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*City of Killeen, Texas*  
Fiscal Year 2006-2007 Annual Budget  
and Plan of Municipal Services



**CITY OF KILLEEN, TEXAS**

**2006-07 ANNUAL BUDGET**  
**AND**  
**PLAN OF MUNICIPAL SERVICES**

**MAYOR**

Timothy L. Hancock

**CITY COUNCIL**

Ernest L. Wilkerson, Mayor Pro Tem

Larry Cole

Otis Evans

Bob Hausmann

Fred Latham

Billy C. Workman

Dick Young

**CITY STAFF**

Connie J. Green, City Manager

Rana D. Lacer, CPA, Director of Finance

*“The City Without Limits!”*





# City of Killeen Mayor and City Council 2006/2007



Timothy L. Hancock  
Mayor



Ernest L. Wilkerson  
Mayor Pro Tem  
District 4



Bob Hausmann  
District 1



Dick Young  
District 2



Fred Latham  
District 3



Larry Cole  
At Large

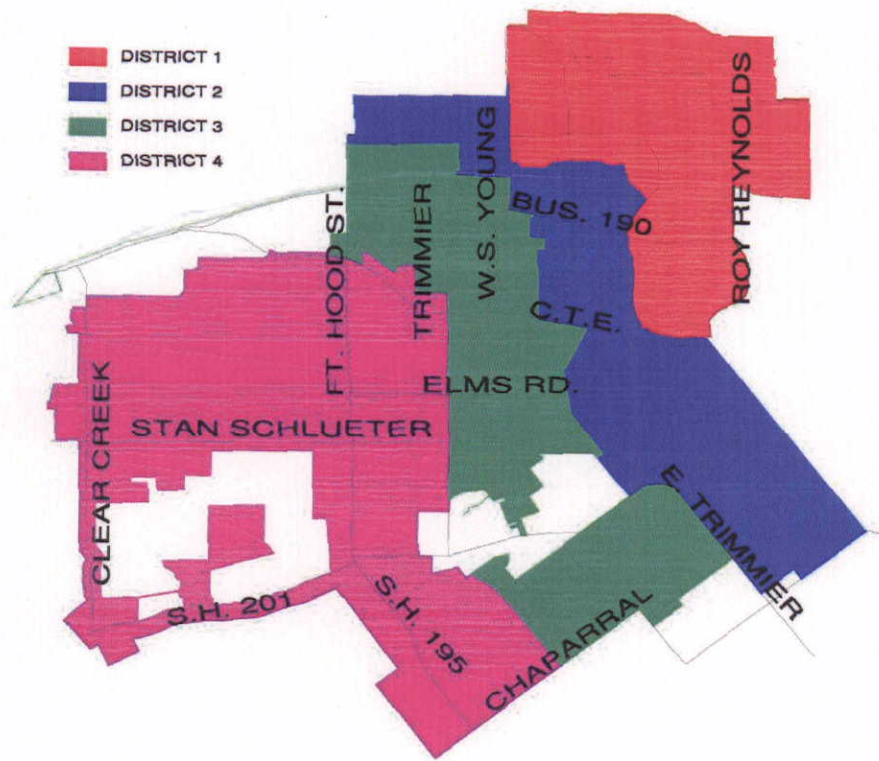


Otis Evans  
At Large



Billy C. Workman  
At Large





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

**Timothy L. Hancock, Mayor**  
 Phone: 254-526-4529  
 thancock@ci.killeen.tx.us  
 Term expires May 2008

**Ernest L. Wilkerson, Mayor Pro Tem and District 4**  
 Phone: 254-213-0751  
 ewilkerson@ci.killeen.tx.us  
 Term expires May 2007

**Bob Hausmann, District 1**  
 Phone: 254-681-3518  
 bhausmann@ci.killeen.tx.us  
 Term expires October 2007

**Larry Cole, At Large**  
 Phone: 254-526-4418  
 lcole@ci.killeen.tx.us  
 Term expires May 2008

**Dick Young, District 2**  
 Phone: 254-699-8314  
 dyoung@ci.killeen.tx.us  
 Term expires May 2007

**Otis Evans, At Large**  
 Phone: 254-526-7613  
 oevans@ci.killeen.tx.us  
 Term expires May 2008

**Fred Latham, District 3**  
 Phone: 254-699-9317  
 flatham@ci.killeen.tx.us  
 Term expires May 2007

**Billy C. Workman, At Large**  
 Phone: 254-616-2604  
 bworkman@ci.killeen.tx.us  
 Term expires May 2008





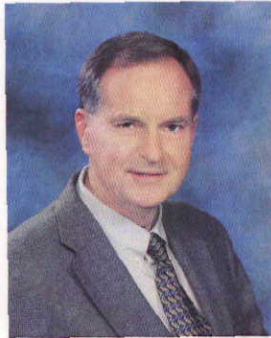
## City Staff

City Manager



Connie J. Green

Assistant City Manager



Don Christian

## Department Heads

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





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Killeen  
Texas**

For the Fiscal Year Beginning

**October 1, 2005**

President

Executive Director

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

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



# CITY OF KILLEEN



## MISSION

Dedicated Service—Everyday, For Everyone!

## VISION

Team Killeen—World Class, Plus One!

## VALUES

Dependability, Integrity, Professionalism, Dedication,  
Leadership, Respect



DL

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and Plan of Municipal Services

*City of Killeen, Texas*





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**ORDINANCE 06-104**

**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, 2006 AND ENDING ON SEPTEMBER 30, 2007; APPROPRIATING MONEY FOR THE VARIOUS FUNDS AND PURPOSES OF SUCH BUDGET INCLUDING APPROPRIATIONS OF MONEY TO PAY INTEREST AND PRINCIPAL SINKING FUND REQUIREMENTS ON ALL INDEPTEDNESS; PROVIDING A SAVINGS AND SEVERABILITY CLAUSE; REPEALING ALL ORDINANCES AND APPROPRIATIONS IN CONFLICT WITH THE PROVISIONS OF THIS ORDINANCE; AND ESTABLISHING AN EFFECTIVE DATE.**

**WHEREAS**, a budget for operating the municipal government of the City of Killeen for the fiscal year October 1<sup>st</sup>, 2006, to September 30<sup>th</sup>, 2007, has been prepared by Connie J. Green, City Manager, as Budget Officer for the City of Killeen, Texas; and

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

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

**WHEREAS**, the public hearing has been had upon said budget and, after full and final consideration of proposed expenditures, revenues, financial condition, and comparative expenditures as presented, it is the consensus of opinion that the budget as considered and amended at said hearing should be approved and adopted; **NOW, THEREFORE**,

**SECTION I.** That the City Council of the City of Killeen ratifies, approves and adopts the budget as finally considered for the fiscal year of October 1<sup>st</sup>, 2006, to September 30<sup>th</sup>, 2007, 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 2006-2007 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.

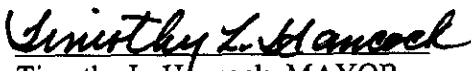


**SECTION V.** That all ordinances and appropriations for which provision has heretofore been made are hereby expressly repealed if in conflict with the provisions of this ordinance.

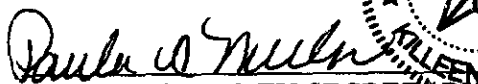
**SECTION VI.** That this ordinance shall take effect and be in full force and effect from and after its passage and approval according to law.

**PASSED AND APPROVED** at a regular meeting of the City Council of the City of Killeen, Texas this 12th day of September, 2006, at which meeting a quorum was present, held in accordance with the provisions of V.T.C.A. Government Code, §551.001 *et. seq.*

**APPROVED**

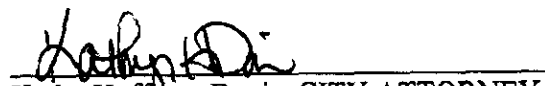
  
Timothy L. Hancock, MAYOR

**ATTEST:**

  
Paula A. Miller, CITY SECRETARY



**APPROVED AS TO FORM:**

  
Kathy Hoffman Davis, CITY ATTORNEY

**CITY SECRETARY DISTRIBUTION:**  
Director of Finance

**ORDINANCE 06-105**

**AN ORDINANCE SETTING THE TAX RATE AND LEVYING A TAX UPON ALL PROPERTY SUBJECT TO TAXATION WITHIN THE CITY LIMITS OF THE CITY OF KILLEEN, TEXAS, FOR THE 2006 TAX YEAR AND FOR THE USE AND SUPPORT OF THE MUNICIPAL GOVERNMENT OF THE CITY OF KILLEEN FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2006 AND ENDING SEPTEMBER 30, 2007; APPORTIONING SAID LEVY AMONG THE VARIOUS FUNDS AND ITEMS FOR WHICH REVENUE MUST BE RAISED INCLUDING PROVIDING A SINKING FUND FOR THE RETIREMENT OF THE BONDED DEBT OF THE CITY; AND ESTABLISHING AN EFFECTIVE DATE.**

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

**WHEREAS**, the Chief Appraiser of the Bell County Tax Appraisal District has performed the statutory calculations required by Section 26.04 of the Texas Property Tax Code, and has published the effective rate, the rollback tax rate, an explanation of how they were calculated, and has fulfilled all other requirements for publication as contained in Section 26.04(e) of the Texas Property Tax Code, in a manner designated to come to the attention of all residents of said City and has submitted rates to the City Council of said City prior to the City Council meeting of August 15, 2006; 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 2006; **NOW, THEREFORE,**

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

**SECTION I.** That the tax rate of the City of Killeen, Texas for the tax year 2006 be, and is hereby, set at 69.50 cents on each one hundred dollars (\$100) of the taxable value of real and personal property not exempt from taxation by the constitution and laws of this state within the corporate limits of said City.

**SECTION II.** That there is hereby levied for the tax year 2006 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) 47.62 cents on each one hundred dollars (\$100) of the taxable value; and,
- B. To provide for sinking funds for the payment of the principal and interest and the retirement of bonded debt, 21.88 cents on each one hundred (\$100) of the taxable value of such property as follows:

1.463	per \$100 valuation	to Interest and Sinking Fund Series	2003 C/O
1.463	per \$100 valuation	to Interest and Sinking Fund Series	2000 C/O
1.344	per \$100 valuation	to Interest and Sinking Fund Series	2001 C/O
0.791	per \$100 valuation	to Interest and Sinking Fund Series	2002 C/O
0.747	per \$100 valuation	to Interest and Sinking Fund Series	1999 Refunding GOB
0.582	per \$100 valuation	to Interest and Sinking Fund Series	1999 C/O
1.717	per \$100 valuation	to Interest and Sinking Fund Series	2004 C/O
10.736	per \$100 valuation	to Interest and Sinking Fund Series	2004 GOB
1.643	per \$100 valuation	to Interest and Sinking Fund Series	2005 C/O
1.389	per \$100 valuation	to Interest and Sinking Fund Series	2006 GOB

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

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

**SECTION V.** That monies collected pursuant to this Ordinance shall be expended as set forth in the City of Killeen 2006-07 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.

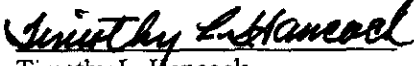
**SECTION VII.** That this ordinance shall take effect and be in full force and effect from and after its passage and approval according to law.

**PASSED AND APPROVED** at a regular meeting of the City Council of the City of Killeen, Texas this 12<sup>th</sup> day of September 2006, at which meeting a quorum was present, held in




accordance with the provisions of V.T.C.A. Government Code, Section 551.001 et. seq.

**APPROVED**

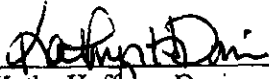
  
\_\_\_\_\_  
Timothy L. Hancock  
MAYOR

**ATTEST:**

  
\_\_\_\_\_  
Paula A. Miller  
CITY SECRETARY



**APPROVED AS TO FORM:**

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



Art

# Community Information

Fiscal Year 2006 - 2007 Annual Budget  
and Plan of Municipal Services

*City of Killeen, Texas*





# Community Information

Fiscal Year 2006 - 2007 Annual Budget  
and Plan of Municipal Services

*City of Killeen, Texas*







# CITY HIGHLIGHTS



2006 Review

## Elvis has left Killeen - Allegiant Air begins non-stop jet service to Las Vegas

By Don Bolding  
Killeen Daily Herald  
April 4, 2006

Wednesday was "Vegas or Bust" day at the Killeen-Fort Hood Regional Airport.

Allegiant Air's inaugural flight from Killeen was also the first direct interstate flight by any airline from the airport. It carried 111 people to Las Vegas Wednesday afternoon.

The Boeing MD-80 had a capacity of 150, but a few extra seats left more room for a tall, slender "Elvis" and a showgirl to entertain the flyers, probably mostly vacationers, with music and champagne. Although the airline only issued one-way tickets, most could come back on a return flight Saturday.

Plans call for flights to depart Killeen at 1:50 p.m. each Wednesday and Saturday and return from McCarran International Airport in Las Vegas at 8:30 a.m. the same days. The airline plans to use the same type of aircraft on each flight.

At a press conference before passengers embarked, airline officials announced a "Fly Free" program on an air fare/hotel package including one of the airline's 35 hotel partners. The second person in the package flies free on bookings before April 22 for travel before Nov. 9. Some other restrictions apply.

"Las Vegas is our third most popular destination, and to be able to offer non-stop service at a great price represents a true value and convenience for our passengers," said John Sutton, the

airport's director of aviation. "We welcome Allegiant to our community and are excited for the opportunity to build a great relationship."



A Las Vegas showgirl, Elvis, elected officials, Allegiant Air Representatives, and GKCC Ambassadors ceremoniously cut the ribbon before Killeen's first direct flight takes off.

Sutton has been at the forefront of efforts to attract airlines to fly interstate from Killeen to major hubs. Until Allegiant started, the only flights since the airport opened in August 2004 have been connector runs by American Eagle and Colgan Airlines, the latter through Continental Connection.

A major focus in the promotions has been convincing people accustomed to traveling to Austin or other major airports to board flights that any extra expense in flying from Killeen is more than offset by convenience and savings in gasoline and parking fees.

A couple from Salado flying to Las Vegas on Wednesday provided a testimonial to that claim. "We love

going to Las Vegas, and we're so happy with the chance just to drive a few miles and board a flight easily," said Hank Crismore, his wife Mary at his side. "It's a dream. We're glad this opportunity is here now."

Addressing the press conference, Killeen Mayor Maureen Jouett said, "City Councilman Scott Cospers has 10 of his family members going today." These included Cospers' aunts Gloria Mann and Betty Langford and Langford's husband Tom, who said, "We've been out there (to Las Vegas) many times. I just hope we come back with more than we left with."

Allegiant Air, based in Las Vegas, flies from 31 smaller airports nationwide to Las Vegas and from 14 to Orlando. It also offers charter service nationwide.

Reservations are available through [www.allegiantair.com](http://www.allegiantair.com) or 800-432-3810, or through travel agents.



The first Allegiant flight takes off from Killeen-Fort Hood Regional Airport bound for Las Vegas.



# The fire within - Local students train to become firefighters

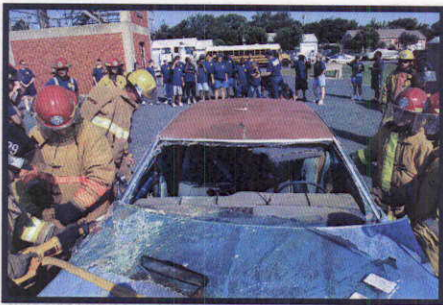
By Steve Traynor  
Killeen Daily Herald  
February 12, 2006

While most high school seniors spend their final year stressing about grade-point averages, prom dates and college applications, cadets in the Killeen Independent School District Fire Academy are putting out fires, FOR REAL.

The program, started in 2003 through a joint partnership with the KISD Career and Technology Education Center and the Killeen Fire Department, allows high school juniors to begin a two-year course in firefighting.

Students spend half of their school day training in and out of the classroom with instructors from the fire academy. Hands-on training is the key, according to CATE coordinator Laurel Blair.

"This program was the result of a



communitywide effort to increase curriculum paths through the Career and Technology Education program," she said.

(Retired Killeen Fire) Chief Henry Young hopes to expand training at the department's academy, so he got together with CATE director Jack Wells and others to build the foundation.



The first year of the program saw 20 students enroll, with 16 completing the training after their senior year.

After they turn 18 years old and complete the course, they can take the required Texas Commission on Fire Prevention certification exam.

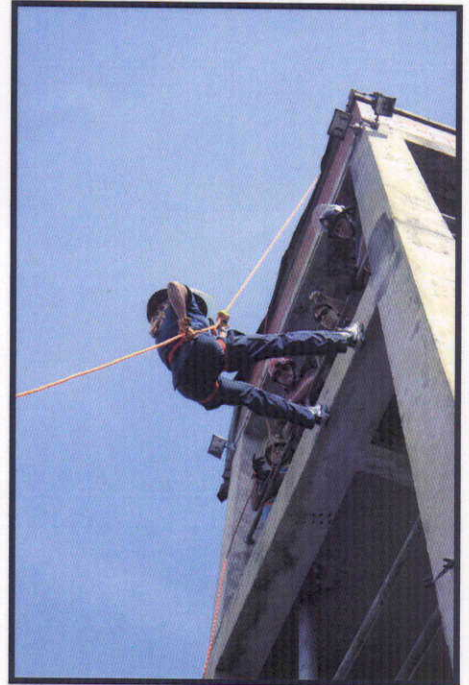
The curriculum is state-approved and meets the state Commission on Fire Protection Basic Firefighter Course. Students learn basic techniques in the classroom and also train inside live-fire situations.

Students in the class also benefit from hundreds of hours of training

time together; forming close bonds with each other. They also train with seasoned pros. It is this kind of training that makes the program unique.

Any KISD student who is 16 years old before the start of their junior year in high school can sign up for the class.

The course runs through the first semester of the senior year, with an option to continue training as an Emergency Medical Technician in the second semester.



# License to thrash - Conder Skatepark opens in Killeen

By Wendy Gragg  
Killeen Daily Herald  
November 20, 2005

The Conder Skatepark was alive with grinding, jumping and sliding Saturday as packs of skateboarders turned out for the park's dedication.

Already a hotspot for Killeen skaters, the park looked like a busy anthill Saturday as the skaters swarmed the ramps, picnic tables and other surfaces under the park pavilion.

With the recently-opened skatepark, the City of Killeen gave skaters an arena to legally craft their sport.

Glenn Morrison, director of community services for Killeen, gazed

upon the organized chaos at the skatepark with satisfaction.

"It's wonderful," Morrison said. "We've walked around and talked to them. They're so appreciative to have a place of their own."

Anthony Skinner, 15, also seemed pleased. "I like it and I hope everybody else likes it," Skinner said.

Skinner was one of three skaters to initially approach the mayor about the need for a skatepark.

Morrison said Skinner and the others were also in on the design of the park.

The \$78,000 skatepark, which came in under budget, was paid with 2002

bond money. Two more skateparks are planned for Long Branch and Lions Club parks.

Joe and Linda Tomlinson, parents of 13-year-old skater Daniel, watched the activities with satisfaction.

"I think it's great. It gives them someplace to go," Joe said.

"They should have built it a long time ago," Linda said.

Morrison said the thick crowd of skateboarders, with a few inline skaters and freestyle bikers as well, is the park's measure of success.

"I think it's just the tip of the iceberg, to be quite honest."



# Mayor to take oath of office today

From staff reports  
Killeen Daily Herald  
May 23, 2006

Tim Hancock will become Killeen's next mayor today when he takes the oath of office at City Hall.

Hancock, who has served almost six years on the City Council, was elected mayor on May 13, defeating two challengers.

The oath of office will be administered at the City Council's regular meeting at 6 p.m. at City Hall,

Also being sworn in will be three new council members -- Larry Cole, Otis Evans and Billy Workman.

The council will also designate a new mayor pro tem.

It will be the final council meeting for Mayor Maureen Jouett, who is stepping down after six years because of term limits.

Councilmen Scott Cospser and Eddie Vale Jr. also are leaving the council after today's meeting.



Outgoing Mayor Maureen Jouett passes the gavel to Mayor Timothy Hancock as City Manager Connie Green looks on.

# City of Killeen population tops 100,000

By Robert Nathan  
Killeen Daily Herald  
June 23, 2006

The city of Killeen could prosper economically, bringing more developments and jobs with its population exceeding 100,000, according to a recent U.S. Census Bureau estimate.

Census Bureau figures show Killeen, listed as the 21st fastest-growing city in the country, grew from a population of 96,971 in 2004 to 100,233 in 2005 -- a 3.4 percent growth. The estimates were based on Census 2000 population counts -- using information on building permits and other estimates of change.

"What that means is we will now get consideration from a lot of folks where we did not get consideration before, even though the reality is our population has been over 100,000," said John Crutchfield, president of the Greater Killeen Chamber of Commerce. "The fact that the Census Bureau now lists us officially as 100,000 and above is a very significant thing in terms of people that are searching the Internet looking for places to invest. We will get a lot more business as a result of that."

Other Texas cities on the list of fastest-growing cities include Fort Worth, Denton, Grand Prairie, Laredo, Brownsville, McAllen, Plano and San Antonio.

Elk Grove, Calif., had the nation's fastest-growth rate among cities with populations of 100,000 or more between July 1, 2004, and July 1, 2005, according to the figures. New York City remains the nation's largest city with 8.1 million residents. San Antonio replaced San Diego as the nation's seventh-most populous city

Crutchfield said many people who invest in capital today do most of their market research on the Internet, which is why cities need a strong Internet presence. He said the 100,000 population number is important because many of these investors use the number as an eliminator.

When market research studies are done, investors will examine statistical metropolitan areas and they will limit the search in many cases to 100,000 and above. Economic development will not be seen without capital being invested into the market.

"You couple that 100,000 population with the other numbers that you see like, that's about a 20 percent increase in population since the year 2000; our building permits have gone up 142 percent in the last 10 years," Crutchfield said. "You start coupling those kinds of things with a 100,000 population, and investors look at that and say something is going on there."

Mayor Tim Hancock said being recognized as a city with more than 100,000 residents has many advantages that will help the city

continue to grow. He attributed the city's growth to the low cost of living.

Hancock is optimistic about what the growth will bring to the city. He said the city will continue to grow to the south and southwest. The 100,000 population will also make the city eligible for more grants, Hancock said.

"I think it is great for us to be able to be in the this position because there are so many things we can do the greater the population," Hancock said. "It may be a challenge, but it is a welcome challenge to be in this position."



# 2006 Defense Community of the Year Award

By Emily Baker  
Killeen Daily Herald  
July 14, 2006

The partnership of a city and the force behind much of its strength are scheduled to be recognized on a national level late this month.

Killeen has been named the 2006 Active Community of the Year by the Association of Defense Communities because of three programs designed to support Fort Hood.

The recognition "shows a tremendous partnership in our community," said Connie Green, Killeen's city manager. "It shows that the partnership is just a little bit more than an ordinary relationship."

City and Fort Hood officials are scheduled to travel to Indianapolis and receive the award July 31, Green said.

The award is designed to recognize "communities for dealing with challenges that an active base has," said Chrissy Rich, a city spokeswoman.

The city offered three examples of supporting Fort Hood when applying for the award, Rich said.

Examples given were the development of the joint-use Killeen-Fort Hood Regional Airport, the Texas Workforce Jobs 4 Military Families program and a partnership that allows military spouses to work from home for Round Rock-based Dell Computers.

The airport was opened in February 2005 and accommodates commercial traffic, civilian aircraft chartered for military use and military aircraft, including ramp space to accommodate several of the Air Force's largest cargo airplanes.

The job programs help military dependents find jobs in the area. The Workforce program, which began in 2002, provides help to military spouses who quit a job to come to Fort Hood. The Dell Computers deal took shape this spring when 50 military spouses were hired to work customer service from home.

Green said the city is "very excited to be honored as the active community of the year" and hopes to continue to create programs to support Fort Hood.

Lawn, Okla., near Fort Sill, received the recognition last year.



City of Killeen and Fort Hood officials traveled to Indianapolis to receive the award.

# Killeen Receives TML Municipal Excellence Award

(KILLEEN, TEXAS): The City of Killeen was presented the 2006 Municipal Excellence Award at the Texas Municipal League (TML) annual conference in Austin last week. The award recognizes the city for its Killeen Fire Department High School Fire Academy, and city council and staff were on hand to accept the prestigious honor.

The following is an excerpt from the winning award entry:

*"The Killeen Fire Department (KFD) collaborated with KISD to offer a new career opportunity to high school students and fill vacant firefighter positions. The KFD high school academy offers a two-year program – the first year is primarily spent in the classroom, while the second year finds students receiving more hands-on training in firefighting techniques. Upon completion of the program, students are well prepared to take the firefighting and EMT written exams to become certified in Texas. Ninety percent of the graduates pass both exams on the first try.*

*Fourteen cadets have now graduated from the academy, and KFD hired its first two graduates this year. The academy was the first program of its kind in Texas and has served as a model for similar programs around the state."*

This is Killeen's second Excellence Award. The first was in the City Spirit category in 2003.



City officials receive award at TML Annual Conference in Austin

While at the conference Mayor Tim Hancock, Mayor Pro Tem Ernest Wilkerson, and Councilmen Bob Hausmann, Larry Cole, and Billy Workman attended the Texas Municipal League Institute. The Institute offered sessions to enhance the officials' knowledge and leadership skills on topics such as downtown revitalization, tourism, and communication. It also offered networking opportunities with other elected officials from across the state.

The City of Killeen is a member of the Texas Municipal League, a voluntary association of over 1,200 Texas cities. The organization's primary objective is to serve the needs and advocate the interests of Texas cities. It is the largest organization of its kind in the United States.



# Sacred Ground - Salutes open veterans cemetery

By Jimmie Ferguson  
Killeen Daily Herald  
October 6, 2005

Many local veterans Wednesday were short on words but long on gratitude.

"It's beautiful," said Vietnam veteran Keith Soll, 64, of Killeen. "I can't imagine how it will look when the sun (sets)."

Soll was among more than 1,000 veterans, their families and distinguished guests who had traveled from the White House, the State Capitol, county seats and local city halls for the dedication ceremony of the Central Texas State Veterans Cemetery.

Like many other veterans and survivors, Soll is saving his wife's remains to be buried in the veterans cemetery that sits south of Killeen off State Highway 195 near the intersection of Chaparral Road. Burials at the cemetery should begin in December.

Jerry Patterson, commissioner of the Texas Veterans Land Board, pointed out that the Central Texas State Veterans Cemetery is the first of seven state veterans cemeteries to be constructed in Texas.

"It will be run by the Texas Veterans Land Board but was constructed with dollars from the U.S. Department of Veterans Affairs," said Patterson, who hosted the ceremony.



Former Secretary of State James Baker addresses the audience at the dedication of the Central Texas State Veterans Cemetery.

Former U.S. Secretary of State James A. Baker III called this 174 acres of land an honor to the men and women of the military and to their devotion and to their protection of the country.

"Part of my pleasure of being here, frankly, is personal because my father and I both served in the military," Baker said.

Baker said there are a lot of things that can be said about Texans, but one definite thing is that they take care of those who take care of them.

"That's how it should be because we do, after all, have a collective duty to assist those who answered the patriotic call," said Baker, noting the cemetery was created by a coordinated effort of local, state and federal officials. "This should provide proof that government works best when government works together ... When everyone works together.



"This cemetery represents more than a job well done," Baker said. "This tranquil resting place for our soldiers is a collection, and will be a collection of individuals stories of dedication.

"Ladies and gentlemen, the corner of Fort Hood represents a lot more than a plot of Texas hardscrabble, where soldiers can be peacefully laid to rest," Baker said.

Baker said the cemetery represents freedom, justice, honor, duty, mercy and hope. "The men and women who will be interred here should be remembered for their dedication to just such ideas," he added.



Governor Rick Perry proudly announces that the Central Texas State Veterans Cemetery is the first of seven state veterans cemeteries.

To the brave men and women of the U.S. armed forces today and to the veterans, Gov. Rick Perry said he offered the deepest gratitude of the 22 million Texans who are proud to call them their countrymen.

"Thank you for what you do in the pursuit of freedom around the world," Perry said. "Thank you for answering the highest call of this country."

Perry said every year, millions of Americans visit Omaha Beach, France and other veterans cemeteries across the world and are pleased with greater understanding of the true value and true cost of freedom.

"That is why the dedication of this first Texas State Veterans Cemetery is such a momentous occasion," Perry said. "Because on these grounds, we have established a dignified, honorable ... home for our heroes, who are the epitome of dignity and honor and creating a living memorial to their character and courage.

"May these sacred grounds may always be quiet. May the brave soldiers who sleep here find eternal peace and surpasses the worldly peace they fought for," the governor said.

U.S. Rep. John Carter, R-Round Rock, said as he was approaching the cemetery in a line of traffic that delayed the hour-long ceremony for 15 minutes, he said he saw a hawk sailing on the Texas breeze.

(story continued on next page)



## Sacred Ground (continued)

"It was beautiful sight to see as you come upon the cemetery," Carter said. "I looked at that and I thought, that was very symbolic of what we are doing here today.

"We are consecrating hallow ground here where we are going to lay heroes of the United States of America to rest," Carter said. "And what a glorious place to do that. All those who visit here will be able to look out over these beautiful hills and see things like that hawk sailing in that Texas breeze and realize the presence of God in this place and the protection he gives to our heroes."

Carter said as he looked out in the audience into the faces of the many veterans who were so glad to have the veterans cemetery there, it was as much gratifying as the sight of the hawk.

U.S. Rep. Chet Edwards, D-Waco, said they dedicated "this field of honor" not just as a memorial to the dead, but as a monument to the living.

"Future generations of young and old who visit here will be forever reminded of the enduring price of our individual freedom and our nation's security.



A veteran salutes the flag as it passes to be posted by the color guard.



Jessica and Linnie Blankenbecker find their seats at the ceremony. Jessica's father, CSM James Blankenbecker was killed in Iraq.

"As from Flanders Fields, the brave who will be buried here will speak to us that each generation of Americans is called anew to hold high the torch of freedom," Edwards added.

The visitors were also addressed by state Sen. Troy Fraser, R-Horseshoe Bay; state Rep. Dianne White Delisi, R-Temple; and state Rep. Sid Miller, R-Stephenville -- each of whom, along with State Rep. Suzanna Gratia Hupp, R-Lampasas, were responsible for the passage of the Texas legislation that made the cemetery possible.

Killeen Mayor Maureen Jouett gave special thanks to Theron Johnson and the late Tom Roberts, who ignited the fire to get the veterans cemetery started.

"But this veterans cemetery is a culmination of one seed that was planted in a joint effort in probably everyone in the audience," said the mayor as she welcomed everyone to the ceremony. "So, we are eternally grateful and very blessed in our community."

Jouett said when the city initially started talking about the cemetery, Gen. Leon LaPorte, then-commander of III Corps and Fort Hood, said it was a beautiful place.

"And as you see, it is a very beautiful, beautiful place," she said.

Maj. Gen. James E. Simmons, the deputy commanding general of III Corps and Fort Hood, said it was honor for him to represent the nearly 48,000 soldiers and their families at Fort Hood.

The general said 20 percent of those soldiers are currently deployed in Iraq, and the 4th Infantry Division was in its final stages of returning to the war-torn country.

"By the first of January next year, nearly 65 percent of III Corps will once again be joined in the battles in Iraq and Afghanistan," Simmons said.

"This is important ... the creation of this cemetery is important for the soldiers and their families at Fort Hood," Simmons said. "And it is indeed an honor for me to be here today."

This ground, Simmons said, that was formerly part of Fort Hood will now serve as a final resting place for those who have served this nation with honor.

"It took a lot of hard work to make this cemetery a reality," Simmons said. "It was work that needed to be done, and I commend those who made it all come together.

"Those who have served and those who are currently serving have earned the privilege of a final resting place on this beautiful site," the general said.



# Killeen celebrates return of Delta Airlines

By Wendy Gragg  
Killeen Daily Herald  
June 2, 2006

After a three-year hiatus, Delta is moving back to Killeen and the city is throwing its arms open wide to welcome the airline.

Delta representatives and City of Killeen officials expressed their mutual excitement about the airline's return at a welcome reception Thursday at the Killeen-Fort Hood Regional Airport.

"We are absolutely thrilled to be back in Killeen," said Amy Martin, general manager of Delta network management.



Officials "cut the ribbon" symbolizing Delta's return to Killeen.

Delta pulled its service from the former Killeen Municipal Airport (now Skylark Field) in August 2003 because its new fleet of regional jets required a longer runway than the 5,500-foot runway at Killeen's old airport. Delta announced one month ago that it will make a home in Killeen once again, at the new airport, and will offer direct service to Atlanta, twice a day, seven days a week.

Delta planes won't actually start flying out of Killeen until Sept. 7, but city and airline representatives were eager to gush about their renewed relationship.

John Sutton, airport aviation director, said the city had been working on getting Delta back since the first day it left. Killeen Mayor Tim Hancock told Delta officials they could only imagine how happy the city is to have the airline back.

Delta's Martin said Killeen is a prime opportunity for Delta because the area has been underserved by air service and there has been no direct service to the East Coast.

"We're looking to change all of that next fall," she said. "We're committed to making this market work."

Delta did the math and officials feel confident the twice-daily flights will be popular.

"We did the forecast and the forecast looks good," Martin said.

Tickets for the first Delta flights out of Killeen, beginning Sept. 7, are already up for grabs on the Delta Web site and various travel engines. Martin said even in Atlanta, Delta's home office, she has received a significant reaction from people glad to see Killeen now on the list of destinations.

"I think we're getting a great response -- it's just kind of word of mouth," she said.

Delta will join the two airlines currently serving the regional airport, American Eagle and Colgan Airlines, a connector for Continental.

Greater Killeen Chamber of Commerce President John Crutchfield said the two current carriers may see a slight drop in business when Delta begins service, but he expects the three carriers to ultimately mean more overall business for the airport.

"We're building a bigger pie, not making smaller pieces," he said.

# Hit the trail - Ground broken on hike & bike trail

By Wendy Gragg  
Killeen Daily Herald  
May 26, 2006

With the first turn of dirt at its groundbreaking Thursday, the Andy K. Wells Hike and Bike Trail moved from vision to reality.

"This is a great day," said Kathy Wells Gilmore, daughter of the trail's namesake.

Gilmore and many members of the Wells family turned out for the ceremony at the Rotary Children's Playground on W.S. Young Drive, which will be the head of the Killeen trail.

The trail, a 12-foot wide concrete path, will run west along Nolan Creek for 2.5 miles from 28th Street to 38th Street, with connections to the Killeen Community Center and the Bob Gilmore Senior Center.

The trail should take about nine months to complete and has a price

tag of about \$2.5 million. It is paid for largely through a Texas Dept. of Transportation grant.

TxDOT will fund 80 percent of the project, and the city of Killeen must come up with 20 percent. Part of the city's portion comes from a donation from Kenneth Wells Jr. of 9-plus acres of land for the trail.

The Andy K. Wells Hike and Bike Trail will include lighting, security cameras, restrooms and other fixtures, which members of the community can fund through donations.

Andy K. Wells contributed to the area as an entrepreneur and also as a civil servant, serving on the Killeen City Council from 1949 to 1953. Wells is also said to have loved the outdoors and to have made the Central Texas landscape his stomping ground in his youth.

Gilmore said it's a project her



Members of the Wells family break ground on the new Andy K. Wells Hike & Bike Trail.

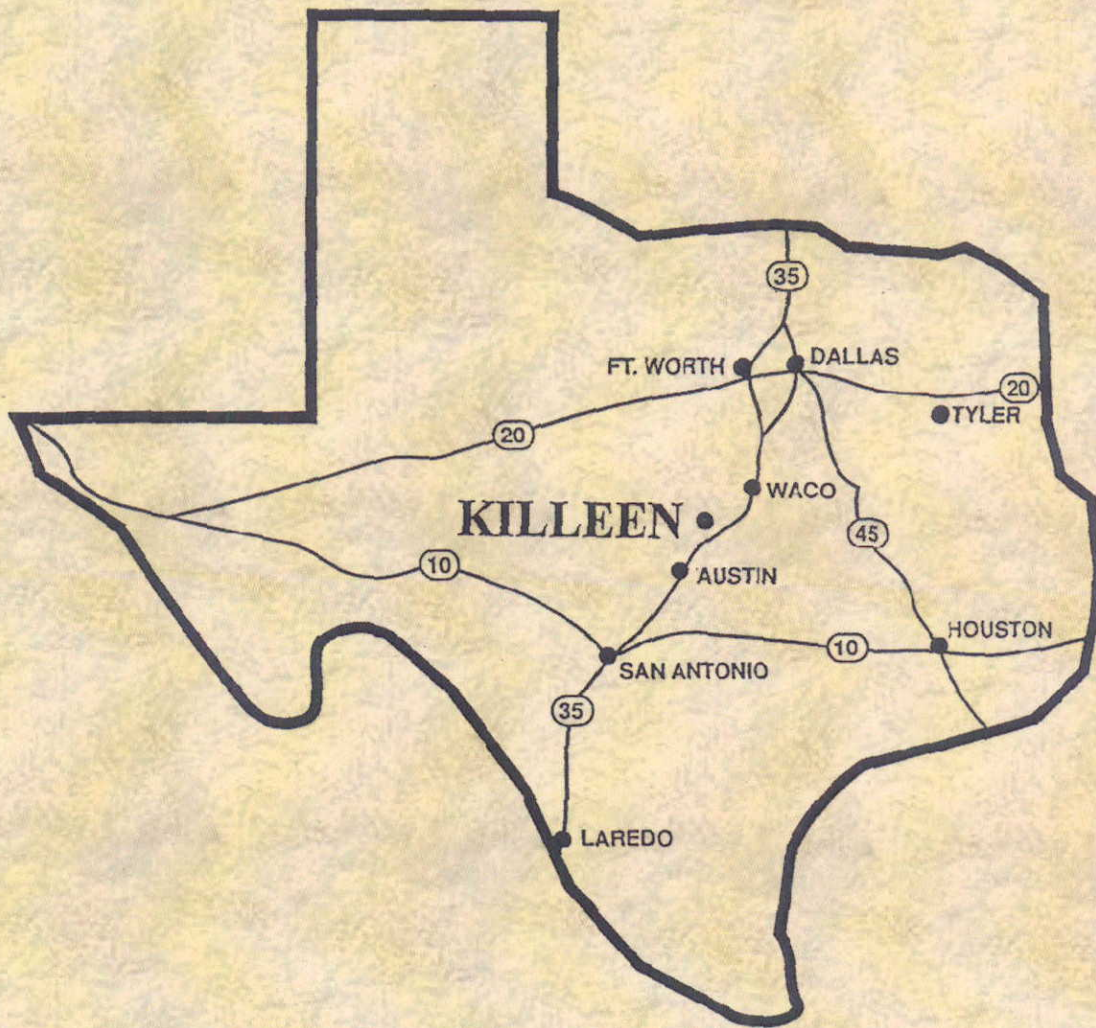
dad would be proud of as well. Gilmore championed the vision of the trail during her time on the Killeen City Council.

"Thank you for keeping this dream alive," she said.

The Killeen trail is intended to be part of the Central Texas Trail Network, a 150-mile course traversing the terrain from Temple to Copperas Cove.



# COMMUNITY INFORMATION



## **Community Information**

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

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

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

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

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

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

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

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

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

The city council has four district members representing specific geographical areas of the city and three at large members representing the city as a whole. Terms for the mayor and all council members are two years, with a three-consecutive-term limitation for each

office. The city holds nonpartisan elections each May with the terms staggered so about half the council is elected each year. The mayor and the at-large council members are elected in even-numbered years, while the four district council members are elected in odd-numbered years.

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

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

With over 990 regular employees, the city is one of the largest employers in the Killeen area. In addition to police and fire forces, which were expanded this year, the city owns and operates its own emergency medical services, water, sewer, and garbage utilities, two airports, an 18-hole golf course, a public library system with two locations, and numerous parks and recreation facilities, including two public swimming pools.

The city of Killeen continues to enjoy a favorable economic environment. The city's economy is primarily military and service-oriented. Fort Hood is the largest armored military installation in the nation. Located adjacent to Killeen, the post covers an area of 339 square miles. Fort Hood is the only post in the United States capable of stationing and training two armored divisions and is the Army's "premier installation to train and deploy heavy forces." Fort Hood is the largest single location employer in the state of Texas with over 51,000 soldiers and more than 14,000 civilians. Fort Hood's total economic impact on the area is estimated at \$6.09 billion.

Killeen is served by Metroplex Hospital and Pavilion, which offers a full range of medical services with multi-campus facility. Metroplex expanded its facility by 62,000 square feet to better service its growing patient population. Scott & White has two clinics in Killeen offering 11 Family Medicine physicians, 3 pediatricians, and 2 physician's assistants. They offer referral service to specialists in their regional hospital located 25 miles away in Temple. Scott & White Hospital is also going through a major expansion. The military community is served by the 128-bed Carl R. Darnall Army Medical Center and the satellite clinics.

Killeen boasts a high quality education for students from kindergarten through graduate school. The Killeen Independent School District is the largest school district between Dallas and Austin and has grown from an enrollment of 20,413 students in 1986-87 to an enrollment of over 36,000 in 2006. KISD employs over 5,700 teachers and support personnel to serve the District's 49 campuses and is the area's second largest employer. Students attend classes at thirty elementary schools (K-5), eleven middle schools (6-8), four high schools (9-12), and four specialized campuses. KISD is accredited by the Texas Education Agency. Central Texas College and Tarleton State University-Central Texas, located on a 550 acre campus adjacent to Killeen, provide secondary and graduate educational opportunities. Within a one hour drive of Killeen, there are several major four-year universities including: 1) University of Texas - Austin, Texas, 2) Baylor

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

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





**Parks and Recreation**

Number of Parks	17
Playgrounds	24
Municipal Golf Course	1
Swimming Pools	2
Tennis Courts	9
Recreation Center	1
Baseball/Softball Fields	14

**Police Protection:**

Number of Facilities	4
Commissioned Police Officers	208
Number of Employees-Other	55

**Demographics**

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

2002	35.45
2003	35.50
2004	44.47
2005	45.09
2006	45.35

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

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

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

White	49.2%
Black	35.0%
American Indian	0.6%
Asian Alone	4.7%
Native Hawaiian	0.2%
Other	4.9%
Mixed	5.5%
Hispanic	16.0%

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

Male	50.7%
Female	49.3%

**<sup>3</sup>Median Household Income:** \$ 40,896

**<sup>3</sup>Number of Households:** 43,157

**<sup>3</sup>Median Age of Population:** 26.4

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

Killeen	5.4
Texas	5.3
United States	5.1

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

Paved Streets	467 mi.
Unpaved Streets	1.0 mi.
Arterial Streets (State)	30.10 mi.
Storm Sewers	56,332.65 ft.
Lined Drainage Channels	192,166.92 ft.
Unlined Drainage Channels	1,212,030.85 ft.
Signalized Intersections	80
Street Lights	3,546

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

Sanitary Sewer Mains	466.7 mi.
Sewer Connections	34,087
Sewer Treatment Plant is Activated Sludge	
	Plant 1      Plant 2
Max Capacity	15 MGD      6 MGD

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

Average Daily Consumption	13,005,427 gpd
Rated Daily Capacity	29,500,000 gpd
Water Mains	507.6 mi.
Water Connections	35,758
Max System Daily Capacity (Killeen)	29,500,000 gal
	80,000,000 WCID
Max Daily Use to Date (Killeen)	22,312,000 gal
	80,000,000 WCID
Pressure on Mains	37-100 PSI Killeen
	45-175 PSI WCID
Storage Capacity	19,650,000 Killeen
	30,000,000 WCID
Size of Mains	6"-30" Killeen
	18"-54" WCID

Source

<sup>1</sup> City of Killeen

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

<sup>3</sup> US Census Bureau

<sup>4</sup> Texas Workforce Commission

<sup>5</sup> Greater Killeen Chamber of Commerce

<sup>6</sup> KilleenWorks.com

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

Fort Hood (Includes Soldiers, Civilians and Contractors)	65,817
KISD	5,579
Central Texas College	1,617
Metroplex Hospital	1,100
First Community Bancshares, Inc.	1,100
City of Killeen	997
Killeen Mall	900
Wal-Mart	650
Convergys Corporation	650
Sallie Mae	627
DynCorp International	536
HEB	340
Scott & White	117

**<sup>6</sup>Elevation:** 827 feet above sea level

**<sup>6</sup>Average Temperature:** 69.7  
Monthly Avg High Temp 77.8  
Monthly Avg Low Temp 56.4

**<sup>6</sup>Average Annual Rainfall:** 34.2 inches/year

**<sup>6</sup>Average Annual Snowfall:** .9 inches/year

**<sup>1</sup>Area Universities/Colleges (name and location)**

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

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Source

<sup>1</sup> City of Killeen

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

<sup>3</sup> US Census Bureau

<sup>4</sup> Texas Workforce Commission

<sup>5</sup> Greater Killeen Chamber of Commerce

<sup>6</sup> KilleenWorks.com



06

# City Manager's Message

Fiscal Year 2006 - 2007 Annual Budget  
and Plan of Municipal Services

*City of Killeen, Texas*





City Manager's Message

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and Plan of Municipal Services

*City of Killeen, Texas*







September 12, 2006

## CITY OF KILLEEN

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

I am pleased to submit to you the Annual Budget and Plan of Municipal Services for the 2006-07 fiscal year, which begins October 1, 2006 and ends September 30, 2007. Three public forums were held to give citizens an opportunity to address issues of concern in the development of the budget. These meetings were well attended and provided citizens with opportunities to voice their concerns over a wide range of issues such as crime prevention, street maintenance, quality of life issues and other City services.

Several goals and priorities were identified with the development of the budget last year and many of those priorities continue to be of significance as we prepare for FY 2006-07. The priorities addressed in the FY 2006-07 budget are: 1) continue to maintain current programs, services, and the ad valorem property tax rate; 2) continue strengthening our police department resources in order to provide proactive patrol to deter crime and to provide an enhanced feeling of safety for our citizens; 3) continue adequate funding for street improvements and infrastructure needs; 4) continue funding adequate pay and benefits to City employees; 5) continue the development of the right-of-way mowing program and drainage maintenance program to provide a safe, clean living environment for our citizens; and, 6) adequately fund economic development activities to promote Killeen as an ideal place to live and to do business. I believe this budget addresses each of these priorities.

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

### **STRATEGIC PLANNING BUDGET PRIORITIES**

The City Council will undertake a strategic planning initiative during the 2006-07 fiscal year. That initiative will be designed to review progress on the current strategic plan and to re-establish the City's goals and objectives. The current strategic plan reflects the following key service outcomes and objectives for the City of Killeen.

Significant Area of Interest:      Economic Development

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

Objectives:                      ED1.1      Increase opportunities for all levels of Killeen workforce by:

- creating quality jobs for military spouses
- attracting businesses that offer compensation in the \$60,000 to \$100,000 range



- ED1.2 Creation of a stand-alone, upper level university
- ED1.3 Keep building costs, for all economic levels, among the most affordable in the nation
- ED1.4 Enhance Killeen as a regional retail, entertainment, and dining experience
- ED1.5 Increase funding sources for economic development efforts
- ED1.6 Maximize utilization of Ft. Hood as our prime economic engine
- ED1.7 Increase tourism
- ED1.8 Retain, support and expand current businesses
- ED1.9 Bring intercollegiate athletics to Killeen

Significant Area of Interest: Physical Appearance

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

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

Significant Area of Interest: Services

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

- Objectives:
- S1.1 Develop infrastructure proactively through comprehensive master planning efforts
  - S1.2 Improve public safety by:
    - reducing crimes against people
    - studying and establishing public safety staffing level goals
    - assessing the cost of service for public safety
  - S1.3 Improve the delivery of all city services by:
    - assessing their effectiveness and efficiency
    - enhancing customer service

- S1.4 Improve communications between the city and its citizens by:
- creating a 360 degree approach
  - increasing public relations and marketing efforts

Significant Area of Interest: Quality of Life

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

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

## OPERATING BUDGET

The expenditure budget for the City's operating funds is \$110,042,053. Total expenditures for all funds in the FY 2006-07 budget are anticipated to be \$184,548,516. The budget includes several new programs and services, which have been included to address the most significant priority issues identified by both citizens and Council.

- 1) The budget provides for adequate funding to maintain and enhance existing levels of services to our citizens and maintains the ad valorem tax rate at 0.695.
- 2) Fourteen (14) positions have been added to the Police Department budget and nine (9) positions have been added to the Fire Department.
- 3) An Emergency Management/Homeland Security Coordinator has been added to serve as the City's liaison on emergency preparedness issues with State and Federal agencies, as well as other local municipalities.
- 4) Funding for a traffic light with camera has been included in the budget to address traffic issues at critical intersections.
- 5) Phase I of an Emergency Warning System has been included in the capital improvements budget, to provide an additional method of ensuring that our citizens have adequate notice of emergencies to prevent the needless loss of life.



6) In accordance with Council's priority to maintain adequate and fair pay for all City employees, the budget includes a 4% cost of living adjustment (COLA) for all civil and non-civil service employees.

7) The budget includes funding for a two-member Cross-Connection Crew in the Water & Sewer Fund. This represents the start-up phase of a program to ensure that the City is in compliance with state rules and regulations governing the safety of the public water system.

8) The budget continues the advancement of the right-of-way mowing/maintenance program and the drainage maintenance program that were created in FY 2005-06. These programs made great strides in the beautification, safety, and appearance of the City. During its first year of operations, the Mowing Crew has already mowed 285 lane miles and 906 acres of right-of-way as of June 30<sup>th</sup>. Citizen feedback has been very positive about the impact this program has made in the City.

9) The budget continues to fund the employee tuition reimbursement program that was started in FY 2005-06 and also provides funding in the amount of \$70,000 to support the achievement of the Texas A&M Central Texas University campus.

10) In addition to the new programs and services funded for City operations, the Council indicated a desire to enhance funding for economic development. To that end, funding to the Greater Killeen Chamber of Commerce and the Killeen Economic Development Corporation has been increased in the proposed budget to expand marketing efforts and promote Killeen as an ideal place to live and to do business. A comprehensive and strategic marketing plan will be developed for Killeen and a video will be produced to promote Killeen at a state and national level. Resources received from an Economic Adjustment Assistance grant recently funded a survey and analysis of the local market. The project was contracted to TIP Strategies, Inc. which developed a plan to identify, measure, and capitalize on new and emerging economic opportunities. The plan identified four (4) specific target industries to pursue, which included a) Information Technology, b) Transportation and Logistics, c) Healthcare Services, and d) Business Services. The plan also identified that recreational and entertainment venues are a high priority to the populace when determining what would motivate them to stay in the Killeen area. The U.S. Census Bureau recently confirmed that Killeen's population is over 100,000 and is the 21<sup>st</sup> fastest growing city in the country. The verification of that population statistic will make Killeen all the more attractive to potential new businesses. Proposed funding for the Killeen Chamber of Commerce (GKCC) and the Killeen Economic Development Corporation (KEDC) in FY 2006-07 is \$1,326,025, which is an increase of 38% over the current year funding level of \$958,700.

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

<b>GENERAL FUND</b>
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The adopted General Fund expenditure budget is \$55,627,341. Revenues are budgeted at \$51,965,930. The expenditure budget represents a 12% increase over the FY 2005-06 expenditure budget of \$49,581,978. The increase in expenditures is due to providing additional resources to address the significant priorities for the FY 2006-07 budget.

The budget proposes the following significant new programs and services in the General Fund for FY 2006-07:

- 14 Police Officer positions @ 9 months - \$593,908. {Objective S1.2}
- 13 Police Patrol Vehicles - \$616,252 {Objective S1.2}
- 1 Emergency Management/Homeland Security Coordinator - \$76,996 {Objective S1.4}
- 9 Fire and Rescue Officer positions - \$446,310. {Objective S1.2}
- Fleet & Equipment Replacements and Additions - \$680,687. {Objective S1.3}
- 1 Plans Reviewer position - \$50,422. {Objective PA1.1}
- 1 Parks Director position @ mid-year - \$45,158 {Objective QL1.1}
- 1 Athletics Supervisor @ mid-year - \$18,438 {Objective QL1.1}
- A Parks Mowing Crew (4) @ mid-year - \$50,132 {Objective QL1.1}
- 1 Court Files Clerk - \$24,066 {Objective S1.3}
- 1 Librarian Cataloger @ 10 months - \$52,304 {Objective QL1.1}
- Traffic Light Installation w/ camera - \$150,000 {Objective S1.1}
- Fire Department equipment and cardiac monitors - \$382,017 {Objective S1.2}
- 4% Cost of Living Adjustment for Police - \$419,833
- 4% Cost of Living Adjustment for Fire - \$286,164
- 4% Cost of Living Adjustment for Non-Civil Service Employees - \$530,910
- Various other New Program and Services Requests - \$513,157.

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

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

The budget provides funding for fourteen new police officers. The positions will allow more officers on the street to respond to calls-for-service, which will reduce response times and lessen the workload per officer. Citizen surveys and input from citizens at Town Hall meetings frequently site crime prevention and public safety as one of their primary concerns in Killeen. The addition of these officers will make a significant impact on the safety and welfare of our citizens. Police Officers enforce Federal, State and local criminal laws and make arrests for violations when necessary. Police Officers also enforce State and local traffic laws and issue citations for violations of those laws. Frequently, the strong presence of law enforcement acts as a deterrent to crime and is an indication to our citizens of our commitment to their safety and welfare. The police department is authorized approximately 1.87 sworn officers per thousand population. The additional fourteen positions will bring the department staffing authorization to 207 officers, which will meet the City's goal of 2.0 officers per thousand. .

The City must add eighteen (18) FRO's to the staff to reach the staffing goal of three (3) per engine. Nine new Fire Rescue Officers (FRO's) are included in the budget as the first phase of that goal. The City has applied for a grant through the U.S. Department of Homeland Security for the Staffing for Fire and Emergency Response (SAFER) program. The grant would help significantly defray the cost of adding eighteen Fire Rescue Officer's. If awarded, the grant



would fund the salaries and benefits for the officers at a decreasing rate over a five-year period, with the City assuming full responsibility of the costs at the end of the program. This grant would allow the City to reach the Fire Department's staffing goal much earlier than projected.

The budget provides funding for a Librarian Cataloguer. The City's library program currently holds an accreditation from the State. In order to maintain that accreditation, the library must reach a staffing level of four (4) Master Librarian positions. The Library presently has two (2) Master level librarians and funding in the proposed budget would bring that level to three (3). We anticipate working with the State to maintain accreditation while working towards the staffing goal for our library program.

The new Family Recreation and Senior Center Complex is well underway with construction expected to be completed by December 2007. In addition, the Parks and Recreation Division anticipates the completion of three additional neighborhood parks (15 acres) and three additional miles of hike and bike trail. In anticipation for preparing for full operations at the Center and maintenance of the additional recreational grounds, the budget provides funding for a Parks Director, an Athletics Supervisor, and a Mowing Crew at mid-year.

A change in financial presentation is reflected for golf operations in FY 2006-07. The operations for the City's municipal golf course were accounted for in the General Fund from 1970 when the course opened until FY 2003-04 when the City Council directed a separate financial presentation of course operations in an Enterprise Fund. Per that directive, the FY 2004-05 and the FY 2005-06 golf operations were reflected in the Stonetree Golf Club Enterprise Fund. The FY 2006-07 budget reflects a return to the historical accountability for operations of the municipal golf activities in the General Fund. The transition eliminates the requirement for an operating transfer from the General Fund to support golf course operations.

The budget was adopted using an ad valorem tax rate of .695 cents per \$100 of taxable assessed valuation. The .695 cent tax rate is the same as the previous year's tax rate. The rate includes provisions to increase the debt service portion of the tax rate to meet existing obligations for Phase I and Phase II and the 2002 General Obligation Bond program, as well as allow for the issuance of Phase III of the general obligation bond program in FY 2006-07. Phase III of the bond program will be supplemented by an anticipated certificate of obligation issuance to fund the additional capital improvement projects for public safety, to include the police headquarters and two additional fire stations. Staff is evaluating the impact and timing of issuing the remaining authorizations for street improvements and will present those scenarios to Council during the budget review process this summer.

Economic conditions are evaluated during the development of the General Fund budget and expectations for major revenue sources such as property tax and sales tax revenues are influenced by that analysis. At this time, the tax rolls are complete and the Tax Appraisal District of Bell County provided the City with a property tax roll sufficient to confirm assessed values. Documentation from the District reflects a certified taxable assessed valuation of \$3,504,499,234. This valuation represents a 15.8% increase over the prior year's certified taxable valuation of \$3,025,826,250.

Projected sales tax revenues for FY 2005-06 are projected to exceed the prior year by 5.6%. Sales tax revenues are budgeted for FY 2006-07 at \$17,880,000. This represents an increase of

4% over the estimated revenues for FY 2005-06 and reflects an expectation of continuing growth based on recent economic data.

In preparing this budget the budgeted ending fund balance in the General Fund will increase over the amount in the previous year's budget by \$2,270,606. This represents a 20% increase in the budgeted ending fund balance over FY 2005-06. The goal is to eliminate the shortfall between budgeted revenues and budgeted expenditures in the general fund within the next three years. This goal will be accomplished through a combination of balancing revenue and expenditure projections based upon actual year-to-year experiences.

## **WATER AND SEWER OPERATING FUND**

The City of Killeen provides water and sanitary sewer services to approximately 34,000 residential and commercial customers. The water system has approximately 507.6 miles of water mains serving the City with seven elevated storage tanks and four ground storage tanks. Total overall storage capacity is 19.65 million gallons. The City's distribution system has the potential capacity to deliver 34.3 million gallons daily (MGD). Current peak demand is about 22 MGD, average daily usage is 12.69 MGD.

Currently, the wastewater generated by the City of Killeen is treated by the Bell County Water Control and Improvement District #1 (WCID #1). The WCID #1 operates two wastewater plants. The capacities of these plants are 15 MGD and 6 MGD. The capacity allocated to the City of Killeen is 7.5 MGD in plant #1 and 6 MGD in plant #2. Bell County Water Control and Improvement District # 1 is currently in the process of designing and constructing a new sewer treatment plant. The entire capacity of this plant will be allocated to Killeen, making the total available Killeen capacity 19.5 MGD. The construction of the new plant and the required capital improvements to the existing plant is estimated to cost \$34.5 million. The District is also issuing \$6,050,000 to refinance old debt and issue new debt for Phase II of the Cross-Town Waterline project. The project is anticipated to be bid in September of 2006 and will take approximately 24 months to complete.

The City has implemented numerous capital improvement programs necessary to provide the infrastructure for the new sewer treatment plant, as well as provide infrastructure for the growing population served by the City. These projects resulted in the City's issuance of \$21 million in water and sewer revenue bonds in FY 2004-05 to be repaid from the revenues of the system. The Water and Sewer Master Plan is currently being updated to identify and prioritize additional capital improvement projects necessary to continue the provision of safe, clean drinking water and wastewater treatment for our citizens. The updated Master Plan is expected to be presented to the City Council in the first quarter of the new fiscal year. The FY 2006-07 budget includes the anticipated issuance of \$15 million to be repaid from the revenues of the water and sewer system for the highest priority projects determined in the Master Plan update.

Several other factors are significantly impacting costs in the Water & Sewer Fund. The City acquired an additional 10,000 acre feet per year of system rate water in April 2006, at a cost of \$49.64 per acre foot per year. Annual funding for the purchase is \$496,500 plus an estimated annual 10% increase for inflation. In addition, WCID#1 established new rates for water purchase and wastewater treatment in January 2006 due to rising energy and fuel costs. The rate



increases exceeded 40% and the estimated annual impact is approximately \$1.9 million. The construction of the new sewer treatment plant, existing plant renovations, replacement of the major water line, infrastructure capital improvement projects, 10,000 acre foot system water purchase, and the WCID#1 rate increases have a cumulative impact on our customer rates for water and sewer services. Based on the impact of these cost increases, the rates for residential and commercial customers have been increased 8% in the budget.

In addition to the increase in rates, FY 2006-07 will be the third year that the City will use reserve funding to balance the budget within the Water and Sewer Fund. Reserves will be used in the next fiscal year also to level out the increase in rates due to the construction of the new sewer treatment plant and other capital improvement projects.

The budget for the Water and Sewer Operating Fund expenditures is \$29,832,359. This budget reflects a 9.7% increase over the FY 2005-06 expenditure budget of \$27,186,686. The total new programs and services included in this budget are \$1,217,198. These include a new customer service representative and a meter reader in Utility Collections - (\$80,237), a shop foreman and 2 technicians in the Fleet Division - (\$132,842), an engineering assistant - (\$60,422), funding for a project manager previously funded from W&S bond issuances - (\$78,615), a replacement Vac-Con truck - (\$256,270), provision for extension of sewer service in annexed areas - (\$100,000), and a 4% cost of living adjustments - (\$144,525). The budget also includes funding for two employees to develop a start-up Cross-Connection program to inspect, test, and certify backflow prevention assemblies - (\$108,990). The program will ensure that the City is in compliance with state rules and regulations governing the safety of the public water system. All of these new programs and services relate to strategic plan Objective S1.3.

## **SOLID WASTE FUND**

Solid Waste operates as an enterprise fund and has four major processes; (a) residential collection, (b) commercial collection, (c) recycling, and (d) waste transfer and landfilling. In addition, the Solid Waste Fund manages the operation of the right-of-way mowing crew which was established in FY 2005-06. The City currently provides solid waste collection and disposal services to over 36,000 residential households, and over 1,600 commercial locations. The City adds, on average, 150+ residential households to the collection routes each month.

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

The single most significant challenge to solid waste operations continues to be the growth and expansion of the City. New homes and businesses and increases in population equal a corresponding increase in the generation of municipal waste. The City is tracking towards an annual weight of over 95,000 tons for FY 2005-06, which is a 2% increase over FY 2004-05. Tonnage is anticipated to exceed 100,000 tons during FY 2006-07. The City's growth must be closely monitored to ensure adequate resources are available to continue the current level of services without interruption. In addition, the vendor that the City contracts to transport and dispose of solid waste raised rates in accordance with the terms of their contract. The vendor has

expressed an intention of requesting additional rate increases in excess of the general terms of the existing contract due to rising energy and fuel costs that significantly impact their provision of services. Growth assumptions for tonnage and the impact of rate increases project that the estimated impact on transport and disposal fees in FY 2006-07 is \$512,000.

The debt issuance for the new transfer station and the new Solid Waste administrative facility were completed in November 2005. The amortization of the debt to support these capital improvement projects is included in the current fee structure. Construction on the transfer station is underway and completion is expected by January 2007. The award for the construction of the administrative building is expected to be awarded during the first quarter of FY 2006-07, with construction to be complete within ten months of the award.

The budget includes the continuation of the right-of-way maintenance program that was developed with the FY 2005-06 budget. The division was created to devote a consolidated effort to the City's right of way mowing needs. The program is responsible for right-of-way mowing, bar-ditch maintenance, weeds and high grass abatement, trash and debris removal for major thoroughfares, and an herbicide program in the downtown area. The program has made noteworthy progress in its first year and success is evident from improved appearance of many of the city's busiest roadways and from the positive feedback received from citizens.

The budget for the Solid Waste Operating Fund expenditures is \$12,315,260. The budget reflects an increase of 9.3% in expenses from the FY 2005-06 budget. The increase reflects several new programs and services that have been included in the budget. New Programs and Services that have been included in the budget total \$1,464,050. Recommended new programs and services include a heavy equipment operator - (\$33,458), a scale attendant - (\$27,464), a commercial equipment operator - (\$33,207), a replacement sideloader - (\$195,000), a replacement rearloader - (\$156,000), a replacement frontloader - (\$183,000), replacement fleet - (\$114,400), a tractor - (\$44,600), transport and disposal cost increases - (\$512,010) and a 4% cost of living adjustment - (\$112,632). All of these new programs and services requests relate to strategic plan Objective S1.3.

Revenues for the Solid Waste Fund are budgeted at \$11,862,865, an increase of 9% over the FY 2005-06 budgeted revenues. The budget does not recommend an increase in the residential or commercial solid waste rates this year; however, it is anticipated that rates will be evaluated in the next fiscal year due to anticipated additional cost increases for transport and disposal services.

### **DRAINAGE UTILITY FUND**

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



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

The City implemented a drainage capital improvements program and has developed a Drainage Master Plan to address drainage infrastructure inadequacies and required system upgrades. Under the master planning process, the City has also undertaken comprehensive detailed studies of special flood hazard areas to support and enhance FEMA's Flood Insurance Rate Map Modernization project in Bell County. During FY 2004-05, a consultant conducted a revenue analysis and developed a rate model to support the City's program goals. The rate model was designed to support drainage operations, minor drainage projects, the drainage infrastructure and street drainage programs, and the debt service for the recent \$8 million issuance to fund high priority major capital improvement projects. Actual operating revenues are being realized at approximately 6% less than forecast, primarily in residential rates. In order for the City to continue funding for the water quality improvements and capital improvement projects necessary to remain compliant with federal and state requirements, the budget includes a rate increase of \$1 per month per residential customer and an increase of 8% on each tier within the commercial rate structure.

New programs and services that have been included in the budget total \$136,532. Recommended new programs and services include a 4 x 4 tractor with articulating boom – (\$79,620), increased curb & gutter and ditch maintenance – (\$30,000), and a 4% cost of living adjustment – (\$12,649).

Total operating revenues are budgeted in the amount of \$2,279,904, an increase of 22.7% over the prior year budgeted operating revenues. Total expenditures are budgeted at \$8,301,558, with \$883,259 in operations, \$585,158 in debt service, \$656,066 in minor drainage projects, and \$6,110,740 budgeted for major capital improvements projects.

#### **AVIATION FUND**

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

The budget for the Skylark Field Operating Fund is \$909,726. The budget for the Killeen-Fort Hood Regional Airport is \$3,055,809. Total operating expenditures budget for both aviation facilities is \$3,965,535.

Several new programs and services totaling \$349,429 have been included in the KFHRA and Skylark fund budgets {Objective S1.3}. These new programs include a 4% cost of living adjustment – (\$61,007), an airport specialist at KFHRA – (\$37,964), new and replacement fleet and equipment (\$67,955), a security system repair account – (\$60,000), funding for a VIP Business Center – (\$12,000), and warranties and maintenance agreements on critical airport systems (\$81,255).

The Killeen-Fort Hood Regional Airport (KFHRA) is currently completing two significant capital improvement projects and one major planning project that are 95% funded with FY 2004-05 FAA Airport Improvement Program (AIP) grants. The aircraft parking apron is being expanded to accommodate more and larger aircraft and to enhance safety for the operation of existing users. The expansion will also allow the airport to accommodate diversions of other air carrier aircraft from Austin, DFW or other airports when weather or other airport situations require alternate airport landings. This 1<sup>st</sup> phase of apron expansion is expected to be completed in October 2006. The customer parking lot is being expanded from 822 spaces to approximately 1522 spaces to accommodate the rapidly increasing number of passengers and visitors using the airport. This expansion is expected to be completed by August 2006.

The planning project has already determined a location for a possible second runway for Robert Gray Army Airfield. If built, it would become available to KFHRA as part of the joint use agreement with the Army. Another part of the study is to determine the feasibility and potential uses of an additional 100 acres of land currently master planned by the Army for future airport development by the City. These studies are necessary to obtain possible FAA participation in any development of this land and to assist with justification to obtain use of the land from the Army. The culmination of the study will include an updated Airport Layout Plan (ALP), which becomes an amendment to the airport master plan. Once approved by the FAA, the ALP then becomes the official document used by the FAA, the Army, and the City to identify airspace protection requirements for the future runway.

The airport staff is currently applying for FAA grant assistance for the FY 2005-06 AIP funded projects that will be presented to the City Council for consideration in July 2006. Projects anticipated for funding with this grant include further expansion of the aircraft apron, procurement of a sweeper, and a terminal area master plan update. Upon receipt of a formal grant offer, staff will present the necessary budget documents to council for approval in conjunction with grant acceptance and contract awards to the successful bidder.

Airport staff also expects the airport to earn approximately \$1.4 million in FAA entitlements that will be available for FY 2006-07 eligible capital improvement projects. The terminal area master plan study, anticipated to be initiated in July 2006, is expected to provide guidance to the City for appropriate use of the FY 2006-07 grant funding. Based upon the increased number of airlines and the much faster than expected rate of enplanement growth, it is anticipated that a high priority for the funding will be the addition of jet bridges to the terminal building. A resolution to accept and budget for the grant funding will be brought to Council after the receipt of appropriate final grant offers by the FAA.



## CAPITAL IMPROVEMENT PROGRAM

The budget includes funding to service the debt requirements that will result due to the FY 2006-07 issuance of Phase III of the capital improvement program passed by the voters in 2002. Phase I was issued in the amount of \$16 million in 2004 allocating \$10 million to street projects, \$4 million to public safety, and \$2 million to community services programs. Phase II in the amount of \$10 million in general obligation bonds for the Family Recreation and Senior Center Complex at Lions Club Park was issued in May 2006. Phase III of the bond program is anticipated to take place in FY 2006-07 at a proposed amount of \$11,570,000. Prior to the issuance of Phase III, the City Council will consider allocations of the Phase III proceeds for the Police Headquarters facility, two (2) Fire stations, animal control improvements, street improvements, and parks and recreation facilities and improvements. The remaining authorizations from the 2002 general obligation bond election are tentatively planned to be issued in FY 2007-08.

In addition to Phase III of the general obligation bond program, funding is appropriated in FY 2006-07 to debt service a Certificate of Obligation issuance in the amount of \$16,000,000 to fund the additional costs associated with the construction of the Police Headquarters, as well as the acquisition and installation of a city-wide emergency warning siren system. The Emergency Warning System will provide an additional method of ensuring that our citizens have adequate notice of emergencies to prevent the needless loss of life. Planning for all capital improvement projects are being impacted by increasing construction costs; however, the City must carefully evaluate the impact on the ad valorem tax rate of issuing the remaining phases due to increased debt service requirements. All subsequent phases for the issuance of the remaining 2002 General Obligation bond monies will be in accordance with Council approved multi-year plans and subject to available funding.

Capital improvement programs supported by rate-generated revenue in the FY 2006-07 budget includes the anticipated issuance of \$15 million for water and sewer infrastructure repairs, improvements, and construction to be repaid from the revenues of the water and sewer system for the highest priority projects determined in the Master Plan update.

## SPECIAL REVENUE FUNDS

Hotel occupancy tax receipts are budgeted at \$1,335,600, up 16% over the current year budget of \$1,150,000. The additional revenue is projected due to additional hotels being constructed in Killeen this year, to include the Shilo Inns & Suites facility. The \$15 million Shilo project will be a 160-unit minimum, all-suites, full-service hotel, with restaurant, lounge, meeting space and a banquet and convention center, adjacent to the Killeen Civic and Conference Center. The hotel is expected to open by December 31, 2006.

The budget provides funding for several new programs in the Hotel Occupancy Tax Fund to support the operations of the Conference Center and the Convention & Visitor's Bureau. Funding in the amount of \$14,000 has been added for additional equipment and lighting improvements to address energy efficiencies at the facility. The development of a walking trail

with a water feature is included in the budget with funding of \$15,000 from the Hotel Occupancy Tax Fund and \$75,000 from a transfer from the un-obligated remaining balance in the Special Events Center Construction Fund. Additional programs include a Conference Center Manager – (\$56,698), hand-held radios – (\$1,580), a connex for storage – (\$10,000), a dance floor – (\$3,000), a security system – (\$8,800), an electronic billboard for U.S. Hwy 190 – (\$150,000), and a 4% cost of living adjustment – (\$20,480). The operating transfer from the General Fund to the Conference Center has been reduced by 16.6% this year, from \$600,000 to \$500,000. Operating revenues from Conference Center operations are budgeted at \$539,000, up 20% or \$89,500 over the current year's budget.

## CONCLUSION

City Departments submitted a total of \$20,294,756 in new program and service requests for FY 2006-07 budget consideration. \$7,724,584 of these new programs and services requests were included and adopted in the budget, as well as \$1,566,720 in cost of living adjustments for civil and non-civil service personnel. These programs represent the most critical new programs that will enhance services to our citizens, improve the quality of life in Killeen, and support the progress and development occurring in Killeen. Operating revenues budgeted in the City's major funds grew from \$88,209,505 to \$96,848,502 a 9.7% rate of growth. The budgeted operating expenditures in the City's major funds grew from \$96,050,191 to \$103,931,313, an increase of 8.2%. Operating revenues and expenditures exclude FAA grants, major capital improvement projects on Robert Gray Army Airfield, and projects funded from FY 2005-06 bond proceeds in the Drainage Utility Fund. The ending fund balance for the major operating funds is \$33,590,680, which is in compliance with the City's adopted policy for minimum levels of fund balances and reserves. The City of Killeen continues to be in sound financial condition.

## ACKNOWLEDGEMENTS

This Annual Budget and Plan of Municipal Services for the 2006-07 fiscal year, which begins on October 1, 2006 and ends September 30, 2007 was submitted for review by the City Council in accordance with the Charter of the City of Killeen. Public Hearings were held on the budget and the tax rate, as well as changes to the preliminary budget. The City Council unanimously adopted the budget for FY 2006-07 on September 12, 2006. 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 the Budget and Plan of Municipal Services for FY 2006-07 and will keep the City Council informed on all events impacting operations and services during the fiscal year.

