated expenditures of the general fund and debt services fund shall not exceed the total estimated resources of each fund.

CITY COUNCIL BUDGET DIRECTIVES

The City Council is the governing body of the city and is responsible for establishing goals and priorities for the budgetary process. This objective is met during the City Council's annual planning retreat. During the retreat, City Council members review the goals and objectives of the previous fiscal year. The City Manager presents a video presentation to the City Council which reviews departmental performance during the year. Each Councilmember evaluates the staff performance in meeting the goals and objectives for the previous fiscal year. At the conclusion of this session, the Mayor and Council members began a roundtable brainstorming session designed to develop the goals and priorities for the upcoming fiscal year. The City Manager and staff compile these ideas and prepare a budget priorities survey which is later distributed to the City Council to prioritize. After development of the goals and priorities for the budget, the City Manager begins development of his preliminary budget document. The City Manager's preliminary budget is developed in accordance with the goals and priorities and includes numerous meetings with departments to review base budget request and proposals for new programs and services. Programs are prioritized and the City Manager's preliminary budget is produced. The preliminary budget is presented to the City Council for review and approval. This procedure is handled during budget planning sessions held with the city staff. During these sessions, departmental presentations are made to the City Council regarding every function of municipal government. The Council reviews these presentations with city staff and establishes the budget. Public hearings are held on the budget and after the period for public input and comments, a final budget is adopted by the City Council. 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 policies consist 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 programs and services request should be submitted separately. Each new program or service request should be prioritized.
- C. Funding for computer hardware and software, fleet, and approved new program and services will be added to the base budget request.
- D. The budget for full-time employee salaries and benefits will be prepared assuming a 4% merit increase.

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

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

Year-end encumbrances - The policy was adopted by Ordinance dated March 11, 1997. The policy was designed

to reinforce the provisions of the City Charter which state that all budget appropriations lapse at the end of the fiscal year. The policy defines the procedure for encumbering of funds at the end of a fiscal year and defines time frames for the liquidation or cancellation of these encumbrances.

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

CITY OF KILLEEN
ADOPTED BUDGET SUMMARY
ALL FUNDS, FY 2003-04

	PROJECTED BEGINNING FUND BALANCE	* 2003-04 REVENUES	* 2003-04 EXPENDITURES	PROJECTED ENDING FUND BALANCE
OPERATING FUNDS				
GENERAL FUND	\$13,827,638	\$39,051,976	\$41,349,596	\$11,530,018
AVIATION FUND - KILLEEN MUNICIPAL	522,303	1,010,997	1,358,125	175,175
AVIATION FUND - RGAAF	-	5,491,430	5,322,889	168,541
SOLID WASTE FUND	3,716,592	9,857,295	9,769,043	3,804,844
WATER & SEWER FUND	13,962,114	20,485,372	20,950,007	13,497,479
DRAINAGE UTILITY FUND	245,123	713,000	528,760	429,363
SUBTOTAL OPERATING FUNDS	\$32,273,770	\$76,610,070	\$79,278,420	\$29,605,420
DEBT SERVICE FUNDS				
G.O. REFUND BOND I&S 1993	\$182,294	\$970,000	\$1,074,520	\$77,774
TAX I&S 1993	52,036	423,000	404,000	71,036
TAX I&S 1995	89,333	580,500	487,400	182,433
TAX I&S 1996 C/O	64,545	354,500	356,375	62,670
TAX I&S 1999 C/O	64,571	318,167	326,800	55,938
G.O. REFUND BOND I&S 1999	155,672	1,783,618	930,163	1,009,127
TAX I&S 2000 C/O	107,809	576,000	575,370	108,439
TAX I&S 2001 C/O	84,253	454,500	461,775	76,978
TAX I&S 2002 C/O	73,745	244,000	266,125	51,620
TAX I&S 2003 C/O	-	513,498	416,155	97,343
I&S HOTEL OCCUPANCY TAX	4,682	699,191	695,316	8,557
WATER & SEWER I&S 1960A	11,329	50	-	11,379
W&S REFUNDING BONDS I&S 1991	413,345	596,798	836,298	173,845
W&S REFUNDING BOND RESERVE 1991	914,139	12,000	-	926,139
WATER & SEWER I&S 1993	188,979	7,000	187,475	8,504
WATER & SEWER I&S 1996	171,670	392,400	402,200	161,870
WATER & SEWER I&S 1997	127,650	572,713	581,588	118,775
WATER & SEWER I&S 1999	89,386	749,850	765,850	73,386
WATER & SEWER I&S 2001	178,021	636,816	596,016	218,821
SUBTOTAL DEBT SERVICE FUNDS	\$2,973,459	\$9,884,601	\$9,363,426	\$3,494,634
SPECIAL REVENUE FUNDS				
CABLESYSTEM IMPROVEMENTS	\$21,583	\$50,000	\$65,042	\$6,541
COMMUNITY DEVELOPMENT BLOCK GRANT	-	2,093,817	2,093,817	-
COMMUNITY DEVELOPMENT - HOME PROGRAM	-	1,220,064	1,220,064	-
HOTEL OCCUPANCY TAX	461,181	2,239,975	2,353,201	347,955
PARK IMPROVEMENTS	40,996	50,000	90,996	-
LAW ENFORCEMENT GRANT	7,126	118,000	122,028	3,098
STATE SEIZURE FUND	19,149	20,400	39,549	-
FEDERAL SEIZURE FUND	24,927	1,500	26,427	-
COURT TECHNOLOGY FUND	95,741	40,000	-	135,741
COURT SECURITY FEE FUND	114,944	30,000	73,046	71,898
SUBTOTAL SPECIAL REVENUE FUNDS	\$785,647	\$5,863,756	\$6,084,170	\$565,233
CAPITAL PROJECTS FUNDS				
1991 GENERAL OBLIGATION BONDS	\$174,095	\$1,000	\$173,549	\$1,546
1993 GENERAL OBLIGATION BONDS	130,146	500	-	130,646
1995 GENERAL OBLIGATION BONDS	1,337,218	10,000	1,298,902	48,316
1999 C/O CONSTRUCTION FUND	2,980	-	-	2,980
2001 C/O CONSTRUCTION FUND	31,282	-	31,282	-
2002 C/O CONSTRUCTION FUND	1,260,035	12,500	1,265,000	7,535
1997 WATER & SEWER BOND	106,452	-	105,154	1,298
1999 WATER & SEWER BOND	1,939,703	15,000	1,751,557	203,146
2001 WATER & SEWER BOND	4,269,685	30,000	3,947,796	351,889
PASSENGER FACILITY CHARGE FUND	-	456,785	456,785	-
SUBTOTAL CAPITAL PROJECTS FUNDS	\$9,251,596	\$525,785	\$9,030,025	\$747,356
TOTAL ALL FUNDS	\$45,284,472	\$92,884,212	\$103,756,041	\$34,412,643

*INCLUDES TRANSFERS

CITY OF KILLEEN
 FY 2003-04 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	\$ 13,827,638	\$ 522,303	\$ 3,716,592	\$ 13,962,114	\$ 245,123	\$ 2,973,459	\$ 785,647	\$ 9,251,596	\$ 45,284,472
Revenues									
Property Taxes	\$ 12,706,745					\$ 4,506,258			\$ 17,213,003
Sales & Occupation Taxes	13,538,000						765,000		14,303,000
Franchise Fees	4,048,089								4,048,089
Charges for Services	3,218,023	1,237,453	9,801,974	19,846,372	712,000		718,975	456,785	35,991,582
Interest Income	250,000	4,000	46,771	250,000	1,000	91,050	6,900	69,000	718,721
Federal, State and Local Grants	639,679	4,590,000					3,470,744		8,700,423
Other Revenues	151,500	8,500	8,550	5,000			50,000		223,550
Fines and Penalties	1,029,900			384,000			70,000		1,483,900
Total Revenues	\$ 35,581,936	\$ 5,839,953	\$ 9,857,295	\$ 20,485,372	\$ 713,000	\$ 4,597,308	\$ 5,081,619	\$ 525,785	\$ 82,682,268
Transfers from Other Funds	3,470,040	662,474				5,287,293	782,137		10,201,944
Total Available Resources	\$ 52,879,614	\$ 7,024,730	\$ 13,573,887	\$ 34,447,486	\$ 958,123	\$ 12,858,060	\$ 6,649,403	\$ 9,777,381	\$ 138,168,684
Expenditures									
Salaries	\$ 22,593,483	\$ 809,326	\$ 2,257,314	\$ 2,819,131	\$ 113,366		\$ 523,035	\$ 161,854	\$ 29,277,509
Supplies	1,943,682	67,400	235,046	427,065	7,226		54,963	8,217	2,743,599
Maintenance	1,241,267	41,591	660,160	416,424	30,241		69,840		2,459,523
Repairs	797,167	42,422	469,075	148,734	2,541		17,400	5,000	1,482,339
Support Services	5,386,743	303,702	425,373	1,364,480	99,617		744,491	8,488	8,332,894
Benefits	6,540,140	261,799	750,234	911,607	33,383		170,828	52,290	8,720,281
Designated Expenses	485,925	331,458	2,241,850	(29,200)			211,605		3,241,638
Capital Improvements	2,000	4,717,000		1,276,425	230,262		3,404,877	8,764,176	18,394,740
Capital Outlay	896,715	106,316	1,010,698	431,380	12,124		193,940	30,000	2,681,173
Sewer Payments				2,991,464					2,991,464
Water Payments				3,514,248					3,514,248
Debt Service			333,400			9,363,426			9,696,826
Total Expenditures	\$ 39,887,122	\$ 6,681,014	\$ 8,383,150	\$ 14,271,758	\$ 528,760	\$ 9,363,426	\$ 5,390,979	\$ 9,030,025	\$ 93,536,234
Transfers to Other Funds	1,462,474		1,385,893	6,678,249			693,191		10,219,807
Ending Fund Balances	\$ 11,530,018	\$ 343,716	\$ 3,804,844	\$ 13,497,479	\$ 429,363	\$ 3,494,634	\$ 565,233	\$ 747,356	\$ 34,412,643

OBJECT CLASS MATRIX OF FY 2003-04 OPERATING BUDGET

**ALLOCATION OF FY 2003-04 BUDGET
BY OBJECT CLASS**

	<u>Salaries</u>	<u>Supplies</u>	<u>Maintenance</u>	<u>Repairs</u>	<u>Support Services</u>	<u>Benefits</u>	<u>Designated Expenses</u>	<u>Capital Improvements</u>	<u>Capital Outlay</u>	<u>Sewer Payments</u>	<u>Water Payments</u>	<u>Debt Service</u>	<u>TOTAL</u>
GENERAL FUND SERVICES													
City Council	10,800	2,050			50,791								63,641
City Manager	286,788	2,200		115	53,846	67,596							410,545
Public Information Officer	51,993	1,340			27,453	13,703							94,489
Killeen Volunteer Services	88,271	1,850		500	6,144	27,369							124,134
City Attorney	320,753	6,374			59,948	82,690			16,100				485,865
City Secretary	45,530	2,200			5,518	12,308	10,000						75,556
Human Resources	276,721	60,140			51,421	80,398	30,000		1,500				500,180
Finance	316,201	3,233			51,632	78,360							449,426
Accounting	198,500	11,174			7,591	58,296							275,561
General Services	138,834	2,180		650	4,059	40,620							186,343
Building Services	53,330	5,228		1,650	5,264	18,366							83,838
Custodial Services	166,223	27,280		4,990	1,367	62,903							262,763
Printing Services	50,426	4,468		13,200	45,878	17,807							131,779
EMS Billings & Collections	113,769	10,700			4,024	38,739							167,232
Information Systems	375,470	6,690		975	64,778	106,789			1,500				556,202
Municipal Court	454,531	24,416		1,600	20,757	169,155			898				671,357
Permits & Inspections	570,672	27,310		4,326	19,210	161,794	30,000		300				813,612
Animal Control	205,769	33,268		6,850	20,000	67,755							333,642
Library	391,911	57,550		5,364	57,515	113,898			116,000				742,238
Branch Library	245,417	5,450			15,853	68,850							335,570
Golf Course	413,217	92,815	13,100	25,045	119,668	121,157	120,220						905,222
Parks	861,134	223,030	89,947	48,000	216,255	274,049	50,000						1,762,415
Recreation	153,963	60,427			40,532	35,778							290,700
Athletics	162,575	30,276			26,122	37,522							256,495
Cemetery	147,130	26,112	7,162	8,000	4,354	50,794							243,552
Senior Citizens	79,423	10,267		550	22,640	20,637							133,517
Swimming Pools	68,658	32,848	11,912	100	9,606	6,601		2,000					131,725
Community Dev.	160,797	5,594		450	26,389	43,272							236,502
Community Dev./Home Program	34,160	2,454			5,112	10,070							51,796
Public Works	136,301	1,310			5,615	33,048							176,274
Engineering	107,172	3,200		3,528	91,600	27,915							233,415
Traffic	346,107	26,961	50,000	48,095	113,589	111,523							696,275
Streets	1,041,448	88,968	688,035	169,496	73,554	372,392							2,433,893
Planning	216,732	7,530			7,323	62,465							294,050
Police - Operations	8,612,752	563,096		252,803	549,947	2,564,127	(139,733)		364,447				12,767,439
Police - Gang Unit	154,733	12,800			18,450	47,042			7,140				240,165
Fire	5,535,272	379,893	3,500	119,780	191,843	1,434,352			4,600				7,669,240
Non-Departmental	81,000	377,611	377,611	81,100	4,753,569		385,438		384,230				6,062,948
Subtotal	22,593,483	1,943,682	1,241,267	797,167	6,849,217	6,540,140	485,925	2,000	896,715	0	0	0	41,349,596
AVIATION FUNDS													
Killeen Municipal Airport	531,983	28,436	30,741	26,314	137,998	168,345	293,858	127,000	13,450				1,358,125
Robert Gray Army Airfield	277,343	38,964	10,850	16,108	165,704	93,454	37,600	4,590,000	92,866				5,322,889
Subtotal	809,326	67,400	41,591	42,422	303,702	261,799	331,458	4,717,000	106,316	0	0	0	6,681,014
SOLID WASTE FUND													
Code Enforcement	29,108	2,300		500	1,483	9,173	3,250		150				45,964
Residential Services	1,096,626	125,378		231,825	38,421	369,173			620,850				2,482,273
Commercial Services	627,325	72,511		159,300	69,190	207,467			375,312				1,511,105
Recycling Programs	166,682	12,732		7,650	99,457	53,370							339,891
Transfer Station Operations	337,573	17,925	610,500	27,300	51,822	111,051	2,113,600						3,269,771
Solid Waste Miscellaneous		4,200	49,660	42,500	1,550,893		125,000		14,386			333,400	2,120,039
Subtotal	2,257,314	235,046	660,160	469,075	1,811,266	750,234	2,241,850	0	1,010,698	0	0	333,400	9,769,043
WATER & SEWER FUND													
Fleet Services	577,027	56,770	3,005	22,000	43,305	186,288	(129,200)		37,500				796,695
Utility Collections	720,673	171,346		11,749	28,699	241,129							1,173,596
Water and Sewer Contracts										2,991,464	3,514,248		6,505,712
Water Distribution	429,685	38,860	135,744	49,400	25,609	143,875		250,925	26,450				1,100,548
Sanitary Sewers	333,651	30,037	68,114	39,871	14,156	109,494		500	122,860				718,683
Water and Sewer Operations	674,915	85,052	72,000	18,714	545,216	207,887			69,400				1,673,184
Water and Sewer Miscellaneous	83,180	45,000	137,561	7,000	7,385,744	22,934	100,000	1,025,000	175,170				8,981,589
Subtotal	2,819,131	427,065	416,424	148,734	8,042,729	911,607	(29,200)	1,276,425	431,380	2,991,464	3,514,248	0	20,950,007
DRAINAGE UTILITY FUND													
	113,366	7,226	30,241	2,541	99,617	33,383		230,262	12,124				528,760
OTHER FUNDS													
	684,889	63,180	69,840	22,400	1,446,170	223,118	211,605	12,169,053	223,940	0	0	9,363,426	24,477,621
TOTAL FY 2003-04 BUDGET PROGRAM ALLOCATION													
	29,277,509	2,743,599	2,459,523	1,482,339	18,552,701	8,720,281	3,241,638	18,394,740	2,681,173	2,991,464	3,514,248	9,696,826	103,756,041

**PERCENT OF TOTAL 2003-04
BUDGET PROGRAM ALLOCATION**

28.22%	2.64%	2.37%	1.43%	17.88%	8.40%	3.12%	17.73%	2.58%	2.88%	3.39%	9.35%	100.00%
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FY 2003-04 MAJOR FUNDS OPERATING BUDGET BY PROGRAM AREA

ALLOCATION OF FY 2003-04 BUDGET BY PROGRAM AREA - MAJOR FUNDS	PUBLIC WORKS	PUBLIC SAFETY	COMMUNITY SERVICES	ADMIN	AVIATION	TOTAL
GENERAL FUND						
City Council				63,641		63,641
City Manager				410,545		410,545
Public Information Officer				94,489		94,489
Killeen Volunteer Services			124,134			124,134
City Attorney				485,865		485,865
City Secretary				75,556		75,556
Human Resources				500,180		500,180
Finance				449,426		449,426
Accounting				275,561		275,561
General Services				186,343		186,343
Building Services				83,838		83,838
Custodial Services				262,763		262,763
Printing Services				131,779		131,779
EMS Billings & Collections				167,232		167,232
Information Systems				556,202		556,202
Municipal Court				671,357		671,357
Permits & Inspections			813,612			813,612
Animal Control			333,642			333,642
Library			742,238			742,238
Branch Library			335,570			335,570
Golf Course			905,222			905,222
Parks			1,762,415			1,762,415
Recreation			290,700			290,700
Athletics			256,495			256,495
Cemetery			243,552			243,552
Senior Citizens			133,517			133,517
Swimming Pools			131,725			131,725
Community Dev.			236,502			236,502
Community Dev./Home Program			51,796			51,796
Public Works	176,274					176,274
Engineering	233,415					233,415
Traffic	696,275					696,275
Streets	2,433,893					2,433,893
Planning	294,050					294,050
Police - Operations		12,767,439				12,767,439
Police - Gang Unit		240,165				240,165
Fire		7,669,240				7,669,240
Non-Departmental				6,062,948		6,062,948
AVIATION FUNDS						
Airport Operations					1,358,125	1,358,125
Robert Gray Army Airfield					5,322,889	5,322,889
SOLID WASTE FUND						
Code Enforcement	45,964					45,964
Residential Services	2,482,273					2,482,273
Commercial Services	1,511,105					1,511,105
Recycling Programs	339,891					339,891
Transfer Station Operations	3,269,771					3,269,771
Debt Service	460,467					460,467
Solid Waste Miscellaneous	1,659,572					1,659,572
WATER & SEWER FUND						
Fleet Services	796,695					796,695
Utility Collections	1,173,596					1,173,596
Water and Sewer Contracts	6,505,712					6,505,712
Water Distribution	1,100,548					1,100,548
Sanitary Sewers	718,683					718,683
Water and Sewer Operations	1,673,184					1,673,184
Water and Sewer Miscellaneous	8,981,589					8,981,589
DRAINAGE UTILITY FUND						
	528,760					528,760
TOTAL FY 2003-04 BUDGET PROGRAM ALLOCATION	35,081,717	20,676,844	6,361,120	10,477,725	6,681,014	79,278,420
PERCENT OF TOTAL 2003-04 BUDGET PROGRAM ALLOCATION	44.25%	26.08%	8.02%	13.22%	8.43%	100.00%

GENERAL FUND REVENUES ANALYSIS

Total General Fund Resources are \$52,879,614. This represents an increase of 2.5% over the prior years budget. The following is a summary of the City's major revenue categories and their revenue assumptions for FY 2003-04.

REVENUE CATEGORY	ACTUAL 2001-02	BUDGET 2002-03	ESTIMATED 2002-03	ADOPTED 2003-04	% OF TOTAL	% INCREASE OVER BUDGET 2002-03
Property Taxes	\$ 10,997,680	\$ 11,734,509	\$ 11,512,000	\$ 12,706,745	24.0%	8.3%
Sales and Occupancy Taxes	13,034,730	13,496,000	13,277,000	13,538,000	25.6%	0.3%
Franchise Taxes	4,007,147	4,041,000	4,048,089	4,048,089	7.7%	0.2%
Misc. Revenues	1,393,945	1,590,830	1,719,345	1,558,500	2.9%	-2.0%
Permits and Licenses	941,127	795,001	849,000	704,500	1.3%	-11.4%
Court Fines & Fees	806,757	850,442	963,903	1,029,900	1.9%	21.1%
Recreation Revenues	209,732	171,255	191,600	202,442	0.4%	18.2%
Interest Earned	512,252	500,000	400,000	250,000	0.5%	-50.0%
Golf Course Revenue	859,847	902,658	938,308	904,081	1.7%	0.2%
Intergovernmental	622,957	797,074	792,485	639,679	1.2%	-19.7%
Transfers-In	3,237,692	3,307,240	3,433,013	3,470,040	6.6%	4.9%
RESERVES	14,862,264	13,425,180	14,535,920	13,827,638	26.1%	3.0%
TOTAL RESOURCES	\$ 51,486,130	\$ 51,611,189	\$ 52,660,663	\$ 52,879,614	100.0%	2.5%

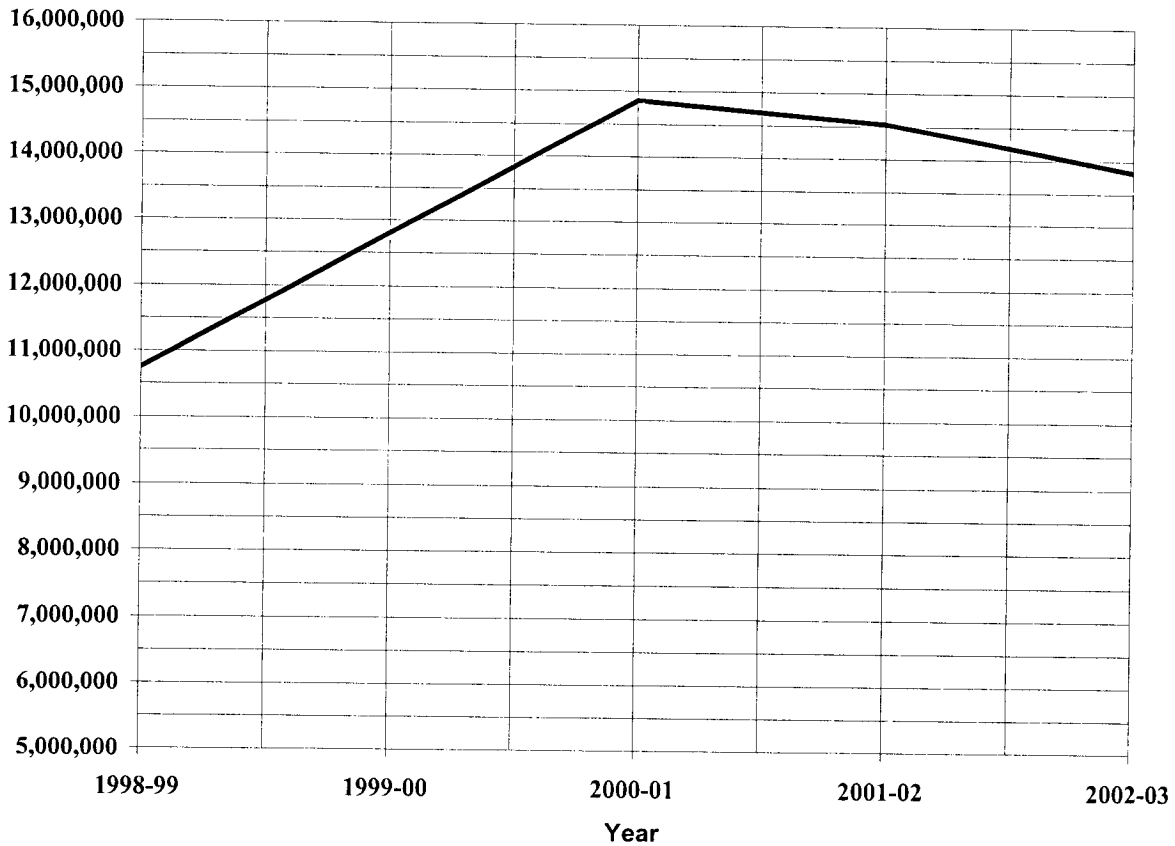
- * Property Tax Revenues are increasing 8.3% over FY 2002-03. This is due to an increase in the property tax rate plus an increase in the assessed taxable property valuations.
- * Revenues from Sales and Occupancy Taxes is budgeted to increase only 0.3% which is conservatively based on state and national economic conditions.
- * Franchise Tax Revenues show an increase of 0.2% due to the expected increase in demand for utility services from area growth.
- * Miscellaneous Revenues show a decrease of 2.0%. It represents 2.9% of total revenues.
- * Revenues from Permits and Licenses is budgeted to decrease 11.4%. This decrease is anticipated because current year area construction and development have been at such high levels.
- * Courts Fines and Fees is budgeted to increase 21.1% which is based on current levels of revenue.
- * Recreation Revenues is showing an increase of 18.2% and Golf Course Revenues are budgeted to increase 0.2% over 2002-03. This is based on projected FY 2002-03 revenues.
- * Interest Earned is decreasing by 50.0%. The decrease is due to unfavorable market conditions.
- * Intergovernmental is decreasing by 19.7% due to a decrease in Grant funding from FY 2002-03.

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 2002-03 the ending fund balance for the general fund is projected to be \$13,827,638. Since 1998-99 the General Fund balance reserves have increased 28.6% which reflects the conservative fiscal management policies of the city and sound fiscal management.

GENERAL FUND

Fund Balance - Last Five Years

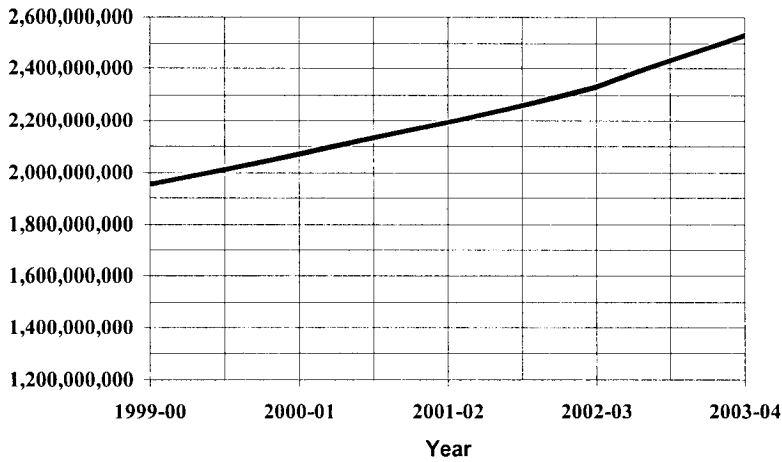


AD VALOREM TAXES

Ad Valorem Taxes represent 24.0% 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 2003-04 budget is \$2,532,883,367. This value represents an increase of \$202,590,962 or 8.7% over the previous years assessed valuation of \$2,330,292,405. The increase in the tax base and rate will generate \$1,877,417 in additional tax revenues. The tax rate for the FY 2003-04 budget is .6990 cents per \$100 of property assessed valuation. The tax rate is distributed .5211 cents, or 74.5%, to the General Fund and .1779 cents, or 25.5% to fund debt service.

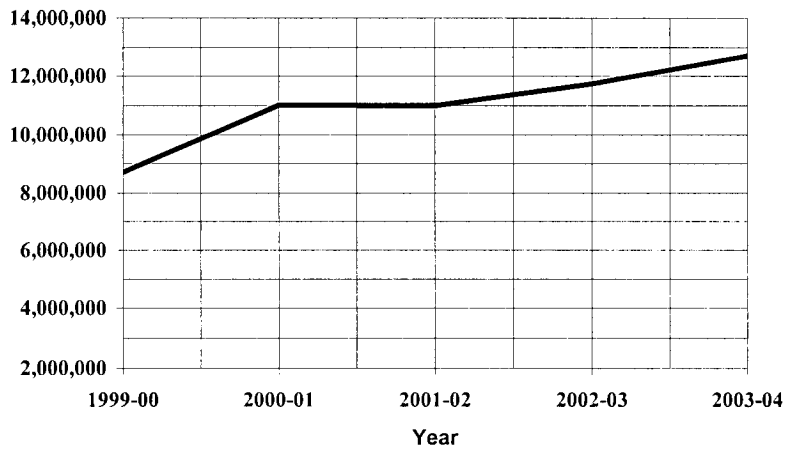
GENERAL FUND

Assessed Property Value - Last 5 Years



GENERAL FUND

Ad Valorem Tax Revenues - Last 5 Years

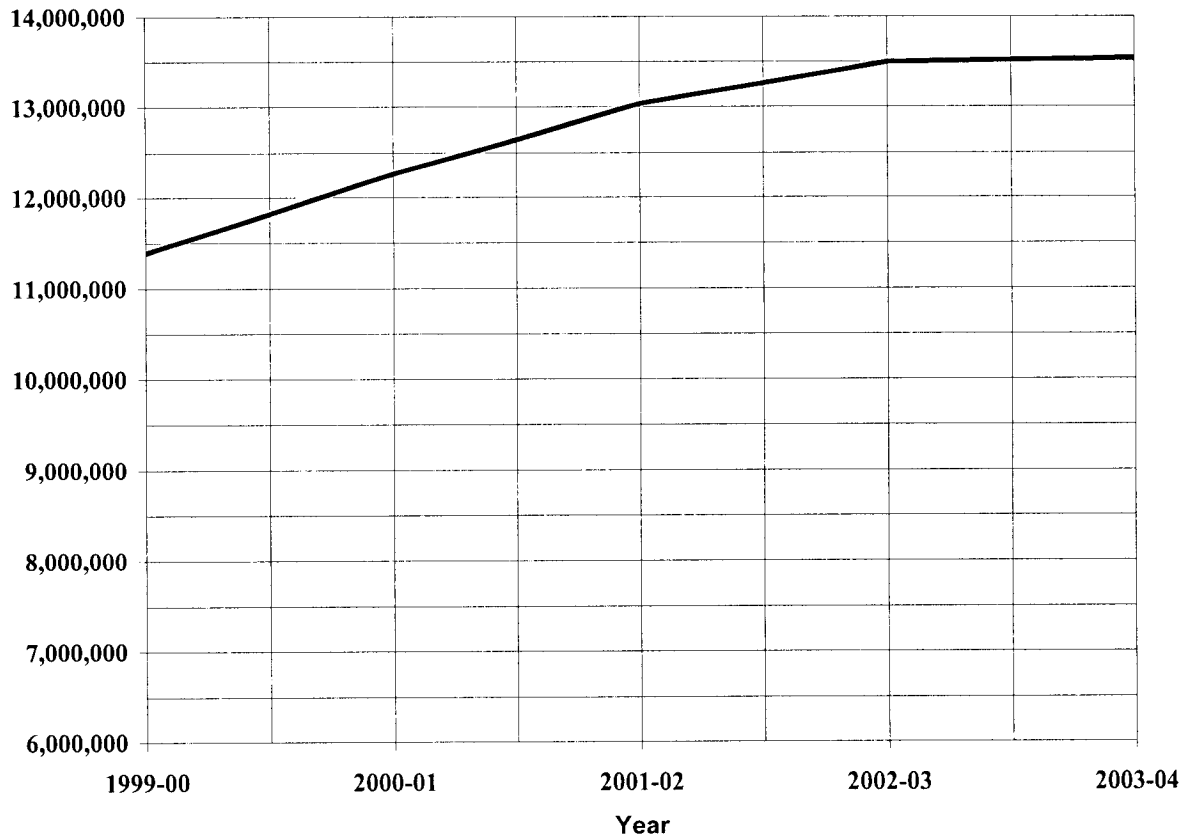


Note: FY 2003-04 represents budgeted amounts.

SALES AND OCCUPANCY TAXES

The city receives 25.6% 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 2003-04 is \$13,538,000. This is an increase of \$42,000 or 0.3%. The increase in revenues will be used for operating expenses.

GENERAL FUND
Sales Tax Revenue - Last Five Years



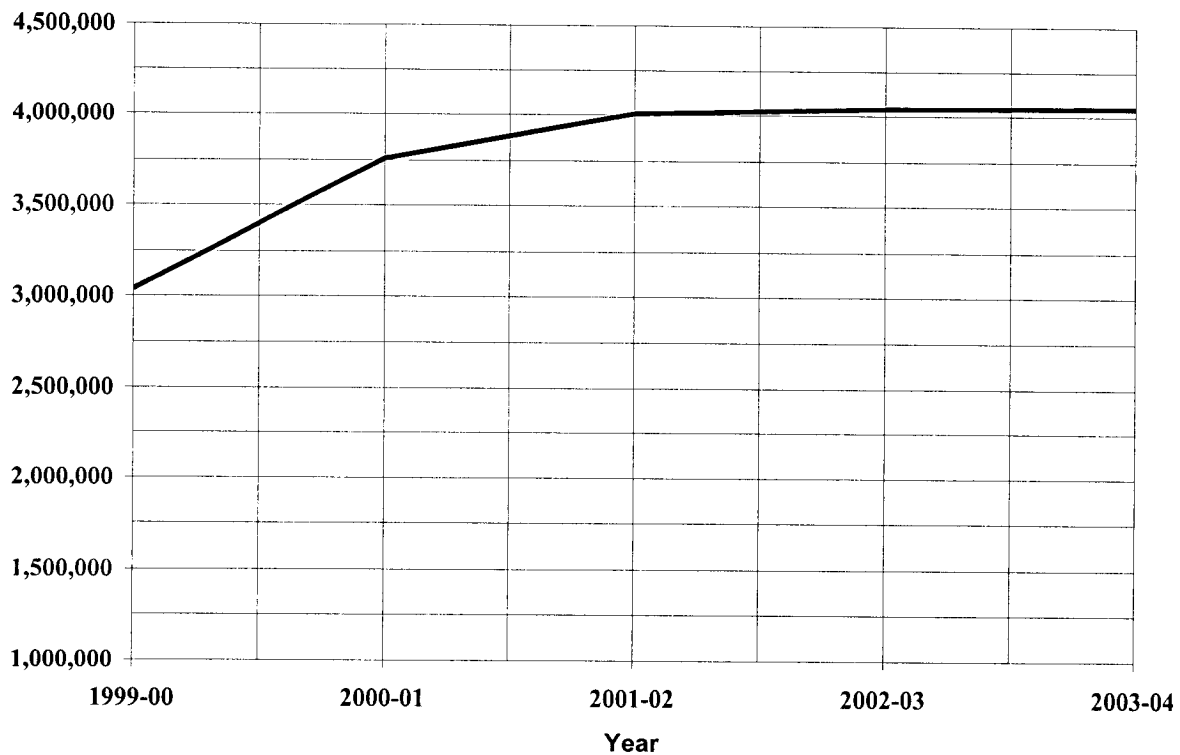
Note: FY 2003-04 represents budgeted amounts.

FRANCHISE TAXES

The city receives 7.7% 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 2003-04 is \$4,048,089. This is an increase of \$7,089 or 0.2% over the amount budgeted in FY 2002-03.

GENERAL FUND

Franchise Tax Revenue - Last Five Years



Note: FY 2003-04 represents budgeted amounts.

OPERATING TRANSFERS

The city receives 6.6% 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 four types of transfers:

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 the three Enterprise Funds were determined as follows:

1. Aviation Fund - 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

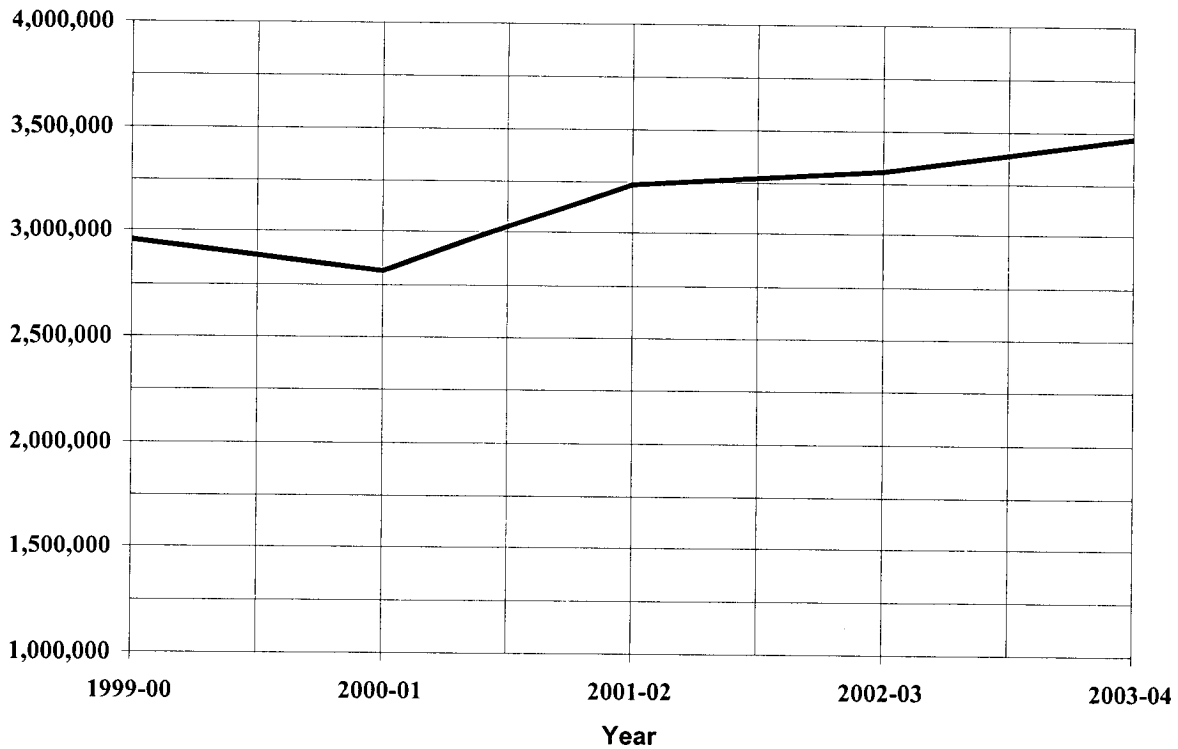
Budget transfers are residual equity transfers based upon economic conditions. These transfers are typically made when there is a surplus of available funds in one fund and a shortfall of funding for a priority project or program in another fund. All budget transfers require the formal approval of the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

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 2003-04 is \$3,470,040. This is an increase of \$162,800, or 4.9%, from the previous year

GENERAL FUND
Total Transfers - Last Five Years



Note: FY 2003-04 represents budgeted amounts.

GENERAL FUND EXPENDITURES

Total General Fund expenditures are \$41,349,596. This represents an increase of 1.9% over the prior years budget.

EXPENDITURES	ACTUAL 2001-02	BUDGET 2002-03	ESTIMATED 2002-03	ADOPTED 2003-04	% OF TOTAL	% INCREASE OVER BUDGET 2002-03
General Government	\$ 7,288,953	\$ 10,019,035	\$ 9,134,147	\$ 10,477,725	25.3%	4.6%
Public Safety	19,454,994	20,242,526	19,951,420	20,676,844	50.0%	2.1%
Public Works	3,886,201	3,878,858	3,630,773	3,833,907	9.3%	-1.2%
Community Development	274,430	279,814	279,400	288,298	0.7%	3.0%
Community Services	6,045,632	6,146,230	5,837,285	6,072,822	14.7%	-1.2%
TOTAL	\$36,950,210	\$40,566,463	\$38,833,025	\$41,349,596	100.0%	1.9%

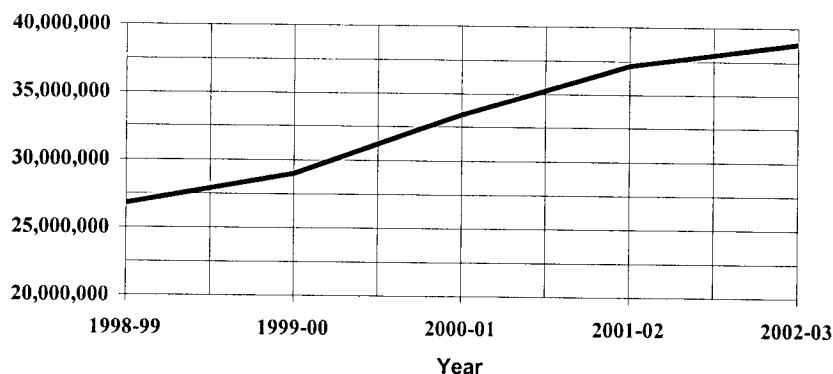
* The increase in General Government of 4.6% can be attributed to an increase in budgeted transfers to the Aviation Fund (Robert Gray Army Airfield) along with increases in Information Technology related expenditures.

* The Public Safety budget is showing a 2.1% increase in the FY 2003-04 budget. This increase results from the addition of 3 police officers and a fire prevention officer along with a fire training academy program.

* The decrease in Public Works of 2.9% can be attributed to a decrease in Traffic and Streets departments capital outlay in the General Fund.

* The Community Services' budget is decreasing 1.1% over the prior year budget. This decrease can be attributed to a decrease in capital outlay related expenditures.

GENERAL FUND Expenditures - Last 5 Years

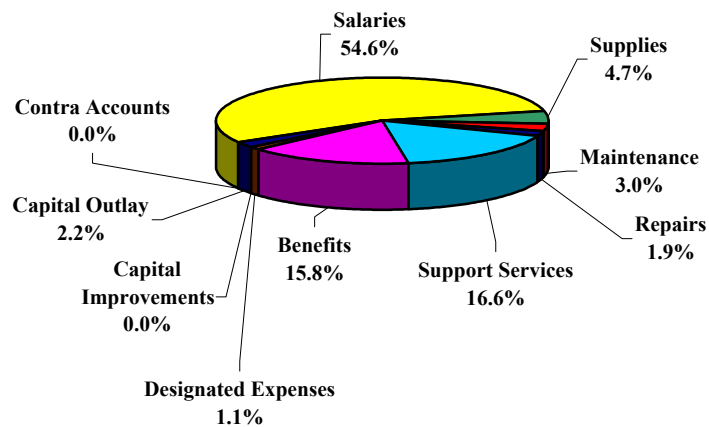


Note: The following table and pie chart depicts expenditures for the General Fund, by object class.

EXPENDITURES	ACTUAL 2001-02	BUDGET 2002-03	ESTIMATED 2002-03	ADOPTED 2003-04	% OF TOTAL	% INCREASE OVER BUDGET 2002-03
Salaries	\$ 20,447,320	\$ 21,910,150	\$ 21,578,309	\$ 22,593,483	54.6%	3.1%
Supplies	1,829,012	1,933,909	1,789,692	1,943,682	4.7%	0.5%
Maintenance	1,325,069	1,227,136	1,117,522	1,241,267	3.0%	1.2%
Repairs	847,571	841,861	837,608	797,167	1.9%	-5.3%
Support Services	4,442,297	6,694,105	5,842,778	6,849,217	16.6%	2.3%
Benefits	5,477,255	6,192,246	6,161,217	6,540,140	15.8%	5.6%
Designated Expenses	571,923	442,337	401,400	470,925	1.1%	6.5%
Capital Improvements	316,105	8,000	-	2,000	0.0%	-75.0%
Capital Outlay	1,678,897	1,300,719	1,091,402	896,715	2.2%	-31.1%
Contra Accounts	14,761	16,000	13,097	15,000	0.0%	-6.3%
TOTAL EXPENDITURES	\$ 36,950,210	\$ 40,566,463	\$ 38,833,025	\$ 41,349,596	100.0%	1.9%

FY 2003-04 General Fund Expenditures

By Object Class



AVIATION FUND REVENUES ANALYSIS

Total Aviation Fund Resources are \$1,533,300. This represents an decrease of 20.8% over the prior years budget due to the opening of RGAAF. The following is a summary of the Aviation Funds major revenue categories and their revenue assumptions for FY 2003-04

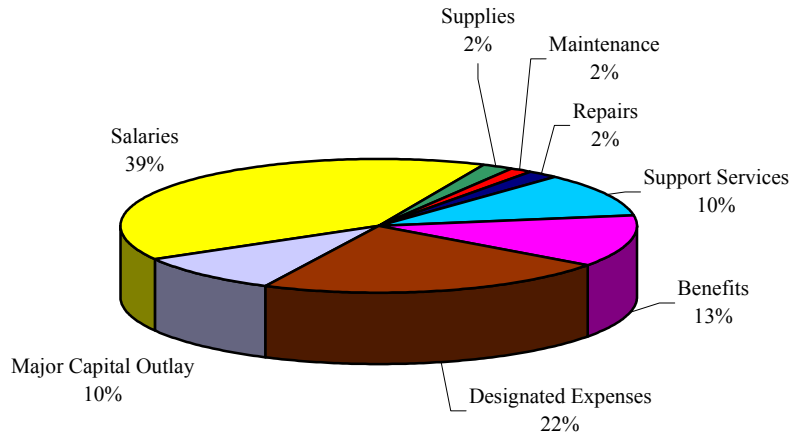
REVENUE CATEGORY	ACTUAL 2001-02	BUDGET 2002-03	ESTIMATED 2002-03	ADOPTED 2003-04	% OF TOTAL	% INCREASE OVER BUDGET 2002-03
Misc. Receipts	\$ 9,344	\$ 9,500	\$ 8,500	\$ 7,000	0.5%	-26.3%
Airport Rent & Concessions	188,978	204,705	205,000	168,962	11.0%	-17.5%
Fixed Base Operations	2,385	4,800	5,342	5,342	0.3%	11.3%
Hangars and Tiedowns	80,871	78,505	79,000	79,893	5.2%	1.8%
Air Carrier Operations	105,853	102,392	100,000	52,707	3.4%	-48.5%
Airport Use Fees	69,831	78,435	65,000	39,078	2.5%	-50.2%
Parking Lot Fees	211,612	249,721	240,000	195,000	12.7%	-21.9%
Farm Fuel Rental	3,588	-	-	-	0.0%	0.0%
Fuel Sales	262,390	807,008	508,173	457,015	29.8%	-43.4%
Operating Supplies	1,854	8,900	3,000	3,000	0.2%	-66.3%
Interest Earned	17,754	7,000	10,000	3,000	0.2%	-57.1%
Federal Grants and Receipts	5,110,144	-	-	-	0.0%	0.0%
Transfer from General Fund	-	135,000	135,000	-	0.0%	0.0%
RESERVES	3,092,400	250,643	544,281	522,303	34.1%	108.4%
TOTAL RESOURCES	\$ 9,157,004	\$ 1,936,609	\$ 1,903,296	\$ 1,533,300	100.0%	-20.8%

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

EXPENDITURES	ACTUAL 2001-02	BUDGET 2002-03	ESTIMATED 2002-03	ADOPTED 2003-04	% OF TOTAL	% INCREASE OVER BUDGET 2002-03
Salaries	438,317	523,312	523,312	531,983	39.9%	1.7%
Supplies	28,042	31,567	31,117	26,636	2.0%	-15.6%
Maintenance	86,753	26,550	22,350	20,250	1.5%	-23.7%
Repairs	28,337	32,665	27,515	25,814	1.9%	-21.0%
Support Services	133,086	161,257	148,017	137,998	10.4%	-14.4%
Benefits	121,436	152,057	152,057	168,345	12.6%	10.7%
Designated Expenses	139,453	594,361	293,858	293,858	22.1%	-50.6%
Major Capital Outlay	55,477	-	-	127,000	9.5%	0.0%
Capital Outlay	32,444	4,015	1,215	-	0.0%	0.0%
TOTAL RESOURCES	1,063,345	1,525,784	1,199,441	1,331,884	100.0%	-12.7%

FY 2003-04 Aviation Operating Fund Expenditures

By Object Class



ROBERT GRAY ARMY AIRFIELD REVENUES ANALYSIS

Total Robert Gray Army Airfield Fund Resources are \$5,491,430. This represents an decrease of 85.3% over the prior years budget due to the opening of RGAAF. The following is a summary of the Robert Gray Army Airfield Funds major revenue categories and their revenue assumptions for FY 2003-04

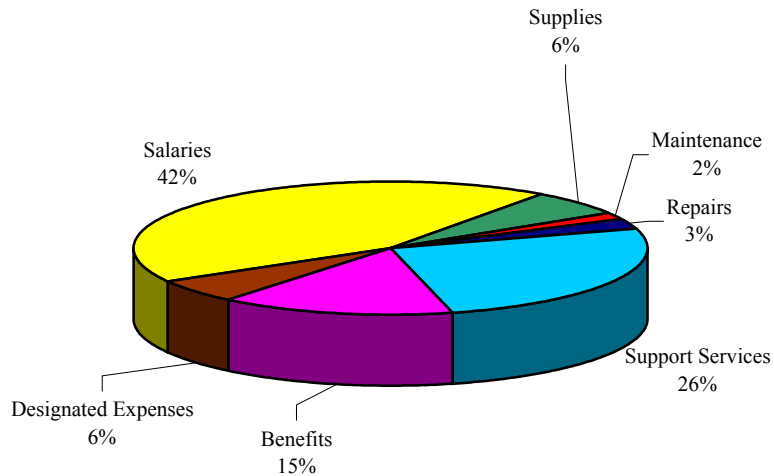
REVENUE CATEGORY	ACTUAL 2001-02	BUDGET 2002-03	ESTIMATED 2002-03	ADOPTED 2003-04	% OF TOTAL	% INCREASE OVER BUDGET 2002-03
Misc. Receipts	\$ -	\$ -	\$ -	\$ 1,500	0.0%	0.0%
Airport Rent & Concessions	-	-	-	56,320	1.0%	0.0%
Air Carrier Operations	-	-	-	17,569	0.3%	0.0%
Airport Use Fees	-	-	-	9,689	0.2%	0.0%
Parking Lot Fees	-	-	-	65,000	1.2%	0.0%
Fuel Sales	-	-	-	87,378	1.6%	0.0%
Operating Supplies	-	-	-	500	0.0%	0.0%
Interest Earned	-	16,897	-	1,000	0.0%	-94.1%
Federal Grants and Receipts	-	36,788,730	36,807,567	4,590,000	83.6%	-87.5%
Transfer from Aviation Fund	-	169,473	169,473	-	0.0%	-100.0%
Transfer from General Fund	-	280,000	280,000	662,474	12.1%	136.6%
TOTAL RESOURCES	\$ -	\$ 37,255,100	\$ 37,257,040	\$ 5,491,430	100.0%	-85.3%

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

EXPENDITURES	ACTUAL 2001-02	BUDGET 2002-03	ESTIMATED 2002-03	ADOPTED 2003-04	% OF TOTAL	% INCREASE OVER BUDGET 2002-03
Salaries	-	129,700	129,700	277,343	38.0%	113.8%
Supplies	-	10,545	6,686	38,964	5.3%	269.5%
Maintenance	-	-	-	10,850	1.5%	0.0%
Repairs	-	1,300	1,300	16,108	2.2%	1139.1%
Support Services	-	45,341	34,841	165,704	22.7%	265.5%
Benefits	-	38,701	38,701	93,454	12.8%	141.5%
Designated Expenses	-	-	-	37,600	5.1%	0.0%
Capital Outlay	-	58,015	58,015	90,290	12.4%	0.0%
TOTAL RESOURCES	-	283,602	269,243	730,313	100.0%	157.5%

FY 2003-04 RGAAF Operating Fund Expenditures

By Object Class



SOLID WASTE FUND REVENUES ANALYSIS

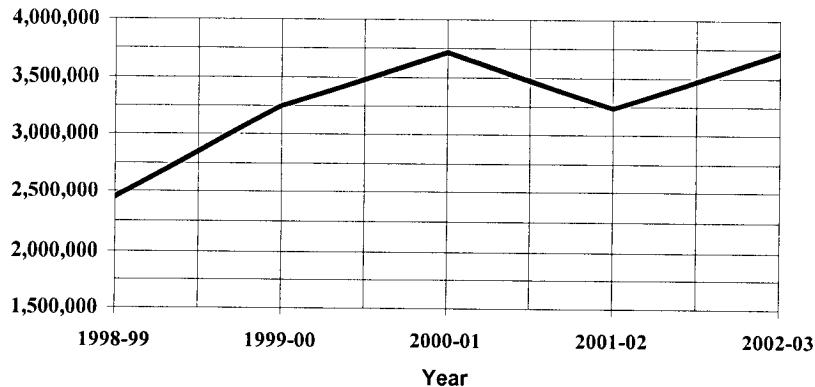
Total Solid Waste Fund Resources are \$13,573,887. This represents an increase of 11.5% over the prior years budget. The following is a summary of the City's major revenue categories and their revenue assumptions for FY 2003-04.

REVENUE CATEGORY	ACTUAL 2001-02	BUDGET 2002-03	ESTIMATED 2002-03	ADOPTED 2003-04	% OF TOTAL	% INCREASE OVER BUDGET 2002-03
Residential Sanitation Fees	\$ 3,981,723	\$ 4,250,000	\$ 4,179,000	\$ 5,276,442	38.9%	24.2%
Commercial Sanitation Fees	3,591,615	3,750,000	3,724,000	3,964,337	29.2%	5.7%
Transfer Station Fees	195,669	140,000	128,000	440,766	3.2%	214.8%
Dumpster Rentals	227,296	230,000	244,000	-	0.0%	-100.0%
Recycling Fees	6,220	50,400	33,000	50,400	0.4%	0.0%
Misc. Revenues	105,968	73,800	83,100	78,579	0.6%	6.5%
Interest Earned	88,687	85,000	56,000	46,771	0.3%	-45.0%
RESERVES	3,715,557	3,597,801	3,236,116	3,716,592	27.4%	3.3%
TOTAL RESOURCES	\$ 11,912,735	\$ 12,177,001	\$ 11,683,216	\$ 13,573,887	100.0%	11.5%

- * Residential Sanitation Fees increased by 24.2% due to an increase in residential customers plus increases in rates.
- * Revenues from Commercial Sanitation Fees is budgeted to increase 5.7% and Transfer Station Fees is increasing 214.8%. These increases are due to the area growth plus increases in various rates and also the inclusion of Dumpster Rentals for FY 2003-04 in these revenues.
- * Interest earned is budgeted to decrease by 45.0% due to unfavorable market conditions.
- * For FY 2002-03 the ending fund balance is projected to be \$3,716,592. Since 1998-99 the Solid Waste Fund Balance reserves have increased 51.7%.

SOLID WASTE FUND

Fund Balance - Last 5 Years



SOLID WASTE FUND EXPENDITURES

Total Solid Waste Fund expenditures are \$9,769,043. This represents a decrease of 19.7% over the prior years budget.

EXPENDITURES	ACTUAL 2001-02	BUDGET 2002-03	ESTIMATED 2002-03	ADOPTED 2003-04	% OF TOTAL	% INCREASE OVER BUDGET 2002-03
Code Enforcement	\$ -	\$ 60,925	\$ 60,925	\$ 45,964	0.5%	-24.6%
Residential Operations	2,146,963	1,923,598	1,879,419	2,482,273	25.4%	29.0%
Commercial Operations	1,110,244	1,073,442	1,061,933	1,511,105	15.5%	40.8%
Recycling Program	449,281	282,192	244,720	339,891	3.5%	20.4%
Transfer Station	3,186,381	2,871,779	2,743,502	3,269,771	33.5%	13.9%
Debt Service	377,282	365,405	365,405	460,467	4.7%	26.0%
Miscellaneous	187,679	356,955	381,055	400,746	4.1%	12.3%
Transfers	1,218,789	1,229,665	1,229,665	1,258,826	12.9%	2.4%
TOTAL	\$ 8,676,619	\$ 8,163,961	\$ 7,966,624	\$ 9,769,043	100.0%	19.7%

* The decrease in Code Enforcement of 24.6% is attributed to a vehicle purchase in the prior fiscal year which will not be needed in FY 2003-04.

* The increase in Residential Operations of 29.0% and 40.8% in Commercial Operations can be attributed to major additions in replacement and new fleet for FY 2003-04 plus the addition of 4 new full-time positions in Residential Operations and 1 new employee in Commercial Operations.

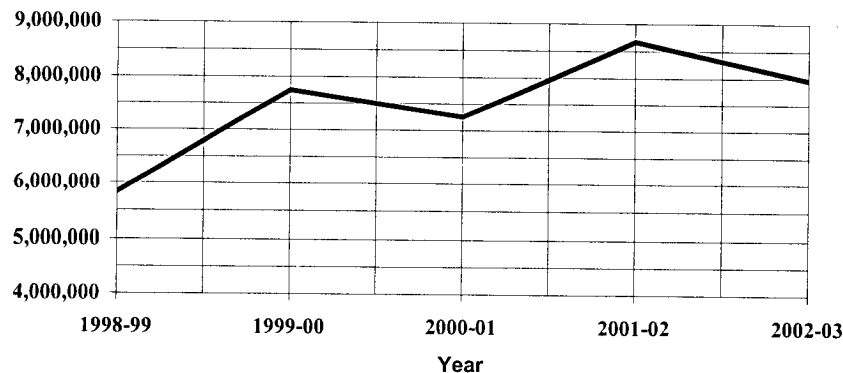
* The increase in the Recycling Program of 20.4% can be attributed to a new program to begin the initial phase to construct a materials recovery facility.

* The Transfer Stations' budget is increasing 13.9% over the prior year budget. This increase is for expenses related to phase VIII of the landfill repair project.

* The increase in the Miscellaneous budget of 12.3% is due to an increase in estimated year end salary accruals plus the addition of building maintenance as a miscellaneous budget item in FY 2003-04.

SOLID WASTE FUND

Expenditures - Last 5 Years

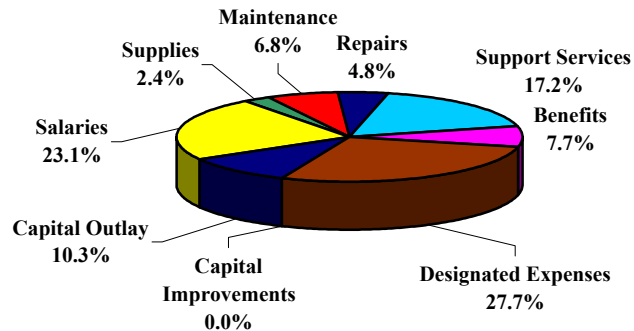


Note: The following table and pie chart depicts expenditures for the Solid Waste Fund, by object class.

EXPENDITURES	ACTUAL 2001-02	BUDGET 2002-03	ESTIMATED 2002-03	ADOPTED 2003-04	% OF TOTAL	% INCREASE OVER BUDGET 2002-03
Salaries	\$ 1,853,096	\$ 2,069,820	\$ 2,025,780	\$ 2,257,314	23.1%	9.1%
Supplies	188,913	194,398	211,361	235,046	2.4%	20.9%
Maintenance	639,514	91,990	83,190	660,160	6.8%	617.6%
Repairs	491,115	428,925	448,850	469,075	4.8%	9.4%
Support Services	1,533,405	1,838,359	1,867,527	1,684,199	17.2%	-8.4%
Benefits	549,323	707,203	653,437	750,234	7.7%	6.1%
Designated Expenses	2,394,449	2,413,625	2,303,934	2,702,317	27.7%	12.0%
Capital Improvements	16,925	-	-	-	0.0%	0.0%
Capital Outlay	1,009,879	419,641	372,545	1,010,698	10.3%	140.8%
TOTAL EXPENDITURES	\$ 8,676,619	\$ 8,163,961	\$ 7,966,624	\$ 9,769,043	100.0%	19.7%

FY 2003-04 Solid Waste Fund Expenditures

By Object Class



WATER & SEWER FUND REVENUES ANALYSIS

Total Water & Sewer Fund Resources are \$34,447,486. This represents an increase of 9.7% over the prior years budget. The following is a summary of the City's major revenue categories and their revenue assumptions for FY 2003-04.

REVENUE CATEGORY	ACTUAL 2001-02	BUDGET 2002-03	ESTIMATED 2002-03	ADOPTED 2003-04	% OF TOTAL	% INCREASE OVER BUDGET 2002-03
Sale of Water	\$ 8,503,645	\$ 8,800,000	\$ 8,721,000	\$ 9,319,335	27.1%	5.9%
Sewer Fees Collected	8,534,057	8,571,000	8,675,000	9,307,037	27.0%	8.6%
Water & Sewer Taps	1,207,745	700,000	700,000	500,000	1.5%	-28.6%
Delinquent Penalty	395,200	378,000	412,000	384,000	1.1%	1.6%
Misc. Revenues	689,225	655,000	732,000	725,000	2.1%	10.7%
Interest Earned	335,291	327,000	279,000	250,000	0.7%	-23.5%
Transfers-In	24	60,830	64,407	-	0.0%	-100.0%
RESERVES	11,653,170	11,904,568	13,281,996	13,962,114	40.5%	17.3%
TOTAL RESOURCES	\$ 31,318,357	\$ 31,396,398	\$ 32,865,403	\$ 34,447,486	100.0%	9.7%

* Sale of Water increased by 5.9%. This is due to a rate increase which takes effect at the start of the fiscal year along with an increase in customers..

* Revenues from Sewer Fees Collected is budgeted to increase 8.6%. This increase is due to the rate increase along with the overall area growth.

* Water & Sewer Taps are budgeted to decrease 28.6%. This decrease is conservatively based on national and state economic conditions.

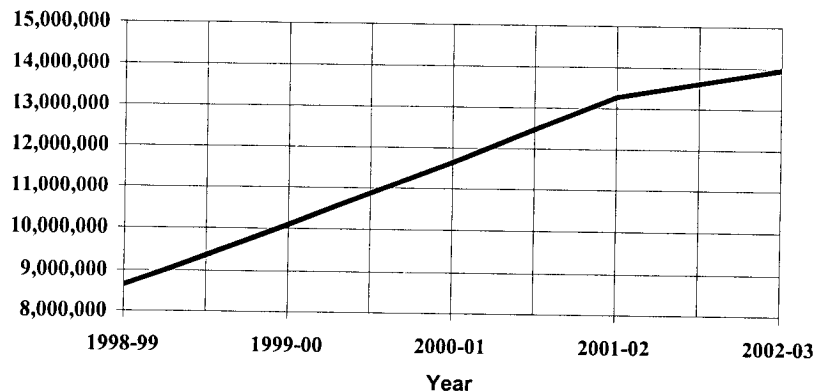
* Miscellaneous Revenues show a budgeted increase of 10.7% based on current FY 2002-03 estimated revenues.

* Interest Earned is decreasing 23.5%. The decrease is due to unfavorable market conditions.

* For FY 2002-03 the ending fund balance for the Water and Sewer fund is projected to be \$13,962,114. Since 1998-99 the Water and Sewer Fund balance reserves have increased 61.5%.

WATER & SEWER FUND

Fund Balance - Last 5 Years



WATER & SEWER FUND EXPENDITURES

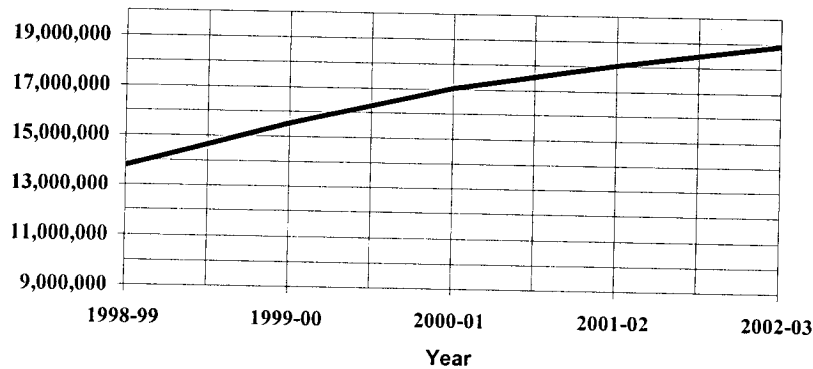
Total Water and Sewer Fund expenditures are \$20,950,007. This represents an increase of 5.9% over the prior years budget.

EXPENDITURES	ACTUAL 2001-02	BUDGET 2002-03	ESTIMATED 2002-03	ADOPTED 2003-04	% OF TOTAL	% INCREASE OVER BUDGET 2002-03
Fleet Services	\$ 741,775	\$ 756,437	\$ 699,996	\$ 796,695	3.8%	5.3%
Utility Collections	1,080,822	1,182,522	1,107,035	1,173,596	5.6%	-0.8%
W&S Contracts	6,077,642	6,325,712	5,851,648	6,505,712	31.1%	2.8%
Water Distribution	1,013,803	1,085,344	982,588	1,100,548	5.3%	1.4%
Sanitary Sewers	701,180	622,152	622,681	718,683	3.4%	15.5%
W&S Operations	1,412,037	1,596,338	1,534,975	1,673,184	8.0%	4.8%
W&S Projects	250,345	830,000	730,000	1,025,000	4.9%	23.5%
Debt Service	4,102,960	4,120,491	4,120,491	4,467,035	21.3%	8.4%
Miscellaneous	756,732	1,209,202	1,198,752	1,278,340	6.1%	5.7%
Transfers	1,899,065	2,055,123	2,055,123	2,211,214	10.6%	7.6%
TOTAL	\$ 18,036,361	\$ 19,783,321	\$ 18,903,289	\$ 20,950,007	100.0%	5.9%

- * The increase in Fleet Services of 5.3% can be attributed to the addition of 2 replacement vehicles.
- * The Utility Collections budget is showing a 0.8% decrease in the FY 2003-04 budget. This decrease results from a reduction in capital outlay.
- * The Water Distribution budget is increasing 1.4% over the prior year budget. This increase can be attributed partly to a new incentive pay program.
- * The increase in Sanitary Sewers of 15.5% is due to upgraded and replaced equipment added for FY 2003-04.
- * Water & Sewer Operations is increasing 4.8% due to the addition of replacement fleet.
- * The Water & Sewer Projects budget is increasing 23.5% for major capital improvements expenses on the elevated tank repair rehabilitation program.
- * The increase in Miscellaneous of 5.7% can be mainly attributed to the inclusion of building maintenance as a miscellaneous budget item in FY 2003-04.

WATER & SEWER FUND

Expenditures - Last 5 Years

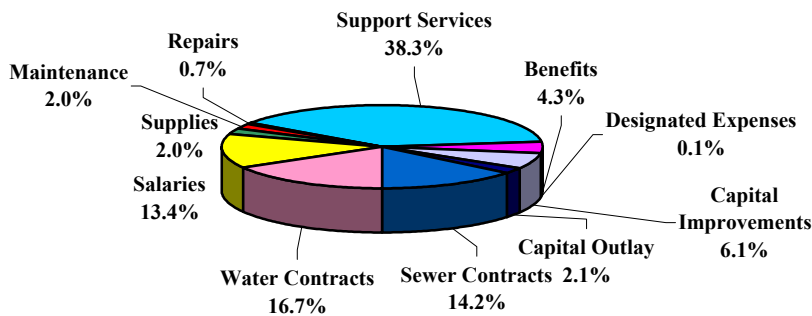


Note: The following table and pie chart depicts expenditures for the Water & Sewer Fund, by object class.

EXPENDITURES	ACTUAL 2001-02	BUDGET 2002-03	ESTIMATED 2002-03	ADOPTED 2003-04	% OF TOTAL	% INCREASE OVER BUDGET 2002-03
Salaries	\$ 2,397,431	\$ 2,712,631	\$ 2,686,907	\$ 2,819,131	13.5%	3.9%
Supplies	396,546	445,285	391,910	427,065	2.0%	-4.1%
Maintenance	414,263	368,773	394,629	416,424	2.0%	12.9%
Repairs	125,233	157,997	137,988	148,734	0.7%	-5.9%
Support Services	6,994,880	7,452,959	7,408,513	8,042,729	38.4%	7.9%
Benefits	725,884	875,659	851,809	911,607	4.4%	4.1%
Designated Expenses	(99,951)	(25,000)	(35,500)	(29,200)	-0.1%	16.8%
Capital Improvements	535,532	1,073,093	917,585	1,276,425	6.1%	18.9%
Capital Outlay	468,901	396,212	297,800	431,380	2.1%	8.9%
Sewer Contracts	2,785,984	2,891,464	2,831,464	2,991,464	14.3%	3.5%
Water Contracts	3,291,658	3,434,248	3,020,184	3,514,248	16.8%	2.3%
TOTAL EXPENDITURES	\$ 18,036,361	\$ 19,783,321	\$ 18,903,289	\$ 20,950,007	100.0%	5.9%

FY 2003-04 Water & Sewer Fund Expenditures

By Object Class



DRAINAGE UTILITY FUND REVENUES ANALYSIS

Total Drainage Utility Fund Resources are \$958,123. This represents an increase of 7.0% over the prior years budget. The following is a summary of the City's major revenue categories and their revenue assumptions for FY 2003-04.

REVENUE CATEGORY	ACTUAL 2001-02	BUDGET 2002-03	ESTIMATED 2002-03	ADOPTED 2003-04	% OF TOTAL	% INCREASE
						OVER BUDGET 2002-03
Residential Storm Water Fees	\$ 549,350	\$ 588,000	\$ 600,000	\$ 602,000	62.8%	2.4%
Commercial Storm Water Fees	102,657	108,000	109,000	110,000	11.5%	1.9%
Interest Earned	2,473	1,000	-	-	0.0%	-100.0%
Misc. Revenues	750	1,000	2,500	1,000	0.1%	0.0%
RESERVES	-	197,435	215,839	245,123	25.6%	24.2%
TOTAL RESOURCES	\$ 655,230	\$ 895,435	\$ 927,339	\$ 958,123	100.0%	7.0%

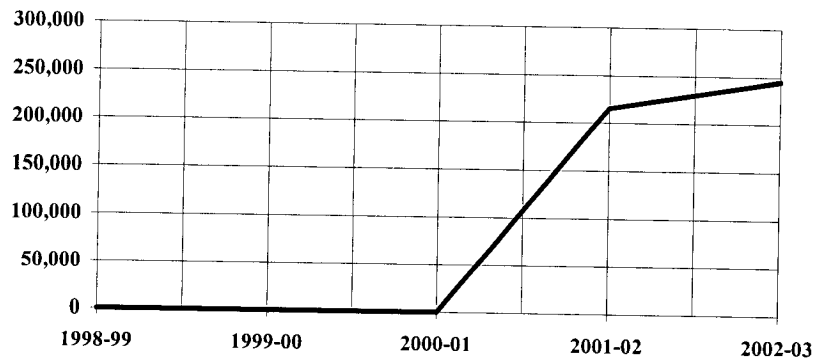
* Residential Storm Water Fees increased by 2.4% due to a projected increase in residential customers. These fees are based on a rate of \$2.00 per month for property classified as residential.

* Revenues from Commercial Storm Water Fees is budgeted to increase 1.9%. These fees are based on a rate of \$4.00 per month on property classified as commercial.

* For FY 2002-03 the ending fund balance is projected to be \$245,123 which accounts for 25.6% of the budget for FY 2003-04.

DRAINAGE UTILITY FUND

Fund Balance - Last 5 Years



DRAINAGE UTILITY FUND EXPENDITURES

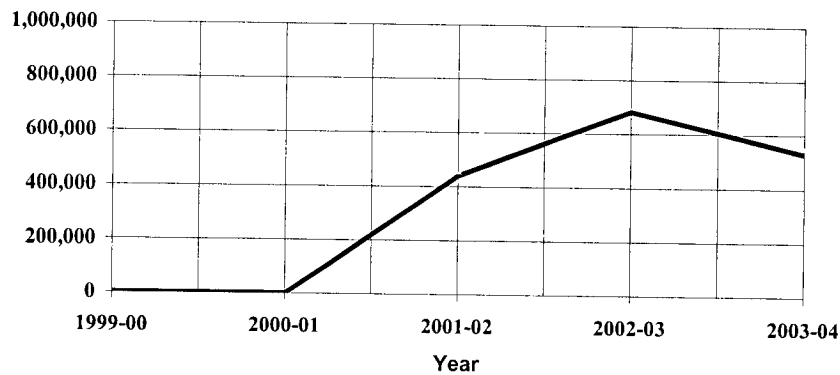
Total Drainage Utility Fund expenditures are \$528,670. This represents a decrease of 40.9% over the prior years budget.

EXPENDITURES	ACTUAL 2001-02	BUDGET 2002-03	ESTIMATED 2002-03	ADOPTED 2003-04	% OF TOTAL	% INCREASE OVER BUDGET 2002-03
Engineering	\$ 410,006	\$ 498,395	\$ 447,480	\$ 254,642	48.2%	-48.9%
Street	29,385	23,536	28,536	25,000	4.7%	6.2%
Drainage Projects	-	337,206	175,352	230,262	43.5%	-31.7%
Non-Departmental	-	36,298	30,848	18,856	3.6%	-48.1%
TOTAL	\$ 439,391	\$ 895,435	\$ 682,216	\$ 528,760	100.0%	-40.9%

* The Drainage Utility Program started operations in the FY 2001-02 budget year which included the hiring of a project engineer to administer the program and the selection of a consulting firm to assist in the plan implementation. The budget for FY 2002-03 included the addition of a drainage technician and a project secretary along with a vehicle and other start-up equipment. FY 2003-04 budgeted consultant expenditures are reduced which accounts for the majority of the decrease of 48.9% from FY 2002-03 in Engineering. Drainage Projects account for 43.5% of the FY 2003-04 budget. Non-Departmental cost consist primarily of information technology related expenditures for developing a GIS database and maintaining other drainage infrastructure data.

DRAINAGE UTILITY FUND

Budgeted Expenditures

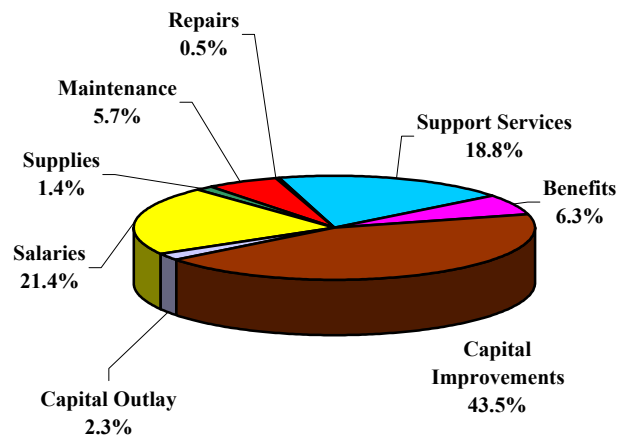


Note: The following table and pie chart depicts expenditures for the Drainage Utility Fund, by object class.

EXPENDITURES	ACTUAL 2001-02	BUDGET 2002-03	ESTIMATED 2002-03	ADOPTED 2003-04	% OF TOTAL	<u>% INCREASE OVER BUDGET 2002-03</u>
Salaries	\$ 38,794	\$ 91,163	\$ 86,163	\$ 113,366	21.4%	24.4%
Supplies	326	3,804	2,987	7,226	1.4%	90.0%
Maintenance	30,685	18,536	28,536	30,241	5.7%	63.1%
Repairs	-	3,302	3,052	2,541	0.5%	-23.0%
Support Services	357,122	347,841	316,497	99,617	18.8%	-71.4%
Benefits	9,253	24,340	7,147	33,383	6.3%	37.2%
Capital Improvements	-	337,206	175,352	230,262	43.5%	-31.7%
Capital Outlay	3,211	69,243	62,482	12,124	2.3%	-82.5%
TOTAL EXPENDITURES	\$ 439,391	\$ 895,435	\$ 682,216	\$ 528,760	100.0%	-40.9%

FY 2003-04 Drainage Utility Fund Expenditures

By Object Class



**CITY OF KILLEEN
 RECAP OF NEW PROGRAMS AND SERVICES
 FY 2003-04**

GENERAL FUND		
MUNICIPAL COURT	UPGRADE PART-TIME JUDGE TO FULL TIME	11,000
POLICE	THREE ADDITIONAL POLICE OFFICERS	146,949
	FOUR DOOR MIDSIZED PATROL CAR	39,000
FIRE	ADDITIONAL 1% MATCHING RETIREMENT FOR FIREMEN'S RETIREMENT FUND	55,000
	TRAINING ACADEMY PROGRAM	105,381
	FIRE PREVENTION OFFICER	61,881
NON-DEPARTMENTAL	HOME PROGRAM ADMINISTRATION MATCH	32,137
	AVIATION TRANSFER FOR RGAAF OPERATIONS	247,474
TOTAL GENERAL FUND		\$ 698,822
ROBERT GRAY ARMY AIRFIELD FUND		
ROBERT GRAY ARMY AIRFIELD	ASSISTANT DIRECTOR	33,163
	SENIOR FUEL HANDLER	20,450
	2 - AIRPORT SERVICE WORKERS	29,092
	4 - AIRPORT SPECIALISTS	77,822
	2 - FUEL HANDLERS	27,846
	IT SUPERVISOR	24,576
	OPERATIONS SUPERVISOR	26,456
	4 - OPERATIONS SPECIALISTS	65,003
	PRINCIPAL SECRETARY	17,954
	4 X 2 UTILITY VEHICLE	6,850
	1/2 TON PICKUP	17,900
	NEW RADIOS	20,063
	INITIAL SET-UP COSTS	27,724
	MAINTENANCE SHOP	10,503
	GA TEMINAL BUILDING	7,250
	COST OF GOODS SOLD	37,600
TOTAL RGAAF FUND		\$ 450,252
SOLID WASTE FUND		
RESIDENTIAL	AUTOMATED COLLECTION - PHASE VIII	397,948
	(INCLUDES 1 NEW EMPLOYEE - RESIDENTIAL EQUIPMENT OPERATOR \$32,848)	
	(INCLUDES NEW FLEET - AUTOMATED SIDE LOADER \$157,050)	
	(INCLUDES NEW FLEET - COMBINATION SIDE/REAR LOADER \$198,050)	
	NEW EMPLOYEE - RESIDENTIAL OPERATIONS SUPERVISOR (AUTOMATED)	71,222
	(INCLUDES NEW FLEET - 1/2 TON PICKUP TRUCK \$18,150)	
	NEW EMPLOYEE - CHANGE PART-TIME SECRETARY TO FULL-TIME SECRETARY	5,092
	NEW EMPLOYEE - RESIDENTIAL OPERATIONS SUPERVISOR (BULKY)	71,222
	(INCLUDES NEW FLEET - 1/2 TON PICKUP TRUCK \$18,150)	
	REPLACEMENT FLEET - BRUSH TRUCK WITH BRUSH CRANE	110,500
	REPLACEMENT FLEET - 1/2 TON STANDARD CAB PICKUP TRUCK	18,150
COMMERCIAL	NEW EMPLOYEE - WELDER	74,274
	(INCLUDES NEW FLEET - WELDING TRUCK \$35,650)	
	ENGINEERING SERVICES: PLANS AND SPECIFICATIONS FOR A NEW SOLID WASTE ADMINISTRATIVE FACILITY	50,000
	REPLACEMENT FLEET - FRONT LOADER	146,500
	REPLACEMENT FLEET - ROLL OFF TRUCK	108,500
	REPLACEMENT FLEET - 1 TON CAB & CHASSIS	25,000
	REPLACEMENT FLEET - 1/2 TON STANDARD CAB PICKUP TRUCK	18,150
RECYCLING PROGRAM	ENGINEERING SERVICES: PLANS AND SPECIFICATIONS TO CONSTRUCT A MATERIALS RECOVERY FACILITY	85,000
TRANSFER STATION	LANDFILL REPAIR PROJECT (PHASE VIII)	600,000
NON-DEPARTMENTAL INFORMATION TECHNOLOGY	CAPITAL OUTLAY - LASER PRINTER FOR SOLID WASTE OFFICE	2,230
	NEW COMPUTER WORK STATION FOR CONTAINER SERVICES SHOP	2,606
TOTAL SOLID WASTE FUND		\$ 1,786,394

**CITY OF KILLEEN
 RECAP OF NEW PROGRAMS AND SERVICES
 FY 2003-04**

WATER & SEWER FUND		
FLEET SERVICES	REPLACEMENT FLEET - 1/2 TON CAB PICKUP	19,000
	REPLACEMENT FLEET - 4 DOOR MID-SIZED PICKUP	18,500
WATER DISTRIBUTION	INCENTIVE PAY - CDL I & CDL II	10,080
SANITARY SEWERS	INCENTIVE PAY - CDL I & CDL II	8,400
	EQUIPMENT REPLACEMENT AND UP-GRADE FOR TV CAMERA TRUCK	82,510
	REPLACEMENT FLEET - RODDER SYSTEM CONVERSION	13,000
OPERATIONS	INCENTIVE PAY - WASTEWATER COLLECTIONS III LICENSE	360
	INCENTIVE PAY - CDL I & CDL II	5,040
	REPLACEMENT FLEET - 3/4 TON PICKUP	33,150
	REPLACEMENT FLEET - 3/4 TON PICKUP, STD CAB	27,550
WATER & SEWER PROJECTS	PUBLIC WORKS - ELEVATED TANK REPAIR REHABILITATION PROGRAM - FY 03-04 (FY 04-05 \$1,735,000) (FY 05-06 \$80,000) =TOTAL \$2,340,000	525,000
TOTAL WATER & SEWER FUND		\$ 742,590
TOTAL NEW PROGRAMS AND SERVICES		\$ 3,678,058

**CITY OF KILLEEN
BUDGET CALENDAR
FY 2003-04**

MARCH 2003

- March 11, 2003 Salary budgets for full time employees are distributed by Finance to the departments for review.
- March 25, 2003 Department Head Budget Meeting scheduled for 10:00 a.m. in the Main Conference Room. Deputy City Manager briefs Department Heads on FY 2003-04 budget process and issues. Budget manuals are distributed to department heads.
- Budget views open to departmental representatives for budget data input and expenditure projections input.

APRIL 2003

- April 4, 2003 Departments return the reviewed and approved (by Department Head) Full-Time Employee Salary Budget Reports to Finance.
- Deadline for completing F Series forms and scheduling a meeting with the Fleet Service Manager.
- April 8, 2003* Regular City Council Meeting.
- April 11, 2003 Deadline for completion of all meetings with Fleet Services Manager and submittal of all completed F Series forms to Fleet Services Manager.
- Deadline for submitting requests for new jobs and/or positions to Human Resources.
- April 22, 2003* Regular City Council Meeting.
- April 23, 2003 Deadline for completion of Fleet comments and recommendations on Fleet requests. Originals returned to departments.
- April 25, 2003 Human Resources return new jobs and/or positions paperwork to departments.
- April 30, 2003 Budget data input must be completed. Access to change budget numbers will be eliminated on Thursday, May 1, 2003. From this point you may only view your budgetary data. Any changes must be submitted in writing to the Finance Department.
- Supporting forms for your budget are due to Finance. These forms include all of the ABF forms (uniforms & clothing, subscriptions, professional services, training and travel, dues & memberships, capital outlay requests, minor tools, and major capital outlay request.) **Submit three copies, with three holes punched, of the ABF forms to Finance.**
- Revenue forecasts from departments are due to the Finance Department.
- Department input for expenditure projections for FY 2002-03 must be completed.

***Public Notice Required.**

**CITY OF KILLEEN
BUDGET CALENDAR
FY 2003-04**

New Programs and Services including new employee requests, all F Series, Computer Hardware and Software, and New Capital Improvement Programs must be completed. Supporting budget forms (i.e. the color-coded budgeting forms, NP-1 through NP-5, F-1S, F-1, CIP -1, CIS-1, etc.,) must be turned into Finance. **The Summary of New Programs and Services must be divided into two lists. The first list will include all New Program and Services that are funded in your preliminary budget. The second list will be a list of all Unfunded New Program and Services request.** Also turn in your Accomplishments\service issues\department review reports. **Submit three copies, with three holes punched, of the NP color coded forms to Finance**

Requests from outside non-profit agencies funded by the city are due. This would include Chamber of Commerce, Killeen Volunteers Inc, Killeen Sister Cities Inc., and the Hotel\Motel Grants.

MAY 2003

- | | |
|-----------------|--|
| May 3, 2003 | City Council Elections. |
| May 5-16, 2003 | Budget meetings between the Deputy City Manager and Department Heads begin. A schedule of individual meetings will be distributed at a later date. |
| May 6, 2003 | Canvass election results. |
| May 12, 2003 | Mailing of Notices of appraised value by Chief Appraiser. |
| May 13, 2003* | Regular City Council Meeting. Swear in new City Council Members. |
| May 14, 2003* | City Council Annual Planning Session. Discuss Council protocols, and other governance issues. Mid-year financial review. Discuss mid-year budget issues. |
| May 23, 2003* | 72-hour notice of public hearing to consider citizen input on municipal services and concerns. |
| May 27-30, 2003 | Deputy City Manager, Department Heads brief City Manager on overall Departmental Budget proposals. (1 st round meetings) |
| May 27, 2003* | Regular City Council Meeting.

Public Hearing to consider citizen input on municipal services and concerns. |
| May 30, 2003 | City Council Goals and Priorities due to City Manager. |

JUNE 2003

- | | |
|-----------------|--|
| June 7, 2003 | Town Hall Meeting on budget; 10:00 a.m. at a school site to be announced. |
| June 9-10, 2003 | Departmental budget meetings with the City Manager. A schedule of these meetings will be issued at a later date. |

***Public Notice Required.**

**CITY OF KILLEEN
BUDGET CALENDAR
FY 2003-04**

June 10, 2003	Town Hall Meeting on budget; 10:00 a.m. at City Hall.
June 10, 2003*	Regular City Council Meeting.
June 16, 2003	Town Hall meeting on budget; 6:00 p.m. at school site to be announced.
June 16-17, 2003	City Manager budget call back meetings for department heads.
June 19, 2003	Town Hall meeting on budget; 12:00 p.m. at a school site to be announced.
June 20, 2003	Tax Appraisal District sends Certified Appraisal Roll to the City.
June 24, 2003*	Regular City Council Meeting.
June 25, 2003	Proposed Budget is finalized by the City Manager.
JULY 2003	
July 7, 2003	Tax Appraisal District calculates the effective tax rate worksheets and mails to the City. Tax Appraisal District certifies the estimated collection rates for the City.
July 7-11, 2003	Department Head budget presentations reviewed by City Manager. City Manager briefs department heads on his Preliminary Budget proposal.
July 8, 2003*	Regular City Council Meeting. Proposed Budget is delivered to the City Council. City Manager files proposed budget with the City Secretary. Council (i.e. Mayor) announces and schedules the time and place of a public hearing on the budget and instructs that there shall be a published notice of hearing setting forth the time and place thereof at least five days before the hearing. Date for the public hearing on the budget is scheduled for July 22, 2003.
July 12, 2003*	Special City Council Meeting. Departmental budget presentations. Discuss City Manager's Preliminary Budget.
July 15, 2003	Publish notice of the public hearing on the City Managers' proposed budget. Notice must be published at least 5 days prior to the date of the public hearing on the proposed budget.
July 22, 2003*	City Council Workshop. Non-Profit Organizations Budget Presentations. Regular City Council Meeting. Public Hearing on City Managers proposed budget. Notice must be published at least 5 days prior to the date of the public hearing on the proposed budget

***Public Notice Required.**

**CITY OF KILLEEN
BUDGET CALENDAR
FY 2003-04**

NOTE - At any time in the budget process after the conclusion of the public hearing on the proposed budget, the City Council may insert new items or may increase or decrease the items of the budget, except items in proposed expenditures fixed by law. Before inserting any additional item or increasing any item of appropriation, a public notice must be published setting forth the nature of the proposed increases and fixing a place and time, not less than five days after publication, at which the Council will hold a public hearing thereon. After such further hearing, the Council may insert the additional item or items, and make the increase or increases, to the amount in each case indicated by the published notice, or to a lesser amount, but where it shall increase the total proposed expenditures it shall also provide for an increase in the total anticipated revenue to at least equal such total proposed expenditures.

July 29, 2003 Special City Council Meeting-Budget Workshop, City Hall.

AUGUST 2003

August 2, 2003* City Council Budget Retreat. Finalize budget decisions. Killeen Civic and Conference Center.

August 5, 2003* Special City Council Meeting. **Discuss budget and set preliminary tax rate.** If a tax increase is proposed, take record vote and schedule public hearing. Proposed date for Public Hearing on Tax Rate is August 19,2003.

Set date of Public Hearing on changes that have been made to the City Manager's proposed budget. Proposed date for the Public Hearing on the budget is August 19, 2003.

August 8, 2003 Publication of "Notice of Public Hearing on Tax Increase" must be published at least 7 days prior to the public hearing. (1st Quarter Page Notice)

Publication of "Notice of Changes to the Proposed Budget" must be published at least 5 days prior to the public hearing.

August 10, 2003 Publication of the effective tax rate, rollback rate, debt obligation schedule, unencumbered fund balance, and expected revenue from the local-option sales tax.

August 15, 2003 Post 72-hour notice of meeting of the City Council to discuss the budget and tax rate.

August 19, 2003* Special City Council Meeting. Public hearing on Tax Rate. Public Hearing on Budget. Mayor announces date of August 26, 2003 for a meeting to adopt tax rate and budget.

August 22, 2003 Publish "Notice of Vote on Tax Rate", (2nd Quarter Page Notice) published before the meeting to adopt tax rate.

Publish 72-hour notice for meeting at which the City Council will adopt the tax rate and budget.

***Public Notice Required.**

**CITY OF KILLEEN
BUDGET CALENDAR
FY 2003-04**

August 26, 2003* Regular City Council Meeting. Meeting is 3 to 14 days after the Public Hearing on the Tax Increase.

August 26, 2003 Adopt the budget. Adopt the tax rate.
Adopt Ordinances regarding Water, Sewer and Solid Waste Rates.
Consider an ordinance providing for the use of municipal hotel/motel occupancy tax revenues.
Consider approval of agreement with the Killeen Economic Development Corporation for the promotion of economic development.

SEPTEMBER 2003

September 4, 2003 Budget Wrap-up Session. City Manager presents an overview of the approved budget to Department Heads. Meeting starts at 1:00 p.m. in the Main Conference Room.

September 9, 2003* Regular City Council Meeting.

September 20, 2003 Last day per City Charter to adopt a budget.

September 23, 2003* Regular City Council Meeting.

***Public Notice Required.**

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!"

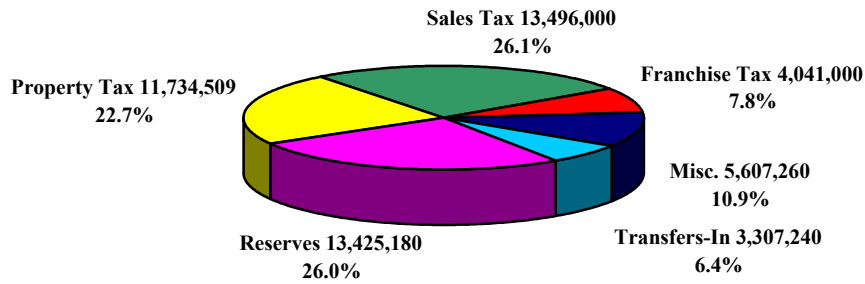
General Fund
Adopted Budget
Summary
FY 2003-04

		2001-02 ACTUAL	2002-03 ADOPTED	2002-03 ESTIMATED	2003-04 ADOPTED
BEGINNING FUND BALANCE					
	Reserved Fund Balance	1,525,000	1,525,000	1,525,000	1,525,000
	Unreserved Fund Balance	13,337,264	11,900,180	13,010,920	12,302,638
TOTAL BEGINNING FUND BALANCE		14,862,264	13,425,180	14,535,920	13,827,638
REVENUES					
	Property Taxes	10,997,680	11,734,509	11,512,000	12,706,745
	Sales and Occup. Taxes	13,034,730	13,496,000	13,277,000	13,538,000
	Franchise Taxes	4,007,147	4,041,000	4,048,089	4,048,089
	Miscellaneous Revenues	1,393,945	1,590,830	1,719,345	1,558,500
	Permits and Licenses	941,127	795,001	849,000	704,500
	Court Fines and Fees	806,757	850,442	963,903	1,029,900
	Recreation Revenues	209,732	171,255	191,600	202,442
	Interest Earned	512,252	500,000	400,000	250,000
	Golf Course Revenues	859,847	902,658	938,308	904,081
	Intergovernmental	622,957	797,074	792,485	639,679
TRANSFERS IN		3,237,692	3,307,240	3,433,013	3,470,040
TOTAL CURRENT REVENUES		36,623,866	38,186,009	38,124,743	39,051,976
TOTAL FUNDS AVAILABLE		51,486,130	51,611,189	52,660,663	52,879,614
EXPENDITURES					
	City Council	54,187	63,641	61,634	63,641
	City Manager	385,268	415,295	400,640	410,545
	Public Information Office	84,739	91,827	81,887	94,489
	Volunteer Services	112,325	121,857	115,765	124,134
	City Attorney	453,218	482,005	448,922	485,865
	City Secretary	59,472	72,414	72,219	75,556
	Human Resources	311,257	398,259	383,327	500,180
	Finance	375,632	428,929	426,065	449,426
	Accounting	267,311	261,274	257,805	275,561
	General Services	162,099	186,449	184,076	186,343
	Building Services	95,278	89,787	83,989	83,838
	Custodial Services	234,490	254,447	245,060	262,763
	Printing Services	93,523	138,991	114,457	131,779
	EMS Billings & Collections	123,320	161,877	157,298	167,232
	Information Systems	533,807	540,736	524,564	556,202
	Municipal Court	613,779	665,159	633,595	671,357
	Permits & Inspections	747,184	823,011	804,511	813,612
	Animal Control	297,575	336,928	320,082	333,642
	Library	802,530	753,675	722,225	742,238
	Branch Library	232,161	328,060	310,324	335,570
	Golf Course	908,086	904,410	860,683	905,222
	Parks	1,713,681	1,810,194	1,700,363	1,762,415
	Recreation	284,323	290,246	265,077	290,700
	Athletics	248,423	258,255	247,255	256,495
	Cemetery	421,244	240,879	229,435	243,552
	Senior Citizens	127,502	140,690	138,040	133,517
	Swimming Pools	150,598	138,025	123,525	131,725
	Community Dev.	228,405	231,161	230,747	236,502
	Community Dev./Home Program	46,025	48,653	48,653	51,796
	Public Works	165,131	171,665	169,909	176,274
	Engineering	238,672	228,038	215,086	233,415
	Traffic	751,358	697,416	632,610	696,275
	Streets	2,441,650	2,474,512	2,347,695	2,433,893
	Planning	289,390	307,227	265,473	294,050
	Police-Operations	12,243,220	12,306,963	12,095,474	12,767,439
	Police-Gang Unit	249,670	317,504	272,084	240,165
	Fire	6,962,104	7,618,059	7,583,862	7,669,240
	Non-Departmental	3,386,573	4,552,945	3,843,609	4,600,474
TOTAL OPERATING EXPENDITURES		36,895,210	39,351,463	37,618,025	39,887,122
TRANSFERS OUT		55,000	1,215,000	1,215,000	1,462,474
TOTAL EXPENDITURES		36,950,210	40,566,463	38,833,025	41,349,596
ENDING FUND BALANCE					
	Reserved Fund Balance	1,525,000	1,525,000	1,525,000	1,525,000
	Unreserved Fund Balance	13,010,920	9,519,726	12,302,638	10,005,018
TOTAL ENDING FUND BALANCE		14,535,920	11,044,726	13,827,638	11,530,018

GENERAL FUND

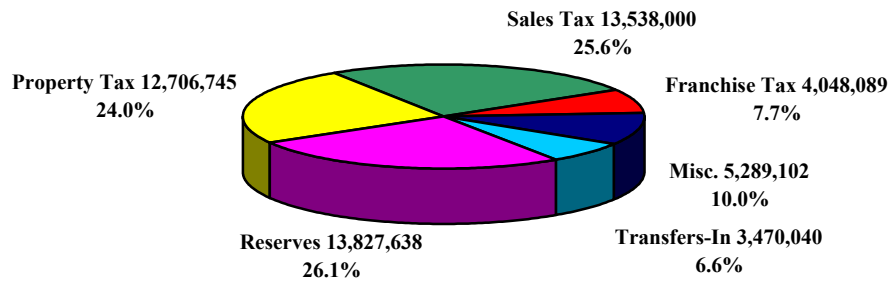
Comparison of FY 2002-03 Budget to FY 2003-04 Budget

FY 2002-03 Revenues by Source



Total Revenues \$51,611,189

FY 2003-04 Revenues by Source

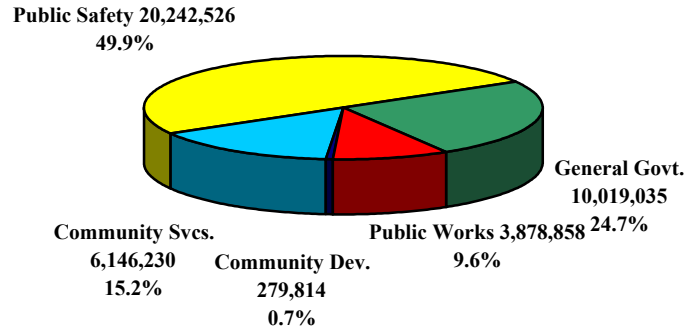


Total Revenues \$52,879,614

GENERAL FUND

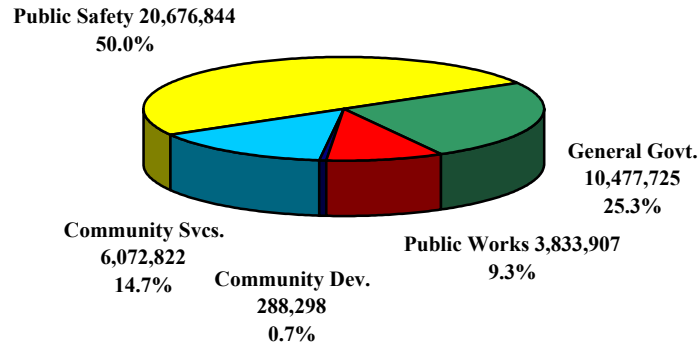
Comparison of FY 2002-03 Budget to FY 2003-04 Budget

FY 2002-03 Expenditures by Function



Total Expenditures \$40,566,463

FY 2003-04 Expenditures by Function



Total Expenditures \$41,349,596

Note: Significant changes between FY 2002-03 and FY 2003-04 are discussed on each division's financial page

GENERAL FUND REVENUES

	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Adopted 2003-04
Beginning Fund Balance				
Reserved	1,525,000	1,525,000	1,525,000	1,525,000
Unreserved	13,337,264	11,900,180	13,010,920	12,302,638
Total Beginning Fund Balance	14,862,264	13,425,180	14,535,920	13,827,638
Property Taxes				
Ad Valorem Taxes	10,649,611	11,493,509	11,264,000	12,458,745
Delinquent Ad Valorem Taxes	210,408	125,000	125,000	125,000
Delinquent Tax Penalties & Interest	85,574	78,000	85,000	85,000
Delinquent Tax Fees	52,087	38,000	38,000	38,000
Total Property Taxes	10,997,680	11,734,509	11,512,000	12,706,745
Sales & Occupancy Tax				
Sales Tax	12,800,704	13,275,000	13,056,000	13,317,000
Bingo Tax	98,180	96,000	96,000	96,000
Drink Tax	135,846	125,000	125,000	125,000
Total Sales & Occupancy Tax	13,034,730	13,496,000	13,277,000	13,538,000
Franchise Tax				
Telephone Franchise Fees	223,142	280,000	236,000	236,000
Miscellaneous Telephone	10,068	5,000	10,000	10,000
TXU Gas Franchise Fees	190,816	156,000	197,000	197,000
Cable Television Franchise Fees	790,331	698,000	815,000	815,000
Taxi Cabs Franchise Fees	1,945	2,000	2,000	2,000
TU Electric Franchise Fees	2,790,845	2,900,000	2,788,089	2,788,089
Total Franchise Tax	4,007,147	4,041,000	4,048,089	4,048,089
Miscellaneous Revenues				
Miscellaneous Police Receipts	40,622	40,000	40,000	40,000
Police-False Alarm Fees	-	-	3,000	5,000
Taxi Operators License	2,245	1,000	1,070	1,000
Planning & Zoning Fees	24,153	28,000	26,000	26,400
Fire Dept. Service Fees Collected	1,043,088	1,054,330	1,150,000	1,150,000
High School Fire Cadet	-	34,000	30,000	48,000
Recruit Fire Academy	-	12,000	32,810	66,000
Library Xerox Charges	5,464	5,000	5,000	5,100
Library Fines and Contributions	21,841	18,000	17,965	15,500
Animal Control Fees	41,754	35,000	50,000	50,000
Curb and Street Cuts	2,017	1,500	1,500	1,500
Miscellaneous Receipts	212,761	362,000	362,000	150,000
Total Miscellaneous Revenues	1,393,945	1,590,830	1,719,345	1,558,500
Permits & Licenses				
Food Handlers Permits	15,950	15,000	15,000	15,000
Electrical License	5,680	6,500	6,500	6,500
Mechanical Inspection Permits	41,875	25,000	42,000	25,000

GENERAL FUND REVENUES

Continued

	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Adopted 2003-04
Permits & Licenses (Continued)				
Building Plans Review Fees	93,018	60,000	85,000	60,000
Garage Sale Permits	8,895	7,500	7,500	7,500
Animal License Receipts	3,537	500	6,500	6,500
Contractor License	35,350	35,000	35,000	35,000
Certificates of Occupancy	18,270	13,500	13,500	13,500
Trailer Court License/Permits	13,025	9,000	8,000	8,000
Bldg Permits & Inspections	458,399	470,501	400,000	350,000
Electrical Inspections/Permits	122,946	70,000	100,000	70,000
Plumbing Inspections/Permits	82,839	50,000	70,000	50,000
Inspection Fees	12,990	7,500	10,000	7,500
Code Enforcement - Mowing	28,353	25,000	50,000	50,000
Total Permits & Licenses	941,127	795,001	849,000	704,500
Court Fines & Fees				
Municipal Court Receipts	504,507	534,042	650,000	709,782
Arrest Fees	174,781	194,330	180,000	185,000
Parking Fines	67,003	65,000	65,000	65,000
Court Tax Service Fees	41,657	40,000	46,600	47,000
Traffic Cost (C.R.)	18,764	17,000	22,200	23,000
Jury Fees	45	70	103	118
Total Court Fines & Fees	806,757	850,442	963,903	1,029,900
Recreation Revenues				
Swimming Pool Receipts	9,421	15,000	12,750	14,000
Rodeo Arena Receipts	-	1,000	-	1,000
Community Center Receipts	54,416	20,000	60,000	60,000
Cemetery Lots	49,080	44,605	50,000	48,235
Recreation Revenue	82,150	68,400	45,150	54,207
Swimming Pool Lessons	13,165	14,250	13,200	14,500
Facilities Revenue	1,500	8,000	8,000	8,000
Concession Stand Revenue	-	-	2,500	2,500
Total Recreation Revenue	209,732	171,255	191,600	202,442
Interest Earned				
Interest Earned	512,252	500,000	400,000	250,000
Total Interest Earned	512,252	500,000	400,000	250,000
Golf Course				
Golf Course Tournament Fees	34,192	-	35,000	35,000
Trail Fees	14,154	14,000	14,000	14,000
Green Fee	223,380	230,998	230,998	222,621
Pro Shop	209,349	250,000	250,000	240,000
Carts	141,567	155,000	155,000	150,000
Clubs	3,659	4,000	4,000	3,800
Membership Fees	144,570	155,000	155,000	155,000

GENERAL FUND REVENUES

Continued

	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Adopted 2003-04
Golf Course (Continued)				
Snack Bar	2,750	3,000	3,000	3,000
Cart Shed	63,128	68,200	68,200	68,200
Handicap Fees	2,450	2,460	2,460	2,460
Driving Range	20,819	20,000	20,000	10,000
GPS Rental Fees	(171)	-	650	-
Total Golf Course Revenue	859,847	902,658	938,308	904,081
Intergovernmental Revenue				
Juvenile Gangs	118,644	133,311	133,311	133,311
Home Program	45,893	43,900	43,900	51,419
CDBG Administration	228,420	212,800	212,800	228,400
Bell County Contributions	3,249	8,000	3,411	3,411
Civil Defense Matching Funds	16,540	10,000	10,000	10,000
Fire Department Grant	-	5,338	5,338	4,805
Young Parent Program	28,204	153,051	153,051	-
Communities in Schools	182,007	230,674	230,674	208,333
Total Intergovernmental Revenue	622,957	797,074	792,485	639,679
Transfers from other funds				
Transfer from Water & Sewer	1,899,065	2,055,123	2,055,123	2,211,214
Transfer from Solid Waste	1,218,789	1,229,665	1,229,665	1,258,826
Transfer from Tax Increment	-	-	118,610	-
Transfer from 1987 GO Bond	47,537	-	-	-
Transfer from I & S 1996	-	22,452	25,261	-
Transfer from I & S 1991	72,301	-	4,354	-
Total Transfers from other funds	3,237,692	3,307,240	3,433,013	3,470,040
Total Fund Balance and Revenue	51,486,130	51,611,189	52,660,663	52,879,614

GENERAL FUND

CITY COUNCIL

MISSION STATEMENT:

The mission of the City Council is policy making, which includes identifying the needs of Killeen residents, formulating programs to meet the changing needs of the community, and measuring their effectiveness of ongoing municipal services. Additionally, the Mayor and City Council, as a governing body, gives direction to the City Manager who is the chief administrator of the City.

PROGRAM DESCRIPTIONS:

The City of Killeen operates under the Council-Manager form of government. The governing body consists of a separately elected mayor, four council members elected from the various wards in the City and three council members elected at large.

The 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.

ACCOMPLISHMENTS:

- Adopted a budget for the current fiscal year
- Called an election for four council member seats

ISSUES AND SERVICES:

- Continue to make the accomplishments of Killeen known by applying for numerous awards.
- The continuing challenge for the policy making group will be to maintain City service levels as much as possible, set the tax rate, and determine priorities among City projects and programs.

KEY OBJECTIVE: The City Council will strive to represent the Citizens of Killeen, among other items, issues dealing with the City's economic development, industrial development and overall growth.

	Actual	Estimated
	<u>2002-03</u>	<u>2003-04</u>
Council meetings held	27	24
Ordinances passed	71	100
Resolution passed	138	145

CITY COUNCIL

GENERAL FUND

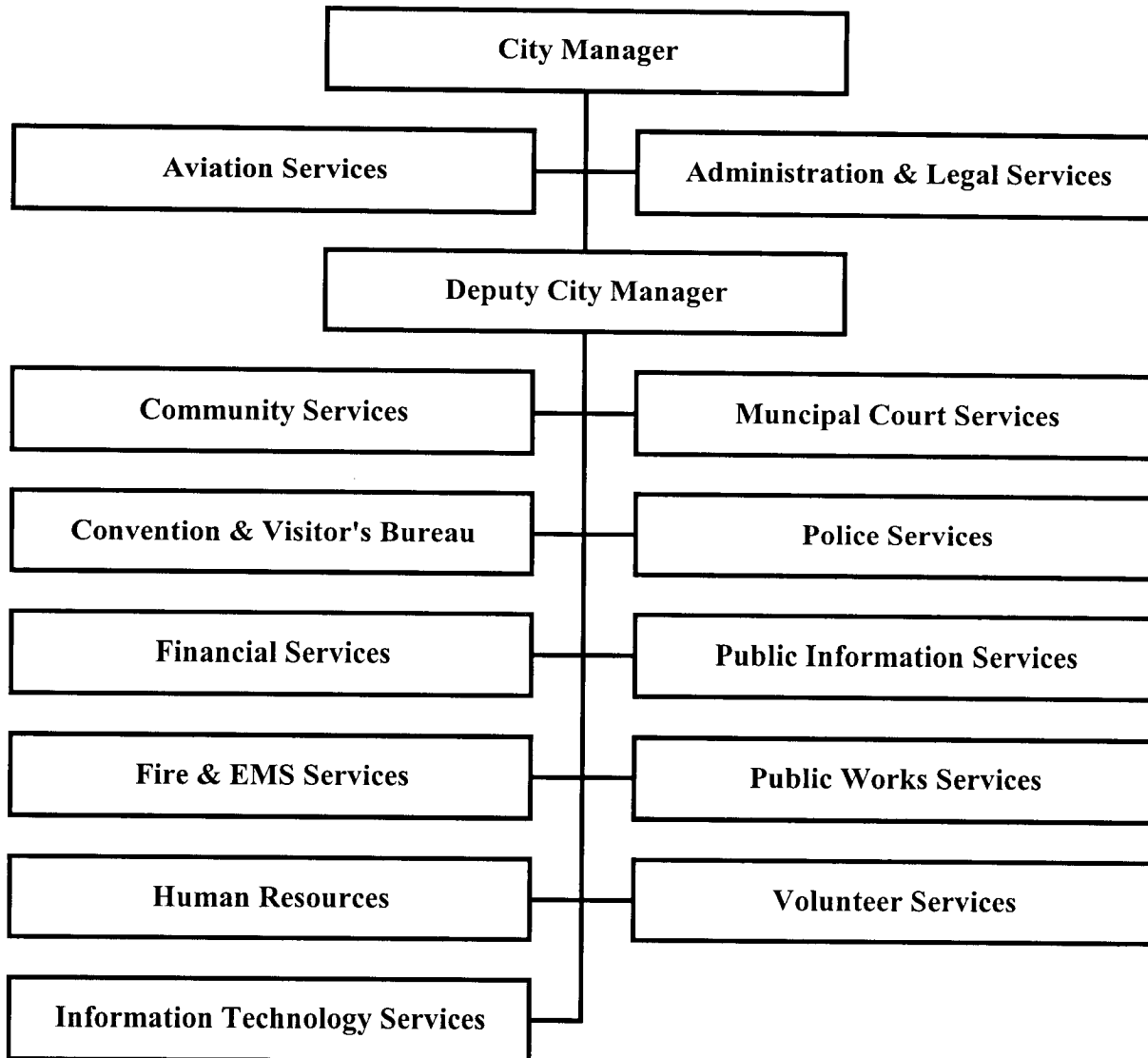
EXPENDITURES

	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Adopted 2003-04
Salaries	\$ 5,400	\$ 9,510	\$ 9,510	\$ 10,800
Supplies	2,470	2,050	2,050	2,050
Support Services	46,317	52,081	50,074	50,791
Total Expenditures	\$ 54,187	\$ 63,641	\$ 61,634	\$ 63,641

PERSONNEL SUMMARY

Position Title	2000-01	Number of Positions		
		2001-02	2002-03	2003-04
At Large	3	3	3	3
Mayor	1	1	1	1
Ward #1	1	1	1	1
Ward #2	1	1	1	1
Ward #3	1	1	1	1
Ward #4	1	1	1	1
Total	8	8	8	8

CITY MANAGER ORGANIZATIONAL STRUCTURE



"The City Without Limits"

GENERAL FUND

CITY MANAGER

MISSION STATEMENT:

The mission of the City Manager is to provide overall management throughout the City organization and staff. The City Manager is also responsible to provide recommendations of various guidelines, procedures, and processes for City Council to utilize, thus providing effective municipal services to the citizens of Killeen.

PROGRAM DESCRIPTIONS:

The City Manager is the Chief Executive Officer for the City of Killeen, ensuring financial accountability, efficient use of resources, and providing leadership and direction to carry out the overall vision of the City.

ACCOMPLISHMENTS:

- Successful implementation of the City's Annual Budget and Plan of Municipal Services for the FY 2003-04

ISSUES/SERVICES:

- Continued development of Joint Use Airport at Robert Gray Army Airfield with construction of Ted C. Connell Airport Terminal which began in January 2003.
- Continued promotion of tourism and convention activities with emphasis on Killeen Civic and Conference Center Complex.
- Continued re-construction and expansion of the City's water and sewer infrastructure to meet the needs of our rapidly growing population.
- Development and implementation of \$65,000,000 G.O. Bond Program.
- Continued development of volunteer programs that address community needs in the area of crime control, community beautification, recreation, handicapped parking and other volunteer programs.
- Continued operation of a balanced budget and quality City Services.

KEY OBJECTIVES: Provide the necessary leadership and direction to carry out the City's overall vision and mission.

	<u>Actual</u> <u>2002-03</u>	<u>Estimated</u> <u>2003-04</u>
Agenda meetings held	24	24
Staff meetings held	52	52

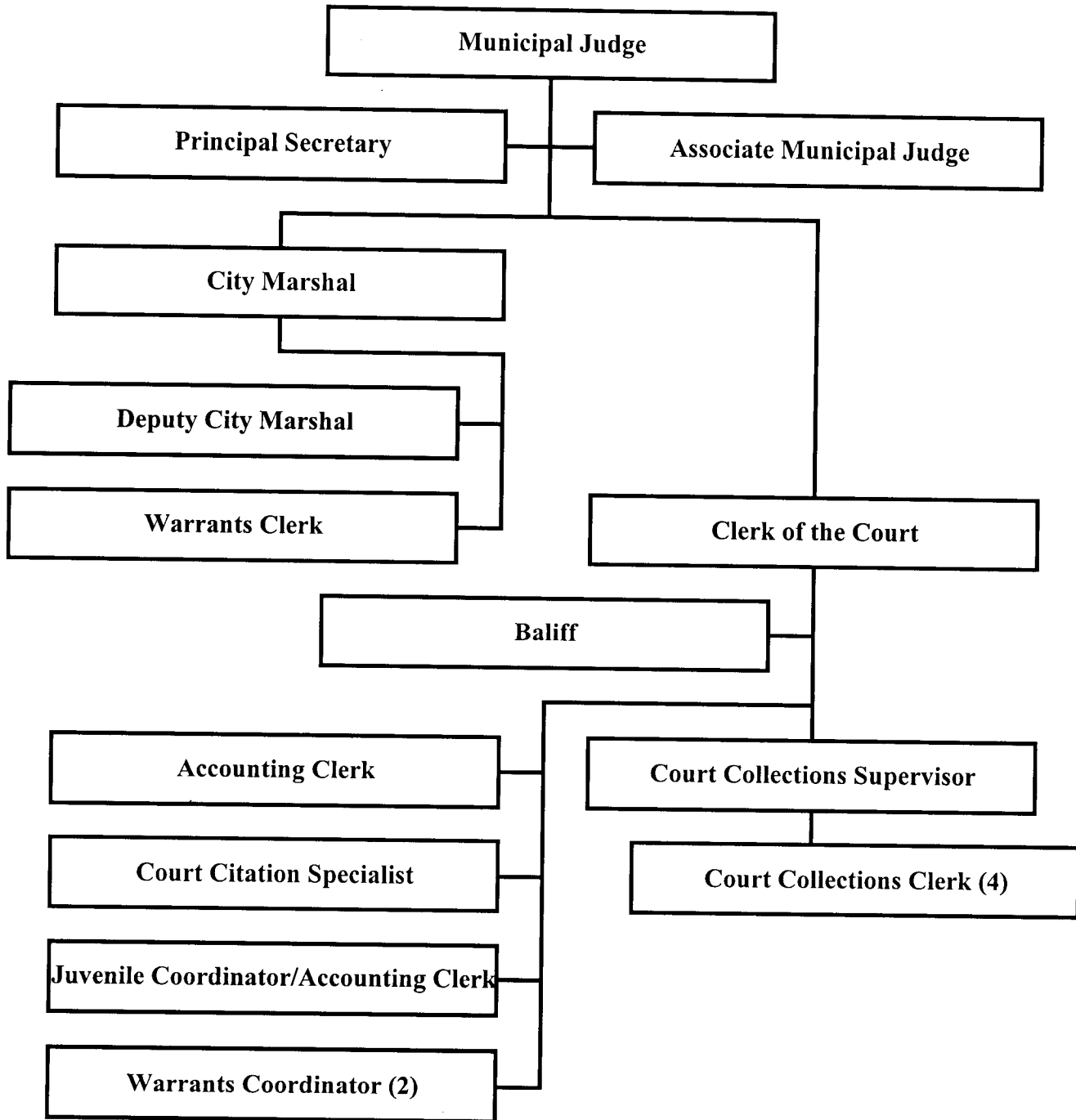
CITY MANAGER

GENERAL FUND

EXPENDITURES				
	Actual	Budget	Estimated	Adopted
	2001-02	2002-03	2002-03	2003-04
Salaries	\$ 262,673	\$ 278,589	\$ 278,589	\$ 286,788
Supplies	3,158	2,200	2,200	2,200
Repairs	115	115	115	115
Support Services	59,927	69,093	54,438	53,846
Benefits	59,395	65,298	65,298	67,596
Total Expenditures	\$ 385,268	\$ 415,295	\$ 400,640	\$ 410,545

PERSONNEL SUMMARY				
Position Title	Number of Positions			
	2000-01	2001-02	2002-03	2003-04
Administrative Assistant	1	1	1	1
City Manager	1	1	1	1
Deputy City Manager	1	1	1	1
Total	3	3	3	3

MUNICIPAL COURT ORGANIZATIONAL STRUCTURE



"The City Without Limits"

GENERAL FUND

MUNICIPAL COURT

MISSION STATEMENT:

To provide fair and reasonable justice under the law to effectively administer due process to the citizen within a reasonable, timely and courteous manner by providing professional service to all parties involved in court operation and procedures.

PROGRAM DESCRIPTIONS:

Municipal Court is responsible for filing and processing all Class C misdemeanors, collecting fines, fulfilling driving safety requests, scheduling trial dockets for all court cases and arraignments and preparing documentation for the issuance of warrants. The court also conducts teen court, which permits young drivers the opportunity to have tickets dismissed. Juvenile court involves cases for juveniles (17 & under) committing theft, tobacco and alcohol, disorderly conduct and other related violations.

ACCOMPLISHMENTS:

- 18,381 cases were logged for FY 2003. This is a 3% increase from FY 2002.
- The Court added a Deputy City Marshall position for added court security plus a Warrants Clerk position to assist with administrative responsibilities.
- Document imagery program is in place.
- Total warrants issued for FY 2003 were 5,670.
- Total revenue is \$1,306,387.

ISSUES AND SERVICES:

- The Court continually looks at ways to improve operations. The Court is looking at the Ticket Writers computer program which would assist in expediting the ticket citation process and help in accuracy and timeliness. Also, a centralized automated filing system is needed to assist in efficiency. Direct payment of court costs and fines over the internet is another program that is being investigated.
- The Court is in the process of starting the DPS FTA program which would help insure that defendants clear their citations or risk having their driving licenses suspended.
- The Court is in the process of planning a warrant round-up in FY 2003.
- The Court continues to work with document imagery in cooperation with the Directorate of Information Technology. Document imagery will take the Court one additional step closer to having a paperless Court.
- The Court continues to address the security requirements in and around the Court building to meet the standards as laid out by the United States Marshal's office and support of the State Legislature by utilizing the security fund.

KEY OBJECTIVES:

Objective #1: To ensure swift justice from case filed to case closed by all means available under the law to expeditiously ensure speedy process.

Performance Measure: Track the number of cases filed in comparison to the final dispositions and warrants issued to determine workforce and logistical needs.

	<u>Actual</u> <u>2000-01</u>	<u>Actual</u> <u>2001-02</u>	<u>Actual</u> <u>2002-03</u>	<u>Projected</u> <u>2003-04</u>
Cases filed	15,720	17,770	18,381	22,057
Cases disposed	15,381	17,949	13,535	14,889
Warrants issued	10,166	5,915	5,670	6,521
Warrants cleared	3,812	5,088	5,108	5,874

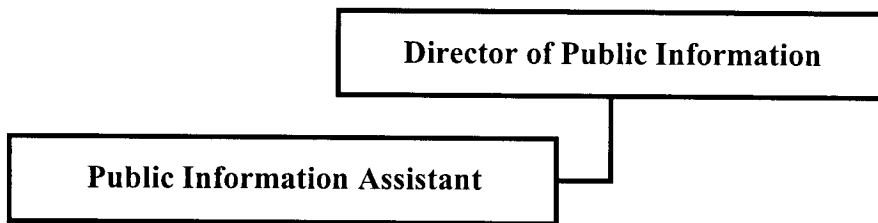
GENERAL FUND

MUNICIPAL COURT

EXPENDITURES				
	Actual	Budget	Estimated	Adopted
	2001-02	2002-03	2002-03	2003-04
Salaries	\$ 425,816	\$ 446,962	\$ 428,757	\$ 454,531
Supplies	23,411	24,417	22,917	24,416
Repairs	2,373	1,600	1,133	1,600
Support Services	17,018	21,771	16,839	20,757
Benefits	135,722	164,515	162,235	169,155
Capital Outlay	10,139	5,894	1,714	898
Reimbursable Expense	(700)	-	-	-
Total Expenditures	\$ 613,779	\$ 665,159	\$ 633,595	\$ 671,357

Position Title	Number of Positions			
	2000-01	2001-02	2002-03	2003-04
Accounting Clerk	4	1	1	1
Accounting Supervisor	1	0	0	0
Associate Municipal Judge (Part-Tim	1	1	1	1
Baliff	1	1	1	1
Citation Teen Court Coordinator	1	0	0	0
City Marshal	1	1	1	1
Clerk III	1	0	0	0
Clerk of the Court	1	1	1	1
Court Administrator	1	1	1	0
Court Citation Specialist	0	1	1	1
Court Collections Clerk	0	4	4	4
Court Collections Supervisor	0	1	1	1
Deputy City Marshal	1	1	2	2
Juvenile Coordinator/Accounting Clerk	1	1	1	1
Municipal Judge	0	1	1	1
Presiding Municipal Judge	1	0	0	0
Principal Secretary	0	1	1	1
Secretary	1	0	0	0
Warrants Clerk	0	0	1	1
Warrants Coordinator	2	2	2	2
Total	18	18	20	19

PUBLIC INFORMATION SERVICES ORGANIZATIONAL STRUCTURE



"The City Without Limits"

GENERAL FUND

PUBLIC INFORMATION

MISSION STATEMENT:

The Public Information Office of the City of Killeen will 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.

PROGRAM DESCRIPTIONS:

The Public Information Office plans and implements a comprehensive public relations program for the City of Killeen. It develops and maintains a positive public image of the city by keeping the public informed of services, disruptions in service, activities, city accomplishments, goals, etc. The Public Information Office is responsible for the distribution of news releases, fact sheets, photographs, biographies, and tape recordings to the media and all others that are interested in the City of Killeen. It also maintains Government Access Channel 10, oversees the City's web site, and works on special projects throughout the city.

ACCOMPLISHMENTS:

- Designed and implemented the awareness campaign to pass the largest bond issuance in city history. The residents approved \$64,295,000.
- Chaired the 2002 United Way Campaign Committee, which raised over \$19,000 for charity (a nearly \$10,000 increase in just two years).
- Planned and organized ceremonies for the land deed transfer and artist's renderings unveiling in honor of the Central Texas State Veterans Cemetery, the first state veterans cemetery in Texas.
- Directed and produced a video for Channel 10 to encourage groups to apply for Arts Commission grants. The video was copied for the Texas Commission on the Arts to use in state publicity.

ISSUES AND SERVICES:

- Produce four videos in FY03-04 that feature city services or programs that would benefit Killeen residents.
- Continue and improve a proactive approach to telling Killeen's story.
- Facilitate the launch of an improved city web site.
- Support any projects that the city may undertake including the biannual citizen survey.

KEY OBJECTIVE:

To increase the availability of public information to the public via the Government Access Channel, citizen newsletter, employee newsletter, press releases, web site, and various forms of communication.

GENERAL FUND

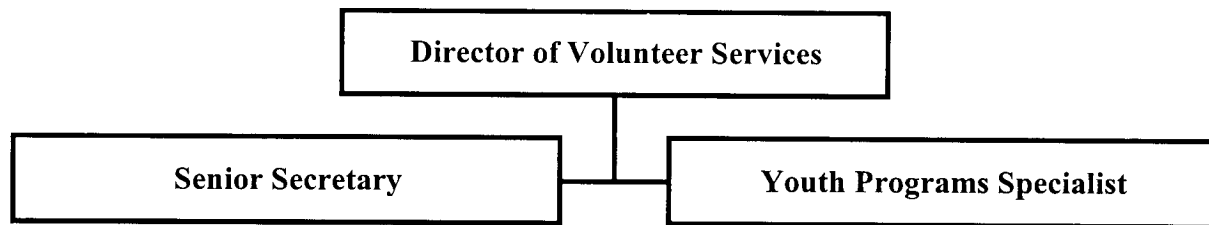
PUBLIC INFORMATION

EXPENDITURES					
		Actual	Budget	Estimated	Adopted
		2001-02	2002-03	2002-03	2003-04
Salaries	\$	46,074	\$ 48,997	\$ 50,052	\$ 51,993
Supplies		1,408	1,210	1,110	1,340
Support Services		25,249	28,531	17,636	27,453
Benefits		12,008	13,089	13,089	13,703
Total Expenditures	\$	84,739	\$ 91,827	\$ 81,887	\$ 94,489

PERSONNEL SUMMARY				
Position Title	2000-01	Number of Positions		
		2001-02	2002-03	2003-04
Director of Public Information	0	1	1	1
* Public Information Assistant	0	0	1	1
Public Information Officer	1	0	0	0
Total	1	1	2	2

*Funded out of Cablesystem PEG Special Revenue Fund

VOLUNTEER SERVICES ORGANIZATIONAL STRUCTURE



"The City Without Limits"

GENERAL FUND

KILLEEN VOLUNTEER SERVICES

MISSION STATEMENT:

The mission of the Volunteer Services Department is to serve as liaisons and supply support to Killeen Volunteers, Inc. and its program committees, while stimulating service and sustaining volunteerism throughout the community.

PROGRAM DESCRIPTIONS:

Volunteer Services designs and carries out the volunteer programs for the City of Killeen. In addition, the Volunteer Services Department works with the 501(c)(3) corporation, Killeen Volunteers, Inc., and its five program committees, which are comprised of Beautify Killeen Committee, Celebrate Killeen Committee, Killeen Volunteer Corps, America's Promise and the Youth Advisory Commission. Volunteer Services coordinates local and national community projects, such as Make a Difference Day; Trash Off; Volunteer Appreciation Week; Earth Day/Arbor Day; President's Youth Service Day; Groundhog Job Shadow Day; Annual Christmas Parade; Holiday Under the Stars; Celebrate Killeen Festival; Christmas Tree Recycling; National Youth Service Day; Youth Summit; Relay for Life; Boards & Commissions Recognition; Volunteer Training 101; Adopt-A-Roadside; MADD Power Camp; YAC Swearing In Ceremony; Outdoor Decorating Contest; Business Yard of the Month. The value added service from volunteers in 2001-02 was **\$784,090**, projected 2002-03 value is **\$838,090**.

ACCOMPLISHMENTS:

- Despite the Gulf War and downsizing in the current economy, the volunteer spirit has remained high in the Killeen. area. We saw an increase in participation of the Make A Difference Day volunteers, the Don't Mess with Texas Trash Off volunteers, and Adopt A Roadside trash pick-ups.
- The Youth Advisory Commission had a significant increase in the President's Student Service Award Recipients. In 2002, YAC had 25 honorees and 44 in 2003, which is a 75% increase. Overall, these 44 YAC members completed 4,882 community service hours during the past year.
- In March of 2003, the Texas Municipal League chose the Killeen Youth Advisory Commission to host the 3rd Annual Texas YAC Summit in Killeen. The two day event drew 225 Texans from 22 cities.

ISSUES AND SERVICES:

- Although we have moved into a new building which adequately houses the adult program committees, we still need meeting space for the Youth Advisory Commission. They currently meet in the back meeting room, but because this space is shared with other committees, the youth can not put up posters, pictures or add any items to make their meeting place "youth friendly."
- Volunteer Services Dept does not have a photo-copying machine. We have to use one at other city facilities. We can only use the city print shop for special events as we have a limited budget.

Performance Measures:

Projects and Programs	Actual 1999-00	Actual 2000-01	Actual 2001-02	Estimated 2002-03
Value Added Service for Volunteers serving the city	\$46,447	\$51,094	\$784,090	\$838,090
Great Texas Trash Off Participants	442	435	528	530 actual
Make a Difference Day Participants	12,000	7,200	11,737	12,675
Groundhog Job Shadow Day Participants	115	173	320	272 actual
Adopt-A-Roadside Trash Pick-up Participants	1,510	1,665	1,702	1,785
YAC Service Projects	20	22	33	34
Youth Service (Presidential Student Award)		122	151	265
Volunteer Match Referrals		378	863	1,121
Christmas Tree Recycling	401	252	208	350 actual

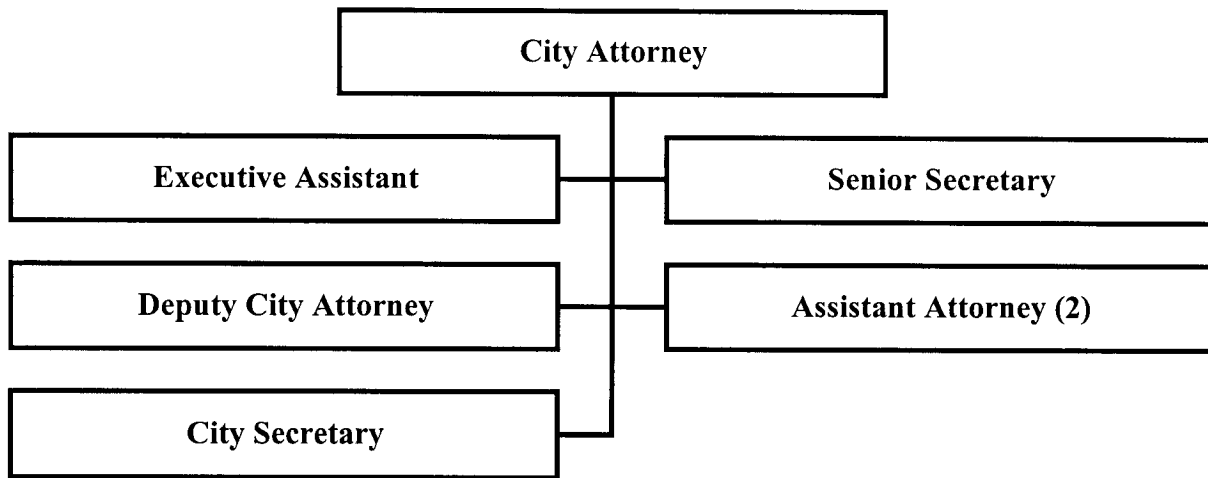
GENERAL FUND

KILLEEN VOLUNTEER SERVICES

EXPENDITURES				
	Actual	Budget	Estimated	Adopted
	2001-02	2002-03	2002-03	2003-04
Salaries	\$ 80,741	\$ 85,251	\$ 85,251	\$ 88,271
Supplies	1,790	1,750	1,047	1,850
Maintenance	-	1,250	-	-
Repairs	91	500	-	500
Support Services	6,440	6,917	3,278	6,144
Benefits	23,263	26,189	26,189	27,369
Total Expenditures	\$ 112,325	\$ 121,857	\$ 115,765	\$ 124,134

PERSONNEL SUMMARY				
Position Title	Number of Positions			
	2000-01	2001-02	2002-03	2003-04
Director of Volunteer Services	1	1	1	1
Secretary	1	0	0	0
Senior Secretary	0	1	1	1
Youth Programs Specialist	1	1	1	1
Total	3	3	3	3

**ADMINISTRATIVE AND LEGAL SERVICES
ORGANIZATIONAL STRUCTURE**



"The City Without Limits"

GENERAL FUND
ADMINISTRATIVE AND LEGAL SERVICES

EXPENDITURES							
	Actual		Budget		Estimated		Adopted
	2001-02		2002-03		2002-03		2003-04
Salaries	\$ 336,154	\$	353,094	\$	351,089	\$	366,283
Supplies	7,950		8,282		7,849		8,574
Repairs	125		-		-		-
Support Services	59,003		65,539		38,417		65,466
Benefits	86,070		92,660		92,642		94,998
Designated Expenses	5,588		15,800		14,800		10,000
Capital Outlay	17,800		19,044		16,344		16,100
Total Expenditures	\$ 512,690	\$	554,419	\$	521,141	\$	561,421

FULL-TIME EMPLOYEES				
	2000-01	Number of Positions		
		2001-02	2002-03	2003-04
City Attorney	6	6	6	6
City Secretary	1	1	1	1
Human Resources	6	0	0	0
Total	13	7	7	7

In years prior to 2001 Human Resources was accounted for in Administration and Legal Services.

GENERAL FUND

**ADMINISTRATIVE AND LEGAL SERVICES
CITY ATTORNEY**

MISSION STATEMENT:

The mission of the City Attorney's Office is to provide quality legal services, advice and representation to the City Council, City Manager and other City Departments.

PROGRAM DESCRIPTIONS:

The City Attorney's Office is responsible for the delivery of all legal services for the City Council, City Administration and other City Departments, Boards & Commissions. As legal adviser and counsel, the CAO strives to provide timely cost effective services and pro-active legal advice and education.

ACCOMPLISHMENTS:

- Provided legal support to Finance Department in collection of miscellaneous revenues & delinquent hotel occupancy taxes.
- Established redistricting guidelines and assisted Planning Division in calculating statistical information on racial and ethnic compositions for total populations and qualified electors for existing and proposed wards.
- Assisted Aviation Department with Transportation Security Administration (TSA) matters and the negotiation of lease with new FBO.
- Provided legal support for drafting, guidance and implementation of demolition procedures.
- Provided legal support for creation of city safety committee, to include assistance with policy drafting and chairing the committee.
- Reviewed and revised Transportation Ordinance.
- Assisted the Police Department in compiling the first required racial profiling report.
- Attended and provided legal support for regularly occurring meetings including, but not limited to City Council, City Council Transportation Committee, Water/Sewer/ Drainage Committee, Airport Expansion Committee, Ethics and Protocol Committee, Special Events Center Committee, Planning and Zoning Commission, Animal Advisory Committee, Civilian Employee Review Board, Civil Service Commission, Zoning Board of Adjustment and Appeals, Construction Board of Adjustment and Appeals, Community Development Advisory Committee, Firemen's Pension Board and City Safety Committee.
- All Attorneys are members of College of the State Bar.

ISSUES AND SERVICES:

- Continue to provide efficient legal services to our clients.
- Bring city into compliance with significant new state laws passed by Texas Legislative in 2003, as well as state and federal regulations regarding EPA stormwater program.

KEY OBJECTIVES:

Objective #1: Continue to provide timely and efficient legal assistance regarding all matters related to the Joint Use Airport at Robert Gray Army Airfield.

Objective #2: Monitor and respond to Claims/Actions filed vs. the City of Killeen.

Performance Measures:

	<u>Actual</u> <u>2001-02</u>	<u>Budget</u> <u>2002-03</u>	<u>Estimated</u> <u>2002-03</u>	<u>Adopted</u> <u>2003-04</u>
Claims Filed	103	110	112	115
Average Time to Process	4 days	4 days	4 days	4 days

GENERAL FUND
ADMINISTRATIVE AND LEGAL SERVICES
CITY ATTORNEY

EXPENDITURES

	Actual 2001-02		Budget 2002-03		Estimated 2002-03		Adopted 2003-04
Salaries	\$ 295,524	\$	310,208	\$	308,371	\$	320,753
Supplies	7,011		6,982		6,549		6,374
Repairs	125		-		-		-
Support Services	57,547		64,873		36,760		59,948
Benefits	75,211		80,898		80,898		82,690
Capital Outlay	17,800		19,044		16,344		16,100
Total Expenditures	\$ 453,218	\$	482,005	\$	448,922	\$	485,865

PERSONNEL SUMMARY

Position Title	Number of Positions			
	2000-01	2001-02	2002-03	2003-04
Assistant City Attorney I /Legal Advisor	1	0	0	0
Assistant City Attorney	0	2	2	2
Assistant City Attorney I /Prosecutor	1	0	0	0
City Attorney	1	1	1	1
Deputy City Attorney	1	1	1	1
Executive Assistant	1	1	1	1
Secretary	1	0	0	0
Senior Secretary	0	1	1	1
Total	6	6	6	6

GENERAL FUND
ADMINISTRATIVE AND LEGAL SERVICES
CITY SECRETARY

MISSION STATEMENT:

The mission of the City Secretary's Office is to keep and maintain 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.

PROGRAM DESCRIPTIONS:

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. Maintain Legal & Council web pages, including posting agendas and items on web site.

ACCOMPLISHMENTS:

- Distributed updated Code of Ordinances to all City departments in both book and Folio format.
- Eliminated approximately 6,500 pounds of expired records in accordance with records control schedules.
- Conducted one general election.
- Conducted one bond election
- Updated the Legal portion of City's web site, maintained Council minutes on the web, and placed agenda packet information on web.

ISSUES AND SERVICES:

- Continue to monitor Records Storage Facility to assure timely destruction of documents at the end of their retention period.
- Continue to codify ordinances for both Folio View and Word and provide departments with updates.
- Conduct one general City election.

KEY OBJECTIVES:

Objective #1 Comply with state and local law in the area of records retention, by organizing and maintaining Records Storage Facility and eliminating duplicate or expired records.

Actual	Budget	Estimated	Adopted
<u>2001-02</u>	<u>2002-03</u>	<u>2002-03</u>	<u>2003-04</u>
6,500 pounds	6,500 pounds	6,500 pounds	6,500 pounds

Objective #2 Timely process and issue various permits for carnivals, assembly, parades, roadway solicitations, wreckers, off-premise beer, taxicabs and limousines, and license plates for city vehicle fleet.

Performance Measure: Permits issued

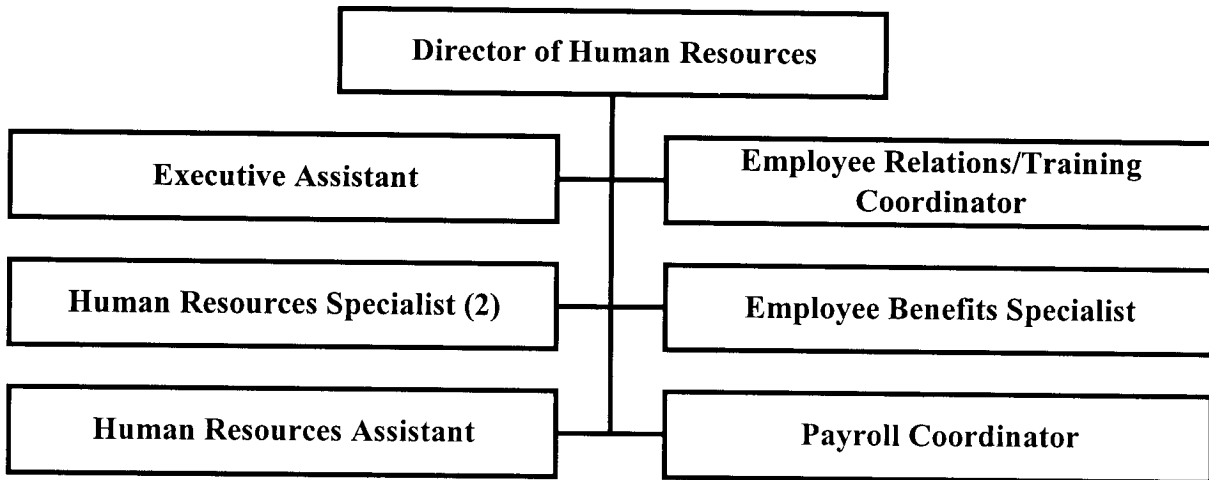
	Actual	Budget	Estimated	Adopted
	<u>2001-02</u>	<u>2002-03</u>	<u>2002-03</u>	<u>2003-04</u>
Number	245	237	250	250
Average Process Time	3 Days	3 Days	3 Days	3 Days

GENERAL FUND
ADMINISTRATIVE AND LEGAL SERVICES
CITY SECRETARY

EXPENDITURES				
	Actual	Budget	Estimated	Adopted
	2001-02	2002-03	2002-03	2003-04
Salaries	\$ 40,630	\$ 42,886	\$ 42,718	\$ 45,530
Supplies	939	1,300	1,300	2,200
Support Services	1,456	666	1,657	5,518
Benefits	10,859	11,762	11,744	12,308
Designated Expenses	5,588	15,800	14,800	10,000
Total Expenditures	\$ 59,472	\$ 72,414	\$ 72,219	\$ 75,556

PERSONNEL SUMMARY				
Position Title	Number of positions			
	2000-01	2001-02	2002-03	2003-04
City Secretary	1	1	1	1
Total	1	1	1	1

HUMAN RESOURCES ORGANIZATIONAL STRUCTURE



"The City Without Limits"

GENERAL FUND

HUMAN RESOURCES DEPARTMENT

MISSION STATEMENT:

“Dedicated to providing exceptional customer service.”

PROGRAM DESCRIPTIONS:

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

ACCOMPLISHMENTS:

- Developed and implemented department strategic plan.
- Implemented the use of a Scranton for scoring Civil Service entry level and promotional examinations, reducing time commitment to this process by more than 50%.
- Developed and implemented selection and promotion policies and procedures, which refined processes to ensure selections are appropriate.
- Reviewed on average of 421 applications per month for job openings
- Processed in excess of 1500 payroll actions
- In processed 255 new employees; out processed 238 employees.
- Provided information and assistance to 10,855 callers and 9,782 customers.

ISSUES AND SERVICES:

- Implement effective use of HRIS systems for accurate monitoring and tracking of employee and applicant data for efficient, effective reporting and monitoring.
- Enhance wellness initiatives and incentives for City employees to improve retention and employee job satisfaction.
- Review pay plans and salary survey data for civil service and non-civil service positions to make appropriate recommendations for adjustments and amendments to compensation and benefits for fiscal year 2004-2005.

KEY OBJECTIVE:

Maintain an ongoing training and development program for all City employees on personnel policies, safety, and state and federal regulations; implementation of automated process for accurately recording and tracking training sessions attended by employees.