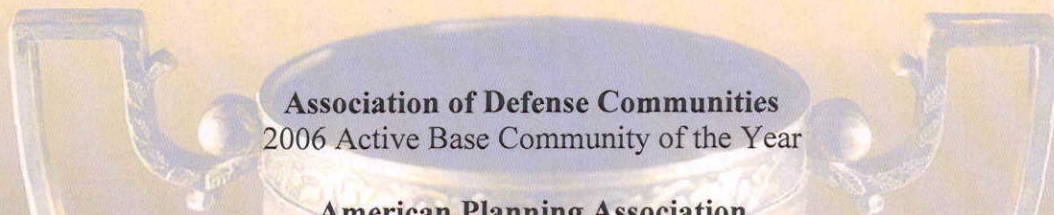
Respectfully submitted,



Connie J. Green  
City Manager



## AWARDS RECEIVED BY THE CITY OF KILLEEN



**Association of Defense Communities**  
2006 Active Base Community of the Year

**American Planning Association**  
Certificate of Achievement for Planning Excellence - Awarded 2000-2006

**City-County Communications & Marketing Association**  
Silver Circle Award - 2005 Killeen Annual Report

**Communicator Awards - Print Media**  
Award of Excellence - 2004 Killeen Annual Report

**Communicator Awards - Print Media**  
Award of Distinction - 2004 Killeen Annual Report, Writing

**Government Finance Officers Association**  
Certificate of Achievement for Excellence in Financial Reporting - Awarded 1990-2005

**Government Finance Officers Association**  
Distinguished Budget Presentation Award - Awarded 1990-2006

**Government Treasurer's Organization of Texas**  
Certificate of Distinction for Investment Policy - Awarded 2004-2006

**Governor's Community Achievement Award of Excellence**  
Awarded to Keep Killeen Beautiful

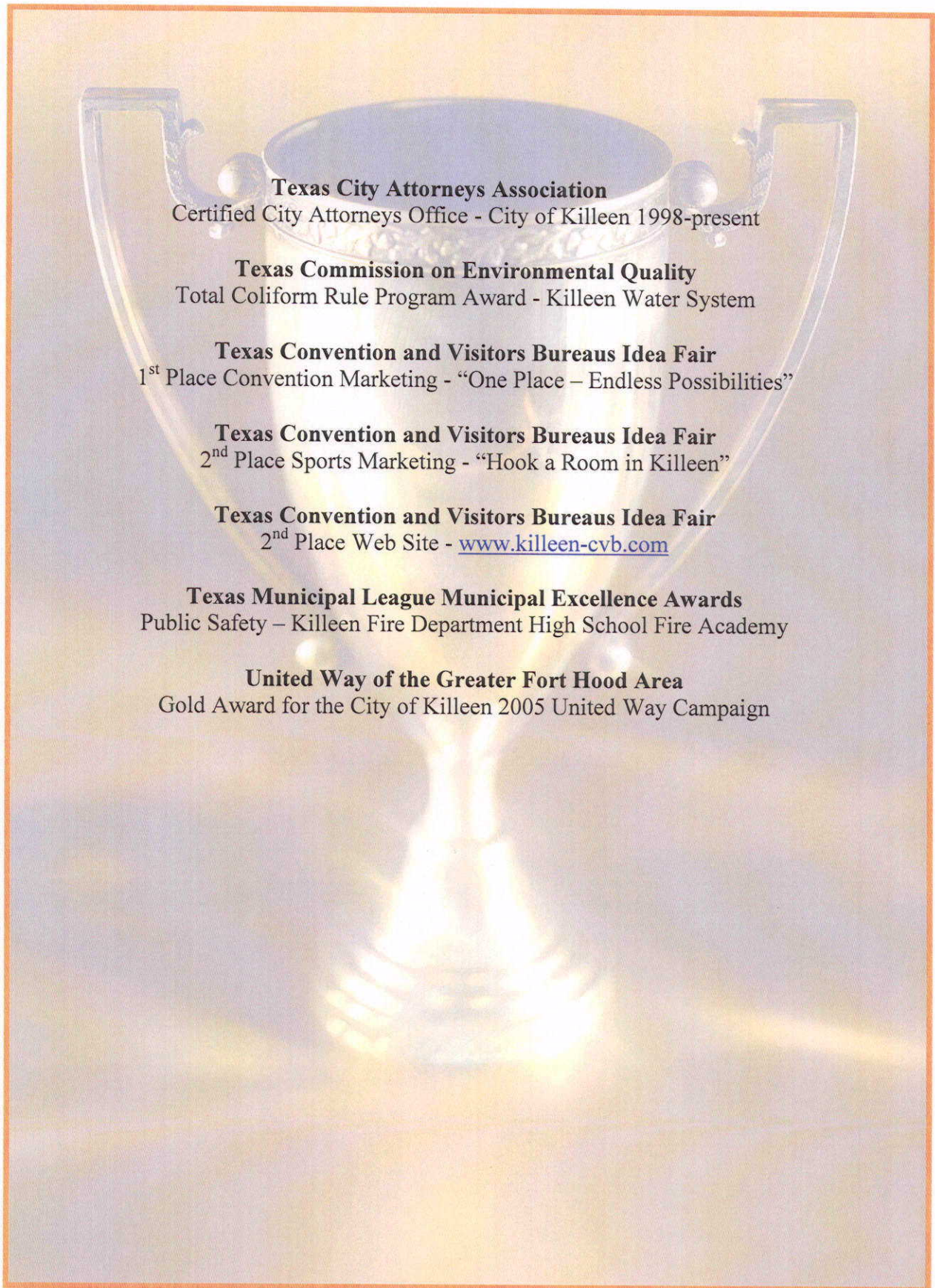
**MarCom Creative Awards**  
2005 Platinum Award for Annual Report/Government to the  
2004 Killeen Annual Report

**MarCom Creative Awards**  
2005 Gold Award for Annual Report/Writing to the 2004 Killeen Annual Report

**Texas Association of Municipal Information Officers**  
2006 TAMI Award Finalist - 2005 Killeen Annual Report



## AWARDS RECEIVED BY THE CITY OF KILLEEN



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

**Texas Commission on Environmental Quality**  
Total Coliform Rule Program Award - Killeen Water System

**Texas Convention and Visitors Bureaus Idea Fair**  
1<sup>st</sup> Place Convention Marketing - "One Place – Endless Possibilities"

**Texas Convention and Visitors Bureaus Idea Fair**  
2<sup>nd</sup> Place Sports Marketing - "Hook a Room in Killeen"

**Texas Convention and Visitors Bureaus Idea Fair**  
2<sup>nd</sup> Place Web Site - [www.killeen-cvb.com](http://www.killeen-cvb.com)

**Texas Municipal League Municipal Excellence Awards**  
Public Safety – Killeen Fire Department High School Fire Academy

**United Way of the Greater Fort Hood Area**  
Gold Award for the City of Killeen 2005 United Way Campaign



022

# Budget Summary

Fiscal Year 2006 - 2007 Annual Budget  
and Plan of Municipal Services

*City of Killeen, Texas*





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# Budget Summary

Fiscal Year 2006 - 2007 Annual Budget  
and Plan of Municipal Services

*City of Killeen, Texas*

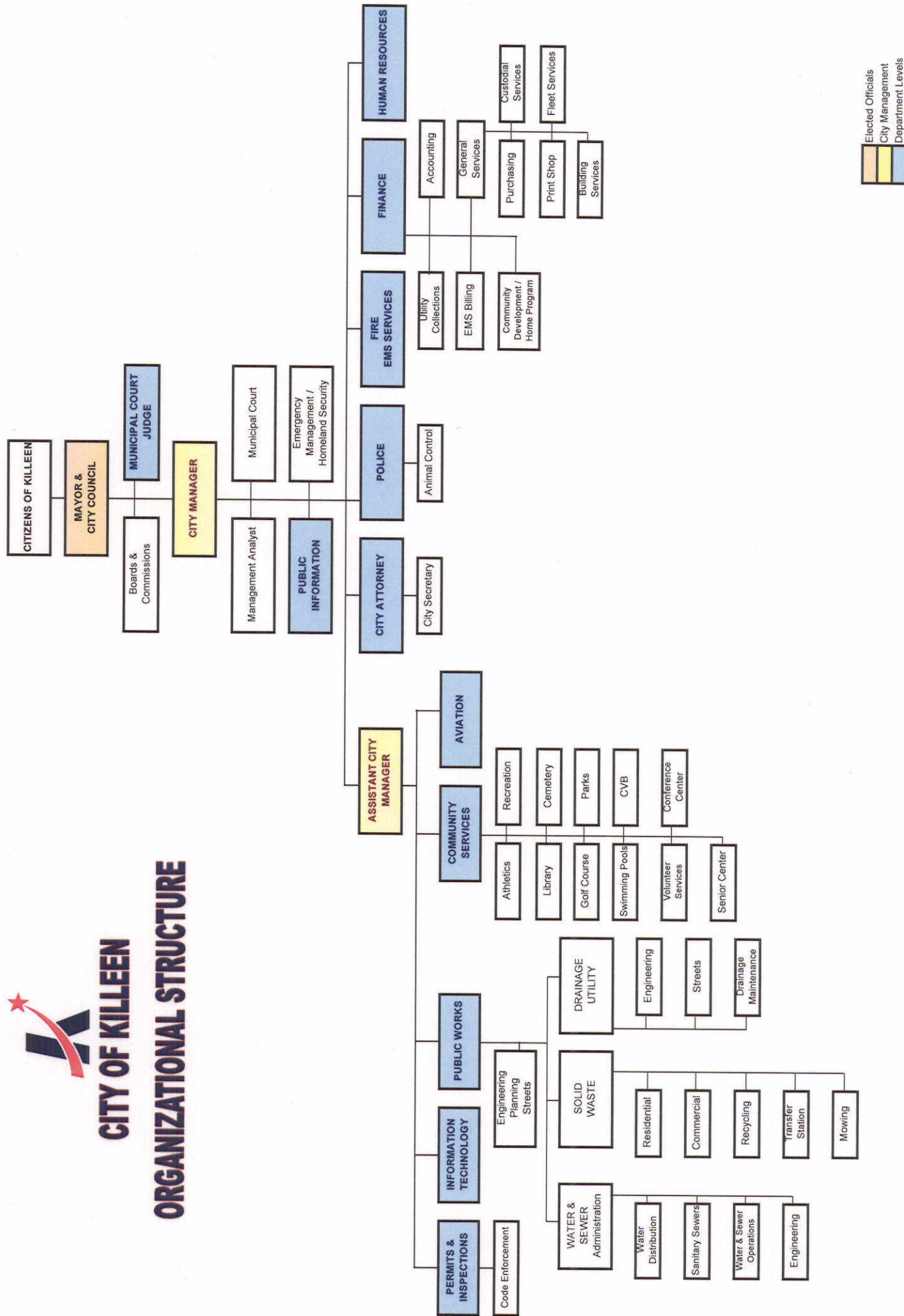






# CITY OF KILLEEN

## ORGANIZATIONAL STRUCTURE



Elected Officials  
 City Management  
 Department Levels

# City of Killeen

## 2006-07 Annual Budget

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

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

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



# BUDGET SUMMARY

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## **INTRODUCTION**

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

The Annual Budget and Plan of Municipal Services is presented in fourteen sections. The Community Information tab is designed to enhance the budget as a communication document. This section is a compilation of information about Killeen and the surrounding community intended to inform the reader about our history, our government, our quality of life, and our economic status. The City Manager's Message highlights the City Council's goals and priorities for the fiscal year. The Budget Summary provides the reader with a broad overview of the budget process and a summary of the 2006-07 Annual Budget and Plan of Municipal Services. Departmental operating budgets are provided for in the City's major operating funds. These operating budgets provide information on the department and division missions, organizational structure, operating budget and number of full-time personnel. They also highlight goals, accomplishments, plans, and new programs and services. The reader will find that this effectively communicates the plan of municipal services from a departmental, as well as divisional, perspective. Additional sections are provided for debt service funds and special revenue funds.

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

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

Finally, the appendix provides sections for a glossary, statistics about the city, a full time employee schedule, the city's position classification and pay plan, and a schedule of incentives available to employees.

## **THE BUDGETING PROCESS**

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

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

## **LEGAL REQUIREMENTS**

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

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

### **BASIS OF ACCOUNTING**

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

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



## **BUDGET BASIS**

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

## **FUNDS**

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

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

## **SOURCES OF REVENUE**

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

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

Sales Tax Revenues - Sales tax revenues represent the largest single source of revenue in the general fund. The City relies on historical trend data and management information from the State Comptroller to project sales tax revenues for the budget. The City sales tax rate is 1.5% of taxable purchases. These taxes are collected by local vendors, reported to the State and the State rebates the revenues to the City on a monthly basis. Based on the prior years collection data, a conservative increase of 4.0% over the amount estimated to be collected for FY 2005-06 was budgeted as sales tax revenues for FY 2006-07.

Franchise Fees - Franchise Fees from utility companies (electric, telephone, and cablevision) is a major source of revenue in the General Fund. Revenues from franchise fees are projected to increase 1.1% in the FY 2006-07 budget.

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

Utility Rates - The rates charged for water, sewer and solid waste services have been set based upon engineering studies and the data derived from the long term financial planning models developed for each major fund. Prior year engineering studies prepared a rate structure plan designed to finance utility operations over future periods. Recent significant increases in operating costs, primarily fuel and energy, have impacted the original rate plans proposed by the engineering studies. The financial planning models used by the City in the budget process allowed staff to evaluate additional rate increases and to forecast the impact of the rate changes past the first year. Rate increases were adopted for water, sewer, and drainage rates effective October 1, the beginning of FY 2006-07. There were no increases to Solid Waste rates.

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

## **BUDGET POLICIES**

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

## **BUDGETARY**

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

## **CHARTER MANDATES**

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

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



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

### **CITY COUNCIL BUDGET DIRECTIVES**

The City Council is the governing body of the city and is responsible for establishing goals and priorities for the budgetary process. This objective was met during the City Council's annual planning meetings. During the meetings, City Council members reviewed the goals and objectives of the previous fiscal year. The City Manager presented a presentation to the City Council which reviewed departmental performance during the year. Each Council member had an opportunity to evaluate staff performance in meeting the goals and objectives for the previous fiscal year. The Mayor and Council members had the opportunity to brainstorm ideas designed to develop the goals and priorities for the upcoming fiscal year. Three Town Hall meetings were held to provide citizenry with the opportunity to voice their priorities for the coming fiscal year. The City Manager compiled all of the issues brought forth from the citizens and the City Council members and submitted a Budget Survey to City Council members. The comprehensive survey sought Councils consensus on major goals and priorities for the 2006-07 fiscal year. After development of the goals and priorities for the budget, the City Manager began development of the preliminary budget document. The City Manager's preliminary budget was developed in accordance with the goals and priorities and included numerous meetings with departments to review base budget requests and proposals for new programs and services. Programs were prioritized and the City Managers preliminary budget was produced. The preliminary budget was presented to the City Council for review and approval. This procedure was handled during budget planning sessions held with the city staff. During these sessions, departmental presentations were made to the City Council regarding every function of municipal government. The Council reviewed these presentations with city staff and established the budget. Public hearings were held on the budget and after the period for public input and comments, a final budget was adopted by the City Council on September 12, 2006. The City Charter requires that the City Council adopt a budget by September 20, or the City Manager's original preliminary budget will become the budget for the new fiscal year.

### **ADMINISTRATIVE BUDGET POLICIES**

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

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

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

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

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

Debt Management - The Debt Management Policy was adopted by ordinance on May 27, 1997. The policy identified the need for fiscal planning related to major capital improvement programs and water and sewer infrastructure development. The policy addresses several areas which are critical to an effective debt management program. These areas are: 1) the acceptable levels of debt, 2) purpose and type of debt issuances, 3) guidelines for the evaluation of short-term debt issues and performance measurement standards, 4) use of tax supported, general obligation bonds versus self-supporting revenue bonds, 5) The evaluation of "pay-as-you-go" financing versus debt financing, 6) use of fixed versus variable rate debt and the structure of each type of debt issued, 7) debt maturity schedules, 8) competitive selection of financial consultants, bond counsel, bond underwriters, paying agents and other service providers, 9) use of bond credit rating agencies, 10) other matters which are relevant to the City's credit standings. Finance staff are in the process of updating the City's Debt Management Policy and will take revisions to the City Council for consideration in FY 2006-07.



**CITY OF KILLEEN**  
**ADOPTED BUDGET SUMMARY**  
**ALL FUNDS, FY 2006-07**

	PROJECTED			PROJECTED
	BEGINNING FUND	* 2006-07	* 2006-07	ENDING FUND
	BALANCE	REVENUES	EXPENDITURES	BALANCE
<b>OPERATING FUNDS</b>				
GENERAL FUND	\$17,311,713	\$51,965,930	\$55,627,341	\$13,650,302
AVIATION FUND - KILLEEN-FORT HOOD REGIONAL AIRPORT	944,684	3,033,668	3,055,809	922,543
AVIATION FUND - SKYLARK FIELD	370,565	880,235	909,726	341,074
SOLID WASTE FUND	4,923,190	11,862,865	12,315,260	4,470,795
WATER & SEWER FUND	16,931,562	26,825,900	29,832,359	13,925,103
DRAINAGE UTILITY FUND	6,302,517	2,279,904	8,301,558	280,863
<b>SUBTOTAL OPERATING FUNDS</b>	<b>\$46,784,231</b>	<b>\$96,848,502</b>	<b>\$110,042,053</b>	<b>\$33,590,680</b>
<b>DEBT SERVICE FUNDS</b>				
TAX I&S 1993	\$9,783	\$0	\$9,783	\$0
TAX I&S 1995	12,683	-	12,683	-
TAX I&S 1996 C/O	10,980	-	4,000	6,980
TAX I&S 1999 C/O	57,344	329,000	320,700	65,644
G.O. REFUND BOND I&S 1999	515,770	1,467,646	1,465,475	517,941
TAX I&S 2000 C/O	100,796	495,000	576,250	19,546
TAX I&S 2001 C/O	68,659	460,000	455,520	73,139
TAX I&S 2002 C/O	38,839	270,000	260,895	47,944
TAX I&S 2003 C/O	79,322	496,000	487,038	88,284
TAX I&S 2004 C/O	160,418	591,732	646,098	106,052
2004 GO BONDS I&S	561,268	3,652,466	3,579,000	634,734
2004 GOLF REVENUE I&S	9,232	-	9,232	-
TAX I&S 2005 COMB TAX & REV C/O	229,309	1,191,000	1,100,897	319,412
TAX I&S 2005 GOB	79,000	480,000	438,291	120,709
I&S HOTEL OCCUPANCY TAX	21,275	699,291	696,291	24,275
WATER & SEWER I&S 1960A	11,394	10	-	11,404
W&S REFUNDING BOND RESERVE 1991	979,103	25,000	1,004,103	-
WATER & SEWER I&S 1996	15,968	-	15,968	-
WATER & SEWER I&S 1997	194,935	5,000	199,935	-
WATER & SEWER I&S 1999	227,793	428,000	458,000	197,793
WATER & SEWER I&S 2001	149,333	622,966	558,879	213,420
WATER & SEWER I&S 2004	538,346	2,381,428	1,367,200	1,552,574
W&S REFUNDING I&S 2005	275,688	1,410,178	1,208,263	477,603
WATER & SEWER I&S 2007	-	1,349,325	697,500	651,825
<b>SUBTOTAL DEBT SERVICE FUNDS</b>	<b>\$4,347,238</b>	<b>\$16,354,042</b>	<b>\$15,572,001</b>	<b>\$5,129,279</b>
<b>SPECIAL REVENUE FUNDS</b>				
CAHLESYSTEM IMPROVEMENTS	\$122,595	\$0	\$45,000	\$77,595
COMMUNITY DEVELOPMENT BLOCK GRANT	-	1,976,772	1,976,772	-
COMMUNITY DEVELOPMENT - HOME PROGRAM	30,000	1,390,717	1,420,717	-
HOTEL OCCUPANCY TAX	1,177,252	2,419,599	2,604,962	991,889
LAW ENFORCEMENT GRANT	40,342	-	40,342	-
STATE SEIZURE FUND	208,812	20,000	50,000	178,812
FEDERAL SEIZURE FUND	28,640	-	28,640	-
LIONS CLUB PARK	20,774	-	20,474	300
COURT TECHNOLOGY FUND	97,746	40,000	-	137,746
COURT SECURITY FEE FUND	6,455	30,834	37,289	-
COURT JUVENILE CASE MANAGER FUND	-	30,000	30,000	-
<b>SUBTOTAL SPECIAL REVENUE FUNDS</b>	<b>\$1,732,616</b>	<b>\$5,907,922</b>	<b>\$6,254,196</b>	<b>\$1,386,342</b>
<b>CAPITAL PROJECTS FUNDS</b>				
1991 GENERAL OBLIGATION BONDS	\$32,397	\$0	\$24,039	\$8,358
1993 GENERAL OBLIGATION BONDS	113,012	-	103,105	9,907
1995 GENERAL OBLIGATION BONDS	434,596	5,000	384,829	54,767
1999 C/O CONSTRUCTION FUND	5,810	-	-	5,810
2001 C/O CONSTRUCTION FUND	1,229,709	421,789	699,527	951,971
2002 C/O CONSTRUCTION FUND	350	-	-	350
2003 C/O CONSTRUCTION FUND	2,592,773	526,273	1,802,055	1,316,991
2004 C/O CONSTRUCTION FUND	247,771	2,000	-	249,771
2004 GENERAL OBLIGATION BONDS	11,532,654	250,000	11,095,197	687,457
2005 C/O CONSTRUCTION FUND	8,688,605	150,000	8,338,999	499,606
2005 GENERAL OBLIGATION BONDS	7,941,044	196,224	8,000,000	137,268
1999 WATER & SEWER BOND	1,134	-	-	1,134
2001 WATER & SEWER BOND	852,869	2,000	315,463.00	539,406
2004 WATER & SEWER BOND	5,095,378	150,000	3,137,450	2,107,928
2007 WATER & SEWER BOND	-	15,200,000	15,200,000	-
2005 SOLID WASTE CONSTRUCTION FUND	3,074,913	100,000	2,763,000	411,913
PASSENGER FACILITY CHARGE FUND	61,491	729,933	729,933	61,491
SPECIAL EVENTS CENTER	69,954	16,715	86,669	-
<b>SUBTOTAL CAPITAL PROJECTS FUNDS</b>	<b>\$41,974,460</b>	<b>\$17,749,934</b>	<b>\$52,680,266</b>	<b>\$7,044,128</b>
<b>TOTAL ALL FUNDS</b>	<b>\$94,838,545</b>	<b>\$136,860,400</b>	<b>\$184,548,516</b>	<b>\$47,150,429</b>

\*INCLUDES TRANSFERS

CITY OF KILLEEN  
 FY 2006-07 ADOPTED BUDGET  
 COMBINED SUMMARY OF REVENUES & EXPENDITURES

	General Fund	Aviation Funds	Solid Waste Fund	Water & Sewer Fund	Drainage Utility Fund	Debt Service Funds	Special Revenue Funds	Capital Projects Funds	Total for All Funds
Beginning Fund Balance	\$ 17,311,713	\$ 1,315,249	\$ 4,923,190	\$ 16,931,562	\$ 6,302,517	\$ 4,347,238	\$ 1,732,616	\$ 41,974,460	\$ 94,838,545
<b>Revenues</b>									
Property Taxes	\$ 16,342,416					\$ 7,325,000			\$ 23,667,416
Sales & Occupation Taxes	18,232,000						1,335,600		19,567,600
Franchise Fees	4,519,600								4,519,600
Charges for Services	4,758,357	3,535,603	11,647,565	25,598,400	2,119,904		504,000	723,933	48,887,762
Interest Income	1,150,000	46,000	215,000	800,000	160,000		35,000	1,055,300	3,688,810
Federal, State and Local Grants	271,418	30,000						224,353	3,863,165
Other Revenues	303,000	2,300	300	2,500				16,415	324,515
Fines and Penalties	1,575,685			425,000			100,834		2,101,519
Bond Proceeds								15,000,000	15,000,000
<b>Total Revenues</b>	<b>\$ 47,152,476</b>	<b>\$ 3,613,903</b>	<b>\$ 11,862,865</b>	<b>\$ 26,825,900</b>	<b>\$ 2,279,904</b>	<b>\$ 7,552,510</b>	<b>\$ 5,312,828</b>	<b>\$ 17,020,001</b>	<b>\$ 121,620,387</b>
Transfers from Other Funds	4,813,454	300,000				8,801,532	595,094	729,933	15,240,013
<b>Total Available Resources</b>	<b>\$ 69,277,643</b>	<b>\$ 5,229,152</b>	<b>\$ 16,766,055</b>	<b>\$ 43,757,462</b>	<b>\$ 8,582,421</b>	<b>\$ 20,701,280</b>	<b>\$ 7,640,538</b>	<b>\$ 59,724,394</b>	<b>\$ 231,698,945</b>
<b>Expenditures</b>									
Salaries	\$ 30,214,764	\$ 1,377,359	\$ 2,772,501	\$ 3,594,332	\$ 278,964		\$ 584,319		\$ 38,822,239
Supplies	2,671,871	113,469	588,935	588,360	54,585		67,049		4,094,269
Maintenance	1,433,177	159,895	57,700	427,570	260,410		116,927		2,455,679
Repairs	959,634	134,676	746,504	165,074	16,000		17,593		2,039,481
Support Services	6,831,215	725,155	361,169	2,005,750	142,156		594,869		10,660,314
Benefits	8,839,457	440,669	898,972	1,147,779	90,021		191,604		11,608,502
Designated Expenses	1,801,292	846,592	3,327,545	(3,000)	1,000		191,944		6,165,373
Capital Improvements	160,000	60,000	1,050,183	1,068,517	6,766,806		3,642,963	51,563,664	63,261,950
Capital Outlay	2,207,506	107,720		507,596	88,763		154,637		4,116,405
Sewer Payments				5,625,000					5,625,000
Water Payments				5,368,611					5,368,611
Debt Service					585,158	14,505,522			15,090,680
<b>Total Expenditures</b>	<b>\$ 55,118,916</b>	<b>\$ 3,965,535</b>	<b>\$ 9,813,509</b>	<b>\$ 20,495,589</b>	<b>\$ 8,283,863</b>	<b>\$ 14,505,522</b>	<b>\$ 5,561,905</b>	<b>\$ 51,563,664</b>	<b>\$ 169,308,503</b>
Transfers to Other Funds	508,425		2,501,751	9,336,770	17,695	1,066,479	692,291	1,116,602	15,240,013
<b>Ending Fund Balances</b>	<b>\$ 13,650,302</b>	<b>\$ 1,263,617</b>	<b>\$ 4,470,795</b>	<b>\$ 13,925,103</b>	<b>\$ 280,863</b>	<b>\$ 5,129,279</b>	<b>\$ 1,386,342</b>	<b>\$ 7,044,128</b>	<b>\$ 47,150,429</b>



OBJECT CLASS MATRIX OF FY 2006-07 OPERATING BUDGET

ALLOCATION OF FY 2006-07 BUDGET BY OBJECT CLASS

	Salaries	Supplies	Maintenance	Repairs	Support Services	Benefits	Designated Expenses	Capital Improvements	Capital Outlay	Sewer Payments	Water Payments	Debt Service	TOTAL
<b>GENERAL FUND SERVICES</b>													
City Council	10,800	2,050			62,500	843							76,193
City Manager	287,282	3,141			43,930	77,704							412,057
Emergency Mgmt/Homeland Security	53,732	2,300		1,500	4,140	15,324							76,996
Municipal Court	617,900	35,352		5,300	31,575	221,818			39,817				951,762
Public Information Officer	90,679	1,080			25,632	25,534							142,925
Volunteer Services	94,917	2,676			7,000	28,765							134,358
City Attorney	405,474	5,975		200	86,583	106,844			18,100				603,176
City Secretary	56,208	1,200			2,970	15,098	13,964						89,440
Finance	404,367	7,850			50,142	104,615							566,974
Accounting	238,592	8,500			8,032	69,600							324,724
Purchasing	213,827	3,015		650	5,526	61,335							284,353
Building Services	81,015	8,078		1,680	7,387	27,651							125,781
Custodial Services	217,376	32,660		8,500	1,260	78,759			23,240				358,931
Printing Services	58,288	6,470			49,200	19,161							141,619
EMS Billing & Collections	115,338	11,903			4,750	40,487							172,478
Human Resources	379,453	56,893		3,000	86,415	111,566	8,500		1,625				647,452
Information Technology	498,078	4,640		1,000	88,410	143,290			20,700				756,118
Permits & Inspections	679,435	30,174		6,612	30,520	195,024			28,100				968,865
Code Enforcement	287,831	22,418		2,500	23,350	87,362	100,000		124,918				1,307,127
Library	767,630	80,198	18,000		4,045	98,479	146,641		1,120				1,298,214
Golf Course	599,563	120,238		38,450	189,998	184,204	56,448		3,500				1,762,000
Golf Course Food & Beverage	961,983	5,370			26,082	12,000			66,975				2,059,846
Parks	158,823	62,872	143,000	59,261	258,750	313,370							2,971,951
Recreation	132,284	45,344			39,000	37,268							333,932
Athletics	192,597	25,822	5,682	10,128	116,007	40,287			22,675				322,487
Cemetery	107,706	16,039		1,163	4,532	61,042							188,281
Senior Center	72,230	32,775	5,200		29,107	32,266							144,517
Swimming Pools	179,086	5,431		100	17,870	6,342	10,000						258,175
Community Development	29,330	2,090		450	23,920	49,288							48,651
Home Program	145,660	5,260			7,770	9,461			35,860				234,953
Public Works	125,964	7,631		1,500	9,460	37,213							250,323
Engineering	363,598	45,376	50,000	5,996	78,010	33,122							902,586
Traffic	1,332,860	160,789	730,000		125,637	109,581	150,000		294,970				3,128,260
Streets	369,442	12,463		102,650	74,749	432,242							502,889
Planning	12,124,296	814,541		292,562	13,319	106,665	(260,357)		860,727				17,967,391
Police	228,680	40,230		3,500	656,225	3,479,397							373,941
Animal Control	7,459,650	598,320	2,500	235,457	263,515	2,157,212			304,784				11,021,438
Fire	87,200	478,785	4,680,209	109,650	4,690,209	355,410	1,736,086		355,410				7,447,550
Non-Departmental	30,214,764	2,671,871	1,433,177	959,634	7,339,640	6,639,457	160,000		2,207,506				55,627,341
<b>Subtotal</b>													
<b>AVIATION FUNDS</b>													
Killeen-Fort Hood Regional Airport	1,273,790	98,706	151,295	117,072	680,887	404,247			92,720				3,055,809
Skyhawk Field	103,569	14,763	8,600	17,604	44,268	36,422			15,000				909,726
<b>Subtotal</b>	1,377,359	113,469	159,895	134,676	725,155	440,669			107,720				3,965,535
<b>SOLID WASTE FUND</b>													
Residential Services	1,269,267	275,334	2,000	364,100	15,420	396,015	4,500		492,429				2,817,065
Commercial Services	678,315	177,893		216,750	11,400	219,467	2,000		332,675				1,639,500
Recycling Programs	198,563	16,407		9,250	12,020	58,559	800						295,629
Transfer Station Operations	375,517	46,413	23,000	50,500	109,888	133,548	3,193,245		41,178				3,973,289
Mowing Operations	250,819	75,188		81,904	4,920	92,373			137,900				643,104
Solid Waste Miscellaneous	7,700	7,700	32,700	24,000	2,709,272	24,000	127,000		46,001				2,946,673
<b>Subtotal</b>	2,772,501	586,935	57,700	746,504	2,862,920	898,972	3,327,545		1,050,183				12,315,260
<b>WATER &amp; SEWER FUND</b>													
Fleet Services	770,754	83,897	3,800	13,500	57,186	239,831	(139,000)		31,050				1,061,020
Utility Collections	899,796	237,062		16,174	15,162	302,023			30,304				1,500,511
Water and Sewer Contracts										5,625,000	5,366,611		10,993,611
Water Distribution	419,584	52,653	89,000	30,000	21,565	199,446	453,517		256,270				1,205,765
Sanitary Sewers	379,586	41,718	80,395	38,500	9,000	125,818	1,000		14,190				932,287
Water and Sewer Operations	616,800	114,520	104,000	33,800	896,215	196,670			2,100				1,968,195
Water and Sewer Engineering	369,762	10,070	150,375	27,500	10,336,085	41,465	614,000		173,682				507,363
Water and Sewer Miscellaneous	136,050	48,450	427,570	165,074	11,342,520	1,147,779	(3,000)		507,586				11,863,607
<b>Subtotal</b>	3,594,332	588,360	260,410	16,000	159,851	90,021	1,000	6,766,806	88,763	5,625,000	5,366,611		29,832,359
<b>DRAINAGE UTILITY FUND</b>													
Other Funds	278,964	54,585	116,927	17,593	3,470,241	191,604	191,944		154,637			585,158	8,301,558
<b>TOTAL FY 2006-07 BUDGET PROGRAM ALLOCATION</b>	38,822,239	4,094,269	2,455,679	2,039,481	25,900,327	11,608,502	6,165,373	63,261,950	4,116,405	5,625,000	5,366,611	15,090,680	184,548,516
<b>PERCENT OF TOTAL 2006-07 BUDGET PROGRAM ALLOCATION</b>	21.04%	2.22%	1.33%	1.11%	14.03%	6.29%	3.34%	34.28%	2.23%	3.05%	2.91%	8.18%	100.00%

**FY 2006-07 MAJOR FUNDS OPERATING BUDGET BY PROGRAM AREA**

<b>ALLOCATION OF FY 2006-07 BUDGET BY PROGRAM AREA - MAJOR FUNDS</b>	<b>PUBLIC WORKS</b>	<b>PUBLIC SAFETY</b>	<b>COMMUNITY SERVICES</b>	<b>ADMIN</b>	<b>AVIATION</b>	<b>TOTAL</b>
<b>GENERAL FUND</b>						
City Council				76,193		76,193
City Manager				412,057		412,057
Emergency Mgmt / Homeland Security				76,996		76,996
Municipal Court				951,762		951,762
Public Information Officer				142,925		142,925
Volunteer Services			134,358			134,358
City Attorney				603,176		603,176
City Secretary				89,440		89,440
Finance				566,974		566,974
Accounting				324,724		324,724
Purchasing				284,353		284,353
Building Services				125,781		125,781
Custodial Services				358,931		358,931
Printing Services				141,619		141,619
EMS Billings & Collections				172,478		172,478
Human Resources				647,452		647,452
Information Technology				756,118		756,118
Permits & Inspections			969,865			969,865
Code Enforcement			527,427			527,427
Library			1,307,127			1,307,127
Golf Course			1,298,214			1,298,214
Golf Course Food & Beverage			176,200			176,200
Parks			2,059,846			2,059,846
Recreation			297,951			297,951
Athletics			333,932			333,932
Cemetery			322,487			322,487
Senior Center			188,281			188,281
Swimming Pools			144,517			144,517
Community Development			258,175			258,175
Home Program			48,651			48,651
Public Works	234,953					234,953
Engineering	250,323					250,323
Traffic	902,586					902,586
Streets	3,128,260					3,128,260
Planning	502,889					502,889
Police - Operations		17,967,391				17,967,391
Animal Control		373,941				373,941
Fire		11,021,438				11,021,438
Non-Departmental				7,447,550		7,447,550
<b>AVIATION FUNDS</b>						
Killeen-Fort Hood Regional Airport					3,055,809	3,055,809
Skylark Field					909,726	909,726
<b>SOLID WASTE FUND</b>						
Residential Services	2,817,065					2,817,065
Commercial Services	1,639,500					1,639,500
Recycling Programs	295,629					295,629
Transfer Station Operations	3,973,289					3,973,289
Mowing Operations	643,104					643,104
Solid Waste Miscellaneous	2,946,673					2,946,673
<b>WATER &amp; SEWER FUND</b>						
Fleet Services	1,061,020					1,061,020
Utility Collections	1,500,511					1,500,511
Water and Sewer Contracts	10,993,611					10,993,611
Water Distribution	1,205,765					1,205,765
Sanitary Sewers	932,287					932,287
Water and Sewer Operations	1,968,195					1,968,195
Water and Sewer Engineering	507,363					507,363
Water and Sewer Miscellaneous	11,663,607					11,663,607
<b>DRAINAGE UTILITY FUND</b>	<b>8,301,558</b>					<b>8,301,558</b>
<b>TOTAL FY 2006-07 BUDGET PROGRAM ALLOCATION</b>	<b>55,468,188</b>	<b>29,362,770</b>	<b>8,067,031</b>	<b>13,178,529</b>	<b>3,965,535</b>	<b>110,042,053</b>
<b>PERCENT OF TOTAL 2006-07 BUDGET PROGRAM ALLOCATION</b>	<b>50.41%</b>	<b>26.68%</b>	<b>7.33%</b>	<b>11.98%</b>	<b>3.60%</b>	<b>100.00%</b>



**GENERAL FUND REVENUES ANALYSIS**

Total General Fund Resources are \$69,277,643. Revenues budgeted for FY 2006-07 represent an increase of 7.3% over the estimated revenues for FY 2005-06 and a 33.1% increase over the 2002-03 actual revenues. The following is a summary of the City's major revenue categories and their revenue assumptions for FY 2006-07.

REVENUE CATEGORY	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 2004-05	ESTIMATED 2005-06	ADOPTED 2006-07	% OF TOTAL ADOPTED
Beginning Fund Balance	\$ 14,535,920	\$ 14,765,969	\$ 14,403,342	\$ 16,939,235	\$ 17,311,713	25.0%
Prior Year Adjustments	\$ 150,968		\$ 634,993			
Property Taxes	\$ 11,793,525	\$ 12,997,032	\$ 13,871,054	\$ 14,862,680	\$ 16,342,416	23.6%
Sales and Occupancy Taxes	13,571,575	14,952,350	16,583,848	17,525,000	18,232,000	26.3%
Franchise Taxes	4,114,950	3,933,838	4,231,604	4,467,800	4,519,600	6.5%
Misc. Revenues	1,890,465	1,581,128	2,369,164	2,497,400	2,420,000	3.5%
Permits and Licenses	913,778	1,069,025	1,182,876	1,473,550	1,173,550	1.7%
Court Fines & Fees	962,830	1,027,804	1,244,649	1,316,209	1,575,685	2.3%
Recreation Revenues	222,018	199,307	193,103	221,750	220,147	0.3%
Interest Earned	382,120	325,146	598,318	1,090,000	1,150,000	1.7%
Golf Course Revenues	929,558	608,998	-	-	1,247,660	1.8%
Intergovernmental	806,994	700,552	383,359	457,409	271,418	0.4%
Transfers-In	3,433,013	3,470,040	4,059,893	4,495,868	4,813,454	6.9%
<b>TOTAL RESOURCES</b>	<b>\$ 53,707,714</b>	<b>\$ 55,631,189</b>	<b>\$ 59,756,203</b>	<b>\$ 65,346,901</b>	<b>\$ 69,277,643</b>	<b>100.0%</b>

- \* Property Tax Revenues are increasing 9.9% over FY 2005-06. This is due to a 15.9% increase in the certified taxable assessed valuation. The increase is attributable to new property additions and increases in appraised valuations.
- \* Revenues from Sales and Occupancy Taxes are budgeted to increase 4% over the FY 2005-06 estimated revenues, which is based on current economic conditions and a forecasted continued area retail growth.
- \* Franchise Tax Revenues for FY 2006-07 show an increase of 1.1% over the prior year. Growth assumptions for FY 2006-07 are moderate due to the FY 2005-06 actual receipts.
- \* Courts Fines and Fees is budgeted to increase 19.7% which is based on current levels of revenue.
- \* Interest Earned is increasing by 5.5% based on anticipated market conditions.
- \* Prior year adjustments to fund balance represent the cancellation of prior year encumbrances, for which the city no longer has a legal obligation or commitment.

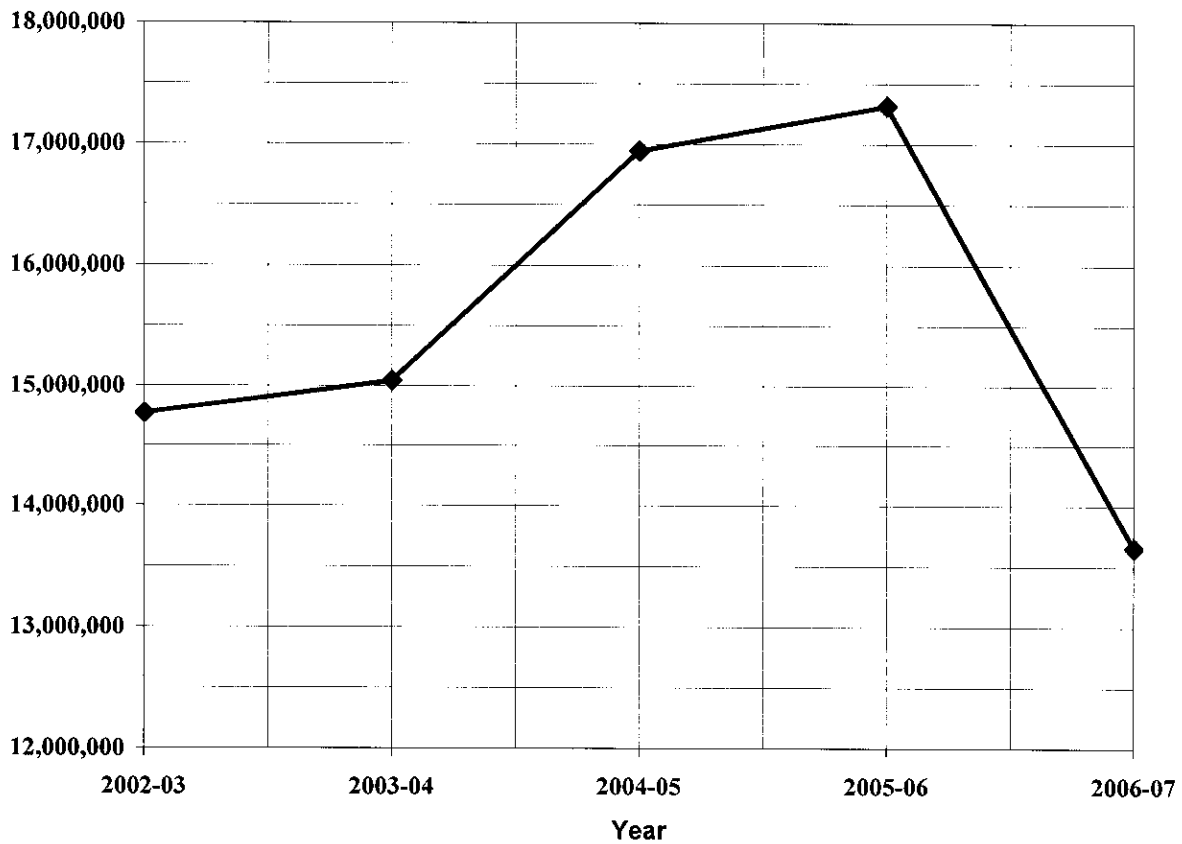
Note: FY 2005-06 represents estimated amounts. FY 2006-07 represents budgeted amounts.

**FUND BALANCES**

Fund balances represent the excess of the assets of a fund over its liabilities, reserves, and encumbrances. The fund balance is a good measure of the fiscal strength and stability of a fund. The City of Killeen, has a fiscal policy requiring the maintenance of adequate fund balances and reserves in the major operating funds. Generally, the policy requires that the fund balances be equal to three-months operating expenditures plus amounts designated as emergency use only reserve funds. For FY 2006-07 the ending fund balance for the general fund is projected to be \$13,650,302 which represents 25% of the adopted expenditures for FY 2006-07.

# GENERAL FUND

**Fund Balance - Five Years**



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

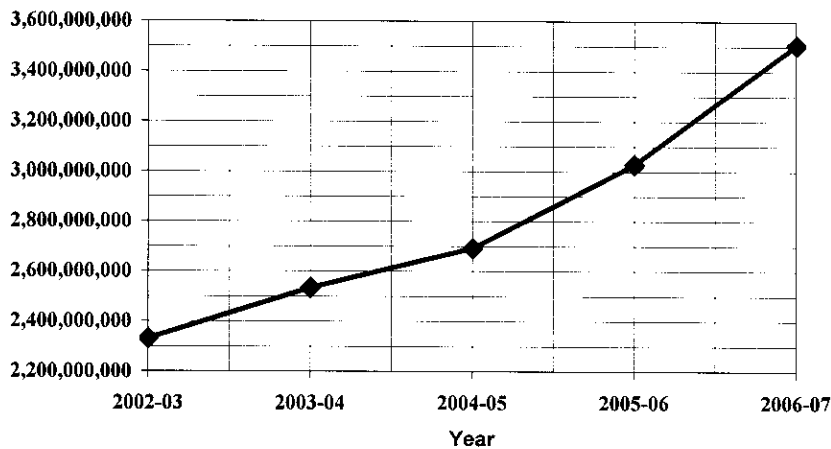


## AD VALOREM TAXES

Ad Valorem Taxes represent 31.4% 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 2006-07 budget is \$3,504,499,234. This value represents an increase of \$478,672,984 or 15.8% over the previous years assessed valuation of \$3,025,826,250. The change in the tax base will generate \$3,178,736 in additional tax revenues. The tax rate for the FY 2006-07 budget is .6950 cents per \$100 of property assessed valuation. The tax rate is distributed .4762 cents, or 68.52%, to the General Fund and .2188 cents, or 31.48% to fund debt service.

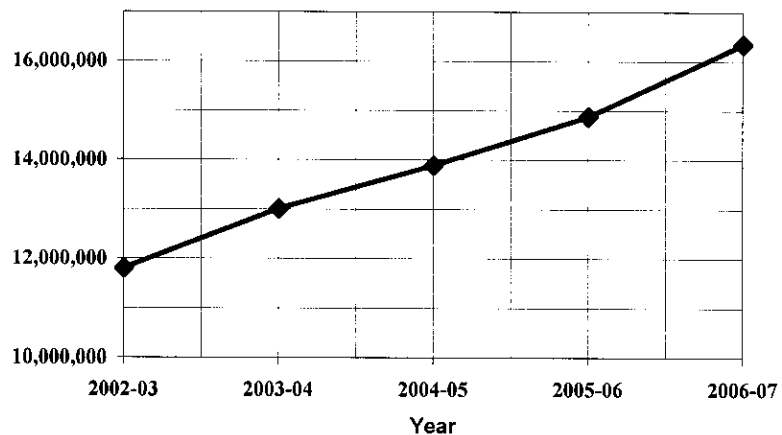
### **GENERAL FUND**

Assessed Property Value - Five Years



### **GENERAL FUND**

Ad Valorem Tax Revenues - Last 5 Years



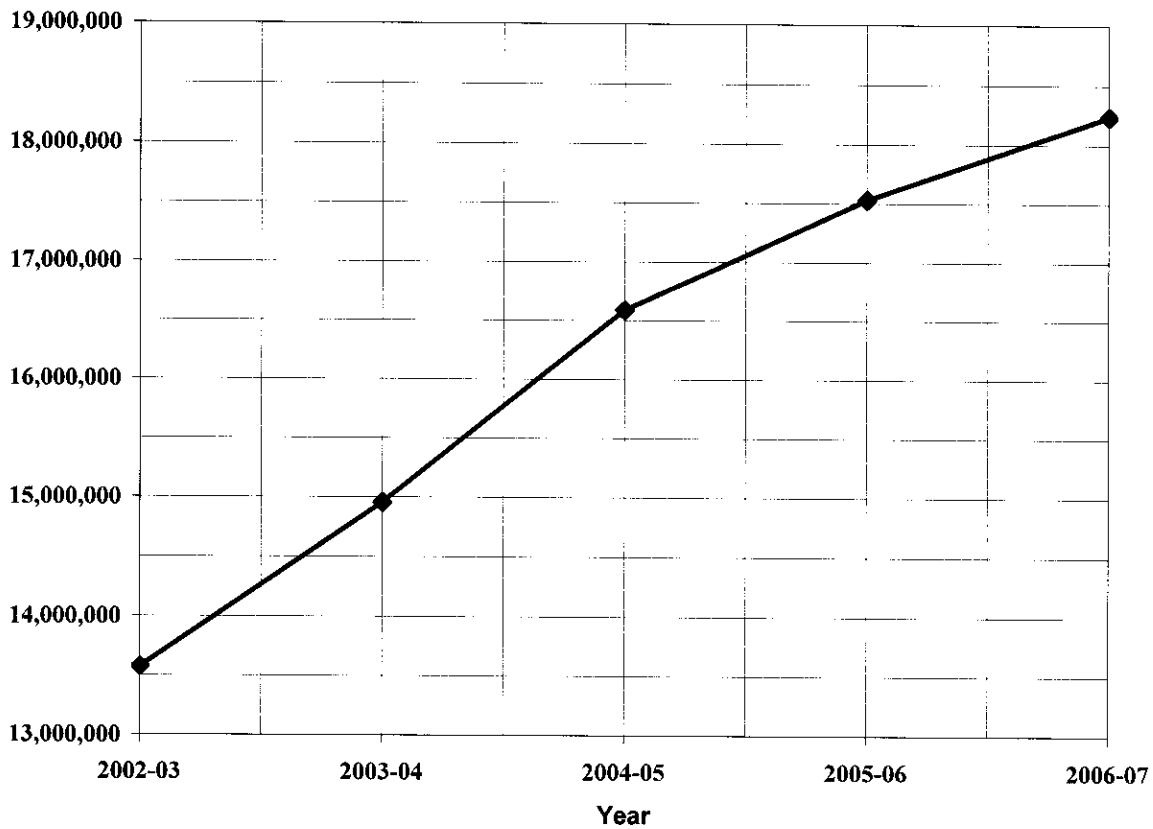
Note: FY 2005-06 represents estimated amounts. FY 2006-07 represents budgeted amounts.

**SALES AND OCCUPANCY TAXES**

The city receives 35% 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 2006-07 is \$18,232,000. This is an increase of 4% over estimated revenues for FY 2005-06. The increase in revenues will be used for operating expenses.

**GENERAL FUND**

**Sales Tax Revenue - Five Years**



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

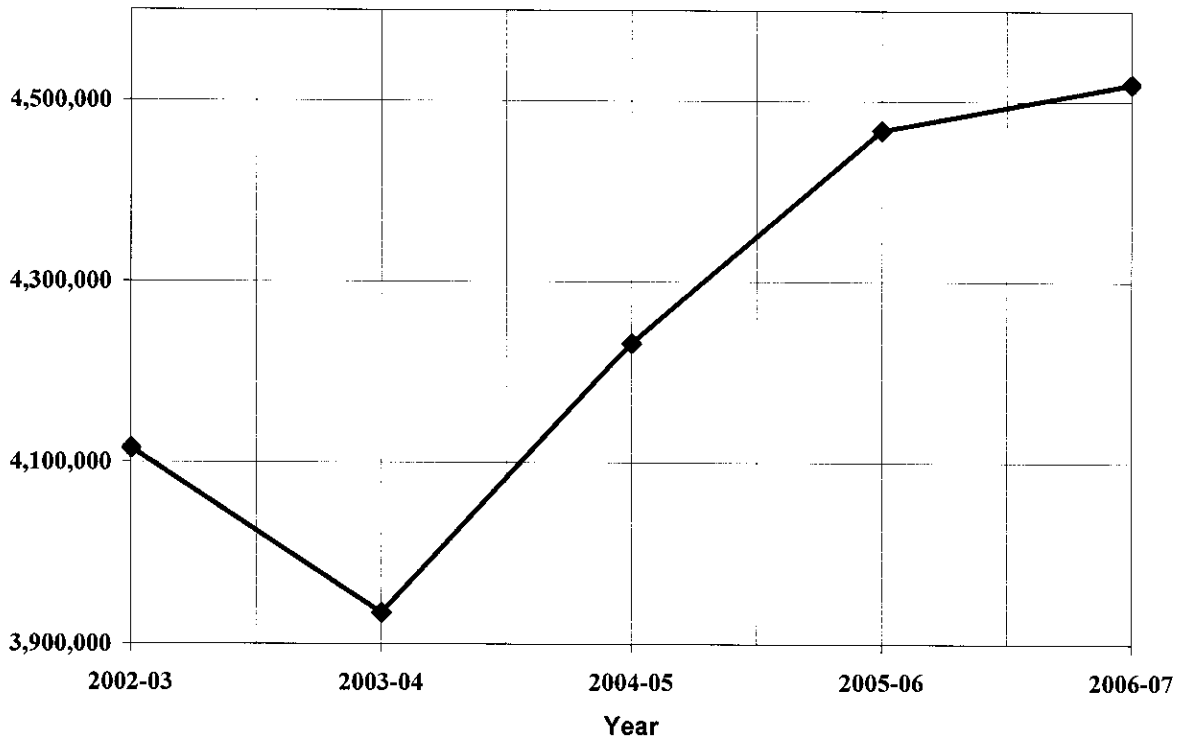


**FRANCHISE TAXES**

The city receives 8.7% 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 2006-07 is \$4,519,600. This is an increase of \$51,800 or 1.2% over the amount estimated in FY 2005-06.

# GENERAL FUND

## Franchise Tax Revenue - Five Years



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

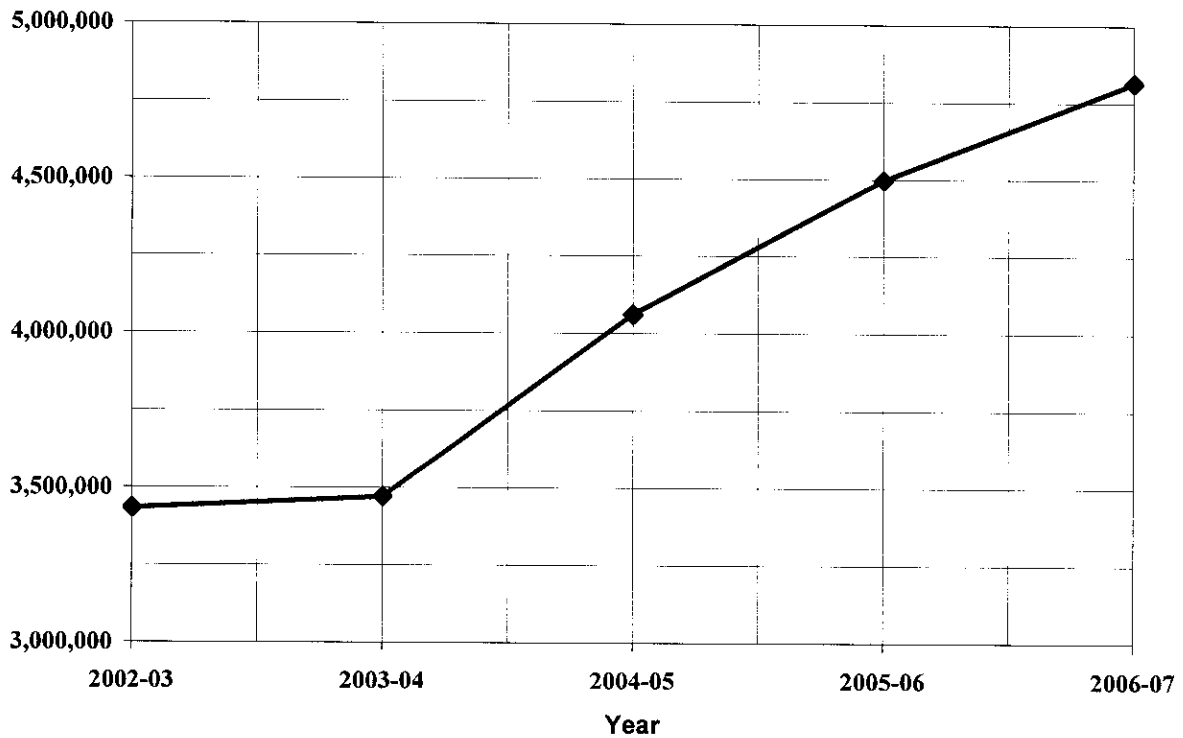
**INDIRECT COST TRANSFERS**

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

Total indirect cost transfers budgeted for FY 2006-07 is \$4,813,454. This is an increase of \$317,586, or 7%, from the estimated 2005-06 amounts. This can be attributed to the substantial growth of the Solid Waste and Water & Sewer Funds.

**GENERAL FUND**

**Total Transfers - Five Years**



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

## **OPERATING TRANSFERS**

The city receives 9.3% of its General Fund revenues from operating transfers. Transfers from the enterprise funds to the General Fund are based on a definite, quantifiable analysis of the costs incurred by those funds. Currently there are three types of transfers from enterprise funds to the General Fund:

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

### **FRANCHISE FEES**

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

Franchise fees for these Enterprise Funds were determined as follows:

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

### **INDIRECT COST ALLOCATIONS**

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

### **BUDGET TRANSFERS**

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



## **EXPENDITURE OBJECT CLASSES**

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

1. Salaries - Salaries object class includes the following accounts: Full Time, Part Time, Overtime, Longevity, Incentive Pay, Assignment, Car Allowance, On-Call, Vacation Buyback, Salary Contra
2. Supplies – Supplies object class includes the following accounts: Office, Postage, Uniforms, Subscriptions, Motor Vehicle, Print, Computer, Fuel, Freight, Food, Minor Tools, Cleaning, Medical and Chemical, Mechanical, Educational, Extinguishing Chemicals, Agricultural, Animal
3. Maintenance – Maintenance object class includes the following accounts: Walks and Drives, Building, Fire Hydrants, Wells, Pump Equipment, Water Main, Fence, Sign and Painting, Tanks, Towers and Reservoirs, Landfill, Sewer, Customer Services, Customer Meters, Street, Bridge, Curb and Gutter, Filter, Storm Sewer, Parks, Ditch
4. Repairs – Repairs object class includes the following accounts: Furniture and Fixtures, Small Equipment, Motor Vehicle, Heating and Air Conditioning, Radio and Communications, Computer Hardware, Computer Software, Machinery, Sound System, Traffic Lights, Dumpster
5. Support Services - Support Services object class includes the following accounts: Telephone, Equipment Rental, Insurance, Other Charges, Professional Services, Legal and Public Notices, Travel and Training, Confidential Expense, Prisoner Support, Public Official and Liability Insurance, Light and Power, Office Space Rental, Computer Rental, Bell County Health Department, Grant to Non-Profit Corporation, Trophies and Awards, Interest and Sinking Fund Transfer, Dues and Memberships, Administrative Transfer, Court Costs, General Fund Franchise Fee Transfer, Claims and Damages, Tap Fees, Industrial Development, Jury Fees
6. Benefits – Benefits object class includes the following accounts: Hospital Insurance, Retirement, Social Security, and Workers Compensation
7. Designated Expenses – Designated Expenses object class includes the following accounts: Cost of Goods Sold, Contract Labor, Rental Purchases, Bank Loan, Reimbursable Expense, Unemployment Reimbursement, Year End Salary Accrual, Contingency, Reserve Appropriation, Fund Balance Reserve, Bell Tax District, Inventory Shortage, Bad Debts, and Collection Expense
8. Capital Improvements – Capital Improvements object class includes the following accounts: Buildings, Bridges, Curb and Gutter, Swimming Pool Equipment, Tanks, Towers and Reservoirs, Storm Sewers, Wells, Pump Equipment, New Streets, Fences, Walks and Drives, Sewer Mains, Water Mains, New Customer Service, New Fire Hydrants, New Customer Meters, Major Machinery, Taxi Ways, Major Equipment
9. Capital Outlay – Capital Outlay object class includes the following accounts: Office Machines and Equipment, Motor Vehicles, Heating and Air Conditioning, New Books, Sound Systems, New Radios, Equipment, Computer Hardware, Computer Software, Furniture and Fixtures, Machinery, Traffic Lights and Signals

## GENERAL FUND EXPENDITURES

Total General Fund expenditures are \$55,627,341. This represents an increase of 15.8% over the FY 2005-06 estimated expenses and a 42.8% increase over the 2002-03 actual expenses.

EXPENDITURES	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 2004-05	ESTIMATED 2005-06	ADOPTED 2006-07	% OF TOTAL
General Government	\$ 9,580,842	\$ 10,445,562	\$ 10,337,279	\$ 11,997,210	\$ 13,178,529	23.7%
Public Safety	19,860,645	21,344,080	23,630,594	26,258,918	29,362,770	52.8%
Public Works	3,509,898	3,692,023	3,939,709	4,235,455	5,019,011	9.0%
Community Development	278,295	281,248	291,202	361,892	306,826	0.6%
Community Services	5,712,065	5,464,934	4,618,184	5,181,713	7,760,205	14.0%
<b>TOTAL</b>	<b>\$ 38,941,745</b>	<b>\$ 41,227,847</b>	<b>\$ 42,816,968</b>	<b>\$ 48,035,188</b>	<b>\$ 55,627,341</b>	<b>100.0%</b>

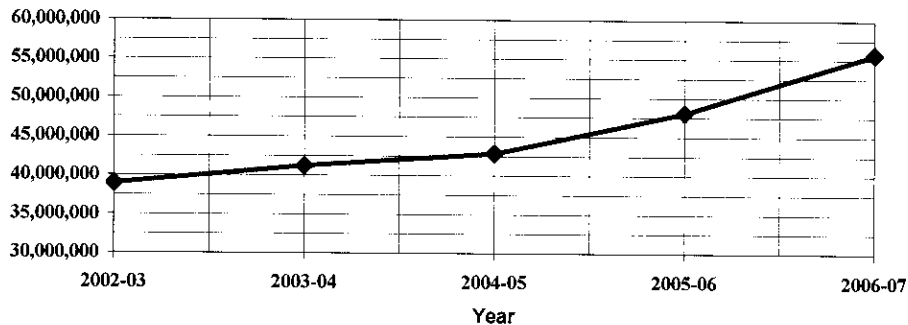
\* The increase in General Government of 9.8% can be attributed to fund transfer increases, the addition of the Emergency Management/Homeland Security Division along with a 4% cost of living pay adjustment.

\* The Public Safety budget is showing a 11.8% increase in the FY 2006-07 budget. This increase results from the addition of 14 police officers and 9 fire prevention officers in the FY 2006-07 budget along with a 4% cost of living adjustment.

\* The increase in Public Works of 18.4% can be attributed to a new traffic signal installation with a camera, replacement fleet in streets, a new planning clerk and a 4% cost of living pay adjustment.

\* The Community Services' budget is increasing 49.7% over the prior year budget primarily due to the golf course and Code Enforcement being included in Community Services and the 4% cost of living adjustment. Organizational structure changes approved for FY 2006-07 impacted the financial presentation. The Golf Course was presented in an enterprise fund in the 2005-06 budget and Code Enforcement was included in Public Safety in the 2005-06 budget.

## GENERAL FUND Expenditures - Five Years



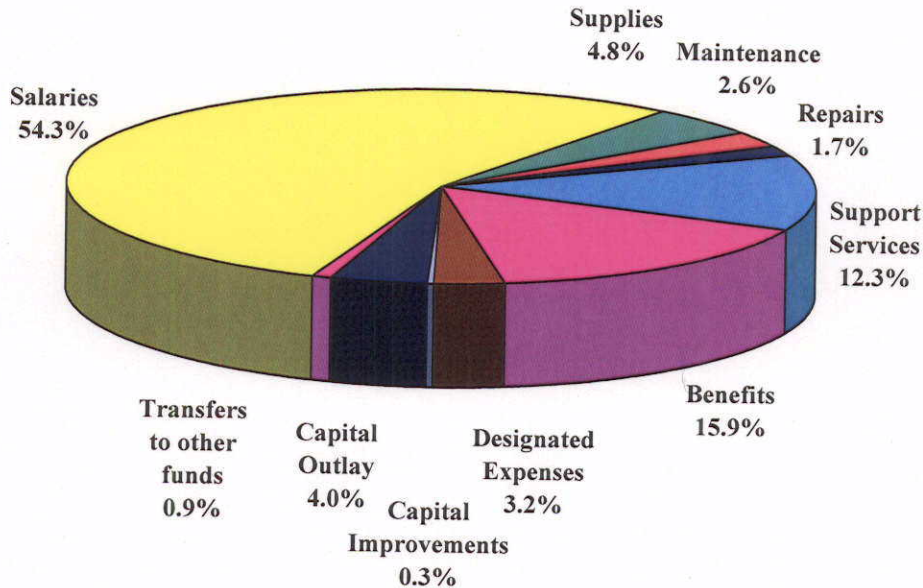
Note: FY 2005-06 represents estimated amounts. FY 2006-07 represents budgeted amounts.

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

	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 2004-05	ESTIMATED 2005-06	ADOPTED 2006-07	% OF TOTAL
Salaries	\$21,463,198	\$22,050,318	\$22,750,833	\$26,088,658	\$30,214,764	54.3%
Supplies	1,768,292	2,031,362	2,163,114	2,382,639	2,671,871	4.8%
Maintenance	1,086,601	1,164,778	1,199,861	1,386,035	1,433,177	2.6%
Repairs	884,028	1,042,956	881,875	943,034	959,634	1.7%
Support Services	4,954,868	5,491,088	6,354,789	6,871,200	6,831,215	12.3%
Benefits	5,814,701	6,231,057	5,865,921	7,351,624	8,839,457	15.9%
Designated Expenses	527,119	645,204	518,177	305,308	1,801,292	3.2%
Capital Improvements	-	-	-	-	160,000	0.3%
Capital Outlay	1,227,938	1,108,610	2,383,753	1,637,863	2,207,506	4.0%
Transfers to other funds	1,215,000	1,462,474	698,645	1,068,827	508,425	0.9%
TOTAL EXPENDITURES	\$38,941,745	\$41,227,847	\$42,816,968	\$48,035,188	\$55,627,341	100.0%

### FY 2006-07 General Fund Expenditures

By Object Class



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



## KILLEEN-FORT HOOD REGIONAL AIRPORT REVENUES ANALYSIS

Total Killeen-Fort Hood Regional Airport fund resources are \$3,978,352. Revenues budgeted for FY 2006-07 represent an increase of 4.5% over the prior years estimated revenues excluding federal and state grants. The 2005-06 budget included Federal Grant receipts attributable to the construction of the new terminal building. The following is a summary of the KFHRA Funds major revenue categories and their revenue assumptions for FY 2006-07.

REVENUE CATEGORY	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 2004-05	ESTIMATED 2005-06	ADOPTED 2006-07	% OF TOTAL ADOPTED
Beginning Fund Balance	\$ -	\$ (2,203,603)	\$ (1,551,415)	\$ 614,655	\$ 944,684	23.7%
Prior Period Adjustment	\$ 280,000	\$ 24,060	\$ 22,058			
Misc. Receipts	\$ -	\$ 879	\$ 3,315	\$ 1,502	\$ 1,800	0.0%
Airport Rent & Concessions	-	70,001	756,284	854,331	876,831	22.0%
Air Carrier Operations	-	6,245	185,959	227,516	301,626	7.6%
Airport Use Fees	-	-	104,326	125,713	138,817	3.5%
Parking Lot Fees	-	22,869	403,161	540,454	634,680	16.0%
Recovery Fees	-	-	176,096	203,257	219,600	5.5%
Fuel Sales	-	27,356	104,001	168,095	240,570	6.0%
Operating Supplies	-	-	53	28	60	0.0%
Into Plane Fees	-	-	249,993	255,686	291,684	7.3%
Interest Earned	-	185	2,621	25,145	28,000	0.7%
Department of Transportation	-	-	-	280,000	-	0.0%
DOT Grant Match	-	-	-	70,000	-	0.0%
Federal Grants and Receipts	11,005,242	17,997,866	6,999,451	11,200,789	-	0.0%
RGAAF Environ Study City Match	-	-	-	-	-	0.0%
Transfer from Bond Fund	169,473	-	600,000	500,000	300,000	7.5%
Transfer from General Fund	-	662,472	-	-	-	0.0%
<b>TOTAL RESOURCES</b>	<b>\$11,454,715</b>	<b>\$16,608,330</b>	<b>\$ 8,055,903</b>	<b>\$ 15,067,171</b>	<b>\$3,978,352</b>	<b>100.0%</b>

\* Airport Rent and Concessions are increasing 2.6% over FY 2005-06. This is due to an increase in the number of enplanements over the course of the fiscal year.

\* Air Carrier Operations are increasing 32.5% over FY 2005-06. This is due to the addition of Allegiant Air in April 2006 and ASA Delta in September 2006. Allegiant Air offers nonstop flights to Las Vegas twice a week. ASA Delta offers daily flights to Atlanta.

\* Airport Use Fees are increasing 10.4% over FY 2005-06. This increase is also due to the addition of Allegiant Air and ASA Delta.

\* Parking Lot Fees are increasing 17.4% over FY 2005-06. This increase is due to the addition of 639 additional parking spaces in September 2006 to meet the demands of two additional air carriers.

\* Fuel Sales are increasing 43.1% over FY 2005-06. This increase is due to the increased cost of fuel as well as the increase in demand due to the addition of two new air carriers.

\* Into Plane Fees are increasing 14% over FY 2005-06. This increase is due to the addition of two new air carriers and the increase in number of flights.

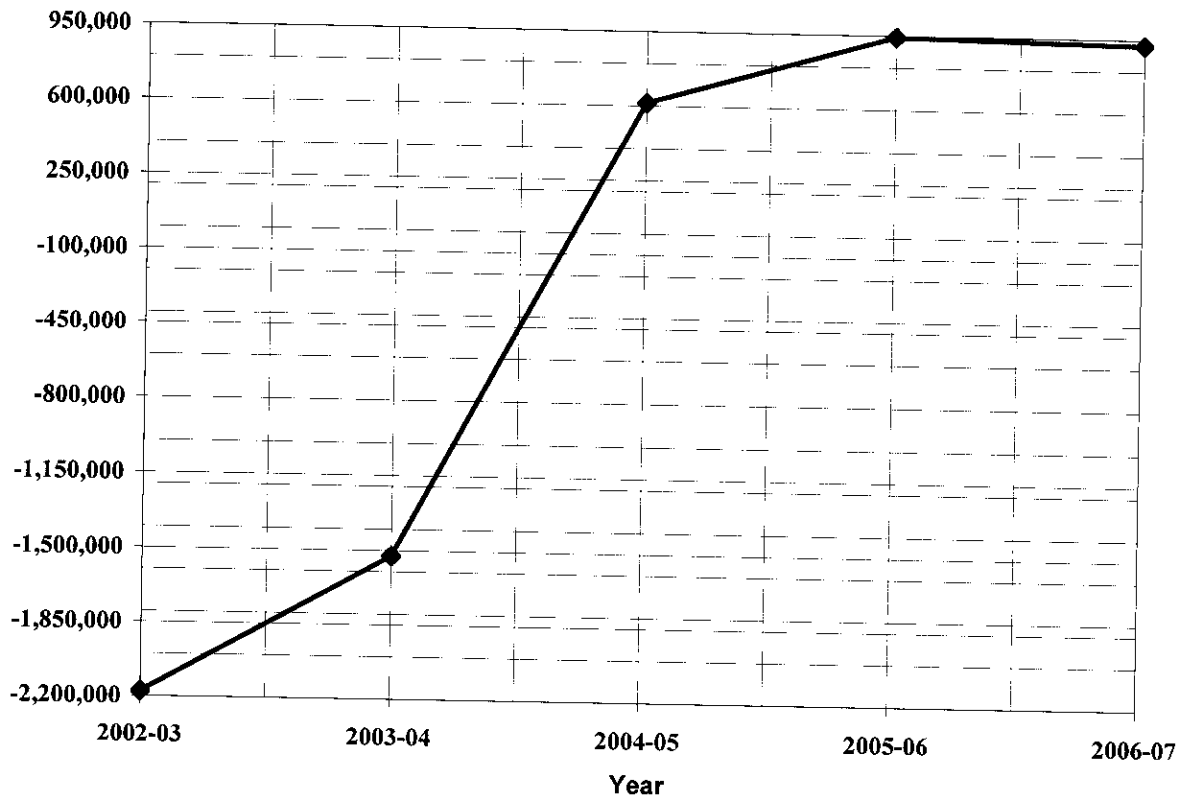
\* Prior year adjustments to fund balance represent the cancellation of prior year encumbrances, for which the city no longer has a legal obligation or commitment.

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

**FUND BALANCES**

Fund balances represent the excess of the assets of a fund over its liabilities, reserves, and encumbrances. The fund balance is a good measure of the fiscal strength and stability of a fund. For FY 2006-07 the ending fund balance for the Killeen-Fort Hood Regional Airport fund is projected to be \$922,543 which represents 30.2% of the adopted expenses for FY 2006-07. Actual ending fund balance for FY 2003-04 and FY 2004-05 were negative due to outstanding grant receivables. Grant amounts were expended in the previous year and collected in the following year.

**KILLEEN-FORT HOOD  
REGIONAL AIRPORT FUND**  
Fund Balance - Five Years



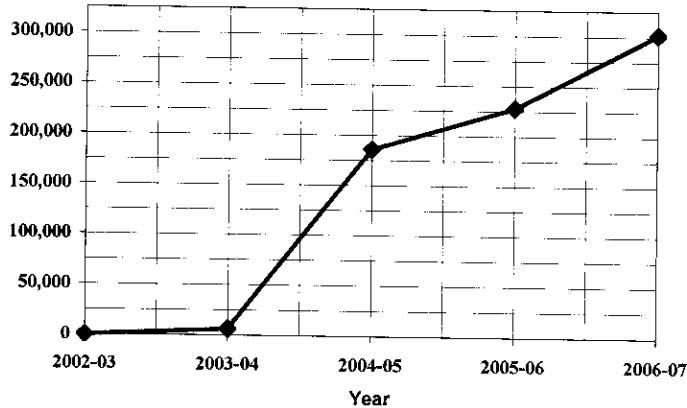
Note: FY 2005-06 represents estimated amounts. FY 2006-07 represents budgeted amounts.

## AIR CARRIER OPERATIONS

The Killeen-Fort Hood Regional Airport receives 9.9% of its revenues from air carrier operations. Air Carrier Operations revenues are received from the leasing of airport space to airline companies that provide flight services to customers. Total revenues budgeted for FY 2006-07 is \$301,626. This is an increase of 32.5% over estimated revenues for FY 2005-06. This increase is primarily due to the addition of two new air carriers.

### **KFHRA FUND**

**Air Carrier Operations - Five Years**

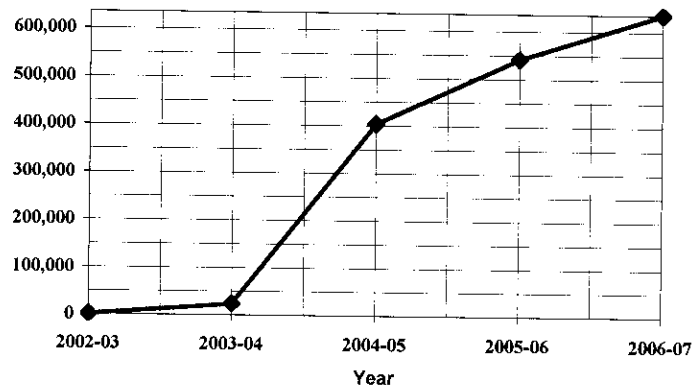


## PARKING LOT FEES

Killeen-Fort Hood Regional Airport receives 20.1% of its revenues from parking lot fees. Parking Lot Fees are charges made to passengers for parking their vehicle at the airport. Parking lot fees budgeted for FY 2006-07 is \$634,680. This is an increase of 17.4% over estimated revenues for FY 2005-06. This increase is primarily due to the expansion of the parking lot.

### **KFHRA FUND**

**Airport Parking Lot Fees - Five Years**



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



## KILLEEN-FORT HOOD REGIONAL AIRPORT FUND EXPENSES

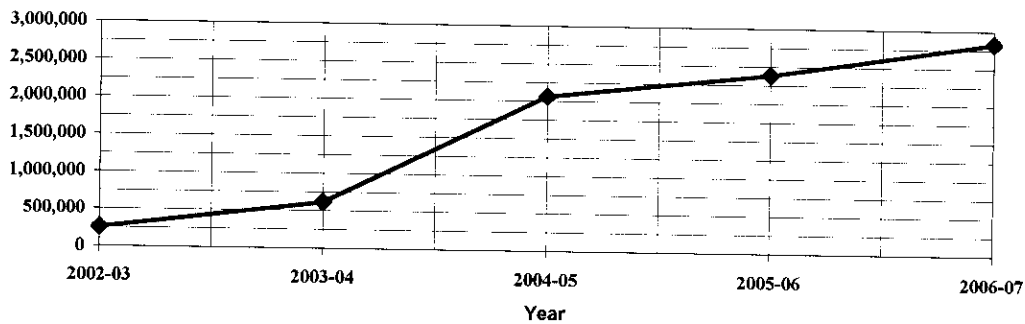
Total Killeen-Fort Hood Regional Airport Fund expenses are \$3,055,809. This represents an increase of 12.9% over the prior years operating budget, which excludes airfield capital improvement projects.

EXPENDITURES	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 2004-05	ESTIMATED 2005-06	ADOPTED 2006-07	% OF TOTAL ADOPTED
Airport Operations	\$ 247,260	\$ 576,705	\$ 1,926,871	\$ 2,280,283	\$ 2,662,645	87.1%
RGAAF Construction	13,408,788	17,553,120	131,334	197,370	232,092	7.6%
Airport Non-Departmental	2,270	29,920	131,468	94,044	161,072	5.3%
Robert Gray Army Airfield Projects	-	-	5,251,575	11,550,790	-	0.0%
<b>TOTAL</b>	<b>\$ 13,658,318</b>	<b>\$ 18,159,745</b>	<b>\$ 7,441,248</b>	<b>\$ 14,122,487</b>	<b>\$ 3,055,809</b>	<b>100.0%</b>

\* The increase in airport operations of 16.8% can be attributed to transfers of two staff members from Skylark Field to KFHRA, security system repair along with a 4% cost of living pay adjustment. The transfer of fiscal accountability for the staff more closely reflects the workload and assignments.

\* The increase in airport non-departmental of 71.2% can be attributed to information technology warranties and maintenance agreements.

### KFHRA FUND Expenses - Five Years



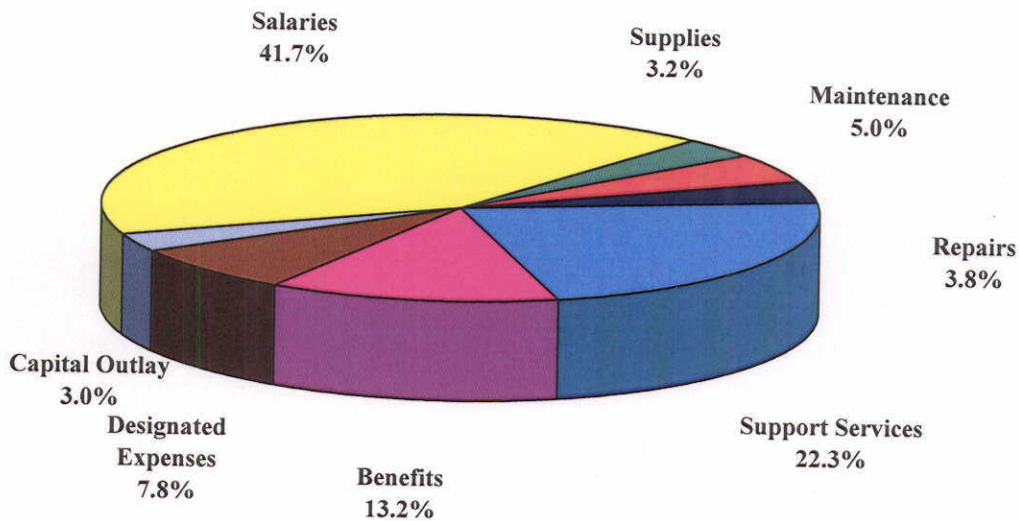
Note: FY 2005-06 represents estimated amounts. FY 2006-07 represents budgeted amounts.

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

EXPENDITURES	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 2004-05	ESTIMATED 2005-06	ADOPTED 2006-07	% OF TOTAL
Salaries	\$ 126,423	\$ 241,218	\$ 961,831	\$ 1,102,715	\$ 1,273,790	41.7%
Supplies	4,490	27,411	90,605	90,007	98,706	3.2%
Maintenance	-	10,855	87,378	61,995	151,295	5.0%
Repairs	313	12,797	34,096	43,528	117,072	3.8%
Support Services	22,117	125,480	440,899	669,632	680,887	22.3%
Benefits	36,522	81,570	316,597	360,815	404,247	13.2%
Designated Expenses	-	32,345	200,458	202,370	237,092	7.8%
Capital Improvements	-	-	-	-	-	0.0%
Capital Outlay	59,665	74,949	57,809	40,635	92,720	3.0%
Projects	13,408,788	17,553,120	5,251,575	11,550,790	-	0.0%
TOTAL EXPENDITURES	\$13,658,318	\$18,159,745	\$ 7,441,248	\$14,122,487	\$ 3,055,809	100.0%

### FY 2006-07 Killeen-Fort Hood Regional Airport Fund Expenses

By Object Class



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

## SKYLARK FIELD FUND REVENUES ANALYSIS

Total Skylark Field fund resources are \$1,250,800. Revenues budgeted for FY 2006-07 represent an increase of 23.3% over the estimated revenues for FY 2005-06 and a 35.8% decrease from the 2002-03 actual revenues. The following is a summary of the Skylark Field Funds major revenue categories and their revenue assumptions for FY 2006-07.

REVENUE CATEGORY	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 2004-05	ESTIMATED 2005-06	ADOPTED 2006-07	% OF TOTAL ADOPTED
Beginning Fund Balance	\$ 544,281	\$ 810,669	\$ 726,790	\$ 802,584	\$ 370,565	29.6%
Prior Period Adjustment		\$ 22,068	\$ 61,192			
Fixed Base Operations	\$ 5,396	\$ 5,827	\$ 12,959	\$ 21,068	\$ 21,700	1.7%
Hangars and Tie downs	80,091	79,987	83,005	86,291	98,035	7.8%
Airport Use Fees	74,070	69,020	10,538	10,141	9,900	0.8%
Fuel Sales	435,788	419,787	429,619	514,698	689,100	55.1%
Airport Rent and Concessions	215,735	191,132	879	-	-	0.0%
Miscellaneous Receipts	6,856	5,271	6,751	500	500	0.0%
Interest Earned	11,346	9,737	24,605	35,000	18,000	1.4%
Air Carrier Operations	108,442	117,092	-	-	-	0.0%
Parking Lot Fees	203,517	189,586				
FAA Grants	90,586	-	-	-	-	0.0%
TXDOT Grants	-	-	21,405	30,000	30,000	2.4%
Transfer from General Fund	135,000	-	-	-	-	0.0%
<b>TOTAL RESOURCES</b>	<b>\$ 1,914,777</b>	<b>\$ 1,923,443</b>	<b>\$ 1,401,362</b>	<b>\$ 1,516,418</b>	<b>\$ 1,250,800</b>	<b>100.0%</b>

\* Hangars and Tie downs are increasing 13.6% over FY 2005-06. This increase is due to the addition of T-hangars at Skylark Field.

\* Fuel Sales are increasing 33.9% over FY 2005-06. This increase is due to the increased cost of fuel as well as the increase in demand due to the addition of two new air carriers.

\* Interest Earnings is decreasing 48.6% from FY 2005-06. This decrease is due to the decrease in fund balance from FY 2005-06 to FY 2006-07.