Performance Measure:

	<u>Actual</u> <u>2001-02</u>	<u>Budget</u> <u>2002-03</u>	<u>Estimated</u> <u>2002-03</u>	<u>Adopted</u> <u>2003-04</u>
Training Program Sessions Provided	48	48	48	45

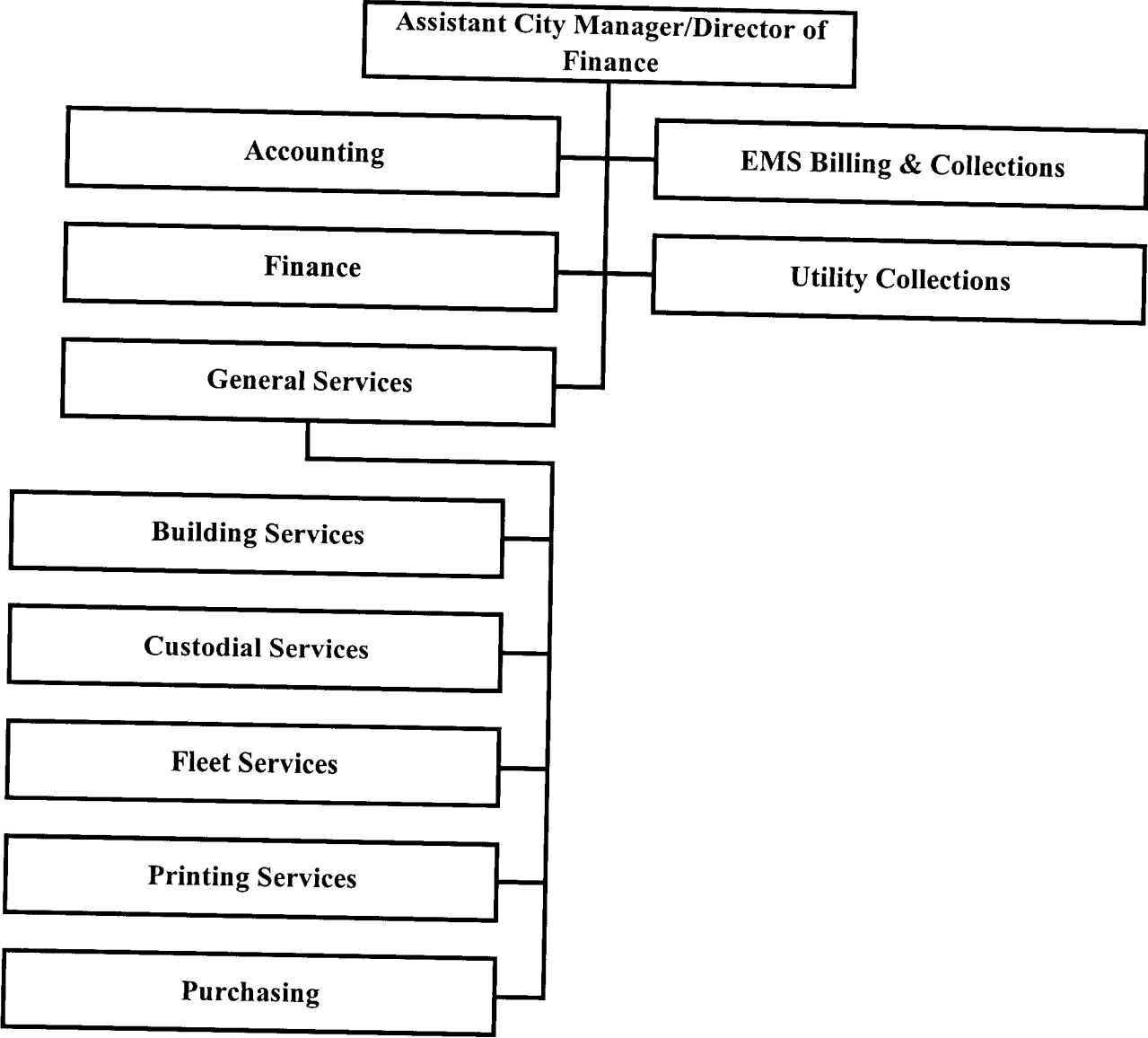
GENERAL FUND

HUMAN RESOURCES DEPARTMENT

EXPENDITURES				
	Actual	Budget	Estimated	Adopted
	2001-02	2002-03	2002-03	003-04
Salaries	\$ 217,746	\$ 268,645	\$ 267,565	\$ 276,721
Supplies	14,348	20,403	14,423	60,140
Maintenance	2,359	-	-	-
Support Services	16,006	27,599	25,677	51,421
Benefits	58,926	78,477	72,527	80,398
Designated Expense	-	-	-	30,000
Capital Outlay	1,872	3,135	3,135	1,500
Total Expenditures	\$ 311,257	\$ 398,259	\$ 383,327	\$ 500,180

Position Title	Number of Positions			
	2000-01	2001-02	2002-03	2003-04
Clerk II	1	0	0	0
Director of Human Resources	1	1	1	1
Employee Benefits Coordinator	1	0	0	0
Employee Benefits Specialist	0	1	1	1
Employee Relations/Training Coordinator	1	1	1	1
Executive Assistant	0	1	1	1
Human Resources Assistant	0	1	1	1
Human Resources Coordinator	1	0	0	0
Human Resources Payroll Coordinator	0	0	1	1
Human Resources Specialist	0	1	2	2
Secretary	1	0	0	0
Total	6	6	8	8

FINANCE DEPARTMENT ORGANIZATIONAL STRUCTURE



"The City Without Limits"

GENERAL FUND

FINANCE DEPARTMENT

EXPENDITURES							
	Actual		Budget		Estimated		Adopted
	2001-02		2002-03		2002-03		2003-04
Salaries	\$ 2,079,288	\$	2,261,330	\$	2,225,346	\$	2,334,983
Supplies	287,244		314,457		271,680		292,379
Maintenance	70,193		22,030		13,755		3,005
Repairs	62,797		55,677		39,580		54,239
Support Services	134,317		163,617		160,547		191,819
Benefits	615,576		717,068		696,388		742,508
Designated Expenses	-		-		-		4,800
Capital Outlay	54,297		46,534		3,985		37,500
Reimbursable Expense	(129,462)		(120,000)		(135,500)		(134,000)
Total Expenditures	\$ 3,174,250	\$	3,460,713	\$	3,275,781	\$	3,527,233

FULL-TIME AND REGULAR PART-TIME EMPLOYEES					
		Number of Positions			
	2000-01	2001-02	2002-03	2003-04	
Finance	4	5	5	5	
Accounting	6	6	6	6	
Purchasing	3	3	4	4	
Building Services	2	2	2	2	
Custodial Services	8	8	8	8	
Printing Services	2	2	2	2	
EMS Billing & Collections	3	3	5	5	
Information Systems	10	0	0	0	
Municipal Court	17	0	0	0	
Fleet	20	19	19	19	
Utility Collections	27	28	29	30	
Total	102	76	80	81	

In years prior to 2001 Information Technology and Municipal Court were accounted for in the Finance Department.

GENERAL FUND

**FINANCE DEPARTMENT
FINANCE**

MISSION STATEMENT:

The mission of the Finance Department is to provide financial and budgetary operations support for all municipal activities, while providing accurate and credible information to the City Manager and the City Council. The Finance Department is also responsible for the City’s debt and cash management programs, along with implementation of financial policies for the City.

PROGRAM DESCRIPTIONS:

The Finance Department includes Accounting, General Services/Purchasing, Building Services, Custodial Services, Print Services, EMS Billing and Collections, Fleet Services and Utility Collections.

ACCOMPLISHMENTS:

- The FY 02-03 Annual Budget received the Distinguished Budget Presentation Award from the Government Finance Officers Association.
- The FY 01-02 Comprehensive Annual Financial Report received the Certificate of Achievement for Excellence in Financial Reporting Award from the Government Finance Officers Association.
- Produced a GASB34 compliant Capital Asset Policy for management and control of the City’s fixed assets and infrastructure.

ISSUES AND SERVICES:

- The department will work internally and with our independent auditors to coordinate the first year of financial reporting under GASB Statement 34 requirements

KEY OBJECTIVES:

Objective #1: Obtain award for reporting excellence in budgeting and annual audit report.

Performance Measure: Track the number of awards received for financial reporting.

<u>Awards Received</u>	<u>Actual</u> <u>2001-02</u>	<u>Budget</u> <u>2002-03</u>	<u>Estimated</u> <u>2002-03</u>	<u>Adopted</u> <u>2003-04</u>
Budget Presentation Award	1	1	1	1
Certificate of Achievement for Excellence in Financial Reporting	1	1	1	1
Certificate of Distinction for Investment Policy	0	0	1	1

Objective #2: Maximize earnings on investment of funds.

Performance Measure: Track and record the earnings on investment of funds.

	<u>Actual</u> <u>2001-02</u>	<u>Budget</u> <u>2002-03</u>	<u>Estimated</u> <u>2002-03</u>	<u>Adopted</u> <u>2003-04</u>
Investment Earnings	\$1,693,541	\$1,295,890	\$1,139,772	\$718,721

GENERAL FUND

**FINANCE DEPARTMENT
FINANCE**

EXPENDITURES

	Actual 2001-02		Budget 2002-03		Estimated 2002-03		Adopted 2003-04
Salaries	\$ 259,095	\$	297,955	\$	297,164	\$	316,201
Supplies	3,040		3,499		2,749		3,233
Support Services	49,435		51,857		51,227		51,632
Benefits	64,062		75,618		74,925		78,360
Total Expenditures	\$ 375,632	\$	428,929	\$	426,065	\$	449,426

PERSONNEL SUMMARY

Position Title	Number of Positions			
	2000-01	2001-02	2002-03	2003-04
Assistant City Manager/Director of Finance	0	1	1	1
Director of Finance	1	0	0	0
Executive Assistant	1	1	1	1
Management Accountant	1	3	3	3
Project and Grants Accountant	1	0	0	0
Total	4	5	5	5

GENERAL FUND

**FINANCE DEPARTMENT
ACCOUNTING**

MISSION STATEMENT:

The mission of Accounting is to record accounting transactions generated by the operations of the City. These transactions include the following: accounts payable, payroll, accounts receivable, general ledger, inventory and other miscellaneous accounts.

PROGRAM DESCRIPTIONS:

The Accounting Department is responsible for preparing financial reports for internal and external requirements, processing the payroll and accounts payable, and managing daily accounting operations.

ACCOMPLISHMENTS:

- Paid vendors within the required 30 days receipt of their invoice. Processed invoices within terms to claim prompt payment discount. Implemented a new procedure to reduce the amounts of checks issued during accounts payable run.
- Processed 19,980 payroll direct deposits, 6,366 payroll checks, 13,379 accounts payable checks and prepared 3,223 journal entries.
- Met deadlines in processing and distributing the biweekly payroll and accounts payable runs and also the reporting requirements for state and federal levels.
- Improved the accountability of additional pay and hours entry relating to the payroll system.

ISSUES AND SERVICES:

The Accounting Department is responsible for providing information during the City's annual audit. The staff will spend a significant amount of time gathering and researching the information for the upcoming annual audit.

KEY OBJECTIVES:

Objective: Process all financial transactions and reporting requirements in an accurate and timely manner.

Performance Measure: Monitor services provided to include payroll, accounts payable, and journal entry activity levels.

	Actual <u>2001-02</u>	Budget <u>2002-03</u>	Estimated <u>2002-03</u>	Projected <u>2003-04</u>
Payroll direct deposits processed	19,980	21,065	21,065	23,090
Payroll checks processed	6,366	5,776	5,776	5,718
Accounts payable checks processed	13,379	13,511	13,511	10,813
Journal entries prepared	3,223	3,243	3,243	3,313

GENERAL FUND

**FINANCE DEPARTMENT
ACCOUNTING**

EXPENDITURES				
	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Adopted 2003-04
Salaries	\$ 199,654	\$ 183,996	\$ 188,776	\$ 198,500
Supplies	9,573	11,976	10,594	11,174
Support Services	4,002	9,994	3,777	7,591
Benefits	54,082	53,808	53,623	58,296
Capital Outlay	-	1,500	1,035	-
Total Expenditures	\$ 267,311	\$ 261,274	\$ 257,805	\$ 275,561

PERSONNEL SUMMARY	Number of Positions			
	2000-01	2001-02	2002-03	2003-04
Position Title				
Accounting Manager	1	1	1	1
Accounting Specialist	4	4	4	4
Accounting Supervisor	0	1	1	1
Accounting Supervisor II	1	0	0	0
Total	6	6	6	6

GENERAL FUND

**FINANCE DEPARTMENT
GENERAL SERVICES/PURCHASING**

MISSION STATEMENT:

Procure all supplies, capital outlay and professional services for efficient operations of the City.

PROGRAM DESCRIPTIONS:

Purchasing prepares 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.

ACCOMPLISHMENTS:

- Complied with change of state approved vendor for the City's procurement card program.
- Implemented use of Central Texas Purchasing Co-op (CTPC) for office supplies to benefit from cost savings associated with co-op purchasing.
- Implemented use of BuyBoard Co-op for paper products and custodial supplies to benefit from cost savings associated with co-op purchasing.
- Replaced City Hall postage machine and provided training to employees.

ISSUES AND SERVICES:

- Provide training to City staff on Central Texas Purchasing Co-op and BuyBoard Co-op.
- Ensure smooth transition to new procurement card provider without interruption to City services and staff.
- Issue competitive bids on materials and services, which have not been competitively bid; however, by state law, are required to be competitively bid.
- Maintain and administer interactive web site for bids.

KEY OBJECTIVE:

Objective #1: Maintain the current level of service, with the increasing demands placed upon the Purchasing Division.

Performance Measure: Maintain records of the workload pertaining to the bid process, which are provided by the Purchasing Division.

	Actual <u>2001-02</u>	Budget <u>2002-03</u>	Estimated <u>2002-03</u>	Adopted <u>2003-04</u>
Bids Issued	54	60	38	55
Requisitions Processed	21,262	21,000	18,752	19,000
Purchase Orders Issued	1,362	1,500	1,601	1,500

GENERAL FUND

**FINANCE DEPARTMENT
GENERAL SERVICES/PURCHASING**

EXPENDITURES

	Actual 2001-02		Budget 2002-03		Estimated 2002-03		Adopted 2003-04
Salaries	\$ 123,262	\$	139,454	\$	137,584	\$	138,834
Supplies	2,539		2,260		2,085		2,180
Repairs	782		650		650		650
Support Services	3,145		4,500		4,172		4,059
Benefits	32,371		39,585		39,585		40,620
Total Expenditures	\$ 162,099	\$	186,449	\$	184,076	\$	186,343

PERSONNEL SUMMARY

Position Title	Number of Positions			
	2000-01	2001-02	2002-03	2003-04
Buyer	0	1	1	1
Clerk II	1	0	0	0
Director of General Services	1	1	1	1
Principal Secretary	0	1	1	1
Secretary	1	0	1	1
Total	3	3	4	4

GENERAL FUND

**FINANCE DEPARTMENT
GENERAL SERVICES/BUILDING SERVICES**

MISSION STATEMENT:

Maintain the building operations of all City facilities in a thorough and cost effective manner. These duties include electrical, plumbing, air conditioning, heating repairs and renovations.

PROGRAM DESCRIPTIONS:

Building Services performs routine and emergency facilities maintenance activities on all City-owned buildings and facilities. These activities include electrical, plumbing, heating/air conditioning repairs, carpentry, painting, roofing repairs, flooring repairs, and minor lock work. Work with and monitor various contractors on outsourced projects.

ACCOMPLISHMENTS:

- Remodeled offices at Police Department, City Annex, Fleet Services.
- Installed wall-mounted air conditioner at Fire Station # 2.
- Installed doors, windows, built and installed cabinets, bookcases, and podium.
- Outsourced over \$73,000 in contracts for Fleet Service, Police Department, City Hall, City Annex, KCCC, Print Shop, Fire Department, and Building Maintenance Shop.
- Received over 400 Work Orders.

ISSUES AND SERVICES:

- Establish preventative maintenance program for City buildings and equipment.
- Maintain the building operations of all City buildings in a thorough and cost effective manner.
- Outsource contracts for Plumbing, Air Conditioning, and Maintenance.
- Update facilities listing and set up facilities inspection program.
- Manage significant increase in work orders for 2003-04, due to consolidation of building maintenance and HVAC funds under Building Services.

KEY OBJECTIVES:

Objective #1: Track and record the number of requests for service.

Objective #2: Outsource major projects.

Performance Measure: Building Service Work Orders Processed

	Actual <u>2001-02</u>	Budget <u>2002-03</u>	Estimated <u>2002-03</u>	Adopted <u>2003-04</u>
Work Orders	597	650	425	4,500

GENERAL FUND

FINANCE DEPARTMENT

GENERAL SERVICES/BUILDING SERVICES

EXPENDITURES

	Actual	Budget	Estimated	Adopted
	2001-02	2002-03	2002-03	2003-04
Salaries	\$ 52,698	\$ 48,981	\$ 48,914	\$ 53,330
Supplies	4,772	5,908	5,533	5,228
Maintenance	11,453	11,231	5,700	-
Repairs	4,428	1,950	1,850	1,650
Support Services	5,908	5,256	5,531	5,264
Benefits	16,019	16,461	16,461	18,366
Total Expenditures	\$ 95,278	\$ 89,787	\$ 83,989	\$ 83,838

PERSONNEL SUMMARY

Position Title	Number of Positions			
	2000-01	2001-02	2002-03	2003-04
Building Services Lead Worker	1	0	0	0
Construction Technician I	1	0	0	0
Facilities Maintenance Specialist	0	1	1	1
Lead Facilities Maintenance Specialist	0	1	1	1
Total	2	2	2	2

GENERAL FUND

**FINANCE DEPARTMENT
GENERAL SERVICES/CUSTODIAL SERVICES**

MISSION STATEMENT:

Maintain the cleanliness of the assigned buildings in a thorough and cost effective manner.

PROGRAM DESCRIPTIONS:

Custodial Services maintain twelve (12) City facilities which include the City Administration Building, Police and Courts Building, Utilities Collection Building, Library – Main Branch, Library – Copper Mountain Branch, Killeen Recycling Center, Water & Sewer Operations center, Fleet Services, Printing Services, Volunteer Services, Community Development, Police Academy and Police offices located at the Killeen Municipal Airport. Custodial Services duties include maintaining floors, carpet, walls, windows, restrooms, furniture, wastebaskets, and pick up litter around the buildings and grounds.

ACCOMPLISHMENTS:

Successfully maintained city facilities in an efficient and cost effective manner.

ISSUES AND SERVICES:

- Maintain level of quality with a decrease in funding for cleaning supplies budget FY04.
- Safety and security awareness training for custodians.

KEY OBJECTIVE:

Objective #1: Perform all custodial service functions with in-house staff where possible.

Performance Measure: Record the square footage maintained by Custodial Services.

	Actual <u>2001-02</u>	Budget <u>2002-03</u>	Estimated <u>2002-03</u>	Adopted <u>2003-04</u>
Square Feet Maintained	110,000	113,460	113,460	113,460

GENERAL FUND

FINANCE DEPARTMENT

GENERAL SERVICES/CUSTODIAL SERVICES

EXPENDITURES

	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Adopted 2003-04
Salaries	\$ 147,108	\$ 159,244	\$ 155,857	\$ 166,223
Supplies	28,285	31,100	25,100	27,280
Maintenance	93	50	50	-
Repairs	3,798	3,630	3,630	4,990
Support Services	1,467	1,021	1,021	1,367
Benefits	52,622	59,402	59,402	62,903
Capital Outlay	1,117	-	-	-
Total Expenditures	\$ 234,490	\$ 254,447	\$ 245,060	\$ 262,763

PERSONNEL SUMMARY

Position Title	Number of Positions			
	2000-01	2001-02	2002-03	2003-04
Custodian	7	7	7	7
Custodian Supervisor	1	1	1	1
Total	8	8	8	8

GENERAL FUND

**FINANCE DEPARTMENT
GENERAL SERVICES/PRINTING SERVICES**

MISSION STATEMENT:

Provide quality printing and duplicating services for all City departments/divisions in a thorough and cost effective manner.

PROGRAM DESCRIPTIONS:

Printing Services performs one- and two-color printing services as well as large volume and color duplicating. Printing Services prints manuals, pamphlets, promotional literature, business cards, invitations, etc.

ACCOMPLISHMENTS:

- Completed implementation of electronic order process, which speeds up turn-over time.
- Established electronic link so that all City departments/ divisions may send color duplication jobs directly to the Printing Services department.
- Provided printing services for the service organizations, such as City of Killeen Chamber of Commerce, while maintaining service to the City departments/divisions.
- Increased capability to provide more services with the addition of the Xerox Docucolor.
- Managed increasing level of work orders with limited staff resources.

ISSUES AND SERVICES:

- Provide more services with the addition of the Thermographic machine, Fastback booklet maker.
- Obtain the equipment to offer full color printing in house at a substantial saving.
- Provide fast and expanded services with the assistance of a part time secretary.

KEY OBJECTIVE: Record work request to paper inventory ratio.

Performance Measure: Record and analyze the reduction in cost of work orders and inventory.

	Actual <u>2001-02</u>	Budget <u>2002-03</u>	Estimated <u>2002-03</u>	Adopted <u>2003-04</u>
Work orders processed	1,000	1,200	1,200	1,300
Paper Inventory	\$11,00	\$14,323	\$12,000	\$15,536

GENERAL FUND
FINANCE DEPARTMENT
GENERAL SERVICES/PRINTING SERVICES

EXPENDITURES

	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Adopted 2003-04
Salaries	\$ 44,829	\$ 47,848	\$ 47,479	\$ 50,426
Supplies	4,985	4,779	4,779	4,468
Maintenance	4,882	-	-	-
Repairs	12,210	13,300	13,200	13,200
Support Services	5,769	29,236	29,235	45,878
Benefits	15,128	16,814	16,814	17,807
Capital Outlay	5,720	27,014	2,950	-
Total Expenditures	\$ 93,523	\$ 138,991	\$ 114,457	\$ 131,779

PERSONNEL SUMMARY

Position Title	Number of Positions			
	2000-01	2001-02	2002-03	2003-04
Press-Operator	1	1	1	1
Reproduction Technician	1	0	0	0
Reprographics Technician	0	1	1	1
Total	2	2	2	2

GENERAL FUND

**FINANCE DEPARTMENT
EMS BILLING AND COLLECTION**

MISSION STATEMENT:

The mission of the EMS Billing Department is to conduct all ambulance billings and collections practices of the City in a timely, efficient manner. The responsibilities of the EMS Billing staff includes: filing medical insurance claims, patient billing, and credit bureau collections for ambulance services, as well as managing records for individual accounts.

PROGRAM DESCRIPTIONS:

EMS Billing focuses a significant amount of time on the billing process. Billing individuals and insurance companies along with processing delinquent letters and turning accounts over to the Credit Bureau for Collections is a focal point for the EMS Billing Department.

ACCOMPLISHMENTS:

	Calls	Credits	Bills	Del Ltr's	Ins. Claims	Appeals
Actual 2001-02	7,395	22,321	8,541	8,332	5,448	1,040
Estimated 2002-03	<u>8,425</u>	<u>11,921</u>	<u>8,326</u>	<u>7,258</u>	<u>5,030</u>	<u>630</u>
Variance	14%	-47%	-3%	-13%	-8%	-39%

- During fiscal year 2002-03 the division successfully implemented new billing software. 100% of billings and collection activities are now being processed through the new software.

ISSUES AND SERVICES:

- The troop deployments from Fort Hood will have a negative effect on the number of EMS transports. This reduction will affect billing and collections in FY2003-04.

KEY OBJECTIVES:

Objective 1: Increase collections on delinquent accounts. Stay current in managing all accounts with outstanding balances, to include past due insurance responses.

Performance Measure: Monitor accounts receivable collection ratios.

	Actual <u>2001-02</u>	Budget <u>2002-03</u>	Estimated <u>2002-03</u>	Projected <u>2003-04</u>
Collection Ratios	60.94%	68%	66%	68%

Objective 2: To process insurance claims in a timely manner and in compliance with Federal and State Law.

Performance Measure: Record the number of insurance claims filed.

	Actual <u>2001-02</u>	Budget <u>2002-03</u>	Estimated <u>2002-03</u>	Projected <u>2003-04</u>
Claims Processed	5,448	6,000	5,030	5,500

GENERAL FUND

**FINANCE DEPARTMENT
EMS BILLING AND COLLECTION**

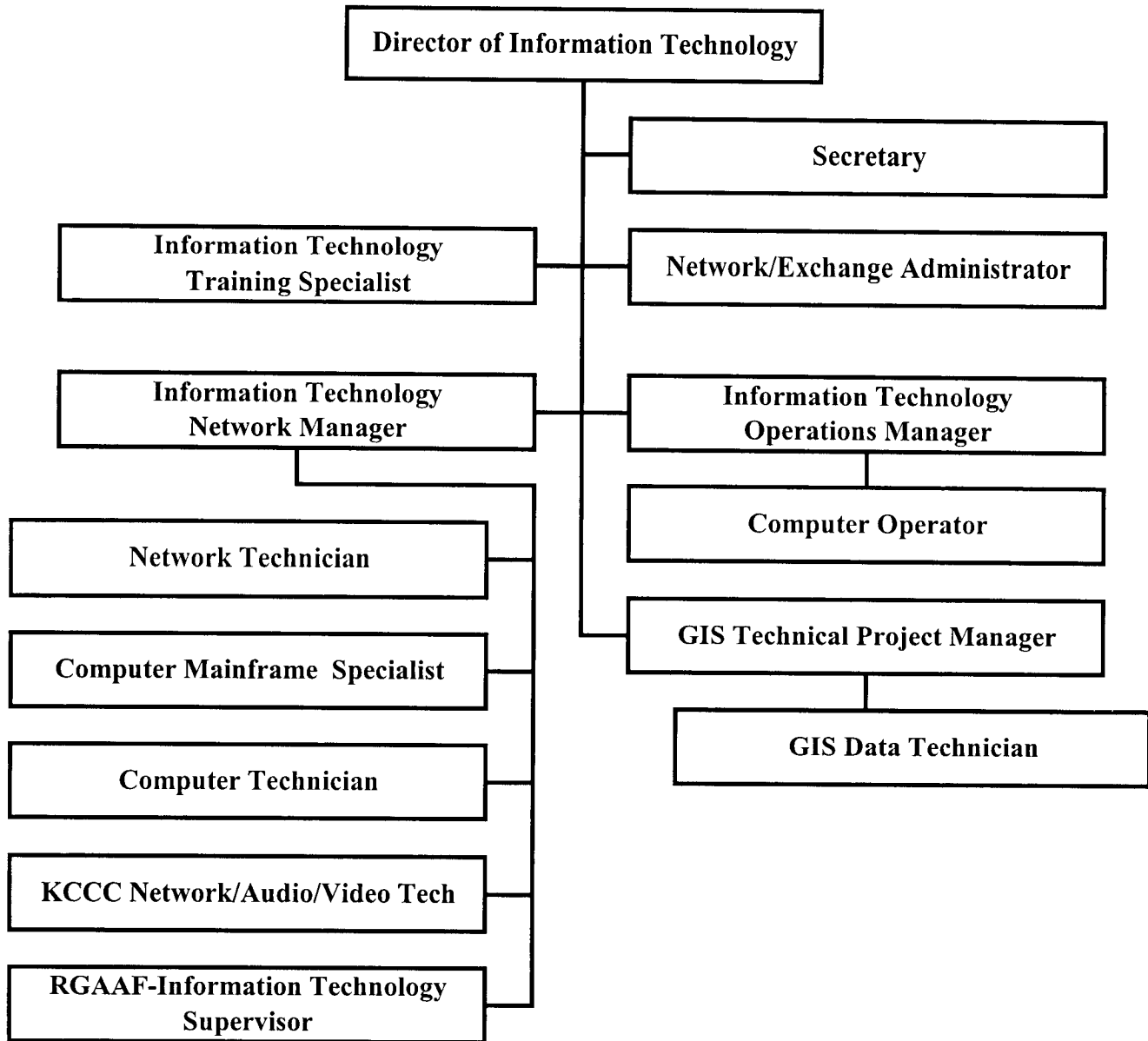
EXPENDITURES

	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Adopted 2003-04
Salaries	\$ 80,408	\$ 112,191	\$ 109,186	\$ 113,769
Supplies	13,427	9,700	9,700	10,700
Maintenance	1,399	-	-	-
Support Services	2,534	2,472	2,322	4,024
Benefits	23,155	37,514	36,090	38,739
Capital Outlay	2,397	-	-	-
Total Expenditures	\$ 123,320	\$ 161,877	\$ 157,298	\$ 167,232

PERSONNEL SUMMARY

Position Title	Number of Positions			
	2000-01	2001-02	2002-03	2003-04
Clerk II	1	0	0	0
EMS Billing Clerk	0	1	3	3
EMS Billing /Collection Supervisor	1	0	0	0
EMS Billing Specialist	1	1	1	1
EMS Billing Supervisor	0	1	1	1
Total	3	3	5	5

INFORMATION TECHNOLOGY ORGANIZATIONAL STRUCTURE



"The City Without Limits"

GENERAL FUND

INFORMATION TECHNOLOGY

MISSION STATEMENT:

Provide Technical service to enhance the efficiency and productivity of our customer.

PROGRAM DESCRIPTIONS:

Information Systems is currently supporting the AS/400 720 e-series software and hardware and the systems administration relating to the daily requirements of the City. Information Systems continues to maintain and update the City Wide Local Area Network and the county Wide Public Safety Network. Information Technology continues to assist the Bell County Communications in technical support and to maintain a standard level of computers as agreed and required by the agreement of the project. Information Technology is also responsible for the technical support and administration of the 800 Mhz radios, cell phones and telephones.

ACCOMPLISHMENTS:

- Expanded WAN to include Airport on Fiber with the assistance of the Streets department
- Designed, configured and implemented the technology for the Killeen Civic and Conference Center.
- Developed standard computer loads to allow for drive imaging thus reducing configurations to 2 hours.
- Managed resources well enough to allow for the funding of the City Hall cable project and switch upgrade.
- Reduced the City Telephone accounts without a reduction in service.
- Met 100% of major project installation schedules.
- Upgraded remaining 400 computers to Windows 2000.
- Upgraded all servers to Windows 2000.
- Migrated Operating Systems to Active Directory for greater management efficiency and control.
- Brought the Fire Stations on-line with MDT's loaded with I/Mobile.
- Redesigned the City Website to be more functional and aesthetically pleasing.

ISSUES AND SERVICES:

- Security issues are a major concern for Information Technology. Communications closets and rooms need to be locked and accessible to only those people with a need for access. These concerns extend throughout the City for building access and computer accessibility.
- Trends in service are continuing to rise causing a delay in services; additional staffing needs to be increased to address servicing issues. As the City's usage of technology continues to increase the staff of technicians is not growing at a fast enough rate to meet recommended technician/computer ratios of 1/75. Current rate is 1/275.

KEY OBJECTIVE: To provide the best technical services within resources.

	Actual <u>2001-02</u>	Budget <u>2002-03</u>	Estimated <u>2002-03</u>	Adopted <u>2003-04</u>
Service calls per month	280	320	320	320

GENERAL FUND

INFORMATION TECHNOLOGY

EXPENDITURES				
	Actual	Budget	Estimated	Adopted
	2001-02	2002-03	2002-03	2003-04
Salaries	\$ 338,011	\$ 359,746	\$ 355,074	\$ 375,470
Supplies	11,534	8,620	7,120	6,690
Maintenance	1,495	1,500	1,500	-
Repairs	888	975	975	975
Support Services	84,719	67,175	56,735	64,778
Benefits	92,914	100,860	100,860	106,789
Capital Outlay	4,246	1,860	2,300	1,500
Total Expenditures	\$ 533,807	\$ 540,736	\$ 524,564	\$ 556,202

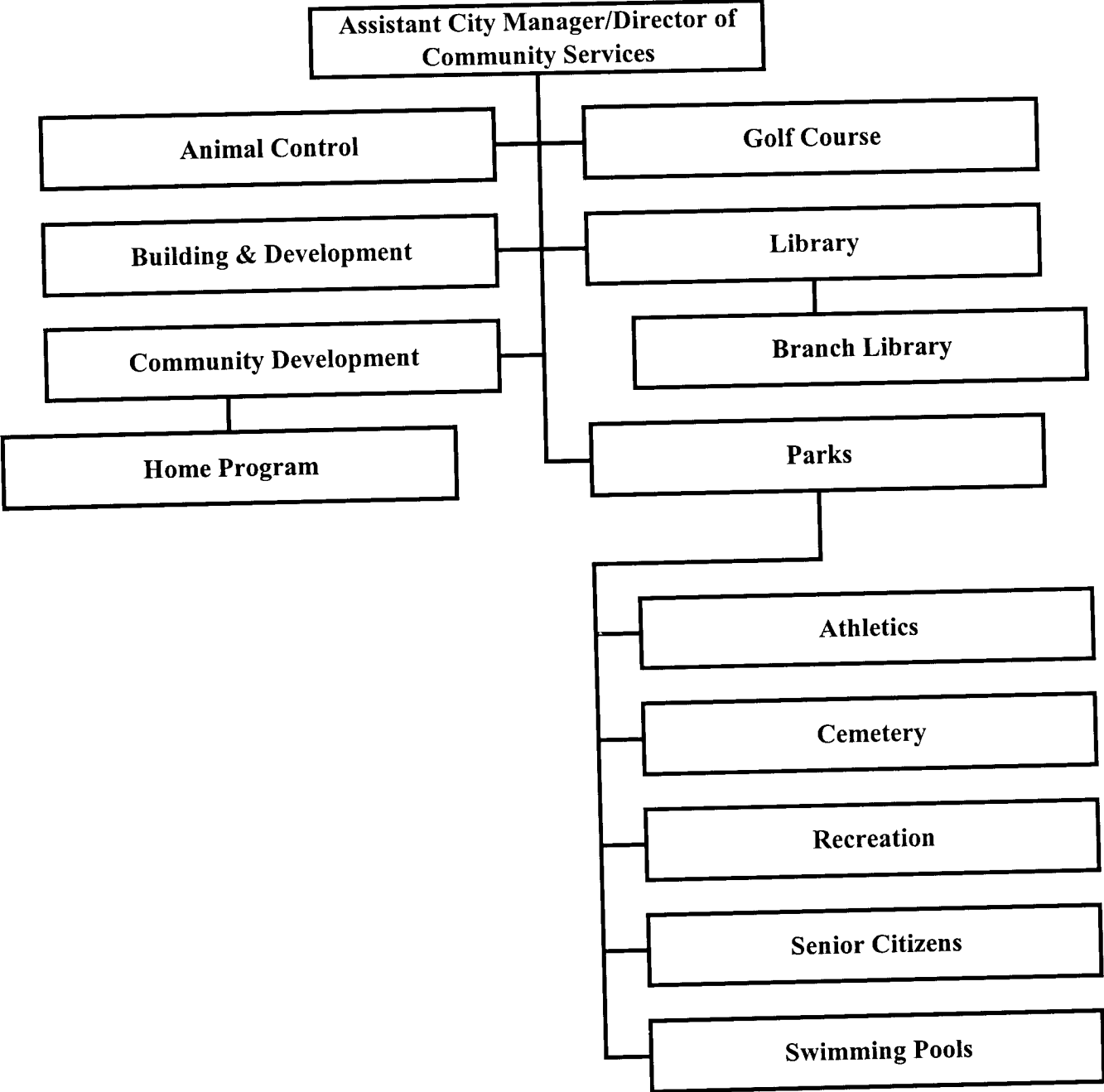
PERSONNEL SUMMARY				
Position Title	Number of Positions			
	2000-01	2001-02	2002-03	2003-04
Computer Mainframe Specialist	0	1	1	1
Computer Network/Mainframe Specialist	1	0	0	0
Computer Operator	1	1	1	1
Computer Technician	1	1	1	1
Director of Information Systems	1	0	0	0
Director of Information Technology	0	1	1	1
* GIS Data Technician	0	0	1	1
* GIS Technical Project Manager	0	0	1	1
Information Systems Manager	1	0	0	0
Information Systems Operations Manager	1	0	0	0
Information Systems Specialist	1	0	0	0
** KCCC Network/Audio/Video Tech Information Technology Network Manager	0	0	1	1
Network Technician	0	1	1	1
Network/Exchange Administrator	1	1	1	1
Information Technology Operations Manager	0	1	1	1
Secretary	1	1	1	1
Information Technology Training Specialist	0	1	1	1
*** Information Technology Supervisor	0	0	0	1
Total	10	10	13	14

* Funded out of Water and Sewer Fund

** Funded out of Civic and Conference Center Special Revenue Fund

*** Funded out of Aviation-RGA AF

COMMUNITY SERVICES DEPARTMENT ORGANIZATIONAL STRUCTURE



"The City Without Limits"

GENERAL FUND

COMMUNITY SERVICES DEPARTMENT

EXPENDITURES				
	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Adopted 2003-04
Salaries	\$ 3,044,013	\$ 3,416,801	\$ 3,272,007	\$ 3,523,934
Supplies	594,576	629,497	586,689	609,701
Maintenance	222,875	185,619	170,918	122,121
Repairs	130,434	112,481	100,450	99,185
Support Services	480,260	594,617	548,057	584,739
Benefits	825,539	956,099	952,069	1,021,350
Designated Expenses	308,622	230,811	220,811	203,470
Major Capital Outlay	200,045	8,000	-	2,000
Capital Outlay	285,313	231,187	210,844	116,450
Projects Expense	116,060	-	-	-
Total Expenditures	\$ 6,207,737	\$ 6,365,112	\$ 6,061,845	\$ 6,282,950

FULL-TIME AND REGULAR PART-TIME EMPLOYEES				
	Number of Positions			
	2000-01	2001-02	2002-03	2003-04
Code Enforcement	14	15	16	16
Animal Control	8	8	8	8
Library Services	16	16	14	13
Branch Library	5	5	7	8
Golf Course	12	12	12	12
Parks	29	31	31	31
Recreation	3	3	3	3
Athletics	3	3	3	3
Cemetery	6	6	6	6
Senior Citizens	2	2	3	3
Community Development	6	4	4	4
Home Program	2	2	2	2
SW-Code Enforcement	0	0	1	1
Total	106	107	110	110

GENERAL FUND
COMMUNITY SERVICES DEPARTMENT
PERMITS AND INSPECTIONS/CODE ENFORCEMENT

MISSION STATEMENT:

Permits and Inspections/Code Enforcement enforces adopted codes and ordinances with the goal of ensuring safe structures and environments for all citizens.

PROGRAM DESCRIPTIONS:

The Permits and Inspections/Code Enforcement staff provides homeowners, developers, builders, contractors, architects and engineers with information for applications and issuance of permits for building and construction. It also conducts inspections and provides technical assistance for construction and responds to emergency call-outs regarding damaged structures. The Code Enforcement section responds to citizen and interdepartmental complaints dealing with substandard and dangerous buildings, high weeds and grass, junk vehicles, graffiti and other nuisance violations.

ACCOMPLISHMENTS:

- Issued building permits for \$214 million in construction during the calendar year 2002, an increase of \$17 million from 2001.
- Issued building permits for 1,123 new single-family structures, 158 duplexes, and 133 multi-family (528 units) structures during 2002.
- Issued building permits for 93 new commercial structures (474 thousand + sq. ft.) and 159 permits for commercial remodel/addition.
- Generated over \$952,480 in fee revenue in 2002, an increase of almost \$81,000 from 2001.
- Issued 15,770 permits for 2002, an increase of 1,918 permits over 2001.
- Performed 19,920 construction inspections, an increase of 3,073 inspections over 2001.
- Code Enforcement responded to 6,693 citizen complaints.
- Implemented new energy code requirements per State Law
- Began requiring proof of accessibility and asbestos compliance

ISSUES AND SERVICES:

- Staff will continue to strive to provide responsive and timely service to all its citizen's, however; the continuing growth (population, annexation and construction) has continued to place a strain on the department's staff. The departments cover 30.85 sq. miles and 440 miles of city streets.
- Major construction projects permitted for 2002 are as follows:

Iduma Elementary School	\$7,540,000	Metroplex Ambulatory Services	\$976,800
Killeen Mall Remodel	\$2,670,000	Lifeway Fellowship	\$799,794
Bell County Juvenile Justice Center	\$2,235,000	Fire Training Facility	\$703,972
HEB	\$4,961,700	Olive Garden	\$932,600
People's Choice Pentecostal	\$1,470,000	Rancier Plaza Phase II	\$580,000
Memorial Baptist Church	\$1,020,000	James Lee Storage	\$579,500
Texas Korean Evangelical Church	\$1,000,000	ABC Pediatrics	\$464,000

KEY OBJECTIVE: Provide timely and efficient response to increased requests for plan review and construction permit issuance.

	<u>Actual</u>	<u>Budget</u>	<u>Estimated</u>	<u>Adopted</u>
	<u>2001-02</u>	<u>2002-03</u>	<u>2002-03</u>	<u>2003-04</u>
Value of Permits	197m	214m	214m	250m

GENERAL FUND
COMMUNITY SERVICES DEPARTMENT
PERMITS AND INSPECTIONS/CODE ENFORCEMENT

EXPENDITURES				
	Actual	Budget	Estimated	Adopted
	2001-02	2002-03	2002-03	2003-04
Salaries	\$ 489,758	\$ 551,120	\$ 543,120	\$ 570,672
Supplies	21,042	23,445	23,445	27,310
Repairs	4,698	4,000	4,000	4,326
Support Services	17,122	21,450	12,450	19,210
Benefits	135,678	158,756	158,756	161,794
Designated Expenses	58,812	40,000	40,000	30,000
Capital Outlay	20,074	24,240	22,740	300
Total Expenditures	\$ 747,184	\$ 823,011	\$ 804,511	\$ 813,612

PERSONNEL SUMMARY				
Position Title	Number of Positions			
	2000-01	2001-02	2002-03	2003-04
Assistant City Manager/Director of Community Services	1	1	1	1
Building Inspector	0	3	4	4
Building Inspector I	3	0	0	0
Building Official	0	1	1	1
Building Permit Clerk	0	2	2	2
Clerk II	2	0	0	0
Clerk III	2	0	0	0
Code Enforcement Inspector	2	0	0	0
* Code Enforcement Officer	0	3	3	3
Deputy Building Official	1	0	0	0
Director of Code Enforcement	1	1	1	1
Executive Assistant	1	0	0	0
Office Assistant	0	1	1	1
Office Supervisor	0	1	1	1
Receptionist	0	1	1	1
Secretary II	1	0	0	0
Senior Secretary	0	1	1	1
Total	14	15	16	16

* One Code Enforcement Officer position is funded out of Community Development.

GENERAL FUND

**COMMUNITY SERVICES DEPARTMENT
ANIMAL CONTROL**

MISSION STATEMENT:

To ensure the safety of both citizens and animals by enforcing State Laws and City Ordinances as well as promoting spay and neuter through public awareness and education in an attempt to decrease the number of unwanted / homeless animals.

PROGRAM DESCRIPTIONS:

The Animal Control staff is responsible for the enforcement of all State Laws and City ordinances in regards to any and all types of animals, which live within the city limits of Killeen. Rabies control, public safety and the protection of animals are our primary goals. Public education and awareness on animal related matters are also a priority of great importance.

ACCOMPLISHMENTS:

- The number of calls for service increased from 10,055 in 2001 to 10,671 in 2002 due to increased population of the city.
- The number of impounded and surrendered animals remained about the same in 2002 even though the city's population increased, showing that the spay and neuter enforcement is causing less unwanted / homeless animals. Also the strong enforcement of State and Local laws are resulting in fewer animals running at large.
- The animal shelter hosted several field trips from local schools in an attempt to make children aware of proper animal care and treatment. A school program was also started where our Officers go into the local schools and speak about animal control officer duties as well as animal cruelty and responsible pet ownership
- The number of animals euthanized dropped in 2002 due to strong enforcement of the spay and neuter law, resulting in fewer unwanted animals.

ISSUES AND SERVICES:

- The issue of a timely response for service to our citizens is necessary for public safety.
- The expanded size of the city and the increase in population contributes to the travel time to respond.
- The confirmation of rabid animals on our city has made it necessary to enforce stronger rabies control laws and ordinances

KEY OBJECTIVES:

- Continue to enforce State and Local laws to make the city a safer place for the animals and humans that live here
- To continue encouraging the sterilization of pets to decrease the number of unwanted animals euthanized.
- To increase public awareness on animal related issues to include rabies in the community.

Performance Measure: Monitor and record the number of calls for service.

	<u>Actual</u> <u>2001-02</u>	<u>Budget</u> <u>2002-03</u>	<u>Estimated</u> <u>2002-03</u>	<u>Adopted</u> <u>2003-04</u>
# of calls for service	10,417	11,000	11,000	11,000

GENERAL FUND
COMMUNITY SERVICES DEPARTMENT
ANIMAL CONTROL

EXPENDITURES				
	Actual	Budget	Estimated	Adopted
	2001-02	2002-03	2002-03	2003-04
Salaries	\$ 184,044	\$ 205,573	\$ 194,613	\$ 205,769
Supplies	31,589	35,600	30,214	33,268
Maintenance	2,583	2,100	2,100	-
Repairs	5,873	7,150	7,150	6,850
Support Services	16,101	19,715	19,215	20,000
Benefits	57,385	66,790	66,790	67,755
Total Expenditures	\$ 297,575	\$ 336,928	\$ 320,082	\$ 333,642

PERSONNEL SUMMARY				
Position Title	Number of Positions			
	2000-01	2001-02	2002-03	2003-04
Animal Control Assistant	0	1	1	1
Animal Control Attendant	0	1	1	1
Animal Control Kennel Attendant	1	0	0	0
Animal Control Officer	0	5	5	5
Animal Control Officer I	5	0	0	0
Animal Control Officer II	1	0	0	0
Animal Control Shelter Attendant	1	0	0	0
Animal Control Supervisor	0	1	1	1
Total	8	8	8	8

GENERAL FUND

**COMMUNITY SERVICE DEPARTMENT
LIBRARY SERVICES**

MISSION STATEMENT:

The mission of the Killeen City Library System is to stimulate and support lifelong learning, to provide general information services that meet user's needs; to maintain materials of current interest; to promote basic literacy; to encourage cultural awareness; and to seek and preserve local history.

PROGRAM DESCRIPTIONS:

The Library Services Division provides all basic library services, such as circulation of materials, story times, reading clubs and reference help. We also offer free Internet access to the public, a very popular program that is in very high demand. Service to the City's two skilled care facilities/nursing homes is also provided by the Library Services Division.

ACCOMPLISHMENTS:

- Outsourced 85% of the cataloging and processing tasks and eliminated two positions in a budgetary move to save \$68,539.00.
- Increased Internet terminals available for public use from 3 to 12 at the Main Library.

ISSUES AND SERVICES:

- Demand for public Internet access is exceeding our available resources. Additional bandwidth is necessary in order to improve connection speed and to handle the heavy usage.
- Usage of the basic library services has grown rapidly over the past three years, outpacing library funding for new materials and staffing.

KEY OBJECTIVES:

Objective #1 Offer a dynamic library collection that meets patron's needs and expectations by providing high-interest materials and high quality reference assistance.

	Actual <u>2001-02</u>	Budget <u>2002-03</u>	Estimated <u>2002-03</u>	Adopted <u>2003-04</u>
New Card Holders	10,090	9,000	9,500	9,750
Items Circulated	288,488	290,000	290,000	292,500
Reference questions received	24,731	25,000	25,400	26,200

GENERAL FUND

**COMMUNITY SERVICES DEPARTMENT
LIBRARY SERVICES**

EXPENDITURES				
	Actual	Budget	Estimated	Adopted
	2001-02	2002-03	2002-03	2003-04
Salaries	\$ 405,655	\$ 381,476	\$ 367,976	\$ 391,911
Supplies	66,329	64,500	57,000	57,550
Maintenance	1,775	1,900	1,900	-
Repairs	19,903	3,300	3,300	5,364
Support Services	65,750	77,724	70,574	57,515
Benefits	114,989	106,738	106,738	113,898
Capital Outlay	128,129	118,037	114,737	116,000
Total Expenditures	\$ 802,530	\$ 753,675	\$ 722,225	\$ 742,238

PERSONNEL SUMMARY				
Position Title	Number of Positions			
	2000-01	2001-02	2002-03	2003-04
Catalog/Technical Services Librarian	0	1	0	0
Cataloging Assistant	1	1	0	0
Cataloguer/Head of Technical Servic	1	0	0	0
Clerk	0	5	5	5
Clerk III	2	0	0	0
Director of Library Services	1	1	1	1
Library Assistant	3	4	4	2
Library Children's Room Assistant	1	0	0	0
Library Supervisor	2	1	1	2
Library Technical Assistant	1	0	0	0
Overdue Assistant	1	0	0	0
Reference Assistant	1	0	0	0
Reference Librarian	1	1	1	1
Senior Reference Assistant	1	1	1	1
Senior Secretary	0	1	1	1
Total	16	16	14	13

GENERAL FUND

**COMMUNITY SERVICES DEPARTMENT
BRANCH LIBRARY**

MISSION STATEMENT:

The mission of Killeen Public Library is to stimulate and support lifelong learning, to provide general information services that meet user's needs; to maintain materials of current interest; to promote basic literacy; to encourage cultural awareness; and to seek and preserve local history.

PROGRAM DESCRIPTIONS:

The branch library completed its second full year of operation on March 7, 2003. The popularity of the branch library continues to increase, and the demand for more open hours was met when the branch added Thursdays and Fridays to its schedule on January 17. A strong collection of materials for children and teens plus a computer lab with public Internet access make the branch library a popular spot in south Killeen.

ACCOMPLISHMENTS:

- Added more story times to accommodate growing crowds of children.
- Added six additional public Internet access terminals, bringing the total of available access points at the Branch Library to 15.

ISSUES AND SERVICES:

- Even with 15 terminals, the Branch Library often has a waiting list for the Internet terminals. Additional bandwidth needs to be added, though, before more users can be added to the Internet.
- Keeping the Branch Library connected to the Main Library during periods when the City's network is unavailable is a critical issue that must be addressed. Each time the City's network is down, the Branch Library loses all connectivity to the library automation system and to the Internet, severely hampering the service to our patrons.

KEY OBJECTIVES:

	Actual	Budget	Estimated	Adopted
	<u>2001-02</u>	<u>2002-03</u>	<u>2002-03</u>	<u>2003-04</u>
Attendance	81,640	85,000	85,000	87,500
Circulation of materials	105,790	100,000	107,000	110,000

*The branch library's performance measures were incorrectly reported last year; the measure and number given in the 01-02 budget was for the entire library system.

GENERAL FUND
COMMUNITY SERVICES DEPARTMENT
BRANCH LIBRARY

EXPENDITURES				
	Actual	Budget	Estimated	Adopted
	2001-02	2002-03	2002-03	2003-04
Salaries	\$ 162,339	\$ 231,427	\$ 216,027	\$ 245,417
Supplies	4,677	4,334	3,558	5,450
Maintenance	995	1,000	1,000	-
Support Services	22,075	20,711	19,151	15,853
Benefits	42,075	70,588	70,588	68,850
Total Expenditures	\$ 232,161	\$ 328,060	\$ 310,324	\$ 335,570

PERSONNEL SUMMARY				
Position Title	Number of Positions			
	2000-01	2001-02	2002-03	2003-04
Assistant Director of Library Services	1	1	1	1
Branch Manager	0	0	1	1
Cataloging Assistant	0	0	0	1
Clerk	0	2	3	3
Library Assistant	2	1	1	0
Library Supervisor	1	0	0	1
Senior Reference Assistant	1	1	1	1
Total	5	5	7	8

GENERAL FUND

COMMUNITY SERVICES DEPARTMENT GOLF COURSE

MISSION STATEMENT:

The mission of the Killeen Municipal Golf Course is to provide the finest golfing facility to the citizens of Killeen and their guests. Killeen Municipal Golf Course strives to provide a quality course for golfers, regardless of age or skill level.

PROGRAM DESCRIPTIONS:

The Killeen Municipal Golf Course strives to offer quality golf play in a well-maintained and up-to-date facility. The Golf Course has undergone upgrades in service and enhancement of programs over the last few years. This has been accomplished by increasing man hour efficiency of the golf course staff using cross training, increased communication, specific task assignment and striving to improve employee morale. Daily fairway mowing, along with other enhanced maintenance policies, and a commitment over the last few years to improving the course and programs has contributed to making Killeen Municipal Golf Course a quality facility.

ACCOMPLISHMENTS:

- Installed new granite tee signs and laser shot distances from all fairway sprinkler heads to center of greens.
- Installed 1200 linear feet of concrete cart paths.
- Conducted over 40 charity fundraising tournaments.
- Installed 15 new trees.
- Installed erosion control at Nolan Creek transfer pump.
- Installed new 50 hp pump to boost our GPM to 1650.
- Conducted four junior clinics, one ladies clinic, and a junior golf league.
- Purchased "old Connell mansion" for new Clubhouse.
- Installed landscape wall with drainage surrounding drinking fountain on #4 tee.

ISSUES AND SERVICES:

- Golf course greens in dire need of reconstruction to insure proper drainage and to promote healthy turf.
- Address the on going issue of golf course drainage as funding permitted.
- An important issue is the current pesticide storage facility. Once the issue of relocation of the maintenance shop is resolved, it should be done with the storage building as part of the project.

KEY OBJECTIVE:

Objective #1: Increase revenues at the Killeen Municipal Golf Course by increasing play and junior golf leagues and utilizing water more efficiently and providing better golf course conditioning.

Performance Measure: Monitor and record the number of golf rounds played and the revenues generated from the course usage.

	Actual	Budget	Estimated	Adopted
	<u>2001-02</u>	<u>2002-03</u>	<u>2002-03</u>	<u>2003-04</u>
Rounds of golf played	53113	56,500	53,500	52,000
Revenue generated	\$893,430	\$902,658	\$902,658	\$869,081

GENERAL FUND
COMMUNITY SERVICES DEPARTMENT
GOLF COURSE

EXPENDITURES

	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Adopted 2003-04
Salaries	\$ 365,139	\$ 404,187	\$ 389,267	\$ 413,217
Supplies	88,090	90,565	86,788	92,815
Maintenance	22,100	22,700	16,700	13,100
Repairs	25,823	25,550	22,550	25,045
Support Services	51,213	73,273	83,273	119,668
Benefits	102,686	101,114	100,584	121,157
Designated Expenses	186,597	136,811	126,811	120,220
Capital Outlay	66,438	50,210	34,710	-
Total Expenditures	\$ 908,086	\$ 904,410	\$ 860,683	\$ 905,222

PERSONNEL SUMMARY

Position Title	Number of Positions			
	2000-01	2001-02	2002-03	2003-04
Assistant Golf Professional	1	1	1	1
Cart Fleet / Range Attendant	1	1	1	1
Golf Course Maintenance Tech.	2	2	2	2
Golf Course Superintendent	0	1	1	1
Golf Professional	1	1	1	1
Golf Shop Attendant	2	2	2	2
Golf Shop Attendant/ Manager	1	0	0	0
Golf Shop Manager	0	1	1	1
Greenskeeper	3	3	3	3
Parks and Public Grounds				
Superintendent	1	0	0	0
Total	12	12	12	12

GENERAL FUND

**COMMUNITY SERVICES DEPARTMENT
PARKS**

MISSION STATEMENT:

The Parks Division exists to enhance, promote and provide quality parks and related facilities for the citizens of Killeen.

PROGRAM DESCRIPTIONS:

The Parks Division continues to engage in beautification and enhancement projects at city parks and facilities.

ACCOMPLISHMENTS:

- Completed rehabilitation of Conder Park.
- Conducted advanced safety training in cooperation with the Texas Municipal League.
- Completed reconstruction of the Killeen Athletic Complex.
- Completed construction of the Crawford Drever Playground Area at Lions Club Park.
- 4th Quarter renovation of Phyllis Neighborhood Park

ISSUES AND SERVICES:

- Replacement of the playground equipment Marlboro Park continues to be a significant issue at KPR. The equipment at this park has been recommended for replacement in the Parks Master Plan.
- Equipment issues are a major concern at KPR. The vehicles requested in previous Fiscal Years were cut from the budget. Transportation logistics continue to be a major problem, especially in the summer months when the KPPG staff increases by 15 or more people. Excessive amounts of time are spent transporting staff to and from various work sites.

KEY OBJECTIVE: Maintenance of Park facilities.

The key objective of the Parks staff is to maintain city parkland and landscapes of city owned properties. The maintenance of those areas is broken down into the following three categories:

Low Maintenance Areas:

Currently, 6 fulltime KPR staff maintain 365 acres of low maintenance parkland. That equates to 60 acres per man with a yearly total of 200 man hours per acre.

Medium Maintenance Areas:

There are 11 fulltime KPR staff members involved with medium maintenance park areas. They maintain 36 acres in total. This translates to an average of 3.2 acres per man. That equates to a total of 22,000 man-hours per year with an average of 611 man-hours per acre, per year.

High Maintenance Areas:

KPR currently has 5 staff fulltime staff members involved with high maintenance areas. They maintain approximately 5 acres for an average of 1 acre per man. The total labor input is 2,000 man-hours per acre, per year.

Maintenance Areas # of Acres	Actual <u>2001-02</u>	Budget <u>2002-03</u>	Estimated <u>2002-03</u>	Adopted <u>2003-04</u>
Low	357	365	365	365
Medium	25	27	35	36
High	5	5	5	5

GENERAL FUND
COMMUNITY SERVICES DEPARTMENT
PARKS

EXPENDITURES

	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Adopted 2003-04
Salaries	\$ 704,073	\$ 848,914	\$ 778,914	\$ 861,134
Supplies	204,687	229,540	224,040	223,030
Maintenance	144,114	129,000	126,000	89,947
Repairs	66,257	63,831	55,000	48,000
Support Services	156,829	228,819	209,819	216,255
Benefits	203,856	250,090	246,590	274,049
Designated Expenses	63,213	50,000	50,000	50,000
Capital Outlay	54,592	10,000	10,000	-
Projects Expense	116,060	-	-	-
Total Expenditures	\$ 1,713,681	\$ 1,810,194	\$ 1,700,363	\$ 1,762,415

PERSONNEL SUMMARY

Position Title	Number of Positions			
	2000-01	2001-02	2002-03	2003-04
Crew Leader	2	0	0	0
Custodian	1	1	1	1
Director of Parks and Recreation	1	1	1	1
Executive Secretary	1	0	0	0
Grounds Crew Leader	0	2	2	2
Grounds Maintenance Specilist	0	4	4	4
Grounds Maintenance Worker	0	20	20	20
Laborer	9	0	0	0
Mower Operator	9	0	0	0
Parks and Public Grounds				
Superintendent	1	1	1	1
Parks Maintenance Technician	1	0	0	0
Principal Secretary	0	1	1	1
Small Equipment Mechanic	1	1	1	1
Technician	3	0	0	0
Total	29	31	31	31

GENERAL FUND

**COMMUNITY SERVICES DEPARTMENT
RECREATION**

MISSION STATEMENT:

The Recreation Division exists to provide and promote a wide variety of cultural and recreational services and activities for people of all ages.

PROGRAM DESCRIPTIONS:

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. In order to meet this goal, we will need to increase our staffing and become more creative in our program delivery. As the program and community continues to grow, so will the needs of our staff and space requirements.

ACCOMPLISHMENTS:

- Encouraged an improved affiliation with instructors and KPR Staff.
- Assisted with programs for Celebrate Killeen Festival, Holiday Lighting, March of Dimes and Leadership Killeen.
- Adopted a new program (Sports Pilot) that will enhance sport and recreation registration for KPR and citizens to use online.
- Continued to update and improve the KPR website
- Increased revenue by increasing fee of day camps
- Provided quality activities/field trips for both summer and spring break day camps
- Conducted successful events such as Kidsville, Hot Summer Nights Outdoor Concert Series and the Halloween Carnival.

ISSUES AND SERVICES:

- Continue to seek affordable, quality entertainment and activities that can be offered to the citizens of Killeen
- Continue to work behind the scenes in community efforts that enhance the quality of life in Killeen.

KEY OBJECTIVES:

Objective #1 Partner with other agencies to develop or organize events to reduce cost to total budget

Objective #2 Increase education through recreation programs

Objective #3 Create more community awareness to sponsored Parks and Recreation activities

Performance Measure: Participation in programs sponsored by the recreation division.

	<u>Actual</u> <u>2001-02</u>	<u>Budget</u> <u>2002-03</u>	<u>Estimated</u> <u>2002-03</u>	<u>Adopted</u> <u>2003-04</u>
Youth Recreation Classes & Activities	27,000	29,000	30,000	32,000

**COMMUNITY SERVICES DEPARTMENT
RECREATION**

GENERAL FUND

EXPENDITURES

	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Adopted 2003-04
Salaries	\$ 143,173	\$ 150,047	\$ 142,047	\$ 153,963
Supplies	64,191	62,413	56,244	60,427
Support Services	47,592	44,571	33,571	40,532
Benefits	29,367	33,215	33,215	35,778
Total Expenditures	\$ 284,323	\$ 290,246	\$ 265,077	\$ 290,700

PERSONNEL SUMMARY

Position Title	Number of Positions			
	2000-01	2001-01	2002-03	2003-04
Clerk II	1	0	0	0
Office Assistant	0	1	1	1
Recreation Specialist	1	0	0	0
Recreation Superintendent	1	1	1	1
Recreation Supervisor	0	1	1	1
Total	3	3	3	3

GENERAL FUND

COMMUNITY SERVICES DEPARTMENT ATHLETICS

MISSION STATEMENT:

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.

PROGRAM DESCRIPTIONS:

The goal of the Athletic Division is to keep up with the ever-increasing needs of our community by offering quality programs affordable to all residents of Killeen. In order to meet this goal, the division will need to remain creative in the delivery of programs. Providing proper on-site supervision for all programs offered via the division is a major task that needs to be accomplished. As our programs continue to grow, the need to increase staffing and resources will continue to grow also.

ACCOMPLISHMENTS:

- Successfully continued the implementation of the Little Dribblers program
- Expanded the girls instructional basketball program from 10 to 13 teams
- Expanded the girls instructional volleyball program from 6 to 8 teams
- Created a more user friendly form of registration via the Sports Pilot program
- Successfully hosted the 2002 TTAB Senior Midget State Baseball Tournament
- Successfully hosted the 2002 TTAB Freshman District Baseball Tournament
- Successfully hosted the 2002 TTAB Sophomore District Baseball Tournament
- Secured the host rights to the 2003 TTAB Sophomore State Tournament
- Registered 1,800 area youth to participate in t-ball, coach pitch baseball/softball and baseball
- Worked successfully with Recreation Division to have all sports materials posted on the web site

ISSUES AND SERVICES:

- Continue to seek 100% supervision at all athletic functions
- Implement a diverse athletic program that meets the needs of the area adults and youth

KEY OBJECTIVES

Objective # 1: Continued facility partnership with KISD to meet increasing number of children in programs

Objective # 2: Increase training and recruitment efforts of athletic coaches to better facilitate instruction of area youth and reduce delays in identifying coaches

Objective # 3: Seek innovative ways to staff various events that occur while maintaining 100% supervision at all events.

Performance Measure: Track youth and adult sports participation

	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Adopted 2003-04
Adult Sports Participation	500	1,800	2,100	2,800
Youth Sports Participation	2,900	3,044	3,569	3,800

**COMMUNITY SERVICES DEPARTMENT
ATHLETICS**

GENERAL FUND

EXPENDITURES

	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Adopted 2003-04
Salaries	\$ 152,078	\$ 157,309	\$ 153,309	\$ 162,575
Supplies	36,045	34,406	33,406	30,276
Support Services	31,513	31,021	25,021	26,122
Benefits	28,787	35,519	35,519	37,522
Total Expenditures	\$ 248,423	\$ 258,255	\$ 247,255	\$ 256,495

PERSONNEL SUMMARY

Position Title	Number of Positions			
	2000-01	2001-02	2002-03	2003-04
Athletic Superintendent	1	0	0	0
Community Center Attendant	1	0	0	0
Community Center Coordinator	0	1	1	1
Recreation Specialist	1	1	1	1
Recreation Superintendent	0	1	1	1
Total	3	3	3	3

GENERAL FUND
COMMUNITY SERVICES DEPARTMENT
CEMETERY

MISSION STATEMENT:

The Cemetery division is an extension of the Community Services Department and is responsible for the overall operation of the Killeen Municipal Cemetery. Responsibilities of the division include permanent record management of the interments and disinterments of burials to meet state requirements, daily grounds maintenance, beautification of grounds, maintenance of current facilities, planning and construction of new facilities, cemetery lot sales, and varied customer assistance to its patrons.

PROGRAM DESCRIPTIONS:

The Killeen Cemetery continues its focus on expansion of the cemetery, beautification of its grounds through landscaping and refurbishment of existing old temporary markers, revitalizing its facilities, modernizing its record keeping ability, and adding customer service. The cemetery continually evaluates its operations to ascertain that it is providing the best customer service possible to its patrons and implements additional customer services if it is within the cemetery's capabilities.

ACCOMPLISHMENTS:

- Added two landscape beds at main Rancier entrance
- Installed 30' flag pole with landscape bed through the donation of funds
- Planted eight large trees between cemetery sections and 20 crape myrtles along cemetery roadway
- Through Living Tree Program, planted 12 trees honoring the memory of deceased loved ones
- Procuring large angel statue for the other Liberty entrance flower bed

ISSUES AND SERVICES:

- Contracting engineer services for designing and platting of the 18 acres purchased for cemetery expansion
- Construction (roads and irrigation) of the 18 acres purchased for cemetery expansion for cemetery use
- Increase facility space to accommodate larger cemetery office and larger cemetery maintenance area through either constructing a facility on new property or through the acquisition and renovation of existing building currently housing the police academy administrative offices
- Developing a main entrance to the cemetery from Liberty Street rather than Rancier with arch-style entrance gate
- Procurement of additional equipment and additional part-time employees to assist in grounds maintenance

KEY OBJECTIVES:

Objective # 1: Provide a well-maintained cemetery with added beautification that is aesthetically pleasing to the eye and provide our patrons with quality customer service.

Objective # 2: Verify, complete, and maintain all cemetery records regarding interments that will provide our customers with more accurate information of their family genealogy and meet state compliance

Performance Measure Track spaces sold, interments, and spaces remaining to be sold and serviced

	Actual	Budget	Estimated	Adopted
	<u>2001-02</u>	<u>2002-03</u>	<u>2002-03</u>	<u>2003-04</u>
Spaces Sold	70	61	77	65
Interments	135	153	156	156

GENERAL FUND

**COMMUNITY SERVICES DEPARTMENT
CEMETERY**

EXPENDITURES

	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Adopted 2003-04
Salaries	\$ 125,585	\$ 140,191	\$ 140,191	\$ 147,130
Supplies	21,242	29,752	21,052	26,112
Maintenance	19,194	11,019	8,818	7,162
Repairs	6,999	7,500	7,300	8,000
Support Services	4,174	4,117	3,817	4,354
Benefits	39,223	47,640	47,640	50,794
Major Capital Outlay	198,307	-	-	-
Capital Outlay	6,520	660	617	-
Total Expenditures	\$ 421,244	\$ 240,879	\$ 229,435	\$ 243,552

PERSONNEL SUMMARY

Position Title	Number of Positions			
	2000-01	2001-02	2002-03	2003-04
Cemetery Crew Leader	1	0	0	0
Cemetery Superintendent	1	1	1	1
Mower Operator	4	0	0	0
Grounds Crew Leader	0	1	1	1
Grounds Maintenance Worker	0	4	4	4
Total	6	6	6	6

GENERAL FUND
COMMUNITY SERVICES DEPARTMENT
SENIOR CITIZENS

MISSION STATEMENT:

The Bob Gilmore Senior Center is responsible for providing recreational, educational, and health related activities for senior adults age 55 and older. The Bob Gilmore Center promotes good fellowship through a variety of meaningful activities of interest to senior citizens in our community.

PROGRAM DESCRIPTIONS:

The center continues to provide new, ongoing and innovative activities that promote mental and physical well-being for mature adults. By offering various opportunities in the area of exercise, dance, arts and crafts, games, nutrition, and health programs, cultural, educational and volunteer opportunities, among others, the center is a catalyst in maintaining emotional and physical health for seniors in our area. The center also networks with various governmental, social, health and service organizations and is an information and referral resource that assists not only senior citizens, but the community as well.

ACCOMPLISHMENTS:

- Purchased a second Meals On Wheels van thru funds raised.
- Registered 110 new members –October '02 to April '03
- Installed automatic front door
- Increased distribution of charitable food donations to various non-profit charity organizations/agencies throughout the Killeen/Cove/Heights/Nolanville areas as well as the continued food distribution to the BGC membership and to senior citizens in need
- Established 6 new activities (Mah Jong, Spades, Braille Class, Checkers, Motions With Martha, Jitterbug Classes as well as the continuance of the 42 regularly scheduled monthly classes/activities notwithstanding the seasonal events/parties/trips
- Center's Sew & Sews group completed 54 quilts/blankets for the Linus Project to give to hospitalized children;
- 56 lap robes made to give to nursing home residents; 63 Burden Bears & Bunnies made to give to traumatized children at Families In Crisis; 24 outfits made for Dress-Me Bears for Salvation Army to give to needy children at Christmas and 61 Prayer Bears for the children of soldiers who are deployed.
- Continued usage of center for AARP monthly meetings as well as usage of the patio for 3 dance groups – Polynesian, Hawaiian, Panamanian

ISSUES AND SERVICES:

- Continued community service as an information and referral source on various programs and opportunities available within the community and center.
- Continued to offer various, unique, and expanded innovative programs to meet the needs and interest of seniors
- Continued emphasis on maintenance of the building and grounds to meet center's mission of providing a safe environment for its members to enjoy the activities provided by the center
- Continued expansion of budget to fund new programs and activities in order to increase senior participation

KEY OBJECTIVE: Provide a well-run, well-maintained senior center where seniors can socialize and participate in recreational, educational and health-filled activities of interest to them

	Actual <u>2001-02</u>	Budget <u>2002-03</u>	Estimated <u>2002-03</u>	Adopted <u>2003-04</u>
Participation of individuals	31,035	32,104	29,596	30,316
New members	164	244	200	182

GENERAL FUND

**COMMUNITY SERVICES DEPARTMENT
SENIOR CITIZENS**

EXPENDITURES				
	Actual	Budget	Estimated	Adopted
	2001-02	2002-03	2002-03	2003-04
Salaries	\$ 65,304	\$ 71,335	\$ 71,335	\$ 79,423
Supplies	11,641	13,127	12,177	10,267
Maintenance	2,378	2,000	2,000	-
Repairs	501	600	600	550
Support Services	27,823	28,224	26,524	22,640
Benefits	16,972	20,404	20,404	20,637
Capital Outlay	2,883	5,000	5,000	-
Total Expenditures	\$ 127,502	\$ 140,690	\$ 138,040	\$ 133,517

PERSONNEL SUMMARY				
Position Title	Number of Positions			
	2000-01	2001-02	2002-03	2003-04
Clerk II	1	0	0	0
Office Assistant	0	1	1	1
Office Assistant (Part-Time)	0	0	1	1
Senior Center Manager	0	1	1	1
Senior Citizens Coordinator	1	0	0	0
Total	2	2	3	3

GENERAL FUND
COMMUNITY SERVICES DEPARTMENT
SWIMMING POOLS

MISSION STATEMENT:

The Pools Division exists to provide and promote safe aquatic facilities and programs for young and old alike.

PROGRAM DESCRIPTIONS:

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. In order to meet this goal, we will need to become more creative in our program delivery and our lifeguard training. Renovation of our pools to include decks, pool surfaces, electrical upgrades, and bathhouses will have to be addressed.

ACCOMPLISHMENTS:

- Continued use of TML standards/practices at both pools.
- Enhanced maintenance mission of both swimming pools.
- Installed bulk liquid chlorine tank at Long Branch Pool for staff safety and procedure concerns.
- Maintained signage at both pools for safety reasons.
- Maintained a swimming lesson program that reflects and meets participation demand.
- Maintained a high level of training for volunteers and part time staff.
- Continued to maintain a good relationship with local American Red Cross chapter.
- Replaced and upgraded pool furniture at both pools.
- Added a new entrance sign at Long Branch Pool.
- Performed preventative maintenance on the flow meter (monitors water circulation) at Pershing Pool.
- Replaced life saving equipment at both pools.

ISSUES AND SERVICES:

- Employing qualified water safety instructors and lifeguards.
- Provide appropriate supervision for activities offered by the division.
- Upkeep and general maintenance of pools' structures.
- Continue enhancing training of lifeguards, pool managers, and cashiers at both pools.
- Provide a safe, fun environment for all swimmers.
- Continued amalgamation of City of Killeen Safety Plan and Pools Division.

KEY OBJECTIVE: Provide a more diverse swim lesson program.

	Actual <u>2001-02</u>	Budget <u>2002-03</u>	Estimated <u>2002-03</u>	Adopted <u>2003-04</u>
Swimming Lesson Participants	428	450	450	475
Pool Attendance	9,287	10,000	10,000	11,000

GENERAL FUND

COMMUNITY SERVICES DEPARTMENT
SWIMMING POOLS

EXPENDITURES

	Actual		Budget		Estimated		Adopted
	2001-02		2002-03		2002-03		2003-04
Salaries	\$ 70,206	\$	64,999	\$	64,999	\$	68,658
Supplies	37,674		33,350		30,350		32,848
Maintenance	20,591		15,900		12,400		11,912
Repairs	-		100		100		100
Support Services	8,166		9,577		9,577		9,606
Benefits	6,027		5,799		5,799		6,601
Major Capital Outlay	1,738		8,000		-		2,000
Capital Outlay	6,196		300		300		-
Total Expenditures	\$ 150,598	\$	138,025	\$	123,525	\$	131,725

PERSONNEL SUMMARY

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

GENERAL FUND

**COMMUNITY SERVICES DEPARTMENT
COMMUNITY DEVELOPMENT**

MISSION STATEMENT:

The mission of the Community Development Division is to develop the community by providing decent housing, a suitable living environment and expanding economic opportunities principally for persons of low and moderate income.

PROGRAM DESCRIPTIONS:

The Community Development staff administers federal funds from HUD to assist the mission of the CDBG and HOME Programs. The CDBG Program is the principal federal program providing grants to cities, states and counties to devise innovative approaches to improve the physical, economic, and social conditions of our community; benefiting persons of low and moderate incomes meet these objectives.

ACCOMPLISHMENTS:

- Primary Benefit: The city expended 100 percent of its Community Development Block Grant funds for the primary benefit of low and moderate income persons. This meets the 70 percent minimum standard for overall program benefit.
- Overall Progress: Met HUD's timeliness standard of spending 1.5 years of federal receipts on hand by July 15, 2002. The city's line of credit balance was 1.34 grant years as if July 31, 2002.
- Planning and Administration: The amount of funds expended on planning and administration was 18.75 percent.
- Public Services: The amount of funds expended on public service activities was 11.94 percent, which is below the 15 percent cap for such activities.
- Provide Decent Housing: In its effort to promote affordable housing, the city assisted a total of 222 households during the program year.
- Code Enforcement: The city continued to aid in the prevention of slum and blighted areas by inspecting unoccupied and occupied structures for minimum code compliance. The city addressed 798 code enforcement violations during the program year including high weeds/grass, graffiti, trash and debris removal, junked motor vehicles and condemned vacant and substandard structures.
- Providing a Suitable Living Environment: The city carried out a variety of public facility activities during the program year. This year's program accomplishments included street and drainage ditch improvements, rehabilitation and replacement of 3,470 feet of sewer lines, construction of seven transit passenger shelters, development of a neighborhood park, improvements at two neighborhood parks, renovations to a child care facility, improvements to a pavilion and an expansion of a parking lot at two youth centers.
- Continuum of Care for the Homeless. During the program year, 15 persons were provided transitional housing assistance.

ISSUES AND SERVICES:

- Construction projects put greater demands on Community Development staff to provide technical assistance.
- The decrease in the level of funding for other state and federal programs will place greater demands on the CDBG program for funding.

KEY OBJECTIVE: Providing the best administration of federal programs to allow for the maximum level of service to the community and to encourage and foster collaborative efforts that maximize the leveraging of CDBG and HOME funding.

	Actual	Budget	Estimated	Adopted
	<u>2001-02</u>	<u>2002-03</u>	<u>2002-03</u>	<u>2003-04</u>
Federal Receipts	\$1,075,000	\$1,064,000	\$1,064,000	\$1,142,000

GENERAL FUND

**COMMUNITY SERVICES DEPARTMENT
COMMUNITY DEVELOPMENT**

EXPENDITURES				
	Actual	Budget	Estimated	Adopted
	2001-02	2002-03	2002-03	2003-04
Salaries	\$ 146,445	\$ 155,336	\$ 155,322	\$ 160,797
Supplies	5,223	4,614	4,564	5,594
Maintenance	9,145	-	-	-
Repairs	380	450	450	450
Support Services	26,991	28,694	28,344	26,389
Benefits	39,740	42,067	42,067	43,272
Capital Outlay	481	-	-	-
Total Expenditures	\$ 228,405	\$ 231,161	\$ 230,747	\$ 236,502

PERSONNEL SUMMARY				
Position Title	Number of Positions			
	2000-01	2001-02	2002-03	2003-04
CDBG Code Enforcement Officer	1	0	0	0
Clerk III	1	0	0	0
Community Development Housing Rehabilitation Coordinator	1	0	0	0
Community Development Program Coordinator	1	0	0	0
Community Development Program Manager	0	1	1	1
Community Development Specialist	1	1	1	1
Director of Community Development	1	1	1	1
Community Development Program Assistant	0	1	1	1
Total	6	4	4	4

GENERAL FUND

**COMMUNITY SERVICES DEPARTMENT
HOME PROGRAM**

MISSION STATEMENT:

HOME is a federal housing block grant that affords state and local government the flexibility to fund a wide range of low income housing activities through creative and unique housing partnerships among states, and localities, private industry, and nonprofit organizations.

PROGRAM DESCRIPTIONS:

To design and implement methods to supply decent, safe, sanitary and affordable housing for low to moderate-income citizens who want to reside within the city limits of Killeen. Assisting nonprofit community housing development organizations (CHDO's) to develop, sponsor, or own affordable housing, To ensure that all investments tied to the HOME Program produce safe housing stock available to low to moderate-income households for the property's useful life. Accomplish an increase in investment level of federal and non-federal capital to HOME projects and leverage HOME matching funds from non-federal sources. To provide HOME Program participants the necessary skills and knowledge to become responsible homeowners and tenants through education and consumer credit counseling workshops.

ACCOMPLISHMENTS:

- The HOME Program produced and sponsored 17 housing education workshops educating 166 households/ 245 persons.
- The First Time Homebuyer Assistance Program assisted 25 households providing \$192,721.63 in down payment and closing cost assistance.
- 18 households were provided rental assistance through the Tenant Based Rental Assistance (TBRA) Program.
- Habitat for Humanity (a designated CHDO) has completed construction on 4 of 7 lots purchased with HOME-CHDO funds.
- Minority and Women Business Enterprises received contract awards, totaling 92% of funds expended through CHDO activities.
- Hill Country Community Action Association (a designated CHDO) has purchased eleven acres for the development of a 152-unit elderly apartment complex through the Federal Low Income Housing Tax Credit program 2003 round for the development of a 152-unit elderly apartment complex. LIHTC Awards to be announced in the fourth quarter of FY2002-2003.

ISSUES AND SERVICES:

- Need for long-range plan for revitalization of existing housing stock in designated areas through reconstruction and new construction of units.
- Ability to increase information to the public through the HOME Program web page.

KEY OBJECTIVE: Develop new and improve existing partnerships among the public, private and nonprofit sectors in association with the HOME Program and affordable housing initiatives and activities.

	<u>Actual</u> <u>2001-02</u>	<u>Budget</u> <u>2002-03</u>	<u>Estimated</u> <u>2002-03</u>	<u>Adopted</u> <u>2003-04</u>
Federal Receipts	\$440,000	\$439,000	\$439,000	\$514,192

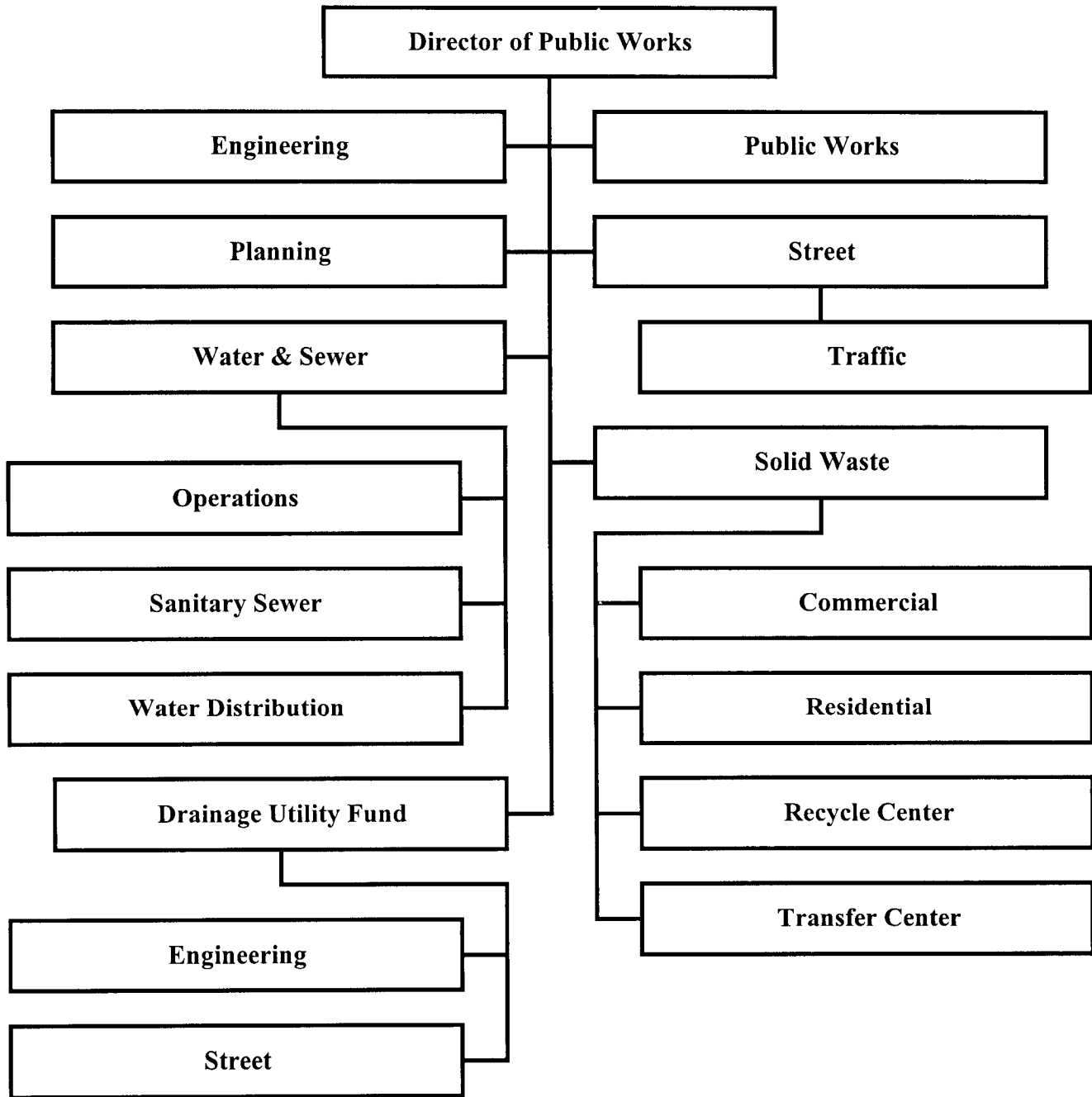
GENERAL FUND

**COMMUNITY SERVICES DEPARTMENT
HOME PROGRAM**

EXPENDITURES					
		Actual	Budget	Estimated	Adopted
		2001-02	2002-03	2002-03	2003-04
Salaries	\$	30,214	\$ 32,327	\$ 32,327	\$ 34,160
Supplies		2,146	1,940	1,940	2,454
Support Services		4,911	4,843	4,843	5,112
Benefits		8,754	9,543	9,543	10,070
Total Expenditures	\$	46,025	\$ 48,653	\$ 48,653	\$ 51,796

PERSONNEL SUMMARY				
Position Title	2000-01	Number of Positions		
		2001-01	2002-03	2003-04
Home Program Coordinator	1	1	1	1
Clerk III	1	0	0	0
Community Development Program Assistant	0	1	1	1
Total	2	2	2	2

PUBLIC WORKS DEPARTMENT ORGANIZATIONAL STRUCTURE



"The City Without Limits"

GENERAL FUND

PUBLIC WORKS DEPARTMENT

EXPENDITURES				
	Actual	Budget	Estimated	Adopted
	2001-02	2002-03	2002-03	2003-04
Salaries	\$ 4,735,154	\$ 5,312,196	\$ 5,164,796	\$ 5,627,583
Supplies	465,768	492,141	493,744	517,490
Maintenance	1,755,916	1,136,583	1,077,851	1,650,393
Repairs	758,568	765,918	767,981	755,429
Support Services	1,406,834	1,675,999	1,573,365	1,235,169
Benefits	1,415,740	1,735,426	1,654,467	1,843,043
Designated Expenses	1,917,167	1,943,220	1,818,529	2,113,600
Major Capital Outlay	302,115	243,093	187,585	251,425
Capital Outlay	1,588,219	551,058	438,289	1,214,872
Total Expenditures	\$ 14,345,481	\$ 13,855,634	\$ 13,176,607	\$ 15,209,004

FULL-TIME AND REGULAR PART-TIME EMPLOYEES				
	Number of Positions			
	2000-01	2001-02	2002-03	2003-04
Public Works	2	2	2	2
Engineering	2	4	4	4
Traffic	8	10	10	10
Street	31	35	35	35
Planning	6	6	6	6
Residential Services	22	26	32	35
Commercial Services	16	17	18	19
Recycle Center	3	3	4	7
Transfer Station	10	10	10	11
Water Distribution	12	12	15	15
Sanitary Sewer	11	11	11	11
Water and Sewer Operations	19	17	18	18
Drainage Utility Fund	0	1	3	3
Total	142	154	168	176

GENERAL FUND

**PUBLIC WORKS DEPARTMENT
PUBLIC WORKS**

MISSION STATEMENT:

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

PROGRAM DESCRIPTIONS:

The Public Works Department includes the following: 1) Public Works Administration, 2) Engineering, 3) Traffic, 4) Streets, 5) Planning, 6) Water and Sewer Operations, 7) Sanitary Sewer, 8) Water and Sewer Construction, 9) Solid Waste Collection [Residential and Commercial], 10) Transfer Station, 11) Recycle Center, 12) Drainage Utility, and 13) Bond Operations. The Water and Sewer Operations, Sanitary Sewer and Water and Sewer Construction are budgeted in the Water and Sewer Fund. The Solid Waste Collection, Transfer Station and Recycle Center are budgeted in the Solid Waste Fund. Drainage is budgeted in the Drainage Utility Fund.

ACCOMPLISHMENTS:

- Developed the Water & Wastewater Master Plan 2003 Update.
- Completed 5 year master plan for Solid Waste.
- Developed population projections for Region G 2006 Water Plan.

ISSUES AND SERVICES:

- Integrating GIS technology in all areas of Public Works projects.
- Rapidly expanding city presents challenges both in areas of personnel availability and logistics.

KEY OBJECTIVES: Remain on track and on time to complete projects identified in the Water and Wastewater Master Plan. Through aggressive scheduling, ensure that the projects are designed and constructed to meet the goal of selling water and sewer revenue bonds every two years.

Performance Measure: Monitor Water & Sewer Revenue Bond Projects.

Water & Sewer Revenue Bonds	Projects Identified	Under Design	Under Construction	Completed	Not Started
Issued 1997	20	0	0	20	0
Issued 1999	10	0	1	9	0
Issued 2001	13	1	4	5	3

GENERAL FUND

**PUBLIC WORKS DEPARTMENT
PUBLIC WORKS**

EXPENDITURES				
	Actual	Budget	Estimated	Adopted
	2001-02	2002-03	2002-03	2003-04
Salaries	\$ 123,760	\$ 130,907	\$ 132,580	\$ 136,301
Supplies	1,506	1,848	1,260	1,310
Maintenance	2,135	-	-	-
Support Services	6,504	6,399	3,374	5,615
Benefits	29,861	32,511	32,695	33,048
Capital Outlay	1,365	-	-	-
Total Expenditures	\$ 165,131	\$ 171,665	\$ 169,909	\$ 176,274

PERSONNEL SUMMARY	Number of Positions			
	2000-01	2001-02	2002-03	2003-04
Position Title				
Director of Public Works	1	1	1	1
Executive Assistant	1	1	1	1
Total	2	2	2	2

**PUBLIC WORKS DEPARTMENT
ENGINEERING**

GENERAL FUND

MISSION STATEMENT:

The mission of the engineering Division is to provide quality, professional engineering service through review and inspection of subdivision and commercial development and infrastructure.

PROGRAM DESCRIPTIONS:

Participate in the planning and development process of the City of Killeen by reviewing plats for compliance; perform inspections in residential and commercial infrastructure installation for compliance; administer multiple engineering and construction contracts for projects funded by Water & Sewer Revenue Bonds and General Obligation Bonds for streets.

ACCOMPLISHMENTS:

- Completed inspection and construction of Phase I Septic Tank Elimination Program
- Completed inspection and construction of the Airport Elevated Storage Tank
- Completed inspection and construction of 12" W.S. Young Drive South Waterline
- Completed inspection and construction of 20" Robinett Road Waterline
- Completed inspection and construction of the Southeast 2/5 million gallon elevated storage tank
- Completed inspection and construction of Work Order 9-2 I&I Sewerline Replacement
- Developed the Storm Water Notice of Intent; continue to develop permit for submittal to TCEQ
- Developed and implemented second phase of permit process for Phase II Stormwater Program
- Completed inspection and construction of Lift Station No. 6 and 30" Force Main
- Completed inspection and construction of Booster Pump Station #6
- Completed inspection and construction of Little Nolan Tributary Sewerline, Phase I & II
- Review and submitted plats and subdivision infrastructure plans approved for construction
- Review staffing requirements for Engineering Division based on projected need for next 5-10 years
- Completed CDBG Sewerline Replacement Project

ISSUES AND SERVICES:

- Continue the development of the Phase II Stormwater Program as required to meet legal requirements
- Continue integration of GIS into the department
- Continue development of database of existing infrastructure

KEY OBJECTIVES:

Objective #1: Develop adequate city infrastructure to meet residential, commercial and institutional needs.
 Objective #2: Complete Storm Water Permit; begin citizen awareness
 Objective #3: Develop necessary staff capability, studies and plans to support the \$23,000,000 initiative to construct, reconstruct and improve streets and signalization.

Performance Measure: Track the value of infrastructure installed through subdivision development and capital improvement projects.

Infrastructure Type	Actual 2001-02	Actual 2002-03	Projected 2003-04
Water & Sewer Mains (6" & greater)	\$7,677,252	\$10,774,556	\$7,000,000
Streets & Drainage	2,803,133	1,016,225	3,000,000
Total	\$10,480,385	\$11,790,781	\$10,000,000

**PUBLIC WORKS DEPARTMENT
ENGINEERING**

GENERAL FUND

EXPENDITURES

	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Adopted 2003-04
Salaries	\$ 96,318	\$ 101,944	\$ 102,850	\$ 107,172
Supplies	2,960	3,779	3,100	3,200
Repairs	1,570	4,200	2,700	3,528
Support Services	110,488	90,707	78,776	91,600
Benefits	24,724	26,908	27,410	27,915
Capital Outlay	2,612	500	250	-
Total Expenditures	\$ 238,672	\$ 228,038	\$ 215,086	\$ 233,415

PERSONNEL SUMMARY

Position Title	Number of Positions			
	2000-01	2001-02	2002-03	2003-04
City Engineer	1	1	1	1
Engineering Inspector	1	0	0	0
Project Engineer	0	2	2	2
Senior Construction Inspector	0	1	1	1
Total	2	4	4	4

GENERAL FUND

**PUBLIC WORKS DEPARTMENT
TRAFFIC**

MISSION STATEMENT:

The Traffic Division is dedicated to providing quality service and timely response in maintaining traffic signals, regulatory signs and electrical maintenance on city owned facilities.

PROGRAM DESCRIPTIONS:

The Traffic Division installs all traffic control devices to include traffic signals and wiring, school zone flashers and regulatory signs. In an agreement with TXDOT, the division performs preventative maintenance on signals located on Central Texas Expressway within the city limits. In addition to these duties the division provides electrical maintenance on city owned facilities.

ACCOMPLISHMENTS:

- Completed 1,232 traffic related service calls, 932 electrical service calls and 1,250 sign service calls.
- Completed the installation of the new signalized intersection at WS Young & Stan Schlueter Loop.
- Installed Spread Spectrum Synchronization devices on 5 intersections.
- Installed electrical systems for scoreboards at the new Killeen Athletic Complex.
- Completed emergency repairs on the runway lighting systems at the Killeen Municipal Airport.
- Completed phases one thru three of the Hi- Intensity school zone signage replacement.
- Purchase new plotter used for sign making, which has increased the production of signs that are made.
- Implement drill stem sign pole replacement program.
- Provided the installation of Christmas Lighting on city owned facilities, to include the Killeen Conference Center.

ISSUES AND SERVICES:

- The purchase and implementation of computer software to manage traffic sign assets and hardware.
- The ability to respond to customer generated work orders for Electrical Maintenance. Current staff levels are unable to effectively manage the workload.
- The ability to effectively physically maintain current Sign assets and projected changes to sign assets as directed by the Texas Manual on Uniform Traffic Control Devices 2003 Edition.

KEY OBJECTIVES:

- Objective #1 Perform timely routine maintenance on all traffic control devices.
#2 Implement employee training in all areas of job requirements.
#3 Ensure efficient use of resources.

	Actual 2001-02	Budget 2002-03	Actual 2002-03	Adopted 2003-04
Signal Repair / Maintenance	868	1,232	1,275	1,350
New Construction	1	1	1	0
Sign Repair/Maintenance	1,851	1,250	1,300	1,500
Drill Stem Pole Replacement	0	0	250	400
Electrical Maintenance	967	932	950	1,000

**PUBLIC WORKS DEPARTMENT
TRAFFIC**

GENERAL FUND

EXPENDITURES

	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Adopted 2003-04
Salaries	\$ 267,764	\$ 325,320	\$ 317,243	\$ 346,107
Supplies	23,241	20,051	20,051	26,961
Maintenance	46,357	51,555	39,955	50,000
Repairs	49,400	64,500	52,500	48,095
Support Services	128,024	132,612	103,224	113,589
Benefits	76,946	103,378	99,637	111,523
Capital Outlay	159,626	-	-	-
Total Expenditures	\$ 751,358	\$ 697,416	\$ 632,610	\$ 696,275

PERSONNEL SUMMARY

Position Title	Number of Positions			
	2000-01	2001-02	2002-03	2003-04
Electrical Maintenance Technician	2	2	2	2
Senior Traffic Technician	1	1	1	1
Sign Technician	1	1	1	1
Street Sign Supervisor	1	0	0	0
Traffic Signal Technician	1	0	0	0
Traffic Superintendent	1	1	1	1
Truck Driver/Equipment Operator	1	0	0	0
Assistant Traffic Superintendent	0	1	1	1
Senior Sign Technician	0	1	1	1
Traffic Technician	0	1	1	1
Truck Driver	0	2	2	2
Total	8	10	10	10

GENERAL FUND

**PUBLIC WORKS DEPARTMENT
STREET**

MISSION STATEMENT:

The Street Department is charged with providing well-maintained pavement surfaces and traffic control devices in order to protect the motoring public's safety and welfare.

PROGRAM DESCRIPTIONS:

Programs include routine maintenance such as pothole patching, street cut repair, grass removal, maintenance of r.o.w.'s, mowing of drainage channels and right-of-ways. In addition, the Street Division performs scheduled maintenance through crack sealing, seal coating, overlays, reconstruction of earthen channels, pavement marking and street sweeping.

ACCOMPLISHMENTS:

- Complete 2,500 feet of sidewalk in CDBG target areas.
- Completed 23 miles of sealcoat, overlay and crackseal programs.
- Kept streets open during the winter ice storm.
- Cleaned 12,720 feet of unlined drainage channels.
- Completed the parking lot at Killeen Recycle Center.
- Continue installation of ADA Access Ramps.
- Establish and implement r.o.w. Maintenance schedule and street sweeping schedule.

ISSUES AND SERVICES:

- Inadequate administrative staffing. Current demands require temporary agency employee assistance to greet public, answer 30 calls per day, file 100 documents per day, input data for process tracking, generate and track 30 work orders per day.
- Inadequate staff to maintain service level in street maintenance. Projected levels of 600 utility cuts, 1800 potholes, 28 miles of surface preparation for annual street maintenance will necessitate assistance from other teams.
- Inadequate staff to maintain projected cycle of drainage maintenance conducted by the Street Department.
- Current capability is 4.5 miles per year. That is a 6-year cycle based on 27 miles of drainage that currently has easements. Internal recommended cycle is 2-year cycle.

KEY OBJECTIVE: Maintain city streets, right-of-way, earthen channel and lined channels at the highest possible standards.

	Actual	Budget	Estimated	Adopted
	<u>2001-02</u>	<u>2002-03</u>	<u>2002-03</u>	<u>2003-04</u>
Underseal Overlay*	123,647	57,872	57,872	105,331
Sealcoat*	200,468	370,739	370,739	168,082
Crack Seal*	687,741	485,703	485,703	631,112
Base Failures (each)	1,170	1,500	1,500	1,800
Street Cuts (each)	263	350	350	600
Street Sweeping Miles	1,500	2,000	2,000	2,000
ADA Access Ramps (each)	428	326	326	326

*Square yards

**PUBLIC WORKS DEPARTMENT
STREET**

GENERAL FUND

EXPENDITURES

	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Adopted 2003-04
Salaries	\$ 925,384	\$ 1,024,946	\$ 958,275	\$ 1,041,448
Supplies	90,853	92,110	99,691	88,968
Maintenance	746,504	713,892	636,960	688,035
Repairs	176,339	193,693	193,693	169,496
Support Services	67,588	64,869	66,249	73,554
Benefits	301,309	349,102	356,927	372,392
Capital Outlay	133,673	35,900	35,900	-
Total Expenditures	\$ 2,441,650	\$ 2,474,512	\$ 2,347,695	\$ 2,433,893

PERSONNEL SUMMARY

Position Title	Number of Positions			
	2000-01	2001-02	2002-03	2003-04
ADA Ramp Crew Supervisor	1	0	0	0
Concrete Supervisor	1	0	0	0
Construction Supervisor/*HE	1	0	0	0
Director of Street Services	1	1	1	1
Ditch Supervisor/*HE	1	0	0	0
Equipment Operator	0	7	7	7
Executive Secretary	1	0	0	0
Heavy Equipment Operator	1	0	0	0
Light Equipment Operator	6	0	0	0
Principal Secretary	0	1	1	1
Street Maintenance Superintendent	1	0	0	0
Street Maintenance Supervisor	0	6	6	6
Street Repair Supervisor	1	0	0	0
Street Service Worker	4	6	6	6
Street Services Superintendent	0	1	1	1
Truck Driver	0	11	12	12
Truck Driver/ Equipment Operator	11	0	0	0
Welder	1	2	1	1
Total	31	35	35	35

*Heavy Equipment Operator

GENERAL FUND

**PUBLIC WORKS DEPARTMENT
PLANNING DIVISION**

MISSION STATEMENT:

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.

PROGRAM DESCRIPTIONS:

The Planning Division directs the orderly growth of private development by systematically applying the City's development standards and zoning regulations and, through the Planning and Zoning Commission and the City Council, provides long range assessments of the City's needs and programs to direct the growth process.

ACCOMPLISHMENTS:

- Assisted the development community and individual citizens with the process of platting and replatting properties and recording documents in Bell County Deed Records (70 cases).
- Assisted the development community and individual citizens in the preparation of rezoning, special and specific use permits, and abandonment applications for consideration by the Planning and Zoning Commission and City Council (35 cases).
- Assisted the Killeen Chamber of Commerce in their efforts to broaden business diversity and expand the economic base by providing inquiring and prospective companies and organizations with positive information and timely land use data.
- In cooperation with the Chamber of Commerce, encouraged development in Killeen's two state recognized Enterprise Zones.
- Assisted Killeen Independent School District in their analysis of development and future growth areas to determine appropriate future school sites.
- Participated in the Killeen-Temple Urban Transportation Study (KTUTS), the Metropolitan Planning Organization for the planning of the regional transportation network.

ISSUES AND SERVICES:

- Work with Bell County to exercise an interlocal agreement to process plats in the extra-territorial jurisdiction.
- Conduct workshops with Planning and Zoning Commission to review development regulation standards.
- Continue to develop an AutoCAD coordinate rectified multi-attribute parcel map for conversion to a GIS base map.
- Coordinate with Bell County Tax District and the Central Texas Council of Governments to develop a land use management database.
- Coordinate with Fort Hood planners to identify growth and development opportunities beneficial to both city and base.
- Prepare annexation, extra-territorial jurisdiction and publicly owned property maps and database.
- Coordinate with Bell County Communications Center to maintain a current map and database to effect emergency response.

KEY OBJECTIVE: To foster and develop the growth of the City through effective application of City codes and ordinances.

	<u>Actual</u> <u>2001-02</u>	<u>Budget</u> <u>2002-03</u>	<u>Estimated</u> <u>2002-03</u>	<u>Adopted</u> <u>2003-04</u>
# of Cases				
Plat	59	83	70	65
Zoning	22	39	35	40

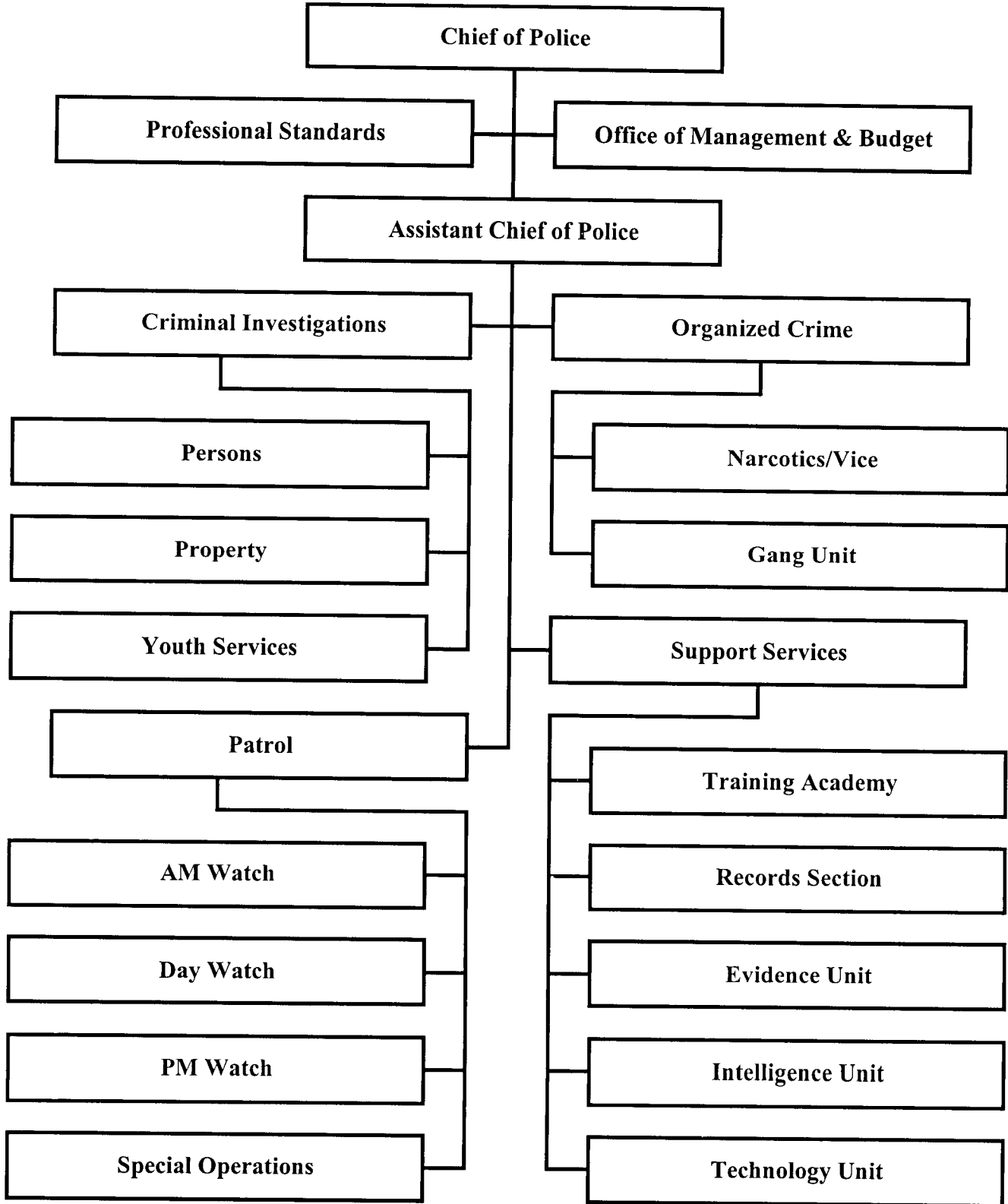
GENERAL FUND

**PUBLIC WORKS DEPARTMENT
PLANNING DIVISION**

EXPENDITURES				
	Actual	Budget	Estimated	Adopted
	2001-02	2002-03	2002-03	2003-04
Salaries	\$ 204,842	\$ 220,921	\$ 189,329	\$ 216,732
Supplies	7,182	9,172	7,595	7,530
Maintenance	1,796	-	-	-
Repairs	1,001	-	-	-
Support Services	9,500	14,191	15,124	7,323
Benefits	56,578	62,668	53,220	62,465
Capital Outlay	8,491	275	205	-
Total Expenditures	\$ 289,390	\$ 307,227	\$ 265,473	\$ 294,050

PERSONNEL SUMMARY				
Position Title	Number of Positions			
	2000-01	2001-02	2002-03	2002-03
CAD/GIS Technician	0	1	1	1
Director of Planning	1	1	1	1
Drafting Technician	1	0	0	0
Engineering Technician	0	1	1	1
Engineering Technician I	1	0	0	0
Engineering Technician II	1	0	0	0
Planning Associate	1	0	0	0
Planning Specialist	0	1	1	1
Principal Secretary	0	0	0	1
Secretary	1	1	1	0
Senior CAD/GIS Technician	0	1	1	1
Total	6	6	6	6

POLICE DEPARTMENT ORGANIZATIONAL STRUCTURE



"The City Without Limits"

GENERAL FUND

POLICE DEPARTMENT

MISSION STATEMENT:

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.

PROGRAM DESCRIPTIONS:

The Chief of Police commands the Killeen Police Department, which offers many police related services to the community. These services are provided through four divisions. These services range from patrolling the streets, investigating criminal activity, and providing community-based programs to assist the public in detecting and preventing crime. Each division coordinates its efforts with other department divisions to bring about the most effective and efficient police service possible.

ACCOMPLISHMENTS:

- Hired 25 officers to fill vacancies throughout the department.
- Solved a major robbery crime spree that spanned a three-month period
- Trained every officer in the department in community policing
- Increased the department's clearance rates for assigned cases
- Implemented new technology that freed up civilian personnel to be used in other critical areas within the department.
- Through reassessment and realignment of personnel, brought CID, SSD, and OCD to full strength.
- Working with Central Texas College, developed a new police officer recruiting video.

ISSUES AND SERVICES:

- Continue to provide the most professional, effective, and efficient police services to the citizens of Killeen.
- Continue to forge a solid partnership between the police department and the community to reduce crime and the fear associated with it.
- Fill the remaining vacancies within the Patrol Division.
- Increase the authorized number of police officers to address the increase demand on police services throughout the city.

KEY OBJECTIVE: Filling the remaining police officer vacancies and increase the number of authorized police officers

Performance Measure:

- Work with Human Resources to recruit qualified applicants
- Gain approval through the budgetary process to increase the authorized strength for police officers

GENERAL FUND

POLICE DEPARTMENT

EXPENDITURES

	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Adopted 2003-04
Salaries	\$ 8,119,339	\$ 8,500,908	\$ 8,480,908	\$ 8,767,485
Supplies	577,225	572,332	502,982	575,896
Maintenance	125,862	32,000	32,000	-
Repairs	247,189	240,012	224,712	252,803
Support Services	453,821	569,351	523,226	568,397
Benefits	2,232,381	2,483,799	2,503,799	2,611,169
Capital Outlay	744,775	401,565	258,895	371,587
Expense	7,332	8,500	6,500	-
State and Federal Grants	14,761	16,000	13,097	15,000
Reimbursable Expense	(29,795)	(200,000)	(178,561)	(154,733)
Total Expenditures	\$ 12,492,890	\$ 12,624,467	\$ 12,367,558	\$ 13,007,604

PERSONNEL SUMMARY

	Number of Positions			
	2000-01	2001-02	2002-03	2003-04
Assistant Chief of Police	0	0	1	1
Bureau Secretary	2	0	0	0
Call Takers	0	12	0	0
Chief of Police	1	1	1	1
Clerk II	14	0	0	0
Communications Officer	12	0	0	0
Communications Specialist	0	0	12	12
Crime Analyst	1	0	0	0
Crime Prevention Coordinator	1	1	1	1
Crime Statistical Analyst	0	1	1	1
Deputy Chief	2	2	0	0
Division Secretary	3	0	0	0
Executive Assistant	0	1	1	1
Executive Secretary II	1	0	0	0
Finance Manager	0	0	1	1
Jailer	8	8	8	8
Police Captain	4	4	4	4
Police Clerk	0	14	12	12
Police Fiscal Specialist	0	0	1	1
Police Lieutenant	8	8	8	8
Police Officers	122	128	135	138
Police Personnel Assistant	0	1	1	1
Police Personnel Clerk	1	0	0	0
Police Records Supervisor	0	1	1	1
Police Sergeant	16	16	16	16
Police Training Assistant	0	0	1	1
Principal Secretary	0	2	1	1
Records Supervisor	1	0	0	0
Senior Secretary	0	3	4	4
Special Projects Coordinator	1	1	1	1
Total	198	204	211	214

GENERAL FUND

POLICE DEPARTMENT GANG UNIT

MISSION STATEMENT:

The mission of the Gang Unit is to establish a police task force to work collaterally with area and county agencies to develop a comprehensive, collaborative gang prevention, intervention, and enforcement program.

PROGRAM DESCRIPTIONS:

Along with assisting the units within KPD in detailed investigation, the Gang Unit will also identify active gang members and maintain records supporting these files in compliance with the TX Gang program established by the Texas Department of Public Safety. The Gang Unit will also be actively involved in the investigation of gang related criminal activity. The Gang Unit has also developed educational programs to promote awareness of gang problems to the citizens of Killeen, to include presentation in our area middle schools.

ACCOMPLISHMENTS:

- The Killeen Anti-Gang Office has coordinated with Law Enforcement Agencies, covering several counties, monthly intelligence meetings for dissemination of gang information.
- The Gang Unit worked with the Killeen Independent School District police officers to keep abreast of current gang activity both on and off campus.

ISSUES AND SERVICES:

- The Gang Unit will strive to keep up with the rapid growth of the city in both area and population.

KEY OBJECTIVE: The Gang Unit will develop strategies to work with the surrounding entities in minimizing the number gangs, gang activity and the number of gang related crime.

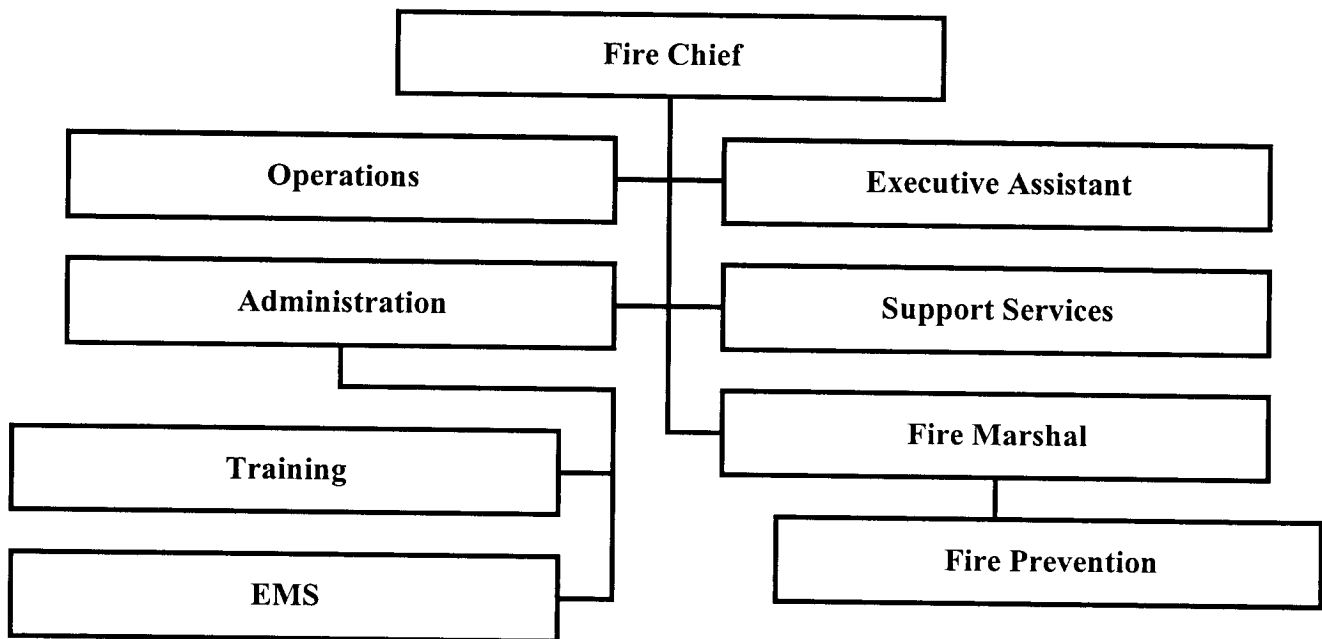
GENERAL FUND

**POLICE DEPARTMENT
GANG UNIT**

EXPENDITURES				
	Actual	Budget	Estimated	Adopted
	2001-02	2002-03	2002-03	2003-04
Salaries	\$ 169,538	\$ 186,560	\$ 186,560	\$ 154,733
Supplies	11,297	14,192	14,192	12,800
Repairs	1,605	-	-	-
Support Services	10,598	14,600	10,600	18,450
Benefits	49,714	56,992	56,992	47,042
Capital Outlay	6,923	45,160	3,740	7,140
Total Expenditures	\$ 249,675	\$ 317,504	\$ 272,084	\$ 240,165

PERSONNEL SUMMARY				
Position Title	Number of Positions			
	2000-01	2001-02	2002-03	2003-04
Clerk II	1	0	0	0
Police Officer	2	2	2	2
Police Sergeant	1	1	1	1
Police Clerk	0	1	1	1
Total	4	4	4	4

FIRE DEPARTMENT ORGANIZATIONAL STRUCTURE



"The City Without Limits"

GENERAL FUND

FIRE DEPARTMENT

MISSION STATEMENT:

The primary mission statement of the Fire Department is to save lives and property by providing fire protection and emergency medical services to the citizens of Killeen. This mission is accomplished through public education, code enforcement, quick and efficient operation of fire suppression, emergency medical services, and emergency management.

PROGRAM DESCRIPTIONS:

Provides fire suppression and rescue services for the population of Killeen. The Killeen Fire Department is also providing mutual aid (upon request) to the military housing areas that abut the Killeen city limits. Ambulances and engines are responding to all medical emergencies that fall into the following basic types of trauma: major accidents, heart attack calls, seizures, unconscious patients, and gunshot victims. This dual response has resulted in better care for the patient and better scene management for our personnel.

ACCOMPLISHMENTS:

- Initiated an EMS management structure that provides increased levels of service dependability, professional development of employees and more efficient accomplishment of EMS Division goals.
- Enhanced Fire Department management structure that provides enhanced levels of service dependability, professional development of employees, and more efficient accomplishment of Fire Department goals.
- Completed the construction of the new Fire Training facility, and successfully became certified by the Texas Fire Commission to conduct business as a State of Texas certified training site.
- Began a Killeen Fire Department Fire recruit school, open to the public, receiving tuition sufficient to operate at a profit and provide the capability to certify our own new hires.
- Initiated planned diversity recruiting procedures.
- Achieved agreement with the KISD to begin offering Fire Certification Courses to high school students as of Aug. 2003, a first ever in Texas. Successful completion of this program will provide State Structural Fire Certification to the student making him or her eligible to work for any fire department in Texas.

ISSUES AND SERVICES:

- The Killeen Fire Department continues to have one of the areas highest turn over rates of younger or newer employees at approximately 11.5% per year. This situation is having a detrimental effect on employee morale, various aspects of the budget and service delivery.
- The lack of a funded equipment replacement program for department vehicles is causing increasing maintenance cost, re-occurring vehicle down time and service delivery complications.
- Staffing on the fire department remains a major concern. Current authorized emergency personnel staffing is 115. To comply with published NFPA and ISO standards we would need an additional 45 authorized positions. If we were to come up to equal the lowest level of personnel currently being provided by any of our comparable cities we would need to hire another 21. These figures assume 6 total fire stations.

KEY OBJECTIVE: Provide high quality fire and emergency medical services to the citizens by reducing response times to fire and emergency medical service alarms and contain 98% of all structure fires within the structural fire limits of the building of original.

	<u>Actual</u> <u>2001-02</u>	<u>Budget</u> <u>2002-03</u>	<u>Estimated</u> <u>2002-03</u>	<u>Adopted</u> <u>2003-04</u>
Fire responses	3,764	3,800	3,800	4,000
EMS responses	7,528	7,500	7,500	7,800

GENERAL FUND

FIRE DEPARTMENT

EXPENDITURES				
	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Adopted 2003-04
Salaries	\$ 5,046,224	\$ 5,370,500	\$ 5,336,830	\$ 5,535,272
Supplies	313,127	351,437	344,249	379,893
Maintenance	41,497	29,000	29,400	3,500
Repairs	156,773	123,155	160,900	119,780
Support Services	165,724	179,715	183,927	191,843
Benefits	1,204,178	1,345,327	1,313,556	1,434,352
Capital Outlay	34,581	218,925	215,000	4,600
Total Expenditures	\$ 6,962,104	\$ 7,618,059	\$ 7,583,862	\$ 7,669,240

Position Title	Number of Positions			
	2000-01	2001-02	2002-03	2003-04
Captain	3	3	4	4
Clerk III	2	0	0	0
Deputy Chief	3	3	3	3
Deputy Chief-Fire Marshal	0	1	1	1
Executive Assistant	0	1	1	1
Executive Secretary II	1	0	0	0
Fire and Rescue Officer	95	98	91	91
Fire Chief	1	1	1	1
Fire Marshal	1	0	0	0
Fire Prevention Officer	2	2	2	3
Lieutenant	13	13	22	22
Principal Secretary	0	2	2	2
Total	121	124	127	128

* Employed by Bell County Communications Center.

GENERAL FUND

NON-DEPARTMENTAL

MISSION STATEMENT:

The General Fund Non-Departmental budget is used to account for expenditures not directly related to any specific department.

AVENUE D BUILDING - MUNICIPAL ANNEX:

The Avenue D Building budget is utilized to account for costs not directly related to any specific department for the Municipal Annex building located at 200 East Avenue D.

CITY HALL:

The City Hall Division of Non-Departmental is used to budget for all expenditures that are not directly related to any specific department for the City Hall facility located at 101 North College.

CONSOLIDATED:

This division includes appropriations budgeted for professional services, insurance, industrial development, City dues and memberships, tax appraisal district fees and other miscellaneous charges.

PUBLIC SERVICE:

The budget for this division accounts for contributions to the Bell County Health Department , the Help Center and other Non-Profit organizations along with transfers to other City Funds.

STREET LIGHTS:

The street lights budget provides appropriations for electricity used for street lights operated by the city.

INFORMATION TECHNOLOGY:

The Information Technology budget is utilized to account for general fund expenditures related to information technology.

BELL COUNTY COMMUNICATION CENTER:

The Bell County Communication Center budget accounts for expenditures related to the City's portion of the county - wide communication system.

GENERAL FUND

NON-DEPARTMENTAL

AVENUE D BUILDING - MUNICIPAL ANNEX

EXPENDITURES					
		Actual	Budget	Estimated	Adopted
		2001-02	2002-03	2002-03	2003-04
Supplies	\$	7,688	\$ 10,360	\$ 9,600	\$ 14,000
Maintenance		16,039	16,200	16,200	-
Repairs		16,371	16,100	16,100	16,100
Support Services		39,279	36,000	36,000	35,000
Total Expenditures	\$	79,377	\$ 78,660	\$ 77,900	\$ 65,100

CITY HALL

EXPENDITURES					
		Actual	Budget	Estimated	Adopted
		2001-02	2002-03	2002-03	2003-04
Supplies	\$	12,115	\$ 22,950	\$ 13,000	\$ 15,000
Maintenance		8,861	9,800	9,800	-
Repairs		19,932	36,000	36,000	36,000
Support Services		305,632	422,100	422,100	343,000
Total Expenditures	\$	346,540	\$ 490,850	\$ 480,900	\$ 394,000

CONSOLIDATED

EXPENDITURES					
		Actual	Budget	Estimated	Adopted
		2001-02	2002-03	2002-03	2003-04
Supplies	\$	44,355	\$ 47,000	\$ 47,000	\$ 7,000
Maintenance		-	-	-	154,515
Support Services		660,933	1,080,441	1,077,281	1,114,357
Designated Expenses		280,877	391,226	341,850	385,438
Capital Outlay		5,418	-	-	-
Total Expenditures	\$	991,583	\$ 1,518,667	\$ 1,466,131	\$ 1,661,310

GENERAL FUND

**NON-DEPARTMENTAL
PUBLIC SERVICES**

EXPENDITURES					
		Actual	Budget	Estimated	Adopted
		2001-02	2002-03	2002-03	2003-04
Support Services	\$	521,058	\$ 671,939	\$ 671,939	\$ 548,333
Transfers		55,000	1,215,000	1,215,000	1,462,474
Total Expenditures	\$	576,058	\$ 1,886,939	\$ 1,886,939	\$ 2,010,807

STREET LIGHTS

EXPENDITURES					
		Actual	Budget	Estimated	Adopted
		2001-02	2002-03	2002-03	2003-04
Support Services	\$	428,915	\$ 415,000	\$ 450,000	\$ 450,000
Total Expenditures	\$	428,915	\$ 415,000	\$ 450,000	\$ 450,000

INFORMATION TECHNOLOGY

EXPENDITURES					
		Actual	Budget	Estimated	Adopted
		2001-02	2002-03	2002-03	2003-04
Supplies	\$	21,480	\$ 37,130	\$ 37,130	\$ 45,000
Maintenance		91,458	175,039	175,039	223,096
Repairs		23,765	29,000	29,000	29,000
Support Services		-	90,000	90,000	110,405
Capital Outlay		259,762	376,660	365,570	384,230
Total Expenditures	\$	396,465	\$ 707,829	\$ 696,739	\$ 791,731

BELL COUNTY COMMUNICATION CENTER

EXPENDITURES					
		Actual	Budget	Estimated	Adopted
		2001-02	2002-03	2002-03	2003-04
Support Services	\$	622,635	\$ 670,000	\$ -	\$ 690,000
Total Expenditures	\$	622,635	\$ 670,000	\$ -	\$ 690,000

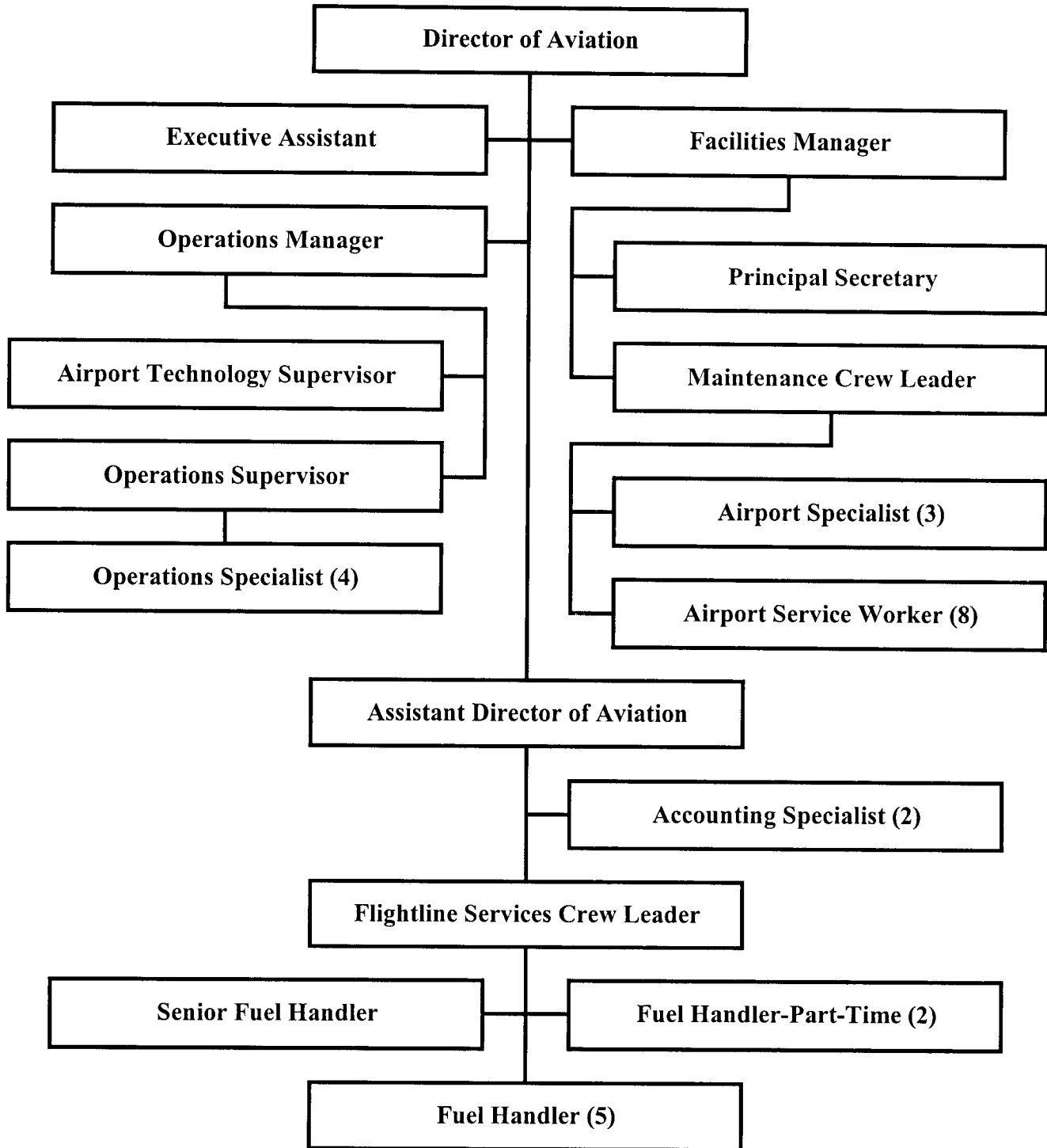
AVIATION FUND

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!"

AVIATION ORGANIZATIONAL STRUCTURE



"The City Without Limits"

AVIATION OPERATIONS-KILLEEN MUNICIPAL AIRPORT

Adopted Budget

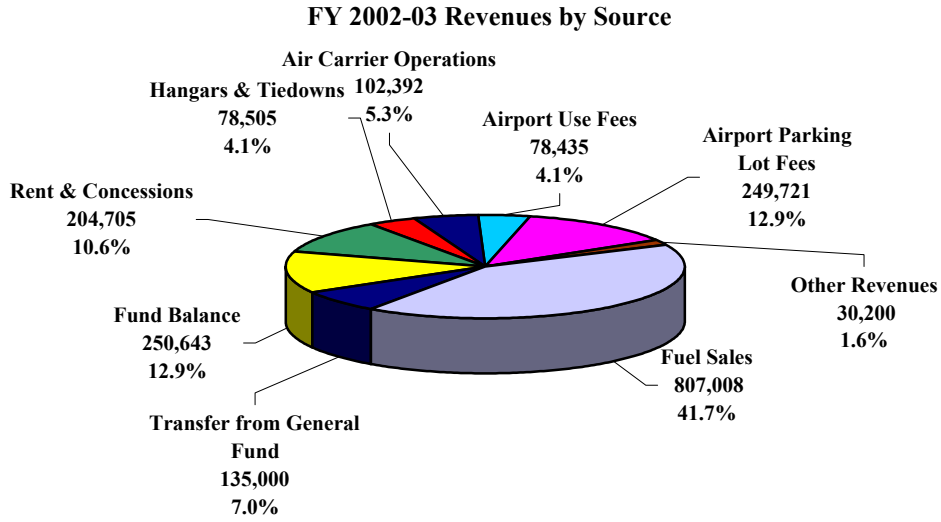
Summary

FY 2003-04

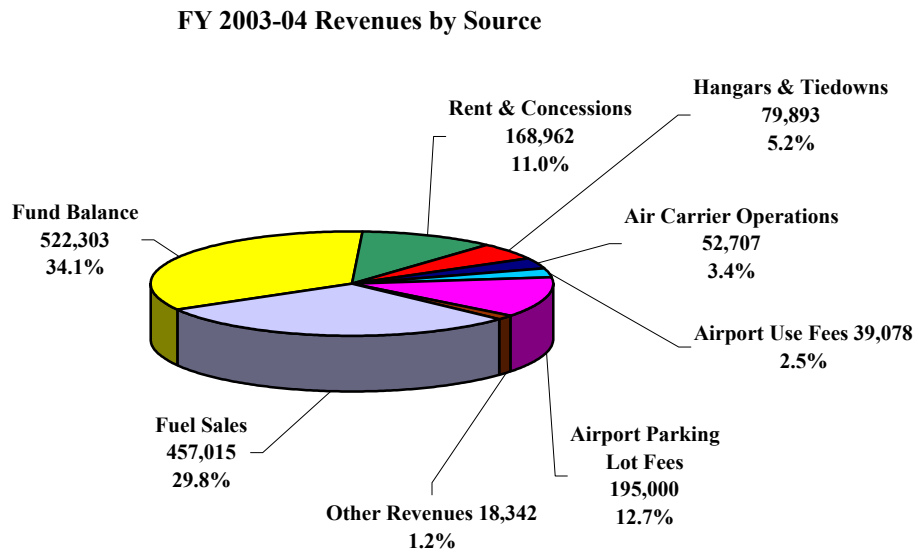
	2001-02 ACTUAL	2002-03 ADOPTED	2002-03 ESTIMATED	2003-04 ADOPTED
BEGINNING FUND BALANCE				
Unreserved Fund Balance	3,092,400	250,643	544,281	522,303
TOTAL BEGINNING FUND BALANCE	3,092,400	250,643	544,281	522,303
REVENUES				
Miscellaneous Receipts	9,344	9,500	8,500	7,000
Airport Rent & Concessions	188,978	204,705	205,000	168,962
Fixed Base Operations	2,385	4,800	5,342	5,342
Hangars and Tiedowns	80,871	78,505	79,000	79,893
Air Carrier Operations	105,853	102,392	100,000	52,707
Airport Use Fees	69,831	78,435	65,000	39,078
Airport Parking Lot Fees	211,612	249,721	240,000	195,000
Farm Fuel Rental	3,588	0	0	0
Fuel Sales	262,390	807,008	508,173	457,015
Operating Supplies	1,854	8,900	3,000	3,000
Interest Earned	17,754	7,000	10,000	3,000
Federal Grants & Receipts	5,110,144	0	0	0
Transfer from General Fund	0	135,000	135,000	0
TOTAL CURRENT REVENUES	6,064,604	1,685,966	1,359,015	1,010,997
TOTAL FUNDS AVAILABLE	9,157,004	1,936,609	1,903,296	1,533,300
EXPENSES				
Airport Operations	1,063,345	1,525,784	1,199,441	1,331,884
Airport Non-Departmental	2,084,292	12,079	12,079	26,241
TOTAL OPERATING EXPENSES	3,147,637	1,537,863	1,211,520	1,358,125
Equity Transfer to RGAAF	0	0	169,473	0
Robert Gray Army Airfield Projects	5,465,086	0	0	0
TOTAL EXPENSES	8,612,723	1,537,863	1,380,993	1,358,125
ENDING FUND BALANCE				
Unreserved Fund Balance	544,281	398,746	522,303	175,175
TOTAL ENDING FUND BALANCE	544,281	398,746	522,303	175,175

AVIATION OPERATIONS-KILLEEN MUNICIPAL AIRPORT

Comparison of FY 2002-03 Budget to FY 2003-04 Budget



Total Revenues \$1,936,609

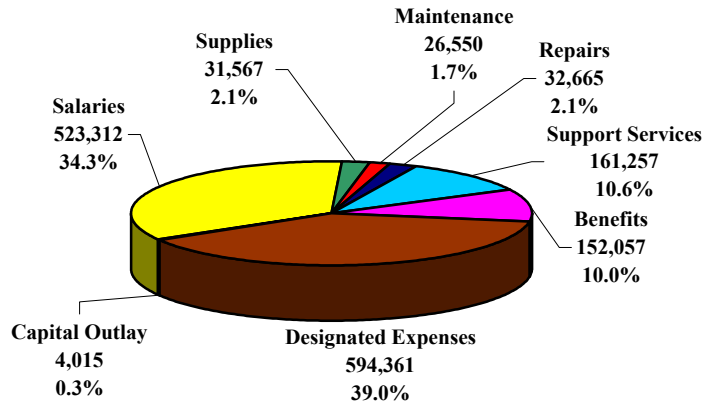


Total Revenues \$1,533,300

AVIATION OPERATIONS-KILLEEN MUNICIPAL AIRPORT

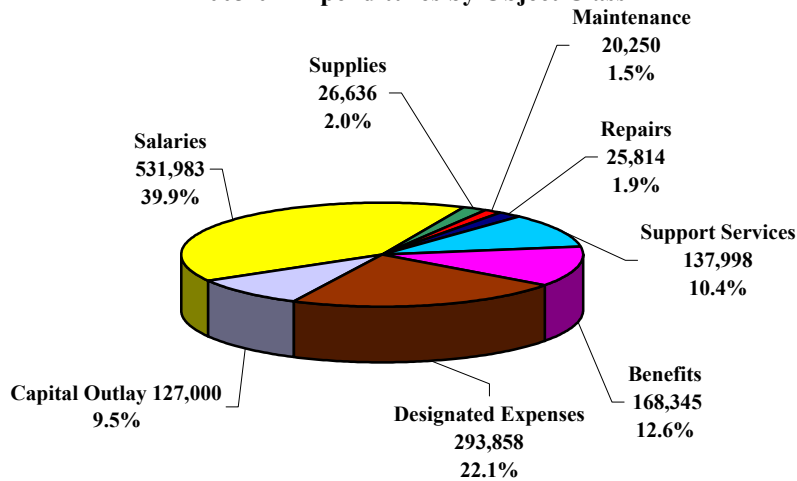
Comparison of FY 2002-03 Budget to FY 2003-04 Budget

FY 2002-03 Expenditures by Object Class



Total Expenditures \$1,525,784

FY 2003-04 Expenditures by Object Class



Total Expenditures \$1,331,884

Note: Significant changes between FY 2002-03 and FY 2003-04 are discussed on each division's financial page

AVIATION FUND

AVIATION OPERATIONS-KILLEEN MUNICIPAL AIRPORT

MISSION STATEMENT:

The mission of the Aviation Department is to provide for the safe and efficient operation of aircraft and aviation activities within the City, and to maintain and operate City owned Airport facilities. The mission also includes planning for future aviation needs and advising the City Manager and City Council on aviation matters.

PROGRAM DESCRIPTIONS:

Significant increases in airport activity at Killeen Municipal over the last several years continues to place demands on City airport facilities. The acquisition of regional jets by air carriers, combined with terminal building limitations and ever changing security requirements are areas that require attention. The staff will continue to manage the day-to-day activities and long term planning for the Killeen Municipal Airport while concurrently completing construction and coordinating activities relating to moving air carrier service to the new joint use facility at Robert Gray Army Airfield during this fiscal year.

ACCOMPLISHMENTS:

- Serviced approximately 205,304 airline passengers enplaning and deplaning at the airport.
- Completed several building modifications and procedure adjustments in coordination with the Transportation Security Administration to adapt passenger and baggage screening procedures to the new Federal mandates.
- Completed first full year of operating the airport fueling mission and the General Aviation terminal building operation formally performed by a private Fixed Base Operator.
- Assisted in the establishment of a new Fixed Base Operator on the airport that has reestablished the availability of aircraft rental, maintenance, and training services to the general public.

ISSUES AND SERVICES:

- Due to the lack of adequate runway length to efficiently and safely handle their new regional jets, two of the three airlines operating at Killeen Municipal have elected to discontinue service.
- Projected growth in the number of air carrier passengers using the existing facility will continue to put a strain on the maintenance effort to keep the terminal building operational and will require more supplies, equipment and place more demands on the maintenance staff.
- Aging air conditioning and heating systems in the terminal building continue to require a large amount of maintenance by outside sources to keep them functioning and some units will likely need replacement.
- Plans to re-utilize the existing air carrier terminal building need to be developed to insure revenues can continue to cover the expense of building, and eventually provide a significant replacement revenue source for the aviation enterprise fund.
- Demand for additional general aviation aircraft storage (T-hangar space) will need to be addressed in order to facilitate any significant growth in General aviation activity.

KEY OBJECTIVE: Provide a safe environment for both air carrier and general aviation operations by providing adequate airport facilities, enforcing rules and regulations, and budgeting for necessary security, safety, maintenance and growth demands.

	<u>Actual</u>	<u>Budget</u>	<u>Estimated</u>	<u>Adopted</u>
	<u>2001-02</u>	<u>2002-03</u>	<u>2002-03</u>	<u>2003-04</u>
Passengers				
Enplaned	97,781	100,714	101,975	87,394
Deplaned	94,982	97,831	103,329	88,058

AVIATION FUND
AVIATION OPERATIONS-KILLEEN MUNICIPAL AIRPORT

EXPENDITURES							
	Actual		Budget		Estimated		Adopted
	2001-02		2002-03		2002-03		2003-04
Salaries	\$ 438,317	\$	523,312	\$	523,312	\$	531,983
Supplies	28,042		31,567		31,117		26,636
Maintenance	86,754		26,550		22,350		20,250
Repairs	28,337		32,665		27,515		25,814
Support Services	133,086		161,257		148,017		137,998
Benefits	121,436		152,057		152,057		168,345
Designated Expenses	139,453		594,361		293,858		293,858
Major Capital Outlay	55,477		-		-		127,000
Capital Outlay	32,443		4,015		1,215		-
Total Expenditures	\$ 1,063,345	\$	1,525,784	\$	1,199,441	\$	1,331,884

PERSONNEL SUMMARY				
Position Title	Number of Positions			
	2000-01	2001-02	2002-03	2003-04
Accounting Clerk	1	0	0	0
Accounting Specilist	0	1	1	1
Aircraft Fuel Handler	0	2	2	2
Aircraft Fuel Handler (Part-Time)	0	0	2	2
Airport Facilities Manager	1	1	1	1
Airport Maintenance Crew Leader	1	1	1	1
Airport Maintenance Worker	5	0	0	0
Airport Operations Manager	1	1	1	1
Airport Service Worker	0	5	5	5
Airport Specilist	0	2	2	2
Director of Aviation	1	1	1	1
Executive Assistant	0	1	1	1
Flightline Service Crew Leader	0	1	1	1
Secretary	1	0	1	1
Senior Aircraft Fuel Handler	0	1	1	1
Total	11	17	20	20

AVIATION FUND

NON-DEPARTMENTAL

The Aviation Fund, Non-Departmental Division, accounts for expenditures that cannot be attributed to other divisions such as bank loans and year-end salary accruals.