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

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

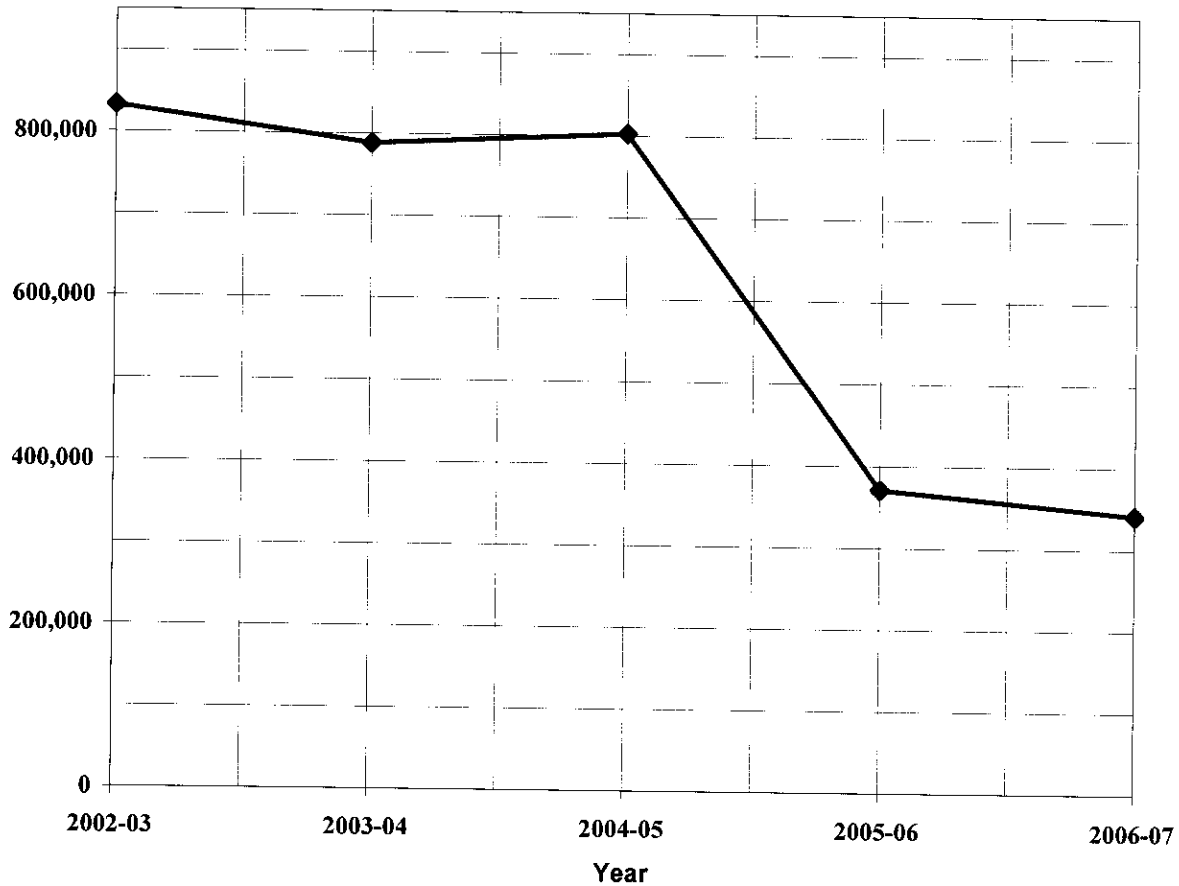


## FUND BALANCES

Fund balances represent the excess of the assets of a fund over its liabilities, reserves, and encumbrances. The fund balance is a good measure of the fiscal strength and stability of a fund. For FY 2006-07 the ending fund balance for the Skylark Field fund is projected to be \$341,074 which represents 37.5% of the adopted expenses for FY 2006-07.

## SKYLARK FIELD FUND

Fund Balance - Five Years



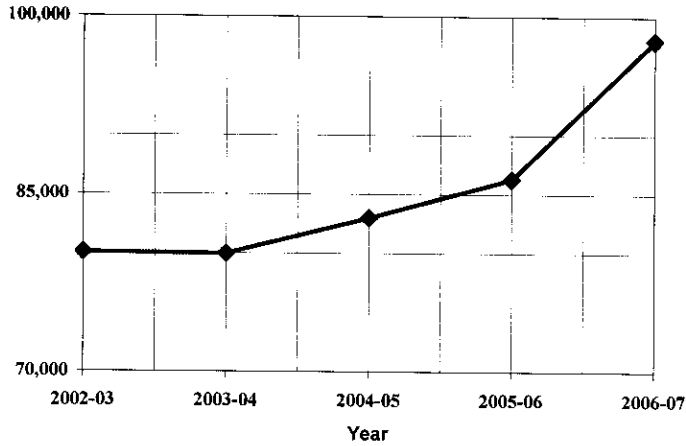
Note: FY 2005-06 represents estimated amounts. FY 2006-07 represents budgeted amounts.

**HANGARS AND TIEDOWNS**

The Skylark Field Fund receives 11.1% of its revenues from hangars and tiedowns. Hangars and Tiedowns revenues are received from individuals who utilize space at the airport for parking and tying down their aircraft. Total revenues budgeted for FY 2006-07 is \$98,035. This is an increase of 13.6% over estimated revenues for FY 2005-06.

**SKYLARK FIELD FUND**

**Hangars and Tiedowns- Five Years**

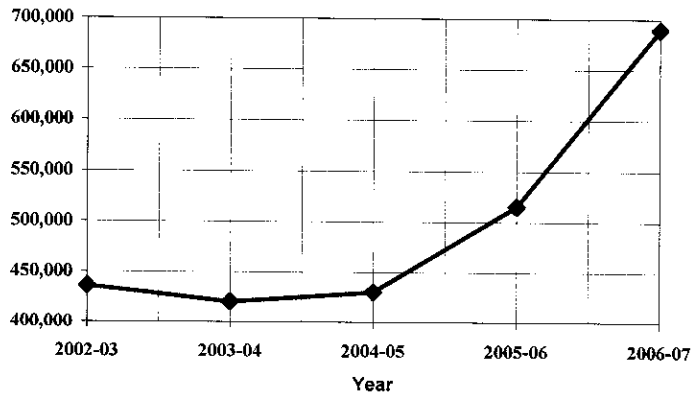


**FUEL SALES**

The Skylark Field Fund receives 78.3% of its revenues from fuel sales. Fuel Sales revenues are received from self-serve fuel services to customers. Total revenues budgeted for FY 2006-07 is \$689,100. This is an increase of 33.9% over estimated revenues for FY 2005-06.

**SKYLARK FIELD FUND**

**Fuel Sales - Five Years**



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

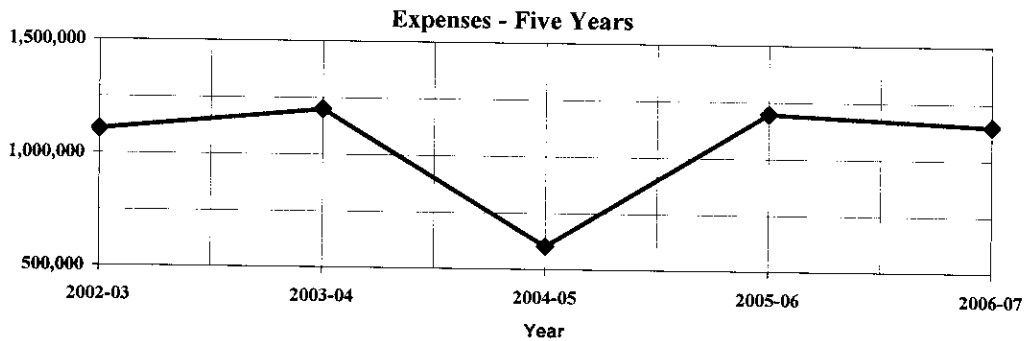
## SKYLARK FIELD FUND EXPENSES

Total Skylark Field Fund expenses are \$1,145,853. This represents a decrease of 4% over the prior years operating budget.

EXPENDITURES	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 2004-05	ESTIMATED 2005-06	ADOPTED 2006-07	% OF TOTAL ADOPTED
Airport Operations	\$ 1,080,311	\$ 1,167,235	\$ 313,463	\$ 296,319	\$ 211,302	23.2%
Cost of Goods Sold	\$ -	\$ -	\$ 330,758	\$ 445,621	\$ 608,500	66.9%
RGAAF Construction	-	-	-	-	-	0.0%
Airport Non-Departmental	23,797	29,418	(45,443)	7,916	14,924	1.6%
Skylark Improvements	-	-	-	395,997	75,000	8.2%
<b>TOTAL</b>	<b>\$ 1,104,108</b>	<b>\$ 1,196,653</b>	<b>\$ 598,778</b>	<b>\$ 1,145,853</b>	<b>\$ 909,726</b>	<b>100.0%</b>

\* The decrease in airport operations of 28.7% can be attributed to transfers of two staff members from Skylark Field to KFHRA. The transfer of fiscal accountability for the staff more closely reflects the workload and assignments.

### SKYLARK FIELD FUND



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

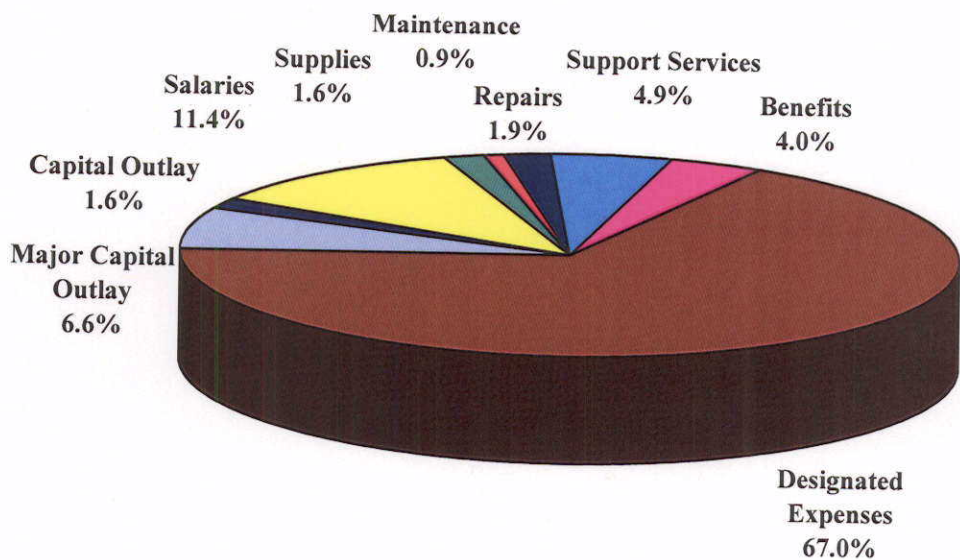


Note: The following table and pie chart depicts expenses for the Skylark Field Fund, by object class.

EXPENDITURES	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 2004-05	ESTIMATED 2005-06	ADOPTED 2006-07	% OF TOTAL
Salaries	\$ 508,493	\$ 523,179	\$ 119,207	\$ 141,426	\$ 103,569	11.4%
Supplies	28,405	24,801	14,333	15,018	14,763	1.6%
Maintenance	32,175	25,055	9,015	9,240	8,600	0.9%
Repairs	32,758	29,895	12,799	18,992	17,604	1.9%
Support Services	137,862	178,787	66,465	65,707	44,268	4.9%
Benefits	153,620	166,258	42,661	49,257	36,422	4.0%
Designated Expenses	206,964	204,246	291,088	446,621	609,500	67.0%
Major Capital Outlay	-	31,498	18,323	380,997	60,000	6.6%
Capital Outlay	3,831	12,934	24,887	3,595	15,000	1.6%
Projects	-	-	-	15,000	-	0.0%
TOTAL EXPENDITURES	\$ 1,104,108	\$ 1,196,653	\$ 598,778	\$ 1,145,853	\$ 909,726	100.0%

### FY 2006-07 Skylark Field Fund Expenses

By Object Class



## SOLID WASTE FUND REVENUES ANALYSIS

Total Solid Waste Fund Resources are \$16,786,055 for FY 2006-07. Revenues budgeted for FY2006-07 represent an increase of 4% over the estimated revenues in FY 2005-06 and a 39% increase over the 2002-03 actual revenues. The following is a summary of the City's major revenue categories and their revenue assumptions for FY 2006-07.

REVENUE CATEGORY	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 2004-05	ESTIMATED 2005-06	ADOPTED 2006-07	% OF TOTAL ADOPTED
Beginning Fund Balance	\$ 3,032,899	\$ 3,782,808	\$ 3,837,282	\$ 4,582,305	\$ 4,923,190	29.3%
Prior Year Adjustment	-	-	206,233	-	-	0.0%
Residential Sanitation Fees	4,223,378	5,096,971	5,391,038	5,900,000	6,149,950	36.6%
Commercial Sanitation Fees	3,747,799	3,987,098	4,232,371	4,455,740	4,678,615	27.9%
Transfer Station Fees	139,803	184,506	246,916	270,000	255,000	1.5%
Dumpster Rentals	255,624	290,609	315,181	355,000	365,000	2.2%
Recycling Fees	32,687	33,416	38,256	38,000	44,500	0.3%
Misc. Recycle Revenue	63,405	86,868	101,930	93,300	104,500	0.6%
Misc. Revenues	19,117	21,466	23,378	78,014	50,300	0.3%
Interest Earned	57,064	59,239	130,979	213,020	215,000	1.3%
<b>TOTAL RESOURCES</b>	<b>\$ 11,571,776</b>	<b>\$ 13,542,981</b>	<b>\$ 14,523,564</b>	<b>\$ 15,985,379</b>	<b>\$ 16,786,055</b>	<b>100.0%</b>

\* Residential Sanitation Fees are budgeted to increase by 4.2% over FY 2005-06 due to a projected increase in residential customers.

\* Revenues for Commercial Sanitation Fees, Transfer Station Fees and Dumpster Rentals are budgeted to increase at a combined rate of 4.3% due to the area growth.

\* Subscription Recycling Fees are budgeted to increase by 17.1% which is based on FY 2005-06 projected revenues.

Miscellaneous Recycling Revenues including tire disposal fees, sale of metals, sale of paper products and other recycling revenues also show a budgeted increase of 12.0%.

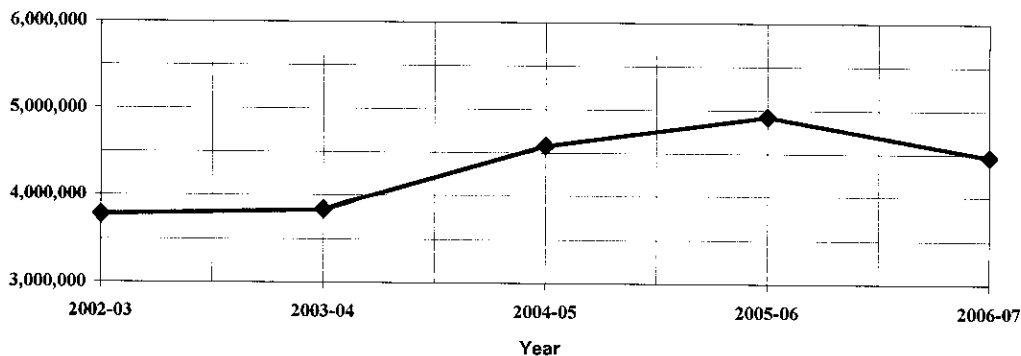
\* Miscellaneous Revenues which include equipment sales, public scale fees and other miscellaneous revenues show a decrease of 35.5% due to a greater amount of equipment sales occurring in FY 2005-06.

\* Prior Year Adjustment to fund balance represents the cancellation of prior year encumbrances, for which the City no longer has a legal obligation or commitment.

\* For FY 2005-06 the Ending Fund Balance is projected to be \$4,923,190. Since FY 2001-02 the Solid Waste Ending Fund Balance has increased 62.3%.

## SOLID WASTE FUND

### Ending Fund Balance - Five Years



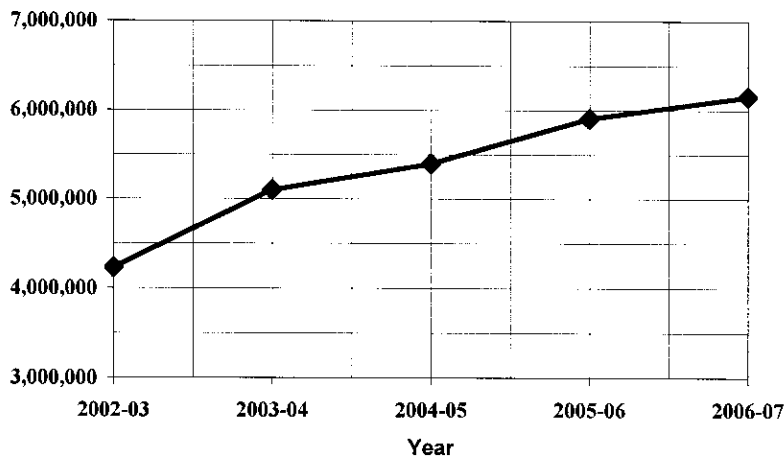
Note: FY 2005-06 represents estimated amounts. FY 2006-07 represents budgeted amounts.

## SOLID WASTE RESIDENTIAL AND COMMERCIAL SANITATION FEE REVENUE

Residential Sanitation Fees represent 51.8% and Commercial Sanitation Fees represent 39.4% of the fiscal year 2006-07 budget for Solid Waste Fund revenues. The city provides solid waste services to residential and commercial customers for a specific fee depending on the level of service. These fees are adopted by City Council during each budget process. There were no fee increases in the FY 2006-07 adopted budget.

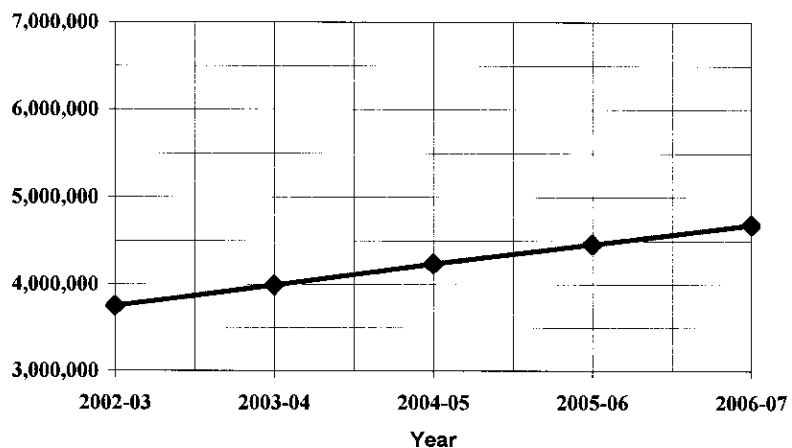
### **SOLID WASTE FUND**

**Residential Sanitation Fees - 5 Years**



### **SOLID WASTE FUND**

**Commercial Sanitation Fees - 5 Years**



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



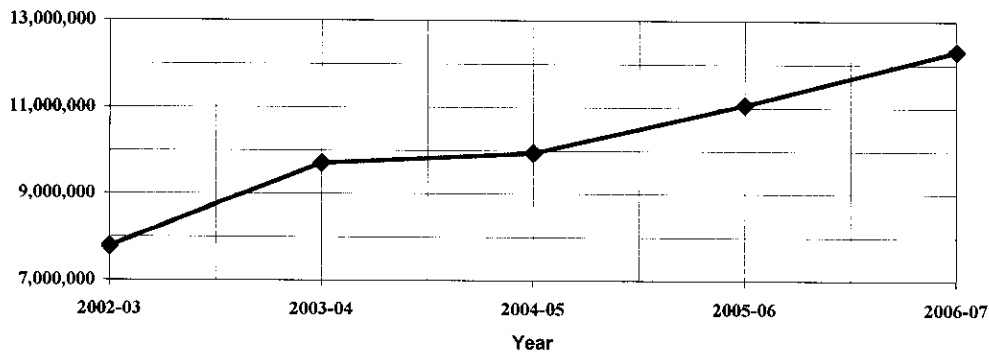
## SOLID WASTE FUND EXPENSES ANALYSIS

Total Solid Waste Fund expenses are \$12,315,260 for FY 2006-07. This represents an increase of 11% over the FY 2005-06 estimated expenses and a 58% increase over the 2002-03 actual expenses.

EXPENSES	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 2004-05	ESTIMATED 2005-06	ADOPTED 2006-07	% OF TOTAL ADOPTED
Code Enforcement	\$ 56,864	\$ 43,886	\$ 44,082	\$ -	\$ -	0.0%
Residential Operations	1,836,888	2,404,363	2,705,752	2,372,672	2,817,065	22.9%
Commercial Operations	1,070,909	1,558,679	1,533,888	1,661,527	1,639,500	13.3%
Recycling Program	221,960	243,276	276,614	262,998	295,629	2.4%
Transfer Station	2,640,374	3,380,690	3,112,537	3,355,758	3,973,289	32.3%
Mowing	-	-	-	383,728	643,104	5.2%
Debt Service	366,152	460,799	441,222	895,658	737,000	6.0%
Miscellaneous	366,156	355,180	343,125	539,965	442,922	3.6%
Transfers	1,229,665	1,258,826	1,484,039	1,589,883	1,766,751	14.3%
<b>TOTAL EXPENSES</b>	<b>\$ 7,788,968</b>	<b>\$ 9,705,699</b>	<b>\$ 9,941,259</b>	<b>\$ 11,062,189</b>	<b>\$ 12,315,260</b>	<b>100.0%</b>

- \* Code Enforcement operations were budgeted in the Solid Waste fund in fiscal years 2002-03 through 2004-05. Beginning in FY 2005-06, financial reporting for those operations were transferred to the General Fund.
- \* Residential Operations are budgeted to increase 18.7% which is primarily due to budgeting scheduled replacements of heavy equipment and fleet. In FY 2005-06, heavy equipment replacements for Solid Waste were funded from a certificate of obligation, rather than the operating fund.
- \* Commercial Operations reflects a small decrease of 1.3%, attributable to a reduction in budgeted capital outlay.
- \* There is an increase in the Recycling Program of 12.4% over the estimated expenses in FY 2005-06, due to normal increases in salaries, benefits, and operations costs.
- \* The Transfer Stations budget increased 18.4% over the prior year estimated expenses. This is primarily due to an increase in rates established by a contract with an outside vendor for refuse transportation and disposal.
- \* The Mowing division is budgeted to increase 67.6% due to fleet and equipment replacements. The Mowing Program was a startup program in FY 2005-06 and this will be its second year of operations.
- \* The Debt Service budget is decreasing 17.7% due to a debt issuance maturing in FY 2005-06.
- \* The decrease in the Miscellaneous budget of 18.0% is primarily due to a non-recurring cost for a photographic overflight in FY 2005-06.
- \* The budgeted increase in Transfers is 11.1% to cover Indirect Costs and Franchise Fee costs.

### SOLID WASTE FUND Expenses - Five Years



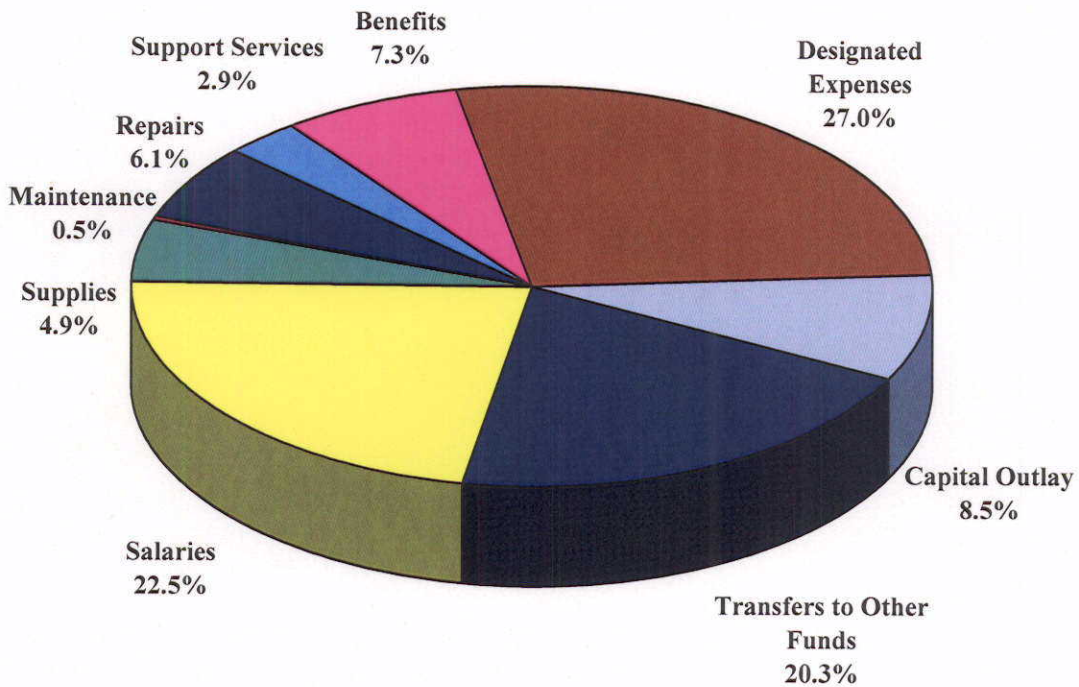
Note: FY 2005-06 represents estimated amounts. FY 2006-07 represents budgeted amounts.

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

EXPENSES	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 2004-05	ESTIMATED 2005-06	ADOPTED 2006-07	% OF TOTAL ADOPTED
Salaries	\$ 2,004,776	\$ 2,132,685	\$ 2,151,956	\$ 2,397,574	\$ 2,772,501	22.5%
Supplies	235,396	285,970	366,532	534,378	598,935	4.9%
Maintenance	78,737	619,644	32,190	39,083	57,700	0.5%
Repairs	475,457	612,567	581,437	810,635	746,504	6.1%
Support Services	378,927	332,157	318,803	477,984	361,169	2.9%
Benefits	661,632	716,675	682,740	776,172	898,972	7.3%
Designated Expenses	2,292,541	2,685,987	2,957,328	2,814,985	3,327,545	27.0%
Capital Outlay	307,157	934,121	1,240,234	728,337	1,050,183	8.5%
Transfers to Other Funds	1,354,345	1,385,893	1,610,039	2,483,041	2,501,751	20.3%
TOTAL EXPENSES	\$ 7,788,968	\$ 9,705,699	\$ 9,941,259	\$ 11,062,189	\$ 12,315,260	100.0%

### FY 2006-07 Solid Waste Fund Expenses

#### By Object Class



## WATER & SEWER FUND REVENUES ANALYSIS

Total Water & Sewer Fund Resources are \$43,757,462. Revenues budgeted for FY2006-07 represent an increase of 3% from the estimated revenues in FY 2005-06 and an increase of 32% over the 2002-03 actual revenues. The following is a summary of the City's major revenue categories and their revenue assumptions for FY 2006-07.

REVENUE CATEGORY	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 2004-05	ESTIMATED 2005-06	ADOPTED 2006-07	% OF TOTAL ADOPTED
Beginning Fund Balance	\$ 13,901,768	\$ 16,621,771	\$ 17,387,376	\$ 18,007,370	\$ 16,931,562	38.7%
Prior Year Adjustment	-	-	239,879	-	-	0.0%
Sale of Water	9,076,683	8,598,684	11,424,289	11,750,000	12,690,000	29.0%
Sewer Fees Collected	8,814,994	8,937,118	10,504,694	10,750,000	11,578,400	26.5%
Water & Sewer Taps	910,349	1,109,663	1,352,259	1,600,000	650,000	1.5%
Delinquent Penalty	425,045	430,195	474,885	486,000	425,000	1.0%
Misc. Revenues	719,429	651,646	736,793	684,604	682,500	1.6%
Interest Earned	291,140	274,354	423,975	750,000	800,000	1.8%
Transfers-In	64,407	-	6,985	17,053	-	0.0%
<b>TOTAL RESOURCES</b>	<b>\$ 34,203,815</b>	<b>\$ 36,623,431</b>	<b>\$ 42,551,135</b>	<b>\$ 44,045,027</b>	<b>\$ 43,757,462</b>	<b>100.0%</b>

\* Sale of Water is budgeted to increase by 8.0% over FY 2005-06. This is based on a rate increase that was adopted in the FY 2006-07 budget.

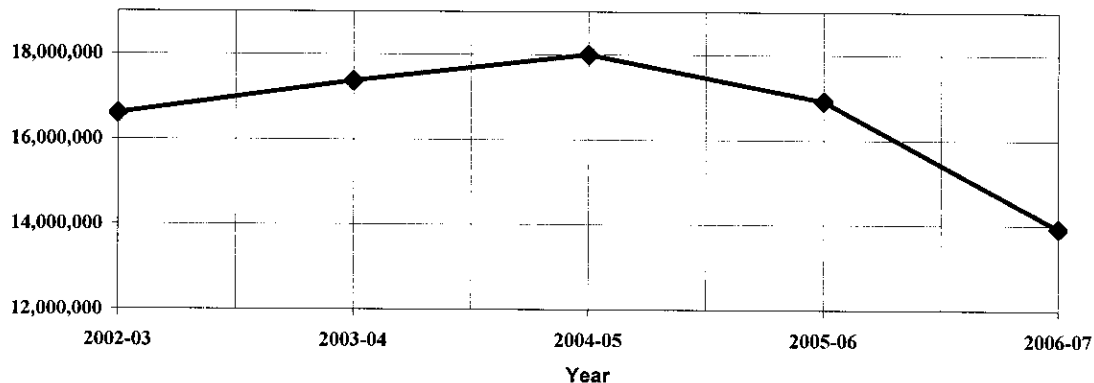
\* Revenues from Sewer Fees Collected is budgeted to increase 7.7%. This increase is due to a change in the rate structure which goes into effect at the start of the 2006-07 fiscal year.

\* Water & Sewer Taps, Delinquent Penalties and Miscellaneous Revenues all are conservatively budgeted below 2005-06 estimated expenses.

\* Prior Year Adjustment to fund balance represents the cancellation of prior year encumbrances, for which the City no longer has a legal obligation or commitment.

\* For FY 2005-06 the Ending Fund Balance for the Water and Sewer fund is projected to be \$16,931,562. Since FY 2001-02 the Water and Sewer Ending Fund Balance has decreased 21.8%.

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



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

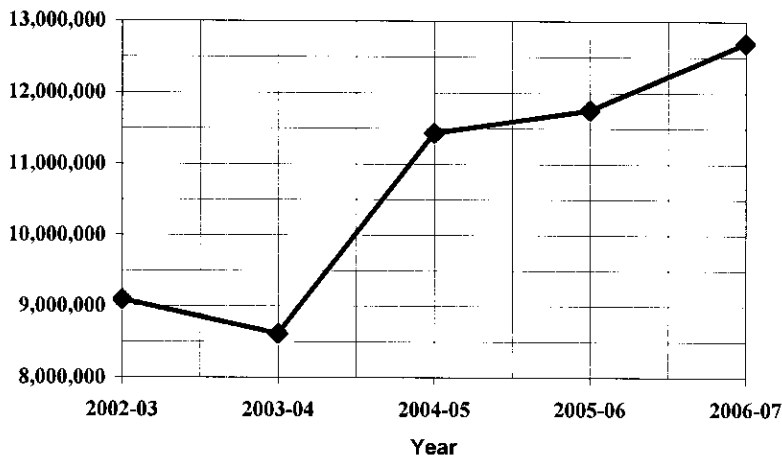


## WATER AND SEWER REVENUE FOR THE SALE OF WATER AND SEWER FEES

Sale of Water Revenue represents 47.3% and Sewer Fee Revenue represents 43.2% of the fiscal year 2006-07 budget for Water and Sewer Fund revenues. The city provides water and sewer services to residential and commercial customers for specific fees depending on the water usage and the type of service. These fees are adopted by City Council during each budget process. There is an 8% fee increase for both water and sewer services in the FY 2006-07 adopted budget which will help fund increases in budgeted expenditures for operations and the debt service requirements for a planned revenue bond issuance approved in the FY 2006-07 adopted budget.

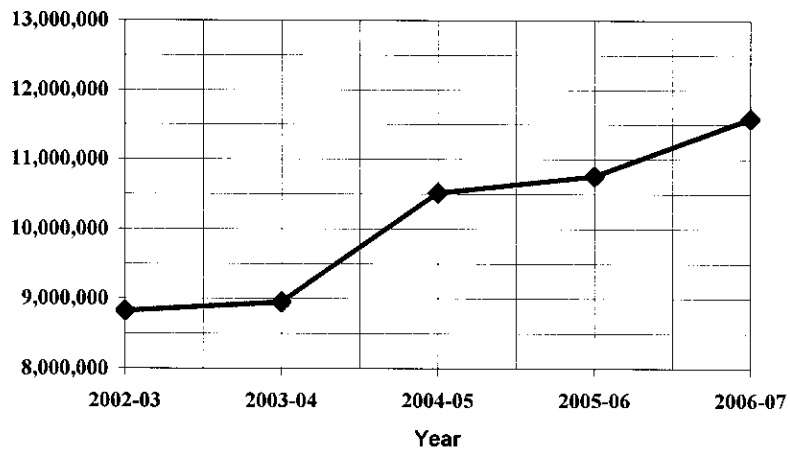
### WATER & SEWER FUND

Sale of Water - 5 Years



### WATER & SEWER FUND

Sewer Fees - 5 Years



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

## WATER & SEWER FUND EXPENSES ANALYSIS

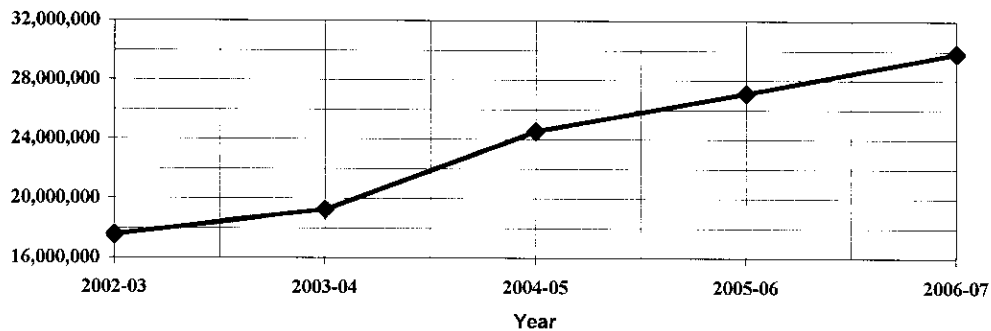
Total Water and Sewer Fund expenses are \$29,832,359. This represents an increase of 10% over the FY 2005-06 estimated expenses and a 70% increase over the FY 2002-03 actual expenses.

EXPENSES	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 2004-05	ESTIMATED 2005-06	ADOPTED 2006-07	% OF TOTAL ADOPTED
Fleet Services	\$ 622,406	\$ 732,510	\$ 757,482	\$ 890,325	\$ 1,061,020	3.6%
Utility Collections	1,142,228	1,174,125	1,242,833	1,449,999	1,500,511	5.0%
W&S Contracts	5,300,783	5,953,715	8,454,802	9,881,803	10,993,611	36.9%
Water Distribution	980,760	995,845	908,043	1,236,055	1,205,765	4.0%
Sanitary Sewers	568,271	632,157	733,353	667,593	932,287	3.1%
W&S Operations	1,546,585	1,541,710	1,663,282	2,426,845	1,968,195	6.6%
W&S Engineering	-	-	-	-	507,363	1.7%
W&S Projects	106,169	300,609	927,506	1,096,835	614,000	2.1%
Debt Service	4,120,491	4,467,035	5,966,157	5,057,466	6,307,762	21.1%
Miscellaneous	1,139,228	1,227,135	1,331,662	1,613,369	1,712,837	5.7%
Transfers	2,055,123	2,211,214	2,558,645	2,793,175	3,029,008	10.2%
<b>TOTAL EXPENSES</b>	<b>\$17,582,044</b>	<b>\$19,236,055</b>	<b>\$24,543,765</b>	<b>\$27,113,465</b>	<b>\$29,832,359</b>	<b>100.0%</b>

- \* Fleet Services represents 3.6% of the Water and Sewer budget for FY 2006-07 with a 19.2% increase over FY 2005-06. The increase is primarily due to the addition of three (3) personnel.
- \* The Utility Collections budget reflects a 3.5% increase in the FY 2006-07 budget.
- \* The Water and Sewer Contracts budget is increasing 11.3% over the prior year estimated expenses, attributable to higher Water District rates for water purchase and wastewater treatment and increased demand due to area growth.
- \* Water Distribution is decreasing 2.5% primarily from a reduction in their capital outlay budget.
- \* Sanitary Sewers is increasing 39.6% due to replacement fleet and equipment budgeted in FY 2006-07.
- \* The Water & Sewer Operations budget is decreasing 18.9%. This is due to the transfer of Engineering personnel to a new division beginning in FY 2006-07.
- \* Water and Sewer Projects are decreasing by 44.0% due to the completion of existing projects.
- \* The increase in Debt Service of 24.7% is due to the new debt issuance proposed in the FY 2006-07 budget.
- \* Miscellaneous expenses are increasing 6.2% for industrial development costs and operation costs related to the new utility collections building.
- \* The budgeted increase in Transfers is 8.4% to cover Indirect Costs and Franchise Fee costs.

## WATER & SEWER FUND

Expenses - Five Years

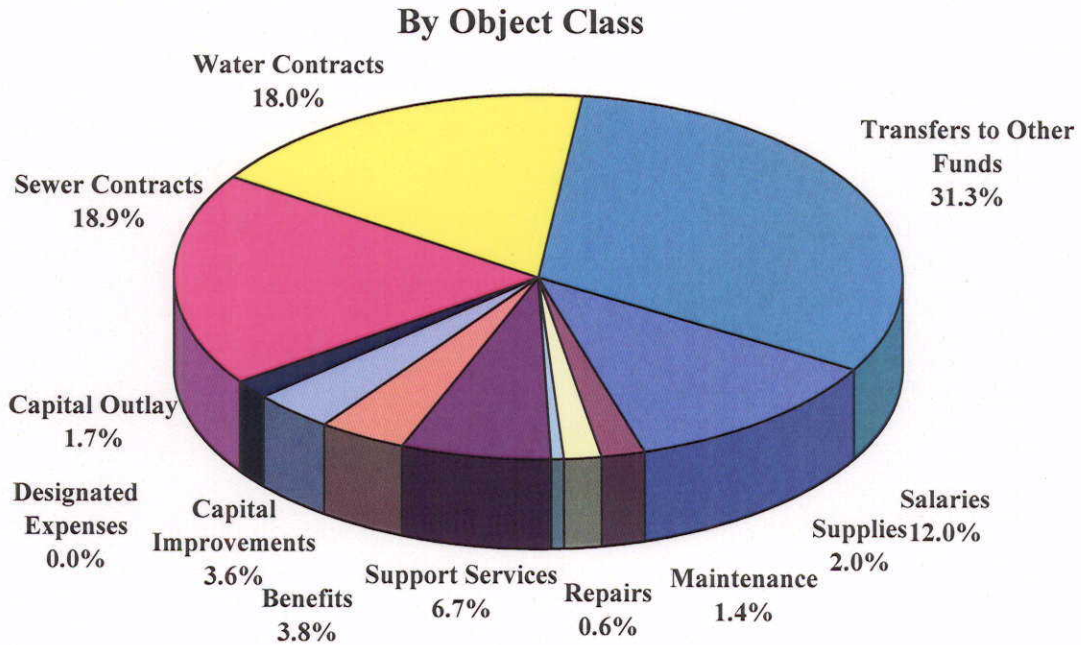


Note: FY 2005-06 represents estimated amounts. FY 2006-07 represents budgeted amounts.

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

EXPENSES	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 2004-05	ESTIMATED 2005-06	ADOPTED 2006-07	% OF TOTAL ADOPTED
Salaries	\$ 2,585,362	\$ 2,609,470	\$ 2,707,725	\$ 3,165,051	\$ 3,594,332	12.0%
Supplies	422,563	431,736	464,593	528,772	588,360	2.0%
Maintenance	402,786	494,611	435,006	457,726	427,570	1.4%
Repairs	118,959	132,991	143,488	163,341	165,074	0.6%
Support Services	1,181,739	1,267,903	1,574,701	2,021,925	2,005,750	6.7%
Benefits	815,611	838,890	870,021	996,403	1,147,779	3.8%
Designated Expenses	(64,935)	(69,351)	(113,581)	(29,000)	(3,000)	0.0%
Capital Improvements	314,269	545,123	1,118,898	1,388,340	1,068,517	3.6%
Capital Outlay	329,294	352,719	363,310	688,463	507,596	1.7%
Sewer Contracts	2,291,587	2,831,682	4,925,887	5,385,000	5,625,000	18.9%
Water Contracts	3,009,195	3,122,032	3,528,915	4,496,803	5,368,611	18.0%
Transfers to Other Funds	6,175,614	6,678,249	8,524,802	7,850,641	9,336,770	31.3%
TOTAL EXPENSES	\$ 17,582,044	\$ 19,236,055	\$ 24,543,765	\$ 27,113,465	\$ 29,832,359	100.0%

### FY 2006-07 Water & Sewer Fund Expenses





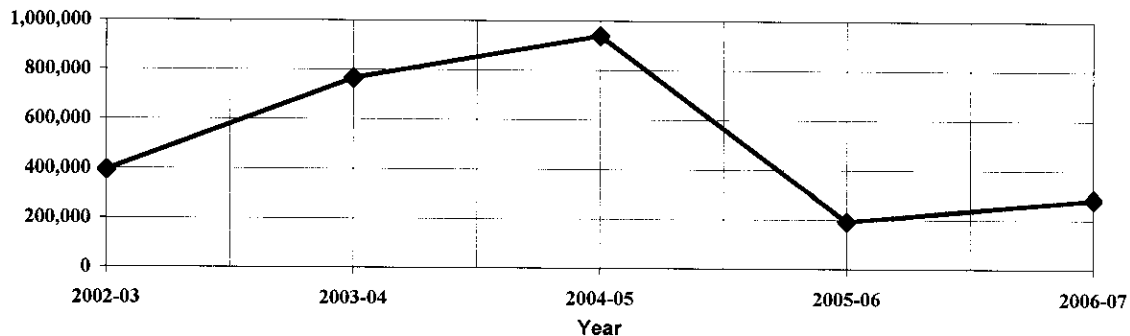
## DRAINAGE UTILITY FUND REVENUES ANALYSIS

Total Drainage Utility Fund Resources are \$8,582,421. Resources of \$6,110,740 is related to bond proceeds that are reserved for Major Drainage Projects which allows for available operating resources of \$2,471,681. Revenues budgeted for FY2006-07 reflect an increase of 31% over the estimated operating revenues in FY 2005-06 and a 202% increase over the 2002-03 actual operating revenues. The following is a summary of the City's major revenue categories and their revenue assumptions for FY 2006-07.

REVENUE CATEGORY	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 2004-05	ESTIMATED 2005-06	ADOPTED 2006-07	% OF TOTAL ADOPTED
Beginning Fund Balance	\$ 215,838	\$ 393,932	\$ 766,612	\$ 940,832	\$ 6,302,517	73.4%
Prior Year Adjustment	-	-	11,795	-	-	0.0%
Residential Storm Water Fees	637,425	659,269	701,144	1,260,000	1,720,300	20.0%
Commercial Storm Water Fees	113,393	114,650	125,081	370,000	399,604	4.7%
Interest Earned	4,210	6,536	25,899	110,000	160,000	1.9%
Sale of Bonds	-	-	-	8,000,000	-	0.0%
Miscellaneous Revenue	-	-	-	-	-	0.0%
<b>TOTAL RESOURCES</b>	<b>\$ 970,866</b>	<b>\$ 1,174,387</b>	<b>\$ 1,630,531</b>	<b>\$ 10,680,832</b>	<b>\$ 8,582,421</b>	<b>100.0%</b>

- \* Residential Storm Water Fees is budgeted to increase by 36.5% from FY 2005-06 due to a projected increase in residential customers along with an increased drainage fee for single-family, duplex and multi-family residential properties.
- \* Commercial Storm Water Fees is budgeted to increase 8.0% due to a rate increase for all commercial accounts.
- \* FY 2006-07 Interest Earned is increasing 45.5% due to an increase in cash available for investment. Drainage bonds were received at the end of the third quarter in FY 2005-06 and are deposited in interest bearing accounts until expended for major capital projects.
- \* Prior Year Adjustment to fund balance represents the cancellation of prior year encumbrances, for which the City no longer has a legal obligation or commitment.
- \* The ending fund balance for FY 2005-06 is projected to be \$6,302,517. This includes \$6,110,740 of bond proceeds reserved for Major Drainage Projects. Excluding the fund balance reserved for major projects, the ending fund balance is \$191,777 which represents a drawdown since fiscal year 2001-02. The drawdown in reserves is being used to fund increasing operations and services for stormwater improvements, repairs and maintenance.

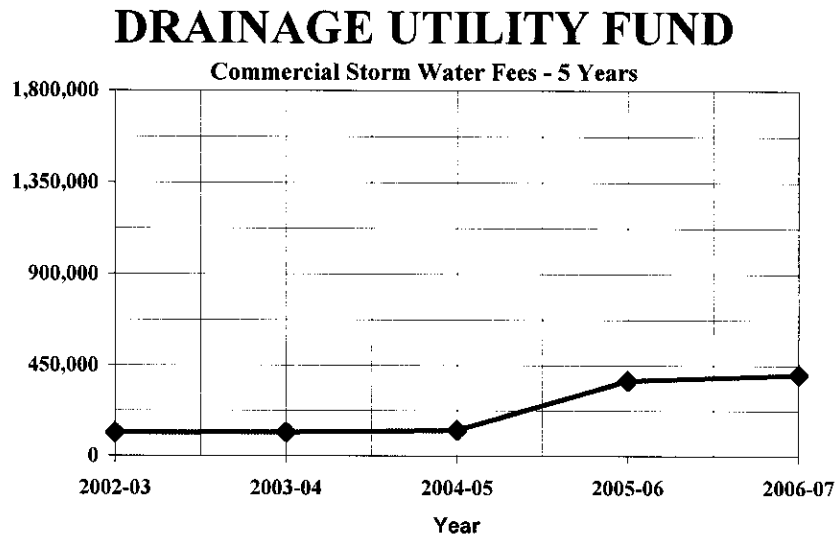
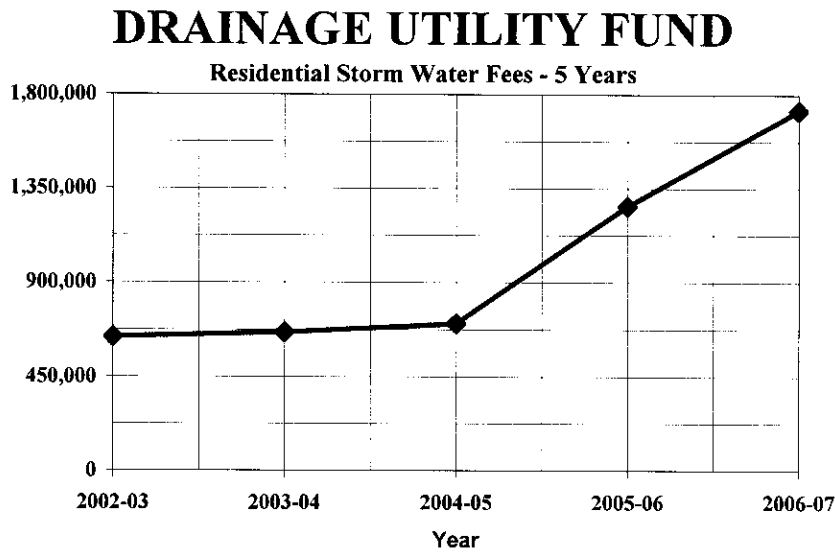
**DRAINAGE UTILITY FUND**  
Ending Fund Balance (Excluding Major Drainage Projects) - Five Years



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

## DRAINAGE UTILITY REVENUE FOR RESIDENTIAL AND COMMERCIAL FEES

Residential Storm Water Fees represent 75.5% and Commercial Storm Water Fees represent 17.5% of the Drainage Utility Fund revenue. The city provides maintenance, repairs, and improvements to the City's drainage infrastructure with the funds collected through these drainage fees. Drainage rates are adopted by City Council during each budget process. There is a \$1 fee increase for all residential accounts and an 8% fee increase for commercial accounts in the FY 2006-07 adopted budget. This fee increase will help fund drainage maintenance, repairs, minor drainage projects, and the principal and interest obligations related to the FY 2005-06 debt issuance to support major drainage projects.



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

## DRAINAGE UTILITY FUND EXPENSES ANALYSIS

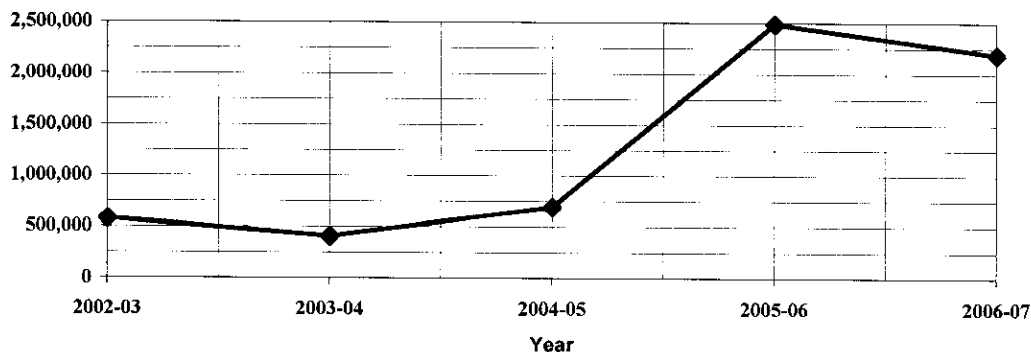
Total Drainage Utility Fund expenses are \$8,301,558 for FY 2006-07. This includes \$6,110,740 in major drainage projects. The remaining \$2,190,818 represents a decrease of 4% under the FY 2005-06 estimated operating expenses and a 280% increase over the 2002-03 actual operating expenses.

EXPENSES	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 2004-05	ESTIMATED 2005-06	ADOPTED 2006-07	% OF TOTAL ADOPTED
Engineering	\$ 473,985	\$ 246,677	\$ 572,348	\$ 256,847	\$ 303,483	3.7%
Street	6,618	15,322	6,862	200,000	200,000	2.4%
Drainage Maintenance	-	-	-	449,685	379,776	4.6%
Minor Drainage Projects	55,538	129,682	91,370	723,080	656,066	7.9%
Major Drainage Projects	-	-	-	1,889,260	6,110,740	73.6%
Debt Service	-	-	-	561,490	585,158	7.0%
Non-Departmental	40,793	16,094	1,906	280,740	48,640	0.6%
Transfers	-	-	17,213	17,213	17,695	0.2%
<b>TOTAL EXPENSES</b>	<b>\$ 576,934</b>	<b>\$ 407,775</b>	<b>\$ 689,699</b>	<b>\$ 4,378,315</b>	<b>\$ 8,301,558</b>	<b>100.0%</b>

- \* Engineering is budgeted to increase 18.2% from FY 2005-06. This is primary due to salary and benefit increases.
- \* Street drainage maintenance is budgeted for \$200,000 and represents 2.4% of the total Drainage Utility budget.
- \* Drainage Maintenance is decreasing 15.5% due to a decrease in capital outlay purchases. Several capital outlay purchases were made in FY 2005-06.
- \* Projects account for 81.5% of the FY 2006-07 budget. The City began the implementation of a drainage capital improvements program in FY 2004-05 to address drainage infrastructure inadequacies and system upgrades. This program is increasing costs in various accounts above.
- \* Debt Service represents 7.0% of the Drainage Utility budget which services the bond issued in FY 2005-06.
- \* The Non-Departmental decrease of 82.7% is primarily due to \$201,807 for the cost of issuance of bonds and \$53,750 for a photographic overflight that was completed in FY 2005-06.
- \* The increase in total expenses for FY 2005-06 is due to several items including the debt service obligations on the new bonds, a significant increase in minor drainage projects, the establishment of a new drainage maintenance division and an increase in funding for street drainage maintenance and repairs.

## DRAINAGE UTILITY FUND

Expenses (Excluding Major Drainage Projects) - Five Years



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

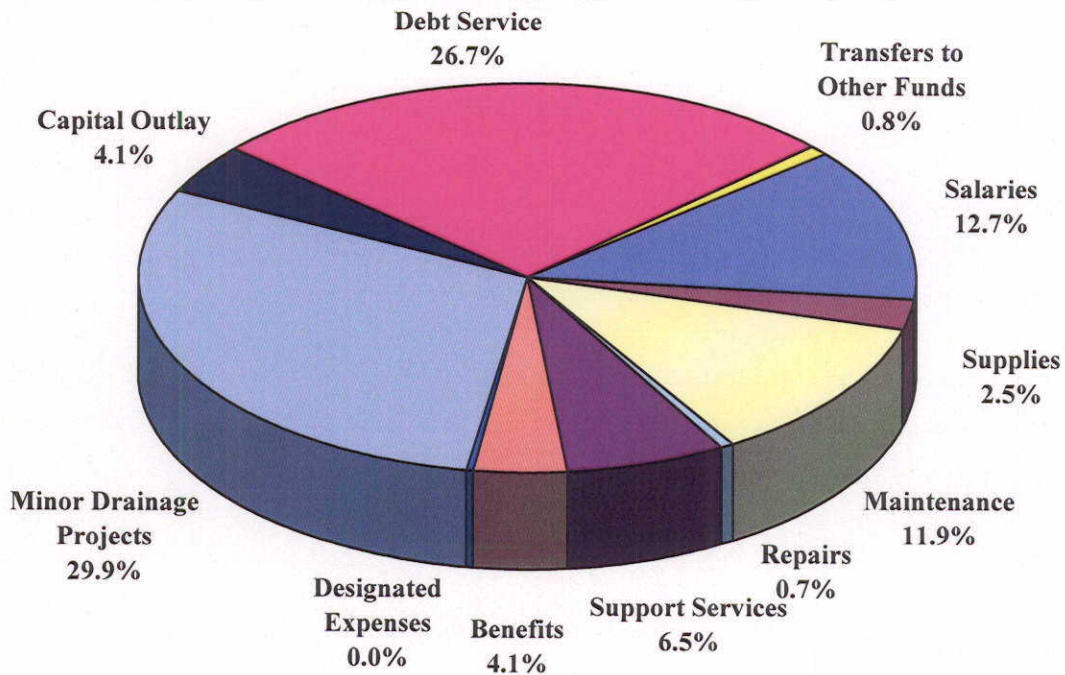


Note: The following table and pie chart depicts expenses for the Drainage Utility Fund, by object class.

EXPENSES	ACTUAL 2002-03	ACTUAL 2003-04	ACTUAL 2004-05	ESTIMATED 2005-06	ADOPTED 2006-07	% OF TOTAL ADOPTED
Salaries	\$ 74,646	\$ 111,120	\$ 105,800	\$ 132,806	\$ 278,964	3.4%
Supplies	1,741	1,791	4,376	20,105	54,585	0.7%
Maintenance	4,640	19,645	2,033	226,800	260,410	3.1%
Repairs	2,886	1,236	110	10,000	16,000	0.2%
Support Services	345,191	100,719	431,232	169,823	142,156	1.7%
Benefits	19,451	32,591	31,561	37,951	90,021	1.1%
Designated Expenses	4,620	(832)	1,906	202,807	1,000	0.0%
Minor Drainage Projects	55,538	129,682	91,370	723,080	656,066	7.9%
Major Drainage Projects	-	-	-	1,889,260	6,110,740	73.6%
Capital Outlay	68,221	11,823	4,098	386,980	88,763	1.1%
Debt Service	-	-	-	561,490	585,158	7.0%
Transfers to Other Funds	-	-	17,213	17,213	17,695	0.2%
TOTAL EXPENSES	\$ 576,934	\$ 407,775	\$ 689,699	\$ 4,378,315	\$ 8,301,558	100.0%

### FY 2006-07 Drainage Utility Fund Expenses

#### By Object Class (Excluding Major Drainage Projects)



**CITY OF KILLEEN  
 RECAP OF NEW PROGRAMS AND SERVICES  
 FY 2006-07**

**GENERAL FUND**

PAY PLAN INCREASES	POLICE - 4% COLA FIRE - 4% COLA NON-CIVIL SERVICE - 4% COLA	419,833 286,164 530,910
EMERGENCY MANAGEMENT/HOMELAND SECURITY	NEW POSITION - EMERGENCY MANAGEMENT /HOMELAND SECURITY COORDINATOR	76,996
CUSTODIAL SERVICES	NEW EMPLOYEE - CUSTODIAN REPLACEMENT FLEET - MID-SIZE CREW CAB	33,836 21,350
HUMAN RESOURCES	SAFETY AWARDS PROGRAM SAFETY MANAGER CERTIFICATION DEFENSIVE DRIVER INSTRUCTOR TRAINING	1,500 2,900 1,015
INFORMATION TECHNOLOGY	REPLACEMENT FLEET - 1/2 TON CARGO VAN	19,000
MUNICIPAL COURT	COURT FILES CLERK MARSHAL'S VEHICLE	24,066 36,817
PERMIT & INSPECTIONS	NEW EMPLOYEE - PRINCIPAL SECRETARY NEW EMPLOYEE - PLANS REVIEWER REPLACEMENT FLEET - 1/2 TON, 4 DOOR, SWB PICK-UP	34,787 44,052 21,350
LIBRARY	LIBRARY MATERIALS LIBRARY ACCREDITATION - CATALOGUER (NEW EMPLOYEE @ 10 MO.)	10,000 50,859
GOLF COURSE	FOOD AND BEVERAGE MANAGER - 11 MONTHS COOK - 11 MONTHS PRINCIPAL SECRETARY PART-TIME COOK(1) PART-TIME DELIVERY CART ATTENDANT(2)	36,192 19,361 30,454 10,080 20,160
PARKS	PARKS MOWING CREW - (4 NEW EMPLOYEES MID-YEAR HIRE) NEW EMPLOYEE - PARKS DIRECTOR (MID-YEAR HIRE) REPLACEMENT FLEET - 1/2 TON REGULAR CAB REPLACEMENT FLEET - UTILITY VEHICLE WITH TILT BED REPLACEMENT FLEET - RIDING MOWER WITH 72" DECK REPLACEMENT FLEET - UTILITY TRACTOR	50,132 35,208 19,475 7,000 16,500 24,000
ATHLETICS	INCREASE OVERTIME INCREASE PROF SERVICES - OFFICIALS & SCOREKEEPERS INCREASE DUES AND MEMBERSHIPS INCREASE EDUCATION SUPPLIES ATHLETIC SUPERVISOR (MID-YEAR HIRE)	7,308 12,000 15,000 3,000 16,863
CHEMISTRY	NEW RIDING MOWER 61" CUT NEW 4X4 UTILITY VEHICLE	14,500 7,500
SWIMMING POOLS	PERSHING PARK POOL FILTER TANK	10,000
PUBLIC WORKS - ADMINISTRATION	NEW FLEET - TRUCK	39,700
TRAFFIC	ON CALL PAY 1 TRAFFIC SIGNAL INSTALLATION W/CAMERA	6,463 150,000
STREETS	ON CALL PAY NEW FLEET - RIDING PAINT STRIPER REPLACEMENT FLEET - 1 TON CREW CAB UTILITY REPLACEMENT FLEET - 12 YD DUMP TRUCK W/SPREADER REPLACEMENT FLEET - BACKHOE	6,462 60,450 34,725 82,500 95,000
PLANNING	PLANNING CLERK	26,699
POLICE	14 NEW POLICE OFFICERS@ 9 MONTHS 13 NEW PATROL VEHICLES REPLACEMENT FLEET - 7 MID-SIZE SEDANS FOR CID REPLACEMENT FLEET - MID-SIZE TRUCK FOR EVIDENCE PROCESSING REPLACEMENT - 7 BICYCLES AND EQUIPMENT WEAPONS FOR SWAT UNIT EVIDENCE PROCESSING LABORATORY STATION COMPUTER DESK AND CHAIR	593,908 616,252 112,000 19,475 7,245 4,190 21,000 500
CODE ENFORCEMENT	SURVEILLANCE CAMERAS	3,000
FIRE	9 NEW FIRE RESCUE OFFICERS HAZ-MAT PHYSICALS A&M TRAINING OFFICER TRAINING 75 INDIVIDUAL FACEMASKS UNIFORM CLEANING AND HUNKER GEAR 8 STAIR CHAIRS 10 CARDIAC MONITORS SCBA NFPA UPGRADES/HEADS UP DISPLAY RAPID INTERVENTION TEAM PACKS REPLACEMENT FLEET - FULL-SIZE SUV	446,310 19,150 13,040 2,400 18,075 51,356 18,400 208,284 79,902 6,000 42,100

**CITY OF KILLEEN  
 RECAP OF NEW PROGRAMS AND SERVICES  
 FY 2006-07**

NON-DEPARTMENTAL	HILL COUNTRY TRANSIT	35,113
	CLEMENTS BOYS & GIRLS CLUB BUS FOR YOUTH TRANSPORTATION	20,000
	BUILDING MAINTENANCE - REPAINT & RECARPET MAIN LIBRARY	38,750
	INDUSTRIAL DEVELOPMENT - CENTRAL TEXAS A&M UNIVERSITY	35,000
	MUNICIPAL ANNEX RENOVATIONS	10,000
	FIRE - WIRELESS STATIONS AT 1 AND 6	1,161
NON-DEPARTMENTAL INFORMATION TECHNOLOGY	EMERGENCY MANAGEMENT - NEW COORDINATOR'S HDW/SOFTWARE	2,300
	PERMITS & INSP - PRINCIPAL SECRETARY GIS HDW/SOFTWARE	6,820
	PERMITS & INSP - PLANS REVIEWER GIS HDW/SOFTWARE	6,370
	LIBRARY - CATALOGUER HARDWARE & SOFTWARE	1,445
	PARKS - PARKS DIRECTOR GIS HARDWARE & SOFTWARE	9,950
	ATHLETICS - ATHLETICS SUPERVISOR HARDWARE & SOFTWARE	1,575
	POLICE - DIGITAL VIDEO SERVER FOR POLICE DEPARTMENT	87,000
	PRINT SHOP IMAGING SCANNER	6,000
	CITY MANAGER NOTEBOOK W/SOFTWARE	2,300
	H T H P-CARD MODULE	15,650
	PLANNING - COMPUTER/SOFTWARE FOR PLANNING CLERK	1,595
	FIRE - ROADRUNNER AT STATIONS 3,5 AND 7	3,204
	FIRE - SWEETSOFT WIRELESS STATIONS 1,3,5,6 AND 7	2,400
	FIRE - WIRELESS SIGNATURE PADS	5,000
	SECURITY PROGRAM FOR KPD, CITY HALL AND ANNEX	6,614
<b>TOTAL GENERAL FUND</b>		<b>5 5,053,001</b>



**CITY OF KILLEEN  
 RECAP OF NEW PROGRAMS AND SERVICES  
 FY 2006-07**

**KILLEEN-FORT HOOD REGIONAL AIRPORT**

KILLEEN-FORT HOOD REGIONAL AIRPORT	NON-CIVIL SERVICE - 4% COLA	54,337
	CREW LEADER MOVED FROM SKYLARK (1/2 SALARY)	25,373
	SENIOR FUEL HANDLER MOVED FROM SKYLARK	37,914
	AIRPORT SPECIALIST	37,964
	DRY BREAK	3,000
	HYDRAULIC KIT (FLEET)	1,400
	FLEX WING MOWER (FLEET)	12,900
	4X2 UTILITY VEHICLE (FLEET)	9,545
	VERTICAL MANLIFT (FLEET)	11,400
	SUMP SEPARATOR	11,000
	AIR ELIMINATOR	5,523
	CRT MONITOR	4,437
	ECLIPSE X2	8,000
	TEST KIT-ICING INHIB	750
	VOIP PHONES	3,000
	SECURITY SYSTEM REPAIR	60,000
	MDI UPGRADE	10,000
	CISCO MODULE	1,248
	VIP LOUNGE	12,000
NON-DEPARTMENTAL INFORMATION TECHNOLOGY	CISCO SMARTNET WARRANTY (IT)	39,000
	PBX TENANT MAINTENANCE (IT)	9,480
	FLIGHT INFO DISPLAY WARRANTY (IT)	32,775

**TOTAL KILLEEN-FORT HOOD REGIONAL AIRPORT FUND** **\$ 391,046**

**SKYLARK FIELD**

SKYLARK	NON-CIVIL SERVICE - 4% COLA	6,670
	CREW LEADER SALARY MOVED TO KFIRA (1/2 SALARY)	(25,373)
	SENIOR FUEL HANDLER MOVED TO KFIRA	(37,914)
	SELF SERVICE FUELS SALES MACHINE	15,000

**TOTAL SKYLARK FIELD FUND** **\$ (41,617)**

**SOLID WASTE FUND**

RESIDENTIAL SERVICES	FLEET REPLACEMENT - SIDELOADER	195,000
	FLEET REPLACEMENT - REARLOADER	156,000
COMMERCIAL SERVICES	COMMERCIAL EQUIPMENT OPERATOR	33,207
	FLEET REPLACEMENT - FRONTLOADER	183,000
TRANSFER STATION	SW TRANSPORT & DISPOSAL CONTRACT INCREASE	512,010
	HEAVY EQUIPMENT OPERATOR	33,458
	SCALE ATTENDANT	27,464
	NEW FURNITURE AT TRANSFER STATION	20,078
	FLEET REPLACEMENT - PICK-UP TRUCK	21,100
MOWING	FLEET REPLACEMENT - 3/4 TON PICK-UP TRUCK	31,100
	FLEET REPLACEMENT - 3/4 TON PICK-UP TRUCK	31,100
	FLEET REPLACEMENT - 3/4 TON PICK-UP TRUCK	31,100
	FLEET REPLACEMENT - TRACTOR	44,600
NON-DEPARTMENTAL INFORMATION TECHNOLOGY	PARADIGM SOFTWARE LICENSE FOR NEW TRANSFER STATION	19,655
	COMPUTER SOFTWARE FOR TRANSFER STATION SUPERINTENDENT	1,915
	COMPUTER SOFTWARE FOR TRANSFER STATION SUPERVISOR W/PRINTER	1,915
	COMPUTER SOFTWARE FOR (2) SCALE HOUSE W/PRINTER	2,940
	SERVER/SOFTWARE FOR NEW TRANSFER STATION	5,776
NON-CIVIL SERVICE COLA 4%	NON-CIVIL SERVICE - 4% COLA	112,632

**TOTAL SOLID WASTE FUND** **\$ 1,464,050**

**WATER & SEWER FUND**


FLEET SERVICES	NEW EMPLOYEE - SHOP FOREMAN	54,893
	NEW EMPLOYEE - TECHNICIAN	37,802
	NEW EMPLOYEE - TECHNICIAN	37,802
	OIL FILTER CRUSHER	5,800
	2 - POST VEHICLE LIFTS	8,200
	AIR COMPRESSOR	7,800
	HEAVY DUTY BRAKE LATHE	5,600
	PRO LINK DIAGNOSTIC KIT	2,200
UTILITY COLLECTIONS	NEW EMPLOYEE - CUSTOMER SERVICE REPRESENTATIVE	24,920
	NEW EMPLOYEE - METER READER (FUNDED FOR 9 MONTHS) W/TRUCK	53,272
	INCENTIVE PAY FOR CLASS D WATER LICENSE	1,800
	HEAVY DUTY DOCUMENT SHREDDER	1,645
	CUSTOMER SERVICE TRAINING	2,000
SANITARY SEWERS	REPLACEMENT FLEET - VAC-CON TRUCK	256,270
W&S OPERATIONS	STARTUP CROSS CONNECTION CONTROL & BACKFLOW PREVENTION PROGRAM - INCLUDES 2 NEW EMPLOYEES	96,000

**CITY OF KILLEEN  
RECAP OF NEW PROGRAMS AND SERVICES  
FY 2006-07**

W&S ENGINEERING	TRANSFER PROJECT MANAGER FROM 2004 GO BOND	78,615
	NEW EMPLOYEE - ENGINEERING ASSISTANT (FUNDED FOR 9 MONTHS)	51,790
W&S PROJECTS	EXTEND SEWER SERVICE IN ANNEXED AREAS	100,000
NON-DEPARTMENTAL	UTILITY BUILDING - LIGHT AND POWER	100,000
	UTILITY BUILDING - COPY MACHINE	3,000
	UTILITY BUILDING - WATER	4,000
	UTILITY BUILDING - PEST CONTROL	720
	SEWER BACKUP CLAIMS	20,000
	INDUSTRIAL DEVELOPMENT - CENTRAL TEXAS UNIVERSITY	35,000
NON-DEPARTMENTAL INFORMATION TECHNOLOGY	COMPUTER/SOFTWARE FOR FLEET SERVICES SHOP FOREMAN	2,345
	COMPUTER / SOFTWARE FOR UTILITY CUSTOMER SERVICE REP	2,045
	COMPUTER/SOFTWARE FOR (2) W&S OPERATIONS BACKFLOW PREVENTION	13,990
	COMPUTER /SOFTWARE FOR ENGINEERING ASSISTANT	8,632
	BENTLEY WATER & SEWER GEMS FOR ENGINEERING	32,990
	RUGGHIZED MOBILE DATA TERMINALS FOR ENGINEERING	13,818
	SECURITY PROGRAM FOR FLEET	9,724
NON-CIVIL SERVICE COLA 4%	NON-CIVIL SERVICE - 4% COLA	144,525
<b>TOTAL WATER &amp; SEWER FUND</b>		<b>\$ 1,217,198</b>
<b>DRAINAGE UTILITY FUND</b>		
DRAINAGE UTILITY	4X4 TRACTOR WITH ARTICULATING BOOM	79,620
	CURB & GUTTER MAINTENANCE	10,000
	DITCH MAINTENANCE	20,000
NON-DEPARTMENTAL INFORMATION TECHNOLOGY	COMPUTER WITH SOFTWARE FOR DRAINAGE MAINT SUPERVISOR	9,657
	MOBILE DATE TERMINAL FOR FIELD USE	4,606
NON-CIVIL SERVICE COLA 4%	NON-CIVIL SERVICE - 4% COLA	12,649
<b>TOTAL DRAINAGE UTILITY FUND</b>		<b>\$ 136,532</b>
<b>TOTAL NEW PROGRAMS AND SERVICES</b>		<b>\$ 8,226,210</b>

**CITY OF KILLEEN  
BUDGET CALENDAR  
FY 2006-07**

MAR	APR	MAY	JUN	JUL	AUG	SEP
<ul style="list-style-type: none"> <li>•Begin budget process.</li> <li>•Hold City Council planning sessions.</li> <li>•Distribute budget worksheets.</li> <li>•Conduct budget training classes.</li> </ul>	<ul style="list-style-type: none"> <li>•Deadline for staff completion of preliminary budget forms.</li> <li>•Hold FY '05-06 mid-year budget review to set goals and priorities for FY '06-07 budget.</li> </ul>	<ul style="list-style-type: none"> <li>•Hold budget meetings between City Manager and Department Heads.</li> <li>•Hold Public Hearing on budget.</li> </ul>	<ul style="list-style-type: none"> <li>•Hold Town Hall meetings to obtain citizen input on budget issues.</li> <li>•City Manager finalizes proposed budget.</li> </ul>	<ul style="list-style-type: none"> <li>•City Manager delivers preliminary budget to City Council.</li> <li>•Preliminary budget is filed with the City Secretary.</li> <li>•Hold Public Hearing on proposed budget.</li> <li>•Departments present budget presentations to City Council.</li> </ul>	<ul style="list-style-type: none"> <li>•City Council holds budget retreat.</li> <li>•Hold City Council meetings to discuss budget and make changes to preliminary budget.</li> <li>•Set preliminary tax rate.</li> <li>•Hold first Public Hearing on the tax rate.</li> <li>•Hold Public Hearing on the budget.</li> </ul>	<ul style="list-style-type: none"> <li>•Hold second Public Hearing on the Tax Rate.</li> <li>•Hold Public Hearing on changes to the preliminary budget.</li> <li>•Adopt the budget.</li> <li>•Adopt the tax rate.</li> <li>•Budget wrap-up.</li> <li>•Present adopted budget to Department Heads.</li> </ul>



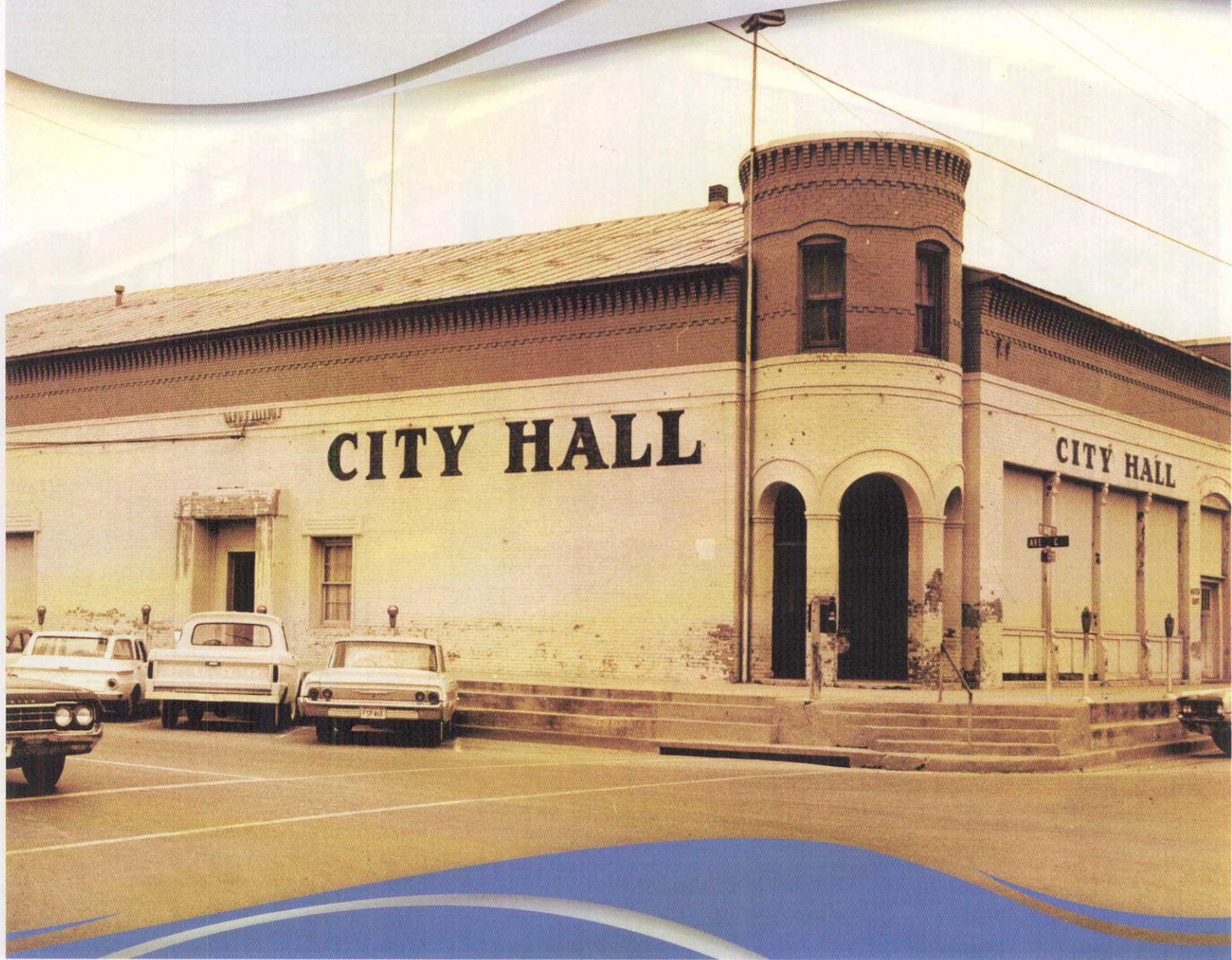


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# General Fund

Fiscal Year 2006 - 2007 Annual Budget  
and Plan of Municipal Services

*City of Killeen, Texas*





# General Fund

Fiscal Year 2006 - 2007 Annual Budget  
and Plan of Municipal Services

*City of Killeen, Texas*





# 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 2006-07**

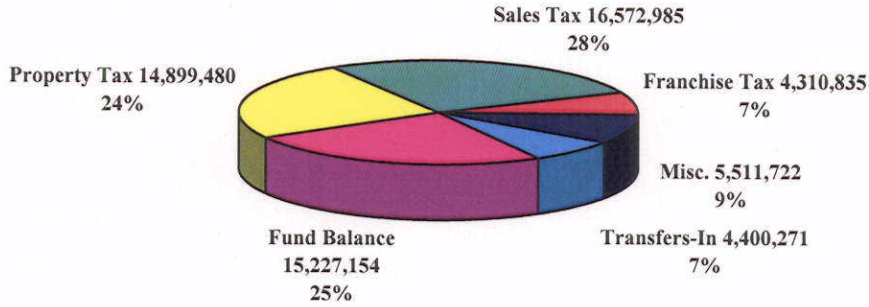
		2004-05	2005-06	2005-06	2006-07
		ACTUAL	ADOPTED	ESTIMATED	ADOPTED
<b>BEGINNING FUND BALANCE</b>					
	Prior Year Adjustment	634,993	0	0	0
	Reserved Fund Balance	1,525,000	1,525,000	1,525,000	1,525,000
	Unreserved Fund Balance	12,878,342	13,702,154	15,414,235	15,786,713
<b>TOTAL BEGINNING FUND BALANCE</b>		<b>15,038,335</b>	<b>15,227,154</b>	<b>16,939,235</b>	<b>17,311,713</b>
<b>REVENUES</b>					
	Property Taxes	13,871,054	14,899,480	14,862,680	16,342,416
	Sales and Occup Taxes	16,583,848	16,572,985	17,525,000	18,232,000
	Franchise Taxes	4,231,604	4,310,835	4,467,800	4,519,600
	Miscellaneous Revenues	2,369,164	1,944,769	2,497,400	2,420,000
	Permits and Licenses	1,182,876	1,041,863	1,473,550	1,173,550
	Court Fines and Fees	1,244,649	1,275,480	1,316,209	1,575,685
	Recreation Revenues	193,103	203,505	221,750	220,147
	Interest Earned	598,318	600,000	1,090,000	1,150,000
	Golf Course Revenues	0	0	0	1,247,660
	Intergovernmental	383,359	446,105	457,409	271,418
<b>TRANSFERS IN</b>		<b>4,059,893</b>	<b>4,400,271</b>	<b>4,495,868</b>	<b>4,813,454</b>
<b>TOTAL CURRENT REVENUES</b>		<b>44,717,868</b>	<b>45,695,293</b>	<b>48,407,666</b>	<b>51,965,930</b>
<b>TOTAL FUNDS AVAILABLE</b>		<b>59,756,203</b>	<b>60,922,447</b>	<b>65,346,901</b>	<b>69,277,643</b>
<b>EXPENDITURES</b>					
	City Council	44,301	76,193	74,693	76,193
	City Manager	370,060	373,753	346,935	412,057
	Emergency Mgmt / Homeland Security	0	0	0	76,996
	Municipal Court	682,621	799,884	697,833	951,762
	Public Information Office	88,433	132,984	132,984	142,925
	Volunteer Services	107,023	125,326	122,807	134,358
	City Attorney	493,116	578,169	559,200	603,176
	City Secretary	73,189	83,703	82,142	89,440
	Finance	445,770	556,594	542,218	566,974
	Accounting	290,406	311,432	306,832	324,724
	General Services	199,226	258,151	257,963	284,353
	Building Services	80,996	116,488	116,269	125,781
	Custodial Services	290,875	289,457	288,957	358,931
	Printing Services	132,134	148,934	142,671	141,619
	EMS Billings & Collections	172,914	181,258	191,624	172,478
	Human Resources	500,176	609,557	589,444	647,452
	Information Systems	598,517	722,914	718,514	756,118
	Permits & Inspections	675,303	881,518	869,642	969,865
	Code Enforcement	416,668	496,683	482,837	527,427
	Library	1,096,064	1,176,601	1,173,133	1,307,127
	Golf Course	0	0	0	1,298,214
	Golf Course Food and Beverage	0	0	0	176,200
	Parks	1,701,511	1,957,599	1,870,668	2,059,846
	Recreation	271,301	285,464	279,098	297,951
	Athletics	254,314	276,057	276,492	333,932
	Cemetery	257,932	294,503	283,803	322,487
	Senior Citizens	149,772	182,164	176,894	188,281
	Swimming Pools	104,964	134,517	129,176	144,517
	Community Dev.	236,365	316,779	309,998	258,175
	Community Dev /Home Program	54,837	59,924	51,894	48,651
	Public Works	180,593	186,937	191,348	234,953
	Engineering	234,011	233,928	241,518	250,323
	Traffic	649,050	701,375	652,461	902,586
	Streets	2,574,876	2,916,486	2,759,184	3,128,260
	Planning	301,179	445,052	390,944	502,889
	Police	14,370,114	16,545,527	15,835,698	17,967,391
	Animal Control	342,899	397,736	383,475	373,941
	Fire	8,500,913	9,787,942	9,556,908	11,021,438
	Non-Departmental	5,175,900	5,931,562	5,880,104	6,939,125
<b>TOTAL OPERATING EXPENDITURES</b>		<b>42,118,323</b>	<b>48,573,151</b>	<b>46,966,361</b>	<b>55,118,916</b>
<b>TRANSFERS OUT</b>		<b>698,645</b>	<b>1,008,827</b>	<b>1,068,827</b>	<b>508,425</b>
<b>TOTAL EXPENDITURES</b>		<b>42,816,968</b>	<b>49,581,978</b>	<b>48,035,188</b>	<b>55,627,341</b>
<b>ENDING FUND BALANCE</b>					
	Reserved Fund Balance	1,525,000	1,525,000	1,525,000	1,525,000
	Unreserved Fund Balance	15,414,235	9,815,469	15,786,713	12,125,302
<b>TOTAL ENDING FUND BALANCE</b>		<b>16,939,235</b>	<b>11,340,469</b>	<b>17,311,713</b>	<b>13,650,302</b>

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

# GENERAL FUND

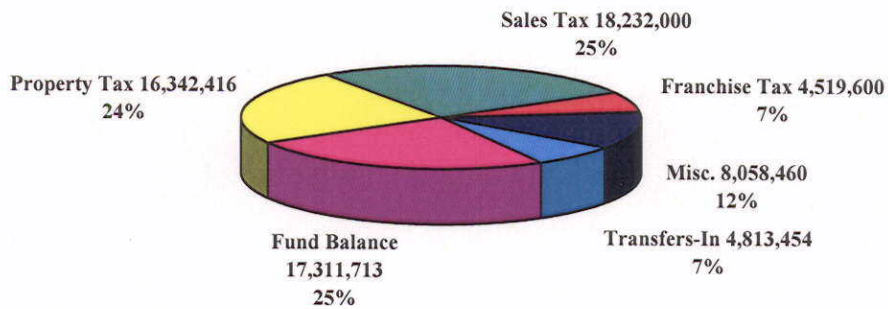
## Comparison of FY 2005-06 Budget to FY 2006-07 Budget

### FY 2005-06 Resources



**Total Fund Balance and Revenues \$60,922,447**

### FY 2006-07 Resources

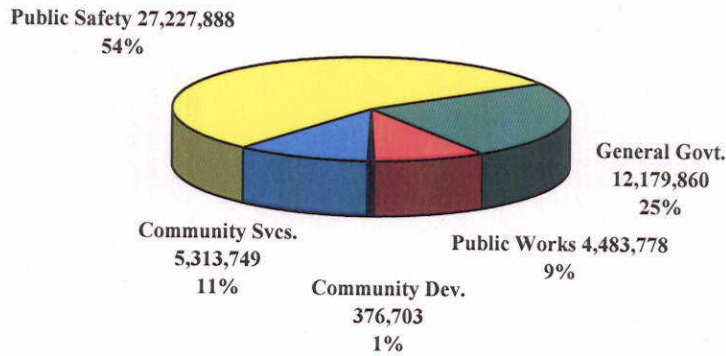


**Total Fund Balance and Revenues \$69,277,643**

# GENERAL FUND

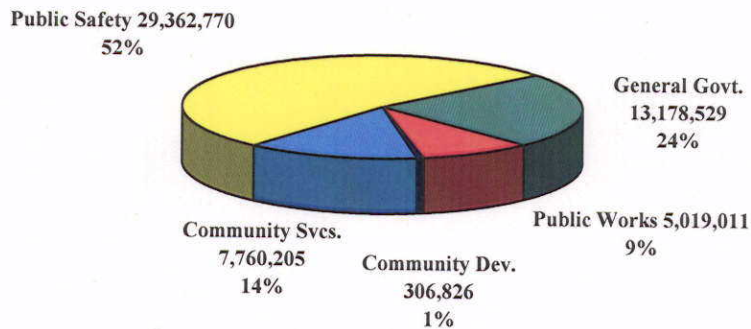
## Comparison of FY 2005-06 Budget to FY 2006-07 Budget

### FY 2005-06 Expenditures by Function



**Total Expenditures \$49,581,978**

### FY 2006-07 Expenditures by Function



**Total Expenditures \$55,627,341**

Note: Significant changes between FY 2005-06 and FY 2006-07 are discussed on each division's financial page



**GENERAL FUND REVENUES**

	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Estimated 2005-06</b>	<b>Adopted 2006-07</b>
<b>Beginning Fund Balance</b>				
Prior Year Adjustment	634,993	-	-	-
Reserved	1,525,000	1,525,000	1,525,000	1,525,000
Unreserved	12,878,342	13,702,154	15,414,235	15,786,713
<b>Total Beginning Fund Balance</b>	<b>15,038,335</b>	<b>15,227,154</b>	<b>16,939,235</b>	<b>17,311,713</b>
<b>Property Taxes</b>				
Ad Valorem Taxes	13,467,654	14,461,680	14,491,680	15,947,416
Delinquent Ad Valorem Taxes	170,363	198,000	170,000	170,000
Delinquent Tax Penalties & Interest	173,518	178,000	150,000	170,000
Delinquent Tax Fees	59,519	61,800	51,000	55,000
<b>Total Property Taxes</b>	<b>13,871,054</b>	<b>14,899,480</b>	<b>14,862,680</b>	<b>16,342,416</b>
<b>Sales &amp; Occupancy Tax</b>				
Sales Tax	16,101,743	16,246,705	17,150,000	17,880,000
Local Sales Tax	139,240	-	-	-
Bingo Tax	159,131	145,000	190,000	165,000
Drink Tax	183,734	181,280	185,000	187,000
<b>Total Sales &amp; Occupancy Tax</b>	<b>16,583,848</b>	<b>16,572,985</b>	<b>17,525,000</b>	<b>18,232,000</b>
<b>Franchise Tax</b>				
Telephone Franchise Fees	241,663	247,200	230,000	230,000
Miscellaneous Telephone	11,400	15,000	15,000	14,000
TXU Gas Franchise Fees	282,574	280,160	310,000	293,000
Cable Television Franchise Fees	942,387	908,000	950,000	980,000
Taxi Cabs Franchise Fees	2,105	2,500	2,800	2,600
TU Electric Franchise Fees	2,751,475	2,857,975	2,960,000	3,000,000
<b>Total Franchise Tax</b>	<b>4,231,604</b>	<b>4,310,835</b>	<b>4,467,800</b>	<b>4,519,600</b>
<b>Miscellaneous Revenues</b>				
Miscellaneous Police Receipts	46,810	34,000	78,000	86,000
Taxi Operators License	2,750	2,350	2,400	2,500
Planning & Zoning Fees	45,960	35,000	46,000	46,000
Fire Dept. Service Fees Collected	1,785,895	1,478,000	1,800,000	1,800,000
Library Xerox Charges	19,682	20,500	20,500	20,500
Library Fines and Contributions	24,609	22,000	22,000	22,000
Animal Control Fees	41,268	43,000	35,000	40,000
Curb and Street Cuts	2,659	1,000	3,400	3,000
Code Enforcement - Mowing	90,040	109,000	85,000	100,000
Miscellaneous Receipts	309,491	199,919	405,100	300,000
<b>Total Miscellaneous Revenues</b>	<b>2,369,164</b>	<b>1,944,769</b>	<b>2,497,400</b>	<b>2,420,000</b>
<b>Permits &amp; Licenses</b>				
Food Handlers Permits	17,355	15,000	15,000	15,000

**GENERAL FUND REVENUES**

Continued

	Actual 2004-05	Budget 2005-06	Estimated 2005-06	Adopted 2006-07
<b>Permits &amp; Licenses (Continued)</b>				
Mechanical Inspection Permits	53,280	45,000	70,000	60,000
Building Plans Review Fees	143,685	95,000	208,000	161,000
Garage Sale Permits	10,425	7,500	8,500	8,500
Animal License Receipts	290	2,000	2,000	1,500
Contractor License	41,955	40,000	53,000	45,000
Certificates of Occupancy	22,320	35,460	35,550	35,550
Trailer Court License/Permits	9,215	6,500	6,500	6,500
Bldg Permits & Inspections	592,544	561,403	723,000	580,000
Electrical Inspections/Permits	148,536	125,000	195,000	137,500
Plumbing Inspections/Permits	110,934	89,000	125,000	99,000
Inspection Fees	32,437	20,000	32,000	24,000
Code Enforcement - Mowing	(100)	-	-	-
<b>Total Permits &amp; Licenses</b>	<b>1,182,876</b>	<b>1,041,863</b>	<b>1,473,550</b>	<b>1,173,550</b>
<b>Court Fines &amp; Fees</b>				
Municipal Court Receipts	903,249	952,058	997,858	1,250,000
Arrest Fees	214,121	210,000	188,095	197,500
Parking Fines	38,776	28,580	38,172	31,500
Court Tax Service Fees	62,045	57,200	66,584	68,640
Traffic Cost (C.R.)	26,404	27,579	25,450	27,995
Jury Fees	54	63	50	50
<b>Total Court Fines &amp; Fees</b>	<b>1,244,649</b>	<b>1,275,480</b>	<b>1,316,209</b>	<b>1,575,685</b>
<b>Recreation Revenues</b>				
Swimming Pool Receipts	14,070	29,500	29,500	30,500
Athletic Revenue	68,998	25,000	40,000	40,000
Cemetery Lots	63,720	39,200	47,000	39,200
Recreation Revenue	10,745	61,950	61,950	65,047
Swimming Pool Lessons	13,940	22,800	22,800	23,400
Facilities Revenue	8,935	23,055	18,500	20,000
Concession Stand Revenue	12,695	2,000	2,000	2,000
<b>Total Recreation Revenue</b>	<b>193,103</b>	<b>203,505</b>	<b>221,750</b>	<b>220,147</b>
<b>Interest Earned</b>				
Interest Earned	598,318	600,000	1,090,000	1,150,000
<b>Total Interest Earned</b>	<b>598,318</b>	<b>600,000</b>	<b>1,090,000</b>	<b>1,150,000</b>
<b>Golf Course</b>				
Trail Fees	-	-	-	23,085
Green Fee	-	-	-	296,375
Pro Shop	-	-	-	218,000
Carts	-	-	-	210,000
Clubs	-	-	-	2,800

**GENERAL FUND REVENUES**

Continued

	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Estimated 2005-06</b>	<b>Adopted 2006-07</b>
<b>Golf Course (Continued)</b>				
Annual Pass	-	-	-	175,000
Snack Bar	-	-	-	6,000
Cart Shed	-	-	-	91,800
Handicap Fees	-	-	-	2,100
Driving Range	-	-	-	46,000
Alcohol Beverage Sales	-	-	-	43,200
Food and Beverage Sales	-	-	-	108,000
Event Rental	-	-	-	25,000
Golf Misc Receipts	-	-	-	300
<b>Total Golf Course Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,247,660</b>
<b>Intergovernmental Revenue</b>				
TEEX Grant	42,005	-	-	-
Home Program	54,220	48,957	48,957	45,983
CDBG Administration	235,767	214,637	214,637	192,941
Bell County Contributions	12,022	8,600	5,294	3,400
Civil Defense Matching Funds	11,557	-	12,110	19,094
Fire Department Grant	739	-	-	-
Grant Miscellaneous Receipts	-	-	-	10,000
Library State Grants	-	6,460	8,960	-
Community Economic Assistance	27,049	130,451	130,451	-
DHS Homeland Security	-	37,000	37,000	-
<b>Total Intergovernmental Revenue</b>	<b>383,359</b>	<b>446,105</b>	<b>457,409</b>	<b>271,418</b>
<b>Transfers from other funds</b>				
Transfer from Water & Sewer	2,558,645	2,793,175	2,793,175	3,029,008
Transfer from Solid Waste	1,484,035	1,589,883	1,589,883	1,766,751
Transfer from Drainage Utility	17,213	17,213	17,213	17,695
Transfer from EMF	-	-	23,180	-
Transfer from I & S 1993	-	-	72,417	-
<b>Total Transfers from other funds</b>	<b>4,059,893</b>	<b>4,400,271</b>	<b>4,495,868</b>	<b>4,813,454</b>
<b>Total Fund Balance and Revenue</b>	<b>59,756,203</b>	<b>60,922,447</b>	<b>65,346,901</b>	<b>69,277,643</b>



**GENERAL FUND  
CITY COUNCIL**

***DIVISION DESCRIPTION***

---

The City of Killeen operates under the Council – Manager form of government. The governing body consists of a separately elected mayor, four council members elected from the various districts in the City and three council members elected at large. The City Council, as the elected legislative branch of government, is responsible for making policy decisions. The Mayor occupies the highest elective office in the City of Killeen. The Mayor presides over council meetings and is recognized as the ceremonial and government head of the City. The Mayor is expected to provide the leadership necessary to keep the city moving in the proper direction. The Mayor Pro-Tem is a member of the council who performs the Mayor’s duties during his or her absence. The Mayor Pro-Tem is selected by majority vote of the council from its own membership. The Mayor and City Council, as a governing body, gives direction to the City Manager who is the chief administrator of the City, and to the municipal and associate municipal judges.

***MAJOR DIVISION GOALS***

---

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

***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2005-06***

---

- Adopted a Budget and Plan of Municipal Services.
- Called an election for the mayor and three at large council member positions.
- Determined priorities among City projects and programs to best serve the Citizens of Killeen.
- Adopted a balanced budget for the next fiscal year.
- Assisted in local efforts for the establishment of a Killeen site for an upper-level state supported University.
- Adopted a Comprehensive Land Use Plan.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2006-07***

---

- Determine priorities among City projects and programs to best serve the Citizens of Killeen.
- Adopt a balanced budget for the next fiscal year.
- Implement the Council’s State and Federal Legislative Agenda Program.
- Implement the Down-Town Revitalization Program.
- Work with the Killeen Economic Development Corporation to create new jobs and expand the tax base.
- Conduct monthly visits to Killeen’s Major Employers to discuss expansion and retention opportunities.

***MAJOR NEW PROGRAMS AND SERVICES***

---

- Strategic Plan.

**GENERAL FUND  
CITY COUNCIL**

	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Projected 2005-06</b>	<b>Target 2006-07</b>
<b><u>INPUTS</u></b>				
<b>Expenditures</b>				
Salaries	\$ 10,825	\$ 10,800	\$ 10,800	\$ 10,800
Supplies	1,662	2,050	2,050	2,050
Support Services	31,222	62,500	61,000	62,500
Benefits	592	843	843	843
<b>Total Expenditures</b>	<b>\$ 44,301</b>	<b>\$ 76,193</b>	<b>\$ 74,693</b>	<b>\$ 76,193</b>
<b>Personnel Summary / Position Title</b>				
Mayor	1	1	1	1
At Large	3	3	3	3
District #1	1	1	1	1
District #2	1	1	1	1
District #3	1	1	1	1
District #4	1	1	1	1
<b>Total</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>
<b><u>OUTPUTS</u></b>				
# of Ordinances / Resolutions Passed	320	300	389	420
<b><u>EFFICIENCIES</u></b>				
# of Hours Spent in Council Meetings per Council Member	56.25	52.00	46.25	50.00
Adopt a Strategic Plan that is Aligned with City Council Goals	N/A*	N/A*	N/A*	Yes
<b><u>EFFECTIVENESS</u></b>				
Citizen Satisfaction Rating	88%	90%	No Survey Data this Year	90%
% of Downtown Revitalization Recommendations Implemented	N/A*	N/A*	N/A*	75%

\* New Performance Measure - Data not available.

## **GENERAL FUND CITY MANAGER**

### ***DIVISION DESCRIPTION***

---

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

### ***MAJOR DIVISION GOALS***

---

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

### ***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2005-06***

---

- Assisted City Council with the Downtown Revitalization Program. Efforts included strategic planning for the downtown area and evaluation of physical assets in the downtown area.
- Implemented the next phase of the 2002 General Obligation Bond Capital Improvement Program to include the construction of the Senior and Recreational Center Project.
- Implemented a performance based management and accountability program. Conducted three departmental reviews.
- Improved communication with the citizens of Killeen by implementing a Citizen Relationship Management System.
- Streamlined the agenda presentation process by using the latest information available.
- Began the preparations to compete for the All-American City Award in FY 2007-08.
- Reviewed the City staff organizational structure and completed a review of the non-civil service pay plan.
- Implemented a City Employee Recognition Program – Employee of the Month.
- Successfully implemented the City Councils legislative agenda by working with the Federal and State lobbyists to implement the stated goals.
- Received the Texas *Municipal League (TML) Public Safety Municipal Excellence Award* for the Junior Fire Cadet Academy Program.
- Obtained the Defense Communities *2006 Active Defense Community of the Year* award.
- Submitted a \$1.8 million grant application to the Department of Homeland Security for *Staffing for Adequate Fire and Emergency Response (SAFER)*.

### ***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2006-07***

---

- Complete next stage of the multi-year implementation of the Downtown Revitalization Program.
- Implement Phase III of the 2002 General Obligation Bond Capital Improvement Program to include the Police Headquarter Facility, Fire Station No. 8, and the remaining Community Service projects.
- Improve communication with the citizens of Killeen by enhancing the new Citizen Relationship Management System.
- Review and update the City's Strategic Plan. Re-establish the City's goals and objectives and promote the strategic planning process.
- Assist in the planning and coordination of the events to celebrate the City's 125<sup>th</sup> Birthday Celebration.



**GENERAL FUND  
CITY MANAGER**

	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Projected 2005-06</b>	<b>Target 2006-07</b>
<b><u>INPUTS</u></b>				
<b>Expenditures</b>				
Salaries	\$ 269,828	\$ 258,307	\$ 233,092	\$ 287,282
Supplies	3,538	3,025	3,141	3,141
Support Services	31,962	43,490	44,550	43,930
Benefits	60,903	68,331	65,552	77,704
Capital Outlay	3,829	600	600	-
<b>Total Expenditures</b>	<b>\$ 370,060</b>	<b>\$ 373,753</b>	<b>\$ 346,935</b>	<b>\$ 412,057</b>

**Personnel Summary / Position Title**

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

**OUTPUTS**

Presented Monthly/Quarterly Operating, Legislative, and Business Reports to City Council	12	16	16	16
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**EFFICIENCIES**

Maintain a Minimum Fund Balance of 25% of Annual Operating Budget in Major Operating Funds	48.1%	33.3%	43.7%	30.5%
Maintain AA General Obligation Bond Rating:				
Standard & Poor's	AA-	AA-	AA-	AA-
Fitch Investment Service	AA-	AA-	AA-	AA-
Moody's	Aa3	Aa3	Aa3	Aa3
Maintain AA Revenue Bond Rating:				
Standard & Poor's	AA-	AA-	AA-	AA-
Fitch Investment Service	AA-	AA-	AA-	AA-
Moody's	A1	Aa3	A1	Aa3

**EFFECTIVENESS**

Citizen Satisfaction Rating	88%	90%	No Survey FY2005-06	90%
% of Citizen Relationship Management (CRM) System Requests Completed in Allotted Time	N/A*	N/A*	N/A*	90%

\* New Program - No previous data.

**GENERAL FUND**  
**EMERGENCY MANAGEMENT AND HOMELAND SECURITY**

***DIVISION DESCRIPTION***

---

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

***MAJOR DIVISION GOALS***

---

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

***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2005-06***

---

- This division did not formally exist in FY 2005-06. Division was authorized in the FY 2006-07 adopted budget.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2006-07***

---

- Address all hazards that threaten a community, be useful in all four phases of emergency management.
- Seek resources from any and all sources that are appropriate.
- Knit together all partnerships and participants for a mutual goal.
- Coordinate the efforts of the necessary agencies to respond to and recover from an event if a disaster would strike.
- Provide methods of ensuring that our citizens have adequate notice of emergencies to prevent the needless loss of life.
- Improve communication between the City and the citizens in an emergency situation.
- Protect the health, safety and welfare of the City of Killeen citizens through the ability to notify the citizens in a timely manner.
- Maintain 100% compliance with the National Incident Management System (NIMS) standards for emergency management.
- Develop and implement an emergency management training program for each annex manager.

***MAJOR NEW PROGRAMS AND SERVICES***

---

- Emergency Management and Homeland Security Coordinator.
- Citywide Early Warning Siren System.

**GENERAL FUND**  
**EMERGENCY MANAGEMENT AND HOMELAND SECURITY**

	Actual 2004-05	Budget 2005-06	Projected 2005-06	Target 2006-07
<b>INPUTS</b>				
<b>Expenditures</b>				
Salaries	\$ -	\$ -	\$ -	\$ 53,732
Supplies	-	-	-	2,300
Repairs	-	-	-	1,500
Support Services	-	-	-	4,140
Benefits	-	-	-	15,324
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 76,996</b>

**Personnel Summary / Position Title**

Emergency Management / Homeland Security Coordinator	0	0	0	1
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>

**OUTPUTS**

# of Warning Devices in Service throughout the City	N/A*	N/A*	N/A*	19
# of Distribution Methods Used for Public Outreach**	N/A*	N/A*	N/A*	5
# of City Officials and Staff Trained in Disaster Exercises	N/A*	N/A*	N/A*	25

\*\* Targeted methods include: Utility Bill, Newspaper, Radio, Public Access Channel, Town Hall Meeting

**EFFICIENCIES**

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

**EFFECTIVENESS**

Implemented Phase I of the Emergency Management Warning System	N/A*	N/A*	N/A*	100.0%
% of City Covered by Emergency Warning Devices	N/A*	N/A*	N/A*	100.0%

\* New Program in FY2006-07.



**GENERAL FUND  
MUNICIPAL COURT**

***DEPARTMENT/DIVISION DESCRIPTION***

---

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

***MAJOR DEPARTMENT/DIVISION GOALS***

---

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

***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2005-06***

---

- Court Reorganization - Added In-house Compliance/Collections Unit (Bi-lingual) and Juvenile Case Manager positions.
- Developed a screening process for juvenile cases to find appropriate community service assignment and identify habitual juvenile offenders and provide outreach to schools.
- Conducted Warrant Round-up on September 15<sup>th</sup> and 16<sup>th</sup>, 2006.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2006-07***

---

- Implement more efficient customer relations, using interactive voice recognition phone system to allow defendants to pay court sanctions 24 hours a day, but defendants can connect to court personnel during regular court hours.
- Utilize scanners to provide computer files to support paperless system.
- Expand the Utilities Collections space to provide more efficient work environment for personnel and customers.
- Create second jury room which can function as a second room for interviewing defendants.
- Create case aging reports using programmer to enhance our ability to improve our case management practices.
- Increase visibility in the school community to educate public on juvenile offenses and the consequences.

***MAJOR NEW PROGRAMS AND SERVICES***

---

- Court files clerk
- New Vehicle for Marshal

**GENERAL FUND  
MUNICIPAL COURT**

<b>INPUTS</b>	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Projected 2005-06</b>	<b>Target 2006-07</b>
<b>Expenditures</b>				
Salaries	\$ 440,416	\$ 516,775	\$ 450,663	\$ 617,900
Supplies	19,446	33,391	20,665	35,352
Maintenance	-	-	-	-
Repairs	2,733	5,800	3,500	5,300
Support Services	18,395	40,775	27,365	31,575
Benefits	165,096	191,517	184,368	221,818
Capital Outlay	36,535	11,626	11,272	39,817
Reimbursable Expense	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 682,621</b>	<b>\$ 799,884</b>	<b>\$ 697,833</b>	<b>\$ 951,762</b>

**Personnel Summary / Position Title**

Presiding Judge	1	1	1	1
Associate Judge	1	1	1	1
Clerk of the Court	1	1	1	1
Assistant Clerk of the Court	1	1	1	1
Compliance/Collections Manager				1
Compliance Assistant				1
Executive Assistant	1	1	1	1
City Marshal	1	1	1	1
Deputy Marshal	2	2	2	2
Bailiff	1	1	1	1
Juvenile Case Manager				1
Teen Court Coordinator	1	1	1	1
Warrants Coordinator	2	2	2	2
Accounting Clerk	1	1	1	1
Clerk	1	1	1	1
Court Citation Specialist	1	1	1	1
Court Collection Clerk	4	4	4	4
Files Clerk (New Position)				1
<b>Total</b>	<b>19</b>	<b>19</b>	<b>19</b>	<b>23</b>

**OUTPUTS**

Number of cases filed	20,224	22,000	22,813	23,000
Class C Misdemeanors warrants	7,793	9,000	9,484	10,000
Teen Court Cases filed	N/A*	193	445	595

**EFFICIENCIES**

Warrants issued	N/A*	9,200	9,747	10,000
Warrants cleared	N/A*	8000	8224	9000

**EFFECTIVENESS**

Percentage of warrants cleared	N/A*	87%	84%	90%
--------------------------------	------	-----	-----	-----

\*New Performance Measure - Data not available

## **GENERAL FUND PUBLIC INFORMATION**

### ***DIVISION DESCRIPTION***

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

### ***MAJOR DIVISION GOALS***

---

- Provide relevant, concise, timely information to residents, media, and staff through various communication tools to enhance communication between the City of Killeen and its customers.
  - City Council Strategic Plan Objective S1.4:
    - Improve communication between the city and its residents by:
      - Creating a 360 degree approach
      - Increasing public relations and marketing efforts

### ***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2005-06***

---

- Produced the 2005 Annual Report
- Responded to 846 media calls and produced 68 press releases resulting in 262 media stories
- Produced 24 City Council meetings, 8 Mayor's Presentations, the Mid-year Budget Review, budget workshops, and the Annual Budget Video
- Maintained and utilized the city's web site and government channel
- Produced 12 issues of *City Beat* and 2 issues of *City Insight*
- Planned 30 events including a council farewell and two new airline press conferences
- Oversaw expiration of cable franchise
- Co-chaired the city employee United Way Campaign
- Wrote and submitted TML Excellence Awards
- Planned and administered the Public Information and Government Channel Budgets

### ***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2006-07***

---

- Produce an award-winning 2006 Annual Report
- Improve Public Information support of city departments
- Improve the Government Access Channel through acquisition of new equipment and more programming
- Work to receive funding from the new state cable franchise
- Produce 12 issues of *City Beat* and 4 issues of *City Insight*
- Serve on the planning committee for the city's 125<sup>th</sup> Birthday Celebration
- Facilitate the 2007 Citizen Survey

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

---

- Additional funding for broadcasting City Council Meetings and Presentations



**GENERAL FUND  
PUBLIC INFORMATION**

	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Projected 2005-06</b>	<b>Target 2006-07</b>
<b><i>INPUTS</i></b>				
<b>Expenditures</b>				
Salaries	\$ 56,390	\$ 83,157	\$ 83,157	\$ 90,679
Supplies	492	1,070	1,070	1,080
Support Services	16,972	25,077	25,077	25,632
Benefits	14,579	23,222	23,222	25,534
Capital Outlay	-	458	458	-
<b>Total Expenditures</b>	<b>\$ 88,433</b>	<b>\$ 132,984</b>	<b>\$ 132,984</b>	<b>\$ 142,925</b>
<b>Personnel Summary / Position Title</b>				
Director of Public Information	1	1	1	1
Public Information Assistant	1	1	1	1
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b><i>OUTPUTS</i></b>				
Number of Media Calls	816	904	846	850
Number of City Council Meetings Produced	27	33	32	30
Number of Presentations Produced	12	12	8	0
Number of City Beats Published	12	12	12	12
Number of City Insights Published	0	4	2	4
Number of Events Coordinated	27	25	31	25
<b><i>EFFICIENCIES</i></b>				
* Return of News Stories on Press Releases	N/A*	N/A*	259.0%	300.0%
** Media Inquiries Responded to	N/A*	N/A*	98.0%	100.0%
<b><i>EFFECTIVENESS</i></b>				
Citizens Using GAC to Gather Info	N/A*	N/A*	49.0%	60.0%
Citizens Using Web to Gather Info	N/A*	N/A*	33.0%	50.0%

\*New Performance Measure - Data not available

\* 68 press releases producing 263 media stories.

\*\* 846 calls made with 829 calls responded to.

**GENERAL FUND  
VOLUNTEER SERVICES**

***DIVISION DESCRIPTION***

---

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

***MAJOR DIVISION GOALS***

---

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

***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2005-06***

---

- Organized the volunteer effort for Hurricanes Katrina and Rita.
- Performed 87 project/activities between Killeen Volunteers, Inc. and the four committees.
- Organized and trained a team of volunteers to form the Certified Emergency Response Team (C.E.R.T.).
- 46% of the Youth Advisory Commission received President's Volunteer Service Award with a total of 3,769 combined hours of community service.
- Representatives attended three National Conferences, Points of Light, Keep Texas Beautiful and the Youth Conference.
- 10,641 volunteers reported 58,384 hours of service in 2005-2006.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2006-07***

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- Remain current on C.E.R.T. trainings and begin responding to emergency calls.
- Plan and promote 82 projects and activities in the City of Killeen to include Killeen's 125<sup>th</sup> Celebration.
- Increase overall participation among Youth Advisory Commission so that there will be an increase from 46% receiving President's Volunteer Service Awards to 60%.

***MAJOR NEW PROGRAMS AND SERVICES***

---

- There were no major new programs or services added to Volunteer Services for FY 2006-07.

**GENERAL FUND  
VOLUNTEER SERVICES**

	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Projected 2005-06</b>	<b>Target 2006-07</b>
<b><u>INPUTS</u></b>				
<b>Expenditures</b>				
Salaries	\$ 73,068	\$ 88,706	\$ 86,513	\$ 94,917
Supplies	1,670	2,218	2,218	2,676
Support Services	3,697	6,700	6,700	7,000
Benefits	23,644	27,702	27,376	29,765
Capital Outlay	4,944	-	-	-
<b>Total Expenditures</b>	<b>\$ 107,023</b>	<b>\$ 125,326</b>	<b>\$ 122,807</b>	<b>\$ 134,358</b>
<b>Personnel Summary / Position Title</b>				
Director of Volunteer Services	1	1	1	1
Senior Secretary	1	1	1	1
Youth Programs Specialist	1	1	1	1
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b><u>OUTPUTS</u></b>				
Number of annual service projects/events	58	63	75	82
Number of service hours performed by volunteers	67,332	70,906	394,048*	75,000*
Number of Volunteer Center referrals	2,931*	147*	147*	200
Number of internet volunteer referrals	321	227	227	250
Number of Volunteer Center visits	4,007	4,379	4,379	4,529
Value of volunteer hours	\$1,157,434	\$1,218,874	\$7,108,626*	\$1,353,000*
<b><u>EFFICIENCIES</u></b>				
Operating cost per volunteer service hour performed	\$1.59	\$1.77	\$0.31	\$1.79
<b><u>EFFECTIVENESS</u></b>				
% increase in annual service projects/events	41.5%	8.6%	29.3%	9.3%
% increase in number of service hours	-1.2%	5.3%	485.2%	-81.00%
% increase in center referrals	1,676.4%*	-95.0%*	-95.0%*	36.1%
% increase in internet referrals	-41.5%	-29.3%	-29.3%	10.1%
% increase in visits to Volunteer Center	34.1%	9.3%	9.3%	3.4%
% increase in value of volunteer hours	38.1%	5.3%	514.2%	-81.00%

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



**GENERAL FUND  
CITY ATTORNEY**

***DIVISION DESCRIPTION***

---

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

***MAJOR DIVISION GOALS***

---

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

***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2005-06***

---

- Prepared the City's new Water Conservation and Drought Contingency Plan.
- Strengthened the City's Cross Connection Control/Backflow Prevention Program.
- Amended water theft ordinance and drafted ordinance making tampering with water works an offense.
- Updated the Sign Ordinance.
- Assisted Code Enforcement Committee with review of the Code Enforcement ordinance and drafted the ordinance revisions.
- Implemented procedure for Deferrals at the Municipal Court customer service window to reduce the time period between issuance of citation and pretrial.
- Assisted the Police Department with preparation for CALEA certification by reviewing and modifying General Orders.
- Successfully completed the SWAT MOU agreement with numerous local cities and Bell County to allow our SWAT team to assist the other municipalities when emergencies arise.
- Updated all city departments on law changes from the last legislative session and Supreme Court cases.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2006-07***

---

- Work with the risk manager to increase activity of the Safety Committee.
- Procure money judgments in pending civil small claims litigation.
- Revise Animal Control Ordinance to be more effective and enforceable so that the citizens of Killeen remain safe.
- Work with Bell County Communications to establish a new MOU with regard to records in that open records requests continue to increase.
- Work with the Police Department on a project to eliminate the operation of illegal taxi service in the city.
- Provide timely and efficient legal assistance regarding all matters related to the continued expansion of City services, including the Killeen-Ft. Hood Regional Airport, Golf Course, Killeen Civic & Conference Center, Rodeo, and provide legal support to all city departments on a daily basis.
- Monitor and respond to all claims and lawsuits filed against the City.
- Provide legal assistance to public works relating to the city's aggressive new annexation plan and related infrastructure expansion.

***MAJOR NEW PROGRAMS AND SERVICES***

---

- Sewer Back-up Claim Fund.

**GENERAL FUND  
CITY ATTORNEY**

	<b>Actual 2004-05</b>		<b>Budget 2005-06</b>		<b>Projected 2005-06</b>		<b>Target 2006-07</b>
<b><u>INPUTS</u></b>							
<b>Expenditures</b>							
Salaries	\$ 328,423	\$	387,267	\$	377,012	\$	405,474
Supplies	4,926		7,230		6,223		5,975
Repairs	-		-		-		200
Support Services	55,370		65,054		57,814		66,583
Benefits	87,499		100,518		100,518		106,844
Capital Outlay	16,898		18,100		17,633		18,100
<b>Total Expenditures</b>	<b>\$ 493,116</b>	<b>\$</b>	<b>578,169</b>	<b>\$</b>	<b>559,200</b>	<b>\$</b>	<b>603,176</b>

**Personnel Summary / Position Title**

City Attorney	1		1		1		1
Deputy City Attorney	1		1		1		1
Assistant City Attorney/Legal Advisor	1		1		1		1
Assistant City Attorney/PW	1		1		1		1
Assistant City Attorney/Prosecutor	1		1		1		1
Executive Assistant	1		1		1		1
Senior Secretary	1		1		1		1
<b>Total</b>	<b>7</b>		<b>7</b>		<b>7</b>		<b>7</b>

**OUTPUTS**

Legal Consultations/Opinions	1,701		2,256		2,256		2,481
Documents Reviewed	4,084		2,872		2,872		3,159
Open Records Requests received and responded to	318		1,372		1,372		1,509

**EFFICIENCIES**

Legal Consultations/Opinions per Attorney	341		452		452		497
Documents reviewed per Attorney	817		574		574		631
Open Records Requests received and responded to per Attorney	64		274		274		298

**EFFECTIVENESS**

Percentage of contracts reviewed withing 2 days	N/A*	N/A*		90%	95%
Percentage of Public Information Requests handled withing 10 working days	N/A*	N/A*		95%	100%

\* New Performance Measure - Data not available

**GENERAL FUND  
CITY SECRETARY**

***DIVISION DESCRIPTION***

---

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

***MAJOR DIVISION GOALS***

---

- Conduct general election.
- Codify ordinances within one day of passage.
- Complete minutes within one (1) day.

***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2005-06***

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- Conducted one (1) general election.
- Codified eighteen (18) ordinances.
- Completed thirty-one (31) sets of minutes.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2006-07***

---

- Conduct one (1) general election.
- Codify eighteen (18) ordinances.
- Complete twenty-five (25) sets of minutes.

***MAJOR NEW PROGRAMS AND SERVICES***

---

- There were no major new programs or services added to City Secretary's Office for FY 2006-07.

**GENERAL FUND  
CITY SECRETARY**

	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Projected 2005-06</b>	<b>Target 2006-07</b>
<b><i>INPUTS</i></b>				
<b>Expenditures</b>				
Salaries	\$ 48,307	\$ 51,947	\$ 51,715	\$ 56,208
Supplies	986	1,300	1,012	1,200
Support Services	3,487	3,711	2,670	2,970
Benefits	12,887	13,745	13,745	15,098
Designated Expenses	7,522	13,000	13,000	13,964
<b>Total Expenditures</b>	<b>\$ 73,189</b>	<b>\$ 83,703</b>	<b>\$ 82,142</b>	<b>\$ 89,440</b>
<b>Personnel Summary / Position Title</b>				
City Secretary	1	1	1	1
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b><i>OUTPUTS</i></b>				
City Council Minutes prepared	35	33	33	36
Permits, licenses, vehicle registrations issued	276	301	301	331
Ordinances codified	19	26	26	28
General elections conducted	1	1	1	1
Ordinances, resolutions indexed	320	389	389	420
<b><i>EFFICIENCIES</i></b>				
Official documents processed (per one employee)	N/A*	638	638	702
<b><i>EFFECTIVENESS</i></b>				
Percentage of time ordinances, resolutions were indexed within two days of adoption:	N/A*	N/A*	N/A*	100%
Percentage of time Council minutes completed within one day of meeting:	N/A*	N/A*	N/A*	100%

\* New Performance Measure - Data not available



## **GENERAL FUND FINANCE**

### ***DIVISION DESCRIPTION***

---

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

### ***MAJOR DIVISION GOALS***

---

- Plan for the City's future financial growth.
- Monitor and protect the City's assets by maximizing available resources, minimizing costs, and protecting cash principal.
- Monitor the City's operating and capital budgets.
- Evaluate and make recommendations on City operations and procedures to ensure the most efficient use of City resources.

### ***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2005-06***

---

- Coordinated the issuance of general obligation debt for the construction of a recreational and senior citizens facility complex and the issuance of drainage utility revenue debt for major drainage infrastructure capital improvement projects.
- Maintained the City's strong bond ratings.
- Received the Government Finance Offices Association (GFOA) Certificate of Achievement of Excellence in Financial Reporting and the (GFOA) Distinguished Budget Presentation Award.
- Completed evaluations of energy costs at three City facilities and identified efficiencies and savings opportunities.
- Developed a comprehensive and centralized grant management program which provides management, control, and accountability of grant programs. Identified new grant opportunities and submitted comprehensive application packages.
- Maintained certification of the City's investment policy

### ***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2006-07***

---

- Coordinate the issuance of water and sewer revenue bonds for continuation of the Master Plan projects.
- Coordinate the issuance of Phase III of the 2002 General Obligation Bond program and maintain the City's high bond rating.
- Receive the Government Finance Offices Association (GFOA) Certificate of Achievement of Excellence in Financial Reporting and the (GFOA) Distinguished Budget Presentation Award.
- Conduct additional evaluations of energy efficiencies at least three more City facilities.
- Complete retrofits and improvements and move operations for Utility Collections and EMS Billing to the new Utilities Building, to better and more conveniently serve our customers.

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

---

- Several divisions within the Finance Department received new programs in the FY 2006-07 budget, including Custodial Services, Fleet Services, and Utility Collections. Those new programs are itemized in the appropriate division reports.

**GENERAL FUND  
FINANCE**

<b>INPUTS</b>	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Projected 2005-06</b>	<b>Target 2006-07</b>
<b>Expenditures</b>				
Salaries	\$ 299,892	\$ 396,140	\$ 381,000	\$ 404,367
Supplies	4,478	5,985	5,960	7,850
Maintenance	4,150	-	-	-
Support Services	55,633	52,419	55,100	50,142
Benefits	78,518	100,913	99,021	104,615
Capital Outlay	3,099	1,137	1,137	-
<b>Total Expenditures</b>	<b>\$ 445,770</b>	<b>\$ 556,594</b>	<b>\$ 542,218</b>	<b>\$ 566,974</b>

**Personnel Summary / Position Title**

Director of Finance	1	1	1	1
Executive Assistant	1	1	1	1
Grants & Projects Administrator	1	1	1	1
Management Accountant	3	3	3	3
<b>Total</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>

**OUTPUTS**

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

**EFFICIENCIES**

Annual Investment Yield	2.52%	3.50%	4.50%	4.90%
Issue CAFR within 180 days after the end of the fiscal year	176	<180	176	<180
Publish budget document within 90 days of adoption	90	<90	105 <sup>(a)</sup>	<90
Receive GFOA <sup>(b)</sup> Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes	Yes
Receive GFOA <sup>(b)</sup> Budget Award	Yes	Yes	Yes	Yes
Maintain Certification of Investment Report	Yes	Yes	Yes	Yes

**EFFECTIVENESS**

Percentage of adopted budget revenues in major operating funds to actual revenues	109%	103%	106%	103%
Percentage of ending general fund balance to total expenditures	42%	25%	36%	25%

<sup>(a)</sup> Issuance of the FY 2005-06 budget document was delayed due to City emergency support activities for Hurricane Katrina and Rita evacuees seeking shelter in the City of Killeen. GFOA authorized an extension for submission for award based on continuing emergency operations.

<sup>(b)</sup> GFOA: Government Finance Officers Association

## **GENERAL FUND ACCOUNTING**

### **DIVISION DESCRIPTION**

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

### **MAJOR DIVISION GOALS**

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

### **WHAT WE ACCOMPLISHED IN FISCAL YEAR 2005-06**

- Processed vendor payments within 30 day cycle of receipt of invoice and within terms to claim prompt payment discounts.
- Met all payroll deadlines for employee check distribution and direct deposits.
- Met all reporting deadlines and compliance requirements for Federal and State tax reporting.
- Accurately and timely filed all reports for the City's employee retirement fund.
- Accurately and timely filed all reports to state agencies for revenue, statistics and audit requirements.
- Instituted a weekly accounts payable run from a biweekly run.

### **WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2006-07**

- File accurate reports and meet all reporting deadlines to Federal and State tax agencies.
- File accurate reports and meet all reporting deadlines for the City's employee retirement contributions.
- File accurate reports and meet all reporting deadlines for revenue, statistics and audit reports to state agencies.
- Meet all reporting deadlines for employee check distribution and direct deposits.
- Monitor timeliness of invoice payments to ensure vendors are paid in a prompt matter to ensure discounts are met and to avoid late fees.

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

There were no major new programs or services added to Accounting for FY 2006-07.

**GENERAL FUND  
ACCOUNTING**

	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Projected 2005-06</b>	<b>Target 2006-07</b>
<b><i>INPUTS</i></b>				
<hr/>				
<b>Expenditures</b>				
Salaries	\$ 209,743	\$ 227,725	\$ 220,336	\$ 238,592
Supplies	10,442	9,094	11,965	8,500
Support Services	6,681	8,820	9,583	8,032
Benefits	60,175	65,793	64,948	69,600
Capital Outlay	3,365	-	-	-
<b>Total Expenditures</b>	<b>\$ 290,406</b>	<b>\$ 311,432</b>	<b>\$ 306,832</b>	<b>\$ 324,724</b>
<b>Personnel Summary / Position Title</b>				
Accounting Manager	1	1	1	1
Accounting Specialist	4	4	4	4
Accounting Supervisor	1	1	1	1
Clerk (part-time)	1	1	1	1
<b>Total</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>
<b><i>OUTPUTS</i></b>				
<hr/>				
Payroll direct deposit processed	24,811	25,012	25,012	25,990
Payroll checks issued	5,362	4,660	4,660	4,673
Accounts payable checks issued	12,037	10,996	10,996	14,478
Journal entries prepared	3,663	3,548	3,548	3,782
<b><i>EFFICIENCIES</i></b>				
<hr/>				
Number of direct deposit per Specialist	6,203	6,253	6,253	6,498
Number of payroll checks per Specialist	1,341	1,165	1,165	1,168
Number of AP checks per Specialist	6,019	5,498	5,498	7,239
<b><i>EFFECTIVENESS</i></b>				
<hr/>				
% of direct deposit rejected	Not Available	Not Available	Not Available	0.04%
% of payroll checks voided	Not Available	Not Available	Not Available	1.0%
% of AP checks reissued	Not Available	Not Available	Not Available	1.0%



## **GENERAL FUND PURCHASING**

### **DEPARTMENT/DIVISION DESCRIPTION**

---

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

### **MAJOR DIVISION GOALS**

---

- Provide departments the resources needed to successfully procure items/services at the best value for the City with minimal difficulty (standardize and streamline processes).
- Ensure that procurements are made in compliance with all laws and policies.
- Account for inventory and fixed assets per City guidelines.

### **WHAT WE ACCOMPLISHED IN FISCAL YEAR 2005-2006**

---

- Completed development of Purchasing Manual.
- Provided training on Purchasing Manual city-wide (included Purchasing Policy, Procedures, Capital Assets Guide, Forms, Schedules and Procurement Card Policy).
- Coordinated and conducted second city-wide auction for disposable city property.
- Established electronic files for City contracts and agreements.
- Developed a Fixed Assets Standard Operating Procedures manual to ensure accountability for all assets.
- Provided online access for all departments to view Procurement Card transactions as needed.
- Provided HTE training for all staff (inquiries, data entry, etc.).

### **WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2006-07**

---

- Update training for staff on Purchasing Policy, Procurement Card Policy and Purchasing Procedures.
- Develop and implement online auction procedure for disposal of surplus and salvage property.
- Complete revisions of the Purchasing Policy and Procurement Card Policy as needed (to include disposal of property).
- Evaluate FY 2005-06 expenditures to assess if formal bids should be processed for commodities in FY 2006-07. Create a bid schedule for capital outlay items in FY 2006-07.
- Update the Purchasing Manual policies and procedures.
- Provide training for local vendors in reference to bidding procedures, opportunities and requirements
- Design and implement laser Purchase Orders.
- Review and consider revisions to Bid and RFP Terms and Conditions with Legal department.

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

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There were no major new programs or services added to Purchasing for FY 2006-07

**GENERAL FUND  
PURCHASING**

	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Projected 2005-06</b>	<b>Target 2006-07</b>
<b><i>INPUTS</i></b>				
<b>Expenditures</b>				
Salaries	\$ 144,155	\$ 194,735	\$ 193,985	\$ 213,827
Supplies	2,657	3,004	3,004	3,015
Repairs	-	650	650	650
Support Services	5,311	4,796	5,370	5,526
Benefits	41,992	54,406	54,406	61,335
Capital Outlay	5,111	560	548	-
<b>Total Expenditures</b>	<b>\$ 199,226</b>	<b>\$ 258,151</b>	<b>\$ 257,963</b>	<b>\$ 284,353</b>
<b>Personnel Summary / Position Title</b>				
Buyer	1	1	1	1
Director of General Services	1	1	1	1
Principal Secretary	1	1	1	1
Purchasing Manager	0	1	1	1
Secretary	1	1	1	1
<b>Total</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b><i>OUTPUTS</i></b>				
Purchase Orders	8,727	11,271	13,000	15,000
Bids/RFPs	48	37	55	60
Payables Reviewed	18,548	13,914	19,000	20,000
Asset Accountability (number of assets processed)	834	250	900	1,100
Agenda items reviewed and routed	266	266	350	400
<b><i>EFFICIENCIES</i></b>				
Purchase orders reviewed and processed by management (2)	8,727	5,636	4,500	4,750
Bids/RFPs facilitated per employee (2)	48	19	28	30
<b><i>EFFECTIVENESS</i></b>				
Percentage of Purchase Orders processed within 24 hours	97%	97%	99%	100%
Percentage of Bids/RFPs processed and awarded within 90 days	95%	98%	98%	98%
Percentage of payables reviewed within 5 days	50%	95%	98%	100%
Percentage of agenda items reviewed and routed within 24 hours	97%	97%	97%	100%

**GENERAL FUND  
BUILDING SERVICES**

***DIVISION DESCRIPTION***

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

***MAJOR DIVISION GOALS***

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

***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2005-06***

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- Maintained over one-hundred (100) city owned buildings (approximately 450,000 square feet) with a limited staff of 3 ½ FTE's.
- Facilitated an energy efficiency and power quality survey on KCCC, City Hall, and Golf Course.
- Provided logistical support and oversight on roof replacement and remediation at Skylark Field.
- Completed over nine-hundred (900) work orders.
- Completed remodeling project for IT, Municipal Court, Golf Course, City Hall, and Fleet Services.
- Installed custom flag poles at City Hall.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2006-07***

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- Complete roof survey on all city owned buildings.
- Complete HVAC survey on all city owned buildings.
- Implement a "Facility Maintenance Survey" to assist in identifying major projects before they become major maintenance issues and budget concerns.
- Expand energy efficiency and power quality survey to include large electric motors at Water & Sewer.
- Assist with facilitating major renovation for Utility Collections from the newly acquired TXU building.
- Facilitate Municipal Courts with large remodeling project (paint, carpet, installation of several walls/doors).
- Install carpet in main library.

***MAJOR NEW PROGRAMS AND SERVICES***

---

There were no major new programs or services added to Building Services for FY 2006-07.

**GENERAL FUND  
BUILDING SERVICES**

	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Projected 2005-06</b>	<b>Target 2006-07</b>
<b><i>INPUTS</i></b>				
<hr/>				
<b>Expenditures</b>				
Salaries	\$ 50,075	\$ 73,570	\$ 73,570	\$ 81,015
Supplies	5,748	8,141	8,396	8,078
Repairs	1,373	1,400	1,176	1,650
Support Services	6,412	7,500	7,250	7,387
Benefits	17,388	25,877	25,877	27,651
<b>Total Expenditures</b>	<b>\$ 80,996</b>	<b>\$ 116,488</b>	<b>\$ 116,269</b>	<b>\$ 125,781</b>
<b>Personnel Summary / Position Title</b>				
Facilities Maintenance Specialist	0	2	2	2
Facilities Manager	1	1	1	1
Lead Facilities Maintenance Specialist	1	0	0	0
<b>Total</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b><i>OUTPUTS</i></b>				
<hr/>				
Work Orders Completed	1,122	1,200	1,200	1,300
<b><i>EFFICIENCIES</i></b>				
<hr/>				
Number of Work Orders processed per Specialist (In-house / 52%)	291	312	312	338
Number of Work Orders facilitated by Management (Outsourced / 48%)	538	576	576	624
<b><i>EFFECTIVENESS</i></b>				
<hr/>				
% of Work Orders processed within allocated response time In-house	75%	80%	80%	90%
% of Work Orders processed within allocated response time Outsourced	80%	85%	85%	90%



**GENERAL FUND  
CUSTODIAL SERVICES**

**DIVISION DESCRIPTION**

---

The General Services / Custodial Services division is responsible for maintaining twenty-three (23) City facilities. These facilities equate to 118,977 square feet. Routine duties include maintaining floor, carpet, walls, windows, restrooms, dusting furniture, wastebaskets and entranceways. Additional tasks include dusting light fixtures, air vents, computers, desks and fans; cleaning baseboards, stair hand rails, walls, door frames, recycling bins, inner windows / window frames, and trashcans; applying acid bowl cleaner; disinfect door knobs and phones; clean chairs and chair mats; dust blinds and window ledges; and organizing, cleaning storage and supply rooms.

**MAJOR DIVISION GOALS**

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

**WHAT WE ACCOMPLISHED IN FISCAL YEAR 2005-06**

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- Lowered accident rate to less than 3%, as a result of weekly safety training sessions
- Maintained high standard of care without an increase in the base budget.
- Added 800 sq. ft. to the current facilities being cleaned due to the expansion of the Information Technology offices.

**WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2006-07**

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- Hold weekly safety training to maintain an accident rate of 3% or less.
- Expand and maintain the current level of services by cleaning three (3) additional facilities including W&S Pump station #2 - 2,500sq.ft.; Solid Waste new facility – 837sq. ft.; and Utility Collection / EMS renovated facility – 12,500sq.ft.

**MAJOR NEW PROGRAMS AND SERVICES:**

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- New Employee – Custodian
- Replacement Fleet – Mid-Size Crew Cab

**GENERAL FUND  
CUSTODIAL SERVICES**

	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Projected 2005-06</b>	<b>Target 2006-07</b>
<b><u>INPUTS</u></b>				
<b>Expenditures</b>				
Salaries	\$ 175,366	\$ 188,058	\$ 187,558	\$ 217,376
Supplies	26,926	29,104	29,104	32,660
Repairs	3,426	3,500	3,500	5,616
Support Services	2,181	1,300	1,300	1,280
Benefits	66,118	67,495	67,495	78,759
Capital Outlay	16,858	-	-	23,240
<b>Total Expenditures</b>	<b>\$ 290,875</b>	<b>\$ 289,457</b>	<b>\$ 288,957</b>	<b>\$ 358,931</b>
 <b>Personnel Summary / Position Title</b>				
Custodian	7	7	7	8
Custodian Supervisor	1	1	1	1
<b>Total</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>9</b>
 <b><u>OUTPUTS</u></b>				
Total square footage cleaned	118,177	118,177	118,977	134,814
Supply cost per square foot cleaned	0.18	0.20	0.20	0.18
 <b><u>EFFICIENCIES</u></b>				
Total square feet cleaned per custodian	16,882.4	16,882.4	16,996.7	16,851.8
 <b><u>EFFECTIVENESS</u></b>				
% change of supply cost per square feet	0.0%	0.1%	0.1%	-0.1% *
% change in square feet cleaned	0.000%	0.000%	0.007%	13.310%
Satisfaction rating on internal surveys	85%	85%	85%	90%

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

**GENERAL FUND  
PRINTING SERVICES**

**DIVISION DESCRIPTION**

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

**MAJOR DIVISION GOALS**

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

**WHAT WE ACCOMPLISHED IN FISCAL YEAR 2005-06**

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- Produced Community Partnership Programs for Killeen Parks & Recreation.
- Procured the Hot Melt binding machine and maximized binding capabilities by reducing production by two (2) hours.
- Educated staff city wide on utilizing printing services in order to maintain an in-house program.
- Provided all printing requests at a cost effective rate with as high a quality as possible within the resources available.

**WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2006-07**

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- Increase the level of printing quality.
- Enforce evaluation of outsourcing versus in-house printing services and provide the most cost effective means of producing jobs.
- Produce graphic layout and generate City of Killeen checks.
- Manage the implementation of updating General Services web for respective divisions.
- Attend national training on 'Printing Services' in order to facilitate and promote the newest and most cost effective technology.

**MAJOR NEW PROGRAMS AND SERVICES**

---

- There were no major new programs or services added to Printing Services for FY 2006-07.

**GENERAL FUND  
PRINTING SERVICES**

	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Projected 2005-06</b>	<b>Target 2006-07</b>
<b><u>INPUTS</u></b>				
<b>Expenditures</b>				
Salaries	\$ 55,367	\$ 59,949	\$ 53,721	\$ 58,288
Supplies	4,445	5,816	5,781	6,470
Repairs	7,609	7,825	7,825	8,500
Support Services	45,158	49,120	49,120	49,200
Benefits	18,021	19,249	19,249	19,161
Capital Outlay	1,534	6,975	6,975	-
<b>Total Expenditures</b>	<b>\$ 132,134</b>	<b>\$ 148,934</b>	<b>\$ 142,671</b>	<b>\$ 141,619</b>
 <b>Personnel Summary / Position Title</b>				
Press-Operator	1	1	1	1
Reprographic Technician	1	1	1	1
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
 <b><u>OUTPUTS</u></b>				
Work orders processed	1,122	1,100	1,104	1,150
Paper inventory	16,000	16,877	16,877	15,363
 <b><u>EFFICIENCIES</u></b>				
Processed work request within the two week time allotted	100.0%	100.0%	98.9%	99.9%
 <b><u>EFFECTIVENESS</u></b>				
Percent of excellent returns on Quality Control Survey	99.8%	99.9%	99.9%	99.9%
Jobs completed in house	95.0%	96.0%	98.0%	98.0%



**GENERAL FUND  
EMS BILLING AND COLLECTION**

***DIVISION DESCRIPTION***

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

***MAJOR DIVISION GOALS***

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- Enter 15 days of emergency medical service transport information, balance accounts receivable report against run-sheets, and verify insurance as necessary within 6 working days.
- Process insurance claims accurately and in a timely manner to ensure eligibility for payment.
- Meet program deadlines for all insurance appeals.
- Monitor outstanding accounts receivable and follow-up on outstanding accounts to ensure collection of City revenues.
- Ensure compliance with all local, State, and Federal laws related to EMS billing and collection practices.
- Implement new job analyzes for all positions for cross training and future training purposes.

***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2005-06***

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- Increased the number of appeals processed by 1.1%
- Maintained compliance with all applicable laws related to EMS billing practices.
- Implemented additional electronic resources for billing claims and retrieving payments.
- Successfully implemented new collections practices in compliance with state laws.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2006-07***

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- Increase insurance appeals submitted by 6%.
- Increase delinquency collections by 6%.
- Ensure timely processing of all insurance claims.
- Turn delinquent accounts over to the City's Collection agency with 150 days of delinquency.
- File accurate reports and meet all reporting deadlines to Federal and State agencies.

***MAJOR NEW PROGRAMS AND SERVICES***

---

- There were no major new programs or services added to EMS Billing and Collections for FY 2006-07.

**GENERAL FUND  
EMS BILLING AND COLLECTION**

	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Projected 2005-06</b>	<b>Target 2006-07</b>
<b><i>INPUTS</i></b>				
<b>Expenditures</b>				
Salaries	\$ 119,217	\$ 121,621	\$ 131,600	\$ 115,338
Supplies	10,604	10,167	9,780	11,903
Support Services	3,858	4,616	3,500	4,750
Benefits	39,235	43,300	45,200	40,487
Capital Outlay	-	1,554	1,544	-
<b>Total Expenditures</b>	<b>\$ 172,914</b>	<b>\$ 181,258</b>	<b>\$ 191,624</b>	<b>\$ 172,478</b>
<b>Personnel Summary / Position Title</b>				
EMS Billing Clerk	3	3	3	3
EMS Billing Specialist	1	1	1	1
EMS Billing Supervisor	1	1	1	1
<b>Total</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b><i>OUTPUTS</i></b>				
Number of calls entered	9,927	10,000	10,537	10,600
Number of payments posted	9,197	9,000	9,190	9,200
Number of delinquent letters mailed	9,940	10,000	6,000	8,000
Number of insurance claims processed	5,476	5,550	5,550	5,600
Number of appeals processed	589	620	650	690
<b><i>EFFICIENCIES</i></b>				
Number of calls entered per EMS billing and collection employee	1,985	2,000	2,107	2,120
Number of appeals processed per EMS billing and collection employee	118	124	130	138
<b><i>EFFECTIVENESS</i></b>				
EMS revenue collections	\$1,785,895	\$1,485,000	\$1,800,000	\$1,800,000

**GENERAL FUND  
HUMAN RESOURCES**

***DIVISION DESCRIPTION***

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

***MAJOR DIVISION GOALS***

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- Protect the City's assets and resources by minimizing the internal and external exposures and associated risks. Provide direction and assistance to all departments to facilitate the review and revision of their accident prevention plan effectiveness. Monitor the maintenance, revision, and effectiveness of the Safety Program in an effort to reduce lost time and insurance related costs.
- Ensure the City's compensation practices and benefits are competitive with the market and related industry. Conduct labor market salary surveys of comparable municipalities and specific competitive industries.

***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2005-06***

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- Developed a request for proposal and selected a carrier to provide an Employee Assistance Program.
- Implemented the Risk Management Program; hiring of a Risk Manager who began the development of and implementation of processes and procedures to reduce the City's vehicle accidents and employee injuries.
- Created and distributed an internal survey to gather feedback used to develop programs, processes and procedures to provide improved customer service.
- Updated KEEPR policies to incorporate changes resulting from new regulations and legislative changes.
- Conducted non-civil service salary survey and recommended appropriate salary adjustments.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2006-07***

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- Develop requests for proposal for health insurance to ensure the City benefits provided are competitively priced quality benefits.
- Implement Employee Assistance Programs.
- Populate database in Human Resources Information System with employee data for workers compensation and employee building assignment.

***MAJOR NEW PROGRAMS AND SERVICES***

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- Safety Awards Program – to recognize departments for improving safety in the work place through reductions in preventable accidents and injuries
- Defensive Driver Certification – certification of the Risk Manager to conduct defensive driving classes for City employees

**GENERAL FUND  
HUMAN RESOURCES**

<b>INPUTS</b>	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Projected 2005-06</b>	<b>Target 2006-07</b>
<b>Expenditures</b>				
Salaries	\$ 264,063	\$ 337,619	\$ 323,244	\$ 379,453
Supplies	56,811	62,977	62,977	56,893
Maintenance	-	4,291	4,291	-
Repairs	-	2,000	800	3,000
Support Services	58,929	88,875	68,603	86,415
Benefits	71,587	97,311	93,161	111,566
Designated Expenses	42,238	31,000	31,000	31,000
Capital Outlay	6,548	5,380	5,368	1,625
Reimbursable Expense	-	(19,896)	-	(22,500)
<b>Total Expenditures</b>	<b>\$ 500,176</b>	<b>\$ 609,557</b>	<b>\$ 589,444</b>	<b>\$ 647,452</b>

**Personnel Summary / Position Title**

Director of Human Resources	1	1	1	1
Employee Benefits Specialist	1	1	1	1
Employee Relations/Training Coordinator	1	1	1	1
Executive Assistant	1	1	1	1
Human Resources Assistant	1	2	2	2
Human Resources Payroll Coordinator	1	1	1	1
Human Resources Specialist	2	2	2	2
SR. Human Res Spec-Risk Mgmt	0	1	1	1
<b>Total</b>	<b>8</b>	<b>10</b>	<b>10</b>	<b>10</b>

**OUTPUTS**

Turnover (Non-Civil Service)	23.70%	20.00%	20.00%	18.00%
Turnover (Civil Service)	8.90%	8.00%	8.00%	7.00%
Number of Applications Processed	3,818	3,900	3,900	4,000

**EFFICIENCIES**

Average Number of Applications per Job Posting	26.15	26	26	30
Average Number of Applications per Human Resource Specialist	1,909	1,950	1,950	2,000

**EFFECTIVENESS**

Ratio of City Positions to Human Resources Staff	108:1	121:1	121:1	127:1
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**GENERAL FUND  
INFORMATION TECHNOLOGY**

***DIVISION DESCRIPTION***

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

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

Also included, IT's responsibilities is the operation and maintenance of the enterprise resource planning software.

***MAJOR DIVISION GOALS***

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

***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2005-06***

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- Eliminated recurring telecommunications costs by implementing wireless connections for the community center, water and sewer division, and branch library.
- Implemented a Citizen Relationship Management software system to track requests received.
- Designed and deployed a Work Plan Management software system used by all departments to report status of important projects.
- Implemented electronic management system for Animal Control which tracks shelter operations, manages officer cases, and posts animals available for adoption on the internet.
- Posted 100% of the water and sewer infrastructure in GIS for internal staff use.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2006-07***

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- Reduce the cost of ongoing operations. Goals will be achieved through standardization, contract renegotiation, and innovation.
- Maintain a centralized web site to improve the quality of the website and keep content useful, accurate and current.
- Redesign the city's website for a more appealing presentation and ease of use.
- Identify more services to make available over the web or by phone.
- Implement a wireless access pilot for public safety and city staff in the field.
- Implement an interactive voice response system for utility billing and municipal court.
- Expand GIS program and deploy capability to field/service workers.
- Install security surveillance camera systems in several city owned facilities.

***MAJOR NEW PROGRAMS AND SERVICES***

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- Wireless connectivity and field reporting for fire stations
- Expansion of the electronic citation program
- Converting police vehicle video recording systems from analog to digital technology
- Implement purchase card tracking in the enterprise resource planning software

**GENERAL FUND  
INFORMATION TECHNOLOGY**

<b>INPUTS</b>	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Projected 2005-06</b>	<b>Target 2006-07</b>
<b>Expenditures</b>				
Salaries	\$ 385,885	\$ 468,509	\$ 466,309	\$ 498,078
Supplies	3,792	5,263	4,893	4,640
Maintenance	-	3,300	3,300	-
Repairs	1,351	1,500	500	1,000
Support Services	72,321	83,569	83,169	88,410
Benefits	108,993	135,589	135,489	143,290
Capital Outlay	26,175	25,184	24,854	20,700
<b>Total Expenditures</b>	<b>\$ 598,517</b>	<b>\$ 722,914</b>	<b>\$ 718,514</b>	<b>\$ 756,118</b>

**Personnel Summary / Position Title**

CAD/GIS Technician	0	1	1	1
Computer Mainframe Specialist	1	1	1	1
Computer Operator	1	1	1	1
Computer Technician	1	1	1	1
Director of Information Technology	1	1	1	1
Information Technology	1	1	1	1
Operations Manager				
Information Technology	1	1	1	1
Training Specialist				
Information Technology Network Manager	1	1	1	1
Network Technician	1	1	1	1
Network/Exchange Administrator	1	1	1	1
Secretary	1	1	1	1
WEB Technician	0	1	1	1
<b>Total</b>	<b>10</b>	<b>12</b>	<b>12</b>	<b>12</b>

**OUTPUTS**

Service calls per month	232	250	300	275
PCs / devices Supported	700	700	730	720
Phones Supported	325	325	548	375
IT Classes Delivered	120	120	84	144

**EFFICIENCIES**

Average time to resolve service call (days)	8.3	7	8.6	6
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**EFFECTIVENESS**

Customer satisfaction	94%	95%	98%	96%
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**GENERAL FUND  
PERMITS & INSPECTIONS**

***DIVISION DESCRIPTION***

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

***MAJOR DIVISION GOALS***

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

***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2005-06***

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- Issued 14,164 building permits valuing \$214 million through May 2006
- Issued building permits for 907 new single-family structures, 160 duplexes, and 87 multi-family (554 units) structures through May 2006
- Issued 238 permits for commercial projects valuing \$34,845,824 through May 2006
- Generated \$1,739,801 in fee revenue through September 2006
- Performed 30,642 construction inspections through September 2006
- Reduced the plan review time for new residential permits from up to 14 days to 5 days or less
- Increased inspection quality time from 8.6 minutes per inspection to 12 minutes each
- Adopted new construction codes to align with SB 1458 in February 2006

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2006-07***

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- Implement the phase-in of one new building inspector position to increase inspection time per inspection from 12 minutes to 15 minutes average
- Implement the phase-in of one new building inspector position to provide inspections for billboards, signs and accessory permitted items
- Realign backflow prevention field inspections and compliance with TCEQ regulations with Public Works beginning October 2006
- Complete FEMA CAV investigation and amend flood ordinances to match federal law by October 2006

***MAJOR NEW PROGRAMS AND SERVICES***

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- New position - Principal Secretary.
- New position – Plans Reviewer.

**GENERAL FUND  
PERMITS & INSPECTIONS**

<b>INPUTS</b>	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Projected 2005-06</b>	<b>Target 2006-07</b>
<b>Expenditures</b>				
Salaries	\$ 479,705	\$ 603,138	\$ 596,900	\$ 679,435
Supplies	16,665	26,238	23,000	30,174
Repairs	6,572	6,000	5,500	6,612
Support Services	15,631	26,335	25,935	30,520
Benefits	134,303	168,879	168,879	195,024
Capital Outlay	22,427	50,928	49,428	28,100
<b>Total Expenditures</b>	<b>\$ 675,303</b>	<b>\$ 881,518</b>	<b>\$ 869,642</b>	<b>\$ 969,865</b>

**Personnel Summary / Position Title**

Assistant City Manager	1	1	1	1
Building Inspector	4	6	6	6
Building Official	1	1	1	1
Building Permit Clerk	2	2	2	2
Office Assistant	1	1	1	1
Office Supervisor	1	1	1	1
Plans Examiner	1	1	1	1
Plans Reviewer	0	0	0	1
Principal Secretary	0	0	0	1
Receptionist	1	1	1	1
<b>Total</b>	<b>12</b>	<b>14</b>	<b>14</b>	<b>16</b>

**OUTPUTS**

Number of Inspections Performed	27,086	33,890	33,890	35,000
Number of Permits Issued	17,408	21,764	21,764	23,000

**EFFICIENCIES**

Number of Inspections per Inspector	28.8	37.7	37.7	29.6
Average Number of Minutes per Inspection	3.7	4.2	4.2	15.0
Number of Permits Issued per Clerk	8,704	10,882	10,882	11,500

**EFFECTIVENESS**

Increase in number of permits issued	7.5%	24.6%	24.6%	22.0%
Increase in permit revenue	18.9%	26.2%	26.2%	25.0%



## **GENERAL FUND CODE ENFORCEMENT**

### ***DIVISION DESCRIPTION***

---

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

### ***MAJOR DIVISION GOALS***

---

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

### ***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2005-06***

---

- Investigated 9.3% more complaints during fiscal year 2005-06 than the previous fiscal year.
- Performed 8.9% more inspections during fiscal year 2005-06 than the previous fiscal year.
- Abated 2.6% more code violations during fiscal year 2005-06 than the previous fiscal year.
- Billed for cleanup costs on 737 properties for a total amount of \$130,569 in 2005-06.
- Received payment on liens and bills in 2005-06 for a total amount of \$97,201.
- Implemented the In-Touch Citizen Relationship Management software program to allow for citizens to report complaints online via the City WEB page and improve tracking of the complaints.
- Improved the ease of entering data in the field, quality of information acquired and reduced duplicate entries through changes in policy and implementation of the mobile computers for the code enforcement officers.
- Integrated the Code Enforcement division's mission and goals to enhance the abilities of the Police Department to create a partnership with the community to combat crime and improve the quality of life for all its citizens.

### ***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2006-07***

---

- Focus on abatement of nuisance violations that tend to reduce the aesthetics of the city.
- Promote the voluntary abatement and maintenance of property by the owners and tenants.
- Improve the processing of customer complaints, identification of property owners and notification processes.
- Ensure uniform interpretation and enforcement of codes and ordinances through training.

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

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- Surveillance Cameras

**GENERAL FUND  
CODE ENFORCEMENT**

	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Projected 2005-06</b>	<b>Target 2006-07</b>
<b><i>INPUTS</i></b>				
<b>Expenditures</b>				
Salaries	\$ 218,085	\$ 264,301	\$ 254,315	\$ 287,831
Supplies	18,893	23,374	23,541	22,419
Repairs	4,153	3,600	2,500	2,500
Support Services	12,450	23,962	23,821	23,330
Benefits	66,252	80,369	77,583	87,362
Designated Expenses	60,232	100,000	100,000	100,000
Capital Outlay	36,603	1,077	1,077	3,985
<b>Total Expenditures</b>	<b>\$ 416,668</b>	<b>\$ 496,683</b>	<b>\$ 482,837</b>	<b>\$ 527,427</b>
<b>Personnel Summary / Position Title</b>				
Code Enforcement Clerk	1	1	1	1
Code Enforcement Field Supervisor	1	1	1	1
Code Enforcement Officer	3	4	4	4
Director of Code Enforcement	1	1	1	1
Senior Secretary	1	1	1	1
<b>Total</b>	<b>7</b>	<b>8</b>	<b>8</b>	<b>8</b>
<b><i>OUTPUTS</i></b>				
Number of Inspections	17,073	N/A*	18,600	19,700
Number of Complaints Investigated	7,867	8,600	8,700	9,000
Number of Violations Abated	7,449	7,310	7,640	8,000
Number of Dangerous Buildings Abated	90	95	100	105
<b><i>EFFICIENCIES</i></b>				
Cost per Inspection / Complaint	\$16.71	N/A*	\$17.69	\$18.38
Cost per Abatement Violation	N/A*	N/A*	\$125.03	\$130.00
Abatements per Code Enforcement Officer	1,885	N/A*	1,548	1,621
<b><i>EFFECTIVENESS</i></b>				
Citizens Satisfaction	N/A*	N/A*	N/A*	70.0%
% of Abatements Resulting in Collections or Compliance	N/A*	N/A*	N/A*	40.0%

\* New Performance Measure - Data not available.

## **GENERAL FUND LIBRARY SERVICES**

### ***DIVISION DESCRIPTION***

---

The Library Services Division operates two facilities: the Main library, a 14,200 square foot building in the downtown area, and the Copper Mountain Branch Library, a 9,800 square foot building near the heart of Killeen's retail district. These two buildings house a dynamic collection of more than 98,000 items for all ages and educational levels. In addition to books, the libraries provide audiobooks on cassette and CD, videos and DVDs and online database access. A strong commitment to preschool literacy has led the division to offer 14 story times each week during the school year, and 16 during the annual Texas Reading Club summer program. Remote access to a wide variety of online databases has allowed the Killeen City Library System to provide the service of a large city library to our citizens.

### ***MAJOR DIVISION GOALS***

---

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

### ***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2005-06***

---

- Replaced existing public computers with up-to-date equipment and added five additional terminals.
- Worked closely with the KCCC and KPR to host the successful Dinosaur World exhibit in February 2006.
- Through flyers in the utility bills, reached more than 20,000 homes with information about online databases and how to use them.

### ***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2006-07***

---

- Adjust the variety of online databases to maximize the return on investment while covering more subject areas.
- Work closely with the KCCC and KPR to bring two more high-quality, high-interest exhibits to Killeen.
- Reduce the time between the purchase of new materials and their availability to patrons by the addition of a full-time staff member dedicated to this task.
- Provide citizens with a more aesthetically pleasing Main library location by the application of paint and new carpeting.
- Increase the number of new items purchased throughout the year, focusing on several key areas of interest.

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

---

- New position – Cataloguer.
- Additional funds added to the new book account.

**GENERAL FUND  
LIBRARY SERVICES**

<b>INPUTS</b>	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Projected 2005-06</b>	<b>Target 2006-07</b>
<b>Expenditures</b>				
Salaries	\$ 638,998	\$ 681,383	\$ 680,435	\$ 767,630
Supplies	58,888	79,436	79,986	80,198
Repairs	5,712	4,950	4,750	4,045
Support Services	86,970	87,805	84,935	98,479
Benefits	195,506	206,027	206,027	231,857
Capital Outlay	109,990	117,000	117,000	124,918
<b>Total Expenditures</b>	<b>\$ 1,096,064</b>	<b>\$ 1,176,601</b>	<b>\$ 1,173,133</b>	<b>\$ 1,307,127</b>

**Personnel Summary / Position Title**

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

**OUTPUTS**

Number of items circulated	282,314	298,810	307,160	312,689
Number of library visits	317,385	299,050	313,773	318,480
Number of reference questions received	35,244	42,114	42,114	43,293
Number of public computer hours used	48,541	45,213	46,700	47,992
Number of children's program attendees	23,475	20,697	24,086	24,520

**EFFICIENCIES**

Number of library visits per number of employees	10,580	9,968	10,459	10,274
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**EFFECTIVENESS**

% increase in circulation of materials	3.4%	5.8%	8.8%	1.8%
% increase in library visits	6.3%	-5.9%	-1.1%	1.5%
% increase in reference questions answered	3.8%	19.5%	19.4%	2.7%
% increase in public computer hours used	18.5%	-6.8%	-3.7%	2.7%
% increase in children's program attendance	70.3%	-11.8%	2.6%	1.8%



**GENERAL FUND  
GOLF COURSE**

<b>INPUTS</b>	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Projected 2005-06</b>	<b>Target 2006-07</b>
<b>Expenditures</b>				
Salaries	\$ 426,801	\$ 553,388	\$ 491,495	\$ 599,563
Supplies	48,587	106,400	107,900	120,238
Maintenance	(63)	6,100	6,600	18,000
Repairs	10,491	38,450	40,450	38,450
Support Services	123,224	168,082	167,836	189,998
Benefits	116,174	172,608	141,000	184,204
Designated Expenses	151,198	166,540	139,825	146,641
Capital Outlay	-	54,000	50,000	1,120
<b>Total Expenditures</b>	<b>\$ 876,412</b>	<b>\$ 1,265,568</b>	<b>\$ 1,145,106</b>	<b>\$ 1,298,214</b>

**Personnel Summary / Position Title**

Assistant Golf Professional	1	1	1	1
Cart Fleet / Range Attendant	1	1	1	1
Golf Course Maintenance Technican	2	2	2	2
Golf Course Superintendant	1	1	1	1
Golf Professional	1	1	1	1
Golf Shop Attendant	2	2	2	2
Golf Shop Manager	1	1	1	1
Greenskeeper	4	8	8	8
Principal Secretary	0	0	0	1
<b>Total</b>	<b>13</b>	<b>17</b>	<b>17</b>	<b>18</b>

**OUTPUTS**

Rounds of golf played annually	50,633	54,000	54,000	55,500
Number of tournaments hosted	35	44	44	47
Revenue generated annually	\$903,802	\$1,111,050	\$1,008,934	\$1,006,836
Acres Mowed & Maintained	125	149	149	149

**EFFICIENCIES**

Golf rounds per shop counter employee	12,658	13,500	13,500	13,875
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**EFFECTIVENESS**

% of players indicating satisfaction with course	99.0%	99.0%	99.0%	100.0%
% tournaments in 2nd year or more	90.0%	90.0%	90.0%	90.0%

**GENERAL FUND  
GOLF COURSE FOOD & BEVERAGE**

***DIVISION DESCRIPTION***

---

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

***MAJOR DIVISION GOALS***

---

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

***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2005-06***

---

- Initial startup and planning for operations to begin in FY 2006-07.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2006-07***

---

- Furnish and open an executive boardroom for city meetings as well as private functions.
- Maximize revenues through a self-promoting atmosphere.
- Create a more tournament friendly food and beverage program in order to attract new tournaments and entice lost tournaments back to our course.