INFORMATION TECHNOLOGY

EXPENDITURES								
	Actual		Budget		Estimated		Adopted	
	2001-02		2002-03		2002-03		2003-04	
Salaries	\$	-	\$	-	\$	-	\$	1,800
Maintenance		6,057		9,453		9,453		10,491
Repairs		-		-		-		500
Capital Outlay		14,810		2,626		2,626		13,450
Total Expenditures	\$	20,867	\$	12,079	\$	12,079	\$	26,241

SUPPORT SERVICES

EXPENDITURES								
	Actual		Budget		Estimated		Adopted	
	2001-02		2002-03		2002-03		2003-04	
Transfer to Aviation Bond Fund	\$	2,063,425	\$	-	\$	-	\$	-
Equity Transfer to RGAAF		-		-		169,473		-
Total Expenditures	\$	2,063,425	\$	-	\$	169,473	\$	-

ROBERT GRAY ARMY AIRFIELD PROJECTS

EXPENDITURES								
	Actual		Budget		Estimated		Adopted	
	2001-02		2002-03		2002-03		2003-04	
RGAAF Projects	\$	5,465,086	\$	-	\$	-	\$	-
Total Expenditures	\$	5,465,086	\$	-	\$	-	\$	-

AVIATION OPERATIONS-ROBERT GRAY ARMY AIRFIELD

Adopted Budget

Summary

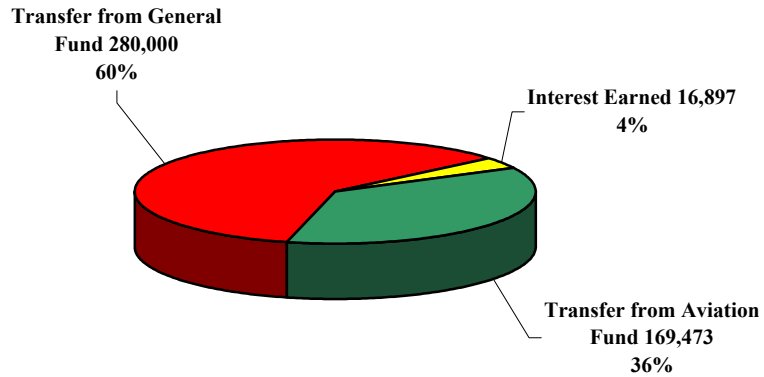
FY 2003-04

	2001-02 ACTUAL	2002-03 ADOPTED	2002-03 ESTIMATED	2003-04 ADOPTED
BEGINNING FUND BALANCE				
Unreserved Fund Balance	0	0	0	0
TOTAL BEGINNING FUND BALANCE	0	0	0	0
REVENUES				
Miscellaneous Receipts	0	0	0	1,500
Airport Rent & Concessions	0	0	0	56,320
Fixed Base Operations	0	0	0	0
Hangars and Tiedowns	0	0	0	0
Air Carrier Operations	0	0	0	17,569
Airport Use Fees	0	0	0	9,689
Airport Parking Lot Fees	0	0	0	65,000
Farm Fuel Rental	0	0	0	0
Fuel Sales	0	0	0	87,378
Operating Supplies	0	0	0	500
Interest Earned	0	16,897	0	1,000
Federal Grants & Receipts	0	36,788,730	36,807,567	4,590,000
Transfer from Aviation Fund	0	169,473	169,473	0
Transfer from General Fund	0	280,000	280,000	662,474
TOTAL CURRENT REVENUES	0	37,255,100	37,257,040	5,491,430
TOTAL FUNDS AVAILABLE	0	37,255,100	37,257,040	5,491,430
EXPENSES				
Airport Operations	0	283,602	269,243	730,313
RGAAP Construction	0	36,968,922	36,985,221	4,590,000
Airport Non-Departmental	0	2,576	2,576	2,576
TOTAL OPERATING EXPENSES	0	37,255,100	37,257,040	5,322,889
Robert Gray Army Airfield Projects	0	0	0	0
TOTAL EXPENSES	0	37,255,100	37,257,040	5,322,889
ENDING FUND BALANCE				
Unreserved Fund Balance	0	0	0	168,541
TOTAL ENDING FUND BALANCE	0	0	0	168,541

AVIATION OPERATIONS-ROBERT GRAY ARMY AIRFIELD

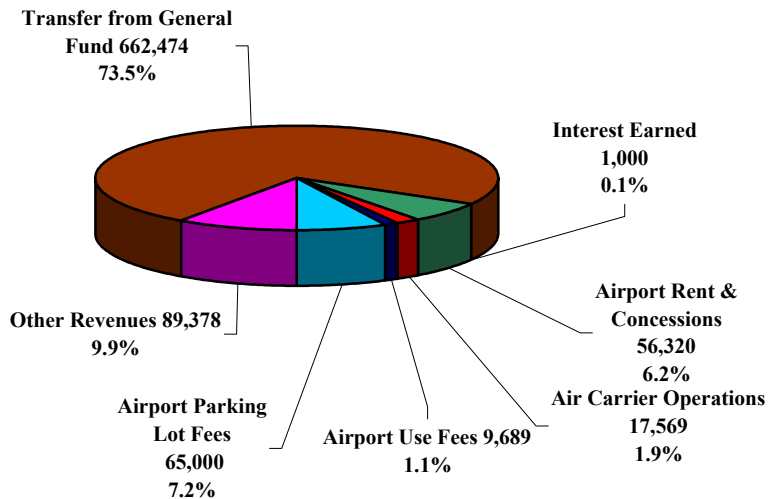
Comparison of FY 2002-03 Budget to FY 2003-04 Budget

FY 2002-03 Revenues by Source



Total Revenues \$466,370

FY 2003-04 Revenues by Source

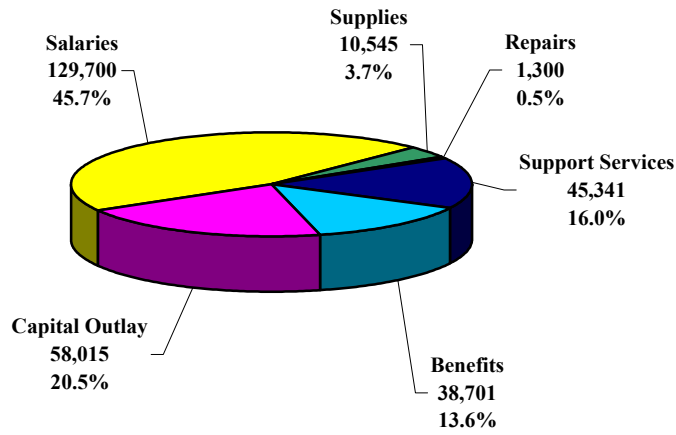


Total Revenues \$901,430

AVIATION OPERATIONS-ROBERT GRAY ARMY AIRFIELD

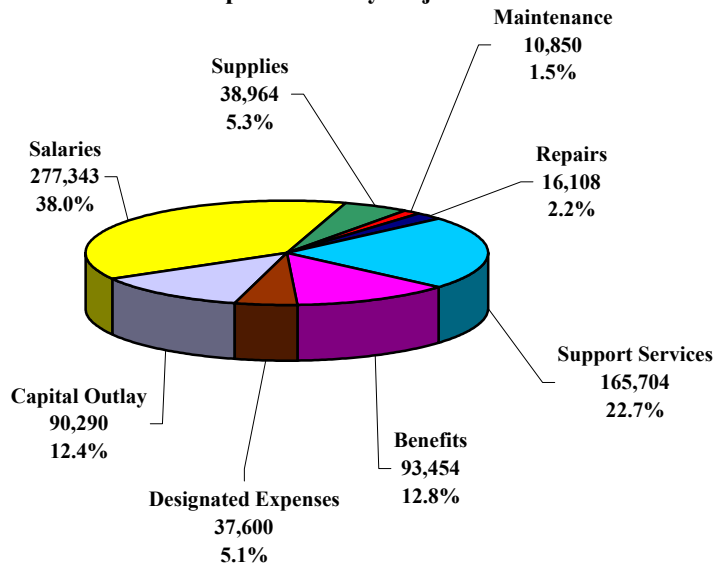
Comparison of FY 2002-03 Budget to FY 2003-04 Budget

FY 2002-03 Expenditures by Object Class



Total Expenditures \$283,602

FY 2003-04 Expenditures by Object Class



Total Expenditures \$730,313

Note: Significant changes between FY 2002-03 and FY 2003-04 are discussed on each division's financial page

ROBERT GRAY ARMY AIRFIELD FUND

AVIATION OPERATIONS- ROBERT GRAY ARMY AIRFIELD

MISSION STATEMENT:

The mission of the Aviation Department is to provide for the safe and efficient operation of aircraft and aviation activities within the City, and to maintain and operate City - owned Airport facilities. The mission also includes planning for future aviation needs and advising the City Manager and City Council on aviation matters.

PROGRAM DESCRIPTIONS:

In an effort to resolve the current capacity problem at Killeen Municipal and to plan for future growth, the Aviation Department is well into planning and has begun construction of the joint use airport at Fort Hood's Robert Gray Army Airfield. To complete the Joint Use project, the Aviation staff will be required to coordinate activities relating to continued program management, planning, design and construction of a new facility.

ACCOMPLISHMENTS:

- Completed the Aircraft Parking Apron and North Connector Taxiway project.
- Completed construction of a sanitary sewer system linking the new terminal site with City sewer facilities.
- Began construction on the Ted C. Connell Terminal Building.
- Began construction on the Landside Improvements and Striping project which includes the terminal loop roads, parking lots, rental car storage and detail areas, fuel farm, maintenance building and glycol retention area.
- Initiated an Environmental Assessment and Planning & Programming report in preparation for work that will improve the Runway Safety Areas at both ends of the runway at Robert Gray Army Airfield and add an ILS for runway 33 approaches.
- Continued participation in the FAA Military Airport Program that qualifies the project for special construction funding.
- Coordinated several high - level meetings and briefings to keep the district's U.S. Representative, Senators, and FAA officials up to date on the status of the Joint Use project and to request their continued support.
- Continued to modify and update the project Financial Analysis and Strategy plan.
- Continued to work with FAA officials to develop project technical specifications and funding strategy.

ISSUES AND SERVICES:

- Keep the Joint Use project on schedule to ensure the new airport is operational before a complete change from turboprop to jet service causes a loss in commercial airline service to the community.
- Ensure proper financial planning for complex FAA construction projects including grant preparation and verification of PFC fund availability for matching.
- Perform detailed terminal construction planning to ensure funds are available at proper sequencing intervals for this multi year project.
- Prepare for and complete the relocation of air service, equipment and personnel to the new Joint Use facility.

KEY OBJECTIVES:

- Objective # 1:** Address the increased demand in air travel from the Killeen area by constructing the new Joint Use airport.
- Objective #2:** Continue to work with various Federal, State and local agencies to obtain Joint Use project construction funding.

**ROBERT GRAY ARMY AIRFIELD FUND
AVIATION OPERATIONS-ROBERT GRAY ARMY AIRFIELD**

EXPENDITURES				
	Actual	Budget	Estimated	Adopted
	2001-02	2002-03	2002-03	2003-04
Salaries	\$ -	\$ 129,700	\$ 129,700	\$ 277,343
Supplies	-	10,545	6,686	38,964
Maintenance	-	-	-	10,850
Repairs	-	1,300	1,300	16,108
Support Services	-	45,341	34,841	165,704
Benefits	-	38,701	38,701	93,454
Designated Expenses	-	-	-	37,600
Capital Outlay	-	58,015	58,015	90,290
Projects	-	-	-	-
Total Expenditures	\$ -	\$ 283,602	\$ 269,243	\$ 730,313

PERSONNEL SUMMARY				
Position Title	Number of Positions			
	2000-01	2001-02	2002-03	2003-04
Accounting Clerk	1	0	0	0
Accounting Specialist	0	1	1	1
Airport Project Manager	1	1	1	0
Airport Service Worker	0	0	0	3
Airport Specialist	0	0	1	1
Assistant Director of Aviation	0	0	0	1
Contract Administrator	0	1	1	0
Fuel Handler	0	0	0	3
Operations Specialist	0	0	0	4
Operations Supervisor	0	0	0	1
Total	2	3	4	14

ROBERT GRAY ARMY AIRFIELD FUND

**NON-DEPARTMENTAL
RGAAF CONSTRUCTION**

EXPENDITURES					
		Actual	Budget	Estimated	Adopted
		2001-02	2002-03	2002-03	2003-04
RGAAF Construction	\$	-	\$ 36,968,922	\$ 36,985,221	\$ 4,590,000
Total Expenditures	\$	-	\$ 36,968,922	\$ 36,985,221	\$ 4,590,000

INFORMATION TECHNOLOGY

EXPENDITURES					
		Actual	Budget	Estimated	Adopted
		2001-02	2002-03	2002-03	2003-04
Capital Outlay	\$	-	\$ 2,576	\$ 2,576	\$ 2,576
Total Expenditures	\$	-	\$ 2,576	\$ 2,576	\$ 2,576

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 of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance public policy, management control, accountability, or other purposes." These funds are not required by GASB, but are permitted.

The City of Killeen uses this fund to account for all expenditures incurred and revenues received pertaining to the operation, maintenance, and improvement of Solid Waste. Appropriations are made for three functions provided by Solid Waste. These functions include Solid Waste Operations, the Solid Waste Transfer Station and the newly implemented recycle program.

"The City Without Limits!"

SOLID WASTE FUND

Adopted Budget

Summary

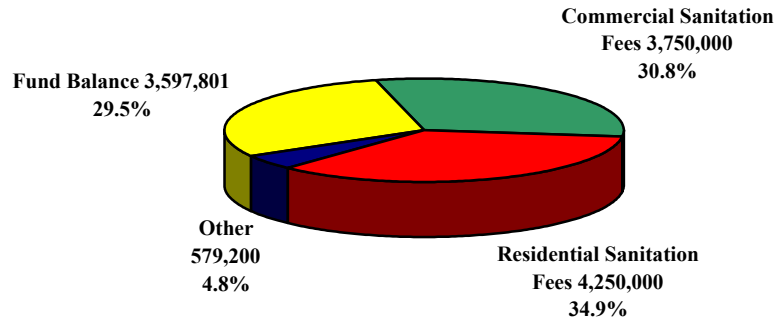
FY 2003-04

	2001-02 ACTUAL	2002-03 ADOPTED	2002-03 ESTIMATED	2003-04 ADOPTED
BEGINNING FUND BALANCE				
Reserved Fund Balance	875,000	975,000	875,000	975,000
Debt Service Reserve	180,313	180,313	180,313	180,313
Unreserved Fund Balance	2,660,244	2,442,488	2,180,803	2,561,279
TOTAL BEGINNING FUND BALANCE	3,715,557	3,597,801	3,236,116	3,716,592
REVENUES				
Transfer Station Fees	195,669	140,000	128,000	440,766
Dumpster Rentals	227,296	230,000	244,000	-
Sale of Equipment	14,175	6,000	-	16,000
Tire Disposal Fees	2,669	1,200	2,100	844
Sale of Metals-Recycling	23,008	26,000	26,000	23,318
Paper Products Recycling	22,383	18,000	25,000	16,143
Public Scale Fees	14,203	13,000	14,000	13,186
Other Recycle Revenues	1,477	600	4,000	538
Customer Recycling Fees	6,220	50,400	33,000	50,400
Commercial Sanitation Fees	3,591,615	3,750,000	3,724,000	3,964,337
Residential Sanitation Fees	3,981,723	4,250,000	4,179,000	5,276,442
Interest Earned	88,687	85,000	56,000	46,771
Miscellaneous Receipts	28,053	9,000	12,000	8,550
TOTAL CURRENT REVENUES	8,197,178	8,579,200	8,447,100	9,857,295
TOTAL FUNDS AVAILABLE	11,912,735	12,177,001	11,683,216	13,573,887
EXPENSES				
Code Enforcement	-	60,925	60,925	45,964
Residential Operations	2,146,963	1,923,598	1,879,419	2,482,273
Commercial Operations	1,110,244	1,073,442	1,061,933	1,511,105
Recycling Program	449,281	282,192	244,720	339,891
Transfer Station	3,186,381	2,871,779	2,743,502	3,269,771
Debt Service	377,282	365,405	365,405	460,467
Solid Waste Miscellaneous	187,679	356,955	381,055	400,746
TOTAL CURRENT EXPENSES	7,457,830	6,934,296	6,736,959	8,510,217
TRANSFERS OUT	1,218,789	1,229,665	1,229,665	1,258,826
TOTAL EXPENSES	8,676,619	8,163,961	7,966,624	9,769,043
ENDING FUND BALANCE				
Reserved Fund Balance	875,000	975,000	975,000	1,075,000
Debt Service Reserve	180,313	180,313	180,313	180,313
Unreserved Fund Balance	2,180,803	2,857,727	2,561,279	2,549,531
TOTAL ENDING FUND BALANCE	3,236,116	4,013,040	3,716,592	3,804,844

SOLID WASTE FUND

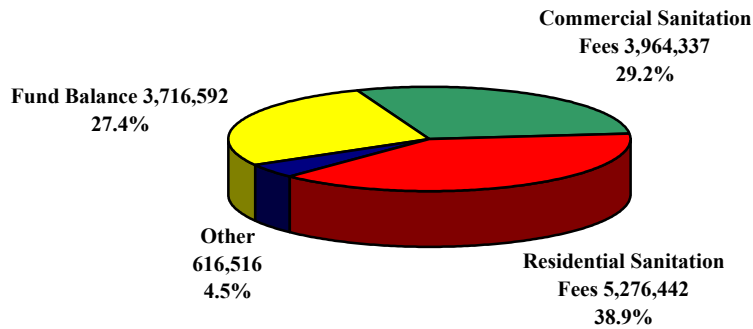
Comparison of FY 2002-03 Budget to FY 2003-04 Budget

FY 2002-03 Revenues by Source



Total Revenues \$12,177,001

FY 2003-04 Revenues by Source

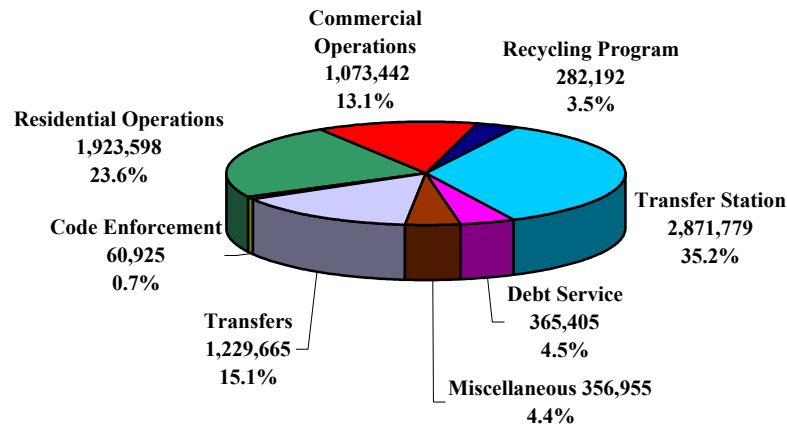


Total Revenues \$13,573,887

SOLID WASTE FUND

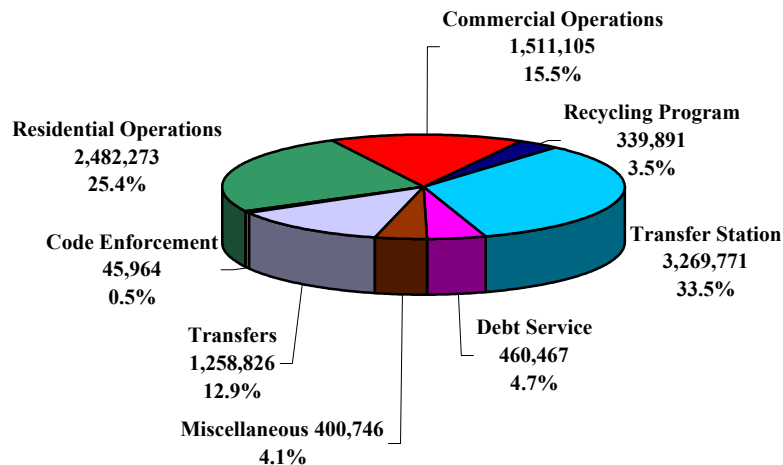
Comparison of FY 2002-03 Budget to FY 2003-04 Budget

FY 2002-03 Expenditures by Function



Total Expenditures \$8,163,961

FY 2003-04 Expenditures by Function



Total Expenditures \$9,769,043

Note: Significant changes between FY 2002-03 and FY 2003-04 are discussed on each division's financial page

SOLID WASTE FUND

**PUBLIC WORKS DEPARTMENT
SOLID WASTE/RESIDENTIAL SERVICES**

MISSION STATEMENT:

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.

PROGRAM DESCRIPTIONS:

- Provides once per week automated collection of household garbage placed in roll-out containers (96 gallon, 64 gallon and 32 gallon) for approximately 32,000 households.
- Provides once per week collection of segregated tree limbs/brush.
- Provides once per week collection of bulky items (furniture items and appliances).
- Provides once per week collection of bagged grass and leaves on a call-in basis only.
- Provides pickup of non-collectible material (i.e., construction and demolition materials, and excess garbage such as garage cleanouts) on a request basis. Citizens are provided an estimate of the fee before the pick-up and haul. Upon their approval, the collection is scheduled, and the fee is added to the citizen's utility bill.
- Supports Commercial Operations by picking up brush and excess garbage (not placed in dumpster containers). Fees are charged to the business for this service.

ACCOMPLISHMENTS:

- Continued to meet the challenge of providing solid waste services to a city that is growing in terms of population, size (area), and number of residential households. Added an additional automated route.
- Continued the Residential Curbside Recycling Subscription Program. An average of 29 tons of recycling materials was collected at curbside per month. The number of accounts at year end was 1650.
- Added four (4) new positions due to the growth of the City (Residential Operations Supervisor, Residential Equipment Operator (Sideloader), Equipment Operator (Flatbed/crane), and a Welder's Assistant.
- Provided all necessary information to consultants, Reed, Stowe, and Yanke, LLC, who completed a rate study for the Solid Waste Division.
- Completed the installation of new software program (Compu-Route) which will assist in tracking various solid waste collection data.

ISSUES & SERVICES:

- Increase the number of subscribers to the Curbside Recycling Program.
- Prepare to make changes in residential services effective October 1, 2003, to implement the new Solid Waste ordinance approved by City Council in August 2003. Revise residential services pamphlet and tags.

KEY OBJECTIVE: Continue a waste reduction strategy that will allow achievement of the State of Texas Waste Reduction Goal which is stated as, "Reduce the amount of waste disposed of in MSW landfills by 40 percent, using 1992 landfill disposal tonnage as a base, and accounting for changes in population, import and export of solid waste, and other factors".

Performance Measure: The standard of measurement is "pounds per person per day". The 40% reduction target equates to 4 pounds per person per day.

	<u>Actual</u> <u>2001-02</u>	<u>Budget</u> <u>2002-03</u>	<u>Estimated</u> <u>2002-03</u>	<u>Adopted</u> <u>2003-04</u>
Per capita waste disposal rate (Pounds per person per day)	4.09	4.50	4.20	4.15

SOLID WASTE FUND

**PUBLIC WORKS DEPARTMENT
SOLID WASTE/RESIDENTIAL SERVICES**

EXPENDITURES				
	Actual	Budget	Estimated	Adopted
	2001-02	2002-03	2002-03	2003-04
Salaries	\$ 833,829	\$ 957,672	\$ 945,200	\$ 1,096,626
Supplies	96,096	93,926	112,000	125,378
Maintenance	1,993	2,000	2,200	-
Repairs	225,202	197,125	223,000	231,825
Support Services	31,546	34,656	30,806	38,421
Benefits	243,529	326,574	300,000	369,173
Designated Expenses	-	-	309	-
Capital Outlay	714,768	311,645	265,904	620,850
Total Expenditures	\$ 2,146,963	\$ 1,923,598	\$ 1,879,419	\$ 2,482,273

PERSONNEL SUMMARY				
Position Title	Number of Positions			
	2000-01	2001-02	2002-03	2003-04
Director of Solid Waste	1	1	1	1
Equipment Operator	0	4	5	5
Executive Secretary	1	0	0	0
Flatbed/Crane Operator	3	0	0	0
Principal Secretary	0	1	1	1
Residential Equipment Operator	0	10	12	13
Residential Operations Superintendent	1	1	1	1
Residential Operations Supervisor	1	1	2	4
Secretary	0	0	0	1
Secretary (Part-Time)	0	0	1	0
Side-Loading Vehicle Operator	8	0	0	0
Solid Waste Crew Chief	2	3	3	3
Solid Waste Specialist	1	1	1	1
Solid Waste Worker	4	4	4	4
Welder's Assistant	0	0	1	1
Total	22	26	32	35

SOLID WASTE FUND

PUBLIC WORKS DEPARTMENT SOLID WASTE/COMMERCIAL SERVICES

MISSION STATEMENT:

Commercial Operations provides waste collection and container services to the commercial establishments of Killeen.

PROGRAM DESCRIPTIONS:

Commercial Operations rents dumpsters of various sizes to commercial customers and provides collection service. The sizes are 2, 3, 4, 6, and 8 cubic yard containers. Fees include the rental of the containers and a service fee based on the frequency of service.

Commercial Operations also rents 20 and 30 cubic yard roll-off containers for bulky items and construction and/or demolition materials and provides collection service. 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. A stockage of repair parts and assemblies are kept on hand.

ACCOMPLISHMENTS:

- Hired and trained replacement personnel.
- Continued to meet the challenge of providing solid waste services to a city that is growing in terms of population, size (area), number of households, and commercial businesses.
- Provided all necessary information to consultants, Reed, Stowe, and Yanke, LLC, who completed a rate study for the Solid Waste Division.
- Completed the installation of new software program (Compu-Route) which will assist in tracking various solid waste collection data.

ISSUES & SERVICES:

- Continue with the container maintenance and repair program.
- Evaluate "Pay as You Throw" systems based on weight that are available on the market. Ensure compatibility with the HTE system.
- Evaluate options for commercial recycling (food waste).
- Maintain an inventory of containers to accommodate the growth of the city and replacement of privately owned containers.

KEY OBJECTIVES: Continue a waste reduction strategy that will allow achievement of the State of Texas Waste Reduction Goal which is stated as, "Reduce the amount of waste disposed of in MSW landfills by 40 percent, using 1992 landfill disposal tonnage as a base, and accounting for changes in population, import and export of solid waste, and other factors".

Performance Measure: The standard of measurement is "pounds per person per day". The 40% reduction target equates to 4 pounds per person per day.

	<u>Actual</u> <u>2001-02</u>	<u>Budget</u> <u>2002-03</u>	<u>Estimated</u> <u>2002-03</u>	<u>Adopted</u> <u>2003-04</u>
Per capita waste disposal rate (Pounds per person per day)	4.09	4.50	4.20	4.15

SOLID WASTE FUND

**PUBLIC WORKS DEPARTMENT
SOLID WASTE/COMMERCIAL SERVICES**

EXPENDITURES

	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Adopted 2003-04
Salaries	\$ 565,543	\$ 579,897	\$ 582,600	\$ 627,325
Supplies	66,975	70,018	67,975	72,511
Maintenance	2,454	2,500	2,500	-
Repairs	128,838	157,300	151,250	159,300
Support Services	17,524	19,476	19,276	69,190
Benefits	172,418	198,065	192,601	207,467
Capital Outlay	156,492	46,186	45,731	375,312
Total Expenditures	\$ 1,110,244	\$ 1,073,442	\$ 1,061,933	\$ 1,511,105

PERSONNEL SUMMARY

Position Title	Number of Positions			
	2000-01	2001-02	2002-03	2003-04
Commercial Operations Superintende	1	1	1	1
Commercial Equipment Operator	0	9	10	10
Commercial Operations Supervisor	0	1	1	1
Container Operations Supervisor	1	1	1	1
Dumpster Operator	6	0	0	0
Executive Secretary	1	0	0	0
Principal Secretary	0	1	1	1
Roll off Operator	3	0	0	0
Welder	2	2	2	3
Welder's Assistant	0	2	2	2
Welder's Helper	2	0	0	0
Total	16	17	18	19

SOLID WASTE FUND

**PUBLIC WORKS DEPARTMENT
SOLID WASTE/RECYCLING**

MISSION STATEMENT:

The Solid Waste Recycling Operations develops and manages a comprehensive recycle program for the City of Killeen that will progress toward achieving waste reduction, reuse, and recycling goals. Personnel at the Killeen Recycle Center (KRC) educate the public about the program(s) through (for example) the news media, civic organizations, community meetings, schools, and special presentations.

PROGRAM DESCRIPTIONS:

The Recycling Operations Division operates the Killeen Recycling Center and citizen drop-off points. The KRC maintains information concerning the quantity (weight, volume, count) of materials removed from the waste stream, i.e., brush, metals, glass, paper products, motor oil, oil filters, lead-acid batteries, tires, and plastics (limited) and administers the Workplace Recycling Program, Composting and Yard Waste Management Program, Apartment Complex Recycling Program, and the Low-Cost Freon Extraction Program.

ACCOMPLISHMENTS:

- Patronage at the Killeen Recycling Center continues at approximately 1,000 visits per month.
- Continued the weekly pickup of move-in boxes at residences, approximately 20 homes per week.
- Held three backyard composting seminars, training 60 citizens.
- Processed and sold 760 tons of paper products; 700 tons of metal; and 50 tons of glass.
- Recovered 9,000 gallons of oil and 500 batteries.
- Continued the multi-family apartment recycling program, which now has eleven participants.
- Provided a pickup service of recyclables to: 26 municipal, county, and federal government agencies; 23 businesses; and 11 multi-family complex.
- Completed site improvements to the property south of KRC (grading, chip seal, installation of perimeter fence and screening, and landscaping of southwest corner) .

ISSUES & SERVICES:

- Increase the number of subscribers for the curbside recycling program.
- Expand KRC facilities, to include a processing area for materials, processing equipment, and materials storage.

KEY OBJECTIVES:

Objective #1: Continue to work towards the State of Texas Waste Reduction goals.

	<u>Actual</u> <u>2001-02</u>	<u>Budget</u> <u>2002-03</u>	<u>Estimated</u> <u>2002-03</u>	<u>Adopted</u> <u>2003-04</u>
% Waste diversion	10%	10%	10%	10%

Objective #2: Increase participation in the Residential Curbside Subscription Service.

	<u>Actual</u> <u>2001-02</u>	<u>Budget</u> <u>2002-03</u>	<u>Estimated</u> <u>2002-03</u>	<u>Adopted</u> <u>2003-04</u>
Number of subscribers	600	2,500	1,650	2,250

SOLID WASTE FUND

**PUBLIC WORKS DEPARTMENT
SOLID WASTE/RECYCLE CENTER**

EXPENDITURES

	Actual 2001-02		Budget 2002-03		Estimated 2002-03		Adopted 2003-04
Salaries	\$ 129,196	\$	\$ 176,278	\$	\$ 155,040	\$	\$ 166,682
Supplies	9,201		11,409		11,475		12,732
Maintenance	9,964		3,500		3,500		-
Repairs	4,634		6,700		6,700		7,650
Support Services	105,927		19,035		14,685		99,457
Benefits	34,813		58,950		47,000		53,370
Major Capital Outlay	16,925		-		-		-
Capital Outlay	138,621		6,320		6,320		-
Total Expenditures	\$ 449,281	\$	282,192	\$	244,720	\$	339,891

PERSONNEL SUMMARY

Position Title	Number of Positions			
	2000-01	2001-02	2002-03	2003-04
Recycling Attendant	1	1	2	2
Recycling Attendant (Part-Time)	0	0	0	3
Recycling Manager	0	1	1	1
Recycling Operations Supervisor	1	1	1	1
Recycling/Reclamation Manager	1	0	0	0
Total	3	3	4	7

SOLID WASTE FUND
PUBLIC WORKS DEPARTMENT
SOLID WASTE/TRANSFER STATION

MISSION STATEMENT:

The Transfer Station serves as the central collection and transfer point for the City's solid waste and must be operated in compliance with the Site Operating Plan and TCEQ Rules and Regulations. The closed landfills in the vicinity of the Transfer Station must be also inspected, maintained, and repaired to comply with post-closure requirements.

PROGRAM DESCRIPTIONS:

The Transfer Station is the central receiving facility for all solid waste generated by the City of Killeen. Transfer Station personnel load the waste onto trailers, which are then transported by a contractor to a landfill in Austin, operated by Browning-Ferris Industries (BFI). The city began a 15-year contract with BFI in 1993 for waste transportation and landfill disposal.

Four separate landfill sites in the vicinity of the Transfer Station are officially closed and under post-closure maintenance and care. These landfill sites are inspected annually by TCEQ.

All brush is collected from the city as a segregated waste, stockpiled at a site in the vicinity of the Transfer Station, and chipped two (2) or three (3) times a year on an on call basis by BFI.

ACCOMPLISHMENTS:

- From October 1, 2002 to September 30, 2003, 78,000 tons of waste were landfilled. Rustin Transportation Company, a subcontractor for BFI, transported 3,700 trailer loads of waste to the Sunset Farms Landfill.
- Awarded a contract to Freese & Nichols, Inc. in November 2002, in the amount of \$19,500 to prepare the Preliminary Plans & Design for a New Transfer Station and Composting Site (Phase I). The preliminary report was approved by City Council on May 13, 2003.
- Awarded a contract on February 11, 2003 to Freese & Nichols, Inc. in the amount of \$49,174, to prepare a Registration Application to the Texas Commission on Environmental Quality (TCEQ) for the Construction of Transfer Station Facilities (Phase II).
- Awarded a contract to Freese & Nichols, Inc. on July 8, 2003 to prepare a Request for Proposals (RFP) for the permitting and operation of a Type IV landfill.
- Award contract on February 11, 2003 to Freese & Nichols, Inc. in the amount of \$22,000, to prepare construction plans and specifications for Landfill Repair Project, Phase VII.

ISSUES & SERVICES:

- Obtain final closure letter from TCEQ for the landfill sites vicinity the Transfer station.
- Obtain registration approval from TCEQ for a new Transfer Station. Complete final design and specifications.
- Evaluate RFPs and award contract for the construction and operation of a Type IV Landfill.

KEY OBJECTIVE: Operate within the parameters of the Site Operating Plan. Satisfactorily complete all TCEQ visits and inspections.

SOLID WASTE FUND

**PUBLIC WORKS DEPARTMENT
SOLID WASTE/TRANSFER STATION**

EXPENDITURES

	Actual		Budget		Estimated		Adopted
	2001-02		2002-03		2002-03		2003-04
Salaries	\$ 324,528	\$	333,413	\$	320,380	\$	337,573
Supplies	16,641		17,134		18,000		17,925
Maintenance	611,331		63,500		54,500		610,500
Repairs	90,010		25,300		25,400		27,300
Support Services	128,142		356,149		383,717		51,822
Benefits	98,562		115,778		106,000		111,051
Designated Expenses	1,917,167		1,943,220		1,818,220		2,113,600
Capital Outlay	-		17,285		17,285		-
Total Expenditures	\$ 3,186,381	\$	2,871,779	\$	2,743,502	\$	3,269,771

PERSONNEL SUMMARY

Position Title	Number of Positions			
	2000-01	2001-02	2002-03	2003-04
Building/Grounds Service Worker	0	2	2	2
Buildings and Grounds Maintenance Worker	2	0	0	0
Building/Grounds Service Worker Part-Time	0	0	0	1
Crew Leader	1	0	0	0
Equipment Operator	0	3	3	3
Heavy Equipment Crew Leader	0	1	1	1
Heavy Equipment Operator	3	0	0	0
Scale Attendant	2	2	2	2
Transfer Station Superintendent	1	1	1	1
Transfer Station Supervisor	1	1	1	1
Total	10	10	10	11

SOLID WASTE FUND
COMMUNITY SERVICES DEPARTMENT
SOLID WASTE/CODE ENFORCEMENT

EXPENDITURES								
		Actual		Budget		Estimated		Adopted
		2001-02		2002-03		2002-03		2003-04
Salaries	\$	-	\$	22,560	\$	22,560	\$	29,108
Supplies		-		1,911		1,911		2,300
Repairs		-		-		-		500
Support Services		-		1,878		1,878		1,483
Benefits		-		7,836		7,836		9,173
Designated Expenses		-		4,000		4,000		3,250
Capital Outlay		-		22,740		22,740		150
Total Expenditures	\$	-	\$	60,925	\$	60,925	\$	45,964

PERSONNEL SUMMARY				
Position Title	2000-01	Number of Positions		
		2001-02	2002-03	2003-04
Code Enforcement Officer	0	0	1	1
Total	0	0	1	1

SOLID WASTE FUND

OTHER APPROPRIATIONS

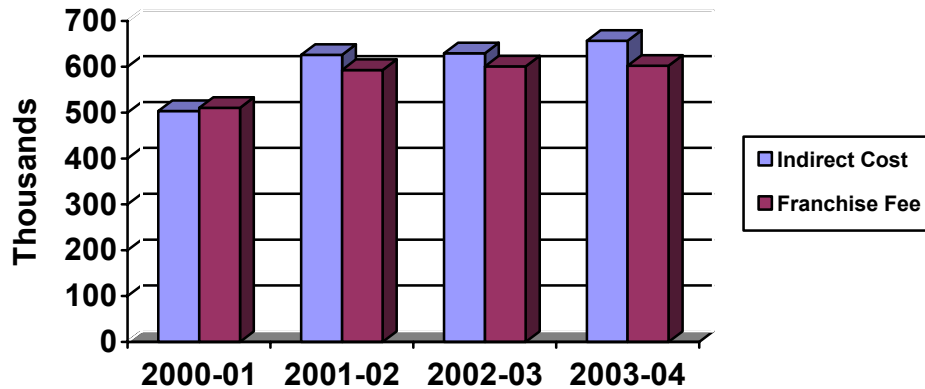
DEBT SERVICE:

The debt service divisions established in the Solid Waste Fund are used to account for the current year expenditures for principal, interest, and bank fees on various certificates of obligation issued by the City.

NON- DEPARTMENTAL:

The Non-Departmental Division is utilized to budget for Solid Waste Fund claims and damages, year end accruals, contingency funds and transfers to the General Fund. The transfers to the General Fund are derived from a franchise fee levied and an indirect cost allocation.

Transfers to General Fund



INFORMATION TECHNOLOGY:

The Information Technology budget is used to account for Solid Waste Fund expenditures related to information technology.

SOLID WASTE FUND

DEBT SERVICE

EXPENDITURES				
	Actual	Budget	Estimated	Adopted
	2001-02	2002-03	2002-03	2003-04
Designated Expenses	\$ 377,282	\$ 365,405	\$ 365,405	\$ 460,467
Total Expenditures	\$ 377,282	\$ 365,405	\$ 365,405	\$ 460,467

NON-DEPARTMENTAL

EXPENDITURES				
	Actual	Budget	Estimated	Adopted
	2001-02	2002-03	2002-03	2003-04
Maintenance	\$ -	\$ -	\$ -	\$ 19,700
Support Services	1,250,265	1,317,165	1,327,165	1,333,826
Designated Expenses	100,000	101,000	116,000	125,000
Transfer Out	(1,218,789)	(1,229,665)	(1,229,665)	(1,258,826)
Total Expenditures	\$ 131,476	\$ 188,500	\$ 213,500	\$ 219,700

INFORMATION TECHNOLOGY

EXPENDITURES				
	Actual	Budget	Estimated	Adopted
	2001-02	2002-03	2002-03	2003-04
Supplies	\$ -	\$ -	\$ -	\$ 4,200
Maintenance	13,773	20,490	20,490	29,960
Repairs	42,430	42,500	42,500	42,500
Support Services	-	90,000	90,000	90,000
Capital Outlay	-	15,465	14,565	14,386
Total Expenditures	\$ 56,203	\$ 168,455	\$ 167,555	\$ 181,046

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 expenditures incurred and revenues received pertaining to the operation maintenance, an improvement of Water & Sewer Services provided by the City. Appropriations are made for six functions provided by Water & Sewer. These functions include Water Contracts, Water & Sewer Operations, Sanitary Sewers, Water Distribution, Utility Collections and Fleet Services.

"The City Without Limits!"

WATER & SEWER FUND

Adopted Budget

Summary

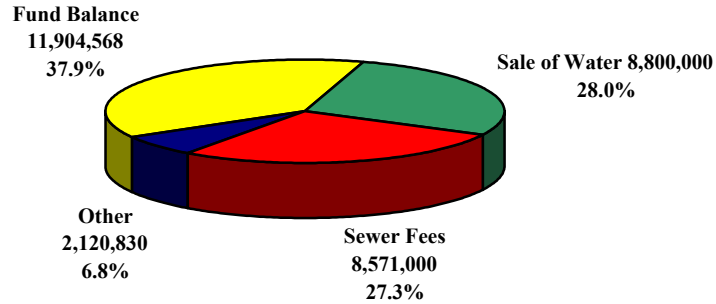
FY 2003-04

	2001-02	2002-03	2002-03	2003-04
	ACTUAL	ADOPTED	ESTIMATED	ADOPTED
BEGINNING FUND BALANCE				
Reserved Fund Balance	1,727,000	1,727,000	1,727,000	1,727,000
Unreserved Fund Balance	9,926,170	10,177,568	11,554,996	12,235,114
TOTAL BEGINNING FUND BALANCE	11,653,170	11,904,568	13,281,996	13,962,114
REVENUES				
Sale of Water	8,503,645	8,800,000	8,721,000	9,319,335
Water & Sewer Taps	1,207,745	700,000	700,000	500,000
Sewer Fees Collected	8,534,057	8,571,000	8,675,000	9,307,037
Miscellaneous Svcs. & Chrgs.	671,565	650,000	727,000	720,000
Delinquent Penalty	395,200	378,000	412,000	384,000
Interest Earned	335,291	327,000	279,000	250,000
Miscellaneous Receipts	17,660	5,000	5,000	5,000
Transfers-In	24	60,830	64,407	0
TOTAL CURRENT REVENUES	19,665,187	19,491,830	19,583,407	20,485,372
TOTAL FUNDS AVAILABLE	31,318,357	31,396,398	32,865,403	34,447,486
EXPENSES				
Fleet Services	741,775	756,437	699,996	796,695
Utility Collections	1,080,822	1,182,522	1,107,035	1,173,596
Water and Sewer Contracts	6,077,642	6,325,712	5,851,648	6,505,712
Water Distribution	1,013,803	1,085,344	982,588	1,100,548
Sanitary Sewers	701,180	622,152	622,681	718,683
Water and Sewer Operations	1,412,037	1,596,338	1,534,975	1,673,184
Water and Sewer Projects	250,345	830,000	730,000	1,025,000
Debt Service	4,102,960	4,120,491	4,120,491	4,467,035
Water & Sewer Miscellaneous	756,732	1,209,202	1,198,752	1,278,340
TOTAL CURRENT EXPENSES	16,137,296	17,728,198	16,848,166	18,738,793
TRANSFERS OUT	1,899,065	2,055,123	2,055,123	2,211,214
TOTAL EXPENSES	18,036,361	19,783,321	18,903,289	20,950,007
ENDING FUND BALANCE				
Reserved Fund Balance	1,727,000	1,727,000	1,727,000	1,727,000
Unreserved Fund Balance	11,554,996	9,886,077	12,235,114	11,770,479
TOTAL ENDING FUND BALANCE	13,281,996	11,613,077	13,962,114	13,497,479

WATER & SEWER FUND

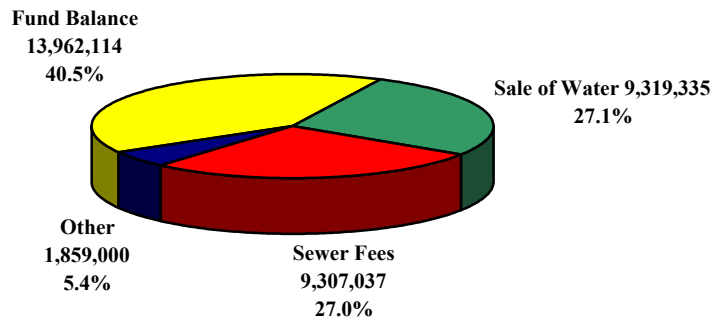
Comparison of FY 2002-03 Budget to FY 2003-04 Budget

FY 2002-03 Revenues by Source



Total Revenues \$31,396,398

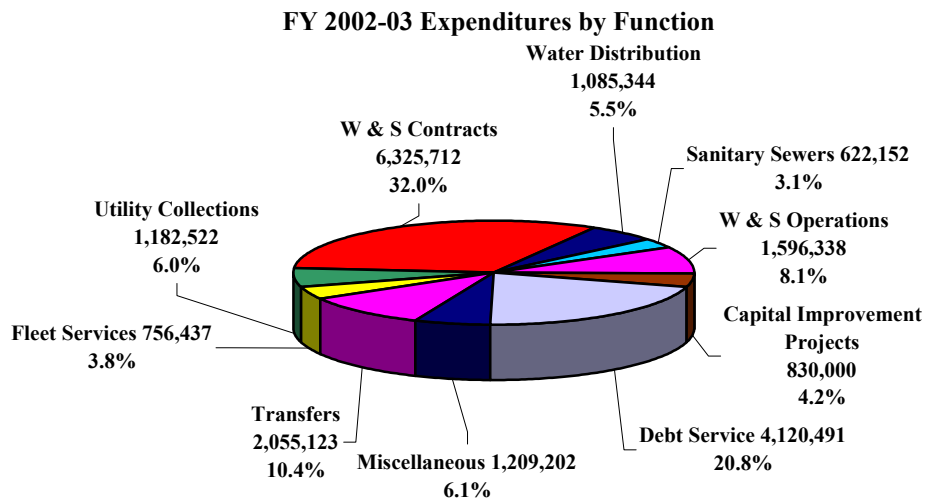
FY 2003-04 Revenues by Source



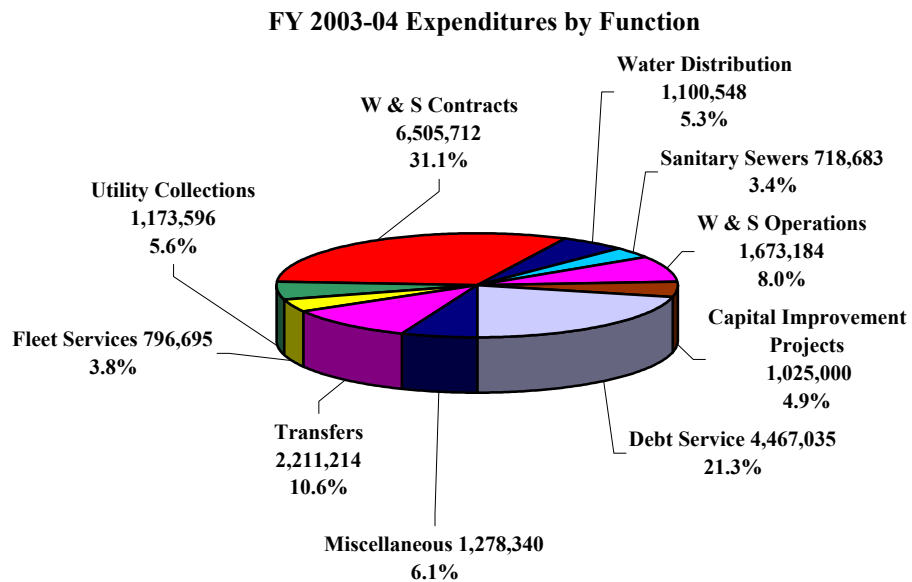
Total Revenues \$34,447,486

WATER & SEWER FUND

Comparison of FY 2002-03 Budget to FY 2003-04 Budget



Total Expenditures \$19,783,321



Total Expenditures \$20,950,007

Note: Significant changes between FY 2002-03 and FY 2003-04 are discussed on each division's financial page

WATER & SEWER FUND

**FINANCE DEPARTMENT
GENERAL SERVICES/FLEET SERVICES**

MISSION STATEMENT:

Maintain and assist with the purchasing and maintenance of vehicles and equipment for all City departments.

PROGRAM DESCRIPTIONS:

Fleet Services is responsible for all maintenance of vehicles and equipment for all departments/divisions throughout the City. Fleet Services prepares a comprehensive vehicle and equipment program as of the City's budget process. Fleet Services also prepares specifications for all vehicles and equipment to be acquired by the City. In addition, Fleet Services will arrange for the leasing of all vehicles and equipment required by the City. Fleet Services provides reports to the Finance Department to facilitate internal charges to departments/divisions for fuel and repairs performed on vehicle and equipment.

ACCOMPLISHMENTS:

- Upgraded fuel management hardware and software and uploading process onto HTE fleet.
- Upgraded all fleet computers and linked onto HTE fleet module software.
- Completed the construction of an operations center and waste oil building.
- Completed construction of a new women's restroom, and designated a Special Tool area with Parts capacity.
- Received and issued seven (8) patrol cars to the Police Department.

ISSUES AND SERVICES:

- Establishing a billing process in the HTE system from fleet services. Complications are being reviewed to improve billing to departments.
- Upgrading safety stations and equipment within fleet department.
- Continue monitoring the service schedule for Units within the Fire Department and continue review of the processing procedures for Work Orders to enhance communication.
- Diesel fuel is a continuing critical issue. Fleet Services now provides fuel to City equipment and HOP buses, the local mass transportation provider. In order to continue these services Fleet Services must increase its diesel tank or look for alternative fueling solutions.

KEY OBJECTIVES:

Objective #1: Actively Manage and Control Maintenance and Service Costs for all City vehicles.

Performance Measure: Record and analyze the cost of vehicle repairs, to include labor, subcontract repairs, and inventory issued.

	<u>Actual</u> <u>2001-02</u>	<u>Budget</u> <u>2002-03</u>	<u>Estimated</u> <u>2002-03</u>	<u>Adopted</u> <u>2003-04</u>
Vehicle Maintenance Costs	\$932,325	\$904,355	\$779,112	\$900,000

Objective #2: Monitor Parts Inventory Account

Performance Measure: Record and analyze the cost of inventory.

	<u>Actual</u> <u>2001-02</u>	<u>Budget</u> <u>2002-03</u>	<u>Estimated</u> <u>2002-03</u>	<u>Adopted</u> <u>2003-04</u>
Parts Inventory	\$223,563	\$201,206	\$235,000	\$211,500

WATER & SEWER FUND

FINANCE DEPARTMENT

GENERAL SERVICES/FLEET SERVICES

EXPENDITURES

	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Adopted 2003-04
Salaries	\$ 524,814	\$ 562,281	\$ 545,858	\$ 577,027
Supplies	47,507	63,913	47,495	56,770
Maintenance	52,366	10,749	8,005	3,005
Repairs	22,169	22,506	12,900	22,000
Support Services	35,740	36,600	40,850	43,305
Benefits	157,664	180,388	180,388	186,288
Designated Expenses	-	-	-	4,800
Capital Outlay	30,977	-	-	37,500
Reimbursable Expense	(129,462)	(120,000)	(135,500)	(134,000)
Total Expenditures	\$ 741,775	\$ 756,437	\$ 699,996	\$ 796,695

PERSONNEL SUMMARY

Position Title	Number of Positions			
	2000-01	2001-02	2002-03	2003-04
Equipment Service Worker	3	0	0	0
Fleet Services Manager	1	1	1	1
Fleet Services Mechanic	9	0	0	0
Fleet Services Parts Supervisor	0	1	1	1
Fleet Services Supervisor	2	2	2	2
Fleet Services Technician	0	11	11	11
Parts Assistant	0	3	3	3
Parts Supervisor	1	0	0	0
Secretary	1	0	0	0
Senior Secretary	0	1	1	1
Storekeeper	3	0	0	0
Total	20	19	19	19

WATER AND SEWER FUND

**FINANCE DEPARTMENT
UTILITY COLLECTIONS**

MISSION STATEMENT:

The mission of the Utility Collections Division is to provide timely, efficient and exemplary service to all of our customers.

PROGRAM DESCRIPTIONS:

The Utility Collections Department provides accurate monthly utility billing to the citizens of Killeen and provides customer service to citizens initiating, transferring or disconnecting services. The department also initiates the water and sewer tap process for new structures and collects payments for the taps. Meter services provided by the department include monthly reading, monitoring for suspected leaks, raising meter boxes and installing meters.

ACCOMPLISHMENTS:

- Implemented “Seniors Count” program revisions to provide additional utility bill assistance to senior citizens and added transportation assistance to the program.
- Initiated new meter edit procedures that resulted in a 33% reduction in meter checks during meter reading and allowing for completion of all monthly cycle billing by the last day of each month
- Increased customer accounts utilizing automated bank drafting service by 41%
- Read a total of 364,523 meters during calendar year 2002 with over 99.5% accuracy

ISSUES AND SERVICES:

- Meter reading on a timely basis so that billing is kept on schedule is becoming more difficult with the growth rate of new structures and annexed properties. Staff will seek to automate reading with radio read technology, which will improve accuracy and increase the number of meters read daily.
- Offering on-line customer service to our customers is a priority, to enhance our customer service as well as automate many of the staff activities involved with customer service.

KEY OBJECTIVE: Maintain current levels of service and seek methods to provide more timely service and reduce the amount of waiting time for citizens visiting the department.

	Actual	Budget	Estimated	Adopted
	<u>2001-02</u>	<u>2002-03</u>	<u>2002-03</u>	<u>2003-04</u>
New accounts	11,136	11,532	10,900	11,227
Delinquent cut-offs	6,141	6,303	6,303	6,492
Meters read	357,665	368,394	368,394	379,447

WATER & SEWER FUND

**FINANCE DEPARTMENT
UTILITY COLLECTIONS**

EXPENDITURES

	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Adopted 2003-04
Salaries	\$ 647,420	\$ 709,380	\$ 694,528	\$ 720,673
Supplies	173,116	181,322	163,645	171,346
Repairs	19,410	13,641	7,350	11,749
Support Services	26,317	22,681	22,412	28,699
Benefits	200,473	237,478	219,100	241,129
Capital Outlay	14,086	18,020	-	-
Total Expenditures	\$ 1,080,822	\$ 1,182,522	\$ 1,107,035	\$ 1,173,596

PERSONNEL SUMMARY

Position Title	Number of Positions			
	2000-01	2001-02	2002-03	2003-04
Accounting Clerk	1	0	0	0
Accounting Supervisor I	1	0	0	0
Cashier	2	0	0	0
Clerk	3	1	1	1
Customer Service Representative	3	3	3	3
Customer Service Supervisor	1	1	1	1
Mail Clerk (Part-Time)	0	0	0	1
Meter Reader	0	5	6	6
Meter Reader I	5	0	0	0
Meter Reader II	1	0	0	0
Principal Secretary	0	1	1	1
Secretary	1	0	0	0
Senior Meter Reader	0	1	1	1
Senior Utility Clerk	0	2	2	2
Utilities Clerk	4	4	4	4
Utility Accounting Clerk	0	1	1	1
Utility Cashier	0	3	3	3
Utility Collections Manager	1	1	1	1
Utility Collections Supervisor	0	1	1	1
Utility Service Supervisor	1	1	1	1
Utility Service Worker	3	3	3	3
Total	27	28	29	30

WATER & SEWER FUND

**PUBLIC WORKS DEPARTMENT
WATER DISTRIBUTION**

MISSION STATEMENT:

Water Distribution’s mission is to provide the citizens of Killeen with potable, palatable water with adequate pressure.

PROGRAM DESCRIPTIONS:

Water Distribution is responsible for the water distribution system by performing maintenance and corrective measures as required. The division makes taps and meter sets for all new residential and commercial services. The division responds to customer service calls regarding water leaks, water pressure checks, water quality, etc. The division includes two specialized programs, the meter change-out and valve and hydrant maintenance. The meter change-out crew replaces active meters 10-yr or older and then cleans, rebuilds and tests the meter for accuracy, and returns the meter to supply. The meter change-out crew consists of two employees, meter repair equipment and repair shop facility located at Pump Station No. 2. The valve/fire hydrant crew is responsible to work the valves within the distribution system and repair as required. The program includes maintenance, repair and installation of fire hydrants. This crew involves two personnel, a specially equipped valve exercising truck and various specialized tools and equipment.

ACCOMPLISHMENTS:

- Installed new water service connections (taps) for 1070 lots.
- Corrective measures on the distribution system required 145 emergency water main repairs, 40 fire hydrant repairs/rebuilds and 240 service repairs.
- Have eliminated approximately 1000’ of 3” or smaller water line within the system.
- In accordance with the new Texas One Call Law, crews were required to complete 730 line locations for construction work (digging deeper than 16”) done by other utilities or citizens of Killeen.
- The meter change-out crew repaired 850 residential meters and 4 large diameter or fire hydrant meter. Also replaced 650 residential meters and 4 large diameter meters.
- Replaced 411’ of 8” water main and 285’ of 6” water main along the 2800 block of VMB.

ISSUES AND SERVICES:

- Insure the water distribution system is maintained in accordance with Federal and State regulations.
- The ability to test large diameter water meters (1-1/2” to 6”) for accuracy.
- The valve exercising crew is responsible for FH and valve repair and replacement. The crew does not have a backhoe permanently assigned and must schedule operations around all other crews/divisions.
- The manpower to flush all dead-end FH’s and blow-offs on a routine basis.

KEY OBJECTIVES:

Objective # 1: Complete all requested water taps/meter-set work orders using personnel from the Water Distribution Division and eliminate having to use manpower from the Sewer and Operations Divisions.

Objective # 2: Sustain operational fire hydrants for fire protection throughout the city.

	<u>Actual</u> <u>2001-02</u>	<u>Budget</u> <u>2002-03</u>	<u>Estimated</u> <u>2002-03</u>	<u>Adopted</u> <u>2003-04</u>
Meter/Tap Installation Work Orders	2,091	1,470	1,425	1,470
Fire Hydrants Replaced/Installed	15	10	6	15
Valves Replaced	23	25	26	100

WATER & SEWER FUND

**PUBLIC WORKS DEPARTMENT
WATER DISTRIBUTION**

EXPENDITURES

	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Adopted 2003-04
Salaries	\$ 343,509	\$ 405,734	\$ 407,843	\$ 429,685
Supplies	36,498	42,134	36,060	38,860
Maintenance	162,078	137,300	135,000	135,744
Repairs	26,806	47,700	38,700	49,400
Support Services	12,530	21,819	19,839	25,609
Benefits	103,574	135,114	130,612	143,875
Major Capital Outlay	253,121	242,593	187,585	250,925
Capital Outlay	75,687	52,950	26,949	26,450
Total Expenditures	\$ 1,013,803	\$ 1,085,344	\$ 982,588	\$ 1,100,548

PERSONNEL SUMMARY

Position Title	Number of Positions			
	1999-00	2001-02	2002-03	2003-04
Equipment Operator	0	0	1	1
Senior Water & Sewer Service Work	0	1	1	1
Truck Driver	0	0	1	1
Water & Sewer Service Worker	0	10	11	11
Water and Sewer Service Worker I	10	0	0	0
Water and Sewer Service Worker II	1	0	0	0
Water Supervisor	1	1	1	1
Total	12	12	15	15

**PUBLIC WORKS DEPARTMENT
SANITARY SEWER**

WATER & SEWER FUND

MISSION STATEMENT:

The Sanitary Sewer Division's mission is to provide for safe and sanitary collection of wastewater.

PROGRAM DESCRIPTIONS:

The Sanitary Sewer Division is responsible for the wastewater collection system, including the construction of new sewer lines, preventive maintenance, customer service, and identification and repair of damaged sewer mains. The Division monitors the City's compliance with federal & state regulatory agency requirements for wastewater collection.

The division includes three sections; maintenance and service response; inflow and infiltration (I/I) construction; and wastewater video inspection. The maintenance and service section consists of six crewmembers and responds to emergencies involving the sanitary sewers. The section maintains a proactive preventative maintenance program to alleviate as many sewer blockages and sanitary sewer overflows as possible. The I/I crew consists of five crewmembers and provides a repair and replacement program for sewer mains, manholes and clean outs that have been identified as problematic by video inspection. The wastewater video inspection section consists of two crewmembers that operate a specially equipped truck housed with various type cameras and equipment. System condition is assessed on existing mains as well as new construction prior to city acceptance and is documented on video and written reports, including prepared Cad maps. The I/I crew handles projects that require spot repairs or main replacement of short distances. Projects identified requiring main replacement at length are forwarded to the Engineering Division for outsourcing.

ACCOMPLISHMENTS:

- TV Camera Truck operations have significantly improved the documentation involved in reporting damages to the wastewater mains that cause inflow/infiltration.
- The I/I construction crew completed 85 sewer main spot repair projects; replaced 32 ft of sewer main and made 3 sewer taps.
- The sewer crew replaced 32 manhole lid & rings in the Brooksville area to eliminate I/I. Crews repaired a total of 56 manholes.
- In accordance with the new Texas One Call Law, crews completed 600 line locations for construction work (digging deeper than 16-inches) done by other utilities or citizens of Killeen.

ISSUES AND SERVICES:

- The Vac-Con Truck is increasingly down for repair. A second Vac-Con is needed to sustain operations.
- Assistance provided to the Street Division for its street overlay and chip-seal project consumes the maintenance sections time for two to three months per year. The section is unable to perform effective preventive maintenance. During this time period, most cleaning of the sewer mains is in response to emergency sewer main blockages.

KEY OBJECTIVES: Reduce the frequency and quality of wastewater overflows caused by blockages and to reduce inflow and infiltration by repair and/or replacement of damaged sanitary sewer mains, manholes, taps and clean-outs.

	Actual <u>2001-02</u>	Budget <u>2002-03</u>	Estimated <u>2002-03</u>	Adopted <u>2003-04</u>
Lines Cleaned (ft.)	227,307	250,000	253,175	250,000
Stoppages Cleared	435	300	213	400
Lines Inspected with the TV Camera Truck	118,448	90,000	106,000	95,000
I/I Spot Repairs to the Sewer Main	17	80	87	100

WATER & SEWER FUND

**PUBLIC WORKS DEPARTMENT
SANITARY SEWER**

EXPENDITURES

	Actual 2001-02		Budget 2002-03		Estimated 2002-03		Adopted 2003-04
Salaries	\$ 325,696	\$	318,914	\$	326,906	\$	333,651
Supplies	34,452		38,504		33,972		30,037
Maintenance	64,854		67,000		82,000		68,114
Repairs	42,896		47,150		59,838		39,871
Support Services	13,431		19,256		16,107		14,156
Benefits	100,062		104,678		103,858		109,494
Major Capital Outlay	418		500		-		500
Capital Outlay	119,371		26,150		-		122,860
Total Expenditures	\$ 701,180	\$	622,152	\$	622,681	\$	718,683

PERSONNEL SUMMARY

Position Title	Number of Positions			
	1999-00	2001-02	2002-03	2003-04
Inflow and Infiltration Supervisor	1	1	1	1
Sanitary Sewer Supervisor	0	1	1	1
Senior W & S Service Worker	0	1	1	1
Sewer Supervisor	1	0	0	0
Water & Sewer Service Worker	0	8	8	8
Water and Sewer Service Worker I	8	0	0	0
Water and Sewer Service Worker II	1	0	0	0
Total	11	11	11	11

WATER & SEWER FUND

PUBLIC WORKS DEPARTMENT WATER & SEWER OPERATIONS

MISSION STATEMENT:

W&S Operations mission is to provide the citizens of Killeen with potable, palatable water with adequate pressure and safe and sanitary collection of wastewater.

PROGRAM DESCRIPTIONS:

Water & Sewer Operation's programs include maintenance of the water storage and water pumping facilities and for the wastewater lift stations. Staff members dedicate a significant amount of time performing daily preventive checks and services and corrective maintenance as needed. These operations provide quality control for the water system through water sampling and monitoring the water distribution system to minimize unaccountable water loss.

ACCOMPLISHMENTS:

- The SE Elevated tank was put in service on September 17, 2002. Operations personnel worked to coordinate the SCADA system set points to make the SE tank the primary elevated tank in the low-pressure plane.
- Installed a chlorinator on McMillan Mountain water storage tank. The chlorinator allows for broader control of the chlorine residuals of the upper pressure plane.
- Successfully maintained adequate water pressure in the lower pressure plane while Bell County WC&ID #1 made repairs to a 48" water line that feeds Pump Station No. 5. The feed to Pump Station No. 5 was cut-off for approximately 48 hours and the City of Killeen distribution system was manipulated to ensure no loss of service or loss in pressure was experienced by citizens within the northeast and northwest portions of town.
- Security improvements were made to the pump stations and tanks/towers.
- The W&S Division hosted the Central Texas Water Utilities Association Meeting with 250 people attending from throughout Central Texas. A presentation was given on SCADA operations.
- Performed routine tank inspections on Bundrant, Rodeo, and Park Street elevated water storage tanks.
- Performed special tank inspections on the Southeast and Airport elevated water storage tanks to ensure compliance with federal, state and city standards.

ISSUES AND SERVICES:

- Airport Pump Station - correct water pressure problems for the Upper Pressure Plane II.
- Implement required Capital Improvements Programs for water distribution and sanitary sewer collection systems (New Lift Station No. 6, Lift Station No. 23, Chlorinator at the SE Tank). In October 2001, had a successful start-up of Lift Station No. 23 using Lift Station No. 15's generator. Lift Station No. 23 will be put in full service in conjunction with the airport project.
- Meet existing and new TCEQ rules/regulations for overall water and sewer operations. Identify and respond to strengthened rules for operational tasks that must be performed by a certified operator.
- With the events of September 11, 2002, security concerns to the water supply have been addressed and will continue to be monitored and security measures strengthened. New legislation requires that a vulnerability assessment to be completed and submitted to EPA by December 2003 and an emergency response plan by June 2004.
- Provide a safe and secure water and sewer warehousing that accommodates an estimated \$500,000 inventory.

KEY OBJECTIVES:

Objective #1 Optimal physical and operational security at the water pump/storage facilities.

Objective #2 Complete tank/tower capital improvement projects based on the 2001 tank/tower inspection study.

WATER & SEWER FUND

**PUBLIC WORKS DEPARTMENT
WATER & SEWER OPERATIONS**

EXPENDITURES

	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Adopted 2003-04
Salaries	\$ 555,991	\$ 645,087	\$ 640,387	\$ 674,915
Supplies	79,837	88,452	79,778	85,052
Maintenance	75,765	76,800	92,700	72,000
Repairs	11,872	22,000	14,200	18,714
Support Services	418,508	548,989	505,691	545,216
Benefits	164,110	197,360	197,360	207,887
Major Capital Outlay	31,651	-	-	-
Capital Outlay	74,303	17,650	4,859	69,400
Total Expenditures	\$ 1,412,037	\$ 1,596,338	\$ 1,534,975	\$ 1,673,184

PERSONNEL SUMMARY

Position Title	Number of Positions			
	2000-01	2001-02	2002-03	2003-04
Chief Operator	1	1	1	1
Director of Utility Services	1	1	1	1
Executive Secretary	1	0	0	0
Principal Secretary	0	1	1	1
Secretary (Part-Time)	0	0	1	1
Senior Water & Sewer Service Work	0	1	0	0
Water & Sewer Service Worker	0	12	12	12
Water and Sewer CIP Engineer	1	0	0	0
Water and Sewer Engineer	1	0	0	0
Water and Sewer Materials Manager	0	0	1	1
Water and Sewer Service Worker I	12	0	0	0
Water and Sewer Service Worker II	1	0	0	0
Water and Sewer Superintendent	1	1	1	1
Total	19	17	18	18

WATER & SEWER FUND

OTHER APPROPRIATIONS

WATER & SEWER CONTRACTS:

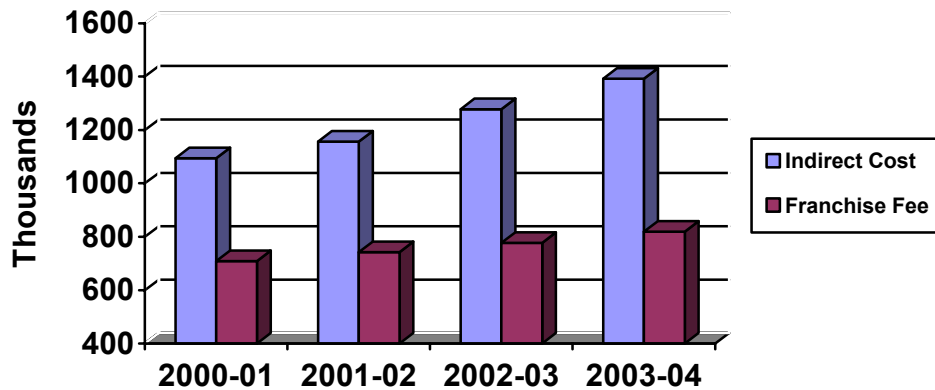
The Water and Sewer Contracts Division was established to account for payments for the purchase of water and for the processing of sewer to W.C.I.D. #1. Payments for future water rights are also included in payments for water.

	<u>Actual</u> <u>1999-00</u>	<u>Actual</u> <u>2000-01</u>	<u>Actual</u> <u>2001-02</u>	<u>Actual</u> <u>2002-03</u>
Rainfall (inches)	26.74"	46.86"	29.14"	32.51"
Sewer treatment (gallons)	3,087,384,400	4,393,820,800	4,173,301,600	4,026,284,477
Water purchased (gallons)	3,907,444,000	4,034,781,200	4,340,244,556	4,429,250,384
Water sold (gallons)	3,582,242,690	3,440,441,683	3,522,610,187	3,733,081,500
Water loss ratio	8.3%	14.7%	18.8%	15.7%

NON- DEPARTMENTAL:

The Water & Sewer Non-Departmental budget is used to account for charges which are not directly related to a specific department. These charges include transfers to the General Fund and the Water and Sewer Debt Service Funds transfers, professional services, bad debts, collection expenses and a contingency account.

Transfers to General Fund



INFORMATION TECHNOLOGY:

The Information Technology budget is used to account for Water & Sewer Fund expenditures related to information technology.

WATER & SEWER FUND

WATER & SEWER CONTRACTS

EXPENDITURES				
	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Adopted 2003-04
Sewer Contracts	\$ 2,785,984	\$ 2,891,464	\$ 2,831,464	\$ 2,991,464
Water Contracts	3,291,658	3,434,248	3,020,184	3,514,248
Total Expenditures	\$ 6,077,642	\$ 6,325,712	\$ 5,851,648	\$ 6,505,712

WATER & SEWER PROJECTS

EXPENDITURES				
	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Adopted 2003-04
Capital Improvement	\$ 250,345	\$ 830,000	\$ 730,000	\$ 1,025,000
Total Expenditures	\$ 250,345	\$ 830,000	\$ 730,000	\$ 1,025,000

NON-DEPARTMENTAL

EXPENDITURES				
	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Adopted 2003-04
Maintenance	\$ -	\$ -	\$ -	\$ 26,000
Support Services	6,371,545	6,623,614	6,623,614	7,151,249
Designated Expenses	29,510	95,000	100,000	100,000
Total Expenditures	\$ 6,401,055	\$ 6,718,614	\$ 6,723,614	\$ 7,277,249

WATER & SEWER FUND

INFORMATION TECHNOLOGY

EXPENDITURES				
	Actual	Budget	Estimated	Adopted
	2001-02	2002-03	2002-03	2003-04
Salaries	\$ -	\$ 71,235	\$ 71,385	\$ 83,180
Supplies	25,137	30,960	30,960	45,000
Maintenance	59,201	76,924	76,924	111,561
Repairs	2,079	5,000	5,000	7,000
Support Services	116,810	180,000	180,000	234,495
Benefits	-	20,641	20,491	22,934
Capital Outlay	154,475	281,442	265,992	175,170
Total Expenditures	\$ 357,702	\$ 666,202	\$ 650,752	\$ 679,340

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 expenditures incurred and revenues received pertaining to the operation maintenance, an improvement of drainage Services provided by the City.

"The City Without Limits!"