***MAJOR NEW PROGRAMS AND SERVICES***

---

- New Full-time Employee – Food and Beverage Manager
- New Full-time Employee - Cook
- New Part-time Employees – 2 Beverage cart staff and 1 cook

**GENERAL FUND  
GOLF COURSE FOOD & BEVERAGE**

<b>INPUTS</b>	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Projected 2005-06</b>	<b>Target 2006-07</b>
<b>Expenditures</b>				
Salaries	\$ -	\$ -	\$ -	\$ 72,800
Supplies	-	-	-	5,370
Support Services	-	-	-	26,082
Benefits	-	-	-	12,000
Designated Expenses	-	-	-	56,448
Capital Outlay	-	-	-	3,500
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 176,200</b>

**Personnel Summary / Position Title**

Food and Beverage Cook	0	0	0	1
Food and Beverage Manager	0	0	0	1
Food and Beverage Service Worker (Part-time)	0	0	0	3
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>

**OUTPUTS**

Number of events/functions provided	N/A*	N/A*	N/A*	N/A*
Revenue generated annually	N/A*	N/A*	N/A*	\$176,200

**EFFICIENCIES**

Events/functions provided per employee	N/A*	N/A*	N/A*	N/A*
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**EFFECTIVENESS**

Percentage of customers indicating satisfaction with service	N/A*	N/A*	N/A*	100%
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N/A\* - First year of operations to begin in FY 2006-07. Estimates at this time are not given since there has not been any history or operating data to furnish any reliable numbers.

**GENERAL FUND  
PARKS**

***DIVISION DESCRIPTION***

---

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

***MAJOR DIVISION GOALS***

---

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

***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2005-06***

---

- Provided major logistical support for the operation of the hurricanes Katrina and Rita evacuation shelter.
- Constructed the Conder Park skate facility.
- Completed construction and dedicated Iduma Neighborhood Park
- Completed construction and dedicated Timber Ridge Neighborhood Park.
- Construction of the Lion's Club Park restroom facility and lighting project

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2006-07***

---

- Begin and substantially complete construction of the Lion's Club Park Recreation facility and Senior Citizen facility.
- Construct and dedicate Ira Cross Neighborhood Park.
- Develop park facility on the Purser donated property
- Develop park facility at Clifton Park elementary.

***MAJOR NEW PROGRAMS AND SERVICES***

---

- New positions - three grounds maintenance worker positions and one grounds crew leader position.



**GENERAL FUND  
GOLF COURSE**

***DIVISION DESCRIPTION***

---

The Killeen Municipal Golf Course was built in 1970. The city embarked on a major renovation plan in fiscal year 2003-2004 that was completed in May 2005. The golf course was also renamed Stonetree Golf Club of Killeen. The golf course is open to the public and attracts about 50,000 rounds of golf each year. The golf course holds from 25-30 golf tournaments a year and is host to some of the major charity fundraisers in the area. The pro shop is kept fully stocked with the latest in golf equipment and apparel. The clubhouse is an 8,000 square foot structure that offers a daily menu, sports bar, and is also available for a variety of functions and parties.

***MAJOR DIVISION GOALS***

---

- Ensure that the golf course is in consistently good condition.
- Operate the golf and maintenance operation in a friendly, professional manner.
- Provide professionally run tournaments and golf clinics.

***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2005-06***

---

- Completed construction of 400 yards of new cart path on hole number eleven.
- Completed renovation of old clubhouse and cart sheds into new maintenance facility.
- Installed nine new pond fountains for better water quality and beautification of course.
- Completed landscaping of new cart barn.
- Removed structure and cleaned-up area at old maintenance facility site.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2006-07***

---

- Expand the consumer base by advertising and the use of the internet tee time sales.
- Conduct a Killeen City Championship.
- Increase revenues through having a self-promoting atmosphere.
- Create a more tournament friendly food and beverage program in order to attract new tournaments and entice lost tournaments back to our course.

***MAJOR NEW PROGRAMS AND SERVICES***

---

- New position - Principal Secretary.
- Agriculture supply funds increased.

**GENERAL FUND  
PARKS**

<b>INPUTS</b>	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Projected 2005-06</b>	<b>Target 2006-07</b>
<b>Expenditures</b>				
Salaries	\$ 732,058	\$ 853,749	\$ 780,000	\$ 961,983
Supplies	229,268	245,965	240,500	255,507
Maintenance	133,253	200,200	204,300	143,000
Repairs	56,868	58,000	58,000	59,261
Support Services	217,816	239,750	253,800	259,750
Benefits	249,462	274,215	248,348	313,370
Major Capital Outlay	15,000	-	-	-
Capital Outlay	67,786	85,720	85,720	66,975
<b>Total Expenditures</b>	<b>\$ 1,701,511</b>	<b>\$ 1,957,599</b>	<b>\$ 1,870,668</b>	<b>\$ 2,059,846</b>

**Personnel Summary / Position Title**

Custodian	1	1	1	1
Director of Community Services	1	1	1	1
Director of Parks and Recreation	0	0	0	1
Grounds Maintenance Specialist	4	4	4	5
Grounds Maintenance Worker	20	20	20	23
Office Assistant	0	1	1	1
Parks Crew Leader	2	2	2	2
Parks and Public Grounds Superintendent	1	1	1	1
Principal Secretary	1	1	1	1
Small Equipment Mechanic	1	1	1	1
<b>Total</b>	<b>31</b>	<b>32</b>	<b>32</b>	<b>37</b>

**OUTPUTS**

**Park/Landscape Acreage Maintained**

Low Maintenance Areas	365	369	369	379
Medium Maintenance Areas	36	38	38	42
High Maintenance Areas	5	5	5	5

**EFFICIENCIES**

**Man Hours Per Acre, per FY**

Low Maintenance Areas	200 hrs./ acre	199 hrs./ acre	199 hrs./ acre	190 hrs./acre
Medium Maintenance Areas	611 hrs./acre	608 hrs./acre	608 hrs./acre	600 hrs./acre
High Maintenance Areas	2,000 hrs./acre	2,000 hrs./acre	2,000 hrs./acre	2,000 hrs./acre

**EFFECTIVENESS**

Achieved park/landscape target maintenance standard	90.0%	90.0%	90.0%	100.0%
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## **GENERAL FUND RECREATION**

### ***DIVISION DESCRIPTION***

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

### ***MAJOR DIVISION GOALS***

---

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

### ***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2005-06***

---

- Enhanced Cen-Tex Race Series by adding additional events/partners.
- Hosted special events such as; Halloween carnival, Turkey Trot 5k, Jingle Bell Dash 5k, Spring Break Day Camp, Summer Day Camp, Easter Egg Hunt, and Caliente 10k.
- Developed promotional material to market Parks and Recreation and the City of Killeen.

### ***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2006-07***

---

- Provide 25 recreation activities and 30 events for the citizens of Killeen.
- Expand recreation programs by adding 1 new camp, 4 classes and 5 special events.
- Provide support for community events such as Celebrate Killeen Festival.
- Expand summer day camp program by offering a low cost summer camp at KISD schools to provide a safe, fun environment for children to attend.

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

---

- There were no major new programs or services added to Recreation for FY 2006-07.

**GENERAL FUND  
RECREATION**

<b><u>INPUTS</u></b>	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Projected 2005-06</b>	<b>Target 2006-07</b>
<b>Expenditures</b>				
Salaries	\$ 127,459	\$ 151,253	\$ 147,703	\$ 158,823
Supplies	63,170	59,381	57,286	62,872
Support Services	38,080	39,700	38,979	39,000
Benefits	31,741	35,130	35,130	37,256
Capital Outlay	10,851	-	-	-
<b>Total Expenditures</b>	<b>\$ 271,301</b>	<b>\$ 285,464</b>	<b>\$ 279,098</b>	<b>\$ 297,951</b>
<b>Personnel Summary / Position Title</b>				
Office Assistant	1	1	1	1
Recreation Superintendent	1	1	1	1
Recreation Supervisor	1	1	1	1
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b><u>OUTPUTS</u></b>				
Number of participants in programs sponsored by the recreation division	33,000	35,000	38,500	39,000
Number of people included in bookings of KCC rooms	17,150	19,722	21,694	22,000
Number of events supported	26	33	35	35
Number of groups and events which were provided meeting space	163	182	200	200
<b><u>EFFICIENCIES</u></b>				
Number of participants per employee	11,000	11,667	12,833	13,000
Number of events supported per employee	9	11	12	12
<b><u>EFFECTIVENESS</u></b>				
Percentage increase in participants of programs sponsored by recreation	14.0%	6.0%	17.0%	1.0%



## **GENERAL FUND ATHLETICS**

### ***DIVISION DESCRIPTION***

---

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

### ***MAJOR DIVISION GOALS***

---

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

### ***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2005-06***

---

- Hosted the first ever Texas Amateur Athletic Federation State Tournament in Killeen, Texas – Women's Major Basketball
- Hosted the 2005 Texas Teen-Age Baseball 10 & Under Boys State Tournament.
- Hosted the Amateur Softball Association 12 & Under 'B' State Fast Pitch State Tournament.
- Hosted the Amateur Softball Association Men's A National Fast Pitch Tournament.
- Experienced an overall growth of 30% in program participants.

### ***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2006-07***

---

- Bid and receive at least two state tournaments, one from the Texas Amateur Athletic Federation and one from the Amateur Softball Association.
- Start an area adult sports series between Killeen, Copperas Cove, Harker Heights and Temple involving adult flag football, slow pitch softball and basketball.
- Create out season league opportunities for girls fast pitch (fall), boys baseball (fall) and youth basketball (summer).
- Submit bids on Texas Amateur Athletic Federation Men's Basketball State Tournament and Amateur Softball Association national and state tournament.
- Align the athletic staff in preparation for the move to the new recreation center.
- Foster positive relationships with Texas Amateur Athletic Federation with goals of hosting the Games of Texas in future years.
- Secure adequate funding to enable the city to compete in the very competitive market of state and national tournament hosting.

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

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- New position – Athletic supervisor.

**GENERAL FUND  
ATHLETICS**

<b>INPUTS</b>	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Projected 2005-06</b>	<b>Target 2006-07</b>
<b>Expenditures</b>				
Salaries	\$ 113,997	\$ 108,308	\$ 111,308	\$ 132,294
Supplies	30,971	44,860	42,295	45,344
Support Services	78,892	89,107	89,107	116,007
Benefits	30,454	33,782	33,782	40,287
<b>Total Expenditures</b>	<b>\$ 254,314</b>	<b>\$ 276,057</b>	<b>\$ 276,492</b>	<b>\$ 333,932</b>
<b>Personnel Summary / Position Title</b>				
Community Center Coordinator	1	1	1	1
Recreation Specialist	1	1	1	1
Recreation Superintendent	1	1	1	1
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>OUTPUTS</b>				
Number of program participants	5,389	5,650	6,950	7,000
Number of youth & adult sports umpires registered	45	50	78	85
Number of state and national tournaments hosted	3	3	5	5
Number of major corporate sponsorships secured	0	3	3	3
<b>EFFICIENCIES</b>				
Number of participants per employee	1,796	1,883	2,317	2,333
Percentage growth in KPR programs	16%	5%	29%	1%
Received distinguished rating from Amateur Softball Association and Texas Amateur Athletic Federation based on evaluator and team scores from state and national tournaments hosted in Killeen	Yes	Yes	Yes	Yes
<b>EFFECTIVENESS</b>				
Percentage of Supervision @ all events	100%	100%	100%	100%
Percentage of Volunteer Coach recruiting success for team sports	100%	100%	100%	100%
Percentage of games not cancelled due to failure to have adequate referees / umpires	100%	100%	100%	100%
Percentage of deadlines made for league start dates, coaches meetings, team formation and state registrations.	100%	100%	100%	100%

**GENERAL FUND  
CEMETERY**

**DIVISION DESCRIPTION**

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

**MAJOR DIVISION GOALS**

---

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

**WHAT WE ACCOMPLISHED IN FISCAL YEAR 2005-06**

---

- Mowed and trimmed 1,985 acres of cemetery memorial park land which includes 8,539 occupied spaces
- Planted five Living Trees honoring the memory of deceased loved ones making a total of 140 donated under program to date
- Continued beautification with the addition of trees along roadway sections (17 planted) and addition of three benches
- Repaired and straightened five monuments in Old Section B and continued temporary marker replacement
- Top dressed and seeded 125 new interment spaces from May 05 – Apr 06
- Completed mapping Old Section D and begin researching/reviewing map with existing records to begin data input into new cemetery software

**WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2006-07**

---

- Mow and trim the 1,985 acres of cemetery memorial park land to include additional occupied spaces
- Enhance beautification with the addition of trees, benches, and flower garden areas
- Continue research and review of cemetery records and modernizing records through digital imaging of memorials and interment/deed records
- Map old Section B and C

**MAJOR NEW PROGRAMS AND SERVICES**

---

- Replacement Equipment – Tractor (1) and Mowers (2)
- Additional Equipment – Mower (1) and Utility Vehicle (1)

**GENERAL FUND  
CEMETERY**

<b>INPUTS</b>	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Projected 2005-06</b>	<b>Target 2006-07</b>
<b>Expenditures</b>				
Salaries	\$ 157,250	\$ 179,366	\$ 175,678	\$ 192,597
Supplies	24,923	25,192	23,494	25,821
Maintenance	6,921	8,711	5,692	5,692
Repairs	9,809	10,128	9,985	10,128
Support Services	5,303	4,470	3,469	4,532
Benefits	53,726	58,436	57,585	61,042
Capital Outlay	-	8,200	7,900	22,675
<b>Total Expenditures</b>	<b>\$ 257,932</b>	<b>\$ 294,503</b>	<b>\$ 283,803</b>	<b>\$ 322,487</b>

**Personnel Summary / Position Title**

Cemetery Superintendent	1	1	1	1
Grounds Crew Leader	1	1	1	1
Grounds Maintenance Worker	4	4	4	4
<b>Total</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>

**OUTPUTS**

Number of Spaces Sold	92	56	56	56
Number of Interments/Funeral Arrangements	153	116	116	116
Acreage Mowed & Trimmed Yearly	1,985	1,985	1,985	1,985
Occupied Lots Mowed	8,539	8,655	8,655	8,771

**EFFICIENCIES**

Spaces Sold by Superintendent & Crew Leader	61	37	37	37
Interment/Funeral Arrangements by Superintendent & Crew Leader	102	77	77	77
Acreage Mowed per Grounds Crew Employee	397	397	397	397
Occupied Lots Mowed per Grounds Crew Employee	1,708	1,731	1,731	1,754

**EFFECTIVENESS**

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

***DIVISION DESCRIPTION***

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

***MAJOR DIVISION GOALS***

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

***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2005-06***

---

- Registered 314 new members from April 2005 to April 2006
- Prepared, served and coordinated the breakfast, lunch and dinner meals for the Katrina & Rita Hurricane volunteers and victims for a month
- Awarded the 2<sup>nd</sup> Bob Gilmore Senior Center Scholarship at Central Texas College and increased the scholarship endowment
- Increased lunch program participation by 34 percent
- Increased travel opportunities from four to six
- Senior Center supported three outreach programs that benefited 385 people with the projects they adopted

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2006-07***

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- Promote Senior Center activities and programs to increase membership by offering a more professional looking newsletter
- Design and publish a professional brochure to promote the new Senior Center
- Prepare for the relocation to the new Senior Center facility through inventory review
- Research potential new programs that could be incorporated in the new senior center

***MAJOR NEW PROGRAMS AND SERVICES***

---

- There were no major new programs or services added to Senior Center Division for FY 2006-07.

**GENERAL FUND  
SENIOR CITIZENS**

<b>INPUTS</b>	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Projected 2005-06</b>	<b>Target 2006-07</b>
<hr/>				
<b>Expenditures</b>				
Salaries	\$ 86,076	\$ 101,253	\$ 98,137	\$ 107,706
Supplies	9,658	16,404	16,081	18,039
Repairs	609	2,638	2,080	1,163
Support Services	22,506	28,018	28,030	29,107
Benefits	27,123	30,351	29,066	32,266
Capital Outlay	3,800	3,500	3,500	-
<b>Total Expenditures</b>	<b>\$ 149,772</b>	<b>\$ 182,164</b>	<b>\$ 176,894</b>	<b>\$ 188,281</b>
<b>Personnel Summary / Position Title</b>				
Custodian	1	1	1	1
Program Assistant	1	1	1	1
Senior Center Manager	1	1	1	1
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>OUTPUTS</b>				
<hr/>				
Daily Attendance	75,063	34,894	33,096	36,405
New Members	309	308	356	391
Lunches Served	7,558	0	9,229	10,151
<b>EFFICIENCIES</b>				
<hr/>				
Seniors served	18,766	8,724	8,274	9,101
New members registered	103	103	119	130
Lunches served	1,890	0	2,307	2,538
<b>EFFECTIVENESS</b>				
<hr/>				
Membership Growth	27.0%	0.0%	15.8%	10.0%

**GENERAL FUND  
SWIMMING POOLS**

***DIVISION DESCRIPTION***

---

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

***MAJOR DIVISION GOALS***

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

***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2005-06***

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- Expanded water aerobics classes to allow for more participation by providing additional classes.
- Replaced necessary life saving equipment at both facilities to ensure compliance to TML.
- Hosted TML lifeguard training in conjunction with the City of Harker Heights, Copperas Cove, Morgan's Point, and Lampasas.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2006-07***

---

- Provide a safe fun swimming experience for citizens of Killeen.
- Replace filter tank at Pershing pool to help maintain proper pool chemistry.
- Expand in-service training for all aquatics staff.

***MAJOR NEW PROGRAMS AND SERVICES***

---

- Pershing Park pool filter tank repair.

**GENERAL FUND  
SWIMMING POOLS**

<b>INPUTS</b>	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Projected 2005-06</b>	<b>Target 2006-07</b>
<b>Expenditures</b>				
Salaries	\$ 51,115	\$ 69,245	\$ 69,245	\$ 72,230
Supplies	31,758	34,941	31,200	32,775
Maintenance	2,908	5,700	5,200	5,200
Repairs	-	100	100	100
Support Services	14,367	19,400	18,300	17,870
Benefits	4,816	5,131	5,131	6,342
Major Capital Outlay	-	-	-	10,000
<b>Total Expenditures</b>	<b>\$ 104,964</b>	<b>\$ 134,517</b>	<b>\$ 129,176</b>	<b>\$ 144,517</b>

**Personnel Summary / Position Title**

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

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

<b>EFFICIENCIES</b>				
Number of daily pool customers per average number of summer employees	548	580	660	660

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

**GENERAL FUND  
COMMUNITY DEVELOPMENT**

**DIVISION DESCRIPTION**

---

The purpose of Community Development is to provide guidance and appropriate policy development from which to implement strategies, programs, and projects to assist in meeting decent and affordable housing needs, promote suitable living environments, and expand economic opportunities for all citizens of Killeen—particularly low and moderate income citizens. The Community Development Block Grant is awarded to the City of Killeen via an entitlement grant program funded through the U.S. Department of Housing and Urban Development. This program allows the local community the flexibility to decide its funding priorities.

**MAJOR DIVISION GOALS**

---

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

**WHAT WE ACCOMPLISHED IN FISCAL YEAR 2005-06**

---

- Provided \$160,978 to six (6) public services agencies providing assistance to Killeen residents.
- Purchased building for faith-based substance abuse center at a cost of \$151,444.
- Funded \$30,874 for parking lot improvements to the Hill Country Community Action Agency Senior Center.
- Funded two (2) shade ports for Moss Rose Head Start center playground at a cost of \$6,553.
- Provided \$5,257 to two (2) single family homeowners for housing rehabilitation.

**WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2006-07**

---

- Provide \$267,000 towards housing rehabilitation.
- Provide \$144,706 to six (6) public services agencies providing assistance to Killeen residents.
- Provide \$75,000 towards the construction of the Lions Club Recreation and Senior Center parking lot.
- Provide \$74,756 for Home & Hope Shelter transitional housing unit construction.
- Complete renovations totaling \$55,794 to Killeen Food and Clothing Center for warehouse operations.
- Provide \$50,000 for transportation services for elderly Killeen residents.
- Seek funding sources to expand the Elderly Transportation Program.

**MAJOR NEW PROGRAMS AND SERVICES**

---

There are no major new programs or services added to the Community Development Budget for FY 06-07.



**GENERAL FUND  
COMMUNITY DEVELOPMENT**

<b><i>INPUTS</i></b>	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Projected 2005-06</b>	<b>Target 2006-07</b>
<b>Expenditures</b>				
Salaries	\$ 165,473	\$ 175,631	\$ 170,262	\$ 179,086
Supplies	5,645	5,360	4,400	5,431
Repairs	813	450	450	450
Support Services	20,256	87,600	87,148	23,920
Benefits	44,178	47,046	47,046	49,288
Capital Outlay	-	692	692	-
<b>Total Expenditures</b>	<b>\$ 236,365</b>	<b>\$ 316,779</b>	<b>\$ 309,998</b>	<b>\$ 258,175</b>

**Personnel Summary / Position Title**

Director of Community Development	1	1	1	1
Community Development Program Manager	1	1	1	1
Community Development Specialist	1	1	1	1
Community Development Program Assistant	1	1	1	1
<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

***OUTPUTS***

Number of people assisted via Community Development public services grants*	1,985	1,985	15,034	24,775
Number of decent and affordable housing units assisted with federal, state, and local funds	15	16	16	30
Number of homeless and special needs people served	394	610	610	566

***EFFICIENCIES***

Average cost of public services provided	\$61	\$63	\$8	\$5
Average cost of decent and affordable housing services funded	\$26,918	\$4,383	\$4,383	\$11,618
Average cost of services provided to homeless and other special needs populations	\$61	\$30	\$30	\$135

***EFFECTIVENESS***

% of dollars allocated to public services expended	91.8%	N/A	65.9%	80.0%
% of decent and affordable housing funds	88.4%	N/A	4.8%	25.0%
% of homeless and other special needs funds expended	39.7%	N/A	0.0%	10.0%

\*Higher projected year-end figure attributed to changes in HUD reporting requirements.

**GENERAL FUND  
HOME PROGRAM**

**DIVISION DESCRIPTION**

---

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

**MAJOR DIVISION GOALS**

---

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

**WHAT WE ACCOMPLISHED IN FISCAL YEAR 2005-06**

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- Secured funding in the amount of \$314,929 for Killeen Ridge Point 172 unit affordable housing complex.
- Provided \$31,141 for new housing construction via Habitat for Humanity.
- Provided First Time Homebuyers assistance to one (1) qualified applicant in the amount of \$5,000.
- Funded \$73,435 for two (2) Community Housing Development Organizations.
- Secured HOME program match in the amount of \$60,000 from Bell County.

**WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2006-07**

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- Provide \$171,222 towards the completion of nine (9) transitional housing units for youth in conjunction with Central Texas Youth Services.
- Provide funding to one (1) Community Housing Development Organization in the amount of \$72,192.
- Provide \$72,713 for new housing construction via Habitat for Humanity
- Provide \$314,929 towards the completion of Killeen Ridge Point-172 unit affordable housing complex.
- Provide \$232,189 to qualified applicants for First Time Homebuyers assistance.
- Provide \$173,711 for Tennant Based Rental assistance to the Elderly.

**MAJOR NEW PROGRAMS AND SERVICES**

---

There are no major new programs or services added to the HOME program Budget for FY 06-07.

**GENERAL FUND  
HOME PROGRAM**

	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Projected 2005-06</b>	<b>Target 2006-07</b>
<b><u>INPUTS</u></b>				
<b>Expenditures</b>				
Salaries	\$ 37,316	\$ 39,314	\$ 33,325	\$ 29,330
Supplies	2,164	2,636	2,027	2,090
Support Services	4,731	6,811	6,511	7,770
Benefits	10,626	11,163	10,031	9,461
<b>Total Expenditures</b>	<b>\$ 54,837</b>	<b>\$ 59,924</b>	<b>\$ 51,894</b>	<b>\$ 48,651</b>
<b>Personnel Summary / Position Title</b>				
Home Program Coordinator	1	1	1	1
Home Program Assistant	1	1	1	1
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b><u>OUTPUTS</u></b>				
Number of decent and affordable housing units assisted with federal, state, and local funds	15	15	15	20
Number of homeless and special needs people served	394	610	610	565
<b><u>EFFICIENCIES</u></b>				
Average cost of decent and affordable housing services funded	\$ 26,918	\$ 4,383	\$ 4,383	\$ 11,618
Average cost of services provided to homeless and other special needs populations	\$ 61	\$ 30	\$ 30	\$ 135
<b><u>EFFECTIVENESS</u></b>				
% of decent and affordable housing funds expended	88.4%	N/A	29.8%	88.4%
% of homeless and other special needs populations funds expended	39.7%	N/A	13.3%	85.6%

**GENERAL FUND  
PUBLIC WORKS**

***DEPARTMENT DESCRIPTION***

---

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

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

***MAJOR DEPARTMENT GOALS***

---

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

***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2005-06***

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- Established an 11-member crew for right-of-way mowing.
- Completed East Side Infrastructure & Lift Station No. 2 projects in support of the Water Control Improvement District (WCID) South Treatment Plant.
- Began construction of the Nolan Creek Hike & Bike Trail.
- Began construction of South Clear Creek Sewer line / Lift Station #26.
- Began Construction of North Reece Creek Interceptor, Phase IV / Lift Station #21 and Force Main; Rock Creek Interceptor / Lift Station 24 and Force Main.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2006-07***

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- Review and reorganize the Public Works organization to align staff and equipment into a more effective and productive organization.
- Complete construction of the new Solid Waste Transfer Station and Solid Waste Administration Facility.
- Complete construction of the Nolan Creek Hike & Bike Trail.
- Complete the construction of the South Clear Creek Sewer line / Lift Station #26
- Ensure compliance with state regulations related to Cross Connection Control & Backflow Prevention. Compliance requires inspection of all new backflow devices and annual inspection of existing backflow devices located within the corporate limits of Killeen.

***MAJOR NEW PROGRAMS AND SERVICES***

---

- Startup Cross Connection Control & Backflow Prevention Program - 2-member crew.
- New Fleet – Truck.

**GENERAL FUND  
PUBLIC WORKS**

	<b>Actual 2004-05</b>		<b>Budget 2005-06</b>		<b>Projected 2005-06</b>		<b>Target 2006-07</b>
<b><u>INPUTS</u></b>							
<b>Expenditures</b>							
Salaries	\$ 134,834	\$	141,433	\$	146,799	\$	145,660
Supplies	1,248		1,500		1,133		5,260
Repairs	-		-		-		1,500
Support Services	7,867		8,758		7,442		9,460
Benefits	33,362		35,246		35,974		37,213
Capital Outlay	3,282		-		-		35,860
<b>Total Expenditures</b>	<b>\$ 180,593</b>	<b>\$</b>	<b>186,937</b>	<b>\$</b>	<b>191,348</b>	<b>\$</b>	<b>234,953</b>

**Personnel Summary / Position Title**

Director of Public Works	1	1	1	1
Executive Assistant	1	1	1	1
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

**OUTPUTS**

Number of Bond Projects Designed and/or Under Design	36	N/A*	36	36
Number of Plats & Construction Plans Reviewed for Engineering Support	465	N/A*	500	465
Value (total) of Bond CIP Projects Under Design and/or Construction	N/A*	N/A*	\$45,389,008	\$60,000,000

**EFFICIENCIES**

Average Number of Projects Per Engineer	N/A*	N/A*	12	12
Average \$ Value of Capital Projects Per Engineer	N/A*	N/A*	\$15,129,669	\$20,000,000
Average Number of Design & Construction Reviews per Engineer	52	N/A*	56	52

**EFFECTIVENESS**

% of Projects Under Design within 180 Days of Sale of Bonds or Certificate of Obligations Issued	N/A*	N/A*	100.0%	90.0%
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\* New Performance Measure - Data not available.



## **GENERAL FUND ENGINEERING**

### ***DIVISION DESCRIPTION***

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

### ***MAJOR DIVISION GOALS***

---

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

### ***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2005-06***

---

- Oversaw completion of \$12 million of Water and Sewer capital improvement projects.
- Reviewed 127 subdivision plats and 150 commercial developments plan sets.
- Conducted 1,500 right-of-way improvement construction inspections.
- Oversaw public works infrastructure construction in 53 new residential subdivisions entailing 22 miles of new water mains; 48.5 miles of new sewer mains; 80,000 linear feet of drainage infrastructure; and 50 miles of paved streets.
- Developed a comprehensive Water and Wastewater Master Plan Update.
- Completed the second phase of water and sewer GIS-data conversion and integrated City-wide water and sewer feature datasets into the enterprise GIS.
- Completed the engineering design for rehabilitation of Cody Poe Road, Edgefield Road, South Robinett Road, and Elms Road extension to SH 201.

### ***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2006-07***

---

- Complete 100% construction of \$8 million in Water and Wastewater Master Plan 2004 Bond projects.
- Scope, prioritize, and prepare cost estimates for \$15 million in Water and Wastewater Master Plan 2007 Bond Projects.
- Complete engineering design and prepare bid package for Phase IV Septic Tank Elimination Program.
- Develop a program to address the United States Environmental Protection Agency (USEPA) Stage 2 Disinfectant and Disinfection By-Products Rule.
- Develop scope of work for development of program to address USEPA Capacity, Management, Operations and Maintenance requirements for wastewater collection system operators.
- Coordinate Right-of-Way (ROW) acquisition negotiations for Trimmier Road and Watercrest Road Rehabilitation Projects.
- Complete 75% construction of \$6.3 million in major thoroughfare improvement projects.
- Complete engineering design and 75% construction of \$2 million in Downtown Streets Improvements.
- Complete \$450,000 Traffic Light Synchronization project.
- Conduct School Traffic Zone Safety Enhancement Study.
- Prepare RFQ and secure list of pre-qualified firms for broad-spectrum engineering design services.
- Complete draft Water and Wastewater, Drainage, and Streets Technical Design Manuals for development.
- Deploy Cityworks Computerized Maintenance Management System.
- Develop Engineering Division website and post standard design guides.

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

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- There were no major new programs or services added to Engineering - General Fund for FY2006-07.

**GENERAL FUND  
ENGINEERING**

	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Projected 2005-06</b>	<b>Target 2006-07</b>
<b><i>INPUTS</i></b>				
<b>Expenditures</b>				
Salaries	\$ 103,394	\$ 112,138	\$ 121,540	\$ 125,964
Supplies	7,403	7,315	5,100	7,631
Repairs	1,372	5,596	5,046	5,596
Support Services	66,885	77,127	76,627	78,010
Benefits	27,321	29,552	31,005	33,122
Capital Outlay	27,636	2,200	2,200	-
Reimbursable Expense	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 234,011</b>	<b>\$ 233,928</b>	<b>\$ 241,518</b>	<b>\$ 250,323</b>

**Personnel Summary / Position Title**

City Engineer	1	1	1	1
Senior Construction Inspector	1	1	1	1
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

***OUTPUTS***

<b>2004 Water &amp; Sewer Bond Issue (\$21 Mil)</b>				
Under Design (Projects)	19	N/A*	7	0
Under Construction (Projects)	2	N/A*	1	7
Completed (Projects)	0	N/A*	13	14
<b>2004 Streets/Traffic Bond Issue (\$10 Mil)</b>				
Under Design (Projects)	9	N/A*	6	4
Under Construction (Projects)	0	N/A*	0	2
Completed (Projects)	0	N/A*	4	8
Construction Plan Review (Sets)	220	N/A*	277	300

***EFFICIENCIES***

Engineering contracts for Public Works (Projects)	32	N/A*	50	45
Average number of Project Contracts per Engineer	11	N/A*	16	11

***EFFECTIVENESS***

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

**GENERAL FUND  
TRAFFIC**

***DIVISION DESCRIPTION***

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

***MAJOR DIVISION GOALS***

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- Provide scheduled maintenance on the City's 80 traffic signals and 45 school flashers monthly.
- Perform scheduled electrical maintenance and repairs at 60 city owned facilities.
- Perform maintenance and repair on over 10,000 City owned signs.
- Install, upgrade, and maintain adequate signage at 36 school campuses.

***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2005-06***

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- Performed repair and maintenance on 1560 signs.
- Replaced 250 obsolete sign poles.
- Upgraded signs at Bellaire Elementary and Nolan Middle School which are 2 of the 36 in the projected forecast to be completed by 2011.
- Provided training for four employees at the International Municipal Signal Association (IMSA) certification conference.
- Hosted the 69<sup>th</sup> Annual Southwestern Section Conference for the IMSA.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2006-07***

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- Provide required maintenance for all traffic control devices.
- Upgrade school signs for 7 of the remaining 34 campuses to be completed by 2011.
- Provide electrical maintenance for the 62 City owned facilities.
- Install traffic monitoring software in cooperation with the Signal Synchronization Program.

***MAJOR NEW PROGRAMS AND SERVICES***

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- On-Call Pay.
- Traffic Signal Installation with Camera.

**GENERAL FUND  
TRAFFIC**

<b>INPUTS</b>	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Projected 2005-06</b>	<b>Target 2006-07</b>
<b>Expenditures</b>				
Salaries	\$ 287,983	\$ 309,960	\$ 293,214	\$ 363,598
Supplies	30,363	41,420	45,478	45,376
Maintenance	42,509	50,000	50,000	50,000
Repairs	50,961	54,273	49,500	58,394
Support Services	100,276	139,474	121,096	125,637
Benefits	96,785	106,248	93,173	109,581
Major Capital Outlay	-	-	-	150,000
Capital Outlay	40,173	-	-	-
<b>Total Expenditures</b>	<b>\$ 649,050</b>	<b>\$ 701,375</b>	<b>\$ 652,461</b>	<b>\$ 902,586</b>

**Personnel Summary / Position Title**

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

**OUTPUTS**

Number of Traffic Signal work orders	402	1,032	564	650
Number of Sign work orders	1,248	1,350	1,810	1,950
Number of School sign work orders	150	N/A*	200	200
Number of Electrical work orders	364	475	480	500

**EFFICIENCIES**

Average number of work orders per each 2 member crew	541	N/A*	763	825
Average number of hours per work order	2.0	N/A*	2.5	2.5

**EFFECTIVENESS**

% of work orders completed within 3 days of initial request.	N/A*	N/A*	N/A*	95.0%
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\* New Performance Measure - Data not available.

**GENERAL FUND  
STREET**

***DIVISION DESCRIPTION***

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

***MAJOR DIVISION GOALS***

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- Provide superior pavement maintenance services by performing preventative maintenance repairs on 102.23 lane miles of street annually.
- Sweep 3942 curb miles of street annually.

***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2005-06***

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- Applied surface treatments to 35.74 lane miles of street.
- Established New Street Repair Crew and repaired 6,000 square yards of asphalt surface.
- Reduced amount of time to repair a pothole by 20%.
- Crew repaired 239 potholes and placed asphalt in 189 utility cuts.
- Documented 1,978 service requests. The department was able to close out 86% of the requests for service.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2006-07***

---

- Repair 6200 linear feet of sidewalk with funds approved from the Community Development Block Grant (CDBG).
- Underseal & Overlay 2.26 lane miles of street.
- Sealcoat 42.59 lane miles of street
- Re-stripe an estimated 420,000 linear feet of 4" stripe.

***MAJOR NEW PROGRAMS AND SERVICES***

---

- On-Call Pay.
- Self-Propelled Riding Paint Striper.
- 4X4 Integrated Tool Receiver (ITR) Backhoe Replacement.
- 1 Ton Crew Cab Utility Truck Replacement.
- 12 Yd Dump Truck with Spreader Replacement.



**GENERAL FUND  
STREET**

	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Projected 2005-06</b>	<b>Target 2006-07</b>
<b><i>INPUTS</i></b>				
<b>Expenditures</b>				
Salaries	\$ 1,054,468	\$ 1,235,356	\$ 1,092,047	\$ 1,332,860
Supplies	129,860	147,271	147,492	160,789
Maintenance	648,495	738,338	738,500	730,000
Repairs	203,587	177,681	157,000	102,650
Support Services	87,178	66,827	73,132	74,749
Benefits	359,932	427,384	427,384	432,242
Capital Outlay	91,356	123,629	123,629	294,970
<b>Total Expenditures</b>	<b>\$ 2,574,876</b>	<b>\$ 2,916,486</b>	<b>\$ 2,759,184</b>	<b>\$ 3,128,260</b>

**Personnel Summary / Position Title**

Director of Street Services	1	1	1	1
Street Services Superintendent	1	1	1	1
Equipment Operator	7	8	8	8
Principal Secretary	1	1	1	1
Street Maintenance Supervisor	6	7	7	7
Street Service Worker	6	7	7	7
Truck Driver	12	13	13	13
Welder	1	1	1	1
<b>Total</b>	<b>35</b>	<b>39</b>	<b>39</b>	<b>39</b>

***OUTPUTS***

Sealcoat (Lane Mile)	28.50	45.75	35.74	42.59
Crackseal (Lane Mile)	52.78	68.59	35.74	97.62
Sweep (Curb Mile)	2,798	3,943	3,943	4,328

Note: Fiscal Year 05-06 projected lane miles completed of sealcoat and crackseal are low due to increased asphalt cost.

***EFFICIENCIES***

Average Time to Sealcoat a Lane Mile (hours)	N/A*	N/A*	2.25	2.20
--	------	------	------	------

***EFFECTIVENESS***

% of Pothole and Utility Cut Requests Repaired within 48 hours	N/A*	N/A*	90.0%	92.0%
--	------	------	-------	-------

\* New Performance Measure - Data not available.

## **GENERAL FUND PLANNING**

### ***DIVISION DESCRIPTION***

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

### ***MAJOR DIVISION GOALS***

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

### ***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2005-06***

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- Assisted the development community and individual citizens with the process of platting and replatting properties and recording documents in Bell County Deed Records (94 cases).
- Assisted the development community and individual citizens in the preparation of rezoning, special and specific use permits, and abandonment applications for consideration by the Planning and Zoning Commissions and City Council (83 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 (K-TUTS), the Metropolitan Planning Organization for the planning of the regional transportation network.
- Assisted in updating the City's Thoroughfare Plan as accepted and approved by City Council.
- Amended the City's Zoning Ordinance to establish Planned Unit Development regulations and protective overlay districts across from the Future University Site and the Texas State Veteran's Cemetery.
- Contracted with Williams-Stackhouse, Inc. for new aerial photographs and planimetric data.
- Amended the City's Subdivision Ordinance.
- Implemented the land use plan for SH 195/201.
- One of eight cities in the state awarded a Certificate for Planning Excellence, (5<sup>th</sup> consecutive year) by the Texas Chapter of the American Planning Association.

### ***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2006-07***

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- Meet development plat and zoning case processing goals.
- Advertise for a consultant and coordinate the development and implementation of a Comprehensive Plan.
- Implement the new aerial photographs and planimetric data into the GIS.
- Reduce the plat processing time and associated costs by automating the review and plat distribution process.
- Support a "fast-track" permitting process.
- Execute the City of Killeen Annexation Plan.
- Complete a digital plat review and distribution.
- Implement the phased revisions of Chapter 26 (Subdivision Ordinance) and Chapter 31 (Zoning Ordinance).

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

---

- Planning Clerk

**GENERAL FUND  
PLANNING**

	Actual 2004-05	Budget 2005-06	Projected 2005-06	Target 2006-07
<b>INPUTS</b>				
<b>Expenditures</b>				
Salaries	\$ 213,730	\$ 327,907	\$ 281,214	\$ 369,442
Supplies	11,575	11,649	11,709	12,463
Support Services	10,986	11,337	11,337	13,319
Benefits	64,888	92,009	83,264	106,665
Capital Outlay	-	2,150	3,420	1,000
<b>Total Expenditures</b>	<b>\$ 301,179</b>	<b>\$ 445,052</b>	<b>\$ 390,944</b>	<b>\$ 502,889</b>

**Personnel Summary / Position Title**

Director of Planning	1	1	1	1
City Planner	0	1	1	1
Senior Planner	1	1	1	1
Senior CAD/GIS Technician	1	1	1	1
CAD/GIS Technician	2	2	2	2
Planning Assistant	1	1	1	1
Principal Secretary	1	1	1	1
Planning Clerk	0	0	0	1
<b>Total</b>	<b>7</b>	<b>8</b>	<b>8</b>	<b>9</b>

**OUTPUTS**

Number of Plat Cases	101	95	118	105
Number of Zoning Cases	88	40	91	92
Number of Land Management Transactions recorded in the GIS	N/A*	N/A*	N/A*	197

**EFFICIENCIES**

Average number of days to process a Plat Case	57	N/A*	60	60
Average number of days to process a Zoning Case	57	N/A*	60	60

**EFFECTIVENESS**

% of Plat Cases processed to completion within state mandated timelines without error	N/A*	N/A*	N/A*	95%
% of Zoning Cases processed to completion without error	N/A*	N/A*	N/A*	90%
% of Land Management Transactions recorded in the GIS within 15 days of receipt of closing case document	N/A*	N/A*	N/A*	95%

\* New Performance Measure - Data not available.

## **GENERAL FUND POLICE**

### ***DEPARTMENT DESCRIPTION***

---

The mission of the Killeen Police Department is to create a partnership with the community to combat crime and improve the quality of life for all citizens of Killeen. With a vision to provide effective and efficient police services to our citizens, in the most professional and courteous manner possible by tailoring our manifold operations to meet the needs and expectations of our community. Direction and guidance is based upon our core values: 1) We will maintain the highest level of integrity 2) We will engage in open honest communication 3) We will treat all persons with compassion, respect and dignity 4) We will be self critical and accountable for our commitments and results 5) We will always seek to provide the highest quality service and, 6) We will preserve and safeguard individual rights and liberties. The Department offers many police services to the community. These services include uniformed patrol, traffic enforcement, criminal investigations, narcotics trafficking, training and intelligence gathering/analysis. Additional services such as our community-based program offer citizens a police academy, citizens on patrol and handicap enforcement. Community policing districts divide the city into four areas, each under the direct responsibility of a district commander who uses CompStat methodologies to deliver effective and efficient police services to reduce crime and improve the quality of life for all citizens.

### ***MAJOR DEPARTMENT GOALS***

---

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

### ***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2005-06***

---

- Filled 2 new Sergeant positions in the fall of 2005 and 15 new Officer positions in the July 2006 Police Academy.
- Staffing levels were adjusted through reorganization in the Patrol and Criminal Investigation divisions to meet the increased work loads.
- Deployed Comp-Stat methodologies to targeted areas of the community to address specific traffic and crime problems.
- Increased the Patrol Canine Program to two animals. Both canine officers have been trained and deployed in the Patrol Division.
- Deployed two new police motorcycles in the traffic enforcement unit bringing the motorcycle unit to four motorcycle officers.

### ***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2006-07***

---

- Aggressively seek qualified applicants for the police officer position to maintain optimum staffing levels.
- Increase authorized sworn strength to meet the demands of the public and the growing call workload of police services.
- Forge a solid partnership with the communities, both in the private and business sectors to reduce crime and gain a better insight into the needs of the community.
- Achieve optimum staffing in the Criminal Investigation Division to meet the increasing caseload.
- Market the community policing philosophy to both the officers and the community.
- Apply the Comp-Stat methodology to identify and abate criminal activities.
- Add two additional police motorcycles for traffic enforcement.
- Promote the academic growth of employees through the College Tuition Reimbursement Program.

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

---

- 14 Police Officers (Funded for 9 months beginning with the January Police Academy.)
- 13 New Patrol Vehicles.
- 7 Mid-Size Sedan Replacements for Criminal Investigation Unit and a Mid-Size Truck Replacement for Evidence Processing.
- 7 Bicycle Replacements with Equipment.
- Weapons for SWAT Unit.
- Evidence Processing Laboratory Station.
- Computer Desk and Chair Replacement.
- Digital Video Server (Funded in the Information Technology Non-Dept Account.)

**GENERAL FUND  
POLICE**

	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Projected 2005-06</b>	<b>Target 2006-07</b>
<b><u>INPUTS</u></b>				
<b>Expenditures</b>				
Salaries	\$ 9,276,218	\$ 11,396,309	\$ 10,792,248	\$ 12,124,296
Supplies	684,643	753,410	749,766	814,541
Repairs	323,132	357,141	350,661	292,562
Support Services	560,097	741,791	702,848	656,225
Benefits	2,643,434	2,962,308	2,913,577	3,479,397
Major Capital Outlay	-	8,000	-	-
Capital Outlay	995,340	659,290	659,290	860,727
Reimbursable Expense	(159,311)	(332,722)	(332,722)	(260,357)
State and Federal Grants	46,561	-	30	-
<b>Total Expenditures</b>	<b>\$ 14,370,114</b>	<b>\$ 16,545,527</b>	<b>\$ 15,835,698</b>	<b>\$ 17,967,391</b>
<b>Personnel Summary / Position Title</b>				
Chief of Police	1	1	1	1
Assistant Chief of Police	1	1	1	1
Communications Specialist	12	7	4	4
Crime Prevention Coordinator	1	1	1	1
Crime Statistical Analyst	1	1	1	1
Evidence Manager	0	1	1	1
Evidence Technician	1	1	1	1
Executive Assistant	1	1	1	1
Finance Manager	1	1	1	1
Intelligence Manager	0	1	1	1
Jailer	8	5	2	2
Police Captain	4	4	4	4
Police Clerk	12	12	12	10
Police Fiscal Specialist	1	1	1	3
Police Lieutenant	8	8	8	8
Police Officer	147	162	162	176
Police Records Supervisor	1	1	1	1
Police Sergeant	16	18	18	18
Police Training Assistant	1	1	1	1
Principal Secretary	1	1	1	1
Public Service Officer	6	14	20	20
Senior Secretary	4	4	4	4
Special Projects Coordinator	1	1	1	1
Technology Unit Technician	1	1	1	1
<b>Total</b>	<b>230</b>	<b>249</b>	<b>249</b>	<b>263</b>
<b><u>OUTPUTS</u></b>				
Calls for Service Work Load	119,220	N/A*	122,742	126,368
Part 1 Violent Crimes Filed (Uniform Crime Rpt)	6,292	N/A*	6,636	7,020
Vehicle Accidents Reported	3,737	N/A*	3,364	3,028
<b><u>EFFICIENCIES</u></b>				
Cost per Call for Service	\$117.58	N/A*	\$134.80	\$139.63
<b><u>EFFECTIVENESS</u></b>				
Citizens Satisfaction %	N/A*	N/A*	N/A*	90.0%
Part 1 Violent Crimes Cleared (TX Standard 18%)	15.0%	N/A*	15.1%	18.0%

\* New Performance Measure - Data not available.



## **GENERAL FUND ANIMAL CONTROL**

### ***DIVISION DESCRIPTION***

---

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

### ***MAJOR DIVISION GOALS***

---

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

### ***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2005-06***

---

- Increased the number of impounded and surrendered animals to 5,000 due to quicker response times for service calls which results in more stray animals being located before they leave the area or return home. Several deploying soldiers also surrendered their animals at the Animal Shelter.
- Hosted several field trips from local schools in an attempt to make children aware of proper animal care and treatment.
- Attended several seminars on Cruelty to Animals to not only further employee education but also to increase the professionalism of the department.
- Completed the integration of Animal Control into the Police Department's operations to better serve the citizens and streamline operations.

### ***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2006-07***

---

- Work with the new web interface for Animal Control to improve information services to the community on animal impound activity and adoption availability.
- Track the statistical data maintained in the new Animal Control software to improve facility operations and streamline animal management.
- Meet the increased cost necessary to handle waste management disposal of animal remains.
- Implement new procedure for identification, storage, and disposal of animal remains.
- Implement and evaluate the use of vocational students as part-time employees to supplement Animal Control staff.
- Evaluation and enhancement of volunteer services at the Animal Shelter to supplement the Animal Control staff.
- Evaluation of schedule changes made during FY2005-06 as to how they impacted services and staff.
- Research and propose plans for incinerator construction and additional kennel space at Animal Shelter.
- Improve communication and customer satisfaction through employee training and citizen awareness programs.

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

---

- There were no major new programs or services added to Animal Control for FY2006-07.

**GENERAL FUND  
ANIMAL CONTROL**

	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Projected 2005-06</b>	<b>Target 2006-07</b>
<b><u>INPUTS</u></b>				
<b>Expenditures</b>				
Salaries	\$ 185,946	\$ 212,874	\$ 206,605	\$ 228,660
Supplies	31,193	39,630	38,829	40,230
Repairs	6,846	6,550	6,550	3,500
Support Services	21,692	26,321	26,090	26,679
Benefits	64,079	71,070	64,110	74,872
Capital Outlay	33,143	41,291	41,291	-
<b>Total Expenditures</b>	<b>\$ 342,899</b>	<b>\$ 397,736</b>	<b>\$ 383,475</b>	<b>\$ 373,941</b>

**Personnel Summary / Position Title**

Animal Control Assistant	1	1	1	1
Animal Control Attendant	1	1	1	1
Animal Control Officer	5	5	5	5
Animal Control Supervisor	1	1	1	1
<b>Total</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

**OUTPUTS**

Routine Calls for Service	8,138	10,500	9,700	10,200
After Hour Emergency Calls	468	500	500	450
Animals Impounded	4,808	4,800	5,000	5,250
Animals Adopted	951	975	1,150	1,250

**EFFICIENCIES**

Calls for Service per Animal Control Officer	1,721	N/A*	2,550	2,200
--	-------	------	-------	-------

Note: In FY2005-06, only four Animal Control Officer positions were filled which reflected a higher number of Calls for Service per officer.

**EFFECTIVENESS**

Citizens Satisfaction	N/A*	N/A*	N/A*	90.0%
% of Eligible Animals Adopted	N/A*	N/A*	N/A*	30.0%

\* New Performance Measure - Data not available.

## **GENERAL FUND FIRE**

### ***DEPARTMENT DESCRIPTION***

---

The Killeen Fire Department (KFD) serves the citizens of Killeen with full Fire, EMS, Rescue and Haz-Mat response capability. KFD provides this service with 7 fire stations and 150 full time personnel. Administration has oversight of personnel issues and the full service training facility with an open to the public accredited fire academy. With a contractual agreement with KISD career and technical education program an accredited fire academy for high school students is provided. There is a support service section for equipment maintenance. A fire prevention section provides for fire code safety inspections, fire and arson investigation, plan reviews and public fire education.

### ***MAJOR DEPARTMENT GOALS***

---

- Protect life, property and environment through prevention, public education and emergency response
- Staff all fire apparatus with 3 people as a minimum
- Achieve 4 people staffing for fire apparatus in the future
- Fire stations located within 1.5 miles of 90 percent of all structures
- A fully functioning fire training burn facility and field
- Achieve a fire department work force demographically represented of Killeen's population
- Rank driver position for all apparatus

### ***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2005-06***

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- Completed fire station location study
- Expanded hazardous material team membership
- Fire prevention paperless conversion
- Implemented Fire company inspection program

### ***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2006-07***

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- Begin construction for fire station 1, 8, and 9
- Begin construction of fire training burn facility and field
- Remodel fire stations –central, 3, and 5
- Install engine bay ventilation systems
- Purchase biphasic defibrillators for all ambulances
- Construction of fire stations of 1, 8, and 9

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

---

- 9 new fire rescue officers
- Individual face masks
- Uniform cleaning service
- National Fire Protection Association Self contained Breathing Apparatus upgrades
- Cardiac monitors
- Pager system

**GENERAL FUND  
FIRE**

<b>INPUTS</b>	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Projected 2005-06</b>	<b>Target 2006-07</b>
<b>Expenditures</b>				
Salaries	\$ 5,755,708	\$ 6,875,644	\$ 6,713,608	\$ 7,459,650
Supplies	546,166	517,543	578,333	598,320
Maintenance	1,884	3,300	3,000	2,500
Repairs	145,041	172,287	188,233	235,457
Support Services	214,415	263,603	234,498	263,515
Benefits	1,559,351	1,814,056	1,764,059	2,157,212
Major Capital Outlay	-	3,822	3,822	-
Capital Outlay	278,348	137,687	71,355	304,784
<b>Total Expenditures</b>	<b>\$ 8,500,913</b>	<b>\$ 9,787,942</b>	<b>\$ 9,556,908</b>	<b>\$ 11,021,438</b>

**Personnel Summary / Position Title**

Captain	4	4	4	4
Deputy Chief	3	3	3	3
Deputy Chief - Fire Marshal	1	1	1	1
Executive Assistant	1	1	1	1
Fire and Rescue Officer	91	100	106	115
Fire Chief	1	1	1	1
Fire Prevention Officer	3	3	3	3
Lieutenant	22	22	22	22
Principal Secretary	2	2	2	2
<b>Total</b>	<b>128</b>	<b>137</b>	<b>143</b>	<b>152</b>

**OUTPUTS**

Fire and Emergency Medical Service responses by volume	14,241	15,500	15,718	17,195
Fire education Killeen Independent School District children by volume	12,313	20,000	25,925	27,000
Business fire inspections by volume	1,192	1,200	1,240	2,000
Cadets completing training academy	63	45	50	60

**EFFICIENCIES**

Fire and Emergency Medical Service responses by station (6 stations)	2,373	2,583	2,619	2,865
Inspections per Full Time Employee	1,192	1,200	1,300	1,300
Number of programs completed	232	166	166	183
Fire education children per program	59	161	161	160

**EFFECTIVENESS**

Percentage of total responses 5 minutes or less	35.0%	37.0%	37.0%	40.0%
Percentage of total Killeen Independent School District children reached	41.0%	77.0%	78.0%	80.0%
Percentage of total business inspected	30.0%	31.0%	50.0%	60.0%
Percentage of cadets passing Texas Commission on Fire Protection	87.0%	97.0%	100.0%	100.0%

**GENERAL FUND  
NON-DEPARTMENTAL**

***CONSOLIDATED***

	Actual 2004-05	Budget 2005-06	Projected 2005-06	Target 2006-07
<b>EXPENDITURES</b>				
Supplies	\$ 6,928	\$ 7,000	\$ 6,750	\$ 7,000
Maintenance	147,475	150,000	150,000	209,250
Support Services	1,233,587	1,467,239	1,449,548	1,585,423
Designated Expenses	520,935	494,767	494,000	1,736,096
Capital Outlay	-	10,000	10,000	-
Major Capital Outlay	-	190	190	-
<b>Total Expenditures</b>	<b>\$ 1,908,925</b>	<b>\$ 2,129,196</b>	<b>\$ 2,110,488</b>	<b>\$ 3,537,769</b>

***AVENUE D BUILDING - MUNICIPAL ANNEX***

	Actual 2004-05	Budget 2005-06	Projected 2005-06	Target 2006-07
<b>EXPENDITURES</b>				
Supplies	\$ 8,335	\$ 11,000	\$ 11,000	\$ 11,700
Maintenance	-	-	-	10,000
Repairs	13,736	21,850	21,000	21,850
Support Services	51,370	75,000	75,000	98,000
<b>Total Expenditures</b>	<b>\$ 73,441</b>	<b>\$ 107,850</b>	<b>\$ 107,000</b>	<b>\$ 141,550</b>

***PUBLIC SERVICES***

	Actual 2004-05	Budget 2005-06	Projected 2005-06	Target 2006-07
<b>EXPENDITURES</b>				
Support Services	\$ 410,618	\$ 1,041,912	\$ 1,041,912	\$ 413,479
Transfers	698,645	1,008,827	1,068,827	508,425
<b>Total Expenditures</b>	<b>\$ 1,109,263</b>	<b>\$ 2,050,739</b>	<b>\$ 2,110,739</b>	<b>\$ 921,904</b>

***STREET LIGHTS***

	Actual 2004-05	Budget 2005-06	Projected 2005-06	Target 2006-07
<b>EXPENDITURES</b>				
Support Services	\$ 524,436	\$ 609,400	\$ 609,000	\$ 715,000
<b>Total Expenditures</b>	<b>\$ 524,436</b>	<b>\$ 609,400</b>	<b>\$ 609,000</b>	<b>\$ 715,000</b>



## **GENERAL FUND**

### **NON-DEPARTMENTAL**

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#### **DESCRIPTION:**

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

#### **CONSOLIDATED:**

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

#### **AVENUE D BUILDING - MUNICIPAL ANNEX:**

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

#### **PUBLIC SERVICE:**

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

#### **STREET LIGHTS:**

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

#### **CITY HALL:**

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

#### **INFORMATION TECHNOLOGY:**

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

#### **BELL COUNTY COMMUNICATION CENTER:**

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

**GENERAL FUND  
NON-DEPARTMENTAL**

***CITY HALL***

	Actual 2004-05	Budget 2005-06	Projected 2005-06	Target 2006-07
<b><i>EXPENDITURES</i></b>				
Supplies	\$ 13,984	\$ 23,000	\$ 22,000	\$ 23,000
Repairs	16,515	40,250	39,250	45,500
Support Services	735,377	594,184	593,184	617,042
<b>Total Expenditures</b>	<b>\$ 765,876</b>	<b>\$ 657,434</b>	<b>\$ 654,434</b>	<b>\$ 685,542</b>

***INFORMATION TECHNOLOGY***

	Actual 2004-05	Budget 2005-06	Projected 2005-06	Target 2006-07
<b><i>EXPENDITURES</i></b>				
Supplies	\$ 40,790	\$ 45,000	\$ 43,000	\$ 45,500
Maintenance	212,266	222,252	221,752	259,535
Repairs	19,657	25,478	24,478	42,500
Support Services	30,717	40,000	40,000	123,745
Capital Outlay	523,122	411,960	386,960	355,410
<b>Total Expenditures</b>	<b>\$ 826,552</b>	<b>\$ 744,690</b>	<b>\$ 716,190</b>	<b>\$ 826,690</b>

***BELL COUNTY COMMUNICATION CENTER***

	Actual 2004-05	Budget 2005-06	Projected 2005-06	Target 2006-07
<b><i>EXPENDITURES</i></b>				
Support Services	\$ 666,052	\$ 641,080	\$ 641,080	\$ 619,095
<b>Total Expenditures</b>	<b>\$ 666,052</b>	<b>\$ 641,080</b>	<b>\$ 641,080</b>	<b>\$ 619,095</b>

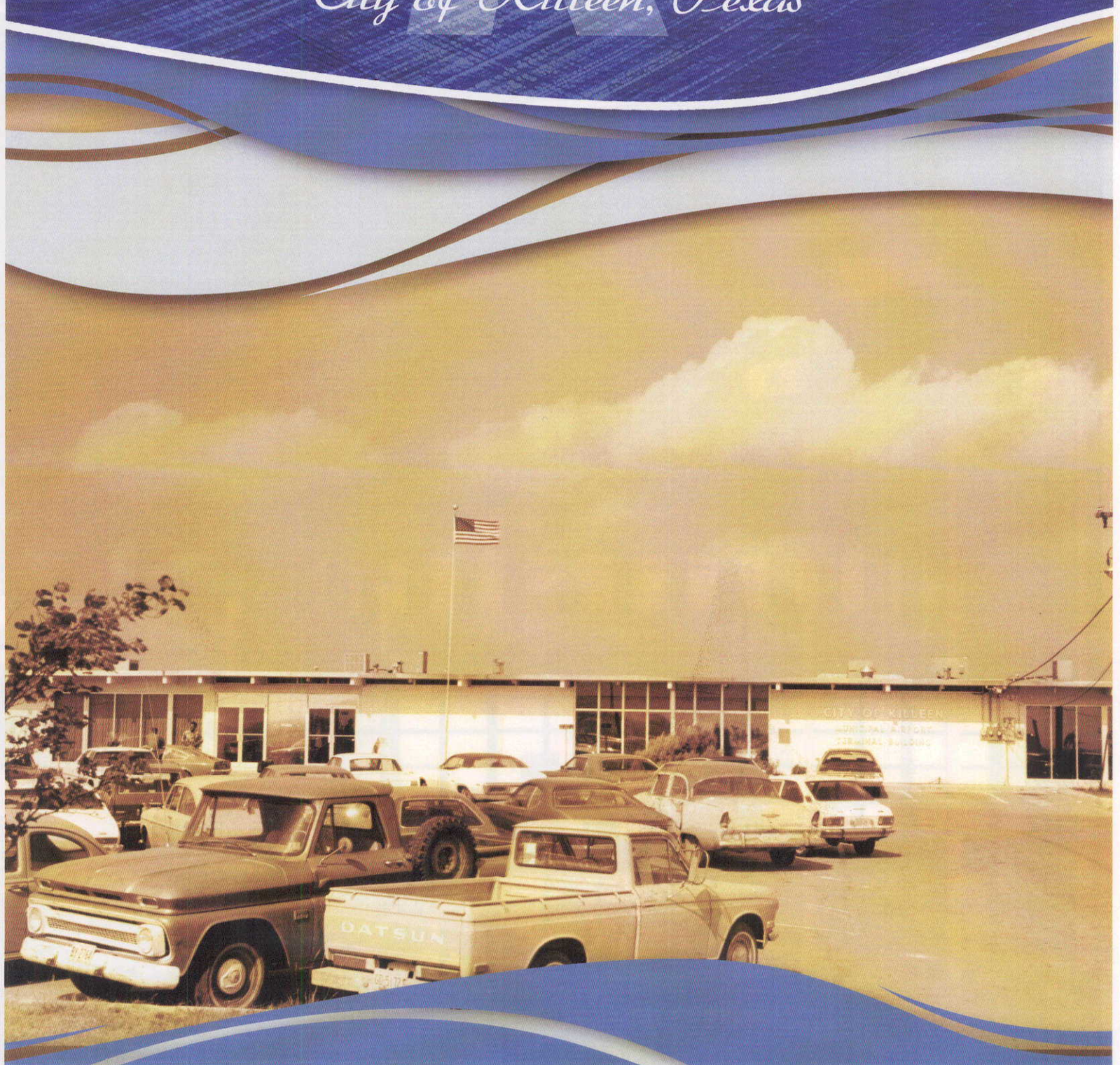


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# Aviation

Fiscal Year 2006 - 2007 Annual Budget  
and Plan of Municipal Services

*City of Killeen, Texas*





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# Aviation

Fiscal Year 2006 - 2007 Annual Budget  
and Plan of Municipal Services

*City of Killeen, Texas*





# AVIATION FUND

The Aviation Fund is one of the five enterprise funds that the City of Killeen maintains. The Governmental Accounting Standards Board *Codification*, Section 1300.104, states that "the enterprise fund type may be used: to account for operations (a) that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination or revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance public policy, management control, accountability, or other purposes." These funds are not required by GASB, but are permitted.

The City of Killeen uses this fund to account for all expenditures incurred and revenues received pertaining to the operation, maintenance, and improvement of the airports.

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



**KILLEEN-FORT HOOD REGIONAL AIRPORT**

**Adopted Budget**

**Summary**

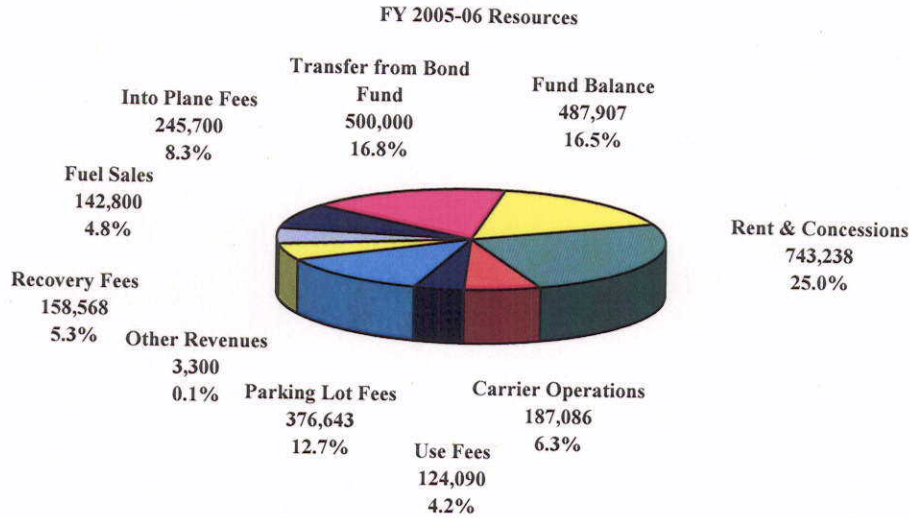
FY 2006-07

	<b>2004-05 ACTUAL</b>	<b>2005-06 ADOPTED</b>	<b>2005-06 ESTIMATED</b>	<b>2006-07 ADOPTED</b>
<b>BEGINNING FUND BALANCE</b>				
Prior Year Adjustment	22,058	0	0	0
Unreserved Fund Balance	(1,551,415)	487,907	614,655	944,684
<b>TOTAL BEGINNING FUND BALANCE</b>	<b>(1,529,357)</b>	<b>487,907</b>	<b>614,655</b>	<b>944,684</b>
<b>REVENUES</b>				
Miscellaneous Receipts	3,315	1,800	1,502	1,800
Airport Rent & Concessions	756,284	743,238	854,331	876,831
Air Carrier Operations	185,959	187,086	227,516	301,626
Airport Use Fees	104,326	124,090	125,713	138,817
Airport Parking Lot Fees	403,161	376,643	540,454	634,680
Fuel Sales	104,001	142,800	168,095	240,570
Operating Supplies	53	300	28	60
Into Plane Fees	249,993	245,700	255,686	291,684
CIP Recovery Fees	176,096	158,568	203,257	219,600
Interest Earned	2,621	1,200	25,145	28,000
Department of Transportation	0	280,000	280,000	0
DOT Grant Match	0	70,000	70,000	0
Federal Grants & Receipts	0	0	0	0
FAA Grants Prior Years	6,999,451	12,268,566	11,200,789	0
Transfer from Aviation Fund	0	0	0	0
Transfer from Bond Fund	600,000	500,000	500,000	300,000
Transfer from General Fund	0	0	0	0
<b>TOTAL CURRENT REVENUES</b>	<b>9,585,260</b>	<b>15,099,991</b>	<b>14,452,516</b>	<b>3,033,668</b>
<b>TOTAL FUNDS AVAILABLE</b>	<b>8,055,903</b>	<b>15,587,898</b>	<b>15,067,171</b>	<b>3,978,352</b>
<b>EXPENSES</b>				
Airport Operations	1,926,871	2,475,811	2,280,283	2,662,645
Cost of Goods Sold	131,334	135,210	197,370	232,092
Airport Non-Departmental	131,468	96,044	94,044	161,072
<b>TOTAL OPERATING EXPENSES</b>	<b>2,189,673</b>	<b>2,707,065</b>	<b>2,571,697</b>	<b>3,055,809</b>
Robert Gray Army Airfield Projects	5,251,575	12,618,566	11,550,790	0
<b>TOTAL EXPENSES</b>	<b>7,441,248</b>	<b>15,325,631</b>	<b>14,122,487</b>	<b>3,055,809</b>
<b>ENDING FUND BALANCE</b>				
Unreserved Fund Balance	614,655	262,267	944,684	922,543
<b>TOTAL ENDING FUND BALANCE</b>	<b>614,655</b>	<b>262,267</b>	<b>944,684</b>	<b>922,543</b>

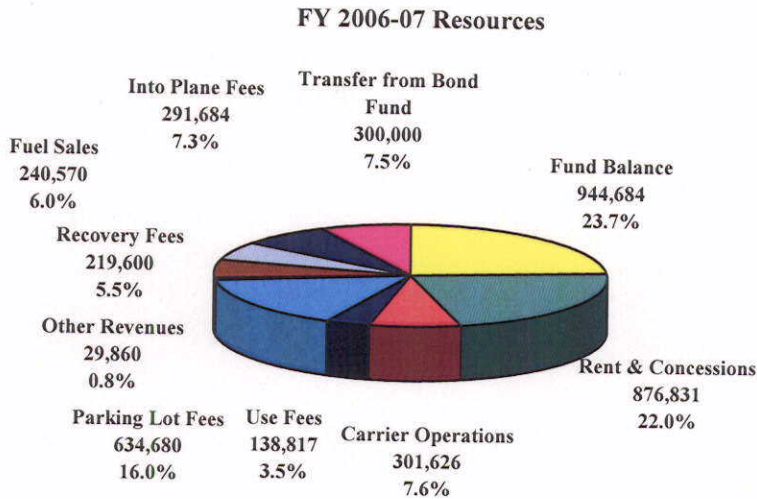
*Note: The prior year fund balance adjustment reflects the cancellation of prior year encumbrances that have expired or are no longer required.*

# KILLEEN-FORT HOOD REGIONAL AIRPORT

## Comparison of FY 2005-06 Budget to FY 2006-07 Budget



**Total Fund Balance And Revenues \$2,969,332**



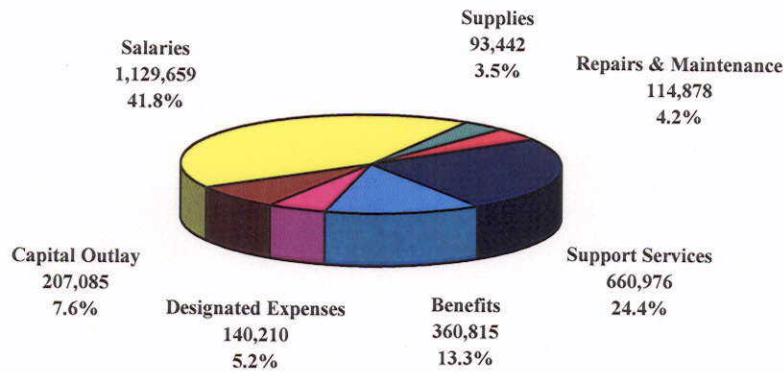
**Total Fund Balance and Revenues \$3,978,352**

Note: Excludes FAA and TXDOT grant revenues for capital improvement projects.

# KILLEEN-FORT HOOD REGIONAL AIRPORT

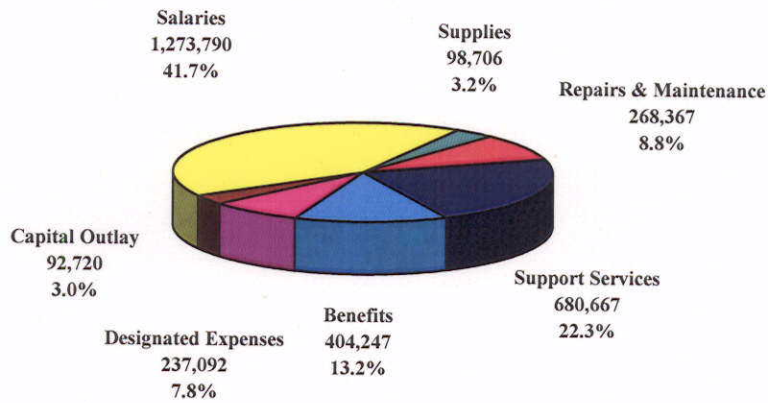
## Comparison of FY 2005-06 Budget to FY 2006-07 Budget

**FY 2005-06 Expenses by Object Class**



**Total Expenses \$2,707,065**

**FY 2006-07 Expenses by Object Class**



**Total Expenses \$3,055,589**

Note: Significant changes between FY 2005-06 and FY 2006-07 are discussed on each division's financial page

Note: Excludes FAA funded capital improvement projects.

**AVIATION FUND  
KILLEEN-FORT HOOD REGIONAL AIRPORT**

***DIVISION DESCRIPTION***

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Killeen-Fort Hood Regional Airport is a City of Killeen owned facility, operated as an enterprise fund. The Department of Aviation operates an 87,000 sq. ft. air carrier terminal building at Robert Gray Army Airfield as a joint-use facility with Fort Hood. The airport rents space to at least 15 business tenants to operate airlines, rental car companies, parking lot, restaurant, bar, gift shop, arcade and other miscellaneous concession activities. Airport staff operates an aviation fuel business, handling fuel receipt, storage and retail delivery to the airlines and corporate aircraft using the airport and sells motor gasoline to the tenant rental car companies. Airport staff provides maintenance of the City owned facilities and provides in kind services to the Army in lieu of rental payments for the area leased by the City.

***MAJOR DIVISION GOALS***

---

- Ensure that aviation activities are conducted safely and efficiently within the City.
- Operate and maintain City owned airport facilities.
- Provide an adequate master plan for future aviation needs.
- Advise the City Manager and City Council on all aviation matters.

***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2005-06***

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- Increased annual passenger enplanements 15% over FY 2004-2005.
- Doubled the size of the aircraft-parking apron in order to accept more and larger aircraft and at the same time increase the margin of safety for taxiing aircraft.
- Doubled the size of the paid parking lot from 822 spaces to over 1500 total and increased the number of handicapped spaces available.
- Added additional security cameras and procedures at each AOA entrance to increase security on the airfield.
- Conducted a study to locate a second runway for future construction and update the Airfield Layout Plan.
- Installed an Instrument Landing System (ILS) for runway 33, adding an additional measure of safety and allowing approaching planes a better chance of landing under deteriorating weather conditions.
- Accepted a D.O.T. Small Communities Air Service Development Grant of \$280,000 to conduct a marketing campaign for the airport.
- Successfully negotiated with Allegiant Airlines to begin twice-weekly non-stop flight to Las Vegas.
- Successfully negotiated with Delta Airlines to begin twice-daily non-stop flights to Atlanta.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2006-07***

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- Provide excellent customer service to the flying public in a safe and efficient manner.
- Increase revenues to match expenditures without requiring a supplement from the Airport CIP fund.
- Increase passenger enplanements.
- Expansion of the aircraft-parking apron to the west to the final design dimensions in order to accommodate larger and more aircraft in a safe manner
- Conduct a Terminal Area Master Plan to determine a need and a time line for future terminal expansion projects and upgrade of equipment and services.

***MAJOR NEW PROGRAMS AND SERVICES***

---

- Senior Fuel Handler
- Airport Specialist
- Security System Repair
- VIP Lounge

**AVIATION FUND**  
**KILLEEN-FORT HOOD REGIONAL AIRPORT**

<b>INPUTS</b>	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Projected 2005-06</b>	<b>Target 2006-07</b>
<b>Expenditures</b>				
Salaries	\$ 961,830	\$ 1,129,659	\$ 1,102,714	\$ 1,273,790
Supplies	88,871	86,242	88,807	97,906
Maintenance	45,816	55,640	55,640	66,140
Repairs	34,096	47,883	43,528	117,072
Support Services	440,898	599,727	597,384	625,335
Benefits	316,597	360,815	360,815	404,247
Cost of Goods Sold	131,334	135,210	197,370	232,092
Capital Outlay	38,763	195,845	31,395	78,155
<b>Total Expenditures</b>	<b>\$ 2,058,205</b>	<b>\$ 2,611,021</b>	<b>\$ 2,477,653</b>	<b>\$ 2,894,737</b>

**Personnel Summary / Position Title**

Accounting Specialist	2	2	2	2
Aircraft Fuel Handler	5	5	5	5
Airport Facilities Manager	1	1	1	1
Airport Info Tech Supervisor	1	1	1	1
Airport Maintenance Crew Leader	1	1	1	1
Airport Operations Manager	1	1	1	1
Airport Service Worker	10	10	10	10
Airport Specialist	3	3	3	4
Aviation Assistant Director	1	1	1	1
Director of Aviation	1	1	1	1
Executive Assistant	1	1	1	1
Flightline Service Crew Leader	0.5	0.5	0.5	1
Airport Technology Network Technician	1	1	1	1
Operations Specialist	6	6	6	6
Operations Supervisor	1	1	1	1
Principal Secretary	1	1	1	1
Senior Aircraft Fuel Handler	1	1	1	2
<b>Total</b>	<b>37.5</b>	<b>37.5</b>	<b>37.5</b>	<b>40</b>

**OUTPUTS**

Enplaned Passengers	147,702	169,000	170,000	185,000
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**EFFICIENCIES**

Avg Operational Cost per Enplanement	\$ 13.67	\$ 13.00	\$ 14.39	\$ 15.22
Avg Operational Revenue per Enplanement	\$ 17.66	\$ 15.00	\$ 17.07	\$ 16.40

**EFFECTIVENESS**

Number of Airlines serving airport	2	2	4	5
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**AVIATION FUND  
KILLEEN-FORT HOOD REGIONAL AIRPORT**

	<b>Actual</b>		<b>Budget</b>		<b>Projected</b>		<b>Target</b>
	<b>2004-05</b>		<b>2005-06</b>		<b>2005-06</b>		<b>2006-07</b>
<b><u>AIRPORT NON-DEPARTMENTAL</u></b>							
<b>Expenditures</b>							
Supplies	1,734		1,200		1,200		800
Maintenance	41,564		6,355		6,355		85,155
Support Services	-		72,249		72,249		55,552
Capital Outlay	19,046		11,240		9,240		14,565
Year-End Salary Accrual	69,124		5,000		5,000		5,000
<b>Total Expenditures</b>	<b>\$ 131,468</b>	<b>\$</b>	<b>96,044</b>	<b>\$</b>	<b>94,044</b>	<b>\$</b>	<b>161,072</b>

	<b>Actual</b>		<b>Budget</b>		<b>Projected</b>		<b>Target</b>
	<b>2004-05</b>		<b>2005-06</b>		<b>2005-06</b>		<b>2006-07</b>
<b><u>KFHRA CONSTRUCTION</u></b>							
<b>Expenditures</b>							
Parking Lot & Access Road	80,292		3,553,534		3,541,413		-
RSA Improvement	4,461,753		2,411,956		1,638,365		-
Terminal Building Construction	460,592		33,395		23,750		-
Terminal Apron Construction	198,651		6,005,712		5,778,500		-
Land Side Construction	14,018		68,957		23,750		-
Planning - Contracts	36,269		195,012		195,012		-
DOT Grant Marketing	-		350,000		350,000		-
<b>Total Expenditures</b>	<b>\$ 5,251,575</b>	<b>\$</b>	<b>12,618,566</b>	<b>\$</b>	<b>11,550,790</b>	<b>\$</b>	<b>-</b>

**SKYLARK FIELD**

**Adopted Budget**

**Summary**

**FY 2006-07**

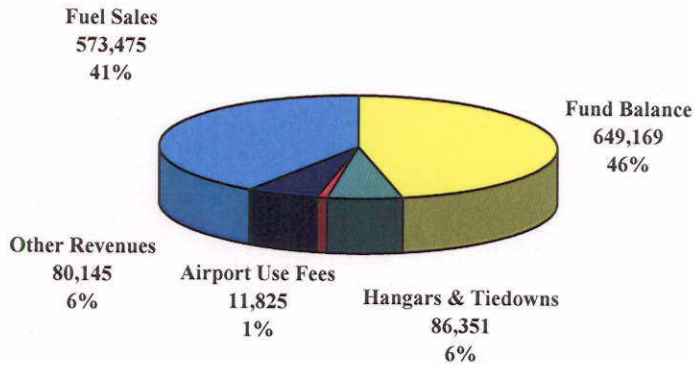
	<b>2004-05 ACTUAL</b>	<b>2005-06 ADOPTED</b>	<b>2005-06 ESTIMATED</b>	<b>2006-07 ADOPTED</b>
<b>BEGINNING FUND BALANCE</b>				
Prior Year Adjustment	61,192	0	0	0
Unreserved Fund Balance	726,790	649,169	802,584	370,565
<b>TOTAL BEGINNING FUND BALANCE</b>	<b>787,982</b>	<b>649,169</b>	<b>802,584</b>	<b>370,565</b>
<b>REVENUES</b>				
Fixed Base Operations	12,959	16,920	21,068	21,700
Hangars and Tiedowns	83,005	86,351	86,291	98,035
Airport Use Fees	10,538	11,825	10,141	9,900
Fuel Sales	429,619	573,475	514,698	689,100
Operating Supplies Sales	11,425	10,000	11,000	13,000
Into Plane Fees	12,194	14,225	5,136	0
Airport Rent and Concessions	879	0	0	0
Miscellaneous Receipts	6,751	500	500	500
Interest Earned	24,605	6,000	35,000	18,000
FAA Grants	0	0	0	0
TXDOT Grants	21,405	32,500	30,000	30,000
Transfer from General Fund	0	0	0	0
<b>TOTAL CURRENT REVENUES</b>	<b>613,380</b>	<b>751,796</b>	<b>713,834</b>	<b>880,235</b>
<b>TOTAL FUNDS AVAILABLE</b>	<b>1,401,362</b>	<b>1,400,965</b>	<b>1,516,418</b>	<b>1,250,800</b>
<b>EXPENSES</b>				
Airport Operations	313,463	307,388	296,319	211,302
Cost of Goods Sold	330,758	477,500	445,621	608,500
Skylark Improvements	0	400,997	395,997	75,000
Airport Non-Departmental	(45,443)	7,916	7,916	14,924
<b>TOTAL OPERATING EXPENSES</b>	<b>598,778</b>	<b>1,193,801</b>	<b>1,145,853</b>	<b>909,726</b>
<b>ENDING FUND BALANCE</b>				
Unreserved Fund Balance	802,584	207,164	370,565	341,074
<b>TOTAL ENDING FUND BALANCE</b>	<b>802,584</b>	<b>207,164</b>	<b>370,565</b>	<b>341,074</b>

*Note: The prior year fund balance adjustment reflects the cancellation of prior year encumbrances that have expired or are no longer required.*

# SKYLARK FIELD

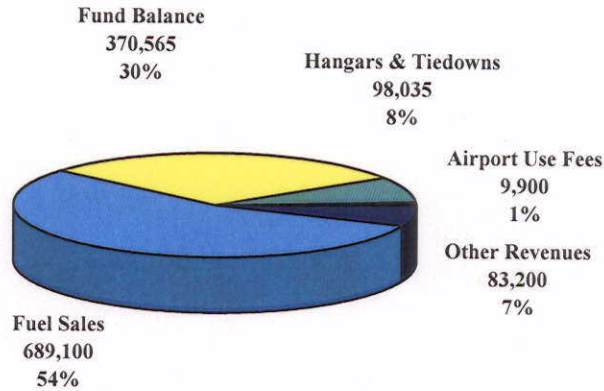
## Comparison of FY 2005-06 Budget to FY 2006-07 Budget

### FY 2005-06 Resources



**Total Fund Balance and Revenues \$1,400,965**

### FY 2006-07 Resources

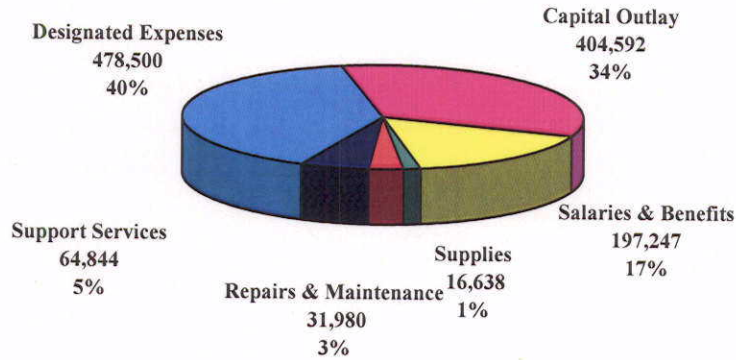


**Total Fund Balance and Revenues \$1,250,800**

# SKYLARK FIELD

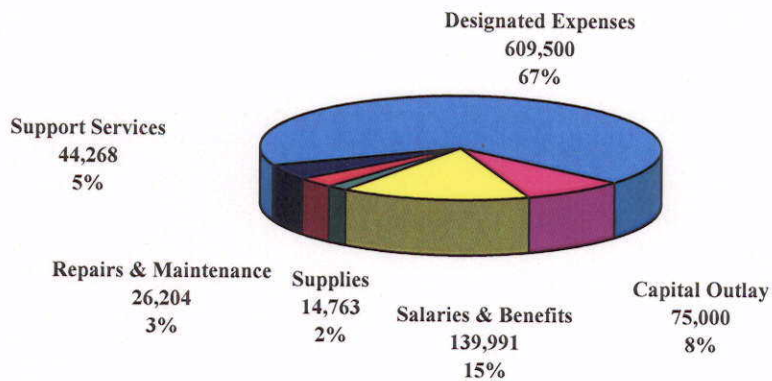
## Comparison of FY 2005-06 Budget to FY 2006-07 Budget

**FY 2005-06 Expenses by Object Class**



**Total Expenses \$1,193,801**

**FY 2006-07 Expenses by Object Class**



**Total Expenses \$909,726**

Note: Significant changes between FY 2005-06 and FY 2006-07 are discussed on each division's financial page

**AVIATION FUND  
SKYLARK FIELD**

***DIVISION DESCRIPTION***

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Skylark Field is a City of Killeen owned General Aviation airport, operated as an enterprise fund. The airport is for the use of all aircraft other than air carriers. The Department of Aviation rents space to individual aircraft owners for storage of light aircraft and rents space and buildings to business tenants to operate aviation related business on the airport. Airport staff operates the general aviation terminal building and an aviation fuel business, handling fuel receipt, storage and retail delivery of Jet fuel and 100LL Avgas to general aviation and military aircraft using the airport. Airport staff inspects and maintains the runway, taxiways and aprons as well as all City owned buildings and grounds.

***MAJOR DIVISION GOALS***

---

- Provide a safe environment for general aviation and military aircraft operations by providing adequate airport facilities, enforcing rules and regulations and budgeting for necessary security, safety, maintenance and growth demands.
- Improve general aviation facilities and encourage growth in this market area.
- Work towards achieving financial self-sustainment as quickly as possible.

***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2005-06***

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- Replaced roof and completed remediation of mold and asbestos from former airline terminal building making it possible to rent to a suitable tenant.
- Installed Diesel storage tank.
- Initiated construction of a new T-hangar building.
- Began airfield electrical rehabilitation.
- Rented space to allow a new Fixed Based Operator to start into business at the airport.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2006-07***

---

- Construct an emergency fuel spill containment area to meet environmental protection mandates.
- Replace old self-service fuel system point of sale machine.
- Complete construction of new T-hangar building and rent all units to tenants.
- Paint South T-hangar building.

***MAJOR NEW PROGRAMS AND SERVICES***

---

- Self Service Sales Machine



**AVIATION FUND  
SKYLARK FIELD**

<b><u>INPUTS</u></b>	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Projected 2005-06</b>	<b>Target 2006-07</b>
<b>Expenditures</b>				
Salaries	\$ 119,207	\$ 147,990	\$ 141,426	\$ 103,569
Supplies	14,333	16,638	15,018	14,763
Maintenance	9,016	9,240	9,240	8,600
Repairs	12,798	20,150	18,992	15,604
Support Services	66,466	60,518	58,791	32,344
Benefits	42,660	49,257	49,257	36,422
Cost of Goods Sold	330,758	477,500	445,621	608,500
Designated Expenses	6,173	-	-	-
Major Capital Outlay	18,323	400,997	395,997	60,000
Capital Outlay	24,487	3,595	3,595	15,000
<b>Total Expenditures</b>	<b>\$ 644,221</b>	<b>\$ 1,185,885</b>	<b>\$ 1,137,937</b>	<b>\$ 894,802</b>
<b>Personnel Summary / Position Title</b>				
Accounting Specialist	1	1	1	1
Aircraft Fuel Handler	2	2	2	2
Airport Specialist	1	1	1	1
Flightline Service Crew Leader	1	1	1	0
Senior Aircraft Fuel Handler	0.5	0.5	0.5	0
<b>Total</b>	<b>5.5</b>	<b>5.5</b>	<b>5.5</b>	<b>4</b>
<b><u>OUTPUTS</u></b>				
Based Aircraft	55	55	55	59
Fuel Sold - Gallons	183,155	178,000	178,000	180,000
<b><u>EFFICIENCIES</u></b>				
Avg Operational Cost per Aircraft	\$ 10,934.75	\$ 13,568.00	\$ 13,424.45	\$ 13,894.95
Avg Net Revenue per Gallon Sold	\$ 0.54	\$ 0.39	\$ 0.39	\$ 0.45
<b><u>EFFECTIVENESS</u></b>				
Percentage of hangars occupied	100.0%	100.0%	100.0%	100.0%

**SKYLARK FIELD FUND**

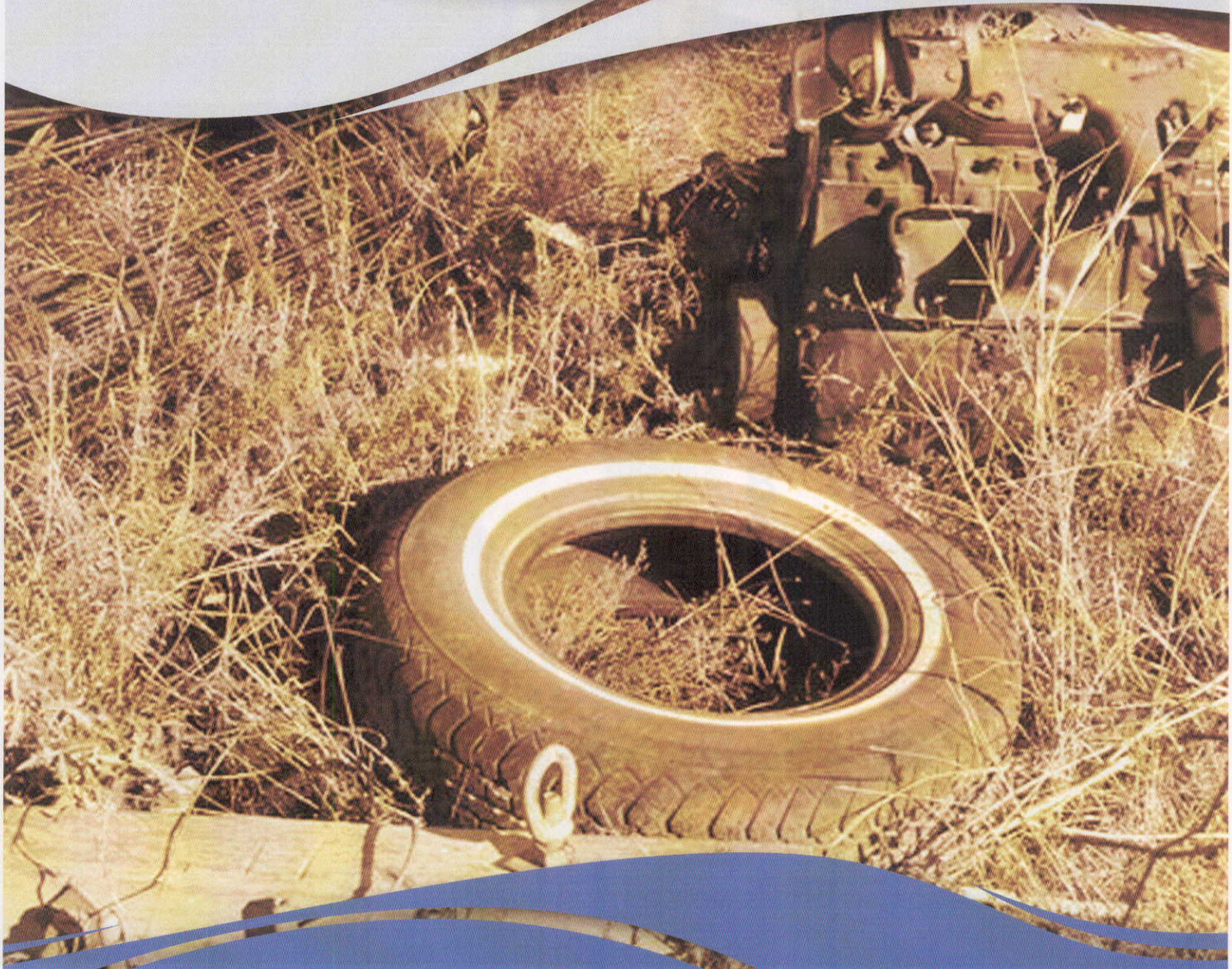
	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Projected 2005-06</b>	<b>Target 2006-07</b>
<b><u>AIRPORT NON-DEPARTMENTAL</u></b>				
<b>Expenditures</b>				
Repairs	400	-	-	2,000
Support Services	-	6,916	6,916	11,924
Year End Salary Accrual	(45,843)	1,000	1,000	1,000
<b>Total Expenditures</b>	<b>\$ (45,443)</b>	<b>\$ 7,916</b>	<b>\$ 7,916</b>	<b>\$ 14,924</b>



# Solid Waste

Fiscal Year 2006 - 2007 Annual Budget  
and Plan of Municipal Services

*City of Killeen, Texas*





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# Solid Waste

Fiscal Year 2006 - 2007 Annual Budget  
and Plan of Municipal Services

*City of Killeen, Texas*





# SOLID WASTE FUND

The Solid Waste Fund is one of the five enterprise funds that the City of Killeen maintains. The Governmental Accounting Standards Board *Codification*, Section 1300.104, states that "the enterprise fund type may be used: to account for operations (a) that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination or revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance public policy, management control, accountability, or other purposes." These funds are not required by GASB, but are permitted.

The City of Killeen uses this fund to account for all expenses incurred and revenues received pertaining to the operation, maintenance, and improvement of Solid Waste services provided by the City. Appropriations are made for five functions provided by Solid Waste. These functions include the Solid Waste Residential and Commercial Operations, the Solid Waste Transfer Station, the Recycle Program, and the Mowing Program.

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



**SOLID WASTE FUND**

**Adopted Budget**

**Summary**

**FY 2006-07**

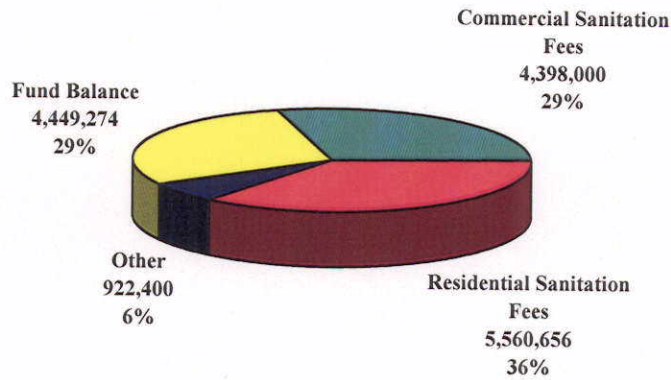
	<b>2004-05</b>	<b>2005-06</b>	<b>2005-06</b>	<b>2006-07</b>
	<b>ACTUAL</b>	<b>ADOPTED</b>	<b>ESTIMATED</b>	<b>ADOPTED</b>
<b>BEGINNING FUND BALANCE</b>				
Prior Year Adjustment	206,233	-	-	-
Reserved Fund Balance	1,075,000	1,335,000	1,335,000	1,435,000
Debt Service Reserve	233,032	233,002	381,800	-
Unreserved Fund Balance	2,529,250	2,881,272	2,865,505	3,488,190
<b>TOTAL BEGINNING FUND BALANCE</b>	<b>4,043,515</b>	<b>4,449,274</b>	<b>4,582,305</b>	<b>4,923,190</b>
<b>REVENUES</b>				
Transfer Station Fees	246,916	230,000	270,000	255,000
Dumpster Rentals	315,181	330,000	355,000	365,000
Sale of Equipment	8,235	24,000	67,614	35,000
Tire Disposal Fees	4,245	5,000	5,000	5,500
Sale of Metals-Recycling	50,248	50,000	48,000	50,000
Paper Products Recycling	45,074	43,000	35,000	45,000
Public Scale Fees	15,038	13,000	10,000	15,000
Other Recycle Revenues	2,363	3,000	5,300	4,000
Customer Recycling Fees	38,256	44,000	38,000	44,500
Commercial Sanitation Fees	4,232,371	4,398,000	4,455,740	4,678,615
Residential Sanitation Fees	5,391,038	5,560,656	5,900,000	6,149,950
Interest Earned	130,979	180,000	213,020	215,000
Miscellaneous Receipts	105	400	400	300
<b>TOTAL CURRENT REVENUES</b>	<b>10,480,049</b>	<b>10,881,056</b>	<b>11,403,074</b>	<b>11,862,865</b>
<b>TOTAL FUNDS AVAILABLE</b>	<b>14,523,564</b>	<b>15,330,330</b>	<b>15,985,379</b>	<b>16,786,055</b>
<b>EXPENSES</b>				
Code Enforcement	44,082	-	-	-
Residential Operations	2,705,752	2,427,300	2,372,672	2,817,065
Commercial Operations	1,533,888	1,636,146	1,661,527	1,639,500
Recycling Program	276,614	270,805	262,998	295,629
Transfer Station	3,112,537	3,353,828	3,355,758	3,973,289
Mowing	-	494,000	383,728	643,104
Debt Service	441,222	895,658	895,658	737,000
Solid Waste Miscellaneous	343,125	603,965	539,965	442,922
<b>TOTAL CURRENT EXPENSES</b>	<b>8,457,220</b>	<b>9,681,702</b>	<b>9,472,306</b>	<b>10,548,509</b>
<b>TRANSFERS OUT</b>	<b>1,484,039</b>	<b>1,589,883</b>	<b>1,589,883</b>	<b>1,766,751</b>
<b>TOTAL EXPENSES</b>	<b>9,941,259</b>	<b>11,271,585</b>	<b>11,062,189</b>	<b>12,315,260</b>
<b>ENDING FUND BALANCE</b>				
Reserved Fund Balance	1,075,000	1,335,000	1,435,000	1,535,000
Debt Service Reserve	233,032	233,002	381,800	-
Unreserved Fund Balance	3,274,273	2,490,743	3,106,390	2,935,795
<b>TOTAL ENDING FUND BALANCE</b>	<b>4,582,305</b>	<b>4,058,745</b>	<b>4,923,190</b>	<b>4,470,795</b>

*Note: The prior year fund balance adjustment reflects the cancellation of prior year encumbrances that have expired or are no longer required.*

# SOLID WASTE FUND

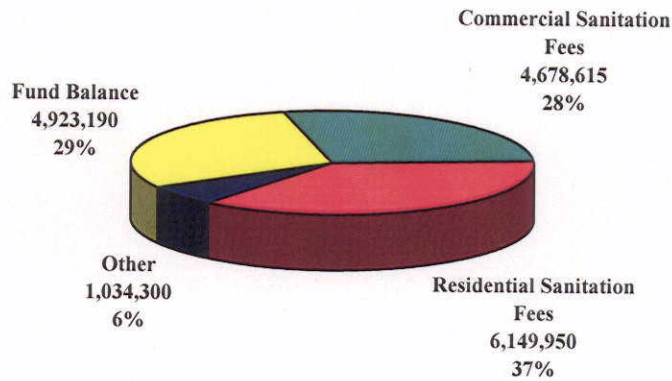
## Comparison of FY 2005-06 Budget to FY 2006-07 Budget

### FY 2005-06 Resources



Total Fund Balance and Revenues \$15,330,330

### FY 2006-07 Resources

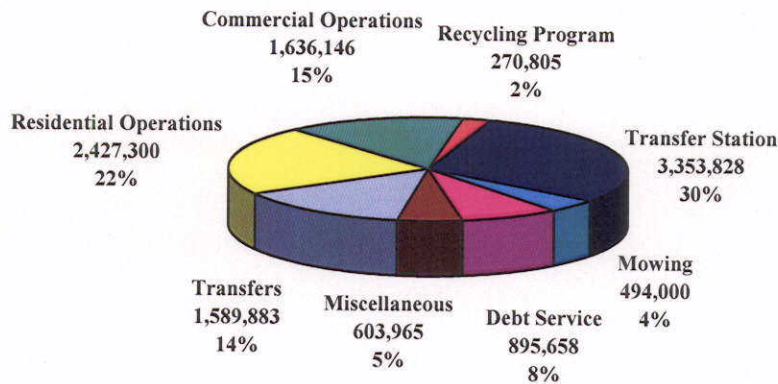


Total Fund Balance and Revenues \$16,786,055

# SOLID WASTE FUND

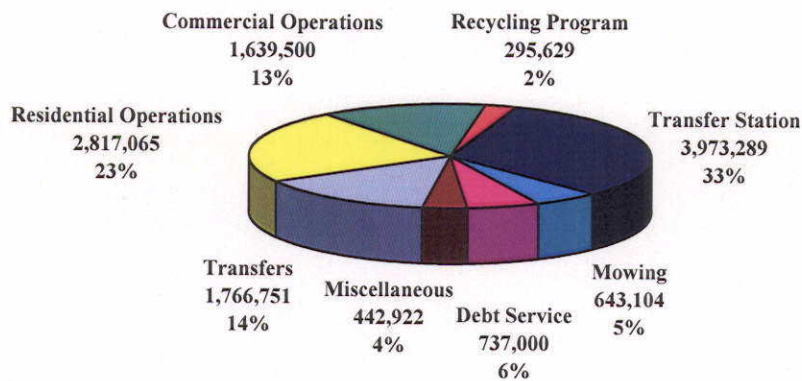
## Comparison of FY 2005-06 Budget to FY 2006-07 Budget

### FY 2005-06 Expenses by Function



Total Expenses \$11,271,585

### FY 2006-07 Expenses by Function



Total Expenses \$12,315,260

Note: Significant changes between FY 2005-06 and FY 2006-07 are discussed on each division's financial page

**SOLID WASTE FUND  
RESIDENTIAL OPERATIONS**

***DIVISION DESCRIPTION***

---

Residential Operations provides waste collection services primarily to the citizens of Killeen. Waste is collected at curbside at residential addresses and transported to the Transfer Station. Services include a once per week automated collection of household garbage placed in roll-out containers (96 gallon, 64 gallon and 32 gallon.) There is also a once per week collection of segregated tree limbs/brush, bagged grass and leaves, and a collection of recyclable materials for citizens in the Curbside Recycling Subscription Program. Special collection services, for example, the pickup of furniture items, appliances, large bulky items, move-outs, garage cleanouts, and excess garbage is provided for an extra fee which is charged to the utility account. Support to Commercial Operations is provided by picking up brush and excess garbage not placed in dumpster containers. There is an extra fee that is charged to the business for this service. Support to other City departments for special collections, such as Trash-Off, Voluntary Roadside Cleanup and special events is also provided by Residential Operations.

***MAJOR DIVISION GOALS***

---

- Provide a quality waste collection service to all residential customers.
- Monitor and modify collection routes as necessary to include new households that are constructed or annexed into the city. An optimum automated route shall include between 950 households (minimum) to 1,200 households (maximum) per collection day. A manual collection crew shall service an average of 3,000 homes per collection day.
- Maintain a collection vehicle ratio of 3:1, Primary Vehicle to Backup Vehicle.
- Accurately forecast the resources that will be needed to accommodate the growth of the city so that the current level of services can be continued without interruption.

***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2005-06***

---

- Provided solid waste services to an average of 36,000 residential households, which is an increase of 5% over the prior fiscal year.
- Supported the Residential Curbside Recycling Program. An average of 27 tons of recycling materials was collected at curbside per month.
- Assisted in the design and physical layout of the New Solid Waste Administrative Facility.
- Increased Residential Operations by two collection crews, one for automated collection and one for manual collection due to the growth and addition of residential units. For each 950-1200 units a new automated collection route is created. Manual collection is based on approximately 3,000 homes per route.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2006-07***

---

- Implement GIS, which will greatly assist in collection routing.
- Make preparations for move-in to the new administrative facility.

***MAJOR NEW PROGRAMS AND SERVICES***

---

- One (1) rearloading collection vehicle, unit #439 replacement.
- One (1) sideloading collection vehicle, unit #483 replacement.

**SOLID WASTE FUND  
RESIDENTIAL OPERATIONS**

<b>INPUTS</b>	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Projected 2005-06</b>	<b>Target 2006-07</b>
<b>Expenditures</b>				
Salaries	\$ 1,048,299	\$ 1,226,943	\$ 1,118,136	\$ 1,269,267
Supplies	195,775	259,551	273,274	275,334
Repairs	325,297	362,550	453,279	364,100
Support Services	49,354	29,820	25,780	15,420
Benefits	331,971	400,687	365,463	396,015
Designated Expenses	1,252	5,179	4,000	4,500
Capital Outlay	753,804	142,570	132,740	492,429
<b>Total Expenditures</b>	<b>\$ 2,705,752</b>	<b>\$ 2,427,300</b>	<b>\$ 2,372,672</b>	<b>\$ 2,817,065</b>

**Personnel Summary / Position Title**

Director of Solid Waste & Drainage Services	1	1	1	1
Equipment Operator	5	5	5	5
Principal Secretary	1	1	1	1
Residential Equipment Operator	13	14	14	14
Residential Operations Superintendent	1	1	1	1
Residential Operations Supervisor	4	4	4	4
Secretary	1	1	1	1
Solid Waste Crew Chief	3	4	4	4
Solid Waste Specialist	1	1	1	1
Solid Waste Worker	4	5	5	5
Welder's Assistant	1	1	1	1
<b>Total</b>	<b>35</b>	<b>38</b>	<b>38</b>	<b>38</b>

**OUTPUTS**

Tons collected by residential collection vehicles	42,752	47,000	45,310	49,522
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**EFFICIENCIES**

Cost to collect one ton of residential garbage (daily operation costs only)	\$63.29	N/A*	\$52.37	\$56.89
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**EFFECTIVENESS**

% of Residential customer service complaints compared to service opportunities	< .01%	< .01%	< .01%	< .01%
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\* New Performance Measure - Data not available.



## **SOLID WASTE FUND COMMERCIAL OPERATIONS**

### ***DIVISION DESCRIPTION***

---

Commercial Operations provides collection services and containers of various sizes to commercial customers. The available sizes of containers are: 2, 3, 4, 6, and 8 cubic yard; and the 96 and 300 gallon. Fees are based on the size and quantity of containers selected, and the frequency of service. Commercial Operations also rents 20 and 30 cubic yard roll-off containers for bulky items and construction and/or demolition materials, and provides collection service on a call-in basis. Fees include the rental and servicing of the container, and the weight of contents. Commercial Operations manages all container assets in the Solid Waste Division, including the 96-gallon, 64-gallon, and 32-gallon roll-out containers used in Residential Operations. Containers are purchased, replaced, maintained, and repaired as needed. A stockage of repair parts and assemblies are kept on hand.

### ***MAJOR DIVISION GOALS***

---

- Provide responsive, reliable and quality waste collection services to all commercial customers.
- Accurately forecast the resources that will be needed to accommodate the growth of the city so that the current level of services can be continued without interruption.
- Maintain a collection vehicle ratio of 3:1, Primary Vehicle to Backup Vehicle.

### ***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2005-06***

---

- Provided solid waste services to an average of 1,720 commercial accounts, which is an increase of 4% over the prior fiscal year.
- Adjusted collection routes due to new accounts, and changes in services that are requested by customers on a daily basis.
- Managed inventory and new acquisitions of containers to accommodate the growth of the city, the replacement of privately owned containers, and the replacement of uneconomically repairable containers.
- Supported recycling operations by transporting roll-off loads of recycling materials (metals, glass, paper, plastic) to market.
- Assisted in the design and physical layout of the New Solid Waste Administrative Facility.

### ***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2006-07***

---

- Implement GIS, which will greatly assist in modifying and optimizing collection routes.
- Make preparations for move-in to the new administrative facility.
- Replace privately owned containers with city-owned containers effective October 1, 2006, as per City Ordinance.

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

---

- Commercial Equipment Operator (Frontloader)
- One (1) front loading collection vehicle, unit #491 replacement

**SOLID WASTE FUND  
COMMERCIAL OPERATIONS**

	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Projected 2005-06</b>	<b>Target 2006-07</b>
<b><u>INPUTS</u></b>				
<b>Expenditures</b>				
Salaries	\$ 556,913	\$ 620,534	\$ 626,260	\$ 678,315
Supplies	125,970	171,496	177,901	177,893
Maintenance	428	1,500	1,500	2,000
Repairs	188,363	216,200	233,426	216,750
Support Services	20,121	13,100	9,997	11,400
Benefits	183,072	199,799	199,814	218,467
Designated Expenses	1,188	2,088	1,200	2,000
Capital Outlay	457,833	411,429	411,429	332,675
<b>Total Expenditures</b>	<b>\$ 1,533,888</b>	<b>\$ 1,636,146</b>	<b>\$ 1,661,527</b>	<b>\$ 1,639,500</b>
<b>Personnel Summary / Position Title</b>				
Commercial Operations Superintendent	1	1	1	1
Commercial Equipment Operator	10	10	10	11
Commercial Operations Supervisor	1	1	1	1
Container Operations Supervisor	1	1	1	1
Principal Secretary	1	1	1	1
Welder	3	3	3	3
Welder's Assistant	2	2	2	2
<b>Total</b>	<b>19</b>	<b>19</b>	<b>19</b>	<b>20</b>
<b><u>OUTPUTS</u></b>				
Tons collected by commercial collection vehicles	51,416	N/A*	53,190	56,978
<b><u>EFFICIENCIES</u></b>				
Operating cost to collect one ton of commercial garbage	\$29.83	N/A*	\$31.24	\$28.78
<b><u>EFFECTIVENESS</u></b>				
% of Commercial customer complaints compared to service opportunities	< .01%	< .01%	< .01%	< .01%

\* New Performance Measure - Data not available.

## ***SOLID WASTE FUND RECYCLING PROGRAM***

### ***DIVISION DESCRIPTION***

---

The Solid Waste Recycling Operations Division develops and maintains a comprehensive recycle program for the City of Killeen that will progress toward achieving waste reduction, reuse and recycling goals. The division operates the Killeen Recycling Center and its annex area, and oversees the citizen drop-off point at the Transfer Station and two additional used oil collection sites in the City. Other programs include the City's Workplace Recycling Program; Apartment Complex Recycling Program; low Cost Freon Extraction Program and "Yard-Wise" yard care program, including periodic backyard composting classes.

### ***MAJOR DIVISION GOALS***

---

- Promote waste reduction, material reuse, and recycling through various media, education programs, contact with the general public, civic organizations, schools and excellence in on-going programs.

### ***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2005-06***

---

- Served approximately 1100 citizens and businesses who visited the Killeen Recycling Center to drop-off materials each month. Secured recyclables from the Transfer Station drop-off site on a weekly basis.
- Served approximately 120 citizens (primarily soldiers) at the public scales each month.
- Provided a recycling collection service to city, county, and some businesses facilities/offices.
- Provided a recycling collection service to eleven (11) apartment complexes.
- Served approximately 18 households each week by picking up cardboard shipping boxes and wrapping paper.
- Processed and marketed the materials received from the Residential Curbside Recycling Program.
- Hosted a Household Hazardous Waste (HHW) Collection Event, which was sponsored by the Central Texas Council of Governments (CTCOG) grant program. A vehicle count of 190 vehicles came through the site and 9000 pounds of HHW was collected.
- Established a used beverage container recycling program with Fowler Elementary School.

### ***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2006-07***

---

- Seek additional recyclables from businesses in the downtown area. Target office paper and old corrugated cardboard.
- Seek to improve the recycling participation rate at several current apartment complexes.
- Increase the curbside recycling subscription rate.
- Host a CTCOG sponsored HHW Collection Event in fall of 2007.
- Increase public awareness of the importance of recycling. Work with the Keep Killeen Beautiful committee to promote Texas Recycles Day.
- Work with the Killeen Independent School District to conduct a telephone book collection program in the Spring of 2007.

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

---

- There were no major new programs or services added to the Recycling Program for FY 2006-07.

**SOLID WASTE FUND  
RECYCLING PROGRAM**

<b>INPUTS</b>	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Projected 2005-06</b>	<b>Target 2006-07</b>
<b>Expenditures</b>				
Salaries	\$ 165,090	\$ 186,434	\$ 179,538	\$ 198,583
Supplies	15,738	11,349	13,084	16,407
Repairs	14,838	8,450	8,940	9,250
Support Services	12,643	6,470	6,565	12,020
Benefits	50,404	57,202	53,971	58,569
Designated Expenses	-	900	900	800
Capital Outlay	17,901	-	-	-
<b>Total Expenditures</b>	<b>\$ 276,614</b>	<b>\$ 270,805</b>	<b>\$ 262,998</b>	<b>\$ 295,629</b>

**Personnel Summary / Position Title**

Recycling Attendant	2	2	2	2
Recycling Attendant (Part-Time)	3	3	3	3
Recycling Manager	1	1	1	1
Recycling Operations Supervisor	1	1	1	1
<b>Total</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

**OUTPUTS**

Metals Recycled (Tons)	723	N/A*	800	850
Glass Recycled (Tons)	88	N/A*	85	90
Paper Products Recycled (Tons)	832	N/A*	760	800
Plastic Containers Recycled (Tons)	16	N/A*	22	25
Brush Recycled (Tons)	3,117	N/A*	3,350	4,000
Automotive Oil Recycled (Gallons)	7,310	N/A*	4,000	4,500
Antifreeze Recycled (Gallons)	440	N/A*	374	450
Lead-acid Batteries Recycled (Each)	967	N/A*	834	900
Appliances w/Freon Recycled (Each)	438	N/A*	360	1,773

**EFFICIENCIES**

Cost per ton to process materials through the facility (daily operation costs only)	\$169	N/A*	\$157	\$166
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**EFFECTIVENESS**

% of recyclables collected from the waste stream and diverted from the landfill	4.8%	N/A*	4.9%	5.1%
---	------	------	------	------

\* New Performance Measure - Data not available.

## **SOLID WASTE FUND TRANSFER STATION**

### ***DIVISION DESCRIPTION***

---

The Transfer Station is the central receiving facility for all solid waste generated by the City of Killeen. It must be operated in compliance with the Site Operating Plan, and Texas Commission on Environmental Quality (TCEQ) Rules and Regulations. City employees load the waste onto trailers, which are then transported by a contractor to the Sunset Farms Landfill, located southeast of Austin. The landfill is operated by Browning-Ferris Industries (BFI). The City began a 15-year contract with BFI in 1993 for waste transportation and landfill disposal. Four (4) separate landfill sites in the vicinity of the Transfer Station were closed in 1993. Seven (7) projects were completed to repair the final cover on these sites during the post-closure maintenance and care period. The landfill sites were inspected by TCEQ in November 2005 and found to be in compliance with closure criteria. All brush is collected from the city as a segregated waste, stockpiled at a site in the vicinity of the Transfer Station, and chipped two (2) or three (3) times a year on an on call basis by BFI.

### ***MAJOR DIVISION GOALS***

---

- Efficiently operate the Transfer Station which is the receiving point for all solid waste, either generated from within the city or outside the city.
- Operate within the parameters of the Site Operating Plan.
- Satisfactorily complete all annual inspections and other visits by TCEQ without receiving warnings or violations.

### ***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2005-06***

---

- Transported 4,695 trailer loads of solid waste to the Sunset Farms Landfill for a total weight of 94,929 tons. An additional 405 tons was directly hauled to the Temple Landfill by the City's Collection vehicles due to waste overload at the Transfer Station. The total weight landfilled was 95,334 tons.
- Advertised and awarded a contract to Vanguard Contractor's, Inc, in the amount of \$6,999,000 for the construction of the new transfer station facilities. Construction began on February 8, 2006 and will be substantially completed in December 2006.

### ***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2006-07***

---

- Complete the construction of the new Transfer Station facilities in January 2007.
- Coordinate an inspection of the new facilities with TCEQ and obtain a release to operate.
- Close the old facility and move into the new facilities.

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

---

- One (1) Equipment Operator and one (1) Scale Attendant
- New furniture for the new facilities.
- One (1) pickup truck replacement.



**SOLID WASTE FUND  
TRANSFER STATION**

<b>INPUTS</b>	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Projected 2005-06</b>	<b>Target 2006-07</b>
<b>Expenditures</b>				
Salaries	\$ 351,965	\$ 360,958	\$ 340,386	\$ 375,517
Supplies	23,349	25,946	28,975	46,413
Maintenance	8,210	14,730	10,488	23,000
Repairs	39,440	47,994	46,090	50,500
Support Services	119,176	72,462	103,390	109,888
Benefits	108,079	114,115	108,656	133,548
Designated Expenses	2,462,318	2,681,235	2,681,385	3,193,245
Capital Outlay	-	36,388	36,388	41,178
<b>Total Expenditures</b>	<b>\$ 3,112,537</b>	<b>\$ 3,353,828</b>	<b>\$ 3,355,758</b>	<b>\$ 3,973,289</b>

**Personnel Summary / Position Title**

Building/Grounds Service Worker	2	2	2	2
Building/Grounds Service Worker (Part-Time)	1	1	1	1
Equipment Operator	3	3	3	4
Heavy Equipment Crew Leader	1	1	1	1
Scale Attendant	2	2	2	3
Transfer Station Superintendent	1	1	1	1
Transfer Station Supervisor	1	1	1	1
<b>Total</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>13</b>

**OUTPUTS**

Total tons transported and landfilled	94,168	100,000	95,334	106,500
Number of trailer loads of waste hauled from Transfer Station	4,491	4,765	4,695	5,071
Cost per ton to transport and landfill	\$25.41	N/A*	\$27.92	\$29.40
Tons of brush received	3,117	N/A*	3,000	4,000
Number of violations/warnings from TCEQ	0	0	0	0

**EFFICIENCIES**

Cost per ton for operation of facility (daily operation costs only)	\$6.42	N/A*	\$7.28	\$7.32
---	--------	------	--------	--------

**EFFECTIVENESS**

Number of valid complaints from neighbors adjacent to facility or customers using the facility	0	N/A*	0	0
--	---	------	---	---

\* New Performance Measure - Data not available.

**SOLID WASTE FUND  
MOWING OPERATIONS**

***DIVISION DESCRIPTION***

---

The Mowing Division mows and trims the roadway right-of-ways to a 12-inch standard, removes and disposes of trash/rubbish in the right of ways, and applies herbicide in designated areas of the City.

***MAJOR DIVISION GOALS***

---

- Improve the appearance of the City by removing trash/debris from right-of-ways, and mow areas of responsibility on a frequency that will comply with the 12-inch standard.

***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2005-06***

---

- Established a new Mowing Division prior to the beginning of the mowing season.
- Acquired necessary equipment through transfer from other City departments or purchase of new equipment.
- Established a work area for the new division.
- Developed a mowing work plan and schedule.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2006-07***

---

- Refine the inventory of roadway right-of-ways to be mowed.
- Refine data on length of right-of-ways and acreage.
- Refine the mowing schedule for the two (2) week cycle and the four (4) week cycle.

***MAJOR NEW PROGRAMS AND SERVICES***

---

- Three (3) pickup truck replacements
- One (1) tractor replacement with an 8 foot bush hog shredder and a front end loader attachment

**SOLID WASTE FUND  
MOWING OPERATIONS**

<b>INPUTS</b>	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Projected 2005-06</b>	<b>Target 2006-07</b>
<b>Expenditures</b>				
Salaries	\$ -	\$ 157,975	\$ 133,254	\$ 250,819
Supplies	-	86,000	36,144	75,188
Repairs	-	68,607	35,900	81,904
Support Services	-	7,961	4,300	4,920
Benefits	-	48,835	48,268	92,373
Major Capital Outlay	-	5,500	5,000	-
Capital Outlay	-	119,122	120,862	137,900
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ 494,000</b>	<b>\$ 383,728</b>	<b>\$ 643,104</b>

**Personnel Summary / Position Title**

Mowing and Drainage Superintendent	0	0	0	1
Mowing Supervisor	0	1	1	1
Mowing Crew Leader	0	2	2	2
Mowing Service Worker	0	8	8	7
<b>Total</b>	<b>0</b>	<b>11</b>	<b>11</b>	<b>11</b>

**OUTPUTS**

Lane miles mowed	N/A*	N/A*	1,215	1,260
Acreage mowed	N/A*	N/A*	3,330	3,602

**EFFICIENCIES**

Cost per lane mile	N/A*	N/A*	\$316	\$503
Cost per acre	N/A*	N/A*	\$115	\$176

Note: FY 2006-07 target is significantly higher due to the purchase of 3 replacement trucks and a tractor with shredder.

**EFFECTIVENESS**

% of 2 week cycles completed as scheduled	N/A*	N/A*	95%	99%
% of 4-5 week cycles completed as scheduled	N/A*	N/A*	90%	99%

\* Mowing Operations is a new program in FY 2005-06.

**SOLID WASTE FUND  
OTHER APPROPRIATIONS**

***DEBT SERVICE***

---

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

***INFORMATION TECHNOLOGY***

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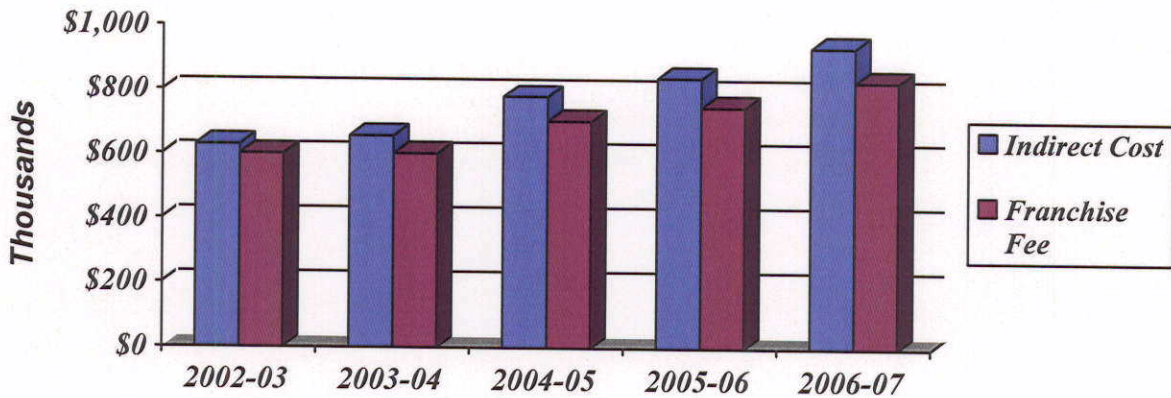
The Information Technology budget is used to account for Solid Waste Fund expenses related to information technology.

***NON-DEPARTMENTAL***

---

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

***Transfers to General Fund***



**SOLID WASTE FUND  
OTHER APPROPRIATIONS**

***DEBT SERVICE***

	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Projected 2005-06</b>	<b>Target 2006-07</b>
<b><i>EXPENDITURES</i></b>				
Designated Expenses	\$ 441,222	\$ 895,658	\$ 895,658	\$ 737,000
<b>Total Expenditures</b>	<b>\$ 441,222</b>	<b>\$ 895,658</b>	<b>\$ 895,658</b>	<b>\$ 737,000</b>

***INFORMATION TECHNOLOGY***

	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Projected 2005-06</b>	<b>Target 2006-07</b>
<b><i>EXPENDITURES</i></b>				
Supplies	\$ 4,203	\$ 5,000	\$ 5,000	\$ 7,700
Maintenance	17,924	17,095	17,095	22,700
Repairs	13,281	35,000	33,000	24,000
Support Services	96,489	90,000	90,000	49,254
Capital Outlay	10,696	23,918	21,918	46,001
<b>Total Expenditures</b>	<b>\$ 142,593</b>	<b>\$ 171,013</b>	<b>\$ 167,013</b>	<b>\$ 149,655</b>

***NON-DEPARTMENTAL***

	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Projected 2005-06</b>	<b>Target 2006-07</b>
<b><i>EXPENDITURES</i></b>				
Maintenance	\$ 5,628	\$ 10,000	\$ 10,000	\$ 10,000
Support Services	19,488	237,952	237,952	158,267
Designated Expenses	175,416	185,000	125,000	125,000
Transfers Out	1,484,039	1,589,883	1,589,883	1,766,751
<b>Total Expenditures</b>	<b>\$ 1,684,571</b>	<b>\$ 2,022,835</b>	<b>\$ 1,962,835</b>	<b>\$ 2,060,018</b>

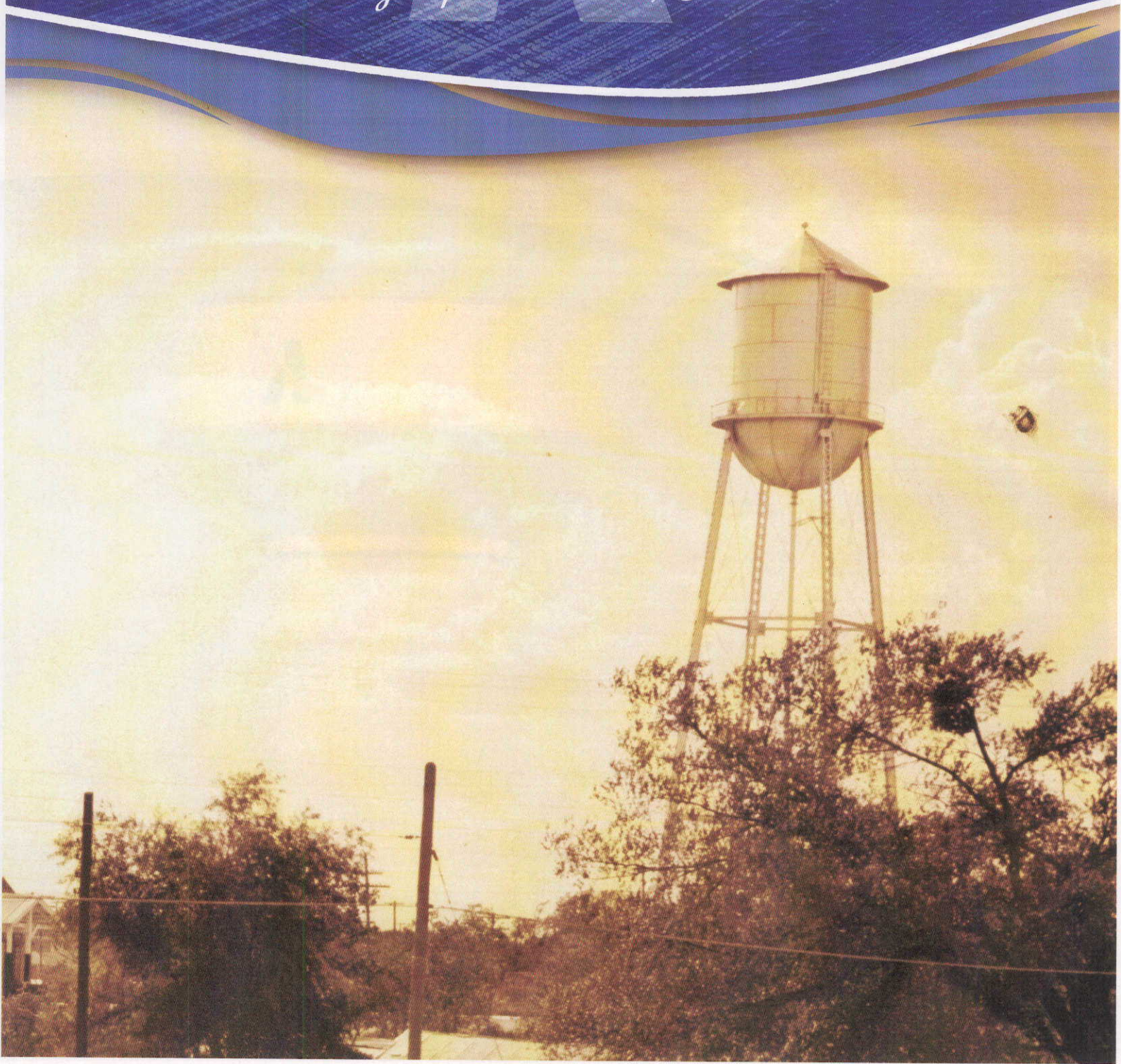


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# Water and Sewer

Fiscal Year 2006 - 2007 Annual Budget  
and Plan of Municipal Services

*City of Killeen, Texas*



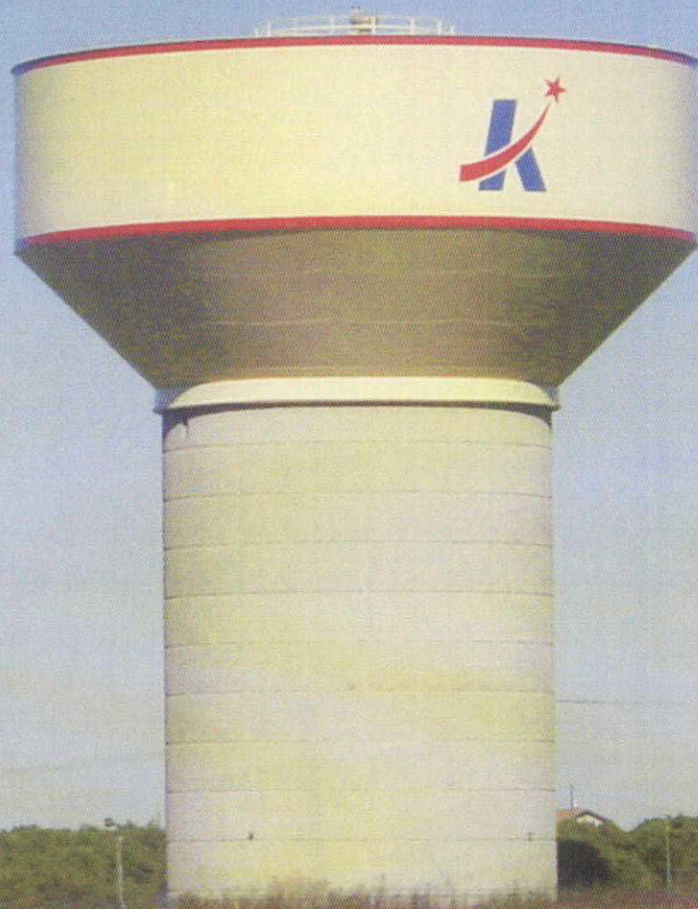


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# Water and Sewer

Fiscal Year 2006 - 2007 Annual Budget  
and Plan of Municipal Services

*City of Killeen, Texas*





# **WATER & SEWER FUND**

The Water & Sewer Fund is one of the five enterprise funds that the City of Killeen maintains. The Governmental Accounting Standards Board *Codification*, Section 1300.104, states that "the enterprise fund type may be used: to account for operations (a) that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges: or (b) where the governing body has decided that periodic determination or revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance public policy, management control, accountability, or other purposes." These funds are not required by GASB, but are permitted.

The City of Killeen uses this fund to account for all expenses incurred and revenues received pertaining to the operation, maintenance, and improvement of Water & Sewer services provided by the City. Appropriations are made for eight functions provided by Water & Sewer. These functions include Water and Sewer Contracts, Water and Sewer Projects, Water & Sewer Operations, Sanitary Sewers, Water Distribution, Engineering, Utility Collections, and Fleet Services.

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

**WATER & SEWER FUND**

**Adopted Budget**

**Summary**

**FY 2006-07**

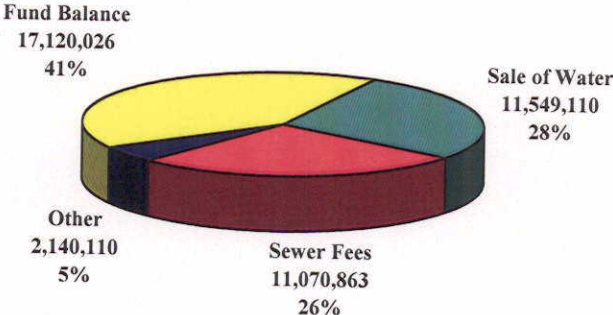
	<b>2004-05</b>	<b>2005-06</b>	<b>2005-06</b>	<b>2006-07</b>
	<b>ACTUAL</b>	<b>ADOPTED</b>	<b>ESTIMATED</b>	<b>ADOPTED</b>
<b>BEGINNING FUND BALANCE</b>				
Prior Year Adjustment	239,879	-	-	-
Reserved Fund Balance	1,727,000	1,727,000	1,727,000	1,727,000
Unreserved Fund Balance	15,660,376	15,393,026	16,280,370	15,204,562
<b>TOTAL BEGINNING FUND BALANCE</b>	<b>17,627,255</b>	<b>17,120,026</b>	<b>18,007,370</b>	<b>16,931,562</b>
<b>REVENUES</b>				
Sale of Water	11,424,289	11,549,110	11,750,000	12,690,000
Water & Sewer Taps	1,352,259	643,750	1,600,000	650,000
Sewer Fees Collected	10,504,694	11,070,863	10,750,000	11,578,400
Miscellaneous Srvc. & Chrgs.	735,216	681,860	675,000	680,000
Delinquent Penalty	474,885	412,000	486,000	425,000
Interest Earned	423,975	400,000	750,000	800,000
Miscellaneous Receipts	1,577	2,500	9,604	2,500
Transfers-In	6,985	-	17,053	-
<b>TOTAL CURRENT REVENUES</b>	<b>24,923,880</b>	<b>24,760,083</b>	<b>26,037,657</b>	<b>26,825,900</b>
<b>TOTAL FUNDS AVAILABLE</b>	<b>42,551,135</b>	<b>41,880,109</b>	<b>44,045,027</b>	<b>43,757,462</b>
<b>EXPENSES</b>				
Fleet Services	757,482	898,762	890,325	1,061,020
Utility Collections	1,242,833	1,450,289	1,449,999	1,500,511
Water and Sewer Contracts	8,454,802	9,886,500	9,881,803	10,993,611
Water Distribution	908,043	1,223,958	1,236,055	1,205,765
Sanitary Sewers	733,353	672,908	667,593	932,287
Water and Sewer Operations	1,663,282	2,452,012	2,426,845	1,968,195
Water and Sewer Engineering	-	-	-	507,363
Water and Sewer Projects	927,506	1,110,835	1,096,835	614,000
Debt Service	5,966,157	5,057,466	5,057,466	6,307,762
Water & Sewer Miscellaneous	1,331,662	1,640,781	1,613,369	1,712,837
<b>TOTAL CURRENT EXPENSES</b>	<b>21,985,120</b>	<b>24,393,511</b>	<b>24,320,290</b>	<b>26,803,351</b>
<b>TRANSFERS OUT</b>	<b>2,558,645</b>	<b>2,793,175</b>	<b>2,793,175</b>	<b>3,029,008</b>
<b>TOTAL EXPENSES</b>	<b>24,543,765</b>	<b>27,186,686</b>	<b>27,113,465</b>	<b>29,832,359</b>
<b>ENDING FUND BALANCE</b>				
Reserved Fund Balance	1,727,000	1,727,000	1,727,000	1,727,000
Unreserved Fund Balance	16,280,370	12,966,423	15,204,562	12,198,103
<b>TOTAL ENDING FUND BALANCE</b>	<b>18,007,370</b>	<b>14,693,423</b>	<b>16,931,562</b>	<b>13,925,103</b>

*Note: The prior year fund balance adjustment reflects the cancellation of prior year encumbrances that have expired or are no longer required.*

# WATER & SEWER FUND

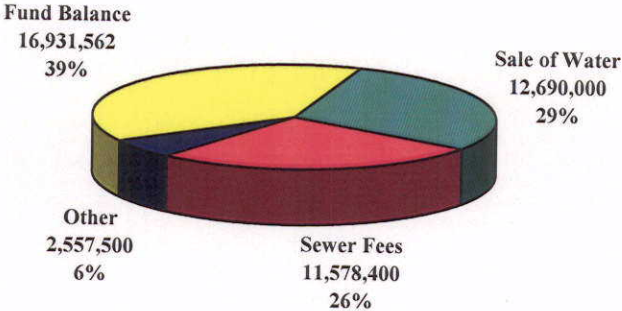
## Comparison of FY 2005-06 Budget to FY 2006-07 Budget

### FY 2005-06 Resources



Total Fund Balance and Revenues \$41,880,109

### FY 2006-07 Resources



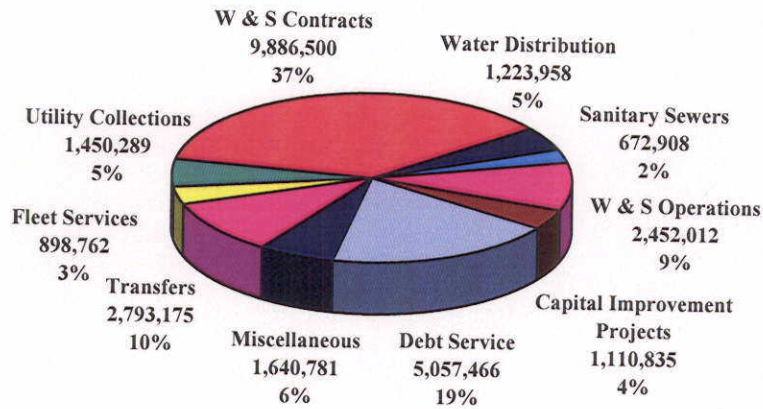
Total Fund Balance and Revenues \$43,757,462



# WATER & SEWER FUND

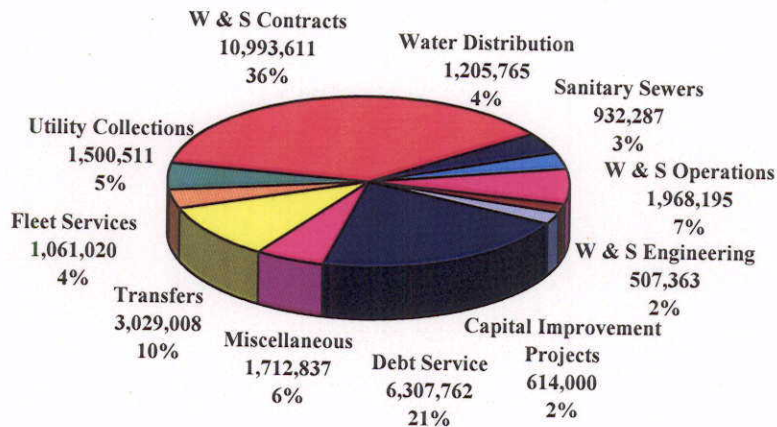
## Comparison of FY 2005-06 Budget to FY 2006-07 Budget

### FY 2005-06 Expenses by Function



Total Expenses \$27,186,686

### FY 2006-07 Expenses by Function



Total Expenses \$29,832,359

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

**WATER & SEWER FUND  
FLEET SERVICES**

***DIVISION DESCRIPTION***

---

Fleet Services is responsible for all vehicle and equipment replacements of city's fleet. Fleet Services prepares specifications for all vehicles and equipment acquired by the city and coordinates the leasing of all City vehicles and equipment. Fleet Services processes inter-departmental charges for fuel and repairs performed at the Fleet Shop. Fleet Services prepares a five-year vehicle and equipment replacement and new fleet program schedule as part of the city's annual budget process. Fleet Services focuses on equipment reliability and availability, promptness and quality of repairs, and maintenance efforts to increase life expectancy of units to maximum capacity.

***MAJOR DIVISION GOALS***

---

- Manage preventive fleet maintenance through programs and services city wide.
- Maintain equipment and vehicles on all general and major repairs to city's fleet.
- Manage a 24-hour fuel site and fleet facility for all emergency repairs.
- Maintain the 5-year fleet replacement schedule, new fleet programs, and the processing of specifications for ensuring competitive procurement practices on all fleet purchases.

***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2005-06***

---

- Maintained and expanded safety program within Fleet Services division.
- Completed the first phase of installing needed bay doors throughout the facility.
- Completed competitive bid process of fleet fuel dispenser replacement.
- Held training classes for technicians on specialized equipment through receipts process / Mitchells on Demand.
- Updated TRAKS software system on fuel transactions; to maximize the efficiency of the fuel billing process through the TRAKS, CCG/Faster, and H T E.
- Implemented a monthly reconciliation process for parts and fuel inventory purchases.
- Implemented Cyclic Inventory for parts inventory.
- Enforced cross training with the fleet services administrative staff on preventative maintenance services, inventory process, fuel process, safety programs, etc.
- Processed specifications and ensured competitive procurement practices on fifty-seven (57) budgeted replacement and new vehicles, nineteen (19) budgeted replacement and new heavy equipment, and eleven (11) new heavy equipment items added during the fiscal year.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2006-07***

---

- Initiate development of a 5-year heavy equipment replacement schedule.
- Expand storage facility to improve safety concerns of facility working areas.
- Complete exhaust system to provide safe environmental and to meet TCEQ standards.
- Install security key pad access entrance into fleet facility for after hour fuel and repairs operations.
- Implement a new safety program through the Risk Manager division on the fleet services vehicles and facility by incorporating safety inspections.
- Complete first phase of renovating the Fleet Services facility, upon the departure of Solid Waste.
- Reorganize Fleet Services staff to assist with the increased volume of fleet to secure the preventive maintenance program.
- Upgrade fleet diagnostic software in order to assist technicians in evaluating fleet.

***MAJOR NEW PROGRAMS AND SERVICES***

---

- 3 New Employees – 1 Shop Foreman and 2 Technicians
- Equipment: Oil Filter Crusher, Two (2) Post Vehicle Lifts, Air Compressor, Heavy Duty Brake Lathe, Pro Link Diagnostic Kit

**WATER & SEWER FUND  
FLEET SERVICES**

	Actual 2004-05	Budget 2005-06	Projected 2005-06	Target 2006-07
<b>INPUTS</b>				
<b>Expenditures</b>				
Salaries	\$ 572,285	\$ 644,875	\$ 640,205	\$ 770,754
Supplies	55,849	67,156	68,409	83,897
Maintenance	2,359	3,100	3,100	3,800
Repairs	9,191	14,616	14,616	13,500
Support Services	41,050	51,790	51,790	57,188
Benefits	183,873	198,741	194,721	239,831
Designated Expenses	568	3,000	2,000	3,000
Capital Outlay	59,940	47,484	47,484	31,050
Reimbursable Expense	(167,633)	(132,000)	(132,000)	(142,000)
<b>Total Expenditures</b>	<b>\$ 757,482</b>	<b>\$ 898,762</b>	<b>\$ 890,325</b>	<b>\$ 1,061,020</b>

**Personnel Summary / Position Title**

Fleet Services Manager	1	1	1	1
Fleet Services Parts Supervisor	1	1	1	1
Fleet Services Supervisor	2	2	2	2
Fleet Services Technician	11	11	11	13
Parts Assistant	3	3	3	3
Senior Secretary	1	1	1	1
Shop Foreman	0	0	0	1
<b>Total</b>	<b>19</b>	<b>19</b>	<b>19</b>	<b>22</b>

**OUTPUTS**

Preventive maintenance services	2,400	2,243	2,295	2,310
Sublet repairs	720	384	540	504
Motor Vehicle Inspections	325	338	368	335
General repairs	4,167	4,817	4,890	4,780
Road calls	128	107	115	101
Tire repairs	527	531	543	525
Accident repairs	20	61	65	59
Fuel gallons Dispensed/Purchases of fuel	474,894	496,126	505,000	525,000
Fuel Transactions (UI/DI)	33,609	34,741	34,995	35,090

**EFFICIENCIES**

Number of Oil Services completed routinely per 4 Technicians	267	252	273	258
Number of six month preventive maintenance services per 11 Technicians	50	49	58	53
Number of MVI (State Inspections) per 11 Technicians	33	34	36	32
Number of General Repairs completed routinely per 11 Technicians	379	438	445	435

**EFFECTIVENESS**

% of preventive maintenance including oil changes, six months services, and state inspections (NAFA Standard = 48%)	33.4%	30.8%	30.6%	31.1%
% of sublet repairs (NAFA Standard = 12%)	8.8%	4.6%	6.2%	5.9%
% of general repairs (NAFA Standards = 40%)	51.1%	57.5%	56.2%	56.1%

**WATER & SEWER FUND  
UTILITY COLLECTIONS**

***DIVISION DESCRIPTION***

---

The Utility Collections Division of the Finance Department bills and collects for all City utility services and maintains accurate accounting for water, sewer, solid waste and drainage fee revenue. The division also accomplishes all monthly meter reading, initiates the water and sewer tap process for new development, performs utility service work orders, handles bad debt and collection issues and provides customer counseling with conservation and water use recommendations. Customer service is provided to citizens initiating and terminating utility accounts and those requesting assistance with billing issues.

***MAJOR DIVISION GOALS***

---

- Ensure the efficient delivery of timely and accurate billing and payment information for over 35,000 customers
- Perform accurate and timely monthly meter reading and prompt notification to customers whose meter reading and water usage indicate a possible leak
- Provide prompt and customer-friendly response to customer billing issues

***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2005-06***

---

- Implemented automated processing of mail payments
- Obtained TCEQ Class D licensing for two utility service workers
- Implemented document management program and scanned and destroyed over 4,400 pounds of paper records

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2006-07***

---

- Relocate Utility Collections staff and operations offices to new facility.
- Analyze meter reading routes and billing schedule to reduce number of accounts in each cycle and route and to reduce number of days between meter reading and billing.

***MAJOR NEW PROGRAMS AND SERVICES***

---

- New employee – customer service representative
- New employee – meter reader
- Incentive pay for Class D water license
- Heavy-duty document shredder
- Customer service training

**WATER AND SEWER FUND  
UTILITY COLLECTIONS**

	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Projected 2005-06</b>	<b>Target 2006-07</b>
<b><u>INPUTS</u></b>				
<b>Expenditures</b>				
Salaries	\$ 726,214	\$ 821,739	\$ 812,031	\$ 899,796
Supplies	209,522	202,342	221,478	237,052
Repairs	28,654	18,325	18,225	16,174
Support Services	26,481	13,717	13,310	15,162
Benefits	229,667	272,350	263,139	302,023
Capital Outlay	22,295	121,816	121,816	30,304
<b>Total Expenditures</b>	<b>\$ 1,242,833</b>	<b>\$ 1,450,289</b>	<b>\$ 1,449,999</b>	<b>\$ 1,500,511</b>

**Personnel Summary / Position Title**

Clerk	1	1	1	1
Customer Service Representative	3	3	3	4
Customer Service Supervisor	1	1	1	1
Mail Clerk (Part-time)	1	1	1	1
Meter Reader	6	7	7	8
Principal Secreatry	1	1	1	1
Senior Meter Reader	1	1	1	1
Senior Utility Clerk	2	2	2	2
Utilities Clerk	4	4	4	4
Utility Accounting Clerk	1	1	1	1
Utility Cashier	3	3	3	3
Utility Collections Manager	1	1	1	1
Utility Collections Supervisor	1	1	1	1
Utility Service Supervisor	1	1	1	1
Utility Serive Worker	3	4	4	4
<b>Total</b>	<b>30</b>	<b>32</b>	<b>32</b>	<b>34</b>

**OUTPUTS**

Number of utility customers	33,948	35,305	36,000	37,080
Number of meters read	423,318	430,000	446,000	454,900
Delinquent disconnects	7,137	6,600	7,241	7,500
Internet payments	15,089	36,000	56,100	76,800

**EFFICIENCIES**

Number of customers per utility collections customer relations employee	1,886	<2,000	2,000	<2,000
Number of meters read per month per reader	5,879	<5,500	5,317	<5,000

**EFFECTIVENESS**

Meter reading error rate	0.0018%	0.0019%	0.0019%	0.0020%
Percentage of payments made via internet	3.5%	8.0%	13.4%	17.2%



**WATER & SEWER FUND  
WATER DISTRIBUTION**

***DIVISION DESCRIPTION***

---

The Water Distribution Division is responsible for maintaining, repairing, and expanding the Water Distribution Infrastructure to supply the City with properly disinfected drinking water. The division is responsible for making long/short taps on water mains to new subdivisions, installing water meters, maintaining all fire hydrants, locating and marking water lines, and investigating and repairing water leaks. The division responds to customer service calls regarding possible water leaks, water pressure checks, water quality, etc. The division includes two specialized programs, the meter change-out program and the valve & hydrant maintenance program.

***MAJOR DIVISION GOALS***

---

- Improve water quality and disinfection residual by unidirectional flushing of 500 fire hydrants annually.
- Encourage continuing professional development of all employees and fund training programs to achieve highest levels of the Texas Commission on Environmental Quality (TCEQ) Water Distribution Licenses.
- Reduce the amount of water main breaks by using system controls and *Supervisory Control And Data Acquisition* (SCADA) programming to control the water pressure @ 70 PSI + or - 10 in the lower pressure plane of the distribution system.

***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2005-06***

---

- Located 974 water lines for contractors and construction.
- Performed 90 emergency water main repairs.
- Constructed 2,370 water taps for new residential and commercial subdivisions.
- Repaired 559 water meters.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2006-07***

---

- Maintain the water distribution infrastructure while providing properly disinfected water for the City of Killeen.
- Lessen water interruption time when doing water main repairs or fire hydrant repairs.
- Install new water services in new subdivisions, and provide support and services for the existing customers in the city.
- Verify mapping locations of the water and sewer system for the GIS database.

***MAJOR NEW PROGRAMS AND SERVICES***

---

- There were no major new programs or services added to Water Distribution for FY2006-07.

**WATER & SEWER FUND  
WATER DISTRIBUTION**

	Actual 2004-05	Budget 2005-06	Projected 2005-06	Target 2006-07
<b><i>INPUTS</i></b>				
<b>Expenditures</b>				
Salaries	\$ 361,133	\$ 424,408	\$ 408,290	\$ 419,584
Supplies	47,389	49,411	49,730	52,653
Maintenance	93,022	103,949	138,950	89,000
Repairs	42,453	24,000	29,000	30,000
Support Services	32,013	19,745	17,550	21,565
Benefits	127,689	140,670	130,760	139,446
Designated Expenses	-	-	-	-
Major Capital Outlay	191,392	290,505	290,505	453,517
Capital Outlay	12,952	171,270	171,270	-
Reimbursable Expense	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 908,043</b>	<b>\$ 1,223,958</b>	<b>\$ 1,236,055</b>	<b>\$ 1,205,765</b>

**Personnel Summary / Position Title**

Water Supervisor (Opr III)	1	1	1	1
Sr Water & Sewer Service Worker (Opr II)	1	1	1	1
Equipment Operator (Opr I)	4	4	4	4
Water & Sewer Service Worker (Opr/Appr)	9	9	9	9
<b>Total</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>

***OUTPUTS***

New Customer Services	1,979	2,000	2,370	1,825
Water Main Repairs	193	N/A*	275	150
Water Lines (Miles)	423	N/A*	489	520
Water Line Locates	967	N/A*	974	900
Fire Hydrants Repaired/Replaced	9	50	18	25
Water Service Calls	794	N/A*	1,291	1,000

***EFFICIENCIES***

Maintenance Cost per 100 Miles of Water Piping System	\$214,876	N/A*	\$252,852	\$231,910
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***EFFECTIVENESS***

% of Unaccounted Water Loss	15.8%	N/A*	14.6%	14.0%
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\* New Performance Measure - Data not available.

## ***WATER & SEWER FUND SANITARY SEWERS***

### ***DIVISION DESCRIPTION***

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The Sanitary Sewers division is responsible for the safe and sanitary collection of wastewater for the City of Killeen. This division monitors and maintains the sewer system infrastructure, installs new sewer lines, performs preventive maintenance to existing sewer lines, responds to all customer service calls, and identifies (TV Inspection) and repairs damaged sewer mains. The division monitors the City's compliance with federal & state regulatory agency requirements for wastewater collection.

### ***MAJOR DIVISION GOALS***

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- Reduce the frequency of wastewater overflows caused by grease blockages by performing preventive maintenance (flushing/cleaning) of 30 trouble areas in the city. The Sanitary Sewer division will flush the trouble areas monthly.
- Reduce inflow and infiltration into the sewer system by repairing and /or replacement of 5,200 linear feet of damaged sanitary sewer mains, repair 100 manholes, and perform 100 sewer system inspections.
- Reduce sewer treatment cost by reducing inflow and infiltration in sewer system by identifying/repairing 5,200 linear feet of 6'' sewer main annually. Limit inflow to 50 gallons per inch diameter of pipe/mile/24 hours.

### ***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2005-06***

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- Assisted the Water Distribution division with water tap/meter installations for new customer services.
- Assisted the Street Division with the street overlay/chip-seal project by raising/preparing manholes, clean outs, and valves on each street scheduled for the overlay/chip-seal project.
- Completed 758 line locations for construction work done by other utilities or citizens of Killeen in accordance with the new Texas One Call Law.

### ***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2006-07***

---

- Extend routes for preventive sewer jetting/cleaning which reduces wastewater overflow claims, reduces the amount of wastewater overflows due to grease buildup, prevents damage to the environment caused by wastewater overflows, reduces the necessity for more employees, and reduces unscheduled overtime.
- Repair the inflow and infiltration problems throughout the sewer system infrastructure.
- Division aiding with retrieving water and sewer infrastructure information used to verify mapping locations of the water and sewer system for the GIS database.
- Compile all camera truck studies for a comprehensive plan for the control of inflow and infiltration into the city sewer collection system. By implementing this plan, the City of Killeen will meet the CMON regulations and control sanitary sewer overflows.
- Run preventive maintenance routes to remove grease in the sewer system using the new fiscal year 06-07 budgeted jet truck.
- Cut all vegetation and trees in sewer easements.
- Reduce manpower hours performing line locations by using the GIS database.

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

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- Vac-Con Truck Replacement.

**WATER & SEWER FUND  
SANITARY SEWERS**

	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Projected 2005-06</b>	<b>Target 2006-07</b>
<b><u>INPUTS</u></b>				
<b>Expenditures</b>				
Salaries	\$ 332,949	\$ 354,741	\$ 349,900	\$ 379,586
Supplies	37,172	32,860	32,860	41,718
Maintenance	64,770	49,819	49,800	80,395
Repairs	43,393	29,744	38,500	38,500
Support Services	27,749	15,211	6,000	9,000
Benefits	109,958	123,749	123,749	125,818
Major Capital Outlay	-	1,000	1,000	1,000
Capital Outlay	117,362	65,784	65,784	256,270
<b>Total Expenditures</b>	<b>\$ 733,353</b>	<b>\$ 672,908</b>	<b>\$ 667,593</b>	<b>\$ 932,287</b>

**Personnel Summary / Position Title**

Inflow and Infiltration Supervisor (Opr III)	1	1	1	1
Sanitary Sewer Supervisor (Opr III)	1	1	1	1
Sr Water and Sewer Service Worker (Opr II)	1	1	1	1
Equipment Operator (Opr I)	3	3	3	3
Water & Sewer Service Worker (Opr/Appr)	5	7	7	7
<b>Total</b>	<b>11</b>	<b>13</b>	<b>13</b>	<b>13</b>

**OUTPUTS**

Lines Cleaned (Feet)	234,476	200,000	246,127	400,000
Sewer Service Calls	970	N/A*	435	600
Sewer Lines (Miles)	423	N/A*	489	520
Manhole Inspections	975	N/A*	683	700
Sewer Line Locates	856	N/A*	758	650
Sewer Line Replaced (Feet)	1,000	N/A*	2,225	5,200
Stoppages Cleared	170	200	111	100
Wastewater Overflows	110	N/A*	78	60

**EFFICIENCIES**

Maintenance Cost per 100 miles of Wastewater Piping System	\$173,538	N/A*	\$136,566	\$179,311
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**EFFECTIVENESS**

Gallons per minute (GPM) per Mile of Inflow and Infiltration	96	N/A*	25	50
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Note: Rainfall has a significant impact on the GPM per Mile of Inflow and Infiltration due to line seepage and some runoff from manholes, etc. Rainfall for FY 2004-05 was 24.98", FY 2005-06 is 11.95" of Rainfall.

\* New Performance Measure - Data not available.

**WATER & SEWER FUND  
WATER AND SEWER OPERATIONS**

***DIVISION DESCRIPTION***

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Water & Sewer Operation's programs include maintenance of the water storage tanks, water pumping facilities, and the wastewater lift stations. A significant amount of time is dedicated performing daily preventive maintenance checks, chemical disinfection monitoring services, maintenance services on all facilities, and corrective maintenance as needed to all water storage tanks and water pumping facilities, and wastewater lift stations. Operations provides quality and security control for the water system through water sampling, and monitoring the water distribution system to minimize unaccountable water loss.

***MAJOR DIVISION GOALS***

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- Provide continuous delivery of properly disinfected water at adequate pressure and sufficient volume to all residential, commercial, industrial, and fire fighting consumers.
- Maintain Lift Stations to prevent overflows in the collection system to protect the public and environment by initiation of a preventive maintenance program to pull each pump annually and perform scheduled maintenance.
- Provide a safe working environment for our employees while protecting the health and safety of the public and the environment by accelerating safety briefings and training for employees and supervisors to weekly, equipment safety checks daily, and appointing a safety officer for each crew.

***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2005-06***

---

- Upgraded the computerized Supervisory Control and Data Acquisition (SCADA) for optimal system use.
- Implemented consistent operating practices and proactive maintenance for pump stations.
- Returned to a routine monitoring schedule as a result of low disinfectant by-products.
- Performed routine and construction bacteriological, chlorine residual, and ammonia tests.
- Performed over 13,000 documented water quality tests.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2006-07***

---

- Build consistent sampling techniques to determine water quality in order to protect the public and keep chemical usage to acceptable minimums.
- Devise new methods to prevent debris from entering into the wastewater facilities to prevent breakdown and wastewater overflows.
- Meet existing and new TCEQ rules and regulations for overall operations by developing a cross connection monitoring and inspection program. Hiring two employees and acquiring the associated equipment needed to perform the increased mission.
- Implement the monitoring of hydraulic flow conditions for the control of Disinfection By-products (TTHM and HAA5).
- Implement efficiency of operation for water and wastewater stations to reduce electric power consumption.

***MAJOR NEW PROGRAMS AND SERVICES***

---

- Startup Cross Connection Control and Backflow Prevention Program – 2 member crew.