DRAINAGE UTILITY FUND

Adopted Budget

Summary

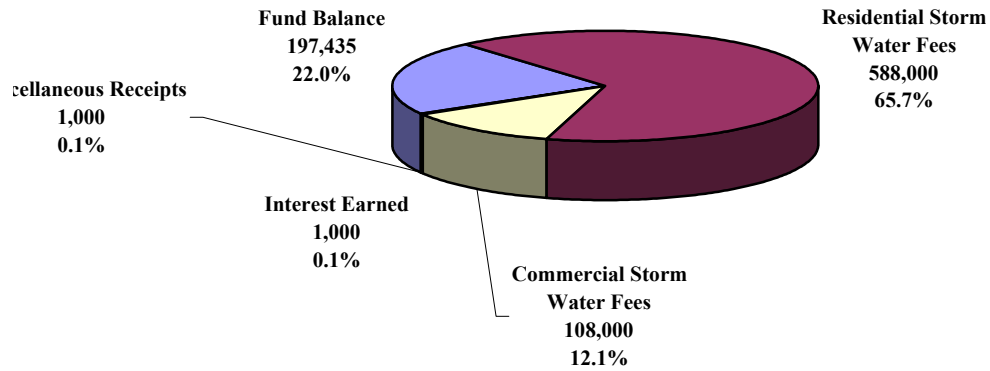
FY 2003-04

	2001-02 ACTUAL	2002-03 ADOPTED	2002-03 ESTIMATED	2003-04 ADOPTED
BEGINNING FUND BALANCE				
Unreserved Fund Balance	-	197,435	215,839	245,123
TOTAL BEGINNING FUND BALANCE	-	197,435	215,839	245,123
REVENUES				
Residential Storm Water Fees	549,350	588,000	600,000	602,000
Commercial Storm Water Fees	102,657	108,000	109,000	110,000
Interest Earned	2,473	1,000	2,500	1,000
Miscellaneous Receipts	750	1,000	-	-
TOTAL CURRENT REVENUES	655,230	698,000	711,500	713,000
TOTAL FUNDS AVAILABLE	655,230	895,435	927,339	958,123
EXPENSES				
Engineering	410,006	498,395	447,480	254,642
Street	29,385	23,536	28,536	25,000
Drainage Projects	-	337,206	175,352	230,262
Non-Departmental	-	36,298	30,848	18,856
TOTAL CURRENT EXPENSES	439,391	895,435	682,216	528,760
TRANSFERS OUT	-	-	-	-
TOTAL EXPENSES	439,391	895,435	682,216	528,760
ENDING FUND BALANCE				
Unreserved Fund Balance	215,839	-	245,123	429,363
TOTAL ENDING FUND BALANCE	215,839	-	245,123	429,363

DRAINAGE UTILITY FUND

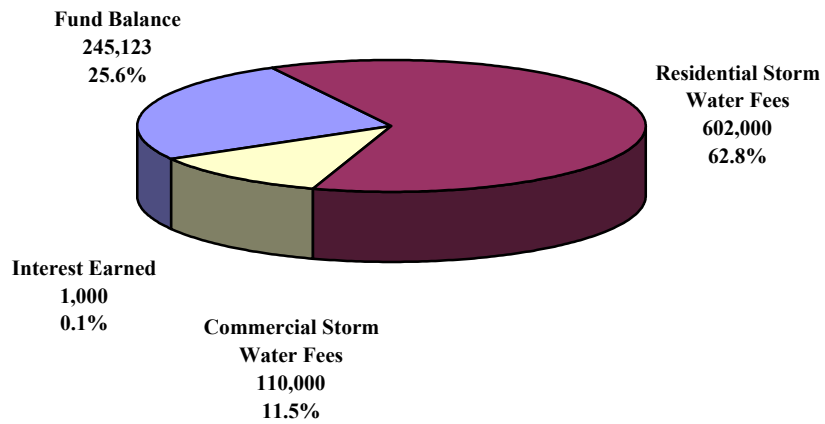
Comparison of FY 2002-03 Budget to FY 2003-04 Budget

FY 2002-03 Revenues by Source



Total Revenues \$895,435

FY 2003-04 Revenues by Source

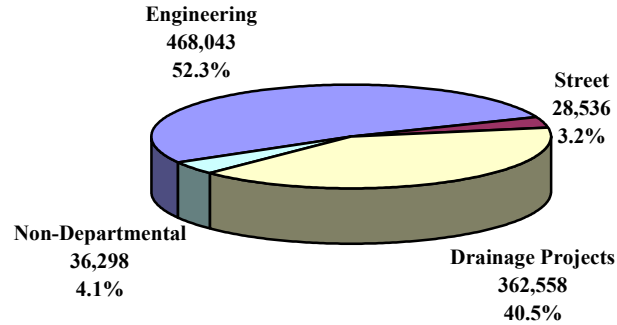


Total Revenues \$958,123

DRAINAGE UTILITY FUND

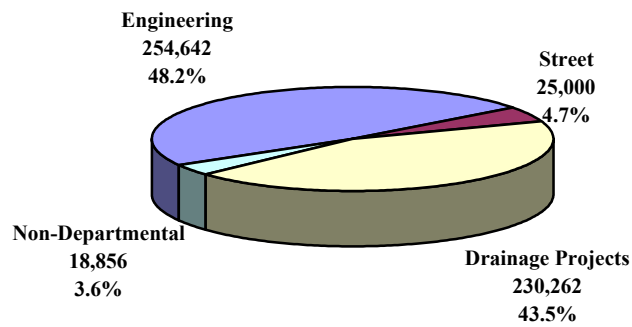
Comparison of FY 2002-03 Budget to FY 2003-04 Budget

FY 2002-03 Expenditures by Function



Total Expenditures \$895,435

FY 2003-04 Expenditures by Function



Total Expenditures \$528,760

Note: Significant changes between FY 2002-03 and FY 2003-04 are discussed on each division's financial page

DRAINAGE UTILITY FUND
PUBLIC WORKS DEPARTMENT
ENGINEERING AND STREETS

MISSION STATEMENT:

The mission of the Drainage Utility is to provide management services for the City of Killeen that support water quality improvements; storm water run-off control and beneficial usage solutions; system sustainability and reduction of chronic maintenance problems; minimization of erosion and excess sedimentation; and aesthetic enhancement opportunities.

PROGRAM DESCRIPTIONS:

The City has developed a 5-year Storm Water Management Program (SWMP) and will be securing a storm water discharge permit in accordance with the Phase II regulations for small municipal separate storm sewer system (MS4) operators. The City also manages storm water discharge permits for selected municipal industrial operations (Little Nolan Road Service Center; Transfer Station; Recycling Center; MSW Landfill), and for City-performed/City-sponsored construction activities that disturb /1 acre. The City must comply with six SWMP minimum control measures: 1) public education/outreach; 2) public participation/involvement; 3) identification and elimination of illicit discharges; 4) control of storm water discharges associated with construction; 5) management of storm water run-off associated with new development/re-development; and 6) pollution prevention/good housekeeping for municipal operations, to minimize adverse impacts to storm water run-off. The City has implemented a drainage capital improvements program (CIP) and is preparing a Drainage Master Plan to address drainage infrastructure inadequacies and system upgrades.

ACCOMPLISHMENTS:

- Formed Storm Water Task Force, a stakeholders group consisting of representatives from local business, environmental, citizen and neighboring governmental interests.
- Provided public education and staff training programs for Phase II program implementation.
- Initiated Drainage CIP and watershed based Drainage Master Plan.
- Converted mapped storm drainage infrastructure to geodatabase coverage compliant with City's GIS standards.

ISSUES AND SERVICES:

FY 2002-2003 activities concluded with the hiring of a drainage technician and project secretary, who will assist with the inspection and management of drainage infrastructure and SWMP implementation, and the initiation of the Drainage CIP and Drainage Master Planning efforts. During FY 2003-2004, engineering consultants will prepare the first design phase of the Drainage Master Plan to guide CIP planning and implementation, and design additional drainage CIP projects. After the City files its Notice of Intent (NOI) for TPDES small MS4 storm water general permit coverage, evaluation and assessment of the chosen Phase II SWMP BMPs and measurable goals will include performance reporting and tracking, and preparation of regulatory reports.

KEY OBJECTIVES:

Objective #1: Continue to inventory and improve City's drainage infrastructure.

Objective #2: Prepare SWMP performance reports.

Objective #3: Continue to develop and implement Drainage CIP and Drainage Master Plan.

	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Adopted 2003-04
NOIs for TPDES General Permit Coverage	0	3	4	6
Minor Drainage CIP Projects	0	8	14	10
Drainage Master Plan Phases	0	1	1	1
Priority Drainage Maintenance Projects	0	1	1	3

DRAINAGE UTILITY FUND

**PUBLIC WORKS DEPARTMENT
ENGINEERING**

EXPENDITURES				
	Actual	Budget	Estimated	Adopted
	2001-02	2002-03	2002-03	2003-04
Salaries	\$ 38,794	\$ 86,163	\$ 86,163	\$ 113,366
Supplies	326	3,604	2,787	7,026
Maintenance	1,300	-	-	1,000
Repairs	-	250	-	250
Support Services	357,122	347,841	316,497	99,617
Benefits	9,254	24,340	7,147	33,383
Capital Outlay	3,210	36,197	34,886	-
Total Expenditures	\$ 410,006	\$ 498,395	\$ 447,480	\$ 254,642

STREET

EXPENDITURES				
	Actual	Budget	Estimated	Adopted
	2001-02	2002-03	2002-03	2003-04
Salaries	\$ -	\$ 5,000	\$ -	\$ -
Maintenance	29,385	18,536	28,536	25,000
Total Expenditures	\$ 29,385	\$ 23,536	\$ 28,536	\$ 25,000

PERSONNEL SUMMARY

Position Title	Number of Positions			
	2000-01	2001-02	2002-03	2003-04
Project Engineer	0	1	1	1
Secretary	0	0	1	1
Storm Water Drainage Technician	0	0	1	1
Total	0	1	3	3

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. In addition, a bond reserve fund, equal to one year's average annual debt service payment, is established for each revenue bond issue as required. Deposits are made to these funds in amounts necessary to retire the current year's debt service and paying agent fees. 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.

The most recent debt issue of the City of Killeen earned ratings from Moody's and Standard & Poor's:

<u>Bond Type</u>	<u>Standard & Poors</u>	<u>Moody's</u>	<u>Fitch</u>
General Obligation	AA-	Aa3	AA-
Utility Revenue Bond	A+	A1	AA-

The City of Killeen has no legal debt limit established by its charter or ordinances. The Constitution of the State of Texas (Article 11, Section 5) limits the maximum amount that a city can designate for debt service to 2.5% of its total assessed value.

Assessed Value, 2003 Tax Roll	\$ 2,532,883,367
Limit on Amount Designated for Debt Service	<u>X 2.5%</u>
Legal Limit	<u>\$ 63,322,084</u>
Actual Amount to be Expended for General Obligation Debt Service During the Year Ending September 30, 2004.	<u>\$ 5,298,683</u>

"The City Without Limits!"

TAX INFORMATION

Since 1982, the appraisal of property within the City has been the responsibility of the county wide appraisal district. The appraisal district is required under the property tax code to assess all property within the appraisal district on the basis of 100 percent of its appraised value and is prohibited from applying any assessments ratios. The value of property within the appraisal district must be reviewed at least every five years. The City may challenge appraised values established by the appraisal district through various appeals and, if necessary, legal action. Under this legislation, the City continues to set tax rates on property within the City limits. The City Council may not adopt a tax rate that raises more tax revenue than the prior year without holding a public hearing on the tax increase. The hearing is held following a published notice to the taxpayers and otherwise complying with the State Tax Code. If the adopted tax rate exceeds the rollback tax rate, the qualified voters of the City by petition, may require that an election be held to determine whether or not to reduce the tax rate adopted for the current year to the rollback rate.

For definition purposes,

"Effective tax rate" means the rate that will produce last year's maintenance and operation tax levy (adjusted). "Adjusted" means lost values are not included in the calculation of last year's taxes and new values are not included in this year's taxable values. If the effective tax rate, excluding tax rates for bonds and other contractual obligations, and adjusted for new improvements, exceeds the rate of the previous year by more than 8 percent, qualified voters of the City may petition for an election to determine whether to limit the tax rate to no more than 8 percent above the tax rate of the previous year.

"Rollback tax rate" means the rate that will produce last year's maintenance and operation tax levy (adjusted) multiplied by 1.08 plus a rate that will produce this year's debt service from this year's values (unadjusted) divided by the anticipated tax collection rate.

By each September 1, or as soon thereafter as practicable, the City Council adopts a tax rate. The rate is expressed in terms of \$100 of taxable assessed valuation and consist of two components: (1) a tax rate for maintenance and operations, and (2) a tax rate for debt service.

Current tax notices are mailed out in early October of each year. Current taxes are due by January 31 of each year and incur penalty and interest after that date. There is a 15% attorney fee added after July 1. The penalty and interest rates are as follows:

<u>Month of Payment</u>	<u>Penalty</u>	<u>Interest</u>	<u>Total</u>
February	6%	1%	7%
March	7%	2%	9%
April	8%	3%	11%
May	9%	4%	13%
June	10%	5%	15%
July	12%	6%	18%

The City Council of Killeen has elected to provide that current taxes paid prior to December 31 of the year shall be subject to discounts as follows:

Paid October 1 to October 31	3%
Paid November 1 to November 30	2%
Paid December 1 to December 31	1%

AD VALOREM TAXES

**ESTIMATE OF AD VALOREM TAX REVENUE
AND PROPOSED DISTRIBUTION OF COLLECTIONS**

TAX ESTIMATE

Assessed Valuation for 2003	\$ 2,532,883,367
Proposed Tax Rate of \$100 Valuation	0.699
Gross Revenue from Taxes	17,704,855
Estimated Percent of Collections	98%
Estimated Funds from Tax Levy	17,350,758
Less Discount for Early Payment	(410,144)
Estimated Funds Available	\$ 16,940,614

PROPOSED DISTRIBUTION OF ALL TAX COLLECTIONS

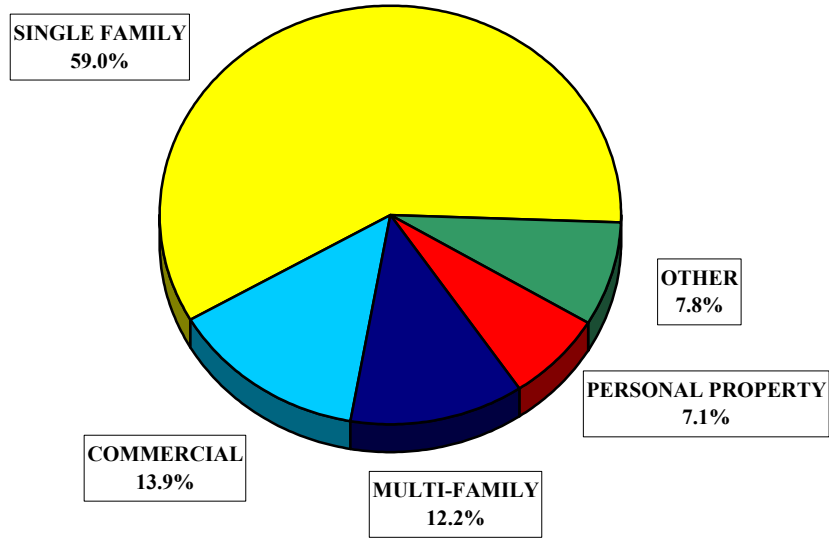
	% of Total	Tax Rate	Collections
General Fund	74.55%	52.110 \$	12,434,356
Interest & Sinking Fund 1996 - C/O	1.99%	1.390 \$	352,000
Interest & Sinking Fund 1993	2.37%	1.658 \$	420,000
Interest & Sinking Fund 1993 - Refunding	5.16%	3.604 \$	913,160
Interest & Sinking Fund 1995	3.26%	2.278 \$	577,000
Interest & Sinking Fund 1999	1.07%	0.749 \$	189,600
Interest & Sinking Fund 1999 - Refunding	1.71%	1.196 \$	303,000
Interest & Sinking Fund 2000	3.23%	2.258 \$	572,000
Interest & Sinking Fund 2001	2.55%	1.785 \$	452,000
Interest & Sinking Fund 2002	1.35%	0.944 \$	239,000
Interest & Sinking Fund 2003	2.76%	1.929 \$	488,498
Total	100.00%	69.900 \$	16,940,614

COMPARISON OF PREVIOUS YEAR TAX RATES

	1999-00	2000-01	2001-02	2002-03	2003-04
General Fund	46.120	54.540	50.580	51.620	52.110
Interest & Sinking 1991	0.020	0.963	-	-	-
I & S 1993 - Refunding	7.040	5.437	5.306	4.730	3.604
Interest & Sinking 1993	1.410	1.297	1.639	1.810	1.658
Interest & Sinking 1995	2.120	1.986	2.084	2.050	2.277
I & S 1996 - L.T.N. Fund	0.680	0.608	0.489	-	-
I & S 1996 - C/O Fund	1.450	1.297	1.342	1.62	1.390
Interest & Sinking 1999	0.640	0.699	0.891	0.84	0.749
I & S 1999 - Refunding	0.520	0.173	0.709	0.73	1.196
Interest & Sinking 2000	-	1.000	3.019	2.54	2.258
Interest & Sinking 2001	-	-	1.941	1.38	1.785
Interest & Sinking 2002	-	-	-	0.68	0.944
Interest & Sinking 2003	-	-	-	-	1.929
	60.000	68.000	68.000	68.000	69.900

KILLEEN TAX BASE

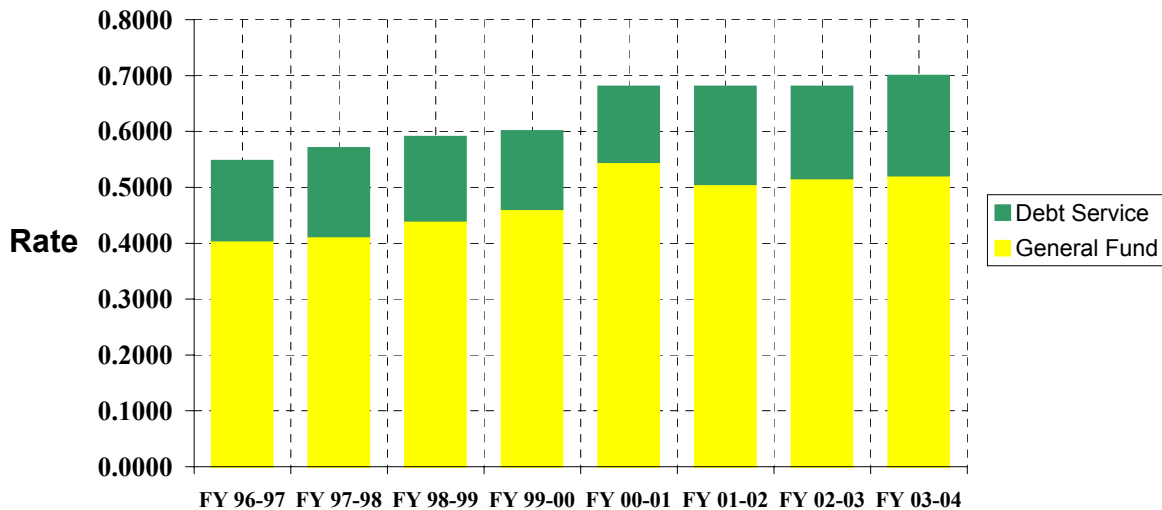
2003 CERTIFIED TAX ROLL



Total Taxable Assessed Value \$2,532,883,367

City of Killeen

Analysis of Ad Valorem Tax Rate



Allocation of Tax Rate

**ANALYSIS OF TAX ROLL
FY 03-04**

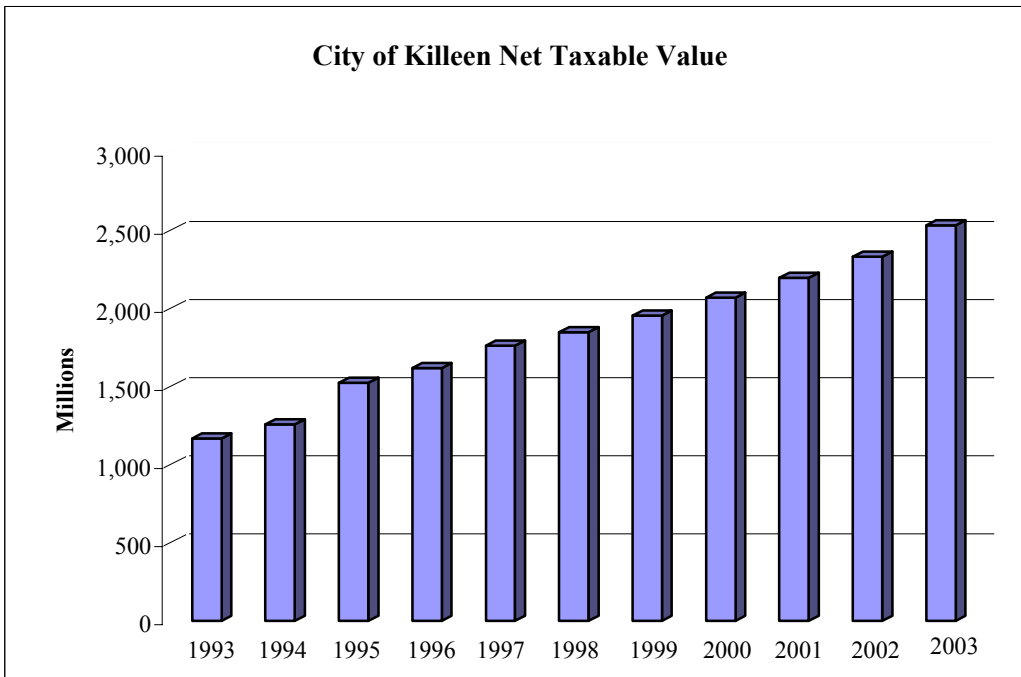
	FY 03-04	FY 02-03
Assessed Valuation of Real and Exempt Property (Based on 100% of Market Value)	\$2,850,180,061	\$2,623,181,643
Less: Exempt Property	226,990,912	207,696,893
Less: Agricultural Loss	4,870,539	5,353,141
Less: Over 65 Exemption	48,348,570	46,180,427
Less: Veterans Exemptions	37,005,333	33,658,777
Less: Special Exempt Values	81,340	0
Less: Abatements	0	0
Taxable Assessed Value	\$2,532,883,367	\$2,330,292,405
Apply Tax Rate of	.69900/\$100	.68000/\$100
Total Tax Levy	\$17,704,855	\$15,845,988
Estimated Percent of Collections	98%	98%
Estimated Funds From Tax Levy	\$17,350,758	\$15,529,069
Less: Estimated Discount for Early Payment	(410,144)	(465,872)
Estimated Funds Available	\$16,940,614	\$15,063,197

	Tax Rate Per \$100 Valuation	Percent of Levy	Estimated Collections
Debt Service	0.1779	25.45%	\$4,506,258
General Fund	0.5211	74.55%	12,434,356
			\$16,940,614

ANALYSIS OF PROPERTY VALUATIONS

APPRAISAL YEAR	TOTAL MARKET VALUATION	EXEMPT VALUE	TOTAL TAXABLE VALUE *
1993	1,227,995,804	60,620,804	1,167,375,000
1994	1,299,669,922	42,793,076	1,256,876,846
1995	1,603,800,670	80,855,258	1,522,945,412
1996	1,975,826,968	355,201,709	1,620,625,259
1997	1,976,735,037	216,146,137	1,760,588,900
1998	2,094,439,856	246,974,810	1,847,465,046
1999	2,197,789,222	243,026,079	1,954,763,143
2000	2,316,431,604	245,112,171	2,071,319,433
2001	2,451,824,519	256,869,745	2,194,954,774
2002	2,623,181,643	292,889,238	2,330,292,405
2003	2,850,180,061	317,296,694	2,532,883,367

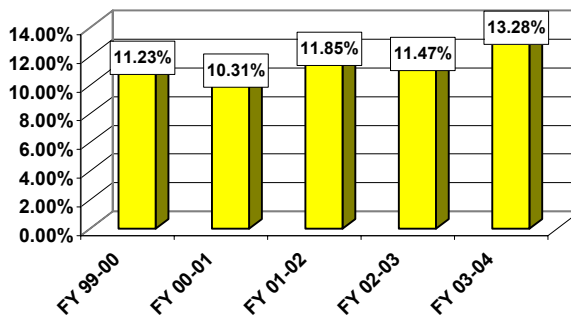
* Assessed value is 100% of the estimated value.



**CITY OF KILLEEN
DEBT SERVICE FUNDS
FY 2003-04**

DEBT SERVICE FUNDS	ESTIMATED BEGINNING FUND BALANCE	2003-04 REVENUES	2003-04 EXPENDITURES	PROJECTED ENDING FUND BALANCE
Tax I&S 1991	\$ -	\$ -	\$ -	\$ -
Tax I&S 1993 REFUND	182,294	970,000	1,074,520	77,774
Tax I&S 1993	52,036	423,000	404,000	71,036
Tax I&S 1995	89,333	580,500	487,400	182,433
Tax I&S 1996	64,545	354,500	356,375	62,670
Tax I&S 1996 (L.T.N.)	-	-	-	-
Tax I&S 1999	64,571	318,167	326,800	55,938
Tax I&S 1999 REFUND	155,672	1,783,618	930,163	1,009,127
Tax I&S 2000	107,809	576,000	575,370	108,439
Tax I&S 2001	84,253	454,500	461,775	76,978
Tax I&S 2002	73,745	244,000	266,125	51,620
Tax I&S 2003	-	513,498	416,155	97,343
TOTAL TAX I & S DEBT SERVICE FUNDS	\$ 874,258	\$ 6,217,783	\$ 5,298,683	\$ 1,793,358
WATER & SEWER I&S 1960A	\$ 11,329	\$ 50	\$ -	\$ 11,379
WATER & SEWER I&S 1988	-	-	-	-
W&S BONDS I&S 1991 REFUND	413,345	596,798	836,298	173,845
W&S RESERVE 1991 REFUND	914,139	12,000	-	926,139
WATER & SEWER I&S 1993	188,979	7,000	187,475	8,504
WATER & SEWER I&S 1993-B	-	-	-	-
WATER & SEWER I&S 1996	171,670	392,400	402,200	161,870
WATER & SEWER I&S 1997	127,650	572,713	581,588	118,775
WATER & SEWER I&S 1999	89,386	749,850	765,850	73,386
WATER & SEWER I&S 2001	178,021	636,816	596,016	218,821
TOTAL WATER & SEWER I&S DEBT SERVICE FUNDS	\$ 2,094,519	\$ 2,967,627	\$ 3,369,427	\$ 1,692,719
TOTAL HOTEL OCCUPANCY TAX DEBT SERVICE FUND	\$ 4,682	\$ 699,191	\$ 695,316	\$ 8,557
SOLID WASTE DEBT SERVICE	\$ -	\$ -	\$ 460,467	\$ -
TOTAL DEBT SERVICE FUNDS	\$ 2,973,459	\$ 9,884,601	\$ 9,823,893	\$ 3,494,634

**Annual General Obligation Debt as a Percentage
of General Fund**



TOTAL DEBT SERVICE FUNDS REVENUES

Fund Name	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Adopted 2003-04
Tax I&S 1991	\$ 1,318	\$ -	\$ 5	\$ -
Tax I&S 1993 REFUND	1,223,093	1,139,778	1,121,778	970,000
Tax I&S 1993	356,400	414,500	396,105	423,000
Tax I&S 1995	454,351	465,000	465,000	580,500
Tax I&S 1996	291,305	367,000	367,000	354,500
Tax I&S 1996 (L.T.N.)	108,381	200	28	-
Tax I&S 1999	319,216	318,000	326,387	318,167
Tax I&S 1999 REFUND	685,340	875,285	874,296	1,783,618
Tax I&S 2000	645,921	571,000	574,104	576,000
Tax I&S 2001	410,749	309,500	311,004	454,500
Tax I&S 2002	-	150,000	159,000	244,000
Tax I&S 2003	-	-	-	513,498
TOTAL TAX I & S DEBT SERVICE FUNDS	\$ 4,496,074	\$ 4,610,263	\$ 4,594,707	\$ 6,217,783
WATER & SEWER I&S 1960A	\$ 66	\$ 30	\$ 50	\$ 50
W&S BONDS I&S 1988	61	25	4	-
W&S BONDS I&S 1991 REFUND	891,943	841,798	839,798	596,798
W&S RESERVE 1991 REFUND	18,388	7,500	7,500	12,000
WATER & SEWER I&S 1993	152,476	186,975	189,975	7,000
WATER & SEWER I&S 1993-B	3,962	750	25	-
WATER & SEWER I&S 1996	415,204	403,200	402,700	392,400
WATER & SEWER I&S 1997	590,021	581,588	581,088	572,713
WATER & SEWER I&S 1999	781,783	766,350	765,350	749,850
WATER & SEWER I&S 2001	699,455	597,017	596,517	636,816
TOTAL WATER & SEWER I&S DEBT SERVICE FUNDS	\$ 3,553,359	\$ 3,385,233	\$ 3,383,007	\$ 2,967,627
TOTAL HOTEL OCCUPANCY TAX DEBT SERVICE FUND	\$ 691,985	\$ 694,392	\$ 698,887	\$ 699,191
TOTAL DEBT SERVICE FUNDS	\$ 8,741,418	\$ 8,689,888	\$ 8,676,601	\$ 9,884,601

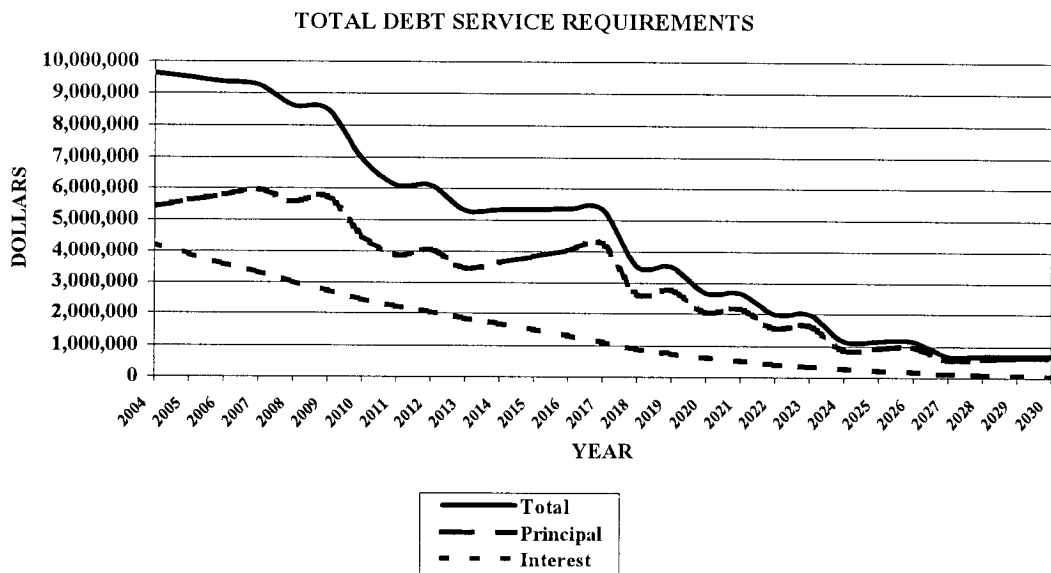
TOTAL DEBT SERVICE FUNDS EXPENDITURES

Fund Name	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Adopted 2003-04
Tax I&S 1991	72,301	-	4,354	-
Tax I&S 1993 REFUND	1,272,414	1,146,520	1,146,520	1,074,520
Tax I&S 1993	328,750	418,125	418,125	404,000
Tax I&S 1995	447,785	462,840	462,840	487,400
Tax I&S 1996	273,660	366,675	366,675	356,375
Tax I&S 1996 (L.T.N.)	-	22,452	25,260	-
Tax I&S 1999	319,007	313,450	313,450	326,800
Tax I&S 1999 REFUND	642,892	853,445	853,445	930,163
Tax I&S 2000	568,292	570,620	570,620	575,370
Tax I&S 2001	355,651	316,775	316,775	461,775
Tax I&S 2002	-	85,255	85,255	266,125
Tax I&S 2003	-	-	-	416,155
TOTAL TAX I & S DEBT SERVICE FUNDS	\$ 4,280,752	\$ 4,556,157	\$ 4,563,319	\$ 5,298,683
WATER & SEWER I&S 1960A	-	-	-	-
W&S BONDS I&S 1988	-	-	3,240	-
W&S BONDS I&S 1991 REFUND	873,929	883,748	883,748	836,298
W&S RESERVE 1991 REFUND	-	-	-	-
WATER & SEWER I&S 1993	77,339	151,900	151,900	187,475
WATER & SEWER I&S 1993-B	175,466	60,830	61,167	-
WATER & SEWER I&S 1996	425,791	412,100	412,100	402,200
WATER & SEWER I&S 1997	596,529	588,488	601,508	581,588
WATER & SEWER I&S 1999	795,507	780,300	780,300	765,850
WATER & SEWER I&S 2001	604,521	562,917	562,917	596,016
TOTAL WATER & SEWER I&S DEBT SERVICE FUNDS	\$ 3,549,082	\$ 3,440,283	\$ 3,456,880	\$ 3,369,427
TOTAL HOTEL OCCUPANCY TAX DEBT SERVICE FUND	\$ 692,028	\$ 694,392	\$ 694,392	\$ 695,316
SOLID WASTE DEBT SERVICE	\$ 377,282	\$ 365,405	\$ 366,152	\$ 460,467
TOTAL DEBT SERVICE FUNDS	\$ 8,899,144	\$ 9,056,237	\$ 9,080,743	\$ 9,823,893

**CITY OF KILLEEN
TOTAL DEBT SERVICE REQUIREMENTS**

**OUTSTANDING OCTOBER 2003
\$ 83,845,000**

YEAR	PRINCIPAL	INTEREST	TOTAL REQUIREMENTS	BONDS OUTSTANDING
2004	5,420,000	4,216,824	9,636,824	78,425,000
2005	5,625,000	3,893,392	9,518,392	72,800,000
2006	5,785,000	3,594,474	9,379,474	67,015,000
2007	5,955,000	3,318,710	9,273,710	61,060,000
2008	5,585,000	3,027,337	8,612,337	55,475,000
2009	5,745,000	2,744,780	8,489,780	49,730,000
2010	4,505,000	2,454,578	6,959,578	45,225,000
2011	3,870,000	2,232,167	6,102,167	41,355,000
2012	4,060,000	2,039,497	6,099,497	37,295,000
2013	3,475,000	1,844,106	5,319,106	33,820,000
2014	3,645,000	1,680,581	5,325,581	30,175,000
2015	3,835,000	1,502,150	5,337,150	26,340,000
2016	4,035,000	1,311,664	5,346,664	22,305,000
2017	4,250,000	1,108,068	5,358,068	18,055,000
2018	2,640,000	891,606	3,531,606	15,415,000
2019	2,780,000	759,396	3,539,396	12,635,000
2020	2,055,000	618,984	2,673,984	10,580,000
2021	2,165,000	519,358	2,684,358	8,415,000
2022	1,565,000	413,237	1,978,237	6,850,000
2023	1,650,000	336,891	1,986,891	5,200,000
2024	875,000	275,335	1,150,335	4,325,000
2025	925,000	229,892	1,154,892	3,400,000
2026	975,000	181,749	1,156,749	2,425,000
2027	560,000	130,344	690,344	1,865,000
2028	590,000	100,244	690,244	1,275,000
2029	620,000	68,531	688,531	655,000
2030	655,000	35,206	690,206	-

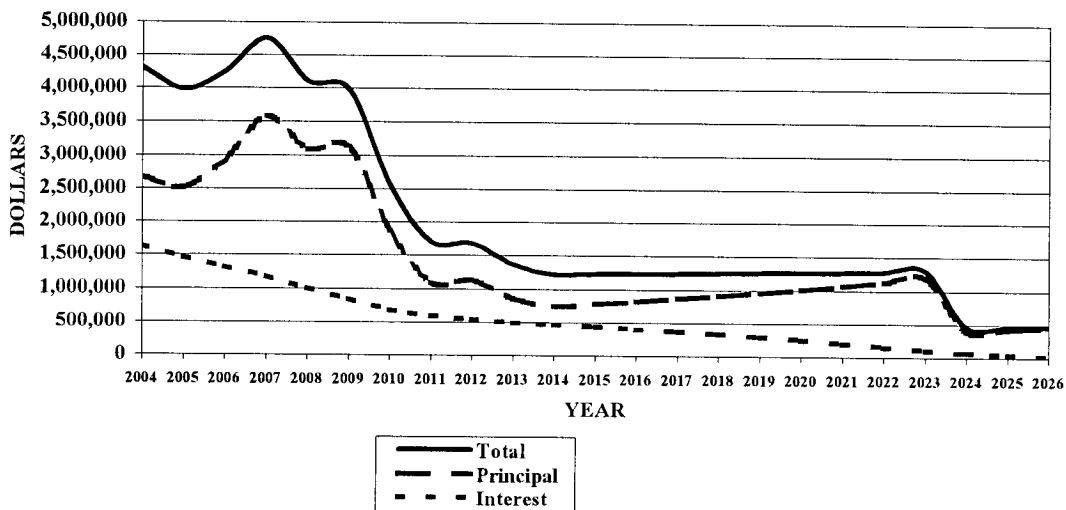


**CITY OF KILLEEN
GENERAL OBLIGATION DEBT
TOTAL REQUIREMENTS**

OUTSTANDING OCTOBER 2003
\$ 33,685,970

YEAR	PRINCIPAL	INTEREST	TOTAL REQUIREMENTS	BONDS OUTSTANDING
2004	2,670,870	1,637,043	4,307,913	31,015,100
2005	2,514,850	1,460,757	3,975,607	28,500,250
2006	2,924,150	1,322,779	4,246,929	25,576,100
2007	3,578,400	1,182,073	4,760,473	21,997,700
2008	3,091,200	1,010,740	4,101,940	18,906,500
2009	3,123,900	855,454	3,979,354	15,782,600
2010	1,872,200	693,607	2,565,807	13,910,400
2011	1,100,500	603,479	1,703,979	12,809,900
2012	1,138,800	550,913	1,689,713	11,671,100
2013	866,100	502,578	1,368,678	10,805,000
2014	755,000	468,323	1,223,323	10,050,000
2015	790,000	438,700	1,228,700	9,260,000
2016	830,000	406,774	1,236,774	8,430,000
2017	875,000	371,903	1,246,903	7,555,000
2018	920,000	334,251	1,254,251	6,635,000
2019	965,000	294,001	1,259,001	5,670,000
2020	1,015,000	251,264	1,266,264	4,655,000
2021	1,070,000	205,458	1,275,458	3,585,000
2022	1,130,000	155,968	1,285,968	2,455,000
2023	1,195,000	102,460	1,297,460	1,260,000
2024	395,000	64,791	459,791	865,000
2025	420,000	44,548	464,548	445,000
2026	445,000	22,918	467,918	-

TOTAL G.O. DEBT

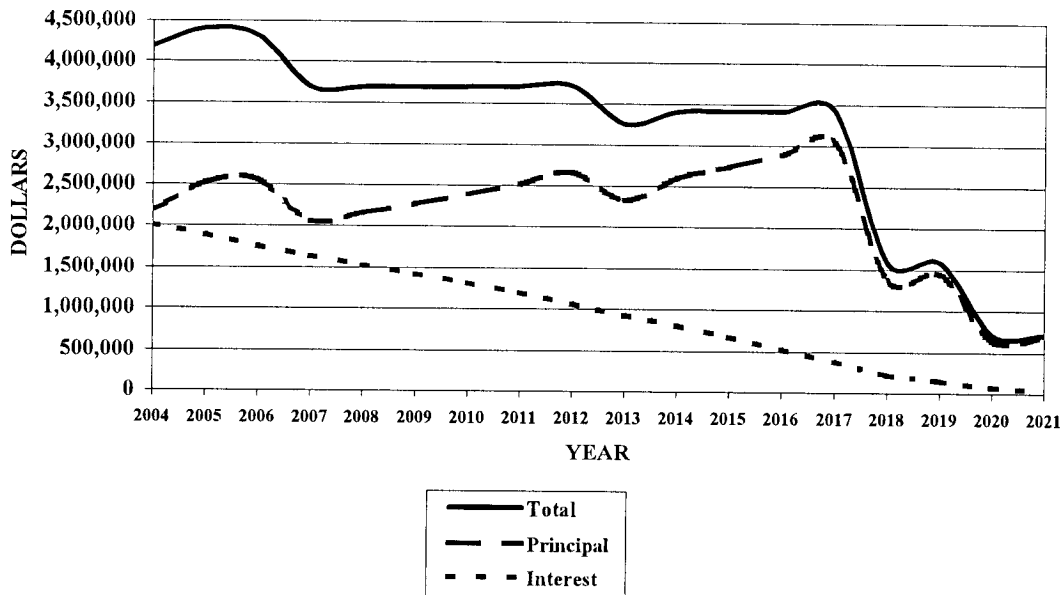


**CITY OF KILLEEN
WATER & SEWER DEBT
TOTAL REQUIREMENTS**

**OUTSTANDING OCTOBER 2003
\$ 39,070,030**

YEAR	PRINCIPAL	INTEREST	TOTAL REQUIREMENTS	BONDS OUTSTANDING
2004	2,176,130	2,004,145	4,180,276	36,893,900
2005	2,523,150	1,887,044	4,410,195	34,370,750
2006	2,559,850	1,754,759	4,314,609	31,810,900
2007	2,059,600	1,634,666	3,694,266	29,751,300
2008	2,162,800	1,530,549	3,693,350	27,588,500
2009	2,276,100	1,419,975	3,696,075	25,312,400
2010	2,392,800	1,309,155	3,701,955	22,919,600
2011	2,519,500	1,190,072	3,709,572	20,400,100
2012	2,656,200	1,061,718	3,717,918	17,743,900
2013	2,333,900	927,382	3,261,282	15,410,000
2014	2,600,000	811,587	3,411,587	12,810,000
2015	2,740,000	677,279	3,417,279	10,070,000
2016	2,885,000	533,969	3,418,969	7,185,000
2017	3,040,000	381,564	3,421,564	4,145,000
2018	1,365,000	220,006	1,585,006	2,780,000
2019	1,445,000	146,506	1,591,506	1,335,000
2020	650,000	68,256	718,256	685,000
2021	685,000	35,106	720,106	-

TOTAL WATER & SEWER DEBT

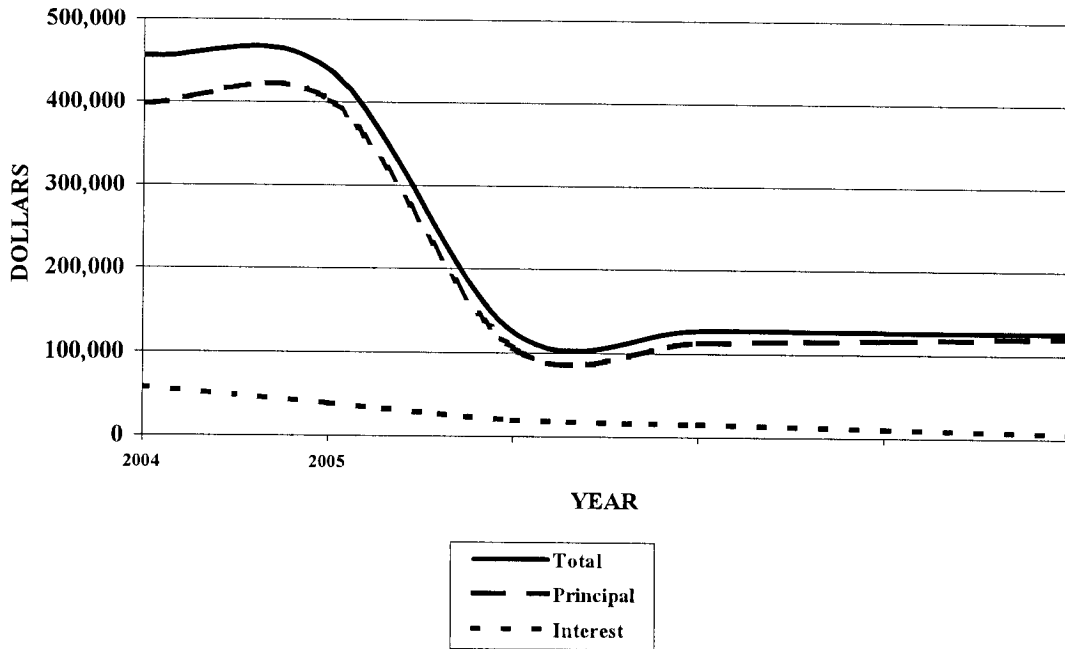


**CITY OF KILLEEN
SOLID WASTE DEBT
TOTAL REQUIREMENTS**

OUTSTANDING OCTOBER 2003
\$ 1,254,000

YEAR	PRINCIPAL	INTEREST	TOTAL REQUIREMENTS	BONDS OUTSTANDING
2004	398,000	57,820	455,820	856,000
2005	402,000	37,400	439,400	454,000
2006	106,000	18,920	124,920	348,000
2007	112,000	14,680	126,680	236,000
2008	116,000	10,032	126,032	120,000
2009	120,000	5,160	125,160	0

TOTAL SOLID WASTE DEBT



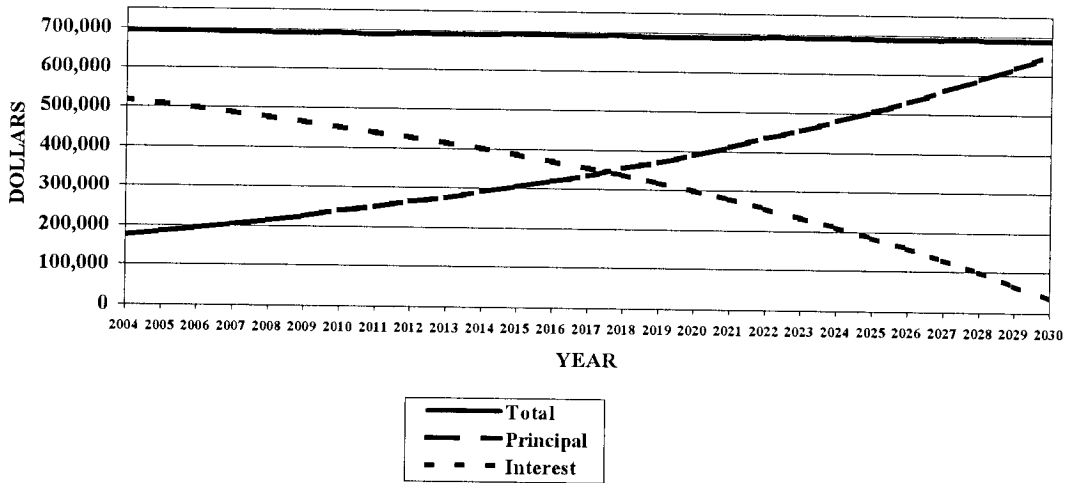
**CITY OF KILLEEN
HOTEL OCCUPANCY TAX DEBT
TOTAL REQUIREMENTS**

OUTSTANDING OCTOBER 2003

\$ 9,835,000

YEAR	PRINCIPAL	INTEREST	TOTAL REQUIREMENTS	BONDS OUTSTANDING
2004	175,000	517,816	692,816	9,660,000
2005	185,000	508,191	693,191	9,475,000
2006	195,000	498,016	693,016	9,280,000
2007	205,000	487,291	692,291	9,075,000
2008	215,000	476,016	691,016	8,860,000
2009	225,000	464,191	689,191	8,635,000
2010	240,000	451,816	691,816	8,395,000
2011	250,000	438,616	688,616	8,145,000
2012	265,000	426,866	691,866	7,880,000
2013	275,000	414,146	689,146	7,605,000
2014	290,000	400,671	690,671	7,315,000
2015	305,000	386,171	691,171	7,010,000
2016	320,000	370,921	690,921	6,690,000
2017	335,000	354,601	689,601	6,355,000
2018	355,000	337,349	692,349	6,000,000
2019	370,000	318,889	688,889	5,630,000
2020	390,000	299,464	689,464	5,240,000
2021	410,000	278,794	688,794	4,830,000
2022	435,000	257,269	692,269	4,395,000
2023	455,000	234,431	689,431	3,940,000
2024	480,000	210,544	690,544	3,460,000
2025	505,000	185,344	690,344	2,955,000
2026	530,000	158,831	688,831	2,425,000
2027	560,000	130,344	690,344	1,865,000
2028	590,000	100,244	690,244	1,275,000
2029	620,000	68,531	688,531	655,000
2030	655,000	35,206	690,206	-

TOTAL HOTEL OCCUPANCY TAX DEBT



SPECIAL REVENUE FUNDS

Special Revenue Funds are used to account for the proceeds of specific revenue sources that are required by law to be used for specified purposes. The City of Killeen has the following Special Revenue Funds:

Cable System PEG Improvements Fund: To account for resources contributed to the City, the use of which is restricted to the acquisition of appropriate equipment and other expense items for the benefit of the cable franchise system.

Community Development Block Grant Fund: To account for the operations of projects utilizing Community Development Block Grant funds. Such revenues are restricted to expenditures for specified projects by the Department of Housing and Urban Development.

Home Program: To account for program funds received from Housing Urban & Development (HUD). These programs are restricted to expenditures authorized by the Department of Housing and Urban Development.

Hotel Occupancy Tax Fund: To account for the levy and utilization of the hotel occupancy tax. State law requires that revenues from this tax be used for advertising and promotion of the City.

Law Enforcement Grant: To account for the operation of projects utilizing Law Enforcement Block Grant Funds. These projects are for the purpose of reducing crime and improving public safety.

Library Memorial Fund: To account for revenues that are restricted to the Killeen Public Library.

Lions Club Park Fund: To account for the construction of the Lion's Club Park. This fund also accounts for the revenues received from the State Parks and Wildlife Commission and donations from the Lion's Club and other constituents.

Parks Fund: To account for funds to be used for development and improvement of City park land.

Police Federal Seizure Fund: To account for revenues and expenditures that are restricted by federal seizure requirements.

Police State Seizure Fund - Charter #429 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 2001-02	Budget 2002-03	Estimated 2002-03	Adopted 2003-04
Revenues				
Cable System PEG Improvements	\$ 83,999	\$ 83,685	\$ 85,994	\$ 71,583
CDBG	1,032,940	1,786,830	1,234,410	2,093,817
Community Dev. - Home Program	516,580	1,060,611	219,333	1,220,064
Hotel Occupancy Tax	1,857,722	2,860,074	2,811,318	2,701,156
Law Enforcement Grant	295,670	150,283	211,038	125,126
Library Memorial	23,777	-	28,377	-
Lions Club Park	152,516	-	104,772	-
Park Improvements Fund	170,054	119,242	117,456	90,996
Police Federal Seizure	87,937	92,514	74,927	26,427
Police State Seizure	53,155	28,795	47,944	39,549
Total Revenues	\$ 4,274,350	\$ 6,182,034	\$ 4,935,569	\$ 6,368,718
Expenditures				
Cable System PEG Improvements	\$ 48,005	\$ 67,184	\$ 64,411	\$ 65,042
CDBG	1,028,574	2,187,889	1,234,410	2,093,817
Community Dev. - Home Program	460,037	880,883	219,333	1,220,064
Hotel Occupancy Tax	1,242,304	2,533,606	2,350,137	2,353,201
Law Enforcement Grant	219,632	203,912	203,912	122,028
Library Memorial	-	-	28,377	-
Lions Club Park	47,744	104,230	104,772	-
Park Improvements Fund	102,598	136,460	76,460	90,996
Police Federal Seizure	21,010	92,514	50,000	26,427
Police State Seizure	25,711	28,795	28,795	39,549
Total Expenditures	\$ 3,195,615	\$ 6,235,473	\$ 4,360,607	\$ 6,011,124

CABLESYSTEM PEG IMPROVEMENTS

	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Adopted 2003-04
Beginning Fund Balance	\$ 33,302	\$ 33,685	\$ 35,994	\$ 21,583
Revenues				
Miscellaneous Receipts	\$ 50,000	\$ -	\$ -	\$ 50,000
Interest Earned	697	-	-	-
Transfers from General Fund	-	50,000	50,000	-
Total Fund Balance and Revenues	\$ 83,999	\$ 83,685	\$ 85,994	\$ 71,583
Expenditures				
Salaries	\$ 10,760	\$ 21,057	\$ 21,057	\$ 21,116
Office Supplies	214	500	500	500
Small Equipment Repair	2,017	3,000	2,000	3,000
Employee Benefits	836	7,154	7,154	7,426
Council Broadcast Services	29,843	30,000	30,000	30,000
Feature Program Services	2,307	3,000	3,000	3,000
Office Machines and Equipment	2,028	773	700	-
Computer Equipment	-	1,700	-	-
Total Expenditures	\$ 48,005	\$ 67,184	\$ 64,411	\$ 65,042
Ending Fund Balance	\$ 35,994	\$ 16,501	\$ 21,583	\$ 6,541

COMMUNITY DEVELOPMENT FUND

	Actual		Budget		Estimated		Adopted
	2001-02		2002-03		2002-03		2003-04
Beginning Fund Balance	\$ 22,434	\$	231,970	\$	4,366	\$	-
Revenues							
CDBG Program Income	\$ 15,339	\$	-	\$	10,000	\$	-
Federal Receipts	972,124		1,554,860		1,220,044		2,093,817
Loans (Payment)	22,878		-		-		-
Interest Payments on Loan	165		-		-		-
Total Fund Balance and Revenues	\$ 1,032,940	\$	1,786,830	\$	1,234,410	\$	2,093,817
Expenditures							
Public Works/Street Division (22nd yr.)	\$ -	\$	3,298	\$	3,298	\$	-
Housing Rehab. Program (22nd yr.)	6		7,236		-		7,236
Parks and Recreation Deptment (23rd yr.)	3,302		1,008		1,008		-
Street Improvement Projects (23rd yr.)	9,146		-		-		-
Housing Rehabilitation Programs (23rd yr.)	14,838		46,782		25,965		34,782
Housing Rehab Program (24th yr.)	4,540		-		-		-
Sewer Rehab & Drainage (24th yr.)	5,839		-		-		-
Hill Ctr Transit Improvements (25th yr.)	24,300		13,515		8,037		5,478
Comm Dev Housing Program (25th yr.)	4,366		93,767		-		93,767
Killeen Code Enforcement (25th yr.)	694		-		-		-
Comm Dev Administrative (26th yr.)	781		-		-		-
Greater Ft Hood Comm in Schools (26th yr.)	6,025		-		-		-
Gretaer Killeen Free Clinic (26th yr.)	4,596		-		-		-
Killeen Transportation Program (26th yr.)	498		-		-		-
Killeen Housing Authority (26th yr.)	2,077		-		-		-
Killeen Street Division (26th yr.)	39,910		48,437		11,227		37,210
Comm Dev Div Housing Prog (26th yr.)	1,881		-		-		-
Killeen Code Enforcement (26th yr.)	44,799		-		-		-
Temple Coord Child Care (26th yr.)	3,965		-		-		-
Tejas Council Camp Fire (26th yr)	353		-		-		-
Clements Club Improvements (26th yr.)	14,999		-		-		-
Killeen PW Water & Sewer (26th yr.)	177,205		-		-		-
Bluebonnet Girl Scout (27th yr.)	5,507		102		102		-
Families in Crisis, Inc. (27th yr.)	4,000		-		-		-
Greater Ft Hd Comm in Schools (27th yr.)	15,380		-		-		-
Greater Killeen Free Clinic (27th yr.)	18,607		-		-		-
Hill Country Act/Aging (27th yr.)	12,375		-		-		-
Killeen Help Center (27th yr.)	15,000		-		-		-

**COMMUNITY DEVELOPMENT FUND
(CONTINUED)**

	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Adopted 2003-04
Killeen Transportation Program (27th yr.)	31,884	265	265	-
Killeen P & R (27th yr.)	5,229	871	871	-
Killeen Street Division (27th yr.)	78,333	44,339	44,339	-
Comm Dev Housing Program (27th yr.)	13,479	69,004	15,431	53,573
Killeen Code Enforcement (27th yr.)	13,989	78,680	33,300	45,380
Comm Dev Administrative (27th yr.)	228,420	-	-	-
Cen Tx Youth Serv Bureau (27th yr.)	8,909	-	-	-
Hill Country Transit (27th yr.)	11,490	-	-	-
Temple Coord Child Care (27th yr.)	-	43,832	43,832	-
Killeen PW Water & Sewer (27th yr.)	75,338	114,809	34,060	-
Killeen City Fire Dept (27th yr.)	2,886	-	-	-
Food Care Center (27th yr.)	-	105,886	105,886	-
Girl Scouts - Bluebonnet (27th yr.)	6,000	-	-	-
Greater Ft Hd Comm in Schools (27th yr.)	89,000	-	-	-
Hill Country Comm Act Aso (27th yr.)	-	80,600	-	80,600
Transformative Charter Ac (27th yr.)	14,000	226,000	226,000	-
Home & Hope Shelter (27th yr.)	14,629	-	-	-
Families in Crisis, Inc. (28th yr.)	-	6,000	4,500	1,500
Greater Ft Hd Comm in Schools (28th yr.)	-	13,452	12,000	1,452
Greater Killeen Free Clinic (28th yr.)	-	30,155	27,392	2,763
Killeen Help Center (28th yr.)	-	20,000	20,000	-
Killeen Transportation Program (28th yr.)	-	39,786	39,786	-
Families in Crisis Improv (28th yr.)	-	52,479	52,479	-
Killeen Housing Authority (28th yr.)	-	3,500	3,500	-
Killeen Street Division (28th yr.)	-	58,077	-	58,077
Killeen Code Enforcement (28th yr.)	-	51,150	46,383	4,767
Comm Dev Administrative (28th yr.)	-	212,800	212,800	-
Cen Tx Youth Serv Bureau (28th yr.)	-	10,000	8,576	1,424
Temple Coord Child Care (28th yr.)	-	12,000	-	12,000
Tejas Council Camp Fire (28th yr.)	-	15,022	10,176	4,846
Temple Coord Child Care Improv (28th yr.)	-	8,000	8,000	-
Killeen PW Water & Sewer (28th yr.)	-	220,454	-	220,454
Food Care Center (28th yr.)	-	170,000	166,400	3,600
Hill Country Comm Act Aso (28th yr.)	-	13,186	13,186	-
Transformative Charter Acad (28th yr.)	-	155,280	-	155,280
Home & Hope Shelter (28th yr.)	-	24,300	15,000	9,300
Families in Crisis (28th yr.)	-	24,000	24,000	-
Greater Ft Hood Comm in Schools (28th yr.)	-	16,611	16,611	-
Home & Hope Shelter (28th yr.)	-	53,206	-	53,206
Comm Dev Administrative (29th yr.)	-	-	-	228,400
Families in Crisis (29th yr.)	-	-	-	6,000
Greater Killeen Free Clinic (29th yr.)	-	-	-	28,210

**COMMUNITY DEVELOPMENT FUND
(CONTINUED)**

	Actual 2000-01	Budget 2001-02	Estimated 2001-02	Adopted 2002-03
Hill Country Act/Aging (29th yr.)	-	-	-	14,222
Killeen Transportation Program (29th yr.)	-	-	-	45,000
Killeen Street Division (29th yr.)	-	-	-	127,314
Cen TX Youth Serv Bureau (29th yr.)	-	-	-	10,000
Greater Ft Hood Comm in Schools (29th yr.)	-	-	-	22,607
Area Agency on Aging-Ct (29th yr.)	-	-	-	8,000
Bell County Human Services (29th yr.)	-	-	-	20,000
Home & Hope Shelter (29th yr.)	-	-	-	17,262
Armed Services YMCA (29th yr.)	-	-	-	82,000
Central Texas 4C, Inc (29th yr.)	-	-	-	100,000
Food Care Center (29th yr.)	-	-	-	50,000
Housing Auth of Killeen (29th yr.)	-	-	-	50,000
Killeen Parks & Rec (29th yr.)	-	-	-	94,000
Killeen Water & Sewer Div (29th yr.)	-	-	-	151,640
Code Violation ID Program (29th yr.)	-	-	-	47,467
Clearance & Demolition (29th yr.)	-	-	-	105,000
Code Enforcement Personnel	50,279	51,654	46,458	48,222
Contra Account	(50,279)	(51,654)	(46,458)	(48,222)
Housing Rehabilitation	24,245	15,431	15,431	17,355
Contra Account	(24,246)	(15,431)	(15,431)	(17,355)
Total Expenditures	\$ 1,028,574	\$ 2,187,889	\$ 1,234,410	\$ 2,093,817
Ending Fund Balance	\$ 4,366	\$ (401,059)	\$ -	\$ -

HOME PROGRAM

	Actual		Budget		Estimated		Adopted
	2001-02		2002-03		2002-03		2003-04
Beginning Fund Balance	\$ 31,554	\$	195,153	\$	56,543	\$	-
Revenues							
Federal Receipts	\$ 430,026	\$	865,458	\$	162,790	\$	1,187,927
Transfer from General Fund	55,000		-		-		32,137
Total Fund Balance and Revenues	\$ 516,580	\$	1,060,611	\$	219,333	\$	1,220,064
Expenditures							
CHDO - Operating Costs (4th yr.)	5,003		-		-		-
CHDO - Housing Activities (4th yr.)	17,294		-		-		-
Hap 1st Time Homebuyers Prog (4th yr.)	12,014		-		-		32,137
CHDO Set Aside (5th yr.)	150		-		-		-
CHDO - Operating Costs (5th yr.)	11,235		6,939		6,939		-
First Time Homebuyers Program (5th yr.)	143,682		-		-		-
FT Homebuyer - Cash Match (5th yr.)	30,363		5,034		5,034		-
Tenant Rental Assistance (5th yr.)	122		-		-		-
Administration (6th yr.)	45,947		-		-		-
CHDO Set Aside (6th yr.)	59,210		6,790		6,790		-
CHDO - Operating Costs (6th yr.)	5,487		16,514		16,514		-
First Time Homebuyers Program (6th yr.)	13,284		61,717		30,000		31,717
New Const / Reconstruction (6th yr.)	92,000		17,000		17,000		-
CTYSB Project Future (6th yr.)	-		48,000		-		48,000
Families in Crisis (6th yr.)	24,245		51,356		51,356		-
Administration (7th yr.)	-		43,900		43,900		-
First Time Homebuyers Program (7th yr.)	-		180,630		-		180,630
CTYSB Project Future (7th yr.)	-		77,000		-		77,000
Families in Crisis Ten Ba (7th yr.)	-		40,028		-		40,028
Hill Country CHDO Project (7th yr)	-		245,000		41,800		203,200
Hill Country CHDO Operations (7th yr)	-		10,975		-		10,975
Ft Hood Area Hab CHDO Project (7th yr)	-		59,025		-		59,025
Ft Hood Area Hab CHDO Oper (7th yr)	-		10,975		-		10,975
Administration (8th yr.)	-		-		-		51,420
First Time Homebuyer's (8th yr.)	-		-		-		1,219
Families in Crisis - Ten Ba (8th yr.)	-		-		-		62,439
Hill Country CHDO Project (8th yr)	-		-		-		135,000
Hill Country CHDO Operations (8th yr)	-		-		-		25,000
Housing Auth of Killeen (8th yr.)	-		-		-		251,299
Administrative Personnel	19,650		27,384		26,978		28,125
Contra Account	(19,649)		(27,384)		(26,978)		(28,125)
Total Expenditures	\$ 460,037	\$	880,883	\$	219,333	\$	1,220,064
Ending Fund Balance	\$ 56,543	\$	179,728	\$	-	\$	-

HOTEL OCCUPANCY TAX

	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Adopted 2003-04
Beginning Fund Balance	\$ 1,075,900	\$ 536,542	\$ 615,418	\$ 461,181
Revenues				
Hotel Occupancy Tax Receipts	\$ 749,781	\$ 745,000	\$ 765,000	\$ 765,000
Interest Earned	18,033	10,000	9,000	6,000
Miscellaneous Receipts	14,008	6,032	17,900	20,000
Catering Revenues	-	625,000	433,000	448,975
Event Revenue	-	187,500	221,000	250,000
Transfer from General Fund	-	750,000	750,000	750,000
Total Fund Balance and Revenues	\$ 1,857,722	\$ 2,860,074	\$ 2,811,318	\$ 2,701,156
Expenditures				
Visitor's & Convention Bureau	\$ 287,263	\$ 2,095	\$ 2,095	\$ -
Grants to the Arts	84,125	150,181	150,181	110,000
Convention Center Expenditures	167,009	-	-	-
Historical Restoration/Preservation	-	9,450	9,450	10,000
Office Expense	2,400	7,950	7,950	6,340
Transfer to Debt Service	691,850	694,387	694,387	693,191
Conference Center Salaries	9,657	418,252	422,280	439,347
Conference Center Supplies	-	56,463	52,963	47,017
Conference Center Maintenance	-	11,000	8,000	13,175
Conference Center Repairs	-	11,400	10,900	12,400
Conference Center Support Svcs	-	919,857	777,777	733,371
Conference Center Benefits	-	147,473	114,656	146,498
Conf Cntr Advertising/Marketing	-	79,261	79,261	79,261
Conference Center Capital Outlay	-	14,128	8,528	5,586
Information Tech Maintenance	-	-	-	57,015
Information Tech Capital Outlay	-	11,709	11,709	-
Total Expenditures	\$ 1,242,304	\$ 2,533,606	\$ 2,350,137	\$ 2,353,201
Ending Fund Balance	\$ 615,418	\$ 326,468	\$ 461,181	\$ 347,955

LAW ENFORCEMENT GRANT

	Actual		Budget		Estimated		Adopted
	2001-02		2002-03		2002-03		2003-04
Beginning Fund Balance	\$ 276,425	\$	15,283	\$	76,038	\$	7,126
Revenues							
Federal Receipts	\$ -	\$	-	\$	135,000	\$	118,000
Interest Earned	4,484		-		-		-
City Matching Funds	14,761		135,000		-		-
Total Fund Balance and Revenues	\$ 295,670	\$	150,283	\$	211,038	\$	125,126
Expenditures							
LE Equipment Grant 99 - Expense	67,378		-		-		-
LE Equipment Grant 2000 - Expense	5,500		70,570		70,570		-
LE Equipment Grant 01 - Expense	146,754		2,370		2,370		-
LE Equipment Grant 02 - Expense	-		130,972		130,972		4,028
LE Equipment Grant 03 - Expense	-		-		-		118,000
Total Expenditures	\$ 219,632	\$	203,912	\$	203,912	\$	122,028
Ending Fund Balance	\$ 76,038	\$	(53,629)	\$	7,126	\$	3,098

LIBRARY MEMORIAL

	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Adopted 2003-04
Beginning Fund Balance	\$ 17,471	\$ -	\$ 23,777	\$ -
Revenues				
Memorials Collected	\$ 6,168	\$ -	\$ 4,500	\$ -
Interest Earned	138	-	100	-
Total Fund Balance and Revenues	\$ 23,777	\$ -	\$ 28,377	\$ -
Expenditures				
Expense	\$ -	\$ -	\$ 28,377	\$ -
Total Expenditures	\$ -	\$ -	\$ 28,377	\$ -
Ending Fund Balance	\$ 23,777	\$ -	\$ -	\$ -

LIONS CLUB PARK

	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Adopted 2003-04
Beginning Fund Balance	\$ 92,696	\$ -	\$ 104,772	\$ -
Revenues				
Contributions & Donations	\$ 57,420	\$ -	\$ -	\$ -
Interest Earned	2,400	-	-	-
Total Fund Balance and Revenues	\$ 152,516	\$ -	\$ 104,772	\$ -
Expenditures				
Park Construction	\$ 47,744	\$ 104,230	\$ 104,772	\$ -
Total Expenditures	\$ 47,744	\$ 104,230	\$ 104,772	\$ -
Ending Fund Balance	\$ 104,772	\$ (104,230)	\$ -	\$ -

PARK IMPROVEMENTS FUND

	Actual		Budget		Estimated		Adopted
	2001-02		2002-03		2002-03		2003-04
Beginning Fund Balance	\$ 120,361	\$	\$ 69,242	\$	\$ 67,456	\$	\$ 40,996
Revenues							
Cruz-Hull Receipts	\$ 48,362	\$	\$ 50,000	\$	\$ 50,000	\$	\$ 50,000
Interest Earned	1,331		-		-		-
Total Fund Balance and Revenues	\$ 170,054	\$	\$ 119,242	\$	\$ 117,456	\$	\$ 90,996
Expenditures							
Expense - Park Improvements	\$ 100,985	\$	\$ 17,218	\$	\$ 17,218	\$	\$ -
Monitor Professional Services	1,232		-		-		-
Lane Park Improvements	381		119,242		59,242		90,996
Total Expenditures	\$ 102,598	\$	\$ 136,460	\$	\$ 76,460	\$	\$ 90,996
Ending Fund Balance	\$ 67,456	\$	\$ (17,218)	\$	\$ 40,996	\$	\$ -

POLICE FEDERAL SEIZURE FUND

	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Adopted 2003-04
Beginning Fund Balance	\$ 84,914	\$ 41,514	\$ 66,927	\$ 24,927
Revenues				
Receipts	\$ 1,227	\$ 50,000	\$ 7,000	\$ 1,000
Interest Earned	1,796	1,000	1,000	500
Total Fund Balance and Revenues	\$ 87,937	\$ 92,514	\$ 74,927	\$ 26,427
Expenditures				
Expense	\$ 21,010	\$ 92,514	\$ 50,000	\$ 26,427
Total Expenditures	\$ 21,010	\$ 92,514	\$ 50,000	\$ 26,427
Ending Fund Balance	\$ 66,927	\$ -	\$ 24,927	\$ -

POLICE STATE SEIZURE FUND

	Actual		Budget		Estimated		Adopted
	2001-02		2002-03		2002-03		2003-04
Beginning Fund Balance	\$ 31,127	\$	\$ 18,395	\$	\$ 27,444	\$	\$ 19,149
Revenues							
Receipts	\$ 21,473	\$	\$ 10,000	\$	\$ 20,000	\$	\$ 20,000
Interest Earned	555		400		500		400
Total Fund Balance and Revenues	\$ 53,155	\$	\$ 28,795	\$	\$ 47,944	\$	\$ 39,549
Expenditures							
Confidential Expense	\$ 25,711	\$	\$ 28,795	\$	\$ 28,795	\$	\$ 39,549
Total Expenditures	\$ 25,711	\$	\$ 28,795	\$	\$ 28,795	\$	\$ 39,549
Ending Fund Balance	\$ 27,444	\$	\$ -	\$	\$ 19,149	\$	\$ -

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. The total FY 2003-04 Adopted Budget and Plan of Municipal Services for Capital Outlay is \$2,810,173. This amount represents an increase of \$485,157 or 20.87% in Capital Outlay under the prior year. The changes in Capital Outlay expenditures for operations by fund are as follows:

	<u>FY 2002-03</u>	<u>FY 2003-04</u>	<u>Dollar Increase (Decrease)</u>
General Fund	\$ 1,111,020	\$ 898,715	(\$212,305)
Government Access Channel Fund	2,473	-	(2,473)
Other Funds	16,102	223,940	207,838
Aviation Fund	6,641	140,450	133,809
Robert Gray Army Airfield	60,591	92,866	32,275
Solid Waste Fund	419,641	1,010,698	591,057
Water & Sewer Fund	639,305	431,380	(207,925)
Drainage Utility Fund	69,243	12,124	(57,119)
Total	<u>\$ 2,325,016</u>	<u>\$ 2,810,173</u>	<u>\$485,157</u>

"The City Without Limits!"

CAPITAL OUTLAY SUMMARY

FUND/DEPARTMENT/DIVISION	ADOPTED FY 2002-03	ADOPTED FY 2003-04
GENERAL FUND		
City Council		
City Council	-	-
City Manager		
City Manager	-	-
Municipal Court		
Municipal Court	5,894	898
Public Information Office		
Public Information	-	-
Volunteer Services		
Volunteer Services	-	-
Administrative and Legal Services		
City Attorney	19,044	16,100
City Secretary	-	-
Total	19,044	16,100
Human Resources		
Human Resources	3,135	1,500
Finance Department		
Finance	-	-
Accounting	1,500	-
General Services	-	-
Building Services	-	-
Custodial Services	-	-
Printing Services	50,000	-
EMS Billing & Collection	-	-
Total	51,500	-
Information Technology		
Information Technology	2,300	1,500
Community Services Department		
Permit & Inspections	24,240	300
Animal Control	-	-
Library	118,037	116,000

CAPITAL OUTLAY SUMMARY

FUND/DEPARTMENT/DIVISION	ADOPTED FY 2002-03	ADOPTED FY 2003-04
Branch Library	-	-
Golf Course	37,710	-
Parks	10,000	-
Recreation	-	-
Athletics	-	-
Cemetery	660	-
Senior Citizens	5,000	-
Swimming Pools	8,300	2,000
Community Development	-	-
Home Program	-	-
Total	203,947	118,300
Public Works Department		
Public Works	-	-
Engineering	500	-
Traffic	-	-
Street	35,900	-
Planning	275	-
Total	36,675	-
Police Department		
Administration	356,405	364,447
Gang Unit	45,160	7,140
Total	401,565	371,587
Fire Department		
Fire Department	10,300	4,600
Non-Departmental	376,660	384,230
TOTAL GENERAL FUND	1,111,020	898,715
GOVERNMENTAL ACCESS CHANNEL FUND	2,473	-
AVIATION FUND		
Operations-Killeen Municipal Airport	4,015	127,000
Non-Departmental	2,626	13,450
TOTAL AVIATION FUND	6,641	140,450
ROBERT GRAY ARMY AIRFIELD FUND		
Operations-Robert Gray Army Airfield	58,015	90,290
Non-Departmental	2,576	2,576
TOTAL RGA AF FUND	60,591	92,866

CAPITAL OUTLAY SUMMARY

FUND/DEPARTMENT/DIVISION	ADOPTED FY 2002-03	ADOPTED FY 2003-04
WATER & SEWER FUND		
Fleet Services	-	37,500
Utility Collections	18,020	-
Water Distribution	295,543	26,450
Sanitary Sewer	26,650	122,860
Operations	17,650	69,400
Non-Departmental	281,442	175,170
TOTAL WATER & SEWER FUND	639,305	431,380
DRAINAGE UTILITY FUND		
Engineering Division	36,197	12,124
Non-Departmental	33,046	-
TOTAL DRAINAGE UTILITY FUND	69,243	12,124
OTHER FUNDS		
Law Enforcement Grant	-	122,028
Police State Seizure Fund	-	39,549
Police Federal Seizure Fund	-	26,427
Killeen Civic and Conference Center	16,102	5,936
Water & Sewer Bond	-	30,000
TOTAL OTHER FUNDS	16,102	223,940
TOTAL CAPITAL OUTLAY	\$ <u>2,325,016</u>	\$ <u>2,810,173</u>

**CAPITAL OUTLAY BUDGET
FY 2003-04**

FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL BY DIVISION #	TOTAL BY DEPARTMENT
GENERAL FUND					
City Council			-	-	-
City Manager					
City Manager			-	-	-
Municipal Court					
Municipal Court	010-0215-417-6120	New Books	898	898	898
Public Information Office					
Public Information Office			-	-	-
Volunteer Services					
Volunteer Services			-	-	-
Administrative and Legal Services					
City Attorney	010-1005-416-6120	New Books	16,100	16,100	
		SUBTOTAL			
City Secretary			-	-	16,100
Human Resources					
Human Resources	010-1015416-6120	New Books	1,500		1,500
Finance Department					
Finance			-	-	
Accounting			-	-	
General Services			-	-	
Building Services			-	-	
Custodial Services			-	-	
Printing Services			-	-	
EMS Billing & Collection			-	-	
Information Technology					
Information Technology	010-2705-419-6120	New Books	1,500		1,500

**CAPITAL OUTLAY BUDGET
FY 2003-04**

FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL BY DIVISION #	TOTAL BY DEPARTMENT
Community Services Department					
Permit & Insepctions	010-3015-421.6120	New Books	300		
		SUBTOTAL		300	
Animal Control			-		
Library	010-3015-423.6120	New Books	116,000		
		SUBTOTAL		116,000	
Branch Library			-		
Golf Course			-		
Parks			-		
Recreation			-		
Athletics			-		
Cemetery			-		
Senior Citizens			-		
Swimming Pools	010-3045-429.6120	New books	2,000		
		SUBTOTAL		2,000	
Community Development			-		
Home Program			-		
					118,300
Public Works Department					
Public Works			-		
Engineering			-		
Traffic			-		
Street			-		
Planning			-		
Police Department					
Patrol Division	010-6000-441.6105	Office Machiner & Equipment	600		
	010-6000-441.6110	Full-Sixed Police Vehicle	33,334		
	010-6000-441.6110	Full-Sixed Police Vehicle	33,334		
	010-6000-441.6110	Full-Sixed Police Vehicle	33,334		
	010-6000-441.6110	Full-Sixed Police Vehicle	33,334		
	010-6000-441.6110	Full-Sixed Police Vehicle	33,334		
	010-6000-441.6110	Full-Sixed Police Vehicle	33,334		
	010-6000-441.6110	Full-Sixed Police Vehicle	33,334		
	010-6000-441.6110	Full-Sixed Police Vehicle	33,334		
	010-6000-441.6110	Full-Sixed Police Vehicle	33,334		
	010-6000-441.6110	Full-Sixed Police Vehicle w/o ewuip	21,500		
	010-6000-441.6135	Equipement for New Vehicle	12,500		
	010-6000-441.6120	New Books	4,700		
	010-6000-441.6130	New Radios for 3 new officers	7,500		
	010-6000-441.6135	New equipfor 3 new officers	3,300		
	010-6000-441.6135	Ballistic Shields	3,391		
	010-6000-441.6135	Ten Streamlight Flashlights	1,000		
	010-6000-441.6135	10 Remington 870 P Shotguns	3,250		

**CAPITAL OUTLAY BUDGET
FY 2003-04**

FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL BY DIVISION #	TOTAL BY DEPARTMENT
Patrol Division	010-6000-441.6135	Sonic Weapons Cleaning System	2,650	364,447	
	010-6000-441.6150	Secretary Chair	200		
	010-6000-441.6150	End Table	200		
	010-6000-441.6150	Pedestal Desk	600		
	010-6000-441.6150	Executive High Back Chair	350		
	010-6000-441.6150	Three Desks	2,700		
		SUBTOTAL			
Gang Unit	010-6060-441.6135	Digital Camera	700	7,140	
	010-6060-441.6135	Python Radar Unit	1,500		
	010-6060-441.6135	Four Pelican Cases	240		
	010-6060-441.6135	Three Sets of Stop Sticks	1,500		
	010-6060-441.6150	Desk for Clerk	500		
	010-6060-441.6150	Fireproof File Cabinets	2,700		
		SUBTOTAL			
					371,587
Fire Department					
Fire	010-7070-441-6130	New Radios for FPO	3,500		
	010-7070-442-6150	Furniture & Fixtures for FPO	1,100		
					4,600
Non-Departmental					
City Manager	010-9508-491.6140	Personal Computer (1) CMCR	1,600		
Public Information Officer	010-9508-491.6140	Audio Conferencing Phone (MCR)	450		
	010-9508-491.6140	Audio Recording System (MCR)	2,200		
Human Resources	010-9508-491.6140	Infocus projector	2,500		
	010-9508-491.6140	Printer/Color Laser	2,230		
	010-9508-491.6140	Personal Computer (1)	1,600		
City Secretary	010-9508-491.6140	Personal Computer	1,600		
Finance	010-9508-491.6140	laptop for accounts(3)	2,000		
	010-9508-491.6140	laptop for connie green	7,595		
	010-9508-491.6140	Document Imaging Scanner	1,470		
Accounting	010-9508-491.6140	Replacement printer	1,680		
Municipal Court	010-9508-491.6140	Infocus projector	3,200		
	010-9508-491.6140	laptop for presentations	1,470		
Building Services	010-9508-491.6140	Printer/Laser	1,600		
	010-9508-491.6140	Personal Computer w/NIC and Memory	1,470		
General Services	010-9508-491.6140	Printer/Laser	550		
	010-9508-491.6140	digital camera	4,950		
Printing Services	010-9508-491.6140	GIS Computer with 21" Monitors (2)	1,470		
EMS Billing and Collections	010-9508-491.6140	Printer/Laser	4,800		
	010-9508-491.6140	Personal Computer (3)	7,595		
Information Technology GIS	010-9508-491.6140	Memory	88,175		
Information Technology	010-9508-491.6140	Spectra 10K 20 slots	3,000		
	010-9508-491.6140	Brocade Silkorm 8 port Fiber Switch	3,000		
	010-9508-491.6140	Replacement Training Laptop	2,000		
	010-9508-491.6140	Laptop - Manager	4,543		
	010-9508-491.6140	DNS Server	2,165		
Community Development GIS	010-9508-491.6140	Memory (CE)	3,200		
	010-9508-491.6140	Personal Computer (BD) (2)	1,600		
	010-9508-491.6140	Personal Computer (Cemetery)	1,600		
	010-9508-491.6140	Personal Computer (CS Judy Payne)	1,600		
	010-9508-491.6140	Personal Computer (CDBG 1)	1,600		
	010-9508-491.6140	Personal Computer (code Enforce) (1)	3,200		
	010-9508-491.6140	printer inkjet	1,470		
Permits & Inspections	010-9508-491.6140	Printer/Laser	1,600		
	010-9508-491.6140	Personal Computer - Travis Knight	1,600		
Recreation	010-9508-491.6140	Personal Computer - Gilmore Center	1,600		
	010-9508-491.6140	Memory	1,600		
Recreation - GIS	010-9508-491.6140	Memory	1,600		
Athletics	010-9508-491.6140	Personal Computer - Athletic Assistant	1,600		
Fire Central Station	010-9508-491.6140	Personal Computer - Training Academy	550		
	010-9508-491.6140	Document Image Scanner	1,600		
	010-9508-491.6140	Personal Computer	100		

**CAPITAL OUTLAY BUDGET
FY 2003-04**

FUND/DEPARMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL BY DIVISION #	TOTAL BY DEPARTMENT
Fire Central Station	010-9508-491.6140	Memory Upgrade	66,000		
Fire Central Station - GIS	010-9508-491.6140	Server upgrade GIS	550		
Traffic	010-9508-491.6140	digital camera	1,600		
	010-9508-491.6140	Personal Computer (John P.)	230		
Streets	010-9508-491.6140	digital camera	230		
	010-9508-491.6140	Palm Pilot - Superintendent	1,600		
	010-9508-491.6140	Personal Computer (ws414)	1,222		
Planning	010-9508-491.6140	Printer/HP Business Ink Jet 200	1,600		
Engineering	010-9508-491.6140	infocus projector	350		
	010-9508-491.6140	digital camera	1,600		
	010-9508-491.6140	Personal Computer (Ginny P.)	7595		
Police Department	010-9508-491.6140	Document Imager	30400		
	010-9508-491.6140	handheld gps	5500		
	010-9508-491.6140	Digital Camera (10)	2000		
	010-9508-491.6140	laptop docking station(2)	6,400		
CID/Youth Services	010-9508-491.6140	Personal Computer(4)	1,600		
OCD	010-9508-491.6140	Personal Computer	1,600		
Academy	010-9508-491.6140	Personal Computer	320		
Fire	010-9508-491.6140	Personal Computer FPO	2,050		
City Manager	010-9508-491.6145	Microsoft office	200		
	010-9508-491.6145	Windows 2000	35		
	010-9508-491.6145	Exchange CAL	21		
	010-9508-491.6145	Windows 2000 CAL	250		
City Attorney	010-9508-491.6145	Microsoft Office Pro Upgrade	200		
	010-9508-491.6145	Windows 2000	1600		
	010-9508-491.6145	Personal Computer	375		
Human Resources	010-9508-491.6145	Microsoft Office Pro (1)	35		
	010-9508-491.6145	Exchange CAL (1)	21		
	010-9508-491.6145	Windows 2000 CAL (1)	300		
	010-9508-491.6145	Windows 2000 Pro (1)	200		
City Secretary	010-9508-491.6145	Windows 2000	250		
	010-9508-491.6145	Microsoft Office Pro Upgrade	35		
Finance	010-9508-491.6145	Exchange CAL (4)	21		
	010-9508-491.6145	windows 2000 cal (4)	320		
	010-9508-491.6145	micrsoft office pro (4)	200		
	010-9508-491.6145	wnidows 2000 pro (4)	500		
Municipal Court	010-9508-491.6145	Microsoft Office Pro Upgrade (2)	400		
	010-9508-491.6145	Windows 2000 (2)	15000		
	010-9508-491.6145	exchange cal	320		
Building Services	010-9508-491.6145	Microsoft Office Pro Upgrade	200		
	010-9508-491.6145	Microsoft Windows Pro	56		
	010-9508-491.6145	Microsoft and Exchange CAL	500		
Printing Services	010-9508-491.6145	Microsoft Office Pro Upgrade (2)	400		
	010-9508-491.6145	Microsoft Windows 2000 (2)	160		
	010-9508-491.6145	Textbridge(2)	350		
	010-9508-491.6145	Adobe Photo Shop 7 Upgrade (2)	1,180		
	010-9508-491.6145	Quark Upgrade (1)&quark express(1)	200		
	010-9508-491.6145	Adobe Pagemaker 7 upgrade (2)	350		
	010-9508-491.6145	Adobe Illustator 10 Upgrade (2)	6,085		
EMS Billing and Collections	010-9508-491.6145	Amazon Add on Module - EZ Review	750		
	010-9508-491.6145	Microsoft Office Pro Upgrade (3)	600		
	010-9508-491.6145	Windows 2000 Upgrade (3)	250		
Information Technology	010-9508-491.6145	Microsoft Office Pro Upgrade (3)	400		
	010-9508-491.6145	Windows 2000 Upgrade (3)	3,060		
Information Technology - GIS	010-9508-491.6145	ArcView 8.3	400		
Community Development	010-9508-491.6145	Windows 2000 (2)	500		
	010-9508-491.6145	Microsoft Office Pro Upgrade (2)	800		
	010-9508-491.6145	Windows 2000 (4)	1,000		
	010-9508-491.6145	Internet Webviewing Software (CE, BD)	500		
Permits & Inspections	010-9508-491.6145	Microsoft Office (2)	400		
	010-9508-491.6145	Windows 2000 (2)	70		
	010-9508-491.6145	Exchange CAL	42		
Library Services	010-9508-491.6145	Internet Webviewing Software	250		
Recreation	010-9508-491.6145	Microsoft Office Pro Upgrade	200		
	010-9508-491.6145	Windows	200		
	010-9508-491.6145	Windows 2000	250		

**CAPITAL OUTLAY BUDGET
FY 2003-04**

FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL BY DIVISION #	TOTAL BY DEPARTMENT
Recreation	010-9508-491.6145	Microsoft Office Pro Upgrade	250		
	010-9508-491.6145	Microsoft Office Pro Upgrade	200		
Recreation - GIS	010-9508-491.6145	Internet Webviewing Software	320		
Athletics	010-9508-491.6145	Microsoft Office Pro	200		
	010-9508-491.6145	Windows 2000	56		
	010-9508-491.6145	Exchange and Windows CAL	500		
Fire Central Station	010-9508-491.6145	Microsoft Office Pro(2)	400		
	010-9508-491.6145	Windows 2000(2)	3,840		
	010-9508-491.6145	Microsoft Office Pro (12)	2,400		
	010-9508-491.6145	Windows 2000 (12)	252		
	010-9508-491.6145	Exchange CAL (12)	420		
	010-9508-491.6145	Windows CAL (12)	250		
Fire	010-9508-491.6145	Software FPO	520		
Traffic	010-9508-491.6145	Microsoft Office Pro Upgrade	200		
	010-9508-491.6145	Windows 2000 Pro	250		
Streets	010-9508-491.6145	Microsoft Office Pro Upgrade	200		
	010-9508-491.6145	Windows 2000	200		
Planning	010-9508-491.6145	Windows 2000	250		
	010-9508-491.6145	Microsoft Office Pro UP;grade	5,000		
Planning GIS	010-9508-491.6145	parcel management	200		
Engineering	010-9508-491.6145	Windows 2000	250		
	010-9508-491.6145	Microsoft Office Pro Upgrade	250		
Police Department	010-9508-491.6145	Microsoft Office Pro (2)	200		
	010-9508-491.6145	Windows 2000 (2)	56		
	010-9508-491.6145	cal (2)	3,800		
	010-9508-491.6145	Windows 2000 (19)	4,750		
	010-9508-491.6145	Microsoft Office Pro Upgrade (19)	1,000		
CID/Youth Services	010-9508-491.6145	Microsoft Office Pro Upgrade (4)	800		
	010-9508-491.6145	Windows 2000 (4)	200		
OCD	010-9508-491.6145	Windows 2000 Upgrade	250		
	010-9508-491.6145	Microsoft Office Pro Upgrade	200		
Police Department	010-9508-491.6140	MDT for New Vehicle	5,000		
Academy	010-9508-491.6145	Windows 2000 Upgrade	250		
		SUBTOTAL		384,230	384,230
TOTAL GENERAL FUND					\$ 898,715

**CAPITAL OUTLAY BUDGET
FY 2003-04**

FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL BY DIVISION	TOTAL BY DEPARTMENT
ROBERT GRAY ARMY AIRFIELD					
Robert Gray Army Airfield	525-0505-521-6110	4 X 2 Utility Vehicle	6,850		
	525-0505-521-6110	1/2 Ton Pickup Truck	17,900		
	525-0505-521-6130	New Radios	20,063		
	525-0505-521-6135	Initial Set-up Costs	27,724		
	525-0505-521-6150	Initial Set-up Costs	8,258		
	525-0505-521-6150	Maintenance Shop	2,245		
	525-0505-521-6150	GA Terminal Building	7,250		
		SUBTOTAL		90,290	
Non-Departmental	525-9808-521-6140	Notebook Computer	2,000		
	525-9508-521-6145	Microsoft Office	320		
	525-9508-521-6145	Windows 2000	200		
	525-9508-521-6145	Exchange Client	35		
	525-9508-521-6145	Windows 2000 Client	21		
		SUBTOTAL		2,576	
TOTAL ROBERT GRAY ARMY AIRFIELD FUND				\$	<u>92,866</u>

**CAPITAL OUTLAY BUDGET
FY 2003-04**

FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL BY DIVISION	TOTAL BY DEPARTMENT
AVIATION FUND					
Operations-Killeen Muncipal Airport	527-9508-521-6110	Terminal Building Reutilization	100,000		
	527-9508-521-6120	Serlf Serv Jet A System	27,000		
		SUBTOTAL		127,000	
Non-Departmental	527-9508-521-6140	Four Personal Computers	6,400		
	527-9508-521-6140	Three Ink Jet Printers	1,050		
	527-9508-521-6140	AS/400 Upgrade	2,200		
	527-9508-521-6145	Microsoft Office Pro Upgrade (4)	1,000		
	527-9508-521-6145	Windows 2000 (4)	800		
	527-9508-521-6145	Utility Mgmt Software Phase II	2,000		
		SUBTOTAL		13,450	
TOTAL AVIATION FUND				\$	<u>140,450</u>

**CAPITAL OUTLAY BUDGET
FY 2003-04**

FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL BY DIVISION	TOTAL BY DEPARTMENT
SOLID WASTE FUND					
Code Enforcement	540-3006-421-6120	New Books	150		
		SUBTOTAL		150	
Residential	540-3460-439-6110	Automated Side Loader	156,400		
	540-3460-439-6110	Combination Side/Rear Loader	197,400		
	540-3460-439-6110	1/2 Ton Pickup	18,150		
	540-3460-439-6110	1/2 Ton Pickup	18,150		
	540-3460-439-6110	Brush Truck with Brush Crane	110,500		
	540-3460-439-6110	1/2 Ton Standard Cab Pickup	18,150		
	540-3460-439-6130	New Radios	7,000		
	540-3460-439-6135	Residential Waste Containers	94,000		
	540-3460-439-6135	Digital Cameras - 2	1,100		
		SUBTOTAL		620,850	
Commercial	540-3465-439-6110	Welding Truck	35,000		
	540-3465-439-6110	Front Loader	146,500		
	540-3465-439-6110	Roll-Off Truck	108,500		
	540-3465-439-6110	1 Ton Cab & Chassis	25,000		
	540-3465-439-6110	1/2 Ton Pickup	18,150		
	540-3465-439-6130	New Radios	650		
	540-3465-439-6135	Dumpster Containers	41,512		
		SUBTOTAL		375,312	
Non-Departmental	540-9508-439.61-40	21" Monitor (2)	2,000		
	540-9508-439.61-40	Memory (2)	550		
	540-9508-439.61-40	Laser Printer for Solid Waste Office	2,230		
	540-9508-439.61-40	Computer Work Station	2,606		
	540-9508-439.61-45	Parcel Management Software	2,000		
	540-9508-439.61-45	ArcView 8.3 (2)	5,000		
		SUBTOTAL		14,386	
TOTAL SOLID WASTE FUND					\$ 1,010,698

**CAPITAL OUTLAY BUDGET
FY 2003-04**

FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL BY DIVISION	TOTAL BY DEPARTMENT
WATER & SEWER FUND					
Fleet Services	550-2033-415-6110	1/2 Ton Pickup Truck	19,000		
	550-2033-415-6110	4 Door Mid-Sized Pickup	18,500		
		SUBTOTAL		37,500	
Water Distribution	550-3410-436-6135	Barricades, Cones, Reflective Fencing	8,700		
	550-3410-436-6155	Tamper Ditch Compactor (2)	7,900		
	550-3410-436-6155	3" Discharge Trash Pumps (2)	3,600		
	550-3410-436-6155	Tapping Machines (2)	2,900		
	550-3410-436-6155	12" Cut-off saw	1,600		
	550-3410-436-6155	14" Cut-off saw	1,750		
		SUBTOTAL		26,450	
Sanitary Sewer	550-3415-437-6130	New Radios	1,350		
	550-3415-437-6135	Up-Grade TV Camera Truck	82,510		
	550-3415-437-6135	Rodder System Conversion	13,000		
	550-3415-437-6135	Sectional Rod for Rodding Machine	5,220		
	550-3415-437-6135	Continous Rod for Rodding Machine	5,220		
	550-3415-437-6135	High Pressure Hose for Vac-Con Truck	4,360		
	550-3415-437-6135	Hydraulic Shoring & Pump	2,750		
	550-3415-437-6135	Smoke Tester (2)	1,500		
	550-3415-437-6155	Trash Pump, 3" (2)	3,600		
	550-3415-437-6155	Cut-off Saw 12"	1,600		
	550-3415-437-6155	Cut-off Saw 14"	1,750		
		SUBTOTAL		122,860	
Operations	550-3420-438-6110	3/4 Ton Pickup Truck	33,150		
	550-3420-438-6110	3/4 Ton Pickup , Standard Cab	27,550		
	550-3420-438-6135	Self Contained Breathing Apparatus	2,600		
	550-3420-438-6135	Digital Chlorine Analyzer (2)	1,900		
	550-3420-438-6135	Atomosphere Test Meter	4,200		
		SUBTOTAL		69,400	
Non-Departmental					
Fleet	550-9508-492.61-40	Personal Computer (4)	6,400		
Utility Collections	550-9508-492.61-40	Personal Computer (3)	4,800		
	550-9508-492.61-40	Click 2 Gov Server	7,000		
	550-9508-492.61-40	Printer/Laser (1)	1,470		
	550-9508-492.61-40	Document Imaging Scanner	3,355		
Public Works	550-9508-492.61-40	as/400 upgrade	39,625		
Sanitary Sewer	550-9508-492.61-40	GPS Hand Held(1)	6,045		
Operations	550-9508-492.61-40	Memory	1,925		
Water & Sewer GIS	550-9508-492.61-40	21" Monitor	7,000		
	550-9508-492.61-40	server upgrades	20,000		
Fleet	550-9508-492.61-45	Microsoft Office Pro (4)	1,000		
	550-9508-492.61-45	Windows 2000 Pro (4)	800		
Utility Collections	550-9508-492.61-45	Microsoft Office Pro (3)	750		
	550-9508-492.61-45	Windows 2000 Pro (3)	600		
	550-9508-492.61-45	Verisign Global Digital Certificate	1,200		
	550-9508-492.61-45	Click 2 Gov - CX	13,000		
	550-9508-492.61-45	Websphere 2.5 standard edition	5,500		
Water & Sewer GIS	550-9508-492.61-45	Utility Management	29,000		
	550-9508-492.61-45	Internet Viewing software	800		
	550-9508-492.61-45	ArcView 8.3	17,500		
	550-9508-492.61-45	ArcInfo License	7,400		
		SUBTOTAL		175,170	
TOTAL WATER & SEWER FUND				\$	431,380

**CAPITAL OUTLAY BUDGET
FY 2003-04**

FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL BY DIVISION	TOTAL BY DEPARTMENT
DRAINAGE UTILITY FUND					
Engineering Division	575-9508-492.61-40	Ruggedized Palm PC (TDS Recon 200)	1,564		
	575-9508-492.61-40	Laser Range Finder (Contour XLR ic)	3,380		
	575-9508-492.61-40	Adv Flowmeter (Son ek/YSI flow Tracker	6,685		
	575-9508-492.61-45	ARC PAD 6.X	495		
		SUBTOTAL		12,124	
TOTAL DRAINAGE UTILITY FUND					\$ <u>12,124</u>

**CAPITAL OUTLAY BUDGET
FY 2003-04**

FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL BY DIVISION	TOTAL BY DEPARTMENT
OTHER FUNDS					
Law Enforcement Grant	207-0000-495.61-36	Equipment '02 Grant	4,028		
	207-0000-495.61-37	Equipment '03 Grant	118,000		
		SUBTOTAL		122,028	
Police State Seizure	208-0000-495.61-35	Equipment	39,549		
		SUBTOTAL		39,549	
Police Federal Seizure	209-0000-495.61-35	Equipment	26,427		
		SUBTOTAL		26,427	
Killeen Civic and Conf Ctr	214-0705-457.61-35	Forklift - rent to own	5,586		
	214-9508-457.61-40	Hand-held multi teir radios (6)	350		
		SUBTOTAL		5,936	
Water & Sewer Bond	380-3495-800.61-10	4 Wheel Drive Pickup Truck	30,000		
		SUBTOTAL		30,000	
TOTAL OTHER FUNDS				\$ 223,940	
TOTAL CAPITAL OUTLAY				\$ 2,810,173	

CAPITAL IMPROVEMENT PROGRAM

Capital Improvements are assets which are considered major purchases or improvement programs that generally have a life span of ten years or more or improvements that are not normally funded through the operating budgets. The City generally plans capital expenditures over a three-year period; however, a formal capital improvements budget is adopted for the current year only. Capital spending is monitored continuously and the capital improvements plan is updated accordingly.

The main categories of capital improvement programs are General Fund, Enterprise Funds, (Water and Sewer, Solid Waste Robert Gray Army Airfield and Aviation) and Community Development Block Grant programs. Bond construction funds are applied to General Fund projects or Enterprise Fund projects depending upon the nature of the bond issue.

Funding for the projects in the 2003-04 Capital Improvements Program come from a wide variety of sources. These funding sources include:

- **Ad Valorem Taxes** – Funds received from a tax levy on all non-exempt property within the City limits.
- **General Obligation Bonds** – Funds received through the sale of bonds, which are repaid through taxes on all non-exempt property within the City limits.
- **Current 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, Drainage Utility) or airport users (Robert Gray Army Airfield and Aviation Fund)
- **Community Development Block Grant Funds** – Funds received from the Federal Government Community Development Block Grant entitlement programs.
- **Revenue Bonds** – Funds received from the sale of bonds, which are repaid through the utility charges.
- **Passenger Facility Charges** – Funds received from a levy paid by users in the airport.

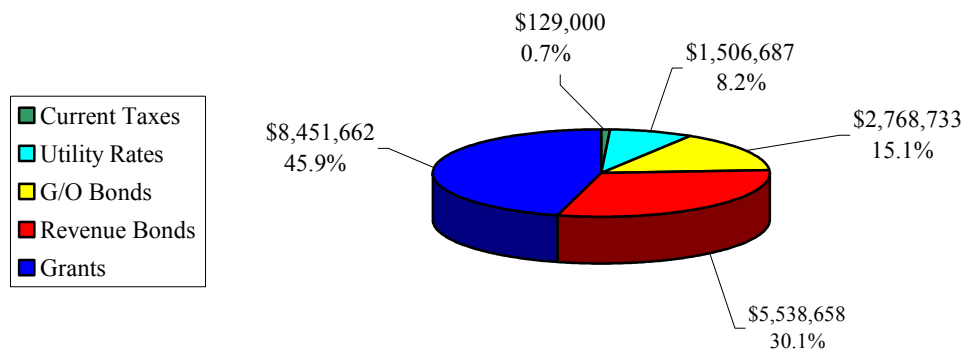
The total budget amount of the FY 2003-04 Capital Improvements Program is \$18,394,740.

“The City Without Limits!”

CAPITAL IMPROVEMENTS PROGRAM

The City of Killeen Capital Improvements Program for FY 2003-04 is \$18,394,740. The total project budget is \$24,064,634 less than the previous years Capital Improvements Program of \$42,459,374. The City is committed to an on-going process of Capital Improvements Projects planning and review. Each year major capital improvements programs are reviewed and approved by the City Council. These programs are incorporated into the annual operating budget and the projects are monitored accordingly. The City generally plans capital improvements programs over a three-year period, however a formal capital improvement budget is adopted for the current year only.

SOURCE OF FUNDING



Total Capital Improvements Budget - \$18,394,740

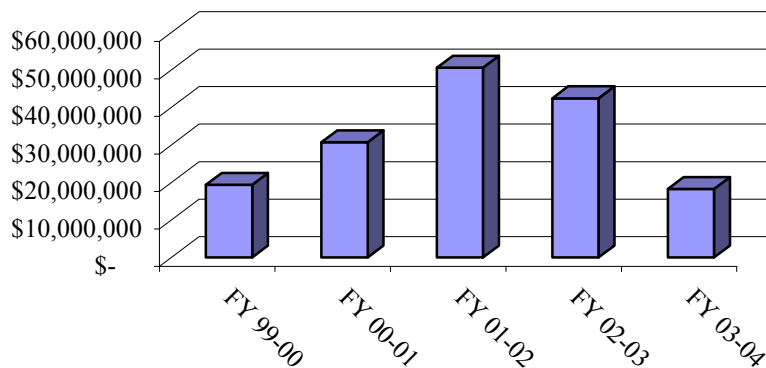
Funding for the FY 2003-04 Capital Improvements Program comes from a variety of sources. The City of Killeen has legal authority to issue general obligation bonds (bonds which are repaid from an ad valorem tax levy and secured by the general faith and credit of the City.) The City uses general obligation debt for major street reconstruction projects including rights-of way acquisition, development of park and recreational facilities, drainage improvements, 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. The FY 2003-04 Capital Improvements Program includes \$2,768,733 of programs financed by general obligation bond proceeds. The City has the authority to issue non-voter approved general obligation debt such as certificates of obligation and contractual obligations. 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.

The financing of water and sewer infrastructure projects is generally done 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 are also used for projects in the Solid Waste Enterprise Fund and the Drainage Utility Enterprise Fund. The FY 2003-04 Capital Improvements Program includes \$5,538,658 of programs financed by revenue bonds. Other assets used in the City's enterprise funds are financed by current utility rate revenues from the enterprise funds. For FY 2003-04, \$1,506,687 of the enterprise funds capital improvements were financed by this method. These items include

hydrant and meter purchases, extension of water and sewer lines, demolition projects, and drainage projects.

Grants from federal and state agencies fund a major portion of the capital improvements program. The primary source of grant funding is the Community Development Block Grant Program and the Federal Aviation Grants. The FY 2003-04 Capital Improvements Program includes \$6,943,843 in FY2004 grant funding.

BUDGETED EXPENDITURES



Total budgeted expenditures for the last five fiscal years.

ANALYSIS OF CAPITAL IMPROVEMENT PROJECTS

The FY 2003-04 Capital Improvements Program includes several programs, which have been prioritized by the City Staff and approved by the City Council. The following is a brief narrative of some of the **major** projects and the estimated fiscal impact of the project on the operating budgets.

GENERAL FUND

1. Pool Deck Repairs

Long Branch pool and Pershing pool are the two swimming pools owned by the City. Both pools have minor leak and plumbing issues. Safety concerns dictate that repairs be made that involve breaking the deck surface and repairing or replacing the pipes as needed.

Cost: \$2,000

Operating Budget Impact: The program is being funded from the operating revenues of the system.

Departments: Community Services – Swimming Pools

WATER AND SEWER OPERATING FUND

1. Customer Services, Hydrants, and Meters

The Water and Sewer Distribution department continues an aggressive schedule for maintenance of water meters and valve exercising.

Cost: \$250,925 for customer meters, water service fittings, hydrants, pumps, pipes, and related personnel costs.

Operating Budget Impact: The program is being funded from the operating revenues of the system. The replacement program will result in more efficient billings, because the new meters will register more accurately.

Departments: Public Works

2. Water and Sewer Line Extensions

The budget includes funds for City participation in the cost of oversized water and sewer lines.

Cost: \$500,000

Operating Budget Impact: The program is being funded from the operating revenues of the system.

Departments: Public Works

3. Demolition and Replacement Projects

The budget includes funds for the demolition of Pump Station # 4 and the 8th Street Tank. Funds are also included for Bundrandt tank replacement and Bundrant/Park Street pipeline project.

Cost: \$525,000

Operating Budget Impact: The program is being funded from the operating revenues of the system.

Departments: Public Works

GENERAL OBLIGATION BONDS CAPITAL IMPROVEMENTS PROGRAM

1. 1993 Capital Improvements Program bond program is currently in progress. The projects approved by the voters in the 1993 election were:

Street and Traffic Improvements	\$7,425,000
Public Service Facilities	2,380,000
New Animal Control Facilities	150,000
Municipal Library Expansion	<u>540,000</u>
Totals	<u>\$10,495,000</u>

The bonds were issued in two phases. Phase I is referred to as the 1993 General Obligation Bonds, and Phase II is referred to as the 1995 General Obligation Bonds. The FY 2003-04 Capital Improvements Program includes expenditures of \$1,298,902 from the 1995 General Obligation Bonds fund. The following is a recap of the project budgets and expenditures to date.

Phase I	Adopted Budget	Actual through 9/30/03
Expansion of Municipal Library	\$ 540,000	\$ 829,721
New Animal Control Facilities	150,000	188,617
Public Service Facilities	553,000	1,381,862
Street and Traffic Projects	2,507,000	1,953,835
Fiscal, Legal, Administrative Costs		35,426
Totals	<u>\$3,750,000</u>	<u>\$4,389,461</u>
 Phase II		
Public Service Facilities	\$1,827,000	\$ 1,645,566
Street and Traffic Projects	4,918,000	4,932,543
Fiscal, Legal, Administrative Costs		90,875
Totals	<u>\$6,745,000</u>	<u>\$6,668,983</u>
 Grand Totals	 <u>\$10,495,000</u>	 <u>\$11,058,445</u>

Funds remaining as of
September 30, 2003 \$2,357,717

2. The 2001 Certificates of Obligation were authorized for roadway projects connected with the Joint Use airport project. The bond proceeds were supplemented with contributions from the Aviation Fund and from Bell County.

	Adopted Budget	Actual through 9/30/03
Cost of Issuance	\$80,000	\$55,777
RGAAF project	9,000,000	7,908,634
Totals	<u>\$9,080,000</u>	<u>\$7,964,411</u>

Funds remaining as of
September 30, 2003 \$1,522,587

3. The 2002 Certificates of Obligation program were authorized for the purpose of purchasing land and existing improvements in the immediate vicinity of the City's municipal golf course for improving the City's municipal golf course and parks and recreation facilities.

	Adopted Budget	Actual through 9/30/03
Cost of Issuance	\$45,550	\$41,614
Purchase of Property	654,415	654,415
Facilities Improvement	1,305,035	5,349
Totals	<u>\$2,005,000</u>	<u>\$701,378</u>

Funds remaining as of
September 30, 2003 \$1,309,770

4. The 2003 Certificates of Obligation program were authorized for the purpose of funding construction related to the new terminal building and other aviation facilities at the joint use site of Robert Gray Army Airfield.

	Adopted Budget	Actual through 9/30/03
Cost of Issuance	\$90,000	\$84,983
RGAAF project	<u>9,090,000</u>	<u>64,081</u>
Totals	<u>\$9,180,000</u>	<u>\$149,064</u>

Funds remaining as of
September 30, 2003 \$8,869,028

WATER AND SEWER BONDS CAPITAL IMPROVEMENT PROGRAM

WATER AND SEWER BONDS SERIES 1997

The City has developed a formal master plan for the growth and development of the water and sewer infrastructure. The Water and Sewer Master Plan, which was adopted by the City Council identifies the needs of the Utility system. The Master Plan recommends almost \$45,000,000 in water and wastewater system improvements over a forty-year period. The immediate impact of the Master Plan resulted in the issue of \$8,860,000 Water and Sewer Revenue Bonds Series 1997. These bonds provided funding for twelve projects, of which seven of the projects totaling \$6,320,370 were recommended in the Master Plan.

	Adopted Budget	Actual through 9/30/03
Waterworks and Sewer Systems Improvements	<u>\$8,860,000</u>	<u>\$9,845,216</u>

Major projects completed as of September 30, 2003:

Reese Creek Interceptor	\$317,574
Little Nolan Tributary Phase I	429,607
Southwest Interceptor	3,289,507
24" Southeast Transmission Main	1,064,150
Issuance Costs	217,225
Waterlines	719,576
Sewer System Improvements	96,698
Lift Station #15	1,615,479
Pump Station #2 Upgrade	24,000
Pump Station #3 Rehab	508,278
New Airport Right-of-way Acquisition	38,721
Operations	185,022

Airport Pump Station Design	47,000
Airport Waterline Design	<u>142,200</u>
Total completed projects	\$8,695,037

Major projects in progress as of September 30, 2003:

Airport Elevated Tank Design	\$71,765
W.O. #9-2/I & I Rehab Line Replacement	833,944
Lift Station #23	<u>244,470</u>
Total projects in progress	\$1,150,179

**TOTAL BOND EXPENDITURES
THROUGH 09/30/2003** **\$9,845,216**

Funds remaining as of
September 30, 2003 \$153,227

WATER AND SEWER BONDS SERIES 1999

The Water and Sewer Bond Series 1999 represents Phase II of the Water and Sewer Master Plan. The 1999 Series bond projects total \$9,000,000. The fiscal impact of the bond issue was a rate of 7% for the average residential customer and higher rate increases for other customer classes.

	Adopted Budget	Actual through 9/30/03
Water and Sewer Systems Improvements	<u>\$9,000,000</u>	<u>\$8,163,907</u>

Major projects completed as of September 30, 2003:

30" Waterline-Station 614	\$1,423,643
Reese Creek Lift Station Elec Inst	56,568
Cost of Issuance	156,293
Operations 2001-02	191,418
Operations 2002-03	<u>175,917</u>
Total completed projects	\$2,003,839

Major projects in progress as of September 30, 2003:

Southeast Elevated Tank	\$1,723,510
Booster Pump Station #6	839,888
Lift Station #6 Force Main	2,328,240
Airport Elevated Tank	996,715
Purchase of Infrastructure	158,131
W.O. #10 – I&S Program	107,526
Rodeo Tank Rehab Design	6,060
W.O. #9-2 C.O.	0
Operations 2003-04	<u>0</u>

Total projects in progress **\$6,160,070**

**TOTAL BOND EXPENDITURES
THROUGH 09/30/2003** **\$8,163,907**

Funds remaining as of
September 30, 2003 \$1,961,780

WATER AND SEWER BONDS SERIES 2001

The Water and Sewer Bond Series 2001 represents the third phase of the City's Water and Wastewater Master Plan Implementation, adopted in 1997. The Master Plan was updated in 2000 and the updated plan forms the basis for the eleven projects listed in the 2001 bond program.

	Adopted Budget	Actual through 9/30/03
Water and Sewer Systems Improvements	<u>\$9,000,000</u>	<u>\$4,266,412</u>

Major projects completed as of September 30, 2003:

Airport Water Line	\$935,370
Airport Pump Station	419,142
Project Expenses	23,190
Cost of Issuance	<u>90,000</u>
Total completed projects	\$1,467,702

Major projects in progress as of September 30, 2003:

Little Nolan Tributary #1, Phase II & III	\$696,298
Robinett Road Water Line	1,354,027
Master Plan – W.O. 18 – I&I Program	136,918
W.S. Young South Water Line	436,171
Onion Road Water Line	0
McMillan Storage Tank Design	39,766
South Trimmier Rd Water Line	105
Old FM 440 Water Line	90,425
Master Plan Update 2002	<u>45,000</u>
Total project in progress	\$2,798,710

**TOTAL BOND EXPENDITURES
THROUGH 09/30/2003** **\$4,266,412**

Funds remaining as of
September 30, 2003 \$4,756,850

OTHER FUNDS

AVIATION FUND

The Aviation Capital Improvements Program is financed primarily by grants from the Federal Aviation Agency (FAA) under the Passenger Facility Charges (PFC) program. Under this program, all enplaned passengers of the Killeen Municipal Airport are surcharged \$4.50 for each ticket purchase. The levy is collected by the airlines and rebated to the City Aviation Fund on a monthly basis. The FAA must approve expenditures from these funds. In addition to funding from passenger facility charges, another major source of revenue for aviation capital improvements projects is FAA Grants. These grants usually require a matching contribution, which is typically 10% or 25% of the total project costs. Total capital improvements budgeted for FY 2003-04 is \$4,621,282. These funds will be utilized for the joint use of Robert Gray Army Airfield project. \$31,282 is budgeted from the balance in the 2001 Certificates of Obligation proceeds and \$4,590,000 is budgeted under the RGAAF Fund for RSA Improvements. The City of Killeen is moving airline operations from Killeen Municipal Airport to Fort Hoods Robert Gray Army Airfield. A joint use agreement with the Army will create a shared facility. The new facility will be a major new regional airport accommodating both military and civilian traffic. The estimated cost of the new facility is \$83 million. Most of these dollars are expected to come from Federal and State sources. The construction and improvements required for this project will provide extraordinary long-term economic benefits for the entire Central Texas Region.

COMMUNITY DEVELOPMENT BLOCK GRANT FUND

The Community Development Block Grant Program (CDBG) is a federal grant program administered by the Department of Housing and Urban Development. The City is currently in the 29th year of participating in the program. The CDBG program is a major source for capital improvements in the target areas. The City is expected to receive \$1,207,121 in funding for FY 2003-04. This amount will be appropriated for various capital improvement projects in the target areas. A committee of local citizens appointed by the City Council reviewed these projects.

CAPITAL IMPROVEMENT PROJECTS SCHEDULE

FUND/ DEPARTMENT	ADOPTED BUDGET 2002-03	ADOPTED BUDGET 2003-04
GENERAL FUND		
COMMUNITY SERVICES	8,000	2,000
TOTAL GENERAL FUND	\$ 8,000	\$ 2,000
ROBERT GRAY ARMY AIRFIELD FUND		
RSA IMPROVEMENT	2,162,156	4,590,000
TOTAL AVIATION FUND	\$ 21,621,356	\$ 4,590,000
AVIATION FUND		
TERMINAL BUILDING RE-UTIL	-	100,000
ROBERT GRAY ARMY AIRFIELD	-	27,000
TOTAL AVIATION FUND	\$ -	\$ 127,000
WATER & SEWER FUND		
FLEET SERVICES	-	-
WATER DISTRIBUTION	242,593	250,925
SANITARY SEWER	500	500
WATER & SEWER OPERATIONS	-	-
W & S CAPITAL IMPR. PROJECTS	500,000	1,025,000
TOTAL WATER & SEWER FUND	\$ 743,093	\$ 1,276,425
DRAINAGE UTILITY FUND		
DRAINAGE PROJECTS	362,558	230,262
TOTAL DRAINAGE UTILITY FUND	\$ 362,558	\$ 230,262
GENERAL OBLIGATION BOND FUND		
1991 GENERAL OBLIGATION BOND	223,549	173,549
1993 GENERAL OBLIGATION BOND	180,000	-
1995 GENERAL OBLIGATION BOND	2,235,389	1,298,902
2001 CERTIFICATES OF OBLIGATION	2,174,928	31,282
2002 CERTIFICATES OF OBLIGATION	2,005,000	1,265,000
TOTAL G.O. BONDS	\$ 6,818,866	\$ 2,768,733
WATER & SEWER BOND FUND		
1997 WATER & SEWER BONDS	450,289	105,154
1999 WATER & SEWER BONDS	2,120,624	1,485,708
2001 WATER & SEWER BONDS	7,027,540	3,947,796
TOTAL WATER & SEWER BONDS	\$ 9,598,453	\$ 5,538,658
AVIATION PFC FUND	\$ 446,930	\$ 456,785
TAX INCREMENT FUND	\$ 101,611	\$ -
COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)	\$ 1,584,584	\$ 2,093,817
HOME PROGRAM	\$ 1,054,681	\$ 1,220,064
PARK IMPROVEMENTS FUND	\$ 119,242	\$ 90,996
TOTAL CAPITAL IMPROVEMENTS	\$ 42,459,374	\$ 18,394,740

CAPITAL IMPROVEMENT PROJECTS LIST

FUND/ DEPARTMENT	DEPARTMENT/ COST CENTER	DESCRIPTION	AMOUNT APPROVED	METHOD OF FINANCING
GENERAL FUND				
	Swimming Pools	Pool Deck Repairs	2,000	General Fund
	TOTAL COMMUNITY SERVICES		2,000	
	TOTAL GENERAL FUND		\$ 2,000	
ROBERT GRAY ARMY AIRFIELD FUND				
	RGAAF Fund	RSA Improvement	4,590,000	RGAAF Fund
	TOTAL RGAAF		\$ 4,590,000	
AVIATION FUND				
	Aviation Fund	Terminal Building Re-utilization	100,000	PFC Fund
	Aviation Fund	Self Serv Jet A System	27,000	PFC Fund
	TOTAL AVIATION PFC FUND		\$ 127,000	
AVIATION PFC FUND				
	Aviation PFC Fund	Terminal Building Construction	456,785	PFC Fund
	TOTAL AVIATION PFC FUND		\$ 456,785	
WATER & SEWER FUND				
	Water & Sewer Distribution	New Customer Services	136,260	Water & Sewer Fund
	Water & Sewer Distribution	New Fire Hydrants	16,368	Water & Sewer Fund
	Water & Sewer Distribution	New Customer Meters	98,297	Water & Sewer Fund
	TOTAL WATER & SEWER DISTRIBUTION		250,925	
	Sanitary Sewers	Tapping Saddles	500	Water & Sewer Fund
	TOTAL SANITARY SEWERS		500	
	W & S Capital Impr. Projects	Waterline Ext. Participation	200,000	Water & Sewer Fund
	W & S Capital Impr. Projects	Sewerline Ext. Participation	300,000	Water & Sewer Fund
	W & S Capital Impr. Projects	Pump Station # 4 Demolish	30,000	Water & Sewer Fund
	W & S Capital Impr. Projects	Bundrant Tank Replacement	400,000	Water & Sewer Fund
	W & S Capital Impr. Projects	8th Street Tank Demolish	20,000	Water & Sewer Fund
	W & S Capital Impr. Projects	Bundrant /Park St Pipeline	75,000	Water & Sewer Fund
	TOTAL W & S CAPITAL IMPROVEMENT PROJECTS		1,025,000	
	TOTAL WATER & SEWER FUND		\$ 1,276,425	
DRAINAGE UTILITY FUND				
	Drainage Utility Operations	Drainage Projects	230,262	Drainage Utility Fund
	TOTAL DRAINAGE UTILITY		230,262	
GENERAL OBLIGATION BOND FUND				
	1991 General Obligation Bond	Nolan Park Bike Trail	173,549	G.O. Bond Fund
	TOTAL 1991 General Obligation Bond		173,549	
	1995 General Obligation Bond	WS Young Wdng LNR-BRR	120,000	G.O. Bond Fund
	1995 General Obligation Bond	Elms Road Construction	1,178,902	G.O. Bond Fund
	TOTAL 1995 General Obligation Bond		1,298,902	
	2001 Contractual Obligation	RGAAF Project	31,282	G.O. Bond Fund
	TOTAL Contractual Obligation - Construction Series 2001		31,282	

CAPITAL IMPROVEMENT PROJECTS LIST

FUND/ DEPARTMENT	DEPARTMENT/ COST CENTER	DESCRIPTION	AMOUNT APPROVED	METHOD OF FINANCING
	2002 Contractual Obligation	Golf Facilities Improvements	1,265,000	G.O. Bond Fund
	TOTAL Contractual Obligation - Construction Series 2002		1,265,000	
	TOTAL GENERAL OBLIGATION BONDS		\$ 2,768,733	
WATER & SEWER BOND FUND				
	1997 W & S Bonds	W.O. #9-2/I&I Rehab Line Repair	105,154	W & S Bonds
	TOTAL 1997 W & S Bonds		105,154	
	1999 W & S Bonds	W.O. #10 - I&I Program	1,433,882	W & S Bonds
	1999 W & S Bonds	Rodeo Tank Rehab Design	23,000	W & S Bonds
	1999 W & S Bonds	W.O. #9-2/I&I Rehab Line Repair	28,826	W & S Bonds
	TOTAL 1999 W & S Bonds		1,485,708	
	2001 W & S Bonds	Little Nolan Trib#1 Phase III	42,930	W & S Bonds
	2001 W & S Bonds	Master Plan - Wo18 I&I Pg	1,113,234	W & S Bonds
	2001 W & S Bonds	Onion Road Water Line	740,550	W & S Bonds
	2001 W & S Bonds	South Trimmier Rd Water Line	422,550	W & S Bonds
	2001 W & S Bonds	Hwy 195 Water Line	365,050	W & S Bonds
	2001 W & S Bonds	Old Fm 440 Water Line	1,224,950	W & S Bonds
	2001 W & S Bonds	McMillan Mt St Tank Design	38,532	W & S Bonds
	TOTAL 2001 W & S Bonds		3,947,796	
	TOTAL WATER & SEWER BONDS		\$ 5,538,658	
COMMUNITY DEVELOPMENT BLOCK GRANT			2,093,817	CDBG
	TOTAL COMMUNITY DEVELOPMENT BLOCK GRANT		\$ 2,093,817	
HOME PROGRAM			1,220,064	Home Program
	TOTAL HOME PROGRAM		\$ 1,220,064	
PARK IMPROVEMENTS FUND			90,996	Parks Impr. Fund
	TOTAL PARKS IMPROVEMENT FUND		\$ 90,996	
TOTAL CAPITAL IMPROVEMENTS			\$ 18,394,740	

GENERAL OBLIGATION BONDS 1991

	Project Budget	Actual 2001-02	Estimated 2002-03	Adopted 2003-04
Beginning Fund Balance	\$ -	\$ 389,549	\$ 221,095	\$ 174,095
Revenues				
Interest Earned	\$ 265,926	\$ 6,546	\$ 3,000	\$ 1,000
Miscellaneous Receipts	389,530	-	-	-
Bond Proceeds	2,400,063	-	-	-
Total Fund Balance and Revenues	\$ 3,055,519	\$ 396,095	\$ 224,095	\$ 175,095
Expenditures				
Expense - Cost of Issuance	\$ 77,423	\$ -	\$ -	\$ -
Elms Road	493,402	-	-	-
FM 3470 (ROW)	583,226	-	-	-
FM 3470 (Ph.1 Engineering)	34,558	-	-	-
FM 3470 (Ph.1 Construction)	615,132	-	-	-
FM 3470 (Ph.1 Prof. Svc.)	41,438	-	-	-
FM 3470 (Ph.2 ROW)	282,600	-	-	-
FM 3470 (Ph.2 Prof.Svc)	79,690	-	-	-
FM 3470 (Ph.2 Engineering)	22,644	-	-	-
FM 3470 (Ph.2 Const.)	140,463	-	-	-
Morris Collection System	119,538	-	-	-
Eastgate (ROW) Acquisition	143,955	-	-	-
Reimbursable Expense	21,356	-	-	-
Exh. Hall Prkg Lot Renovation	175,000	175,000	-	-
Nolan Park Bike Trail	223,549	-	50,000	173,549
Total Expenditures	\$ 3,053,973	\$ 175,000	\$ 50,000	\$ 173,549
Ending Fund Balance	\$ 1,546	\$ 221,095	\$ 174,095	\$ 1,546

GENERAL OBLIGATION BONDS 1993

	Project Budget	Actual 2001-02	Estimated 2002-03	Adopted 2003-04
Beginning Fund Balance	\$ -	\$ 945,602	\$ 489,001	\$ 130,146
Revenues				
Sale of Bonds	\$ 3,750,000	\$ -	\$ -	\$ -
Interest Earned	738,780	18,620	4,000	500
Miscellaneous Receipts	31,490	-	-	-
Total Fund Balance and Revenues	\$ 4,520,270	\$ 964,222	\$ 493,001	\$ 130,646
Expenditures				
Bond Issue Costs	\$ 34,572	\$ -	\$ -	\$ -
Library Expansion	829,721	-	-	-
Animal Control Facilities	188,617	-	-	-
Street and Traffic Projects	109,672	-	-	-
Drainage Master Plan & FEMA	15,065	-	-	-
Fire Station #6	32,000	-	-	-
Reconstruct Old 440	563,903	-	-	-
Reconstruct Westcliff	350,687	-	-	-
Reconstruct Hilliard	97,812	-	-	-
Reconstruct W.S. Young	512,296	-	-	-
Elms Road Construction	16,695	-	-	-
City Part - Elms/Stratford III	84,917	-	-	-
Mapping Center	117,646	-	-	-
Fire Dept. Training Facility	866,666	475,221	362,000	-
Pumper	145,636	-	-	-
Trimmier Road South	85,142	-	-	-
Municipal Court Building	248,928	-	-	-
Police Department Network	93,534	-	-	-
Expense	855	-	855	-
Total Expenditures	\$ 4,394,364	\$ 475,221	\$ 362,855	\$ -
Ending Fund Balance	\$ 125,906	\$ 489,001	\$ 130,146	\$ 130,646

GENERAL OBLIGATION BONDS 1995

	Project Budget	Actual 2001-02	Estimated 2002-03	Adopted 2003-04
Beginning Fund Balance	\$ -	\$ 3,856,340	\$ 2,621,924	\$ 1,337,218
Revenues				
Sale of Bonds	\$ 6,745,000	\$ -	\$ -	\$ -
Interest Earned	1,963,010	44,274	31,000	10,000
Miscellaneous Receipts	196,777	-	-	-
Total Fund Balance and Revenues	\$ 8,904,787	\$ 3,900,614	\$ 2,652,924	\$ 1,347,218
Expenditures				
Reconstruct W/D 10th St.	\$ -	\$ -	\$ -	\$ -
Reconst. Trimmier (South)	763,973	-	-	-
Ronstan/Meadows Channel	-	-	-	-
Reconstruct Old Florence	-	-	-	-
City Share, Twin Creek	-	-	-	-
Overlay Farhills	-	-	-	-
Fire Station #6	463,611	-	-	-
Training Center	-	-	-	-
Pumper	438,238	-	-	-
Booster	66,714	-	-	-
Bond Issuance Costs	90,875	-	-	-
City Participation	301,331	-	-	-
Reconst. Trimmier (North)	576,525	-	-	-
Fire Station #7	677,003	-	-	-
Elms Road	56,148	-	-	-
Reconstruct Watercrest Rd.	-	-	-	-
Watercrest Engineering	-	-	-	-
Clear Ck, Reese Ck Design	250,163	(122,495)	-	-
W.S Young / Elms - SS Loop	799,068	544,635	-	-
W.S. Young Design & R.O.W.	172,875	-	-	-
W.S. Young\CTE-B. Hwy190	1,267,264	592,485	-	-
W.S.Young Widening Project	259,065	254,065	5,000	-
W.S. Young Widening - LNR-BRR	140,000	-	20,000	120,000
W.S.Young Const-SSL Stagec	722,791	-	722,791	-
Reconstruct W/D Robinett	283,707	10,000	273,696	-
Trimmier-Public Improvements	207,200	-	207,200	-
Elms Road Construction	1,232,902	-	-	1,178,902
Parking Lot Repairs - Cmnty Center	110,937	-	110,937	-
Expense	-	-	(23,918)	-
Total Expenditures	\$ 8,880,388	\$ 1,278,690	\$ 1,315,706	\$ 1,298,902
Ending Fund Balance	\$ 24,399	\$ 2,621,924	\$ 1,337,218	\$ 48,316

CONTRACTUAL OBLIGATION CONSTRUCTION FUND SERIES 1996

	Project Budget	Actual 2001-02	Estimated 2002-03	Adopted 2003-04
Beginning Fund Balance	\$ -	\$ 55,313	\$ 435	\$ -
Revenues				
Sale of Bonds	\$ 2,635,500	\$ -	\$ -	\$ -
Interest Earned	581,126	447	-	-
Total Fund Balance and Revenues	\$ 3,216,626	\$ 55,760	\$ 435	\$ -
Expenditures				
Expenditure	\$ 64,970	\$ -	\$ -	\$ -
800 MHZ Communication System	3,151,221	55,325	-	-
Transfer to I&S C/O 1996	435	-	435	-
Total Expenditures	\$ 3,216,626	\$ 55,325	\$ 435	\$ -
Ending Fund Balance	\$ 0	\$ 435	\$ -	\$ -

CONTRACTUAL OBLIGATION CONSTRUCTION FUND SERIES 1999

	Project Budget	Actual 20001-02	Estimated 2002-03	Adopted 2003-04
Beginning Fund Balance	\$ -	\$ 229,260	\$ 157,783	\$ 2,980
Revenues				
Sale of Bonds	\$ 2,500,000	\$ -	\$ -	\$ -
Interest Earned	138,813	3,637	2,000	-
Total Fund Balance and Revenues	\$ 2,638,813	\$ 232,897	\$ 159,783	\$ 2,980
Expenditures				
Cost of Issuance	\$ 48,091	\$ -	\$ -	\$ -
Transfer to Interest & Sinking	11,888	-	-	-
Public Works Equipment	403,006	-	-	-
Branch Library Project	1,007,042	-	-	-
Equipment Maintenance Facility	491,027	-	-	-
Solid Waste Equipment	517,976	-	-	-
Expenses	-	-	-	-
Equipment Expense	156,803	-	156,803	-
Total Expenditures	\$ 2,635,833	\$ -	\$ 156,803	\$ -
Ending Fund Balance	\$ 2,980	\$ 232,897	\$ 2,980	\$ 2,980

CONTRACTUAL OBLIGATION CONSTRUCTION FUND SERIES 2001

	Project Budget	Actual 2001-02	Estimated 2002-03	Adopted 2003-04
Beginning Fund Balance	\$ -	\$ 3,538,389	\$ 2,047,302	\$ 31,282
Revenues				
Sale of Bonds	\$ 6,000,000	\$ -	\$ -	\$ -
Interest Earned	171,310	101,531	28,000	-
Transfer from Aviation	2,063,425	2,063,425	-	-
Transfer from KEDC	252,829	-	252,829	-
Bell County Contributions	1,000,000	1,000,000	-	-
Total Fund Balance and Revenues	\$ 9,487,564	\$ 6,703,345	\$ 2,328,131	\$ 31,282
Expenditures				
Cost of Issuance	\$ 80,000	\$ -	\$ -	\$ -
RGAAF Project	9,309,867	4,656,043	2,296,849	31,282
Total Expenditures	\$ 9,389,867	\$ 4,656,043	\$ 2,296,849	\$ 31,282
Ending Fund Balance	\$ 97,697	\$ 2,047,302	\$ 31,282	\$ -

CONTRACTUAL OBLIGATION CONSTRUCTION FUND SERIES 2002

	Project Budget	Actual 2001-02	Estimated 2002-03	Adopted 2003-04
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ 1,260,035
Revenues				
Interest Earned	\$ 22,500	\$ -	\$ 10,000	\$ 12,500
Sale of Bonds	2,000,000	-	2,000,000	-
Total Fund Balance and Revenues	\$ 2,022,500	\$ -	\$ 2,010,000	\$ 1,272,535
Expenditures				
Cost of Issuance	\$ 5,550	\$ -	\$ 5,550	\$ -
Purchase of Property	654,415	-	654,415	-
Golf Facilities Improvements	1,305,035	-	50,000	1,265,000
Expense	40,000	-	40,000	-
Total Expenditures	\$ 2,005,000	\$ -	\$ 749,965	\$ 1,265,000
Ending Fund Balance	\$ 17,500	\$ -	\$ 1,260,035	\$ 7,535

CONTRACTUAL OBLIGATION CONSTRUCTION FUND SERIES 2003

	Project Budget		Actual 2001-02		Estimated 2002-03		Adopted 2003-04
Beginning Fund Balance	\$ -	\$	-	\$	-	\$	-
Revenues							
Sale of Bonds	\$ 9,000,000	\$	-	\$	9,000,000	\$	-
Miscellaneous Receipts	-		-		-		-
Interest Earned	90,000		-		90,000		-
Total Fund Balance and Revenues	\$ 9,090,000	\$	-	\$	9,090,000	\$	-
Expenditures							
Cost of Issuance	\$ 90,000	\$	-	\$	90,000	\$	-
RGAAF Project	9,000,000		-		9,000,000		-
Expenses	-		-		-		-
Total Expenditures	\$ 9,090,000	\$	-	\$	9,090,000	\$	-
Ending Fund Balance	\$ -	\$	-	\$	-	\$	-

WATER & SEWER BOND 1996

	Project Budget	Actual 2001-02	Estimated 2002-03	Adopted 2003-04
Beginning Fund Balance	\$ -	\$ 105,873	\$ 670	\$ -
Revenues				
Interest Earned	\$ 588,368	\$ 2,188	\$ 115	\$ -
Sale of Bonds	4,530,000	-	-	-
Total Fund Balance and Revenues	\$ 5,118,368	\$ 108,061	\$ 785	\$ -
Expenditures				
Expense	\$ 103,724	\$ -	\$ -	\$ -
Construction, Rehab FY 96	504,391	-	-	-
Hallmark Interceptor Const.	275,353	-	-	-
38th & Liberty Interceptor	168,628	-	-	-
Pressure Plane Switch/Jasper	237,997	-	-	-
S. Nolan Creek Inter. Eng.	30,886	-	-	-
S. Nolan Creek Inter. Const.	61,108	-	-	-
CTE Bore & SE Inter. Const.	262,219	-	-	-
Nolan Creek Trib Inter. Const.	561,017	-	-	-
W & S Master Plan	57,300	-	-	-
Watercrest Rd Inter. No. 2	90,960	-	-	-
Lift Station No. 10 Enlarge	105,439	-	-	-
Contract Inspection	45,773	-	-	-
Sewer Rehab FY 97	249,251	-	-	-
FM 3470 12" Waterline	44,250	-	-	-
Hallmark Int. Const. - Open Cut B	361,902	-	-	-
Watercrest Rd Inter. No. 2	517,137	-	-	-
Park Street Tank Repair	27,071	-	-	-
SH 195 Waterline - Const.	34,873	-	-	-
Park Street Water Tank Repair	20,430	-	-	-
Sugar Loaf Tank Demolition	23,000	-	-	-
Zephyr-Dunc SH195 FM3470 WL	101,887	-	-	-
Operations	1,123,087	-	-	-
W.O. #9	109,900	-	-	-
Transfer to W&S I&S 1996	109,900	-	785	-
Total Expenditures	\$ 5,227,483	\$ -	\$ 785	\$ -
Ending Fund Balance	\$ (109,115)	\$ 108,061	\$ -	\$ -

WATER & SEWER BOND 1997

	Project Budget	Actual 2001-02	Estimated 2002-03	Adopted 2003-04
Beginning Fund Balance	\$ -	\$ 1,151,311	\$ 795,999	\$ 106,452
Revenues				
Interest Earned	\$ 1,138,515	\$ 22,864	\$ 5,500	\$ -
Sale of Bonds	8,860,000	-	-	-
Total Fund Balance and Revenues	\$ 9,998,515	\$ 1,174,175	\$ 801,499	\$ 106,452
Expenditures				
Expense - Cost of Issuance	\$ 217,225	\$ -	\$ -	\$ -
Little Nolan Tributary Phase I	429,607	-	-	-
Zephyr, Duncan Waterline C	171,058	-	-	-
SW Int Ext Ph I Eng & Con	1,404,093	4,127	-	-
SW Int Ext Ph II Eng & Con	443,692	-	-	-
SW Int Ext Ph III Eng & Con	130,894	27,580	-	-
N Reese Cr Int Ph IV E&C	317,574	-	-	-
Lift Station #23 Eng & Co	244,470	23,263	-	-
Major Sewer Line Repairs	96,698	-	-	-
ROW For Airport Project	38,721	-	-	-
SW Interceptor	1,310,828	-	-	-
Lift Station #15	1,615,479	11,400	-	-
Pump Station #2 Upgrade	24,000	-	-	-
Pump Station #3 Rehabilitation	508,278	-	-	-
24" Southeast Transmission Main	1,064,150	-	-	-
12" Waterline Onion/Cunn./3470	456,821	-	-	-
12" Waterline - FM 3470 & Elms	91,697	-	-	-
W.O.#9-2/I&I Rehab Line Repair	878,710	161,463	678,347	105,154
Airport Elevated Tank Design	73,000	37,500	15,700	-
Airport Pump Station Design	47,000	32,300	-	-
Airport Waterline Design	142,200	79,998	-	-
Operations	184,845	521	-	-
Expense	95,915	24	1,000	-
Total Expenditures	\$ 9,986,955	\$ 378,176	\$ 695,047	\$ 105,154
Ending Fund Balance	\$ 11,560	\$ 795,999	\$ 106,452	\$ 1,298

WATER & SEWER BOND 1999

	Project Budget	Actual 2001-02	Estimated 2002-03	Adopted 2003-04
Beginning Fund Balance	\$ -	\$ 7,555,866	\$ 2,778,264	\$ 1,939,703
Revenues				
Interest Earned	\$ 1,140,831	\$ 112,557	\$ 32,500	\$ 15,000
Sale of Bonds	9,000,000	-	-	-
Total Fund Balance and Revenues	\$ 10,140,831	\$ 7,668,423	\$ 2,810,764	\$ 1,954,703
Expenditures				
Cost of Issuance	\$ 156,293	\$ -	\$ -	\$ -
Southeast Elevated Tank	1,760,710	1,256,563	143,188	-
Booster Pump Station #6	806,376	536,300	37,775	-
Lift Station #6 \ Force MN	2,384,750	1,812,099	189,402	-
30" Waterline - Station 614	1,423,643	181,689	-	-
Purchase Infrastructure	158,131	158,131	-	-
W.O. #10 - I&I Program	1,608,319	9,183	595	1,433,882
Airport Elevated Tank	996,716	688,403	299,835	-
Rodeo Tank Rehab Design	23,000	-	-	23,000
W.O. #9-2/I&I Rehab Line	28,827	-	-	28,826
Reese Creek Lift Station	56,568	56,568	-	-
Expense	309	115	10,000	-
Operations 2001-02	191,109	191,109	-	-
Operations 2002-03	190,266	-	190,266	-
Operations 2003-04	266,967	-	-	265,849
Total Expenditures	\$ 10,051,984	\$ 4,890,160	\$ 871,061	\$ 1,751,557
Ending Fund Balance	\$ 88,847	\$ 2,778,263	\$ 1,939,703	\$ 203,146

WATER & SEWER BOND 2001

	Project Budget	Actual 2001-02	Estimated 2002-03	Adopted 2003-04
Beginning Fund Balance	\$ -	\$ 8,651,363	\$ 7,200,753	\$ 4,269,685
Revenues				
Interest Earned	\$ 358,561	\$ 178,389	\$ 90,000	\$ 30,000
Sale of Bonds	8,700,000	-	-	-
Total Fund Balance and Revenues	\$ 9,058,561	\$ 8,829,752	\$ 7,290,753	\$ 4,299,685
Expenditures				
Cost of Issuance	\$ 90,000	\$ -	\$ -	\$ -
Little Nolan Trib#1 Phase II	734,085	67,913	505,417	42,930
Little Nolan Trib#1 Phase III	213,030	-	136,220	-
Robinett Road Water Line	1,595,400	124,920	1,470,480	-
Airport Water Line	935,370	935,370	-	-
Airport Pump Station	419,143	419,142	-	-
Master Plan - WO18 I&I Program	1,158,892	-	88,396	1,113,234
Onion Road Water Line	740,550	-	-	740,550
WS Young South Water Line	777,850	56,950	706,600	-
South Trimmier Rd Water Line	422,550	-	-	422,550
Hwy 195 Water Line	365,050	-	-	365,050
Old FM 440 Water Line	1,224,950	-	-	1,224,950
McMillan Mt St Tank Design	127,533	20,396	68,605	38,532
Master Plan Update 2002	45,000	1,650	43,350	-
Expenses	23,190	2,658	2,000	-
Total Expenditures	\$ 8,872,593	\$ 1,628,999	\$ 3,021,068	\$ 3,947,796
Ending Fund Balance	\$ 185,968	\$ 7,200,753	\$ 4,269,685	\$ 351,889

AVIATION PFC FUND

	Actual		Budget		Estimated		Adopted
	2001-02		2002-03		2002-03		2003-04
Beginning Fund Balance	\$ 566,250	\$	-	\$	585,835	\$	-
Revenues							
Passenger Facility Charges	\$ 409,064	\$	434,550	\$	419,348	\$	456,785
Future PFC Charges	-		-		-		-
Interest Earned	10,526		12,500		7,000		-
Transfers from Aviation Fund	-		-		-		-
Sale of Bonds	-		-		-		-
Total Fund Balance and Revenues	\$ 985,840	\$	447,050	\$	1,012,183	\$	456,785
Expenditures							
Professional Services	\$ 6	\$	120	\$	120	\$	-
PFC Project Reimbursement	-		-		-		-
Apron Electrical Upgrades	-		-		-		-
Advance Design Jt Use Pro	43,015		30,252		30,252		-
Joint Use Site Work/Utility	179,204		-		-		-
Taxiway Construction	-		-		-		-
Terminal & Apron Design	165,248		42,888		41,077		-
Navaid Site Construction	-		-		-		-
Terminal Site Land Purchase	12,332		-		-		-
Terminal Building Constr.	-		437,492		424,101		456,785
Runway Safety Area Improv	-		-		-		-
Terminal Apron Construct.	203		546,130		516,633		-
Terminal Loop Road Construct.	-		-		-		-
Parking Lot and Access Rd Const.	-		-		-		-
Total Expenditures	\$ 400,008	\$	1,056,882	\$	1,012,183	\$	456,785
Ending Fund Balance	\$ 585,832	\$	(609,832)	\$	-	\$	-

TAX INCREMENT

	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Adopted 2003-04
Beginning Fund Balance	\$ 147,611	\$ 101,611	\$ 117,485	\$ -
Revenues				
Interest Earned	\$ 3,187	\$ -	\$ 1,125	\$ -
Total Fund Balance and Revenues	\$ 150,798	\$ 101,611	\$ 118,610	\$ -
Expenditures				
Office Supplies	\$ -	\$ -	\$ -	\$ -
Professional Services	-	-	-	-
Rent Guaranty Program	-	-	-	-
Transfer to General Fund	-	-	118,610	-
Total Expenditures	\$ -	\$ -	\$ 118,610	\$ -
Ending Fund Balance	\$ 150,798	\$ 101,611	\$ -	\$ -

KILLEEN CIVIC & CONFERENCE CENTER CONSTRUCTION FUND

	Actual 2001-02		Budget 2002-03		Estimated 2002-03		Adopted 2003-04
Beginning Fund Balance	\$ 6,119,242	\$	155,494	\$	155,494	\$	-
Revenues							
Interest Earned	\$ 64,210	\$	-	\$	2,000	\$	-
Sale of Bonds	-		-		-		-
Miscellaneous Receipts	134,254		-		-		-
Catering Revenue	186,715		-		-		-
Total Fund Balance and Revenues	\$ 6,504,421	\$	155,494	\$	157,494	\$	-
Expenditures							
Expense	\$ 123,668	\$	-	\$	-	\$	-
Construction Exoense	5,079,285		38,197		157,494		-
Salaries and Benefits	227,693		-		-		-
Supplies	25,507		-		-		-
Maintenance	7,088		-		-		-
Support Services	84,481		-		-		-
Catering Services	140,795		-		-		-
Capital Outlay	660,410		-		-		-
Total Expenditures	\$ 6,348,927	\$	38,197	\$	157,494	\$	-
Ending Fund Balance	\$ 155,494	\$	117,297	\$	-	\$	-

ROBERT GRAY ARMY AIRFIELD

	Actual 2001-02	Budget 2002-03	Estimated 2002-03	Adopted 2003-04
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -
Revenues				
Interest Earned	\$ 18	\$ 16,897	\$ -	\$ 1,000
Misc Receipts	-	-	-	1,500
Transfer from General Fund	-	280,000	280,000	662,474
Transfer from Aviation Fund	-	169,473	169,473	-
FAA Grants	-	36,788,730	36,807,567	4,590,000
Airport Rent & Concession	-	-	-	56,320
Air Carrier Operations	-	-	-	17,569
Airport Use Fees	-	-	-	9,689
Airport Parking Lot Fees	-	-	-	65,000
Fuel Sales	-	-	-	87,378
Operating Supplies	-	-	-	500
Total Fund Balance and Revenues	\$ 18	\$ 37,255,100	\$ 37,257,040	\$ 5,491,430
Expenditures				
Salaries and Benefits	\$ -	\$ 168,401	\$ 168,401	\$ 370,797
Supplies	-	10,545	6,686	38,964
Maintenance & Repairs	-	1,300	1,300	26,958
Support Services	-	45,341	34,841	165,704
Cost of Goods	-	-	-	37,600
Capital Outlay	-	58,015	58,015	90,290
RGAAF Expenses	-	180,192	180,192	-
Advance Design Jt Use Project	-	105,256	105,256	-
RSA Improvement	-	-	-	4,590,000
Terminal Building Design	-	385,986	385,986	-
Terminal Bldg Construction	-	25,946,571	25,962,870	-
Terminal Apron Construction	-	4,915,163	4,915,163	-
Land Side Construction	-	5,435,754	5,435,754	-
Computer Hardware & Software	-	2,576	2,576	2,576
Total Expenditures	\$ -	\$ 37,255,100	\$ 37,257,040	\$ 5,322,889
Ending Fund Balance	\$ 18	\$ -	\$ -	\$ 168,541

APPENDIX

- A. **Five Year Forecast:** The five year forecast is a look into the future of the City for the four major operating funds. These funds include the General Fund, Aviation Fund, Solid Waste Fund and Water & Sewer Fund.
- B. **Full Time/Permanent Part-Time Employee Schedule:** This appendix provides a detailed schedule of full time and permanent part-time employees over the last four years.
- C. **City of Killeen Position Classification and Pay Plan and Schedule of Incentives:** This appendix provides detailed listings and schedules of how and what the City's pay plan is designed.
- D. **City of Killeen Water, Sewer and Solid Waste Rates:** This section provides a detailed presentation of the City of Killeen's Water & Sewer & Solid Waste rates as they appear in the City of Killeen's Code of Ordinance.
- E. **Glossary:** The glossary provides a listing of terminology pertaining to the governmental fund accounting, and municipal government.