**WATER & SEWER FUND**  
**WATER & SEWER OPERATIONS**

<b>INPUTS</b>	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Target</b>
	<b>2004-05</b>	<b>2005-06</b>	<b>2005-06</b>	<b>2006-07</b>
<b>Expenditures</b>				
Salaries	\$ 626,115	\$ 816,455	\$ 831,084	\$ 618,800
Supplies	80,854	106,617	109,960	114,520
Maintenance	132,532	177,500	138,500	104,000
Repairs	14,341	32,050	34,500	33,800
Support Services	601,921	887,964	881,475	886,215
Benefits	194,567	249,226	249,126	196,670
Capital Outlay	12,952	182,200	182,200	14,190
<b>Total Expenditures</b>	<b>\$ 1,663,282</b>	<b>\$ 2,452,012</b>	<b>\$ 2,426,845</b>	<b>\$ 1,968,195</b>

**Personnel Summary / Position Title**

Director of Water & Sewer Services	1	1	1	1
Water & Sewer Superintendent	1	1	1	1
Water & Sewer Materials Manager	1	1	1	1
Chief Operator	1	1	1	1
Principal Secretary	1	1	1	1
Secretary (Part-time)	1	1	1	1
Equipment Operator (Opr I)	5	5	5	5
Water & Sewer Service Worker (Opr/Appr)	7	7	7	7
Backflow Prevention Assembly Tester (Opr II)	0	0	0	2
Project Engineer**	2	2	2	0
Senior Construction Inspector**	0	2	2	0
Construction Inspector**	0	1	1	0
Secretary**	0	1	1	0
<b>Total</b>	<b>20</b>	<b>24</b>	<b>24</b>	<b>20</b>

\*\* These Positions were transferred to the Water and Sewer Engineering division in FY2006-07.

**OUTPUTS**

Pump Station Water Pumpage (Gallons)	4,194,140,000	N/A*	4,746,981,000	5,000,000,000
Lift Station Sewage Collection (Gallons)	5,219,832,017	N/A*	3,753,100,282	4,250,000,000
Water Analysis Tests	2,555	13,000	13,000	13,000
Bacteriological Tests	1,080	1,200	1,200	1,200

**EFFICIENCIES**

Water Delivered Cost per 1,000 Gallons	\$2.86	N/A*	\$3.02	\$3.55
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Note: The Water Delivered Cost above is calculated in the City's Water and Sewer Financial Model where expenses are determined to be water or sewer related. Then the water expenses are divided by the consumption of water to calculate the cost to provide 1,000 gallons of water.

**EFFECTIVENESS**

Average of Total Trihalomethanes / Haloacetic Acids (TTHM/HAA5) -- 5 types of Bacteriological Tests	N/A*	N/A*	20.27 / 9.44	20 / 6
Average of all Disinfectant Residuals	N/A*	N/A*	3.07	2.20
Lowest Disinfectant Residual	N/A*	N/A*	0.07	0.50

Note: The Average TTHM/HAA5 Bacteriological Tests are recommended to be below 20/10, but the current regulation requires below 60/60. The TCEQ Regulation for the Disinfectant Residuals sets the average level below 4.0 and the Lowest Residual greater than or equal to 0.5. In 2005-06, only 1% of the readings in June 2006 were below the 0.5 minimum. This information was reported to TCEQ in a quarterly report.

\* New Performance Measure - Data not available.

## ***WATER & SEWER FUND ENGINEERING***

### ***DIVISION DESCRIPTION***

---

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

### ***MAJOR DIVISION GOALS***

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

### ***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2005-06***

---

- Oversaw completion of \$12 million of Water and Sewer capital improvement projects.
- Reviewed 127 subdivision plats and 150 commercial developments plan sets.
- Oversaw public works infrastructure construction in 53 new residential subdivisions entailing 22 miles of new water mains and; 48.5 miles of new sewer mains.
- Developed a comprehensive Water and Wastewater Master Plan Update.
- Completed the second phase of water and sewer GIS-data conversion and integrated City-wide water and sewer feature datasets into the enterprise GIS.

### ***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2006-07***

---

- Complete 100% construction of \$8 million in Water and Wastewater Master Plan 2004 Bond projects.
- Scope, prioritize, and prepare cost estimates for \$15 million in Water and Wastewater Master Plan 2007 Bond Projects.
- Complete engineering design and prepare bid package for Phase IV Septic Tank Elimination Program.
- Develop a program to address the United States Environmental Protection Agency (USEPA) Stage 2 Disinfectant and Disinfection By-Products Rule.
- Develop scope of work for development of program to address USEPA Capacity, Management, Operations and Maintenance requirements for wastewater collection system operators.
- Prepare Request for Qualifications (RFQ) and secure list of pre-qualified firms for broad-spectrum engineering design services.
- Complete draft Water and Wastewater Technical Design Manual for development.
- Deploy Cityworks Computerized Maintenance Management System.
- Develop Engineering Division website and post standard design guides.

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

---

- Project Manager – Funded previously in the 2004 General Obligation Bond.
- Engineering Assistant (Funded for 9 months beginning in January).
- Bentley Water & Sewer GEMS (Funded in Information Technology – Non-Departmental).
- Ruggedized Mobile Data Terminals for Engineering (Funded in Information Technology – Non-Departmental).

**WATER & SEWER FUND  
ENGINEERING**

	Actual 2004-05	Budget 2005-06	Projected 2005-06	Target 2006-07
<b><u>INPUTS</u></b>				
<b>Expenditures</b>				
Salaries	\$ -	\$ -	\$ -	\$ 369,762
Supplies	-	-	-	10,070
Repairs	-	-	-	5,600
Support Services	-	-	-	17,305
Benefits	-	-	-	102,526
Capital Outlay	-	-	-	2,100
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 507,363</b>
<b>Personnel Summary / Position Title</b>				
Project Engineer	0	0	0	2
Senior Construction Inspector	0	0	0	2
Construction Inspector	0	0	0	1
Project Manager	0	0	0	1
Engineering Assistant	0	0	0	1
Secretary	0	0	0	1
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8</b>
<b><u>OUTPUTS</u></b>				
2004 Water & Sewer Bond Issue (\$21 Mil)				
Under Design (Projects)	19	N/A*	7	0
Under Construction (Projects)	2	N/A*	1	7
Completed (Projects)	0	N/A*	13	14
<b><u>EFFICIENCIES</u></b>				
Water & Sewer open Engineering Contracts for Public Works Projects	20	N/A*	28	28
Average number of Project Contracts per Engineer	10	N/A*	14	14
<b><u>EFFECTIVENESS</u></b>				
Percent of projects where project cost exceeds project cost estimate by greater than 15%	N/A*	N/A*	N/A*	<5%

\*New Performance Measure - Data not available.

Note: Positions and funding related to this new division were previously in the Water and Sewer Operations division.

**WATER AND SEWER FUND  
OTHER APPROPRIATIONS**

**WATER AND SEWER CONTRACTS**

The Water and Sewer Contracts division was established to account for payments for the purchase of water and for the processing of sewer to Water Control Improvement District (WCID) #1. Payments for future water rights are also included in the payments for water.

	<u>Actual</u> <u>2001-02</u>	<u>Actual</u> <u>2002-03</u>	<u>Actual</u> <u>2003-04</u>	<u>Actual</u> <u>2004-05</u>	<u>Actual</u> <u>2005-06</u>
Rainfall (inches)	29.14"	32.51"	35.54"	24.98"	11.95"
Sewer treatment (gallons)	4,173,301,600	4,026,284,477	4,369,015,032	5,219,832,017	3,753,100,282
Water purchased (gallons)	4,340,244,556	4,429,250,384	4,018,520,833	4,225,622,060	4,732,431,364
Water sold (gallons)	3,522,610,187	3,733,081,500	3,250,115,011	3,559,811,700	4,041,533,500
Water loss ratio	18.8%	15.7%	19.1%	15.8%	14.6%

**INFORMATION TECHNOLOGY**

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

**WATER AND SEWER PROJECTS**

The Water and Sewer Projects division is used to account for major projects that are paid from the Water and Sewer operating fund. Other major projects are paid from Water and Sewer bond funds.

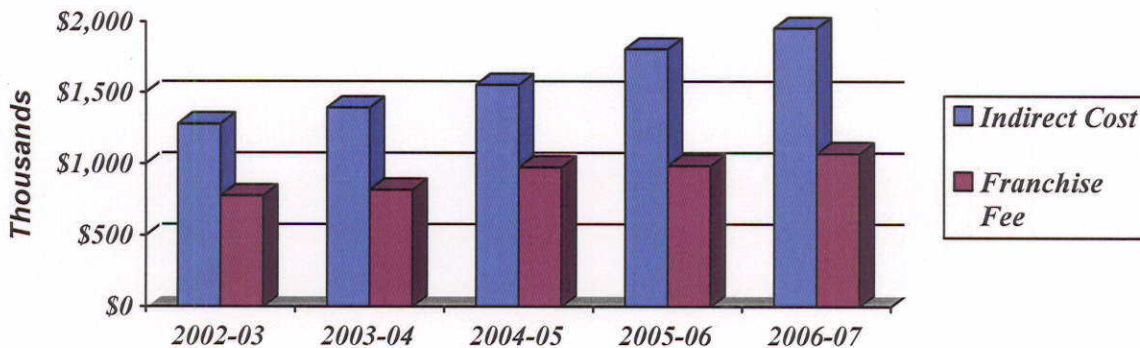
**DEBT SERVICE**

The Debt Service transfers to the Water and Sewer Debt Service Funds are used to account for current year expenses for principal, interest, and bank fees.

**NON-DEPARTMENTAL**

The Water and Sewer Non-Departmental division is utilized to account for charges that are not directly related to a specific division. These charges include transfers to the General Fund for a levied franchise fee and an indirect cost allocation. Other charges include professional services, bad debts, collection expenses and a contingency account.

*Transfers to General Fund*



**WATER AND SEWER FUND  
OTHER APPROPRIATIONS**

***WATER AND SEWER CONTRACTS***

	Actual 2004-05	Budget 2005-06	Projected 2005-06	Target 2006-07
<b><i>EXPENDITURES</i></b>				
Sewer Contracts	\$ 4,925,887	\$ 5,385,000	\$ 5,385,000	\$ 5,625,000
Water Contracts	\$ 3,528,915	\$ 4,501,500	\$ 4,496,803	\$ 5,368,611
<b>Total Expenditures</b>	<b>\$ 8,454,802</b>	<b>\$ 9,886,500</b>	<b>\$ 9,881,803</b>	<b>\$ 10,993,611</b>

***INFORMATION TECHNOLOGY***

	Actual 2004-05	Budget 2005-06	Projected 2005-06	Target 2006-07
<b><i>EXPENDITURES</i></b>				
Salaries	\$ 89,029	\$ 123,841	\$ 123,541	\$ 136,050
Supplies	\$ 33,811	\$ 51,335	\$ 46,335	\$ 44,450
Maintenance	81,332	93,376	93,376	100,375
Repairs	5,457	30,000	28,500	27,500
Support Services	278,672	198,200	197,000	42,058
Benefits	24,266	34,908	34,908	41,465
Capital Outlay	110,042	103,209	99,909	173,682
<b>Total Expenditures</b>	<b>\$ 622,609</b>	<b>\$ 634,869</b>	<b>\$ 623,569</b>	<b>\$ 565,580</b>

***WATER AND SEWER PROJECTS***

	Actual 2004-05	Budget 2005-06	Projected 2005-06	Target 2006-07
<b><i>EXPENDITURES</i></b>				
Capital Improvements	\$ 927,506	\$ 1,110,835	\$ 1,096,835	\$ 614,000
<b>Total Expenditures</b>	<b>\$ 927,506</b>	<b>\$ 1,110,835</b>	<b>\$ 1,096,835</b>	<b>\$ 614,000</b>



**WATER AND SEWER FUND  
OTHER APPROPRIATIONS**

***DEBT SERVICE***

	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Projected 2005-06</b>	<b>Target 2006-07</b>
<b><i>EXPENDITURES</i></b>				
Interest & Sinking Transfer	\$ 5,966,157	\$ 5,057,466	\$ 5,057,466	\$ 6,307,762
<b>Total Expenditures</b>	<b>\$ 5,966,157</b>	<b>\$ 5,057,466</b>	<b>\$ 5,057,466</b>	<b>\$ 6,307,762</b>

***NON-DEPARTMENTAL***

	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Projected 2005-06</b>	<b>Target 2006-07</b>
<b><i>EXPENDITURES</i></b>				
Supplies	\$ -	\$ -	\$ -	\$ 4,000
Maintenance	60,990	50,000	34,000	50,000
Support Services	566,812	854,912	854,800	957,257
Designated Expenses	53,483	101,000	101,000	136,000
Capital Outlay	27,768	-	-	-
Transfers Out	2,558,645	2,793,175	2,793,175	3,029,008
<b>Total Expenditures</b>	<b>\$ 3,267,698</b>	<b>\$ 3,799,087</b>	<b>\$ 3,782,975</b>	<b>\$ 4,176,265</b>



# Drainage Utility Fund

Fiscal Year 2006 - 2007 Annual Budget  
and Plan of Municipal Services

*City of Killeen, Texas*





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# Drainage Utility Fund

Fiscal Year 2006 - 2007 Annual Budget  
and Plan of Municipal Services

*City of Killeen, Texas*





# **DRAINAGE UTILITY FUND**

The Drainage Utility Fund is one of the five enterprise funds that the City of Killeen maintains. The Governmental Accounting Standards Board *Codification*, Section 1300.104, states that "the enterprise fund type may be used: to account for operations (a) that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges: or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance public policy, management control, accountability, or other purposes." These funds are not required by GASB, but are permitted.

The City of Killeen uses this fund to account for all expenses incurred and revenues received pertaining to the operation, maintenance, and improvement of Drainage services provided by the City. Appropriations are made for five functions provided by Drainage Utility. These functions include the Capital Improvement Program for Major Drainage Projects and the operational functions including Drainage Engineering, Minor Drainage Projects, Drainage Maintenance, and Streets.

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

**DRAINAGE UTILITY FUND**

**Adopted Budget**

**Summary**

**FY 2006-07**

	<b>2004-05</b>	<b>2005-06</b>	<b>2005-06</b>	<b>2006-07</b>
	<b>ACTUAL</b>	<b>ADOPTED</b>	<b>ESTIMATED</b>	<b>ADOPTED</b>
<b>BEGINNING FUND BALANCE</b>				
Prior Year Adjustment	11,795	-	-	-
Unreserved Fund Balance	766,612	1,082,547	940,832	6,302,517
<b>TOTAL BEGINNING FUND BALANCE</b>	<b>778,407</b>	<b>1,082,547</b>	<b>940,832</b>	<b>6,302,517</b>
<b>REVENUES</b>				
Residential Storm Water Fees	701,144	1,368,072	1,260,000	1,720,300
Commercial Storm Water Fees	125,081	369,180	370,000	399,604
Interest Earned	25,899	120,000	110,000	160,000
Sale of Bonds	-	8,000,000	8,000,000	-
Miscellaneous Receipts	-	-	-	-
<b>TOTAL CURRENT REVENUES</b>	<b>852,124</b>	<b>9,857,252</b>	<b>9,740,000</b>	<b>2,279,904</b>
<b>TOTAL FUNDS AVAILABLE</b>	<b>1,630,531</b>	<b>10,939,799</b>	<b>10,680,832</b>	<b>8,582,421</b>
<b>EXPENSES</b>				
Engineering	572,348	294,600	256,847	303,483
Street	-	200,000	200,000	200,000
Drainage Maintenance	-	601,950	449,685	379,776
Drainage Projects - Minor	91,370	723,080	723,080	656,066
Drainage Projects - Major	-	7,630,855	1,889,260	6,110,740
Debt Service	-	567,620	561,490	585,158
Non-Departmental	8,768	279,233	280,740	48,640
<b>TOTAL CURRENT EXPENSES</b>	<b>672,486</b>	<b>10,297,338</b>	<b>4,361,102</b>	<b>8,283,863</b>
<b>TRANSFERS OUT</b>	<b>17,213</b>	<b>17,213</b>	<b>17,213</b>	<b>17,695</b>
<b>TOTAL EXPENSES</b>	<b>689,699</b>	<b>10,314,551</b>	<b>4,378,315</b>	<b>8,301,558</b>
<b>ENDING FUND BALANCE</b>				
Unreserved Fund Balance	940,832	625,248	6,302,517	280,863
<b>TOTAL ENDING FUND BALANCE</b>	<b>940,832</b>	<b>625,248</b>	<b>6,302,517</b>	<b>280,863</b>

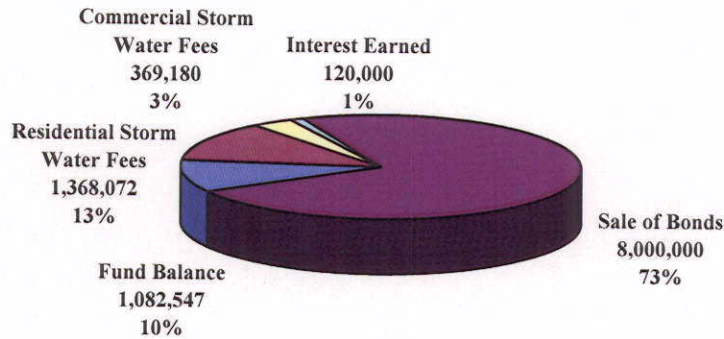
*Note: The prior year fund balance adjustment reflects the cancellation of prior year encumbrances that have expired or are no longer required.*



# DRAINAGE UTILITY FUND

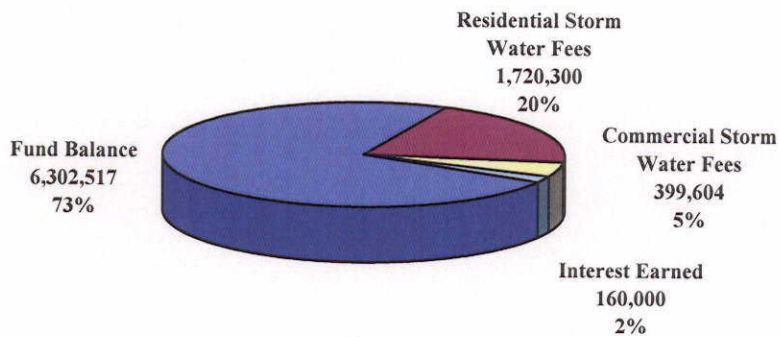
## Comparison of FY 2005-06 Budget to FY 2006-07 Budget

### FY 2005-06 Resources



Total Fund Balance and Revenues \$10,939,799

### FY 2006-07 Resources

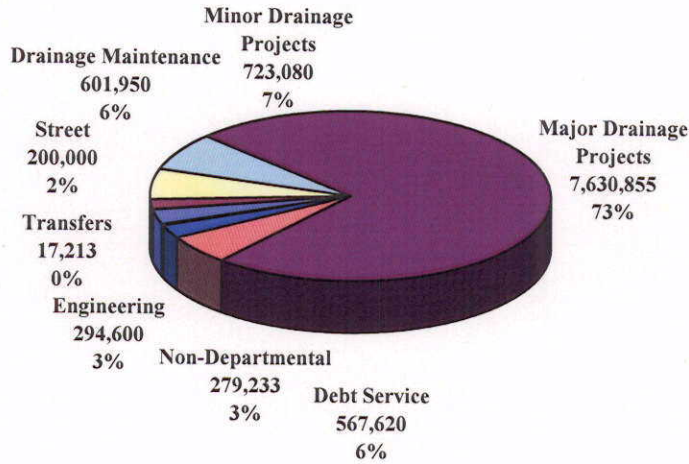


Total Fund Balance and Revenues \$8,582,421

# DRAINAGE UTILITY FUND

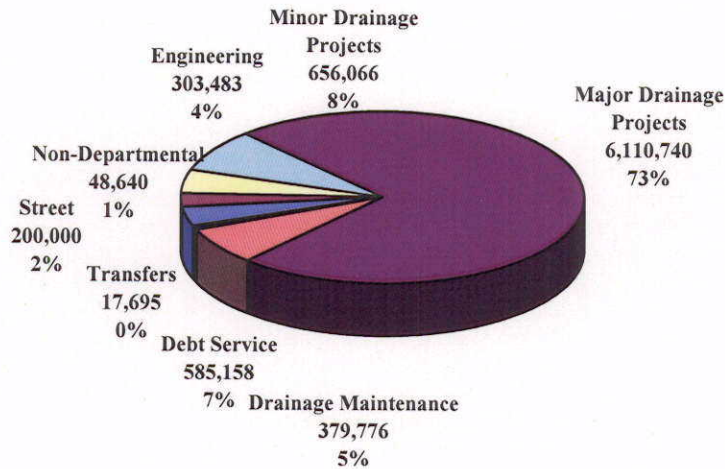
## Comparison of FY 2005-06 Budget to FY 2006-07 Budget

### FY 2005-06 Expenses by Function



Total Expenses \$10,314,551

### FY 2006-07 Expenses by Function



Total Expenses \$8,301,558

Note: Significant changes between FY 2005-06 and FY 2006-07 are discussed on each division's financial page

## ***DRAINAGE UTILITY FUND ENGINEERING***

### ***DIVISION DESCRIPTION***

---

The mission of the Drainage Utility – Engineering Division is to provide drainage management services for the citizens and businesses of the City of Killeen that support water quality improvements; storm water run-off controls and beneficial usage solutions; system sustainability and chronic maintenance problem reduction; and environmental and aesthetic enhancement opportunities. The Drainage Utility has developed a draft Storm Water Management Program (SWMP) to meet the mandates of the State of Texas Phase II program. The Drainage Utility manages storm water discharge permits for selected municipal industrial operations, and for City-performed/City-sponsored construction activities that disturb 1 acre of land or greater. The Drainage Utility has implemented a Capital Improvements Program (CIP) and developed a Drainage Master Plan to address drainage infrastructure inadequacies and required system upgrades. Under the drainage master planning process, the Drainage Utility has undertaken comprehensive detailed studies of special flood hazard areas to support and enhance the Federal Emergency Management Agency’s (FEMA’s) Flood Insurance Rate Map Modernization project in Bell County. The Drainage Utility is performing a surface water quality monitoring project in the South Nolan Creek and Lampasas River Watersheds under Clean Water Act 319(h) grant agreements with the Texas Commission on Environmental Quality (TCEQ). The Drainage Utility includes a Drainage Maintenance Program to address degradation of and damage to the municipal drainage system.

### ***MAJOR DIVISION GOALS***

---

- Physically inventory, assess, and plan improvements to the City’s drainage infrastructure.
- Implement approved recommendations from first two phases of the drainage master planning process.
- Design and construct drainage CIPs in accordance with well-defined master planning priorities.
- Further develop “Storm” Geographic Information Systems (GIS) datasets and applications.

### ***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2005-06***

---

- Completed additional drainage master planning services, which included development of the Drainage Maintenance Plan authorized in the FY 05-06 budget.
- Designed, bid, and awarded contract for construction first 3 major drainage CIP projects of the \$8 million bond package.
- Designed and bid for construction Phase II minor drainage CIP projects.
- Completed detailed mapping of 35 linear miles of special flood hazard areas within the City.

### ***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2006-07***

---

- Implementation of the Drainage Master Plan to guide CIP planning and construction, and administrative improvements for drainage system management.
- Adopt draft SWMP.
- Provide technical support to local and regional surface water quality stakeholder groups (e.g., Stillhouse Clean Water Steering Committee; Clean Rivers Program).
- Perform surface water monitoring to support water quality improvements.

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

---

- There were no major new programs or services added to Engineering – Drainage Utility Fund for FY2006-07.

**DRAINAGE UTILITY FUND  
ENGINEERING**

<b>INPUTS</b>	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Projected 2005-06</b>	<b>Target 2006-07</b>
<hr/>				
<b>Expenditures</b>				
Salaries	\$ 105,801	\$ 129,611	\$ 118,112	\$ 138,467
Supplies	3,644	9,690	7,705	9,975
Repairs	110	1,000	1,000	1,000
Support Services	431,232	116,919	100,530	114,949
Benefits	31,561	37,185	29,500	39,092
Capital Outlay	-	195	-	-
<b>Total Expenditures</b>	<b>\$ 572,348</b>	<b>\$ 294,600</b>	<b>\$ 256,847</b>	<b>\$ 303,483</b>
<b>Personnel Summary / Position Title</b>				
Project Engineer	1	1	1	1
Secretary	1	1	1	1
Storm Water Drainage Technician	1	1	1	1
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

**OUTPUTS**

---

Number of Minor Drainage CIP Projects	0	14	17	19
Major Drainage CIP (\$) Budgeted / Expended	\$0	\$8,000,000	\$1,700,000	\$6,300,000

**EFFICIENCIES**

---

% Completion of the Development of 'Storm' Geodataset	50%	60%	60%	75%
---	-----	-----	-----	-----

Note: The development of 'Storm' Geodataset is planned for completion in FY 2008-09.

**EFFECTIVENESS**

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% of Projects where Project Cost exceeds Project Cost Estimate by greater than 15%	N/A*	N/A*	N/A*	<5%
--	------	------	------	-----

\* New Performance Measure - Data not available.

***DRAINAGE UTILITY FUND  
DRAINAGE MAINTENANCE***

***DIVISION DESCRIPTION***

---

The mission of the Drainage Utility – Drainage Maintenance Division is to provide drainage management services for the citizens and businesses of the City of Killeen that support water quality improvements; storm water run-off controls and beneficial usage solutions; system sustainability and chronic maintenance problem reduction; and environmental and aesthetic enhancement opportunities. The Drainage Utility has developed a draft Storm Water Management Program (SWMP) to meet the mandates of the State of Texas Phase II program. The Drainage Utility manages storm water discharge permits for selected municipal industrial operations, and for City-performed/City-sponsored construction activities that disturb 1 acre of land or greater. The Drainage Utility has implemented a capital improvements program and developed a Drainage Master Plan to address drainage infrastructure inadequacies and required system upgrades. Under the drainage master planning process, the Drainage Utility has undertaken comprehensive detailed studies of special flood hazard areas to support and enhance the Federal Emergency Management Agency's (FEMA's) Flood Insurance Rate Map Modernization project in Bell County. The Drainage Utility is performing a surface water quality monitoring project in the South Nolan Creek and Lampasas River Watersheds under Clean Water Act 319(h) grant agreements with the Texas Commission on Environmental Quality (TCEQ). The Drainage Utility includes a Drainage Maintenance Program to address the repair and rehabilitation of degraded and damaged municipal drainage infrastructure.

***MAJOR DIVISION GOALS***

---

- Implement the Drainage Maintenance Plan created through the master planning process.
- Inventory, assess, and improve the City's drainage infrastructure.
- Establish metrics for Drainage Maintenance crew performance measures.

***WHAT WE ACCOMPLISHED IN FISCAL YEAR 2005-06***

---

- Staffed and resourced City's first dedicated drainage maintenance crew.
- Developed a written Drainage Maintenance Plan to direct activities of the Drainage Maintenance crew.

***WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2006-07***

---

- Adopt the Drainage Maintenance Plan.
- Document all maintenance baseline project activities to support division goals.

***MAJOR NEW PROGRAMS AND SERVICES***

---

- 4X4 Tractor with Articulating Boom.
- Funding for Curb and Gutter Maintenance.
- Funding for Ditch Maintenance.
- Mobile Data Terminals for Field Use and Computer for Drainage Maintenance Supervisor.



**DRAINAGE UTILITY FUND  
DRAINAGE MAINTENANCE**

	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Projected 2005-06</b>	<b>Target 2006-07</b>
<b><i>INPUTS</i></b>				
<b>Expenditures</b>				
Salaries	\$ -	\$ 88,164	\$ 14,694	\$ 140,497
Supplies	-	40,490	11,600	43,610
Maintenance	-	23,600	23,600	53,400
Repairs	-	13,000	9,000	15,000
Support Services	-	3,400	400	1,840
Benefits	-	51,356	8,451	50,929
Capital Outlay	-	381,940	381,940	74,500
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ 601,950</b>	<b>\$ 449,685</b>	<b>\$ 379,776</b>

**Personnel Summary / Position Title**

Drainage Maintenance Supervisor	0	1	1	1
Drainage Crew Leader	0	0	0	1
Drainage Service Worker	0	3	3	2
Equipment Operator	0	2	2	2
<b>Total</b>	<b>0</b>	<b>6</b>	<b>6</b>	<b>6</b>

***OUTPUTS***

Drainage infrastructure repaired or rehabilitated by maintenance crew (feet) -- (Operations only)	N/A*	N/A*	N/A*	44,000
---	------	------	------	--------

***EFFICIENCIES***

Average cost per foot of drainage infrastructure repaired or rehabilitated by maintenance crew (\$) -- (Operations only)	N/A*	N/A*	N/A*	\$8.60
--	------	------	------	--------

***EFFECTIVENESS***

Drainage repair and rehabilitation projects completed by scheduled completion date (%) - (Operations and Capital Improvement Projects)	N/A*	N/A*	N/A*	90.0%
--	------	------	------	-------

\* New Performance Measure - Resourced at end of FY 2005-06; prior data not available.

***DRAINAGE UTILITY FUND  
OTHER APPROPRIATIONS***

***STREET***

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The Street division was established to account for roadway drainage projects.

***DEBT SERVICE***

---

The Debt Service division is used to account for current year expenses for principal, interest, and bank fees.

***INFORMATION TECHNOLOGY***

---

The Information Technology budget is used to account for the Drainage Utility Fund expenses related to information technology.

***DRAINAGE PROJECTS***

---

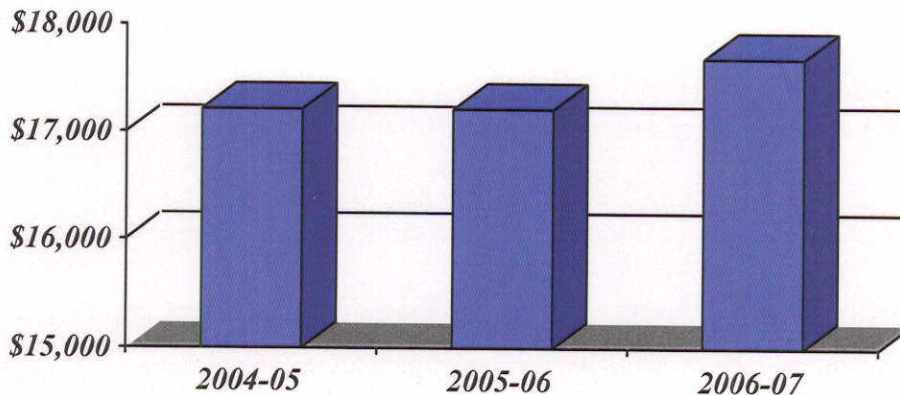
The Drainage Utility Projects division is used to account for minor drainage projects and all major capital improvement projects related to the issuance of the Certificates of Obligation.

***NON-DEPARTMENTAL***

---

The Drainage Utility Non-Departmental division is utilized to account for charges that are not directly related to a specific division. These charges include a transfer to the General Fund for indirect cost allocation. The indirect cost transfer is to fund a portion of the salary and benefits related to a City Attorney assigned to Public Works projects and activities exclusively. Other charges include professional services, insurance, and a salary accrual account.

***Indirect Cost Transfer to the General Fund***



**DRAINAGE UTILITY FUND  
OTHER APPROPRIATIONS**

***STREET***

		<b>Actual 2004-05</b>		<b>Budget 2005-06</b>		<b>Projected 2005-06</b>		<b>Target 2006-07</b>
<b><i>EXPENDITURES</i></b>								
Roadway Drainage	\$	-	\$	200,000	\$	200,000	\$	200,000
<b>Total Expenditures</b>	\$	-	\$	<b>200,000</b>	\$	<b>200,000</b>	\$	<b>200,000</b>

***DEBT SERVICE***

		<b>Actual 2004-05</b>		<b>Budget 2005-06</b>		<b>Projected 2005-06</b>		<b>Target 2006-07</b>
<b><i>EXPENDITURES</i></b>								
Bond Interest	\$	-	\$	163,620	\$	87,490	\$	331,158
Bond Principal		-		400,000		470,000		250,000
Bank Fees		-		4,000		4,000		4,000
<b>Total Expenditures</b>	\$	-	\$	<b>567,620</b>	\$	<b>561,490</b>	\$	<b>585,158</b>

***INFORMATION TECHNOLOGY***

		<b>Actual 2004-05</b>		<b>Budget 2005-06</b>		<b>Projected 2005-06</b>		<b>Target 2006-07</b>
<b><i>EXPENDITURES</i></b>								
Supplies	\$	731	\$	800	\$	800	\$	1,000
Maintenance		2,033		3,200		3,200		7,010
Support Services		-		5,088		5,088		5,000
Capital Outlay		4,098		5,340		5,040		14,263
<b>Total Expenditures</b>	\$	<b>6,862</b>	\$	<b>14,428</b>	\$	<b>14,128</b>	\$	<b>27,273</b>

**DRAINAGE UTILITY FUND  
OTHER APPROPRIATIONS**

***DRAINAGE PROJECTS***

	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Projected 2005-06</b>	<b>Target 2006-07</b>
<b><i>EXPENDITURES</i></b>				
Cost of Issuance	\$ -	\$ 200,000	\$ 201,807	\$ -
Minor Drainage Projects	\$ 91,370	\$ 723,080	\$ 723,080	\$ 656,066
Major Capital Improvements	\$ -	\$ 7,630,855	\$ 1,889,260	\$ 6,110,740
<b>Total Expenditures</b>	<b>\$ 91,370</b>	<b>\$ 8,553,935</b>	<b>\$ 2,814,147</b>	<b>\$ 6,766,806</b>

***NON-DEPARTMENTAL***

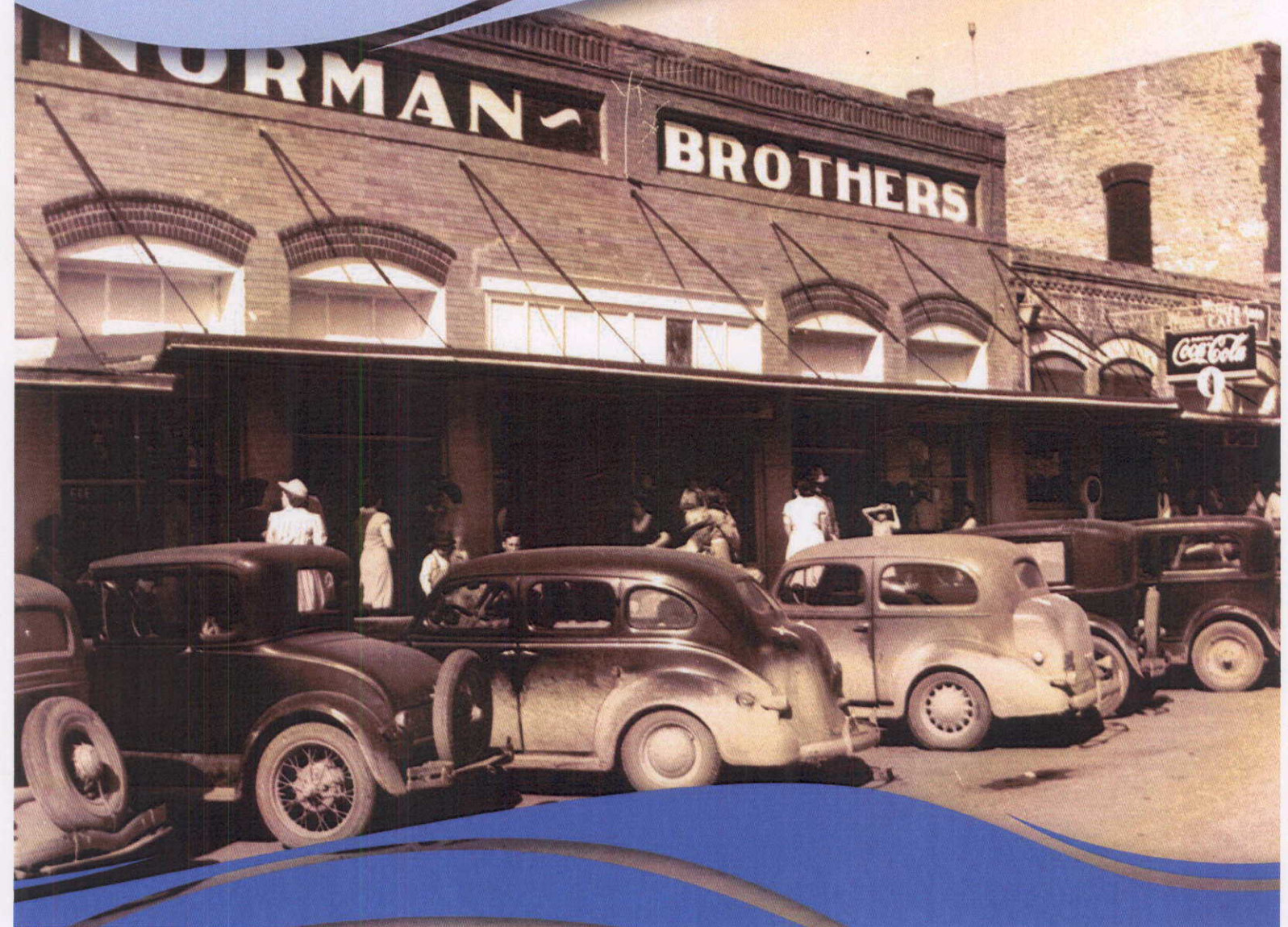
	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Projected 2005-06</b>	<b>Target 2006-07</b>
<b><i>EXPENDITURES</i></b>				
Support Services	\$ -	\$ 63,805	\$ 63,805	\$ 20,367
Designated Expenses	1,906	1,000	1,000	1,000
Transfers Out	17,213	17,213	17,213	17,695
<b>Total Expenditures</b>	<b>\$ 19,119</b>	<b>\$ 82,018</b>	<b>\$ 82,018</b>	<b>\$ 39,062</b>



# Debt Services Fund

Fiscal Year 2006 - 2007 Annual Budget  
and Plan of Municipal Services

*City of Killeen, Texas*



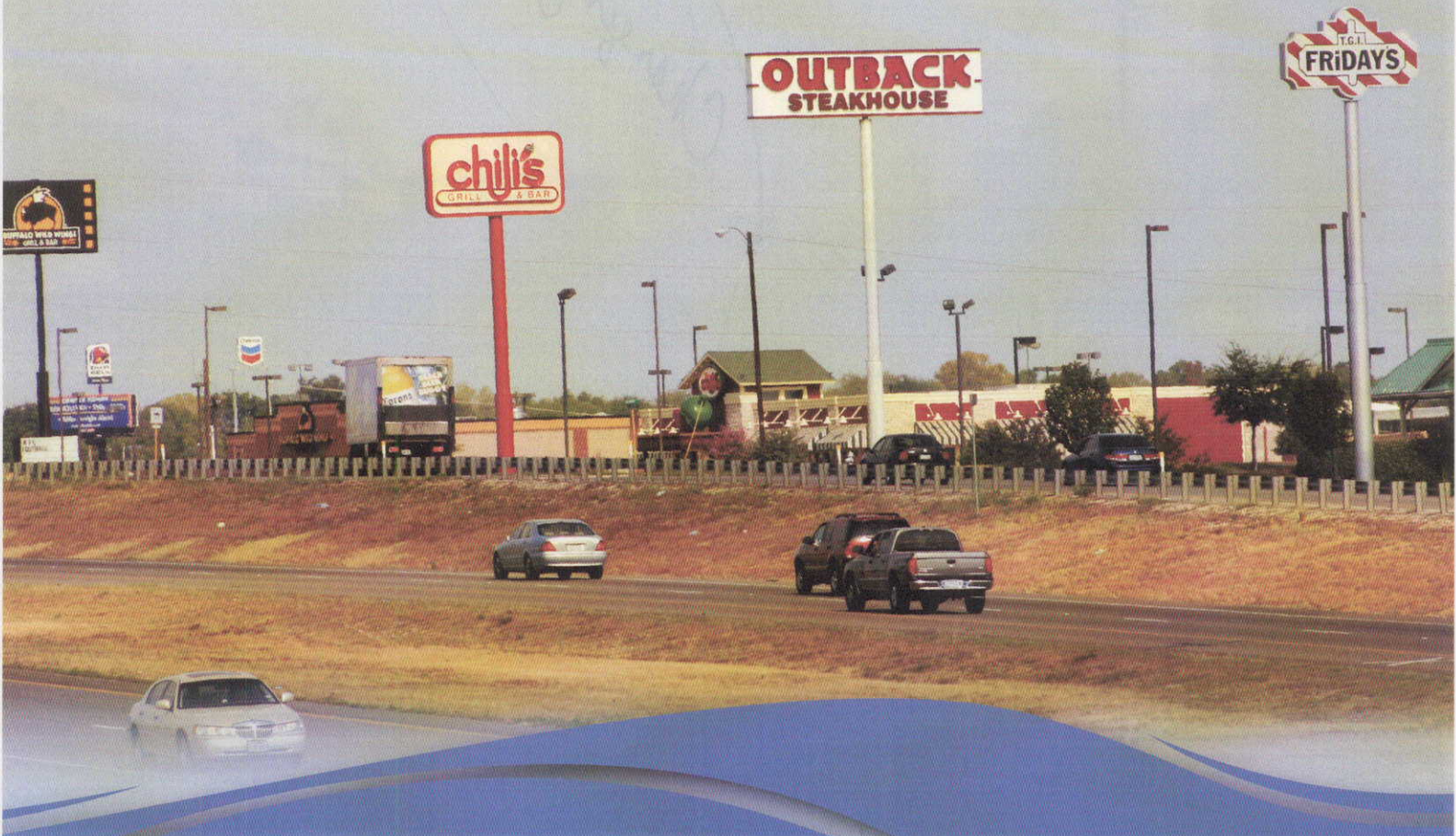


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# Debt Services Fund

Fiscal Year 2006 - 2007 Annual Budget  
and Plan of Municipal Services

*City of Killeen, Texas*





# DEBT SERVICE FUND

The City's debt service management policies are designed to comply with the legal provisions of the various bond ordinance and covenants governing the debt issue. The City established separate interest and sinking funds for each general obligation debt and revenue bond issue. City policy attempts to maintain a fund balance of at least two months of annual appropriated expenditures for debt service and any associated fees as a fund balance in the debt service fund at fiscal year end.

When the City of Killeen utilizes long-term financing, it will ensure that the debt is soundly financed by:

- Conservatively projecting the revenue sources that will be utilized to pay the debt.
- Financing the improvement over a period not greater than the useful life of the improvement.
- Determining that the cost benefit of the improvement including interest costs is positive.

The City's debt management objective is to maintain level debt service that does not adversely impact tax or utility rates and does not hinder the City's ability to effectively operate the utility systems, street network, or other facilities. The City's debt payments must stay within provisions of state law, bond covenants, and council adopted policies. All of these criteria and objectives are met with the debt financing proposed in this budget.

The most recent debt issuances of the City of Killeen earned ratings as follows:

<u>Bond Type</u>	<u>Standard &amp; Poors</u>	<u>Moodys</u>	<u>Fitch</u>
General Obligation	AA-	Aa3	AA-
Utility Revenue Bond	AA-	A1	AA-

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

## TAX INFORMATION

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

For definition purposes:

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

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

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

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

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

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

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

**AD VALOREM TAXES**

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

**TAX ESTIMATE**

Assessed Valuation for 2006	\$ 3,504,499,234
Proposed Tax Rate of \$100 Valuation	0.695
Gross Revenue from Taxes	24,356,270
Estimated Percent of Collections	98%
Estimated Funds from Tax Levy	23,869,144
Less Discount for Early Payment	(596,729)
Estimated Funds Available	<u>\$ 23,272,415</u>

**PROPOSED DISTRIBUTION OF ALL TAX COLLECTIONS**

	% of Total	Tax Rate	Collections
General Fund	68.53%	47.625 \$	15,947,416
Interest & Sinking Fund 1999	0.84%	0.582 \$	195,000
Interest & Sinking Fund 1999 - Refunding	1.07%	0.747 \$	250,000
Interest & Sinking Fund 2000	2.11%	1.463 \$	490,000
Interest & Sinking Fund 2001	1.93%	1.344 \$	450,000
Interest & Sinking Fund 2002	1.14%	0.791 \$	271,000
Interest & Sinking Fund 2003	2.11%	1.463 \$	490,000
Interest & Sinking Fund 2004 C/O	2.47%	1.717 \$	575,000
Interest & Sinking Fund 2004 G.O.B.	15.45%	10.736 \$	3,595,000
Interest & Sinking Fund 2005 C/O	2.36%	1.643 \$	550,000
Interest & Sinking Fund 2006 G.O.B.	2.00%	1.389 \$	465,000
Total	<u>100.00%</u>	<u>69.500 \$</u>	<u>23,278,416</u>

**COMPARISON OF PREVIOUS YEAR TAX RATES**

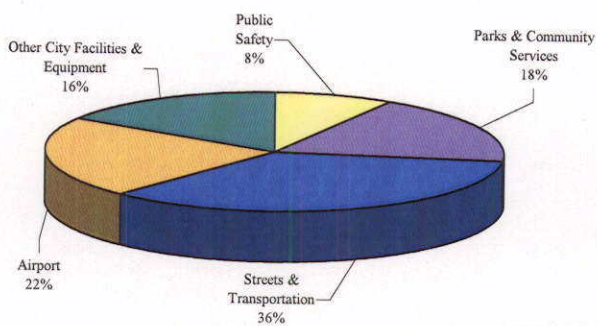
	2002-03	2003-04	2004-05	2005-06	2006-07
General Fund	51.620	52.110	52.183	50.020	47.625
I & S 1993 - Refunding	4.730	3.604	-	-	-
Interest & Sinking 1993	1.810	1.658	1.392	-	-
Interest & Sinking 1995	2.050	2.277	3.777	-	-
I & S 1996 - L.T.N. Fund	-	-	-	-	-
I & S 1996 - C/O Fund	1.620	1.390	1.233	0.960	-
Interest & Sinking 1999	0.840	0.749	0.650	0.674	0.582
I & S 1999 - Refunding	0.730	1.196	0.652	0.688	0.747
Interest & Sinking 2000	2.540	2.258	1.955	2.106	1.463
Interest & Sinking 2001	1.380	1.785	1.596	1.664	1.344
Interest & Sinking 2002	0.680	0.944	0.788	0.937	0.791
Interest & Sinking 2003	-	1.929	1.158	1.807	1.463
Interest & Sinking 2004 C/O	-	-	1.359	0.259	1.717
Interest & Sinking 2004 G.O.B.	-	-	2.757	7.097	10.736
Interest & Sinking 2005 C/O	-	-	-	2.646	1.643
Interest & Sinking 2005 G.O.B.	-	-	-	0.640	1.389
Interest & Sinking 2006 G.O.B.	-	-	-	-	-
Total	<u>68.000</u>	<u>69.900</u>	<u>69.500</u>	<u>69.500</u>	<u>69.500</u>

## OUTSTANDING DEBT SUMMARY – OCTOBER 1, 2006

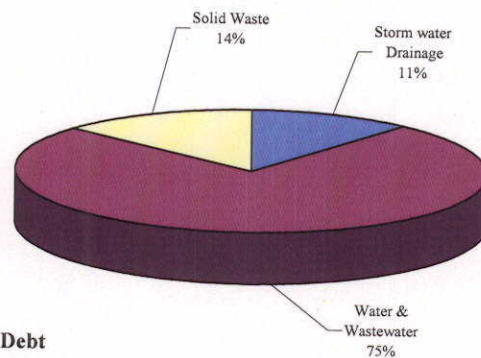
	Debt Outstanding 10/01/2006	FY 2006/07 Principal	FY 2006/07 Interest	Debt Outstanding 09/30/2007	%
<b>GENERAL GOVERNMENT TAX SUPPORTED DEBT:</b>					
Public Safety Facilities and Equipment	\$ 5,978,106	\$ 539,133	\$ 258,455	\$ 5,438,973	8%
Parks, Community Services, & Golf	12,219,450	447,450	537,692	11,772,000	18%
Streets and Transportation	23,827,787	1,380,833	1,049,400	22,446,952	36%
Airport	14,785,150	655,150	662,816	14,130,000	22%
Other City Facilities and Equipment	11,900,607	1,300,833	511,162	10,599,774	16%
<b>TOTAL TAX SUPPORTED DEBT</b>	<b>\$ 68,711,100</b>	<b>\$ 4,323,399</b>	<b>\$ 3,019,525</b>	<b>\$ 64,387,699</b>	<b>100%</b>
<b>ENTERPRISE DEBT: (Self-Supporting)</b>					
Stormwater Drainage	\$ 7,530,000	\$ 250,000	\$ 331,158	\$ 7,280,000	11%
Water & Wastewater	51,735,900	2,579,600	2,390,991	49,156,300	75%
Solid Waste	9,183,000	337,000	393,416	8,846,000	14%
<b>TOTAL ENTERPRISE SUPPORTED DEBT</b>	<b>\$ 68,448,900</b>	<b>\$ 3,166,600</b>	<b>\$ 3,115,565</b>	<b>\$ 65,282,300</b>	<b>100%</b>
<b>HOTEL OCCUPANCY TAX SUPPORTED DEBT:</b>					
Killeen Civic & Conference Center	\$ 9,280,000	\$ 205,000	\$ 487,291	\$ 9,075,000	100%
<b>TOTAL CITY SUPPORTED DEBT</b>	<b>\$ 146,440,000</b>	<b>\$ 7,694,999</b>	<b>\$ 6,622,381</b>	<b>\$ 138,744,999</b>	

## OUTSTANDING DEBT BY TYPE

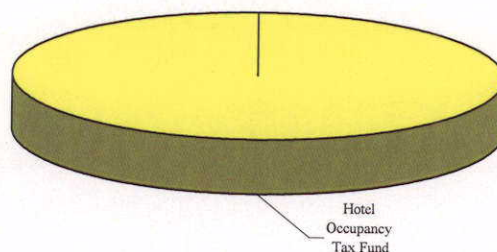
**General Government Tax Supported Debt**



**Enterprise Fund Debt**



**Special Revenue Fund Debt**

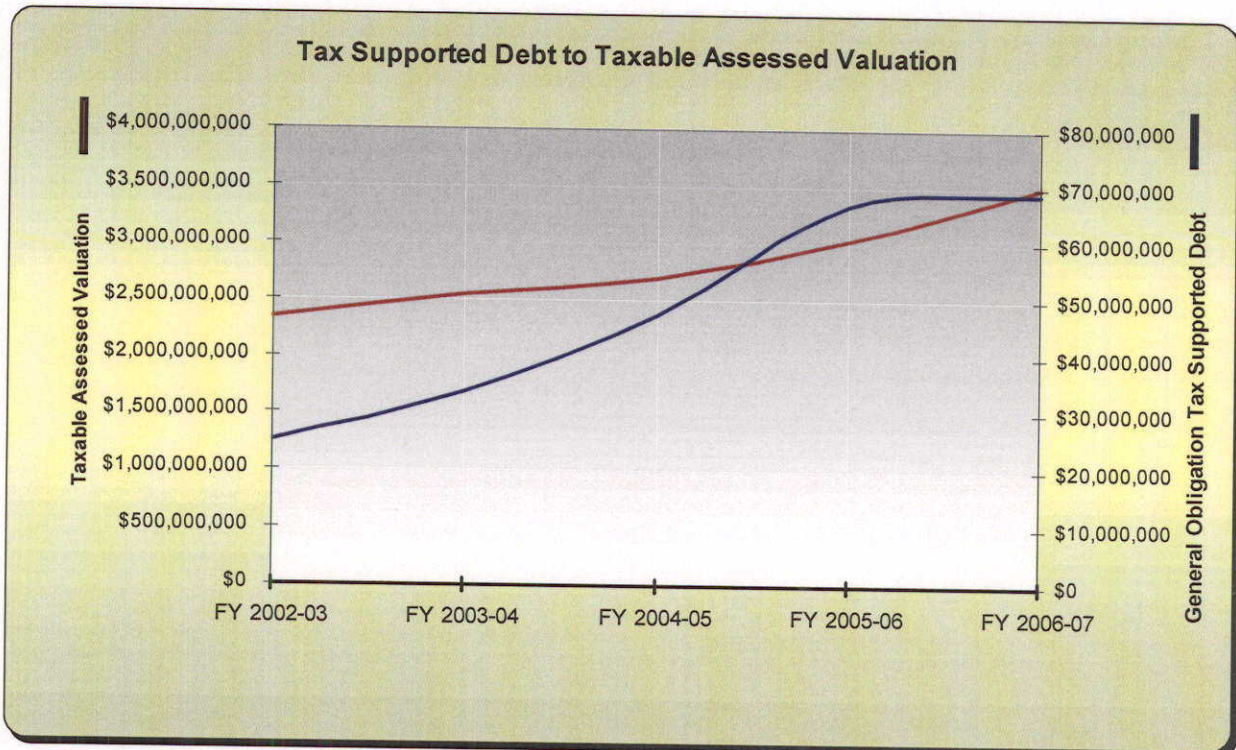




## LEGAL DEBT MARGIN FOR GENERAL OBLIGATIONS

All taxable property within the City of Killeen is subject to the assessment, levy, and collection by the City of a continuing direct annual ad valorem tax sufficient to provide for the payment of principal and interest on City issued bonds, within the limits prescribed by law. Although the City has no legal debt limit established by its charter or ordinances, the Constitution of the State of Texas (Article 11, Section 5) limits the maximum amount that a City can designate for debt service to 2.5% of its total assessed value. Following is an analysis of the City of Killeen's total assessed value for the 2006 tax roll, a calculation of the maximum amount the City can designate for debt service requirements, and the actual amount to be expended for general obligation debt service during fiscal year 2007:

Assessed Value, 2006 Tax Roll	\$ 3,504,499,250
Limit on Amount Designated for Debt Service	<u>X 2.5%</u>
Legal Limit	\$ <u>87,612,481</u>
Actual Amount to be Expended for General Obligation Debt Service During the Year Ending September 30, 2007.	\$ <u>7,343,724</u>

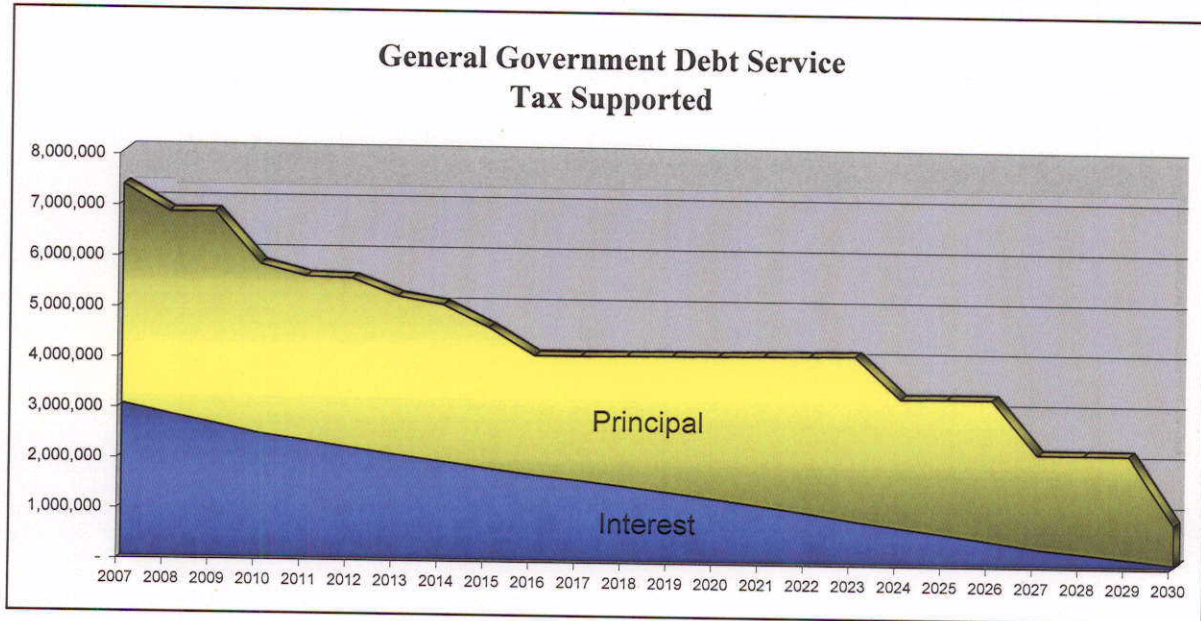


## SUMMARY OF DEBT SERVICE TO MATURITY

Debt funded by dedicated portion of local ad valorem tax

### TAX SUPPORTED

Year Ending September 30	Outstanding Beginning of Year	Interest	Principal	Total Requirements
2007	68,711,100	3,020,324	4,323,400	7,343,724
2008	64,387,700	2,821,740	3,991,200	6,812,940
2009	60,396,500	2,638,430	4,178,900	6,817,330
2010	56,217,600	2,441,957	3,362,200	5,804,157
2011	52,855,400	2,312,704	3,255,500	5,568,204
2012	49,599,900	2,178,464	3,358,800	5,537,264
2013	46,241,100	2,042,703	3,151,100	5,193,803
2014	43,090,000	1,917,048	3,120,000	5,037,048
2015	39,970,000	1,790,851	2,800,000	4,590,851
2016	37,170,000	1,671,999	2,375,000	4,046,999
2017	34,795,000	1,572,204	2,475,000	4,047,204
2018	32,320,000	1,467,204	2,595,000	4,062,204
2019	29,725,000	1,351,924	2,715,000	4,066,924
2020	27,010,000	1,230,437	2,840,000	4,070,437
2021	24,170,000	1,103,794	2,980,000	4,083,794
2022	21,190,000	969,364	3,125,000	4,094,364
2023	18,065,000	826,168	3,280,000	4,106,168
2024	14,785,000	695,812	2,570,000	3,265,812
2025	12,215,000	576,094	2,700,000	3,276,094
2026	9,515,000	449,190	2,825,000	3,274,190
2027	6,690,000	314,221	1,875,000	2,189,221
2028	4,815,000	225,890	1,965,000	2,190,890
2029	2,850,000	132,593	2,055,000	2,187,593
2030	795,000	35,775	795,000	830,775
		<u>\$ 33,786,890</u>	<u>\$ 68,711,100</u>	<u>\$ 102,497,990</u>



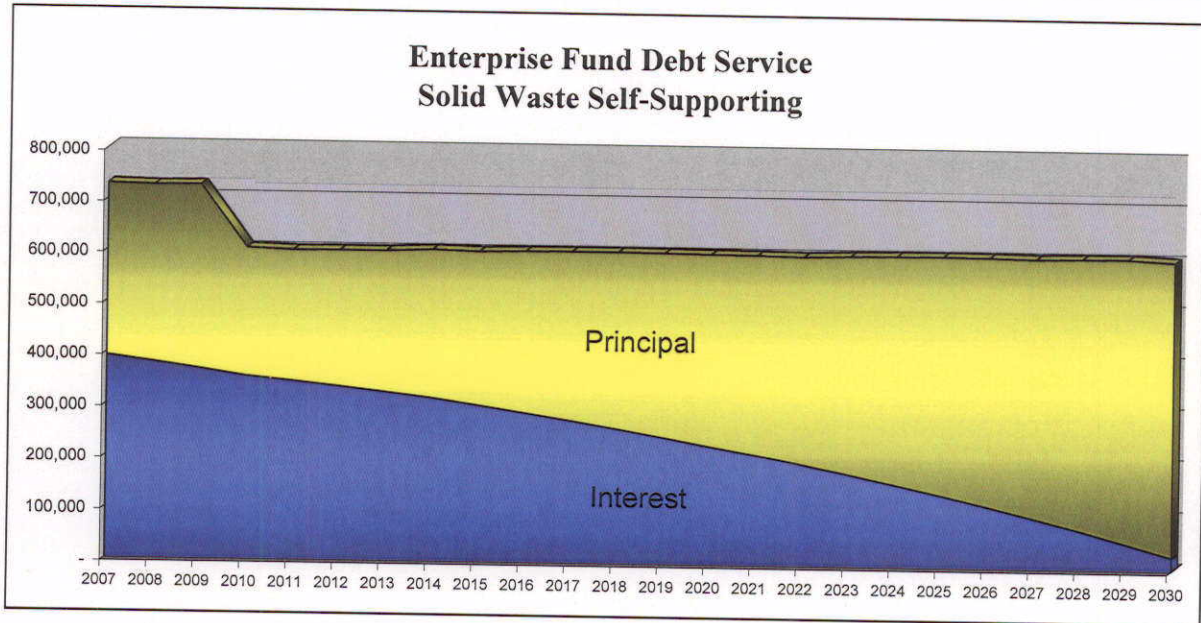


## SUMMARY OF DEBT SERVICE TO MATURITY

Debt issued for specific purposes and repaid through dedicated revenue

### ENTERPRISE FUND: SOLID WASTE - SELF-SUPPORTING

Year Ending September 30	Outstanding Beginning of Year	Interest	Principal	Total Requirements
2007	9,183,000	393,416	337,000	730,416
2008	8,846,000	381,456	346,000	727,456
2009	8,500,000	369,109	360,000	729,109
2010	8,140,000	355,549	250,000	605,549
2011	7,890,000	346,799	255,000	601,799
2012	7,635,000	337,236	265,000	602,236
2013	7,370,000	327,299	275,000	602,299
2014	7,095,000	316,299	290,000	606,299
2015	6,805,000	303,249	300,000	603,249
2016	6,505,000	289,749	315,000	604,749
2017	6,190,000	275,574	330,000	605,574
2018	5,860,000	260,724	345,000	605,724
2019	5,515,000	245,199	360,000	605,199
2020	5,155,000	228,999	375,000	603,999
2021	4,780,000	213,061	390,000	603,061
2022	4,390,000	196,486	405,000	601,486
2023	3,985,000	178,768	425,000	603,768
2024	3,560,000	160,174	445,000	605,174
2025	3,115,000	140,705	465,000	605,705
2026	2,650,000	119,780	485,000	604,780
2027	2,165,000	97,955	505,000	602,955
2028	1,660,000	75,230	530,000	605,230
2029	1,130,000	50,850	555,000	605,850
2030	575,000	25,875	575,000	600,875
		<u>\$ 5,689,538</u>	<u>\$ 9,183,000</u>	<u>\$ 14,872,538</u>

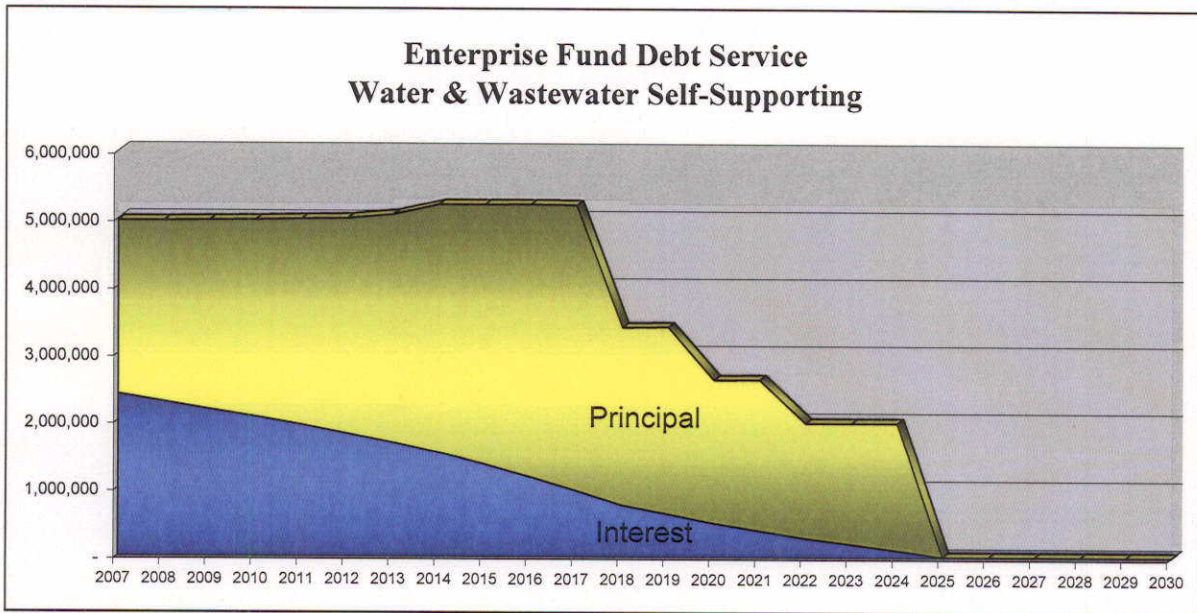


## SUMMARY OF DEBT SERVICE TO MATURITY

Debt issued for specific purposes and repaid through dedicated revenue

### ENTERPRISE FUND: WATER & WASTEWATER - SELF-SUPPORTING

Year Ending September 30	Outstanding Beginning of Year	Interest	Principal	Total Requirements
2007	51,735,900	2,390,991	2,579,600	4,970,591
2008	49,156,300	2,280,637	2,692,800	4,973,437
2009	46,463,500	2,165,575	2,816,100	4,981,675
2010	43,647,400	2,054,143	2,932,800	4,986,943
2011	40,714,600	1,936,610	3,064,500	5,001,110
2012	37,650,100	1,804,956	3,206,200	5,011,156
2013	34,443,900	1,669,357	3,403,900	5,073,257
2014	31,040,000	1,523,129	3,695,000	5,218,129
2015	27,345,000	1,349,691	3,870,000	5,219,691
2016	23,475,000	1,167,219	4,055,000	5,222,219
2017	19,420,000	965,269	4,250,000	5,215,269
2018	15,170,000	753,156	2,645,000	3,398,156
2019	12,525,000	624,106	2,780,000	3,404,106
2020	9,745,000	488,756	2,130,000	2,618,756
2021	7,615,000	381,606	2,240,000	2,621,606
2022	5,375,000	268,750	1,705,000	1,973,750
2023	3,670,000	183,500	1,790,000	1,973,500
2024	1,880,000	94,000	1,880,000	1,974,000
2025	-	-	-	-
2026	-	-	-	-
2027	-	-	-	-
2028	-	-	-	-
2029	-	-	-	-
2030	-	-	-	-
		<u>\$ 22,101,451</u>	<u>\$ 51,735,900</u>	<u>\$ 73,837,351</u>



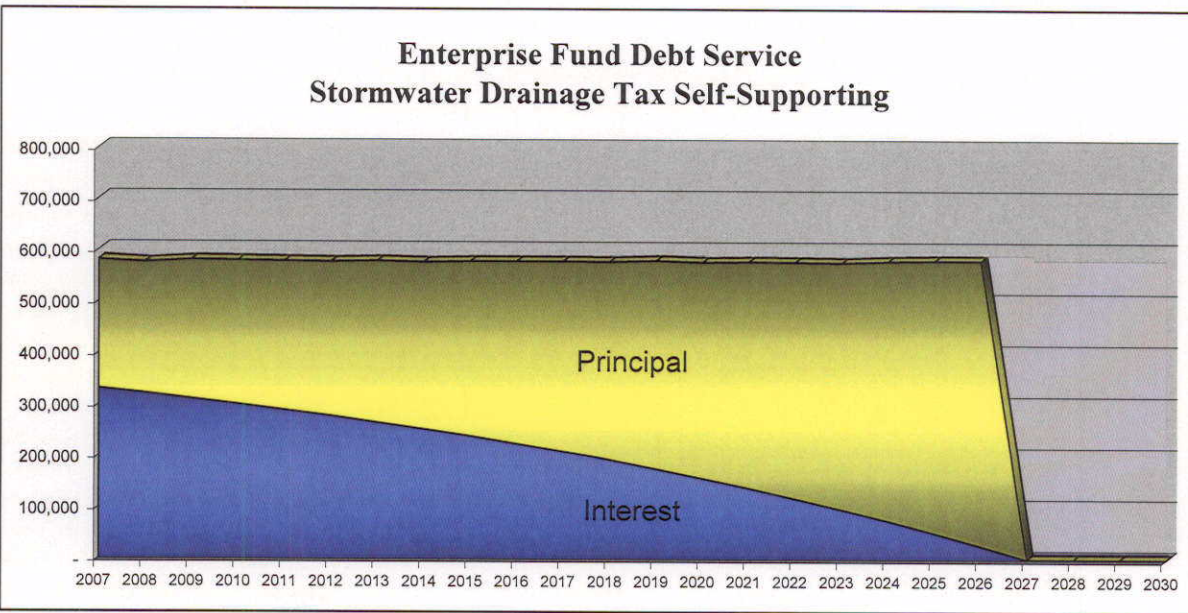


## SUMMARY OF DEBT SERVICE TO MATURITY

Debt issued for specific purposes and repaid through dedicated revenue

### ENTERPRISE FUND: STORMWATER DRAINAGE - SELF-SUPPORTING

Year Ending September 30	Outstanding Beginning of Year	Interest	Principal	Total Requirements
2007	7,530,000	331,158	250,000	581,158
2008	7,280,000	321,158	255,000	576,158
2009	7,025,000	310,958	270,000	580,958
2010	6,755,000	300,158	280,000	580,158
2011	6,475,000	288,958	290,000	578,958
2012	6,185,000	277,358	300,000	577,358
2013	5,885,000	264,608	315,000	579,608
2014	5,570,000	252,008	325,000	577,008
2015	5,245,000	239,008	340,000	579,008
2016	4,905,000	223,708	355,000	578,708
2017	4,550,000	208,620	370,000	578,620
2018	4,180,000	192,895	385,000	577,895
2019	3,795,000	175,570	405,000	580,570
2020	3,390,000	157,345	420,000	577,345
2021	2,970,000	138,445	440,000	578,445
2022	2,530,000	118,205	460,000	578,205
2023	2,070,000	96,930	480,000	576,930
2024	1,590,000	74,730	505,000	579,730
2025	1,085,000	50,995	530,000	580,995
2026	555,000	26,085	555,000	581,085
2027	-	-	-	-
2028	-	-	-	-
2029	-	-	-	-
2030	-	-	-	-
		<u>\$ 4,048,900</u>	<u>\$ 7,530,000</u>	<u>\$ 11,578,900</u>



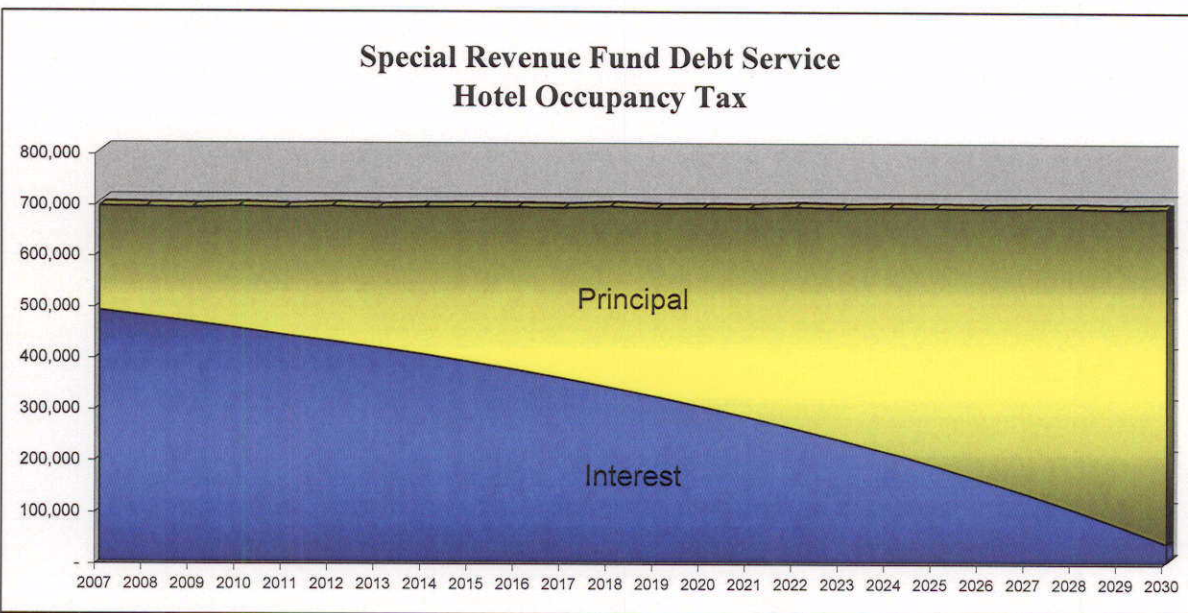


## SUMMARY OF DEBT SERVICE TO MATURITY

Debt issued for specific purposes and repaid through dedicated revenue

### SPECIAL REVENUE FUND: HOTEL OCCUPANCY TAX

Year Ending September 30	Outstanding Beginning of Year	Interest	Principal	Total Requirements
2007	9,280,000	487,291	205,000	692,291
2008	9,075,000	476,016	215,000	691,016
2009	8,860,000	464,191	225,000	689,191
2010	8,635,000	451,816	240,000	691,816
2011	8,395,000	438,616	250,000	688,616
2012	8,145,000	426,866	265,000	691,866
2013	7,880,000	414,146	275,000	689,146
2014	7,605,000	400,671	290,000	690,671
2015	7,315,000	386,171	305,000	691,171
2016	7,010,000	370,921	320,000	690,921
2017	6,690,000	354,601	335,000	689,601
2018	6,355,000	337,349	355,000	692,349
2019	6,000,000	318,889	370,000	688,889
2020	5,630,000	299,464	390,000	689,464
2021	5,240,000	278,794	410,000	688,794
2022	4,830,000	257,269	435,000	692,269
2023	4,395,000	234,431	455,000	689,431
2024	3,940,000	210,544	480,000	690,544
2025	3,460,000	185,344	505,000	690,344
2026	2,955,000	158,831	530,000	688,831
2027	2,425,000	130,344	560,000	690,344
2028	1,865,000	100,244	590,000	690,244
2029	1,275,000	68,531	620,000	688,531
2030	655,000	35,206	655,000	690,206
		<u>\$ 7,286,546</u>	<u>\$ 9,280,000</u>	<u>\$ 16,566,546</u>



## PROPOSED FY 2006-07 DEBT

<b>General Tax Supported Debt</b>		
General Obligation Bond	<i>Phase III of the 2002 G.O.B. Capital Improvement Program</i>	\$11,570,000
Certificate of Obligation	<i>Police Headquarters Facility and an Emergency Warning Siren System</i>	16,000,000
<b>Total New General Debt (Tax Supported)</b>		<b>\$ 27,570,000</b>
<hr style="border: 1px solid black;"/>		
<b>Enterprise Self Supporting Debt</b>		
Water and Sewer	<i>High priority water &amp; sewer infrastructure projects as determined in the updated water and sewer Master Plan.</i>	15,000,000
<b>Total New Enterprise Debt (Self-Supporting)</b>		<b>\$ 15,000,000</b>
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<b>Total Proposed New Debt FY 2006-07</b>		<b>\$ 42,570,000</b>

### FINANCIAL IMPACT:

#### General Debt:

Proceeds from the General Obligation Bond (\$11,570,000) will fund Phase III of the 2002 General Obligation Bond Program. Remaining authorizations from the 2002 program include a new police headquarters facility and two (2) fire stations, animal control improvements, street improvements, and parks and recreation facilities and improvements. Specific allocations of proceeds to program areas will be determined by the City Council prior to issuance of the bonds.

Proceeds from the Certificate of Obligation Bond (\$16,000,000) will fund an emergency warning siren system and the additional costs associated with the construction of the new police headquarters approved by voters in 2002 as part of the General Obligation Bond Program. Since rising construction costs have caused an erosion in purchasing power, it has become necessary to support the additional costs with proceeds from this Certificate of Obligation, in order to build a facility that meets the needs of the current population and to allow for future growth.

The debt service impact for these issuances were evaluated in the General Fund Long Term Planning Model during the budget adoption process. The future debt service does not negatively impact the City's general obligation debt ratio, as other debt service obligations will retire, and continued growth in the City is expected.

#### Enterprise Debt:

Water and Sewer: Proceeds from the Water and Sewer debt issuance (\$15,000,000) will fund high priority projects as identified on the updated Water and Sewer Master plan. The updated Master Plan will be reviewed and approved by council in the Fall of 2006 and prior to the issuance of the revenue bonds.

The amortization of the debt to support the Water and Sewer capital improvement projects is included in the new rate structure adopted with the fiscal year 2006-07 budget.

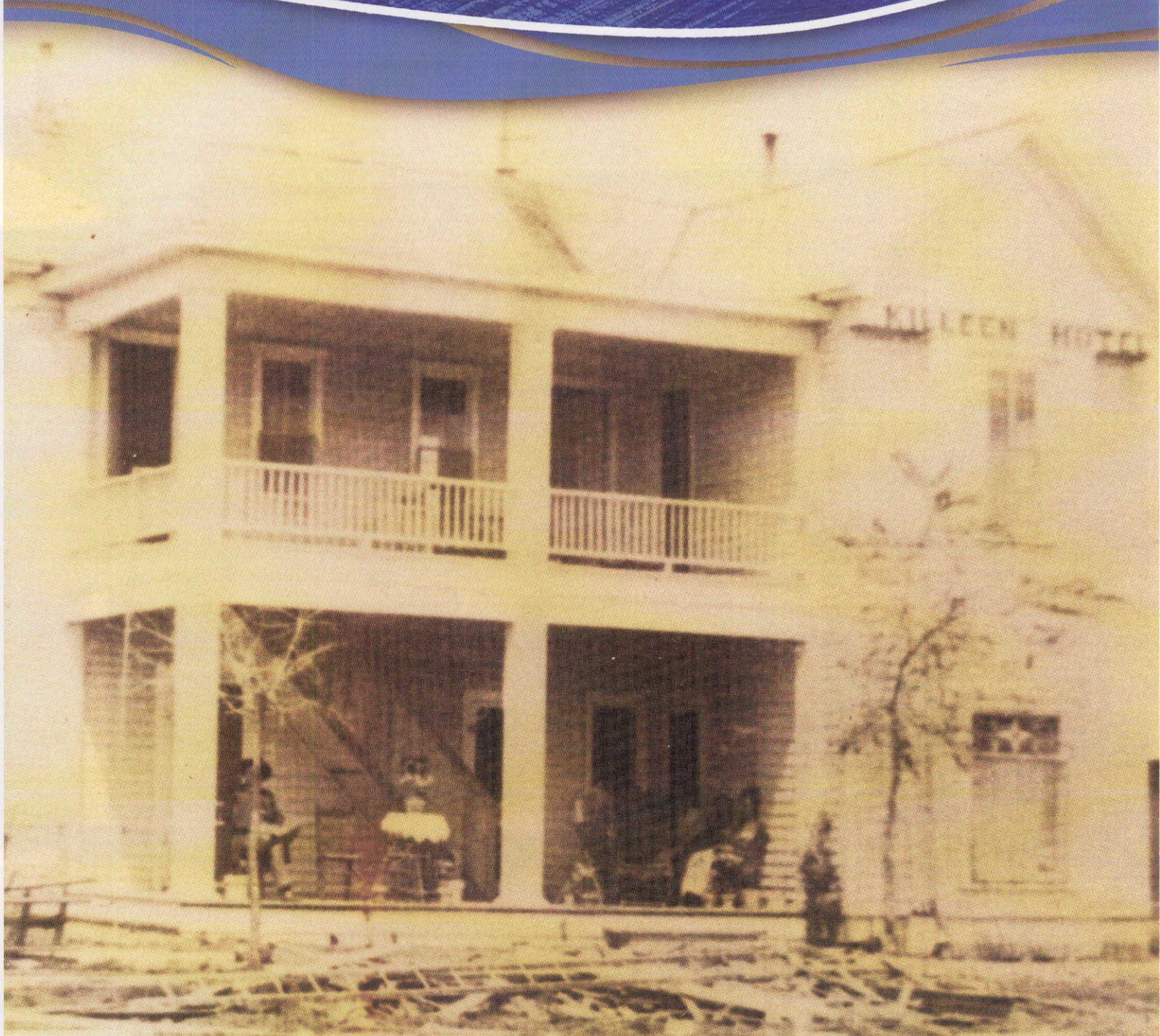


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# Special Revenue Funds

Fiscal Year 2006 - 2007 Annual Budget  
and Plan of Municipal Services

*City of Killeen, Texas*





02

# Special Revenue Funds

Fiscal Year 2006 - 2007 Annual Budget  
and Plan of Municipal Services

*City of Killeen, Texas*





# SPECIAL REVENUE FUNDS

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

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

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

**Court Security Fee Fund:** To account for fees assessed and collected from defendants convicted in a trial of a misdemeanor. Funds are used to finance the purchase of security devices/services for the Municipal Court Building.