"The City Without Limits!"

CITY OF KILLEEN

APPENDIX A

FIVE YEAR FORECAST

"The City Without Limits!"

CITY OF KILLEEN FIVE YEAR FORECAST

Description and Purpose:

This section of the appendix presents a five year forecast in an effort to provide a financial tool by which future budgets and actual results of operations can be monitored. A financial forecast provides prospective financial statements that present an entity's expected financial position, results of operations, and cash flows for one or more future periods. This five year forecast attempts to do just that. The scope of this five year forecast, however, has been limited to revenues and expenditures, or expenses, for the City's four major operating funds. These funds include the General Fund, the Aviation Fund, the Solid Waste Fund and the Water and Sewer Fund. Descriptions of these funds can be found at the beginning of their sections in the budget document.

A revenue, expenditure, or expense, and changes in fund balance statement has been prepared for each fund. Revenues are depicted by sources while expenditures, or expenses, are presented by object of expenditure. Each object of expenditure is made up of sub-object class expenditures; however, the assumptions discussed below were applied on the aggregate of each object of expenditure and not on a line item basis. Each statement provides a column showing the percentage change between FY 2002-03 and FY 2006-07. Finally, after each statement a line graph is presented showing the funds growth over a five year period.

Methodology:

The five year forecast was created using a number of methods for predicting future revenues and expenditures, or expenses. Among these methods include, five year averaging, simple linear regression analysis, and the constant ratio method. Descriptions of each method are provided below.

Five Year Averaging - This method is commonly used in measures of location or measures of central tendency. Generally used in descriptive statistics, this method has been applied to forecast revenues that are non-volatile.

Linear Regression Analysis - A method of estimation based on statistical techniques for fitting a line to an observed series of data points, usually by minimizing the sum of squared deviations of the observed data from the fitted line. Common usage calls the explained variable the "dependant variable"; it calls the variable(s) used to estimate the explained variable the "independent variable(s)." If we use more than one independent variable, the term for the analysis is "multiple regression analysis."

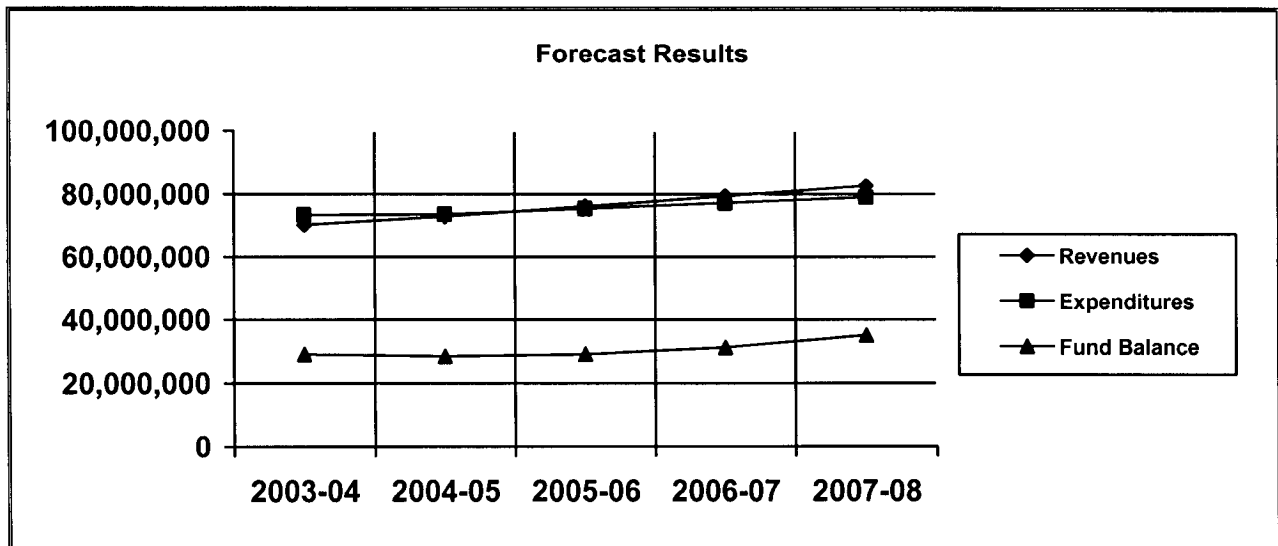
Constant Ratio Method- A commonly used method were by a set ratio is applied to forecast future revenues and expenditures. This ratio, for this forecast, may be based on internal assumptions, indices, or percentage increases derived from historical data.

Assumptions:

Revenues - The only independent variable used in applying regression analysis was population. The change in the City's population base has a strong impact on the majority of revenues that are collected. Sales tax, property tax, franchise taxes, arrest fees, golf revenues, construction revenues, water sales, solid waste pick-up and others. Naturally there are other factors that affect the collection of these revenues, such as, levels of income, property values, tax rates, increases in the City's gross receipts tax on utility companies to name a few. However, to attempt to compile and estimate all the variables to create a forecast is far from the scope of this forecast. In cases where 50% or more of the changes in the revenues were explained by the changes in population, regression analysis was used to compute the forecast. The five year averaging method was used for those revenues that appeared stable in the past, such as, interest earned, arrest fees, planning and zoning fees, library fines and contributions, miscellaneous receipts, etc. Transfers to the General Fund from the Solid Waste and Water and Sewer Funds were computed based on those funds revenues. The proper franchise taxes were applied along with a constant percentage for indirect cost allocation. In some cases, the average percentage increase between the fiscal years 1997-98 to 2002-03 was applied to forecast growth.

Expenditures - Expenditures were primarily projected using population trends and prior performance. As a result of the implementation of the new non-civil service performance based pay plan, employees who have not maxed out in their pay grade, can receive a raise of 0, 2, 4, or 6% a year. The anticipated average growth in Salaries is 3%. Since the Other Services, object of expenditure account, is made up of such accounts as retirement, social security, and worker's compensation, which are directly tied to salaries, similar growth in this object of expenditure account is expected.

	2003-04 Budget	2004-05 Forecast	2005-06 Forecast	2006-07 Forecast	2007-08 Forecast
Beginning Fund Balance	\$32,028,647	\$29,029,276	\$28,386,513	\$29,065,076	\$31,196,780
Revenues	70,405,640	72,975,776	76,025,576	79,189,974	82,532,487
Expenditures	<u>73,405,011</u>	<u>73,618,540</u>	<u>75,347,013</u>	<u>77,058,272</u>	<u>78,783,627</u>
Ending Fund Balance	<u>\$29,029,276</u>	<u>\$28,386,513</u>	<u>\$29,065,076</u>	<u>\$31,196,780</u>	<u>\$34,945,637</u>



Conclusions:

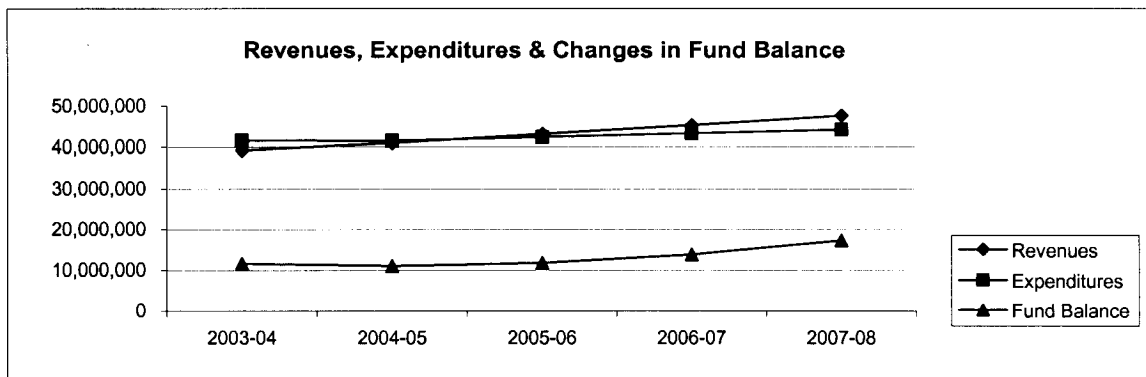
This forecast attempts to provide the reader, along with City staff, a look into the future as to where the City will be financially. It is important for the user of this forecast to understand that these numbers are estimates based on various statistical methods and are not representation of fact. The forecast will change along with the change in factors that influence the estimates and as methods of forecasting are improved.

**CITY OF KILLEEN
FIVE YEAR FORECAST
GENERAL FUND**

	2003-04 Budget	2004-05 Forecast	2005-06 Forecast	2006-07 Forecast	2007-08 Forecast	% Change 2003-2008
Beginning Fund Balance	13,827,638	11,530,018	10,986,985	11,668,460	13,691,027	-0.99%
Revenues						
Ad Valorem Taxes	12,458,745	13,555,115	14,747,965	16,045,786	17,457,815	40.12%
Delinquent Ad Valorem Taxes	125,000	136,000	147,968	160,989	175,156	40.12%
Delinquent Tax Penalties & Int.	85,000	92,480	100,618	109,472	119,106	40.12%
Drink Tax	125,000	130,250	135,721	141,421	147,361	17.89%
Bingo Tax	96,000	100,032	104,233	108,611	113,173	17.89%
Sales Tax Revenue	13,317,000	13,583,340	13,855,007	14,132,107	14,414,749	8.24%
Telephone Franchise Fees	246,000	254,610	263,521	272,745	282,291	14.75%
Jury Fees	118	120	123	125	128	8.24%
Lone Star Gas Franchise Fees	197,000	203,895	211,031	218,417	226,062	14.75%
Cable Television Franchise Fees	815,000	843,525	873,048	903,605	935,231	14.75%
Taxi Cabs Franchise Fees	2,000	2,162	2,337	2,526	2,731	36.55%
TU Electric Franchise Fees	2,788,089	2,905,189	3,027,207	3,087,751	3,149,506	12.96%
Miscellaneous Receipts	150,000	156,000	162,240	168,730	175,479	16.99%
Curb & Street Cuts	1,500	1,575	1,654	1,736	1,823	21.55%
Miscellaneous Police Receipts	45,000	46,800	48,672	50,619	52,644	16.99%
Municipal Court Receipts	709,782	750,240	793,003	838,204	885,982	24.82%
Swimming Pool Receipts	14,000	12,580	12,949	13,247	13,339	-4.72%
Arrest Fees	185,000	141,294	152,907	161,389	166,514	-9.99%
Rodeo Arena Receipts	1,000	1,000	1,000	1,000	1,000	0.00%
Community Center Receipts	60,000	63,600	67,416	71,461	75,749	26.25%
Code Enf Mowing	50,000	53,000	56,180	59,551	63,124	26.25%
Juvenile Gangs	133,311	137,310	141,430	145,673	150,043	12.55%
Fire Department Grant	4,805	4,949	5,098	5,251	5,408	12.55%
CDBG Administration	228,400	238,906	249,896	261,391	273,415	19.71%
CDBG Home Program	51,419	53,784	56,258	58,846	61,553	19.71%
Transfer From W & S	2,211,214	2,190,848	2,252,884	2,316,780	2,382,594	7.75%
Transfer From Solid Waste	1,258,826	1,377,067	1,409,061	1,441,994	1,467,832	16.60%
Trailer Court License/Permits	8,000	4,969	5,364	5,969	6,415	-19.81%
Building Permits and Inspections	350,000	379,400	411,270	445,816	483,265	38.08%
Electrical Inspections/Permits	70,000	75,880	82,254	89,163	96,653	38.08%
Plumbing Inspections/Permits	50,000	54,200	58,753	63,688	69,038	38.08%
Taxi Operator's License	1,000	1,073	1,151	1,235	1,326	32.56%
Food Handler's Permits	15,000	15,720	16,475	17,265	18,094	20.63%
Electrical License	6,500	5,949	6,227	6,235	6,344	-2.40%
Mechanical Inspection Permits	25,000	27,000	29,160	31,493	34,012	36.05%
Building Plans Review Fees	60,000	65,280	71,025	77,275	84,075	40.12%
Garage Sale Permits	7,500	8,434	8,211	8,026	7,810	4.13%
Animal License Receipts	6,500	7,046	7,638	8,279	8,975	38.08%
Contractor License	35,000	35,840	36,700	37,581	38,483	9.95%
Certificates of Occupancy	13,500	10,271	10,863	11,010	11,253	-16.64%
Inspection Fees	7,500	6,921	7,159	7,474	7,691	2.55%
Animal Control Fees	50,000	51,100	52,224	53,373	54,547	9.09%
Interest Earned	250,000	260,000	270,400	281,216	292,465	16.99%
Bell County Contributions	3,411	7,166	7,080	6,951	6,821	99.97%
Civil Defense Matching Funds	10,000	14,285	13,936	14,533	14,196	41.96%
Communities in Schools	208,333	0	0	0	0	-100.00%
Cemetery Lots	48,235	60,344	63,965	65,858	65,305	35.39%
Library Xerox Charges	5,100	5,207	5,316	5,428	5,542	8.67%
Recreation Revenue	54,207	61,049	61,913	64,211	65,319	20.50%

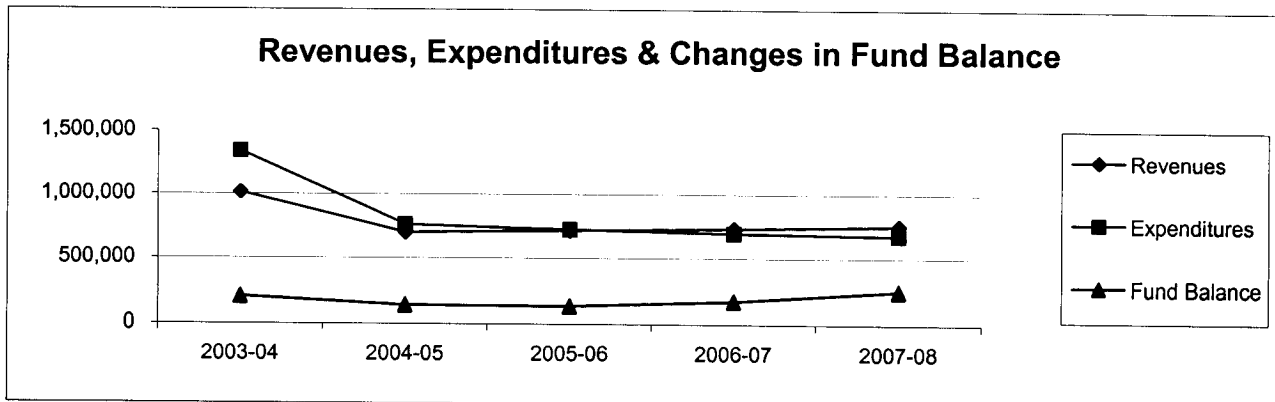
**CITY OF KILLEEN
FIVE YEAR FORECAST
GENERAL FUND**

	2003-04 Budget	2004-05 Forecast	2005-06 Forecast	2006-07 Forecast	2007-08 Forecast	% Change 2003-2008
Swimming Pool Lessons	14,500	15,167	15,865	16,594	17,358	19.71%
Facilities Revenue	10,500	10,016	10,361	11,270	11,307	7.69%
Planning and Zoning Fees	26,400	24,060	24,354	25,389	26,326	-0.28%
Parking Fines	65,000	69,550	74,419	79,628	85,202	31.08%
Library Fines & Contributions	15,500	11,016	10,590	11,239	11,454	-26.10%
Delinquent Tax Fees	38,000	34,972	35,683	34,685	35,191	-7.39%
Fire Department Service Fees	1,150,000	1,242,000	1,341,360	1,448,669	1,564,562	36.05%
High School Fire Cadet Program	48,000	51,840	55,987	60,466	65,303	36.05%
Recruit Fire Academy	66,000	71,280	76,982	83,141	89,792	36.05%
Court Tax Service Fees	47,000	50,008	53,209	56,614	60,237	28.16%
Traffic Cost	23,000	25,686	25,784	24,805	24,325	5.76%
Trail Fees	14,000	14,672	15,376	16,114	16,888	20.63%
Green Fees	257,621	273,336	290,009	307,700	326,470	26.72%
Pro Shop	240,000	254,640	270,173	286,654	304,139	26.72%
Carts	150,000	160,200	171,094	182,728	195,153	30.10%
Clubs	3,800	4,028	4,270	4,526	4,797	26.25%
Annual Pass	155,000	162,595	170,562	178,920	187,687	21.09%
Snack Bar	3,000	3,168	3,345	3,533	3,731	24.35%
Cart Shed	68,200	72,156	76,341	80,768	85,453	25.30%
Handicap Fees	2,460	2,310	2,354	2,377	2,412	-1.95%
Driving Range	10,000	10,880	11,837	12,879	14,012	40.12%
Total Revenues	39,051,976	40,756,386	42,846,465	45,010,205	47,309,236	21.14%
Expenditures						
Salaries	22,593,483	23,045,353	23,506,260	23,976,385	24,455,913	8.24%
Supplies	1,943,682	1,982,556	2,022,207	2,062,651	2,103,904	8.24%
Maintenance	1,241,267	1,266,092	1,291,414	1,317,242	1,343,587	8.24%
Repairs	797,167	818,691	840,796	863,497	886,811	11.25%
Support Services	5,386,743	5,494,478	5,604,367	5,716,455	5,830,784	8.24%
Other Services	6,540,140	6,670,943	6,804,362	6,940,449	7,079,258	8.24%
Designated Expenses	485,925	498,559	511,522	524,822	538,467	10.81%
Capital Improvements	2,000	2,200	2,300	2,350	2,450	0.00%
Capital Outlay	896,715	320,000	350,000	320,000	318,000	-64.54%
Contra Accounts	1,462,474	1,200,548	1,231,762	1,263,788	1,296,646	-11.34%
Total Expenditures	41,349,596	41,299,420	42,164,990	42,987,639	43,855,820	6.06%
Ending Fund Balance	11,530,018	10,986,985	11,668,460	13,691,027	17,144,442	48.69%



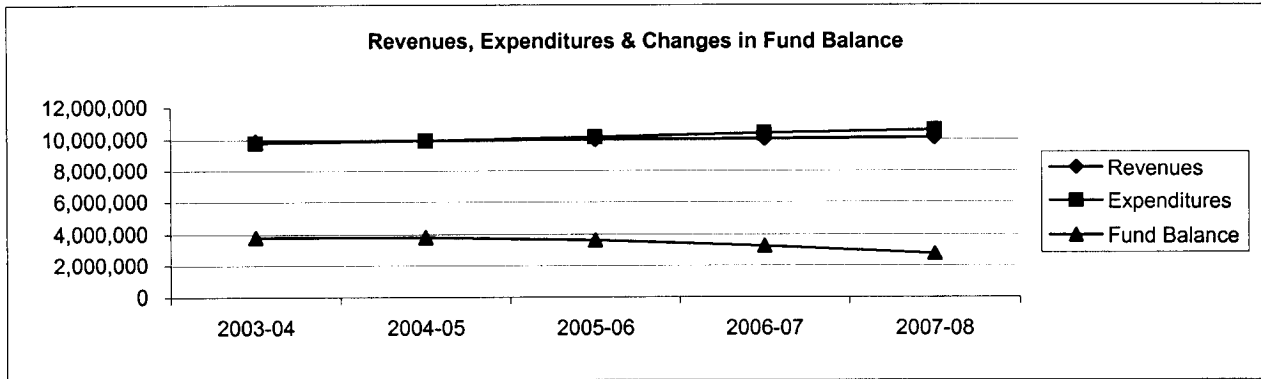
**CITY OF KILLEEN
FIVE YEAR FORECAST
AVIATION FUND**

	2003-04 Budget	2004-05 Forecast	2005-06 Forecast	2006-07 Forecast	2007-08 Forecast	% Change 2003-2008
Beginning Fund Balance	522,303	196,935	135,926	129,657	168,254	-67.79%
Revenues						
Miscellaneous Receipts	7,000	7,210	7,426	7,649	7,879	12.55%
Operating Supplies	3,000	3,090	3,183	3,246	3,374	12.46%
Airport Rent & Concessions	168,962	-	-	-	-	-100.00%
Fixed Base Operations	5,342	-	-	-	-	-100.00%
Hangars & Tiedowns	79,893	80,692	81,499	82,314	83,137	4.06%
Air Carrier Operations	52,707	-	-	-	-	-100.00%
Interest Earned	3,000	3,540	4,177	4,929	5,816	93.88%
Fuel Sales	457,015	466,155	475,478	484,988	494,688	8.24%
Airport Use Fees	39,078	39,273	39,470	39,667	39,865	2.02%
Airport Parking Lot Fees	195,000	97,500	103,350	109,551	116,124	-47.62%
Total Revenues	1,010,997	697,461	714,583	732,344	750,883	-25.73%
Expenses						
Salaries	531,983	35,000	36,400	37,856	39,370	-92.60%
Supplies	31,117	2,500	2,600	2,704	2,812	-90.96%
Maintenance	20,250	21,060	21,902	22,778	23,690	16.99%
Repairs	25,814	26,847	27,920	29,037	30,199	16.99%
Support Services	137,998	143,518	149,661	156,067	162,746	17.93%
Other Services	168,345	175,079	182,082	189,365	196,940	16.99%
Designated Expenses	293,858	235,086	188,069	150,455	120,364	-59.04%
Capital Outlay	127,000	119,380	112,217	105,484	99,155	-21.93%
Total Expenses	1,336,365	758,470	720,852	693,747	675,276	-49.47%
Ending Fund Balance	196,935	135,926	129,657	168,254	243,861	23.83%



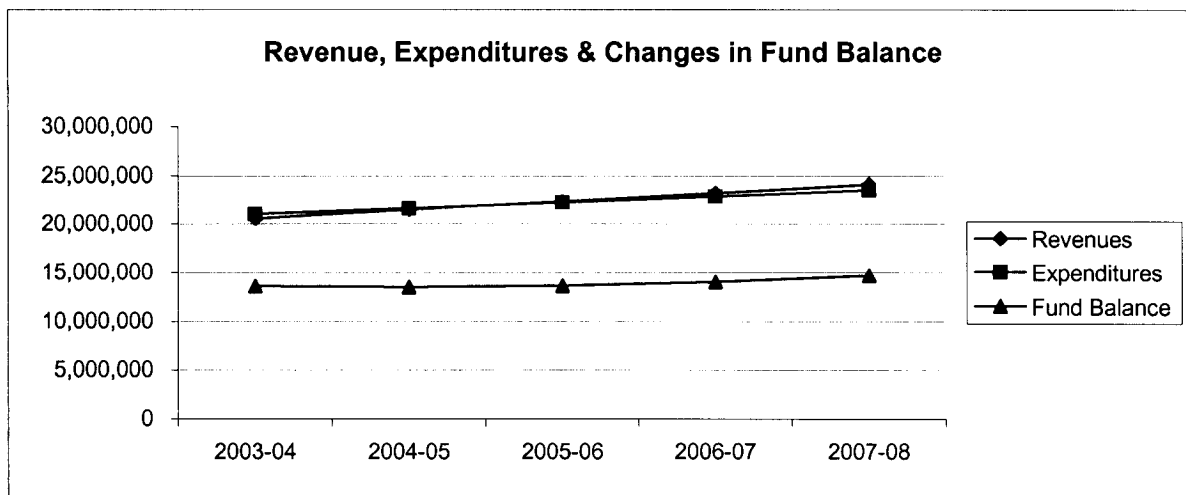
**CITY OF KILLEEN
FIVE YEAR FORECAST
SOLID WASTE FUND**

	2003-04 Budget	2004-05 Forecast	2005-06 Forecast	2006-07 Forecast	2007-08 Forecast	% Change 2003-2008
Beginning Fund Balance	3,716,592	3,804,844	3,801,566	3,619,098	3,251,698	-12.51%
Revenues						
Miscellaneous Receipts	8,550	6,592	6,857	7,333	7,722	-9.68%
Interest Earned	46,771	47,706	48,661	49,634	50,626	8.24%
Other Recycling Revenue	538	549	560	571	582	8.24%
Sale of Equipment	16,000	7,500	7,750	8,208	8,576	-46.40%
Tire Disposal Fees	844	865	887	909	932	10.38%
Sale of Metals - Recycling	23,318	23,901	24,498	25,111	25,739	10.38%
Paper Products - Recycling	16,143	16,547	16,960	17,384	17,819	10.38%
Public Scale Fees	13,186	13,516	13,854	14,200	14,555	10.38%
Transfer Station Fees	440,766	453,548	466,701	480,235	494,162	12.11%
Commercial Sanitation Fees	3,964,337	3,978,212	3,992,136	4,006,108	4,024,135	1.51%
Residential Sanitation Fees	5,276,442	5,295,965	5,315,560	5,335,228	5,359,237	1.57%
Recycling Revenue	50,400	51,660	52,952	54,275	55,632	10.38%
Total Revenues	9,857,295	9,896,560	9,947,375	9,999,196	10,059,717	2.05%
Expenses						
Salaries	2,257,314	2,302,460	2,348,509	2,395,479	2,443,389	8.24%
Supplies	235,046	241,862	248,876	256,093	263,520	12.11%
Maintenance	660,160	679,305	699,005	719,276	740,135	12.11%
Repairs	469,075	482,678	496,676	511,080	525,901	12.11%
Support Services	425,373	429,201	433,064	436,962	440,895	3.65%
Other Services	2,136,127	2,221,572	2,310,435	2,402,852	2,450,909	14.74%
Designated Expenses	2,241,850	2,262,027	2,282,385	2,302,926	2,323,652	3.65%
Capital Outlay	1,010,698	1,040,008	1,070,168	1,101,203	1,123,227	11.13%
Debt Service	333,400	240,725	240,725	240,725	240,725	-27.80%
Total Expenses	9,769,043	9,899,838	10,129,843	10,366,596	10,552,353	8.02%
Ending Fund Balance	3,804,844	3,801,566	3,619,098	3,251,698	2,759,062	-27.49%



**CITY OF KILLEEN
FIVE YEAR FORECAST
WATER & SEWER FUND**

	2003-04 Budget	2004-05 Forecast	2005-06 Forecast	2006-07 Forecast	2007-08 Forecast	% Change 2003-2008
Beginning Fund Balance	13,962,114	13,497,479	13,407,255	13,549,837	13,940,895	-0.15%
Revenues						
Miscellaneous Receipts	5,000	5,100	5,202	5,306	5,412	8.24%
Interest Earned	250,000	409,571	411,653	412,603	404,404	61.76%
Sale of Water	9,319,335	9,692,108	10,079,793	10,482,984	10,902,304	16.99%
Water & Sewer Taps	500,000	521,000	542,882	565,683	589,442	17.89%
Sewer Fees Collected	9,307,037	9,679,318	10,066,491	10,469,151	10,887,917	16.99%
Miscellaneous Services & Charges	720,000	727,920	735,927	744,022	752,207	4.47%
Delinquent Penalty	384,000	417,024	452,888	491,836	534,134	39.10%
Total Revenues	20,485,372	21,452,042	22,294,836	23,171,586	24,075,820	17.53%
Expenses						
Salaries	2,819,131	2,931,896	3,049,172	3,171,139	3,297,985	16.99%
Supplies	427,065	437,315	447,811	458,558	469,563	9.95%
Maintenance	416,424	427,667	439,214	451,073	463,252	11.25%
Repairs	148,734	152,899	157,180	161,581	166,105	11.68%
Support Services	1,364,480	1,404,050	1,444,767	1,486,665	1,529,778	12.11%
Other Services	911,607	948,071	985,994	1,025,434	1,066,451	16.99%
Designated Expenses	(29,200)	(30,105)	(31,038)	(32,000)	(32,992)	12.99%
Capital Improvements	1,276,425	1,315,994	1,356,790	1,398,850	1,442,214	12.99%
Capital Outlay	431,380	444,063	457,118	470,557	484,391	12.29%
Contra Accounts	6,678,249	6,874,590	7,076,703	7,284,758	7,498,930	12.29%
Water Payments	3,514,248	3,584,533	3,656,224	3,729,348	3,803,935	8.24%
Sewer Payments	2,991,464	3,051,293	3,112,319	3,174,566	3,238,057	8.24%
Total Expenses	20,950,007	21,542,266	22,152,254	22,780,529	23,427,669	11.83%
Ending Fund Balance	13,497,479	13,407,255	13,549,837	13,940,895	14,589,045	8.09%



CITY OF KILLEEN

APPENDIX B

FULL TIME AND REGULAR PART-TIME EMPLOYEES SCHEDULE

"The City Without Limits!"

FULL TIME AND REGULAR PART-TIME EMPLOYEES

	2000-01	2001-02	2002-03	2003-04
City Manager's Office				
City Manager	3	3	3	3
Total	3	3	3	3
Municipal Court				
Municipal Court	18	18	20	19
Total	18	18	20	19
Public Information Office				
Public Information Officer	1	1	1	1
Total	1	1	1	1
Killeen Volunteer Services				
Killeen Volunteer Services	3	3	3	3
Total	3	3	3	3
Legal Department				
City Attorney	6	6	6	6
City Secretary	1	1	1	1
Total	7	7	7	7
Human Resources				
Human Resources	6	6	8	8
Total	6	6	8	8
Finance Department				
Finance	4	5	5	5
Accounting	6	6	6	6
Purchasing	3	3	4	4
Building Services	2	2	2	2
Custodial Services	8	8	8	8
Printing Services	2	2	2	2
EMS Billing & Collections	3	3	5	5
Total	28	29	32	32
Information Technology				
Information Technology	10	10	10	10
Total	10	10	10	10
Community Services Department				
Code Enforcement	14	13	15	15
Animal Control	8	8	8	8
Library Services	16	16	14	13
Branch Library	5	5	7	8
Golf Course	12	12	12	12
Parks	29	31	31	31
Recreation	3	3	3	3
Athletics	3	3	3	3
Cemetery	6	6	6	6
Senior Citizens	2	2	3	3
Community Development	6	5	5	5
Home Program	2	2	2	2
Total	106	106	109	109

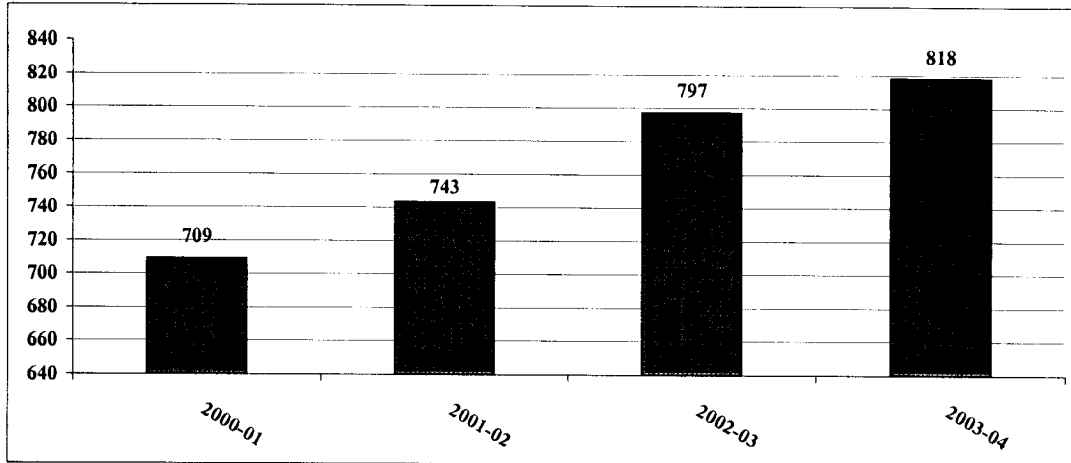
FULL TIME AND REGULAR PART-TIME EMPLOYEES

	2000-01	2001-02	2002-03	2003-04
Public Works Department				
Public Works	2	2	2	2
Engineering	2	4	4	4
Traffic	8	10	10	10
Street	31	35	35	35
Planning	6	6	6	6
Total	49	57	57	57
Public Safety Department				
Police	198	204	211	214
Fire	121	124	127	128
Total	319	328	338	342
Total General Fund	550	568	588	591
Aviation				
Killeen Muncipal Airport	11	17	20	20
Total Aviation Fund	11	17	20	20
Robert Gray Army Airfield Fund				
Robert Gray Army Airfield	2	3	4	15
Total Robert Gray Army Airfield Fund	2	3	4	15
Solid Waste				
Community Services				
Code Enforcement	0	0	1	1
Total	0	0	1	1
Public Works Department				
Residential Services	22	26	32	35
Commercial Services	16	17	18	19
Recycle Center	3	3	4	7
Transfer Station	10	10	10	11
Total	51	56	64	72
Total Solid Waste Fund	51	56	65	73
Water and Sewer				
Finance Department				
Fleet Services	20	19	19	19
Utility Collections	27	28	29	30
Total	47	47	48	49
Information Technology				
GIS	0	0	2	2
Total	0	0	2	2
Public Works Department				
Water Distribution	12	12	15	15
Sanitary Sewer	11	11	11	11
Water and Sewer Operations	19	17	18	18
Total	42	40	44	44
Total Water and Sewer Fund	89	87	94	95

FULL TIME AND REGULAR PART-TIME EMPLOYEES

	2000-01	2001-02	2002-03	2003-04
Drainage Utility Fund				
Engineering	0	1	3	3
Total Drainage Utility Fund	0	1	3	3
Special Revenue Fund				
Cablesystem PEG	0	0	1	1
Civic and Conference Center	0	6	17	15
Total Special Revenue Fund	0	6	18	16
Capital Improvement				
Bond Construction	6	5	5	5
Total Capital Improvement Fund	6	5	5	5
TOTAL ALL FUNDS	709	743	797	818

Note: In order to be consistent, all data for prior years presented has been included in each Division's current position of the organizational structure.



CITY OF KILLEEN

APPENDIX C

CITY OF KILLEEN POSITION CLASSIFICATION, PAY PLAN, AND SCHEDULE OF INCENTIVES

"The City Without Limits!"

City of Killeen
Position Classification and Pay Plan
Effective October 1, 2003

<u>Grade</u>	<u>Classified Positions</u>	<u>Salary Schedule (monthly)</u>	
		<u>Minimum</u>	<u>Maximum</u>
<u>51</u>	Clerk	\$1,275	\$1,857
	Grounds Maintenance Worker	1,275	1,857
	Utility Cashier	1,275	1,857
<u>52</u>	Communications Specialist	\$1,398	\$2,038
	Equipment Service Worker	1,398	2,038
	Secretary	1,398	2,038
	Aircraft Fuel Handler	1,398	2,038
	Airport Service Worker	1,398	2,038
	Animal Control Assistant	1,398	2,038
	Animal Control Attendant	1,398	2,038
	Bldgs & Grounds Service Worker	1,398	2,038
	Cart Fleet & Range Attendant	1,398	2,038
	Community Center Coordinator	1,398	2,038
	Court Citation Specialist	1,398	2,038
	Court Collections Clerk	1,398	2,038
	Custodian	1,398	2,038
	Customer Svc Representative	1,398	2,038
	EMS Billing Clerk	1,398	2,038
	Facilities Maintenance Specialist	1,398	2,038
	Golf Shop Attendant	1,398	2,038
	Greenskeeper	1,398	2,038
	Juvenile Coordinator/Accounting Clerk	1,398	2,038
	Meter Reader	1,398	2,038
	Office Assistant	1,398	2,038
	Police Clerk	1,398	2,038
	Press Operator	1,398	2,038
	Receptionist	1,398	2,038
	Recycling Attendant	1,398	2,038
	Scale Attendant	1,398	2,038
	Small Equipment Mechanic	1,398	2,038
	Solid Waste Worker	1,398	2,038
	Street Service Worker	1,398	2,038
	Utility Clerk	1,398	2,038
Warrants Clerk	1,398	2,038	
Warrants Coordinator (Court)	1,398	2,038	
Water & Sewer Svc Worker	1,398	2,038	
Welder's Assistant	1,398	2,038	
<u>53</u>	Accounting Clerk	\$1,567	\$2,283
	Animal Control Officer	1,567	2,283
	Bailiff	1,567	2,283
	Building Permit Clerk	1,567	2,283
	Community Development Program Assist	1,567	2,283
	Court Collection Supervisor	1,567	2,283
	EMS Billing Specialist	1,567	2,283
	Equipment Maintenance Technician	1,567	2,283

City of Killeen
Position Classification and Pay Plan
Effective October 1, 2003

<u>Grade</u>	<u>Classified Positions</u>	<u>Salary Schedule (monthly)</u>	
		<u>Minimum</u>	<u>Maximum</u>
<u>53</u>	Golf Course Maintenance Technician	1,567	2,283
	Grounds Maintenance Specialist	1,567	2,283
	Human Resources Assistant	1,567	2,283
	Jailer	1,567	2,283
	Library Assistant	1,567	2,283
	Parts Assistant	1,567	2,283
	Police Fiscal Specialist	1,567	2,283
	Recreation Specialist	1,567	2,283
	Recreation Supervisor	1,567	2,283
	Sign Technician	1,567	2,283
	Solid Waste Crew Chief	1,567	2,283
	Sr. Aircraft Fuel Handler	1,567	2,283
	Sr Meter Reader	1,567	2,283
	Sr Secretary	1,567	2,283
	Sr Utility Clerk	1,567	2,283
	Sr Water & Sewer Service Worker	1,567	2,283
	Truck Driver	1,567	2,283
	Utility Service Worker	1,567	2,283
<u>54</u>	Accounting Specialist	\$1,754	\$2,556
	Catalog Assistant	1,754	2,556
	Commercial Equipment Operator	1,754	2,556
	Construction Inspector	1,754	2,556
	Convention Services Manager	1,754	2,556
	Crew Leader	1,754	2,556
	Crime Prevention Coordinator	1,754	2,556
	Custodian Crew Leader	1,754	2,556
	Electrical Maintenance Technician	1,754	2,556
	Engineering Technician	1,754	2,556
	Equipment Operator	1,754	2,556
	Event Coordinator	1,754	2,556
	Golf Shop Manager	1,754	2,556
	Grounds Crew Leader	1,754	2,556
	Library Supervisor	1,754	2,556
	Payroll Coordinator	1,754	2,556
	Police Training Assistant	1,754	2,556
	Principal Secretary	1,754	2,556
	Public Information Assistant	1,754	2,556
	Residential Equipment Operator	1,754	2,556
Special Projects Coordinator	1,754	2,556	
Sr Reference Assistant	1,754	2,556	
Youth Programs Specialist	1,754	2,556	

City of Killeen
Position Classification and Pay Plan
Effective October 1, 2003

<u>Grade</u>	<u>Classified Positions</u>	<u>Salary Schedule (monthly)</u>	
		<u>Minimum</u>	<u>Maximum</u>
<u>55</u>	Airport Specialist	\$1,965	\$2,863
	Associaton Sales Manager	1,965	2,863
	Buyer	1,965	2,863
	Executive Assistant	1,965	2,863
	Fleet Services Technician	1,965	2,863
	Heavy Equipment Crew Leader	1,965	2,863
	Planning Specialist	1,965	2,863
	Sr Sign Technician	1,965	2,863
	Traffic Technician	1,965	2,863
	W&S Materials Manager	1,965	2,863
	Welder	1,965	2,863
<u>56</u>	CAD/GIS Technician	\$2,201	\$3,207
	Code Enforcement Officer	2,201	3,207
	Community Development Specialist	2,201	3,207
	Computer Operator	2,201	3,207
	Computer Technician	2,201	3,207
	Crime Statistical Analyst	2,201	3,207
	Custodian Supervisor	2,201	3,207
	Customer Svc Supervisor	2,201	3,207
	Deputy City Marshal	2,201	3,207
	Employee Benefits Specialist	2,201	3,207
	EMS Billing Supervisor	2,201	3,207
	Home Program Coordinator	2,201	3,207
	Info.Technology Training Specialist	2,201	3,207
	Lead Facilities Maint. Specialist	2,201	3,207
	Police Records Supervisor	2,201	3,207
	Reprographics Technician	2,201	3,207
	Solid Waste Specialist	2,201	3,207
	Sr Association Sales Manager	2,201	3,207
	Sr Construction Inspector	2,201	3,207
	Sr Traffic Technician	2,201	3,207
Utility Collections Supervisor	2,201	3,207	
Utility Service Supervisor	2,201	3,207	
<u>57</u>	Administrative Assistant	\$2,465	\$3,812
	Airport Maint.Crew Leader	2,465	3,812
	Animal Control Supervisor	2,465	3,812
	Assistant Golf Professional	2,465	3,812
	Branch Manager	2,465	3,812
	Building Inspector	2,465	3,812
	Chief Operator	2,465	3,812
	City Marshal	2,465	3,812
	Clerk Of The Court	2,465	3,812
	Commercial Operations Supervisor	2,465	3,812
	Community Development Prg/Manager	2,465	3,812
	Computer Mainframe Specialist	2,465	3,812

City of Killeen
Position Classification and Pay Plan
Effective October 1, 2003

<u>Grade</u>	<u>Classified Positions</u>	<u>Salary Schedule (monthly)</u>	
		<u>Minimum</u>	<u>Maximum</u>
<u>57</u>	Container Operations Supervisor	2,465	3,812
	Flightline Service Crew Leader	2,465	3,812
	GIS Data Technician	2,465	3,812
	Human Resources Specialist	2,465	3,812
	Inflow & Infiltration Supervisor	2,465	3,812
	KCCC Network/Audio/Video Technician	2,465	3,812
	Network Technician	2,465	3,812
	Office Supervisor	2,465	3,812
	Recycling Operations Supervisor	2,465	3,812
	Reference Librarian	2,465	3,812
	Residential Operations Supervisor	2,465	3,812
	Sanitary Sewer Supervisor	2,465	3,812
	Sr CAD/GIS Technician	2,465	3,812
	Storm Water Drainage Technician	2,465	3,812
	Street Maintenance Supervisor	2,465	3,812
Transfer Station Supervisor	2,465	3,812	
Water Supervisor	2,465	3,812	
<u>58</u>	Assistant Traffic Superintendent	\$2,761	\$4,269
	Catalog / Head Of Tech Service	2,761	4,269
	Fleet Services Parts Supervisor	2,761	4,269
	Fleet Services Supervisor	2,761	4,269
	Network Administrator	2,761	4,269
	Senior Center Manager	2,761	4,269
<u>59</u>	Accounting Supervisor	\$3,093	\$4,781
	Assistant Director of Library Services	3,093	4,781
	Cemetery Superintendent	3,093	4,781
	City Secretary	3,093	4,781
	Commercial Operations Superintendent	3,093	4,781
	Contract Administrator	3,093	4,781
	Director Of Code Enforcement	3,093	4,781
	Employee Relations/Training Coordinator	3,093	4,781
	GIS Technical Project Manager	3,093	4,781
	Golf Course Superintendent	3,093	4,781
	Info. Technology Network Manager	3,093	4,781
	Info. Technology Operations Manager	3,093	4,781
	Operations Manager	3,093	4,781
	Parks/Pub Grds Superintendent	3,093	4,781
	Recreation Superintendent	3,093	4,781
	Residential Operations Superintendent	3,093	4,781
	Street Services Superintendent	3,093	4,781
	Traffic Superintendent	3,093	4,781
	Transfer Station Superintendent	3,093	4,781
Utility Collections Manager	3,093	4,781	
Water & Sewer Superintendent	3,093	4,781	

City of Killeen
Position Classification and Pay Plan
Effective October 1, 2003

<u>Grade</u>	<u>Classified Positions</u>	<u>Salary Schedule (monthly)</u>	
		<u>Minimum</u>	<u>Maximum</u>
<u>60</u>	Accounting Manager	\$3,464	\$5,355
	Airport Facilities Manager	3,464	5,355
	Airport Operations Manager	3,464	5,355
	Airport Project Manager	3,464	5,355
	Assistant City Attorney	3,464	5,355
	Building Official	3,464	5,355
	Fleet Services Manager	3,464	5,355
	Golf Professional	3,464	5,355
	Recycling Manager	3,464	5,355
<u>61</u>	Director Of Community Development	\$3,879	\$5,997
	Director Of General Services	3,879	5,997
	Director of Public Information	3,879	5,997
	Director Of Solid Waste	3,879	5,997
	Director Of Street Services	3,879	5,997
	Director Of Utility Services	3,879	5,997
<u>62</u>	Deputy City Attorney	\$4,344	\$6,717
	Director of Civic & Conference Center	4,344	6,717
	Director Of Library Services	4,344	6,717
	Director Of Parks & Recreation	4,344	6,717
	Director Of Planning & Eco Development	4,344	6,717
	Management Accountant	4,344	6,717
	Project Engineer	4,344	6,717
<u>63</u>	City Engineer	\$4,866	\$7,983
	Director Of Human Resources	4,866	7,983
	Director Of Information Technology	4,866	7,983
<u>Unclassified Positions</u>			
Associate Municipal Judge			
Chief of Police			
City Attorney			
City Manager			
Deputy City Manager			
Director of Aviation			
Director of Community Services			
Director of Finance			
Director of Public Works			
Director of Volunteer Services			
Fire Chief			
Municipal Judge			

POLICE PAY PLAN

EFFECTIVE OCTOBER 1, 2003

PROBATIONARY POLICE OFFICER	YEAR ONE	YEAR TWO	YEAR THREE	YEAR FOUR	YEAR FIVE	YEAR SIX	YEAR EIGHT	YEAR TEN
\$2,488	\$2,676	\$2,804	\$2,932	\$3,060	\$3,188	\$3,317	\$3,445	\$3,573
			YEAR 1-2	YEAR 3-4	YEAR 5-8	YEAR 10+		
POLICE SERGEANT			\$3,680	\$3,806	\$3,931	\$4,059		
POLICE LIEUTENANT			\$4,180	\$4,321	\$4,462	\$4,604		
POLICE CAPTAIN			\$4,742	\$4,827	\$4,912	\$4,998		
DEPUTY CHIEF OF POLICE			\$5,147	\$5,389	\$5,630	\$5,873		

FIRE/EMS PAY PLAN

EFFECTIVE OCTOBER 1, 2003

PROBATIONARY FIRE & RES OFFICER	YEAR ONE	YEAR TWO	YEAR THREE	YEAR FOUR	YEAR FIVE	YEAR SIX	YEAR EIGHT	YEAR TEN
\$2,423	\$2,598	\$2,700	\$2,803	\$2,905	\$3,008	\$3,110	\$3,213	\$3,320
			YEAR 1-2	YEAR 3-4	YEAR 5-8	YEAR 10+		
FIRE PREVENTION OFFICER			\$3,516	\$3,638	\$3,761	\$3,885		
FIRE LIEUTENANT			\$3,516	\$3,638	\$3,761	\$3,885		
FIRE CAPTAIN			\$4,001	\$4,100	\$4,198	\$4,296		
FIRE DEPUTY CHIEF			\$4,423	\$4,588	\$4,753	\$4,918		
FIRE MARSHALL			\$4,423	\$4,588	\$4,753	\$4,918		

INCENTIVE PAY
Effective October 1, 2003

	<u>MONTH</u>
 <u>ANIMAL CONTROL</u>	
Basic	\$ 20
Advanced	\$ 30
Administrative	\$ 40
 <u>AVIATION</u>	
Certified Weather Observer	\$ 75
General Insecticide (Basic)	\$ 15
Lawn and Ornamental	\$ 15
Weed Control	\$ 15
Pest Control	\$ 15
 <u>CODE ENFORCEMENT</u>	
Certified Housing Rehabilitation/Preservation Inspector	\$ 10
Certified Residential Electrical Inspector	\$ 10
Certified Building Inspector	\$ 10
Certified Commercial Electrical Inspector	\$ 10
Certified Plumbing Inspector	\$ 10
Certified Mechanical Inspector	\$ 10
Certified State Licensed Plumbing Inspector	\$ 10
1 and 2 Family Dwelling Inspector	\$ 15
Certified Building Plans Examiner	\$ 20
Certified Electorial Plans Examiner	\$ 20
Certified Plumbing Plans Examiner	\$ 20
Certified Mechanical Examiner	\$ 20
Certified Chief Building Code Analyst	\$ 25
Certified Chief Electrical Code Analyst	\$ 25
Certified Chief Plumbing Code Analyst	\$ 25
Certified Chief Mechanical Code Analyst	\$ 25
Certified State Code Enforcement Officer	\$ 25
Certified Code Enforcement and Administration Professionals	\$ 35
All above certification are only through examinations.	
 <u>FIRE/EMS</u>	
Advanced	\$ 120
Apparatus Technician	\$ 50
Arson Investigator	\$ 100
EMT-B	\$ 100
EMT I	\$ 120
Intermediate	\$ 60
Master	\$ 175
EMT/Paramedic	\$ 300
Shift Differential (Dispatchers only)	3% of base pay

**INCENTIVE PAY
Effective October 1, 2003**

<u>MUNICIPAL COURT</u>	<u>MONTH</u>
<u>COURT CLERKS</u>	
Level I Certification	\$ 25
Level II Certification	\$ 35
Level III Certification	\$ 45
Management Certification	\$ 50
 <u>CITY MARSHAL</u>	
Associate Degree	\$ 90
Bachelor's Degree	\$ 150
Intermediate Certificate	\$ 60
Advanced Certificate	\$ 75
Master Certificate (Peace Officer)	\$ 100
Master's Degree	\$ 185
 <u>FLEET SERVICES</u>	
Master ASE Automotive Technician	\$ 60
Texas Motor Vehicle Inspection License	\$ 15
Refrigeration and Recovery Recycling License	\$ 10
 <u>POLICE</u>	
Advanced Certificate	\$ 75
Associate Degree	\$ 90
Bachelor's Degree	\$ 150
Field Training Officer	\$ 75
Hostage Negotiation Team	\$ 50
Master Peace Officer	\$ 100
Investigator	\$ 50
Intermediate Certificate	\$ 60
Master's Degree	\$ 185
Swat	\$ 75
Shirt Differential (Patrol personnel only)	3 % of base pay
 <u>SOLID WASTE</u>	
Class "A"	\$ 60
Class "B"	\$ 45
Class "C"	\$ 32
Class "D"	\$ 25
CDL - Licensed to drive 2 types of collection vehicles	\$ 45
CDL - Licensed to drive 3 or more collection vehicles	\$ 95

INCENTIVE PAY
Effective October 1, 2003

<u>WATER COLLECTION</u>	<u>MONTH</u>
Class I Wastewater Collections	\$ 25
Class II Wastewater Collections	\$ 35
Grade A Wastewater	\$ 55
Grade B Wastewater	\$ 45
 <u>WATER DISTRIBUTION</u>	
Grade A Distribution	\$ 55
Grade B Distribution	\$ 45
Grade C Distribution	\$ 35
Grade D Distribution	\$ 25
CDL I - Licensed to drive 2 types of collection vehicles	\$ 45
CDL II- Licensed to drive 3 or more collection vehicles	\$ 95
 <u>WATER PRODUCTION</u>	
"C" License	\$ 35
"D" License	\$ 25
 <u>SANITARY SEWERS</u>	
Type I License	\$ 25
Type II License	\$ 35
CDL I- Licensed to drive 2 types of collection vehicles	\$ 45
CDL II- Licensed to drive 3 or more collection vehicles	\$ 95
 <u>WATER AND SEWER OPERATIONS</u>	
CDL - Licensed to drive 2 types of collection vehicles	\$ 45
CDL - Licensed to drive 3 or more collection vehicles	\$ 95
Wastewater Collections III License	\$ 45
 <u>WATER AND SEWER BOND FUND</u>	
CDL - Licensed to drive 2 types of collection vehicles	\$ 45
CDL - Licensed to drive 3 or more collection vehicles	\$ 95
 <u>TRAFFIC/ELECTRICIANS</u>	
Traffic Signal Certification Level I	\$ 25
Traffic Signal Certification Level II	\$ 35
Traffic Signal Certification Level III	\$ 45
Journeyman Electrician	\$ 30
Master Electrician	\$ 60

INCENTIVE PAY
Effective October 1, 2003

	<u>MONTH</u>
<u>CEMETERY</u>	
General Insecticide (Basic)	\$ 15
Weed Control	\$ 15
Insecticide	\$ 15
<u>GOLF</u>	
Texas Pest Control Board	
General	\$ 15
Lawn & Ornamental	\$ 15
Weed	\$ 15
<u>PARKS</u>	
General Insecticide (Basic)	\$ 15
Weed Control	\$ 15
Insecticide	\$ 15
Certified Pool Operator	\$ 15

CITY OF KILLEEN

APPENDIX D

CITY OF KILLEEN WATER, SEWER, AND SOLID WASTE RATES

"The City Without Limits!"

WATER AND WASTEWATER RATES

Water Fees:

The following water charges shall be assessed against residential water consumers for the consumption of water: (All classes of users):

Meter Size	5/8&3/4"	1"	1 1/2"	2"	3"	4"	6"	8"	10"
0 to 3,000 gallons	\$9.54	\$10.66	\$13.44	\$16.79	\$24.61	\$35.79	\$64.53	\$97.18	\$136.27
Applicable to all meter sizes									
All over 3,000 gallons, per 1,000 gallons								\$2.19	

The water rates for all classes of users outside the city limits shall be double the water rates for users inside the city limits:

Meter Size	5/8&3/4"	1"	1 1/2"	2"	3"	4"	6"	8"	10"
0 to 3,000 gallons	\$19.08	\$21.33	\$26.88	\$33.58	\$47.32	\$71.57	\$127.37	\$194.36	\$272.55
Applicable to all meter sizes									
All over 3,000 gallons, per 1,000 gallons								\$4.38	

The water rates for city-owned fireplugs are as follows:

0 to 3,000 gallons	\$24.61
All over 3,000 gallons, per 1,000 gallons	2.19

Wastewater Rates:

Single family residential	\$14.06 minimum charge for the first 3,000 gallons, plus \$2.62 per 1,000 gallons thereafter, not to exceed 8,000 gallons
Commercial customers	\$14.06 minimum charge for the first 3,000 gallons, plus \$2.62 per 1,000 gallons in excess of minimum
Motels, two-family & multifamily residential	\$14.06 minimum charge for the first 3,000 gallons, plus \$2.62 per 1,000 gallons thereafter.
Mobile home parks	\$14.06 per unit, minimum charge for the first 3,000 gallons per unit, plus \$2.62 per 1,000 gallons thereafter minimum, not to exceed 8,000 gallons per unit.

WATER AND SEWER TAPS

Water Base Tap	3/4" Tap	\$ 300.00
	1" Tap	409.00
	1 1/2" Tap	739.00
	2" Tap	1,179.00
Sewer Base Tap		\$ 300.00

SOLID WASTE

Residential rates:

96-gallon container	\$13.85/month
64-gallon container	12.03/month
32-gallon container	10.85/month

Commercial Rates:

96-gallon container	\$13.85/month
300-gallon container	42.21/month

MONTHLY CHARGES

Dumpster Size	Credit for Privately Owned Dumpsters	Scheduled Number of Pickups Per Week					
		1	2	3	4	5	6
2 cu. yd.	\$ 14.99	\$ 54.84	\$ 91.18	\$ 127.51	\$ 163.85	\$ 200.96	\$ 236.53
3 cu. yd.	17.13	66.93	113.17	159.39	205.63	251.86	298.08
4 cu. yd.	18.55	78.29	134.42	190.54	246.64	302.78	358.90
6 cu. yd.	22.84	102.50	178.40	254.31	330.21	406.11	482.01
8 cu. yd.	27.12	129.69	222.27	318.05	413.75	509.43	605.11

CHARGES FOR EXTRA PICKUPS

Size of Container	Special Call-In Service	Scheduled Extra Pickup
2 cu. yd.	\$ 19.84 each	\$ 8.81 each
3 cu. yd.	22.25 each	11.22 each
4 cu. yd.	24.65 each	13.62 each
6 cu. yd.	29.45 each	18.42 each
8 cu. yd.	34.25 each	23.22 each

RATES FOR ROLL-OFF CONTAINER SERVICE

Size of Container	Rental Fee	Service + Tax
20 yard open top	\$ 99.70	\$ 111.24 + weight*
30 yard open top	117.77	111.24 + weight*
40 yard open top	135.04	111.24 + weight*
20 yard compactor	Must own	111.24 + weight*
30 yard compactor	Must own	111.24 + weight*
42 yard compactor	Must own	111.24 + weight*

* as provided in Section 24-64

PREPAID DEPOSIT FOR ROLL-OFF CONTAINER SERVICE

Size of Roll Off	Number of Services Per Month							
	1	2	3	4	5	6	7	8
20yd open top	\$ 350	\$ 610	\$ 870	\$ 1,130	\$ 1,390	\$ 1,650	\$ 1,910	\$ 2,170
30yd open top	425	736	1,048	1,360	1,672	1,984	2,259	2,570
40yd open top	490	855	1,220	1,582	1,945	2,308	2,673	3,038

Installation of locking bar device on containers:	\$25.00 installation fee plus \$2.50 monthly rental
Dumpster cleaning	\$ 50.00 per wash
Dumpster cleaning and painting	\$185.00
Mechanical assistance to customer to unload unauthorized items in container	\$30.00

MANUAL COLLECTION FOR A COMMERCIAL ESTABLISHMENT

\$110.57 per hour based on the total amount of time including, but not limited to, travel, loading, and disposal.

SPECIAL MECHANICAL/"FLATBED" COLLECTION FOR A COMMERCIAL ESTABLISHMENT

\$18.00 minimum for a volume up to three cubic yards
 \$6.00 per cubic yard in excess of three cubic yards

Waiting Time (blocked dumpster asked to wait)	102.38/hr 1.71/min
After hours special pickup of dumpsters (under two hours)	25.00
Deposit at Water Department for recurring use of transfer station in order to be able to charge disposal costs	100.00
Installation of dumpster	20.00
Relocation of dumpster	20.00

Recycling rates:

Subscription to residential curbside recycling service	\$ 2.10 per month
Additional 22-gallon recycling bin	5.80 one time cost per bin
Lid cover for the 22-gallon recycling bin	2.25 one time cost per cover
Public scale fee	7.00 per weigh
Public scale fee – copy of ticket	5.00
Roll-off rental for special purposes or events	50.00 per service

Transfer station rates:

Dumping garbage, rubbish, and special collection by non-residents (people on rural routes and dumping non-collection material by anyone, including resident and contractors:

Weight	<u>Disposal Fee</u>	Fee
0-100 pounds		\$ 2.57 (minimum fee)
		.0257 cents per pound
2,000 pounds (one ton)		51.49 per ton
Surcharge for unsecured load		10.00
Tire Disposal Fees:		
Car and truck tires up to a 16.5 rim size		2.00/each
Large truck tires, but not larger than a 2" bead		5.00/each

WATER

Water Meter Deposits	3/4" meters	\$ 60.00
(Residential meters)	1" meters	60.00
	1 1/2" meters	150.00
	2" meters	200.00
(Commercial meters)	3/4" meters	75.00
	1" meters	150.00
	1 1/2" meters	200.00
	2" meters	300.00
	3" meters	400.00
	4" meters	500.00
	6" meters	600.00
	8" meters	900.00
Cutting off for repairs & turning back on		
8:00 a.m. to 5:00 p.m. Monday - Friday		15.00
Transferring services		15.00
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		25.00
Returned check late charge - Assessed if returned check not		
redeemed by disconnect date - the 7th day from mailing date		15.00
After hours service		25.00
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		50.00
Delinquent garbage only late charge		5.00
New account fee		15.00
Meter check		15.00
Meter check (pull and test)		25.00
Annual itemized bill, per account		3.00
Alphabetical listing of accounts		35.00

CITY OF KILLEEN

APPENDIX E

GLOSSARY

"The City Without Limits!"

BUDGET GLOSSARY

To assist the reader of the Annual Budget document in understanding various terms, a budget glossary has been included.

Accrual Accounting: A basis of accounting in which debits and credits are recorded at the time they are incurred as opposed to when cash is actually received or spent. For example, in accrual accounting, a revenue which was earned between April 1 and July 31, but for which payment was not received until August 10, is recorded as being received on July 31 rather than on August 10.

Ad Valorem Taxes: Commonly referred to as property taxes are the charges levied on all real, and certain personal property according to the property's assessed valuation and the tax rate, in compliance with the State Property Tax Code.

Appropriation: An authorization made by the City Council which permits the City to incur obligations and to make expenditures of resources.

Appropriation Ordinance: The official enactment by the City Council to establish legal authority for City official to obligate and expend resources.

Assessed Valuation: A value that is established for real or personal property for use as a basis for levying property taxes. (Note: Property values are established by the Bell County Appraisal District.)

Attrition: Savings which occur when personnel vacancies are not immediately filled on positions which are fully funded for the year.

Authorized Positions: Personnel slots which are budgeted in the adopted budget to be filled during the year, sometimes referred to as FTE's (Full-Time Equivalents).

Balance Sheet: A financial statement that discloses the asset liabilities, reserves and balances of a specific governmental fund as of a specific date.

Base Budget: Cost of continuing the existing levels of service in the current budget year.

Beginning Fund Balance: Cash available in a fund from the prior year after payment of the prior year's expenses and deductions for prior year's encumbrances.

Bond: A written promise to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance. The most common types of bonds are general obligation and revenues bonds. These are most frequently used for construction of large capital projects, such as buildings, streets, and bridges.

Bond Fund: A fund used to account for the proceeds of general obligation bond issues.

Bond Refinancing/Refunding: The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

Budget: A financial plan for a specified period of time (fiscal year) that matches all planned revenues and expenditures with various municipal services.

Capital Improvement Project: The specific projects that make up the Capital Improvements Program. The projects involve construction, purchase, or renovation of City facilities or property.

Capital Improvements Program (CIP): A management tool used to assist in the scheduling, planning, and execution of a series of capital improvements over a period of time. The CIP is updated annually. It sets forth the estimated expenditures by year and specifies the resources estimated to be available to finance the project expenditures. Capital improvements refer to additional investment in basic facilities owned by the City with life expectancy greater than five years.

Capital Outlay: Expenditures for fixed assets, such as equipment, remodeling, minor improvements and vehicles, that are funded from the operation budget. Since long-term financing is not necessary and expenditures of this type are of such recurring character, these items are not part of the Capital Improvements Program.

Cost Center: An administrative branch of a department.

Debt Service Fund: The Debt Service Fund, also known as Interest and Sinking Fund, was established to account for funds needed to make principal and interest payments on outstanding bonds when due. The fund also reflects paying agent fees and a reserve of not less than two (2) percent of original bond issues.

Department: The basic organizational unit of government which is functionally unique in its delivery of services.

Depreciation: The process of estimating and recording the lost usefulness, expired useful life or diminution of service from a fixed asset that cannot or will not be restored by repair and will be replaced. The cost of the fixed asset's lost usefulness is the depreciation or the cost to reserve in order to replace the item at the end of its useful life.

Division: A major administrative division of the City which indicates overall management responsibility for an operation or a group of related operations within a functional area.

Effective Tax Rate: The rate which produces the same effect in terms of the total amount of taxes as compared to the or a group of related operations within a functional area.

Encumbrance: The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a future expenditure.

Enterprise Fund: A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The rate schedules for these services are established to insure that revenues are adequate to meet all necessary expenditures. Enterprise funds are established for services such as water, wastewater, gas, airport, and the golf courses.

Estimated Revenue: The amount of projected revenue to be collected during the fiscal year.

Expenditure: The outflow of funds paid or to be paid for an asset obtained or goods or services obtained regardless of when the expense is actually paid. This Term applies to all funds. (Note: An encumbrance is not an expenditure. An encumbrance reserves funds to be expected.)

Expense: Charges incurred (whether paid immediately or unpaid for operation, maintenance, interest and other charges.)

Fiscal Year: The time period designated by the City signifying the beginning and ending period for recording financial transactions. The City of Killeen has specified October 1 - September 30 as its fiscal year.

Fixed Assets: Assets of long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

Full Faith and Credit: A pledge of the City's taxing power to repay debt obligations (typically used in reference to General Obligation Bonds or tax supported debt.)

Full-Time Equivalent (FTE): A measure of authorized personnel calculated by equating 2,080 hours of work per year with the full-time equivalent of 1 position.

Function: A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible.

Fund: An accounting entity that has a set of self-balancing accounts and that records all financial transactions for specific activities or government functions. Eight commonly used funds in public accounting are: General fund, capital projects funds, special revenue funds, debt service funds.

GAAP: Generally Accepted Accounting Principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules and procedures that define accepted accounting principles.

General Fund: The largest fund within the City, the General Fund accounts for most of the financial resources of the government. General Fund revenues include property taxes, licenses and permits, local taxes, service charges, and other types of revenue. This fund includes most of the basic operating services, such as fire and police protection, finance, sanitation, parks and recreation, libraries, general administration.

General Obligation Bonds: Bonds whose principal and interest is backed by the full faith, credit and taxing powers of the government.

Goal: A goal is a long-term, attainable target for an organization.

Infrastructure: Structures and equipment such as highways, bridges, buildings and public utilities such as water and sewer systems.

Interfund Transfers: The movement of monies between funds of the same governmental entity.

Intergovernmental Revenue: Revenue received from other governments in the form of grants, shared revenues or payments in lieu of taxes.

Modified Accrual Basis: The basis of accounting under which expenditures (other than accrued interest on general long-term debt and certain compensated absences) are recorded at the time liabilities are incurred and under which revenues are recorded when measurable and available. "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to pay liabilities of the current period.

Operating Budget: A plan of financial operation embodying an estimate of proposed expenditures for a given period (typically a fiscal year) and the proposed means of financing them (revenue estimates). The term usually indicates a financial plan for a single fiscal year.

Policy: A policy is a plan, course of action or guiding principle designed to set parameters for decisions and actions.

Performance Measure: An identifiable unit of measuring the effectiveness and efficiency of providing services. Data collected to determine how effectively or efficiently a program is achieving its objectives.

Revenue Appropriation: A designated portion of a fund to be allocated and appropriated to the reserve of the fund in order to meet potential liabilities during the fiscal year.

Revenue Bonds: Bonds whose principal and interest are payable exclusively from earnings of an Enterprise Fund.

Risk Management: An organized attempt to protect a government's assets against accidental loss in the most economical method.

Source of Revenue: Revenues are classified according to their source or point of origin.

Special Revenue Funds: Special revenue funds are used to account for resources allocated to specific purposes. A special revenue fund continues in existence as long as governmental resources are allocated to its specific purposes.

Strategy: A strategy is a specific, measurable and observable result of an organization's activity which advances the organization toward its goal.

Tax Levy: The total amount to be raised by general property taxes for operating and debt service purposes specified in the annual Tax Ordinance.

Tax Rate: The amount of tax levied for each \$100 of assessed valuation.

Trust Fund: The Trust Fund was established to account for all assets received by the City that are in the nature of a trust and not accounted for in other funds. The Trust Fund is accounted for as an expendable trust fund.

Unencumbered Balance: The amount of an appropriation that is not expended or encumbered. It is essentially the amount of money still available for future purchases.