**Court Technology Fund:** To account for fees assessed and collected from defendants upon conviction of a misdemeanor offense. Funds are used to finance the purchase of technological enhancements for the Municipal Court.

**Emergency Management Fund:** To account for monetary donations and grant revenues restricted to use for the support of emergency and disaster relief operations.

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

**Hotel Occupancy Tax Fund:** To account for the levy and utilization of the hotel occupancy tax. Revenues from this tax must be used in compliance with State law, which includes advertising and promotion of the City. Operations of the City's civic and conference center and special events center complex are presented in this fund, as allowed by law.

**Juvenile Case Manager Fund:** To account for fees assessed and collected from defendants upon conviction of a fine-only misdemeanor offense. Funds are used to finance the salary and benefits of the Juvenile Case Manager appointed to assist in administering the Municipal Court juvenile docket and supervising the Court's orders in juvenile court.

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

**Library Memorial Fund:** To account for revenue that is restricted to the Killeen Public Library.

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

**Parks Improvements Fund:** To account for funds allocated for development and improvement of City park land.

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

**Police State Seizure Fund:** To account for the revenues and expenditures restricted to the Chapter 429 Fund and State seizure requirements.

*"The City Without Limits!"*



**TOTAL REVENUES & EXPENDITURES  
SPECIAL REVENUE FUNDS**

Fund Name	Actual 2004-05	Budget 2005-06	Estimated 2005-06	Adopted 2006-07
<b>Revenues</b>				
Cable System PEG Improvements	\$ 75,183	\$ 94,366	\$ 157,595	\$ 122,595
CDBG	1,123,191	1,883,151	921,503	1,976,772
Community Dev. - Home Program	921,125	1,117,394	195,870	1,420,717
Court Technology	87,134	127,134	97,746	137,746
Court Security	89,347	86,597	86,597	37,289
Emergency Management	221,741	-	-	-
Hotel Occupancy Tax	2,896,446	3,024,999	3,352,168	3,646,851
Juvenile Case Manager	-	-	15,750	30,000
Law Enforcement Grant	117,678	165,597	136,372	40,342
Library Memorial	45,220	-	-	-
Lions Club Park	29,974	29,710	30,774	20,774
Park Improvements	26,961	-	-	-
Police Federal Seizure	28,640	29,820	28,640	28,640
Police State Seizure	237,458	203,688	258,812	228,812
Special Events Center	66,654	67,310	69,954	86,669
<b>Total Revenues</b>	<b>\$ 5,966,752</b>	<b>\$ 6,829,766</b>	<b>\$ 5,351,781</b>	<b>\$ 7,777,207</b>
<b>Expenditures</b>				
Cable System PEG Improvements	\$ 48,371	\$ 35,000	\$ 35,000	\$ 45,000
CDBG	1,123,191	1,813,988	921,503	1,976,772
Community Dev. - Home Program	890,150	1,064,648	165,870	1,420,717
Court Technology	29,388	-	-	-
Court Security	72,750	80,142	80,142	37,289
Emergency Management	182,509	-	-	-
Hotel Occupancy Tax	1,899,035	2,223,103	2,174,916	2,661,660
Juvenile Case Manager	-	-	15,750	30,000
Law Enforcement Grant	69,567	96,030	96,030	40,342
Library Memorial	27,171	-	-	-
Lions Club Park	-	29,410	10,000	20,474
Park Improvements	15,597	-	-	-
Police Federal Seizure	-	10,000	-	28,640
Police State Seizure	8,646	50,000	50,000	50,000
Special Events Center	-	-	-	86,669
<b>Total Expenditures</b>	<b>\$ 4,366,375</b>	<b>\$ 5,402,321</b>	<b>\$ 3,549,211</b>	<b>\$ 6,397,563</b>

**CABLE SYSTEM PEG IMPROVEMENTS**

	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Estimated 2005-06</b>	<b>Adopted 2006-07</b>
<b>Beginning Fund Balance</b>	\$ 15,178	\$ 13,588	\$ 26,812	\$ 122,595
<b>Revenues</b>				
Interest Earned	\$ 5	\$ -	\$ 5	\$ -
Cablevision PEG Grant	-	-	50,000	-
Transfer from General Fund	60,000	80,778	80,778	-
<b>Total Fund Balance and Revenues</b>	<b>\$ 75,183</b>	<b>\$ 94,366</b>	<b>\$ 157,595</b>	<b>\$ 122,595</b>
<b>Expenditures</b>				
Council Broadcast Service	\$ 37,307	\$ 27,500	\$ 27,500	\$ 27,500
Presentations Broadcast	-	7,500	7,500	17,500
Salaries & Benefits	11,034	-	-	-
Supplies	30	-	-	-
<b>Total Expenditures</b>	<b>\$ 48,371</b>	<b>\$ 35,000</b>	<b>\$ 35,000</b>	<b>\$ 45,000</b>
<b>Ending Fund Balance</b>	<b>\$ 26,812</b>	<b>\$ 59,366</b>	<b>\$ 122,595</b>	<b>\$ 77,595</b>

**COMMUNITY DEVELOPMENT FUND**

	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Estimated 2005-06</b>	<b>Adopted 2006-07</b>
<b>Beginning Fund Balance</b>	\$ -	\$ 11,219	\$ -	\$ -
<b>Revenues</b>				
CDBG Program Income	\$ 15,815	\$ 12,000	\$ 31,086	\$ -
Federal Receipts	1,096,809	1,136,730	659,900	1,085,233
Federal Receipts - Prior Year	-	682,340	189,655	834,417
Transfer from General Fund	10,567	40,862	40,862	57,122
<b>Total Fund Balance and Revenues</b>	<b>\$ 1,123,191</b>	<b>\$ 1,883,151</b>	<b>\$ 921,503</b>	<b>\$ 1,976,772</b>
<b>Expenditures</b>				
Comm. Dev Housing Program (25th yr.)	\$ 80,951	\$ 8,018	\$ 8,018	\$ -
Comm. Dev Housing Program (27th yr.)	12,836	27,506	15,385	12,121
Temple Coord Child Care Improv (28th yr.)	476	-	-	-
Food Care Center (28th yr.)	-	3,600	-	3,600
Transformative Charter Acad (28th yr.)	153,251	1,158	1,158	-
Home & Hope Shelter, Inc. (28th yr.)	5,715	17,983	17,983	-
Home & Hope Shelter (28th yr.)	-	53,206	53,206	-
Central Texas 4C, Inc. (29th yr.)	-	100,000	-	100,000
Food Care Center (29th yr.)	1,953	11,215	-	11,215
Housing Auth of Killeen (29th yr.)	49,645	-	-	-
Killeen Water & Sewer Div (29th yr.)	35,820	114,840	-	114,840
Clearance & Demolition (29th yr.)	65,503	12,114	12,114	-
Cmnty Dev Administration (30th yr)	\$ 235,767	\$ -	\$ -	\$ -
Families in Crisis (30th yr.)	8,000	-	-	-
Greater Killeen Free Clinic (30th yr.)	35,153	2,627	2,627	-
Hill Country Act/Aging (30th yr.)	13,917	-	-	-
Killeen Transportation Program (30th yr.)	46,829	-	-	-
Cen TX Youth Serv Bureau (30th yr.)	12,000	-	-	-
Bell County Human Services (30th yr.)	20,000	-	-	-

**COMMUNITY DEVELOPMENT FUND  
(CONTINUED)**

	Actual 2004-05	Budget 2005-06	Estimated 2005-06	Adopted 2006-07
Home & Hope Shelter (30th yr.)	19,918	5,457	5,457	-
Housing Auth of Killeen (30th yr.)	4,495	506	506	-
Cent TX 4C, Inc. Site Prep (30th yr.)	-	30,340	-	30,340
Cent TX 4C, Inc. Moss Rose (30th yr.)	-	2,947	-	2,947
Comm. in Schools Bell/Coryell (30th yr.)	99,997	3	3	-
Central Texas YSB (30th yr.)	2,725	1,525	1,525	-
Hill Ctry Cmnty Action (30th yr.)	1,800	31,200	30,854	346
CoK Code Enforcement Abatement (30th yr.)	139,594	59,807	59,807	-
CoK Code Enf Clear/Demolition (30th yr.)	-	60,000	15,000	45,000
CoK PW Water & Sewer (30th yr.)	-	94,300	-	94,300
CoK PW Street Department (30th yr.)	76,818	34,844	34,844	-
Cmnty Dev Administration (31st yr.)	-	214,637	214,637	-
Families in Crisis (31st yr.)	-	8,000	8,000	-
Greater Killeen Free Clinic (31st yr.)	-	37,295	25,000	12,295
Hill Country Act/Aging (31st yr.)	-	14,113	14,113	-
Food Care Center (31st yr.)	-	12,280	-	12,280
Bell County Human Services (31st yr.)	-	19,570	19,570	-
CoK Transportation Program (31st yr.)	-	53,000	53,000	-
Diversified Family Counsel (31st yr.)	-	1,000	1,000	-
Home & Hope Shelter (31st yr.)	-	28,000	20,000	8,000
CoK Code Enforcement Abatement (31st yr.)	-	170,161	143,136	27,025
Word of Life Subst Abuse (31st yr.)	-	166,674	151,444	15,230
Neighborhood Sidewalk Impr (31st yr.)	-	10,000	10,000	-
Accessibility Modification (31st yr.)	-	52,000	-	52,000
Minor Home Repair Program (31st yr.)	-	50,000	-	50,000
Unprogrammed Funds (31st yr.)	-	300,000	-	300,000
Cmnty Dev Administration (32nd yr)	\$ -	\$ -	\$ -	\$ 192,941
Families in Crisis (32nd yr.)	-	-	-	8,000
Greater Killeen Free Clinic (32nd yr.)	-	-	-	23,971
Hill Country Act/Aging (32nd yr.)	-	-	-	15,735
Food Care Center (32nd yr.)	-	-	-	28,670
Bell County Human Services (32nd yr.)	-	-	-	20,000
Killeen Transportation Program (32nd yr.)	-	-	-	50,000
Cen TX Youth Serv Bureau (32nd yr.)	-	-	-	20,000



**COMMUNITY DEVELOPMENT FUND  
(CONTINUED)**

	Actual 2004-05	Budget 2005-06	Estimated 2005-06	Adopted 2006-07
Home & Hope Shelter (32nd yr.)	-	-	-	4,500
Housing Auth of Killeen/Summer Camp (32nd yr.)	-	-	-	177,032
CoK Code Enforcement Abatement (32nd yr.)	-	-	-	50,000
CoK Code Enf Clear/Demolition (32nd yr.)	-	-	-	251,884
Neighborhood Sidewalk Impr (32nd yr.)	-	-	-	75,000
Accessibility Modification (32nd yr.)	-	-	-	165,000
Minor Home Repair Program (32nd yr.)	-	-	-	2,500
Code Enforcement Personnel	128,454	173,867	146,252	177,032
Contra Account	(139,594)	(170,161)	(143,136)	(177,032)
Housing Rehabilitation	10,733	15,385	15,385	16,022
Contra Account	(10,733)	(15,029)	(15,385)	(16,022)
Computer Hardware	10,566	-	-	-
Computer Software	602	-	-	-
<b>Total Expenditures</b>	<b>\$ 1,123,191</b>	<b>\$ 1,813,988</b>	<b>\$ 921,503</b>	<b>\$ 1,976,772</b>
<b>Ending Fund Balance</b>	<b>\$ -</b>	<b>\$ 69,163</b>	<b>\$ -</b>	<b>\$ -</b>

**HOME PROGRAM**

	Actual 2004-05	Budget 2005-06	Estimated 2005-06	Adopted 2006-07
<b>Beginning Fund Balance</b>	\$ 47,901	\$ 48,003	\$ 30,975	\$ 30,000
<b>Revenues</b>				
Program Income	\$ 12,187	\$ -	\$ 14,386	\$ 12,187
Federal Receipts	857,959	512,339	48,956	461,887
Prior Year Receipts	-	544,865	30,585	915,340
Bell County Home Program Grant	-	-	60,000	-
Transfer from General Fund	3,078	12,187	10,968	1,303
<b>Total Fund Balance and Revenues</b>	\$ 921,125	\$ 1,117,394	\$ 195,870	\$ 1,420,717
<b>Expenditures</b>				
Hap 1st Time Homebuyers Prog (4th yr.)	\$ 8,717	\$ 23,420	\$ 21,402	\$ 2,018
First Time Homebuyers Program (6th yr.)	1,174	-	-	-
CTYSB Project Future (6th yr.)	2,515	45,486	45,000	486
First Time Homebuyers Program (7th yr.)	1,146	67,220	(934)	68,154
CTYSB Project Future (7th yr.)	-	77,000	-	77,000
Hill Country CHDO Project (7th yr)	144,725	-	-	-
Ft Hood Area Hab CHDO Project (7th yr)	-	59,025	15,000	44,025
Ft Hood Area Hab CHDO Oper (7th yr)	10,138	837	837	-
Administration (8th yr.)	-	488	488	-
First Time Homebuyer's (8th yr.)	-	1,219	1,219	-
Families in Crisis - Ten Ba (8th yr.)	22,677	-	-	-
Hill Country CHDO Project (8th yr)	135,000	-	-	-
Hill Country CHDO Operations (8th yr)	20,806	-	-	-
Housing Auth of Killeen (8th yr.)	-	251,299	3,123	248,176
Adminstration (9th yr.)	54,220	-	-	-
Hill Country CHDO Operations (9th yr.)	490,648	-	-	-
FH Area Habitat for Humanity (9th yr.)	-	25,607	-	25,607
Adminstration (10th yr.)	-	48,956	48,956	-
FTH Habitat for Humanity (10th yr.)	-	38,364	-	38,364
Hill County Comm AA (10th yr.)	-	350,000	-	350,000
CTYSB Transit Housing (10th yr.)	-	75,000	-	75,000
First Time Homebuyer Program Grant Match	-	-	30,000	30,000
Administration (11th yr.)	-	-	-	45,983
First Time Homebuyer's (11th yr.)	-	-	-	170,000
Ft Hood Area Hab CHDO Project (11th yr.)	-	-	-	72,193
Elderly Tenant Based Rent (11th yr.)	-	-	-	173,711
Administrative Personnel	9,572	29,613	22,181	28,755
Contra Account	(11,188)	(28,886)	(21,402)	(28,755)
<b>Total Expenditures</b>	\$ 890,150	\$ 1,064,648	\$ 165,870	\$ 1,420,717
<b>Ending Fund Balance</b>	\$ 30,975	\$ 52,746	\$ 30,000	\$ -

**COURT TECHNOLOGY FUND**

	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Estimated 2005-06</b>	<b>Adopted 2006-07</b>
<b>Beginning Fund Balance</b>	\$ 47,134	\$ 87,134	\$ 57,746	\$ 97,746
<b>Revenues</b>				
Technology Fund Receipts	40,000	40,000	40,000	40,000
<b>Total Fund Balance and Revenues</b>	\$ 87,134	\$ 127,134	\$ 97,746	\$ 137,746
<b>Expenditures</b>				
Capital Outlay	\$ 29,388	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	\$ 29,388	\$ -	\$ -	\$ -
<b>Ending Fund Balance</b>	\$ 57,746	\$ 127,134	\$ 97,746	\$ 137,746

**COURT SECURITY FEE FUND**

	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Estimated 2005-06</b>	<b>Adopted 2006-07</b>
<b>Beginning Fund Balance</b>	\$ 59,347	\$ 16,597	\$ 16,597	\$ 6,455
<b>Revenues</b>				
Security Fund Receipts	30,000	70,000	70,000	30,834
<b>Total Fund Balance and Revenues</b>	\$ 89,347	\$ 86,597	\$ 86,597	\$ 37,289
<b>Expenditures</b>				
Expense	\$ 72,750	\$ 80,142	\$ 80,142	\$ 37,289
<b>Total Expenditures</b>	\$ 72,750	\$ 80,142	\$ 80,142	\$ 37,289
<b>Ending Fund Balance</b>	\$ 16,597	\$ 6,455	\$ 6,455	\$ -



**EMERGENCY MANAGEMENT FUND**

	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Estimated 2005-06</b>	<b>Adopted 2006-07</b>
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ -	\$ -
<b>Revenues</b>				
Emergency Management Donations	\$ 48,480	\$ -	\$ -	\$ -
FEMA Grant	173,261	-	-	-
<b>Total Fund Balance and Revenues</b>	<b>\$ 221,741</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Expenditures</b>				
Salaries	\$ 76,453	\$ -	\$ -	\$ -
Supplies	30,182			
Support Services	1,510			
Benefits	16,523			
Capital Outlay	4,740			
Year End Salary Accrual	53,101			
<b>Total Expenditures</b>	<b>\$ 182,509</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Ending Fund Balance</b>	<b>\$ 39,232</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## HOTEL OCCUPANCY TAX

	Actual 2004-05	Budget 2005-06	Estimated 2005-06	Adopted 2006-07
<b>Beginning Fund Balance</b>	\$ 674,824	\$ 823,499	\$ 997,411	\$ 1,177,252
<b>Revenues</b>				
Hotel Occupancy Tax Receipts	\$ 1,154,410	\$ 1,150,000	\$ 1,260,000	\$ 1,335,600
Interest Earned	22,881	10,000	34,000	35,000
Miscellaneous Receipts	2,628	10,000	12,000	11,000
Catering Revenues	79,818	89,000	89,000	93,000
Event Revenue	333,344	340,500	340,000	375,000
Exhibit Revenue	-	-	9,500	25,000
Transfer-Special Events Center	-	-	-	86,669
Transfer from General Fund	625,000	300,500	300,500	500,000
CVB - Transfer from General Fund	-	299,500	299,500	-
Texas Commission Arts Grant	3,541	2,000	8,330	8,330
Texas Historical Commission Grant	-	-	1,927	-
<b>Total Fund Balance and Revenues</b>	<b>\$ 2,896,446</b>	<b>\$ 3,024,999</b>	<b>\$ 3,352,168</b>	<b>\$ 3,646,851</b>
<b>Expenditures</b>				
Grants to the Arts	\$ 106,145	\$ 141,325	\$ 141,325	\$ 141,325
Historical Restoration/Preservation	2,064	8,500	8,500	12,400
Texas Historical Commission Grant	1,791	-	-	-
Office Expense & Support Services	1,547	4,000	4,000	4,000
Transfer to Debt Service	693,016	692,292	692,292	692,291
Conference Center Salaries/Benefits	495,799	388,342	373,118	525,368
Conference Center Supplies	36,967	25,991	21,310	30,931
Conference Center Maint/Repairs	28,352	101,753	96,128	93,168
Conference Center Support Svcs	417,226	407,466	411,511	417,972
Year End Salary Accrual	5,313	2,000	2,000	2,000
Conf Center Advertising/Marketing	78,885	7,964	7,964	7,964
Conference Center Capital Outlay	1,598	60,500	60,500	87,580
Convention/Visitors Bur Salaries/Benefits	-	88,851	75,110	115,327
Convention/Visitors Bur Supplies	-	14,928	19,158	19,300
Convention/Visitors Bur Maint/Repairs	-	2,197	3,447	3,097
Convention/Visitors Bur Support Svcs	-	142,830	142,830	146,580
Conv/Visitors Bur Advertising/Marketing	-	83,547	71,297	137,775
Convention/Visitors Bur Capital Outlay	-	-	-	153,000
Consolidated Support Svcs	-	13,291	13,100	12,827
Information Technology	30,332	37,326	31,326	58,755
<b>Total Expenditures</b>	<b>\$ 1,899,035</b>	<b>\$ 2,223,103</b>	<b>\$ 2,174,916</b>	<b>\$ 2,661,660</b>
<b>Ending Fund Balance</b>	<b>\$ 997,411</b>	<b>\$ 801,896</b>	<b>\$ 1,177,252</b>	<b>\$ 985,191</b>

**JUVENILE CASE MANAGER FUND**

	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Estimated 2005-06</b>	<b>Adopted 2006-07</b>
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ -	\$ -
<b>Revenues</b>				
Juvenile Case Manager Receipts	-	-	15,750	30,000
<b>Total Fund Balance and Revenues</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 15,750</b>	<b>\$ 30,000</b>
<b>Expenditures</b>				
Expense	\$ -	\$ -	\$ 15,750	\$ 30,000
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 15,750</b>	<b>\$ 30,000</b>
<b>Ending Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**LAW ENFORCEMENT GRANT**

	<b>Actual</b>		<b>Budget</b>		<b>Estimated</b>		<b>Adopted</b>
	<b>2004-05</b>		<b>2005-06</b>		<b>2005-06</b>		<b>2006-07</b>
<b>Beginning Fund Balance</b>	\$ 69,567	\$	117,678	\$	48,111	\$	40,342
<b>Revenues</b>							
Federal Grants and Receipts	\$ 43,300	\$	-	\$	-	\$	-
JAG (Byrne) Grant 2005	0		47,919		47,919		0
JAG (Byrne) Grant 2006	0		0		40,342		0
City Matching Funds	4,811		0		0		0
<b>Total Fund Balance and Revenues</b>	<b>\$ 117,678</b>	<b>\$</b>	<b>165,597</b>	<b>\$</b>	<b>136,372</b>	<b>\$</b>	<b>40,342</b>
<b>Expenditures</b>							
LE Equipment Grant 2003	\$ 69,567	\$	-	\$	-	\$	-
LE Equipment Grant 2004	-		48,111		48,111		-
LE Equipment 2005 Jag Byrne Grant	-		47,919		47,919		-
LE Equipment 2006 Jag Byrne Grant	-		-		-		40,342
<b>Total Expenditures</b>	<b>\$ 69,567</b>	<b>\$</b>	<b>96,030</b>	<b>\$</b>	<b>96,030</b>	<b>\$</b>	<b>40,342</b>
<b>Ending Fund Balance</b>	<b>\$ 48,111</b>	<b>\$</b>	<b>69,567</b>	<b>\$</b>	<b>40,342</b>	<b>\$</b>	<b>-</b>



**LIBRARY MEMORIAL**

	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Estimated 2005-06</b>	<b>Adopted 2006-07</b>
<b>Beginning Fund Balance</b>	\$ 36,389	\$ -	\$ -	\$ -
<b>Revenues</b>				
Memorials Collected	\$ 8,831	\$ -	\$ -	\$ -
<b>Total Fund Balance and Revenues</b>	<b>\$ 45,220</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Expenditures</b>				
Capital Outlay	\$ 6,667	\$ -	\$ -	\$ -
Expense	\$ 20,504			
<b>Total Expenditures</b>	<b>\$ 27,171</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Ending Fund Balance</b>	<b>\$ 18,049</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**LIONS CLUB PARK**

	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Estimated 2005-06</b>	<b>Adopted 2006-07</b>
<b>Beginning Fund Balance</b>	\$ 29,210	\$ 29,710	\$ 29,974	\$ 20,774
<b>Revenues</b>				
Interest Earned	764	-	800	-
<b>Total Fund Balance and Revenues</b>	<b>\$ 29,974</b>	<b>\$ 29,710</b>	<b>\$ 30,774</b>	<b>\$ 20,774</b>
<b>Expenditures</b>				
Park Improvements	-	29,410	10,000	20,474
<b>Total Expenditures</b>	<b>-</b>	<b>\$ 29,410</b>	<b>\$ 10,000</b>	<b>\$ 20,474</b>
<b>Ending Fund Balance</b>	<b>\$ 29,974</b>	<b>\$ 300</b>	<b>\$ 20,774</b>	<b>\$ 300</b>

**PARK IMPROVEMENTS FUND**

	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Estimated 2005-06</b>	<b>Adopted 2006-07</b>
<b>Beginning Fund Balance</b>	\$ 26,725	\$ -	\$ -	\$ -
<b>Revenues</b>				
Interest Earned	236	-	-	-
<b>Total Fund Balance and Revenues</b>	\$ 26,961	\$ -	\$ -	\$ -
<b>Expenditures</b>				
Park Improvements	\$ 15,597	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	\$ 15,597	\$ -	\$ -	\$ -
<b>Ending Fund Balance</b>	\$ 11,364	\$ -	\$ -	\$ -

**POLICE FEDERAL SEIZURE FUND**

	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Estimated 2005-06</b>	<b>Adopted 2006-07</b>
<b>Beginning Fund Balance</b>	\$ 23,820	\$ 28,820	\$ 28,640	\$ 28,640
<b>Revenues</b>				
Federal Seizure Receipts	\$ 4,820	\$ 1,000	\$ -	\$ -
<b>Total Fund Balance and Revenues</b>	\$ 28,640	\$ 29,820	\$ 28,640	\$ 28,640
<b>Expenditures</b>				
Capital Outlay	\$ -	\$ 10,000	\$ -	\$ 28,640
<b>Total Expenditures</b>	\$ -	\$ 10,000	\$ -	\$ 28,640
<b>Ending Fund Balance</b>	\$ 28,640	\$ 19,820	\$ 28,640	\$ -



**POLICE STATE SEIZURE FUND**

	<b>Actual</b>		<b>Budget</b>		<b>Estimated</b>		<b>Adopted</b>
	<b>2004-05</b>		<b>2005-06</b>		<b>2005-06</b>		<b>2006-07</b>
<b>Beginning Fund Balance</b>	\$ 60,088	\$	\$ 183,688	\$	\$ 228,812	\$	\$ 208,812
<b>Revenues</b>							
State Seizure Receipts	\$ 177,370	\$	\$ 20,000	\$	\$ 30,000	\$	\$ 20,000
<b>Total Fund Balance and Revenues</b>	\$ 237,458	\$	\$ 203,688	\$	\$ 258,812	\$	\$ 228,812
<b>Expenditures</b>							
Support Services	\$ 8,646	\$	\$ -	\$	\$ -	\$	\$ -
Capital Outlay	-		50,000		50,000		50,000
<b>Total Expenditures</b>	\$ 8,646	\$	\$ 50,000	\$	\$ 50,000	\$	\$ 50,000
<b>Ending Fund Balance</b>	\$ 228,812	\$	\$ 153,688	\$	\$ 208,812	\$	\$ 178,812

**SPECIAL EVENTS CENTER**

	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Estimated 2005-06</b>	<b>Adopted 2006-07</b>
<b>Beginning Fund Balance</b>	\$ 64,680	\$ 66,310	\$ 66,654	\$ 69,954
<b>Revenues</b>				
Miscellaneous Receipts	\$ -	\$ -	\$ -	\$ 16,415
Interest Earned	1,974	1,000	3,300	300
<b>Total Fund Balance and Revenues</b>	\$ 66,654	\$ 67,310	\$ 69,954	\$ 86,669
<b>Expenditures</b>				
Transfer to Fund 214	\$ -	\$ -	\$ -	\$ 86,669
<b>Total Expenditures</b>	\$ -	\$ -	\$ -	\$ 86,669
<b>Ending Fund Balance</b>	\$ 66,654	\$ 67,310	\$ 69,954	\$ -



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# Capital Outlay

Fiscal Year 2006 - 2007 Annual Budget  
and Plan of Municipal Services

*City of Killeen, Texas*



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# Capital Outlay

Fiscal Year 2006 - 2007 Annual Budget  
and Plan of Municipal Services

*City of Killeen, Texas*





# CAPITAL OUTLAY

Capital Outlay items are expenditures for fixed assets such as equipment, remodeling, minor building improvements and vehicles that are funded from the operating budgets. These items generally have a life expectancy of five years or less. Since long-term financing is not necessary and expenditures of this type are of a recurring nature, these items are not part of the Capital Improvements Program. Capital Outlay expenditures that meet the City's established capitalization thresholds or minimum reporting requirements will be capitalized. Standard capitalization thresholds for assets have been established for each major class of assets.

## Capitalization Thresholds

Class of Asset	Threshold	Residual Value
Land/land improvements	Capitalize All	N/A
Buildings/building improvements	\$25,000	10%
Facilities and other improvements	\$25,000	10%
Infrastructure	\$25,000	10%
Personal property (equipment)	\$ 1,000	10%
Library books/materials (collections)	Capitalize All	N/A
Works of art/historical treasures	Capitalize All	N/A
Leasehold improvements	\$25,000	10%

The total FY 2006-07 Adopted Budget and Plan of Municipal Services for Capital Outlay is \$5,194,922. This amount represents an increase of \$293,574 or 5.99% in Capital Outlay from the prior year. The changes in Capital Outlay expenditures for operations by fund are as follows:

	<u>FY 2005-06</u>	<u>FY 2006-07</u>	<u>Dollar Increase (Decrease)</u>
General Fund	\$ 1,535,479	\$ 2,367,506	\$ 832,027
Killeen-Fort Hood Regional Airport Fund	207,085	92,720	(114,365)
Skylark Field Fund	118,595	75,000	(43,595)
Golf Course Fund	54,000	-	(54,000)
Solid Waste Fund	555,707	1,050,183	494,476
Water and Sewer Fund	991,634	961,113	(30,521)
Drainage Utility Fund	355,340	88,763	(266,577)
Other Funds	1,083,508	559,637	(523,871)
<b>Total</b>	<b><u>\$ 4,901,348</u></b>	<b><u>\$ 5,194,922</u></b>	<b><u>\$ 293,574</u></b>

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



**CAPITAL OUTLAY SUMMARY**

	<b>ADOPTED FY 2005-06</b>	<b>ADOPTED FY 2006-07</b>
<b>GENERAL FUND</b>		
City Council	-	-
City Manager	600	-
Emergency Mgmt/Homeland Security	-	-
Municipal Court	6,466	39,817
Public Information	-	-
Volunteer Services	-	-
City Attorney	18,100	18,100
City Secretary	-	-
Finance	-	-
Accounting	-	-
Purchasing	-	-
Building Services	-	-
Custodial Services	-	23,240
Printing Services	5,700	-
EMS Billing & Collection	-	-
Human Resources	5,380	1,625
Information Technology	25,184	20,700
Permits & Inspections	53,928	28,100
Library	117,000	124,918
Golf Course	-	1,120
Golf Course Food and Beverage	-	3,500
Parks	61,350	66,975
Recreation	-	-
Athletics	-	-
Cemetery	9,500	22,675
Senior Citizens	3,500	-
Swimming Pools	-	10,000
Community Development	-	-
Home Program	-	-
Public Works	-	35,860
Engineering	2,200	-
Traffic	-	150,000
Street	121,100	294,970
Planning	2,150	1,000
Police	612,159	860,727
Animal Control	41,291	-
Code Enforcement	300	3,985
Fire	56,048	304,784
Non-Departmental	393,523	355,410
<b>TOTAL GENERAL FUND</b>	<b>1,535,479</b>	<b>2,367,506</b>
<b>KILLEEN-FORT HOOD REGIONAL AIRPORT</b>		
Operations	195,845	78,155
Non-Departmental	11,240	14,565
<b>TOTAL KILLEEN-FORT HOOD REGIONAL AIRPORT FUND</b>	<b>207,085</b>	<b>92,720</b>

**CAPITAL OUTLAY SUMMARY**

	<b>ADOPTED FY 2005-06</b>	<b>ADOPTED FY 2006-07</b>
<b>SKYLARK FIELD FUND</b>		
Operations	53,595	15,000
Non-Departmental	65,000	60,000
<b>TOTAL SKYLARK FIELD FUND</b>	<b>118,595</b>	<b>75,000</b>
<b>GOLF COURSE FUND</b>		
Operations	54,000	-
<b>TOTAL GOLF COURSE FUND</b>	<b>54,000</b>	<b>-</b>
<b>SOLID WASTE FUND</b>		
Code Enforcement	-	-
Residential	142,570	492,429
Commercial	402,017	332,675
Recycling Program	-	-
Transfer Station	-	41,178
Mowing	-	137,900
Non-Departmental	11,120	46,001
<b>TOTAL SOLID WASTE FUND</b>	<b>555,707</b>	<b>1,050,183</b>
<b>WATER &amp; SEWER FUND</b>		
Fleet Services	44,850	31,050
Utility Collections	121,816	30,304
Water Distribution	472,775	453,517
Sanitary Sewer	66,784	256,270
Operations	182,200	14,190
Engineering	-	2,100
Non-Departmental	103,209	173,682
<b>TOTAL WATER &amp; SEWER FUND</b>	<b>991,634</b>	<b>961,113</b>
<b>DRAINAGE UTILITY FUND</b>		
Engineering	-	-
Drainage Maintenance	350,000	74,500
Non-Departmental	5,340	14,263
<b>TOTAL DRAINAGE UTILITY FUND</b>	<b>355,340</b>	<b>88,763</b>
<b>OTHER FUNDS</b>		
Law Enforcement Grant	47,919	40,342
Police State Seizure Fund	50,000	50,000
Police Federal Seizure Fund	10,000	28,640
Killeen Civic and Conference Center	60,500	34,380
Community Development	225	1,275
Aviation Cap Improv 2003	450,000	405,000
Golf Revenue C/O Construction	-	-
C/O Construction Fund Ser 2004	31,000	-
C/O Construction Fund Ser 1999	-	-
C/O Construction Fund 2005	348,864	-
Water & Sewer Bond Ser 1999	47,500	-
Solid Waste Construction 2005	37,500	-
<b>TOTAL OTHER FUNDS</b>	<b>1,083,508</b>	<b>559,637</b>
<b>TOTAL CAPITAL OUTLAY</b>	<b>\$ 4,901,348</b>	<b>\$ 5,194,922</b>

**CAPITAL OUTLAY BUDGET  
FY 2006-07**

<b>FUND/DEPARTMENT/DIVISION</b>	<b>ACCOUNT #</b>	<b>DESCRIPTION</b>	<b>AMOUNT</b>	<b>TOTAL</b>
<b>GENERAL FUND</b>				
<b>Municipal Court</b>	010-0215-417.61-10	4 Door Mid Sized Patrol Cruiser	36,817	
	010-0215-417.61-50	Shredder	2,000	
	010-0215-417.61-50	Safe	1,000	39,817
<b>City Attorney</b>	010-1005-416.61-20	New Books	18,100	18,100
<b>Custodial Services</b>	010-2032-415.61-10	Mid Size Crew Cab	21,350	
	010-2032-415.61-35	Commercial Floor Buffer	1,370	
	010-2032-415.61-35	Vacuum Cleaner	520	23,240
<b>Human Resources</b>	010-2305-418.61-05	Office Machinery and Equipment	125	
	010-2305-418.61-20	New Books	1,500	1,625
<b>Information Technology</b>	010-2705-419.61-10	1/2 Ton Cargo Van	19,000	
	010-2705-419.61-20	Reference, Tech and Proj Mgmt	1,500	
	010-2705-419.61-50	Chair with arms	200	20,700
<b>Permits &amp; Inspections</b>	010-3005-421.61-05	Off Mach for Principal Secretary	150	
	010-3005-421.61-10	1/2 Ton, 4 Door, SWB Pick-up	21,350	
	010-3005-421.61-20	New Books	3,600	
	010-3005-421.61-50	Furniture for Plans Inspector	1,500	
	010-3005-421.61-50	Furniture for Principal Secretary	1,500	28,100
<b>Library</b>	010-3015-423.61-20	New Books	124,918	124,918
<b>Golf</b>	010-3020-424.61-35	Lawn Trimmers (3)	660	
	010-3020-424.61-35	Backpack Blower	340	
	010-3020-424.61-35	Hedge Trimmer	120	1,120
<b>Golf Course Food and Beverage</b>	010-3021-424.61-35	Dishwasher	1,500	
	010-3021-424.61-35	Ice Machine	2,000	3,500
<b>Parks</b>	010-3025-425.61-10	1/2 Ton Regular Cab P/U	19,475	
	010-3025-425.61-35	Utility Vehicle with Tilt Bed	7,000	
	010-3025-425.61-35	Riding Mower with 72" Deck	16,500	
	010-3025-425.61-35	Utility Tractor	24,000	66,975
<b>Cemetery</b>	010-3035-429.61-35	New Riding Mower 61" Cut	14,500	
	010-3035-429.61-35	New 4X6 Utility Vehicle	7,500	
	010-3035-429.61-35	One John Deer or Toro Push Mower	425	
	010-3035-429.61-35	Weed Trimmer	250	22,675
<b>Swimming Pools</b>	010-3045-429.60-20	Pershing Park Pool Filter Tank	10,000	10,000
<b>Public Works</b>	010-3430-431.61-05	Electric Projection Screen, 70" x 70"	860	
	010-3430-431.61-10	Truck	35,000	35,860
<b>Traffic</b>	010-3440-434.60-85	1 traffic signal installation w/camera	150,000	150,000
<b>Streets</b>	010-3445-434.61-10	1 ton Crew Cab Utility	34,725	
	010-3445-434.61-10	12 YD Dump Truck w/spreader	82,500	
	010-3445-434.61-35	Riding Paint Stripper	60,000	
	010-3445-434.61-35	Backhoe	95,000	
	010-3445-434.61-35	Cut Saw	2,400	
	010-3445-434.61-35	Drill Press	1,000	
	010-3445-434.61-35	Push Paint Gun	6,600	
	010-3445-434.61-35	Thermoplastic Applicator	9,250	
	010-3445-434.61-35	Bituminous Applicator	3,495	294,970

**CAPITAL OUTLAY BUDGET  
FY 2006-07**

FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL
<b>GENERAL FUND</b>				
<b>Planning</b>	010-3450-433.61-50	Furniture for New Planning Clerk	1,000	1,000
<b>Police Department</b>				
	010-6000-441.61-10	New Patrol Vehicle	47,404	
	010-6000-441.61-10	New Patrol Vehicle	47,404	
	010-6000-441.61-10	New Patrol Vehicle	47,404	
	010-6000-441.61-10	New Patrol Vehicle	47,404	
	010-6000-441.61-10	New Patrol Vehicle	47,404	
	010-6000-441.61-10	New Patrol Vehicle	47,404	
	010-6000-441.61-10	New Patrol Vehicle	47,404	
	010-6000-441.61-10	New Patrol Vehicle	47,404	
	010-6000-441.61-10	New Patrol Vehicle	47,404	
	010-6000-441.61-10	New Patrol Vehicle	47,404	
	010-6000-441.61-10	New Patrol Vehicle	47,404	
	010-6000-441.61-10	New Patrol Vehicle	47,404	
	010-6000-441.61-10	New Patrol Vehicle	47,404	
	010-6000-441.61-10	Mid-size Sedan for CID	16,000	
	010-6000-441.61-10	Mid-size Sedan for CID	16,000	
	010-6000-441.61-10	Mid-size Sedan for CID	16,000	
	010-6000-441.61-10	Mid-size Sedan for CID	16,000	
	010-6000-441.61-10	Mid-size Sedan for CID	16,000	
	010-6000-441.61-10	Mid-size Sedan for CID	16,000	
	010-6000-441.61-10	Mid-size Sedan for CID	16,000	
	010-6000-441.61-10	Mid-size Sedan for CID	16,000	
	010-6000-441.61-10	Mid-size Sedan for CID	16,000	
	010-6000-441.61-10	Mid-size Truck for Evidence Processing	19,475	
	010-6000-441.61-20	New Books	10,675	
	010-6000-441.61-30	New Radios	52,150	
	010-6000-441.61-35	7 bicycles and equipment	7,245	
	010-6000-441.61-35	Weapons for SWAT Unit	4,190	
	010-6000-441.61-35	Evidence Processing Laboratory Station	18,500	
	010-6000-441.61-35	Equipment for 14 new officers	19,740	
	010-6000-441.61-50	Computer Desk and Chair	500	860,727
<b>Code Enforcement</b>				
	010-6080-441.61-20	New Books	985	
	010-6080-441.61-35	Surveillance Cameras	3,000	3,985
<b>Fire Department</b>				
	010-7070-442.61-10	Full Size SUV	42,100	
	010-7070-442.61-30	New Radios	36,000	
	010-7070-442.61-35	8 Stair Chairs	18,400	
	010-7070-442.61-35	10 Cardiac Monitors	208,284	304,784
<b>Non-Departmental</b>				
	010-9508-491.61-35	Wireless Signature Pads	5,000	
	010-9508-491.61-35	Equipment for Security Program	3,450	8,450
City Manager	010-9508-491.61-40	Computer	1,100	
	010-9508-491.61-40	New Notebook for City Manager	2,000	
Emergency Management Coord	010-9508-491.61-40	Notebook	2,000	
Municipal Court	010-9508-491.61-40	Printer color laser	2,200	
	010-9508-491.61-40	Document Imaging Scanner	1,225	
	010-9508-491.61-40	Computer	1,606	
Public Information Officer	010-9508-491.61-40	Notebook	2,000	
Print Shop	010-9508-491.61-40	Print Shop Imaging Scanner	6,000	
Human Resources	010-9508-491.61-40	Printer Laser	1,200	



**CAPITAL OUTLAY BUDGET  
FY 2006-07**

FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL
<b>GENERAL FUND</b>				
Information Syst GIS	010-9508-491.61-40	SQL Server	21,398	
	010-9508-491.61-40	File Server	6,368	
	010-9508-491.61-40	ATA Fax Connections	9,600	
	010-9508-491.61-40	Cisco Wireless PD and Barn	4,500	
	010-9508-491.61-40	Cisco Switch Parks	2,692	
	010-9508-491.61-40	Cisco VTA Phones	3,495	
	010-9508-491.61-40	UPS for KPD Server Room	12,000	
Permits & Inspections	010-9508-491.61-40	Printer Laser	1,200	
	010-9508-491.61-40	Computer for New Principal Secretary	2,925	
	010-9508-491.61-40	Computer for New Plans Reviewer	2,475	
Library	010-9508-491.61-40	Hardware for new Cataloguer	1,100	
Parks	010-9508-491.61-40	Printer Laser	1,100	
	010-9508-491.61-40	GIS Computer	2,475	
	010-9508-491.61-40	Computer for New Parks Director	2,475	
Athletics	010-9508-491.61-40	Computer for Athletics Supervisor	1,100	
Cemetery	010-9508-491.61-40	Computer	2,475	
	010-9508-491.61-40	Document Imaging Scanner	1,275	
Community Development	010-9508-491.61-40	Computer	1,100	
Engineering	010-9508-491.61-40	Digital Camera	300	
Traffic	010-9508-491.61-40	GIS Computer	2,475	
	010-9508-491.61-40	Rugged Laptop w/cd rom	4,122	
	010-9508-491.61-40	Digital Camera	250	
Streets	010-9508-491.61-40	Personal Computer	6,600	
	010-9508-491.61-40	Printer Small	450	
Planning	010-9508-491.61-40	19" Monitor (6)	2,220	
	010-9508-491.61-40	Digital Camera	300	
	010-9508-491.61-40	Computer for New Planning Clerk	1,100	
Police Department	010-9508-491.61-40	Personal Computer Bike	2,200	
	010-9508-491.61-40	Personal Computer Gang	4,650	
	010-9508-491.61-40	Personal Computers Patrol (2)	2,200	
	010-9508-491.61-40	Personal Computers Tech (2)	6,600	
	010-9508-491.61-40	Personal Computers Traffic (4)	6,000	
	010-9508-491.61-40	Mobile Data Terminals (17)	6,600	
Fire Department	010-9508-491.61-40	Printer Color Laser	6,600	
	010-9508-491.61-40	Computer (6)	600	
	010-9508-491.61-40	Monitor 17" (2)	2,080	
	010-9508-491.61-40	Monitor 15" (8)	480	
City Manager	010-9508-491.61-45	Office Pro	300	
	010-9508-491.61-45	Clients (2)	130	
	010-9508-491.61-45	Software for New Notebook	300	
Emergency Management Coord	010-9508-491.61-45	Software for New Notebook	300	
Municipal Court	010-9508-491.61-45	H T E - Laser fiche Link	6,900	
	010-9508-491.61-45	Office Pro (4)	1,200	
Public Information Officer	010-9508-491.61-45	Office Pro	300	
	010-9508-491.61-45	Clients	65	
Finance	010-9508-491.61-45	H T E - Laser fiche Link	6,900	
Purchasing	010-9508-491.61-45	P-Card Module	15,650	
Information Syst GIS	010-9508-491.61-45	Software Replacement	36,945	
Permits & Inspections	010-9508-491.61-45	H T E - Laser fiche Link	6,900	
	010-9508-491.61-45	Software for New Principal Secretary	3,895	
	010-9508-491.61-45	Software for New Plans Reviewer	3,895	
Library	010-9508-491.61-45	Software for New Cataloguer	345	

**CAPITAL OUTLAY BUDGET  
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<b>FUND/DEPARTMENT/DIVISION</b>	<b>ACCOUNT #</b>	<b>DESCRIPTION</b>	<b>AMOUNT</b>	<b>TOTAL</b>
<b>GENERAL FUND</b>				
Parks	010-9508-491.61-45	Office Pro (2)	300	
	010-9508-491.61-45	AutoCAD Viewer (3)	450	
	010-9508-491.61-45	Office Pro	300	
	010-9508-491.61-45	Clients (2)	130	
	010-9508-491.61-45	Quarkxpress	398	
	010-9508-491.61-45	Contribute	149	
	010-9508-491.61-45	Software for New Parks Director	7,475	
Athletics	010-9508-491.61-45	Software for Athletics Supervisor	475	
Cemetery	010-9508-491.61-45	Pontem Cemetery Software	837	
Community Development	010-9508-491.61-45	Office Pro	300	
Traffic	010-9508-491.61-45	Office Pro	300	
	010-9508-491.61-45	Office Pro	300	
	010-9508-491.61-45	Clients	65	
Streets	010-9508-491.61-45	Office Pro (6)	1,800	
	010-9508-491.61-45	DFW AutoCAD Viewer (3)	450	
Planning	010-9508-491.61-45	Network Analyst	2,500	
	010-9508-491.61-45	Spatial Analyst	2,500	
	010-9508-491.61-45	Software for Planning Clerk	495	
Police Department	010-9508-491.61-40	Digital Video Server	87,000	
Fire Department	010-9508-491.61-45	Office Pro (6)	1,800	346,960
<b>TOTAL GENERAL FUND</b>				<b>\$ <u>2,367,506</u></b>

**CAPITAL OUTLAY BUDGET  
FY 2006-07**

FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL
<b>KILLEEN-FORT HOOD REGIONAL AIRPORT</b>				
<b>Operations</b>	525-0505-521.61-05	Office Machinery	500	
	525-0505-521.61-10	4X2 Utility Vehicle	8,195	
	525-0505-521.61-10	Vertical Man lift	11,000	
	525-0505-521.61-30	New Radios	7,250	
	525-0505-521.61-35	Flex Wing Mower	12,500	
	525-0505-521.61-35	Sump Separator	11,000	
	525-0505-521.61-35	Air Eliminator	5,523	
	525-0505-521.61-35	CRT Monitor	4,437	
	525-0505-521.61-35	Test Kit - Icing Inhibit	750	
	525-0505-521.61-35	Equipment for VIP Lounge	2,000	
	525-0505-521.61-35	Eclipse X2	8,000	
	525-0505-521.61-50	Furniture for VIP Lounge	7,000	78,155
<b>Non-Departmental</b>	525-9808-521.61-40	Computer (8)	8,800	
	525-9808-521.61-40	Printer 11X17	500	
	525-9808-521.61-40	Tablet PC for Conference Room	2,500	
	525-9808-521.61-45	Office Pro (8)	2,400	
	525-9808-521.61-45	Office Pro	300	
	525-9808-521.61-45	Clients	65	14,565
<b>TOTAL KILLEEN-FORT HOOD REGIONAL AIRPORT FUND</b>			<b>\$</b>	<b><u>92,720</u></b>

**CAPITAL OUTLAY BUDGET  
FY 2006-07**

<b>FUND/DEPARTMENT/DIVISION</b>	<b>ACCOUNT #</b>	<b>DESCRIPTION</b>	<b>AMOUNT</b>	<b>TOTAL</b>
<b>SKYLARK FIELD FUND</b>				
<b>Operations</b>	527-0505-521.61-35	Self Service Fuel Sales Machine	15,000	15,000
<b>Non-Departmental</b>	527-9596-521.60-25	TXDOT Projects	60,000	60,000
<b>TOTAL SKYLARK FIELD FUND</b>			<b>\$</b>	<b><u>75,000</u></b>



**CAPITAL OUTLAY BUDGET  
FY 2006-07**

FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL
<b>SOLID WASTE FUND</b>				
<b>Residential</b>	540-3460-439.61-10	Side loader	195,000	
	540-3460-439.61-10	Rear loader	156,000	
	540-3460-439.61-30	New Radios	3,190	
	540-3460-439.61-35	Roll-out Residential Waste Containers	138,239	492,429
<b>Commercial</b>	540-3465-439.61-10	Frontloading Collection Vehicle	183,000	
	540-3465-439.61-35	Hydraulic Press and Brake	1,389	
	540-3465-439.61-35	Dumpster Containers (241)	148,286	332,675
<b>Transfer Station</b>	540-3475-439.61-10	Pickup Truck	21,100	
	540-3475-439.61-50	New Furniture for Transfer Station	20,078	41,178
<b>Mowing</b>	540-3478-439.61-10	3/4 Ton Pick-up Truck	31,100	
	540-3478-439.61-10	3/4 Ton Pick-up Truck	31,100	
	540-3478-439.61-10	3/4 Ton Pick-up Truck	31,100	
	540-3478-439.61-35	Tractor	44,600	137,900
<b>Non-Departmental</b>	540-9508-439.61-40	Computer (4)	4,400	
	540-9508-439.61-40	Printer Color Laser	2,200	
	540-9508-439.61-40	Document Imaging Scanner	6,000	
	540-9508-439.61-40	Hardware for New Transfer Station	300	
	540-9508-439.61-40	HW for Transfer Station Superintendent	1,550	
	540-9508-439.61-40	HW for Transfer Station Supervisor	1,550	
	540-9508-439.61-40	Computer for New Transfer Station	1,100	
	540-9508-439.61-40	Computer for New Transfer Station	1,800	
	540-9508-439.61-40	Server for New Transfer Station	5,200	
	540-9508-439.61-45	Office Pro (4)	1,200	
	540-9508-439.61-45	Software License for New Transfer Station	19,355	
	540-9508-439.61-45	SW for Transfer Station Superintendent	365	
	540-9508-439.61-45	SW for Transfer Station Supervisor	365	
	540-9508-439.61-45	SW for New Transfer Station	20	
	540-9508-439.61-45	SW for New Transfer Station	20	
	540-9508-439.61-45	Office Pro (4)	576	46,001
<b>TOTAL SOLID WASTE FUND</b>				<b><u>\$ 1,050,183</u></b>

**CAPITAL OUTLAY BUDGET  
FY 2006-07**

FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL
<b>WATER &amp; SEWER FUND</b>				
<b>Fleet Services</b>	550-2033-415.61-05	Office Machinery	150	
	550-2033-415.61-35	Oil Filter Crusher	5,800	
	550-2033-415.61-35	2 Post Truck/Car Lifts	8,200	
	550-2033-415.61-35	Air Compressor	7,800	
	550-2033-415.61-35	Heavy Duty Brake Lathe	5,600	
	550-2033-415.61-35	Pro Link Diagnostic Kit	2,200	
	550-2033-415.61-50	Furniture for New Shop Foreman	1,300	31,050
<b>Utility Collections</b>	550-2050-411.61-05	Office Machinery and Equipment	140	
	550-2050-411.61-05	Heavy Duty Document Shredder	1,645	
	550-2050-411.61-05	Office Machinery for Customer Ser Rep	280	
	550-2050-411.61-10	Pickup for Meter Reader w radio	23,839	
	550-2050-411.61-30	New Radios	700	
	550-2050-411.61-35	Equipment for Meter Reader	3,700	30,304
<b>Water Distribution</b>	550-3410-436.60-65	New Customer Services (1,824)	215,676	
	550-3410-436.60-65	New Fire Hydrants (26)	25,000	
	550-3410-436.60-75	New Customer Meters 3/4" (2,000)	165,340	
	550-3410-436.60-75	New Customer Meters 1" (60)	16,300	
	550-3410-436.60-75	New Customer Meters 2" (50)	31,201	453,517
<b>Sanitary Sewer</b>	550-3415-437.61-10	VAC-CON Truck	256,270	256,270
<b>Operations</b>	550-3420-438.61-30	New Radios	8,540	
	550-3420-438.61-35	Backflow Prep Assembly Testing Dev (2)	3,000	
	550-3420-438.61-50	Furniture for Backflow Prevention Staff (2)	2,650	14,190
<b>Engineering</b>	550-3435-432.61-50	Furniture for Engineering Assistant	2,100	2,100
<b>Non-Departmental</b>				
<b>Operations</b>	550-9508-492.61-20	New Books	300	
	550-9508-492.61-35	Security Program for Fleet	7,040	
<b>Fleet</b>	550-9508-492.61-40	Computer (4)	4,400	
	550-9508-492.61-40	Computer for Fleet Services Shop Foreman	1,850	
<b>Utility Collections</b>	550-9508-492.61-40	Printer 4350	2,000	
	550-9508-492.61-40	Computer (2)	2,200	
	550-9508-492.61-40	Cannon CR 180 Scanner	4,027	
	550-9508-492.61-40	HW for Utility Customer Serv Rep	1,700	
<b>Operations</b>	550-9508-492.61-40	Computer (4)	4,400	
	550-9508-492.61-40	Printer 5550	3,500	
	550-9508-492.61-40	GIS Computer	2,475	
	550-9508-492.61-40	Document Imaging Scanner small	1,275	
	550-9508-492.61-40	HW for Backflow Prevention Testers	11,800	
<b>Engineering</b>	550-9508-492.61-40	HW for Engineering Assistant	3,675	
	550-9508-492.61-40	HW for Ruggedized Mobile Data Term	12,393	
<b>GIS</b>	550-9508-492.61-40	GIS Server Upgrades	16,000	
<b>Fleet</b>	550-9508-492.61-45	Office Pro (4)	1,200	
	550-9508-492.61-40	SW for Fleet Services Shop Foreman	495	
<b>Utility Collections</b>	550-9508-492.61-45	H T E -Laser fiche Link	6,900	
	550-9508-492.61-45	Office Pro (2)	600	
	550-9508-492.61-45	Scanner Software	2,000	
	550-9508-492.61-45	Document Imaging Scanner (2)	12,000	
	550-9508-492.61-45	Digital Camera	600	
	550-9508-492.61-40	SW for Utility Customer Serv Rep	345	
<b>Operations</b>	550-9508-492.61-45	Office Pro (4)	1,200	
	550-9508-492.61-45	Office Pro	300	
	550-9508-492.61-45	Clients	65	
	550-9508-492.61-45	SW for Backflow Prevention Testers	2,190	
<b>Engineering</b>	550-9508-492.61-45	SW for Engineering Assistant	4,957	
	550-9508-492.61-45	Bentley GEMS Software	32,990	
	550-9508-492.61-45	SW for Ruggedized Mobile Data Term	1,425	
<b>GIS</b>	550-9508-492.61-45	Freelance Web Mapping	16,750	
	550-9508-492.61-45	Arc info (1)	8,000	
	550-9508-492.61-50	Furniture for GIS	2,630	173,682
<b>TOTAL WATER &amp; SEWER FUND</b>			<b>\$</b>	<b>961,113</b>

**CAPITAL OUTLAY BUDGET  
FY 2006-07**

FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL
<b>DRAINAGE UTILITY FUND</b>				
<b>Operations</b>	575-3448-434.61-35	4X4 Tractor with Boom	74,500	74,500
<b>Non-Departmental</b>	575-9508-492.61-40	HW for Drainage Maint Supervisor	1,100	
	575-9508-492.61-40	Mobile Data Terminal for Field Use	4,606	
	575-9508-492.61-45	SW for Drainage Maint Supervisor	8,557	14,263
<b>TOTAL DRAINAGE UTILITY FUND</b>			<b>\$</b>	<b><u>88,763</u></b>

**CAPITAL OUTLAY BUDGET  
FY 2006-07**

FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL
<b>OTHER FUNDS</b>				
Law Enforcement Grant	207-0000-495.61-39	Equipment '05 Jag Byrne Grant	40,342	40,342
Police State Seizure	208-0000-495.61-35	Equipment	50,000	50,000
Police Federal Seizure	209-0000-495.61-35	Equipment	28,640	28,640
Killeen Civic and Conf Ctr	214-0705-457.61-30	Hand Held Radios	1,580	
	214-0705-457.61-35	Conex for Storage (2 @ \$5,000 each)	10,000	
	214-0705-457.61-50	Dance Floor	3,000	
	214-0705-457.61-50	Chairs (5 @ \$200)	1,000	
	214-9508-457.61-50	Security Program	6,800	
	214-9808-457.61-40	Printer Color Laser	2,200	
	214-9808-457.61-40	Computer (7)	7,700	
	214-9808-457.61-45	Office Pro (7)	2,100	34,380
Community Development	228-0040-495-61-05	Office Machines and Equipment	300	
	228-0040-495-61-20	New Books	225	
	228-0040-495-61-50	Furniture and Fixtures	750	1,275
Aviation Cap Improv 2003	331-3490-800-60.10	Corporate Hangar	225,000	
	331-3490-800.60-15	T-Hangar	180,000	405,000
<b>TOTAL OTHER FUNDS</b>			<b>\$ 559,637</b>	
<b>TOTAL CAPITAL OUTLAY</b>			<b>\$ 5,194,922</b>	



021

# Capital Improvements

Fiscal Year 2006 - 2007 Annual Budget  
and Plan of Municipal Services

*City of Killeen, Texas*





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# Capital Improvements

Fiscal Year 2006 - 2007 Annual Budget  
and Plan of Municipal Services

*City of Killeen, Texas*





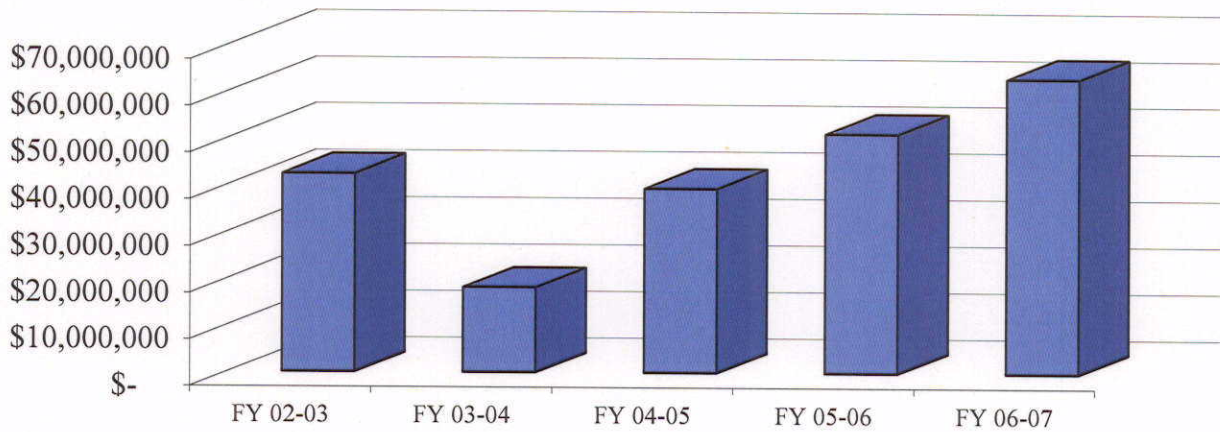
# CAPITAL IMPROVEMENTS PROGRAM

A Capital Improvement project is a capital expenditure of public funds for the acquisition, construction, or improvement of a physical facility or infrastructure asset. The life span of capital improvements is generally ten years or more, and is not normally funded through operating budgets. The City of Killeen plans capital expenditures over a five-year period; however, a formal capital improvements budget is adopted by the City Council for the current year only. Needed capital improvements are identified through city growth, system models, repair and maintenance costs, and various other analyses. Capital spending is monitored continuously and the capital improvements plan is monitored and updated accordingly. The City is committed to an on-going process of reviewing the Capital Improvements Program.

The Capital Improvements Program (CIP) is primarily funded through the issuance of revenue bonds, general obligation bonds, certificates of obligation, and grants. The corresponding principal and interest payments from debt issuances are budgeted within the respective interest and sinking fund. Other than debt service payments, there are no other budgeted amounts for operations unless specifically identified. The majority of the projects within the CIP are for infrastructure improvements. The operational impact of these projects is usually minimal other than incorporating those projects into ongoing maintenance and upkeep with other infrastructure assets. Conceptually, a physical improvement should reduce operational expenses for maintenance and repairs.

*"The City Without Limits!"*

## CAPITAL IMPROVEMENTS BUDGET COMPARISON



**Total budgeted expenditures for the last five fiscal years**

### *CIP Funding*

Funding for the FY 2006-07 Capital Improvements Program comes from a variety of sources. Time constraints, previous commitments, voter approvals, revenues, and fund balances can determine which of the various sources is most appropriate for a particular project. The following definitions are used to determine the project funding:

**Ad Valorem Taxes** - Funds received from a tax levy on all non-exempt property within the City limits.

**General Obligation Bonds (G/O's)** - Bonds that finance a variety of public projects such as major street reconstruction projects (including rights-of way acquisition), development of park and recreational facilities, and construction of public facilities such as libraries, fire stations, swimming pools, city offices, municipal court buildings, community centers, and other general public use facilities. G/O's are backed by the full faith and credit of the government entity and repaid through assessment of a property tax levy. G/O's are issued only after receiving voter approval.

**Certificates of Obligation (C/O's)** - Debt instruments used to finance capital improvement projects. C/O's are backed by the full faith and credit of the government entity and are fully payable from a property tax levy. C/O's differ from G/O's in that they are approved by the City Council and are not voter approved. The use of this type of financing is generally limited to the purchase of major equipment items and heavy use vehicles, which have a useful life of 5-10 years.

**Revenue Bonds** - Funds received from the sale of bonds, which are repaid through user fees. Revenue Bonds are backed by the full faith and credit of the government entity. The financing of water and sewer infrastructure projects is generally accomplished through the use of revenue bonds. Revenue bonds do not require voter approval and are repaid from a pledge of the revenues generated by the City's Water and Sewer Enterprise Utility Fund. Revenue bonds may also be used for projects in the Solid Waste Enterprise Fund and the Drainage Utility Enterprise Fund.

**Revenues** - Funds received from the City's current operating budgets for projects which may benefit the community as a whole (General Fund), utility users (Water and Sewer Fund, Solid Waste Fund, and Drainage Utility Fund) or airport users (Killeen-Fort Hood Regional Airport and Skylark Field.)

**Grants** - Cash or assets received from another governmental agency or foundation to be used for a specific purpose, activity, or facility.

**Passenger Facility Charges** - Funds received from a levy paid by users at the airport.



## CAPITAL IMPROVEMENTS PROGRAM

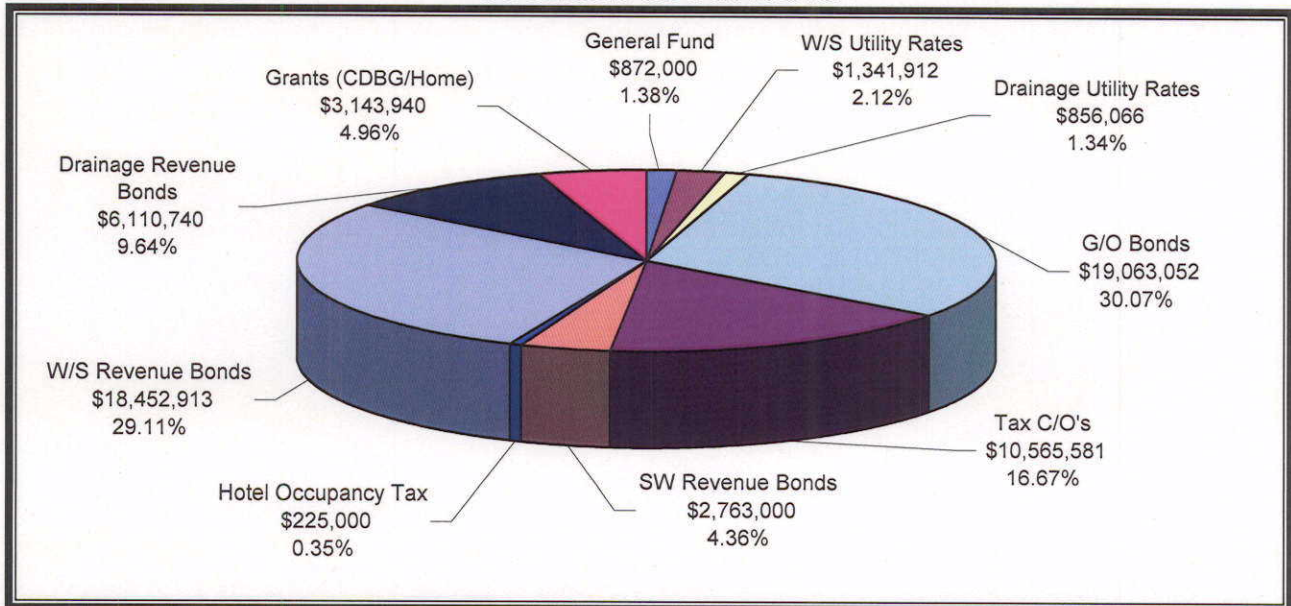
### FY 2006-07 Funded Capital Improvement Projects

The FY 2006-07 Capital Improvements Program includes funding from the following sources.

Total of All Capital Improvement Projects: \$ 63,394,204

<u>Funding Source</u>	<u>Amount</u>
<b>General Fund - Ad Valorem Taxes</b>	\$ 872,000
<b>Tax Supported General Obligation Bonds (G/O's)</b>	\$ 19,063,052
<b>Tax Supported Certificates of Obligation (C/O's)</b>	\$ 10,565,581
<b>Enterprise Revenue Supported Debt</b>	\$ 27,326,653
Water and Sewer Bonds	\$ 18,452,913
Solid Waste	\$ 2,763,000
Drainage Utility	\$ 6,110,740
<b>Enterprise Fund Operating Revenues</b>	\$ 2,422,978
Water and Sewer	\$ 1,341,912
Drainage and Utility	\$ 856,066
Hotel Occupancy Tax	\$ 225,000
<b>Community Development Block Grant &amp; Home Program Funds</b>	\$ 3,143,940
<b>Total budget amount for FY 2006-07 Capital Improvements Program</b>	<b>\$ 63,394,204</b>

### SOURCES OF FUNDING



Total FY 2006-07 Capital Improvements Budget - \$63,394,204



## ***CIP Projects***

The FY 2006-07 budget includes the appropriation of \$63,394,204 in total capital improvement program funding. The Capital Improvements Program includes several new projects. The following is a brief narrative of some of the significant FY 2006-07 capital improvement projects:

### **Aviation Projects**

#### **- Skylark Field - Corporate Hangar**

This program was included in the FY 2005-06 budget to fund the construction of a corporate hangar suitable for a variety of uses, to include hangaring of small jet aircraft, aircraft maintenance facility, a flight school, medical helicopter base, cargo, or other aviation related uses. Due to the project's delay, this CIP is included in the 2003 Airport Capital Improvement Fund FY2006-07 budget (\$250,000).

#### **- Skylark Field - T-Hangar**

This program was included in the FY 2005-06 budget to fund the construction of an 8-unit T-Hangar to provide hangar space for private aircraft. Skylark Field currently has 32 names on the waiting list for hangar space, so this project will generate direct revenues to offset the cost of the project. Due to the project's delay, this CIP is included in the 2003 Airport Capital Improvement Fund FY 2006-07 (\$180,000).

#### **- Killeen-Fort Hood Regional Airport (KFHRA) – Aircraft Parking Apron**

This program is a multiyear project, which funds the expansion of the existing aircraft-parking apron at KFHRA to approximately twice its current size. This program is almost completed. It will accommodate larger aircraft for future expansion of commercial operations and allow transient aircrafts an option to divert to KFHRA as a result of poor weather conditions at other area airports. This project was outlined in the Airport Master Plan approved in 2002. The total cost of this program is \$6.2 million. Funding for this CIP program for FY 2006-07 is \$1,097,055, which will be financed through FAA grant funding. The City's matching obligation will be funded through the 2003 Airport Capital Improvement Fund.

#### **- Killeen-Fort Hood Regional Airport (KFHRA) – Paid Parking Lot Expansion**

This program, which will expand the existing pay-parking lot, was substantially completed in FY 2005-06. The lot (which is reaching capacity faster than expected due to the success of KFHRA) currently accommodates approximately 822 vehicles; once completed, it will add approximately 700 more parking spaces. This project was outlined in the Airport Master Plan approved in 2004. The total cost of this program is \$3.6 million. Funding for this CIP program for FY 2006-07 is \$699,527, which will be financed through FAA grant funding. The City's matching obligation will be funded through the 2003 Airport Capital Improvement Fund.

### **Solid Waste Projects**

#### **- Administration Facility**

This program, which began in FY2005-06, provides funding for the FY 2006-07 completion of a new Solid Waste administration facility. This facility was included in the Solid Waste Master Plan and the current fee structure for solid waste services supports the future debt service for this project. This CIP is budgeted in the Certificate of Obligation 2005 Construction Fund (\$882,754).

#### **- Transfer Station**

This program, which began in FY 2005-06, provides funding for the construction of a new Solid Waste Transfer Station. The existing transfer station has reached capacity and the continuing growth of the City mandates that this facility be constructed as soon as possible. This facility was included in the Solid Waste Master Plan and the current fee structure for solid waste services supports the future debt service for this project. This CIP is budgeted in the Certificate of Obligation 2005 Construction Fund (\$1,880,246).

## **Water and Sewer Projects**

### - Customer Services, Hydrants, and Meters

The Water and Sewer Distribution department continues an aggressive schedule for maintenance of water meters and valve exercising. In addition, supplies and equipment are necessary for the estimated new service connections in FY 2006-07. This CIP is budgeted in the Water & Sewer operating fund (\$454,517).

### - Water and Sewer Line Extensions

The budget includes funds for City participation in the cost of oversized water and sewer lines, as well as funding for the installation of Water and Sewer Infrastructure to areas undergoing annexation. This CIP is budgeted in the Water & Sewer operating fund (\$600,000).

### - Water & Sewer Infrastructure Projects

The City currently has numerous major water and sewer infrastructure improvement and capital addition projects in progress. These projects are primarily funded through debt issuances and are managed through the bond construction funds. The majority of the current projects are being funded from the 2004-05 issuance of \$21,000,000 in Water & Sewer Revenue Bonds (\$3,137,450).

### -Water & Sewer Infrastructure Maintenance

The budget includes funds for maintenance and repair of existing Water and Sewer infrastructure. This CIP is budgeted in the Water & Sewer operating fund (\$273,395).

### Master Plan Projects-

The budget includes funding for high priority projects as identified on the updated Water and Sewer Master plan. The updated Master Plan will be reviewed and approved by council in the fall of 2006, prior to the issuance of the FY 2006-07 Water and Sewer Revenue Bonds (\$15,000,000).

## **Drainage Projects**

### - Drainage Projects (Minor)

This program will provide funding for the improvements to minor drainage infrastructure inadequacies within the City of Killeen to ensure compliance with the Environmental Protection Agency (EPA) National Pollutant Discharge Elimination System (NPDES) Phase II Rule that regulates storm water discharge. This CIP is budgeted in the Drainage Utility operating fund (\$656,066).

### - Roadway Drainage

This program will provide funding for the maintenance and repair of streets damaged by water runoff and other drainage related issues. This CIP is budgeted in the Drainage Utility operating fund (\$200,000).

### - Drainage Projects (Major)

The City implemented a drainage capital improvements program and developed a Drainage Master Plan to address drainage infrastructure inadequacies and required system upgrades in FY 2005-06. The Master Plan identified major drainage infrastructure capital improvement projects, totaling in excess of \$8,000,000. Revenue Bonds were issued in FY2005-06 to fund these major CIPs. The FY 2005-06 budget incorporated a new rate structure to allocate drainage utility fees on a more proportionate basis than the prior rate structure. The major drainage projects identified in the FY 2006-07 budget are a continuation of the projects identified in the FY 2005-06 Drainage Master Plan. This CIP is budgeted in the Drainage Utility fund (\$6,110,740).

## **Transportation Projects**

### **- Street Maintenance**

The program will provide funding for maintenance and repairs on existing city streets. Maintenance and reconstruction projects will be designed to ensure that vehicle and pedestrian safety concerns are addressed. This program will reduce re-occurring repair costs on failing roadways. This program is in the General Fund, Streets Division (\$712,000).

### **- Major Street Rehabilitation**

The program, which began in FY 2004-05, provides funding for the repair of failed portions of pavement, curb, gutter, and overlay on several city streets. Sealing and seal-coat programs address surface problems on the wearing surface of the roadways and are required maintenance procedures needed to meet the life expectancy of the road. This program will reduce re-occurring repair costs on failing roadways. This program is in the 2004 General Obligation Bond Construction Fund (\$2,325,910).

### **- Traffic Signals and Synchronization**

The program, which began in FY 2004-05, provides funding for the addition and synchronization of traffic signals to ensure that safe traffic patterns are implemented. Synchronized traffic patterns will significantly improve traffic flow, permit the use of the latest technologies in traffic management, and permit significantly reduced response time for emergency responders. This program is in the 2004 General Obligation Bond Construction Fund (\$182,215) and the General Fund, Streets Division operating budget (\$150,000).

### **- Street Reconstruction and Widening Projects**

The program, which began in FY 2004-05, provides funding for the extension and widening of City streets to accommodate current and future growth. Specific streets included in this program are Elms Road, South Robinette, North Robinette, and the HWY 195-201 grade separation. These programs include curb, gutter, and drainage improvements. This program is in the 2004 General Obligation Bond Construction Fund (\$5,336,082).

### **- Street Reconstruction – Trimmier Road**

The program, which began in FY 2005-06, provides funding for street improvements, to include the construction of Trimmer Road from Stan Schlueter Loop to Stagecoach Road. The program also includes curb, gutter, and drainage improvements. This program is in the 2005 Certificate of Obligation Construction Fund (\$1,997,948).

### **- City/Owner Agreements**

The program provides funding for the City to enter into City/Owner agreements for the over sizing of streets to bring them into conformance with the City's approved thoroughfare plan. This program will ensure that collector and arterials are adequately sized for future growth and traffic patterns. This program is in the 2005 Certificate of Obligation Construction Fund (\$3,849,101).

## **Public Safety Projects**

### **- Police Department Headquarters**

This program, which began in FY 2004-05, provides funding for the design and engineering of the new Police Department Headquarters building, as approved by voters in the 2002 capital improvements bond election. This program is in the 2004 General Obligation Bond Construction Fund.

### **- Police Department Training Facility**

This program, which began in FY 2004-05, provides funding for renovating and equipping the Police Department Training Facility, as approved by voters in the 2002 capital improvements bond election. This program is in the 2004 General Obligation Bond Construction Fund (\$301,000).

- Police Department OCU & YSU Renovations

This program, which began in FY 2004-05, provides funding for renovating and equipping the Police Department Organized Crime Unit (OCU) and Youth Services Unit (YSU) facilities as approved by voters in the 2002 capital improvements bond election. This program is in the 2004 General Obligation Bond Construction Fund (\$150,000).

- Fire Department Land Acquisition

This program, which began in FY 2004-05, provides funding for the acquisition of land for station #8, station #1, and a drill field, as approved by voters in the 2002 capital improvements bond election. This program is in the 2004 General Obligation Bond Construction Fund.

- Fire Department A&E and Station Renovations

This program, which began in FY 2004-05, provides funding for renovations and A&E to stations #5 and #8, as approved by voters in the 2002 capital improvements bond election. This program is in the 2004 General Obligation Bond Construction Fund.

- Fire Department Station Ventilation Systems

This program, which began in FY 2004-05, provides funding for the acquisition and installation of ventilation systems to fire stations, as approved by voters in the 2002 capital improvements bond election. This program ensures the safety of the City's Fire Rescue Officers, while conducting normal operations of Fire Stations. This program is in the 2004 General Obligation Bond Construction Fund.

### **Community Service Projects**

- Lion's Club Park Improvements

This program, which began in FY 2005-06, provides funding for the installation of restrooms and lighting at the Lion's Club Park Complex multi-purpose fields, as approved by citizens in the 2002 capital improvements bond election. This program is in the 2004 General Obligation Bond Construction Fund (\$490,169). Additional funding will come from a Lion's Club Foundation grant.

- Parks and Skateboard Parks

This program, which began in FY 2004-05, provides funding for improvements to existing City parks and the construction of skateboard parks at existing facilities, as approved by citizens in the 2002 capital improvements bond election. This program is in the 2004 General Obligation Bond Construction Fund (\$499,821).

- Family Recreation and Senior Center Construction

This program, which began in FY 2005-06, provides funding for construction and management of the Family Recreation and Senior Center Complex, as approved by citizens in the 2002 capital improvements bond election. The total cost of this facility is expected to exceed \$10 million. Funding for this program is in the 2006 General Obligation Bond Construction Fund (\$10,000,000). Additional funding will come from a 2006 EDI special projects grant in the amount of \$96,221 from the Department of Housing and Urban Development, and the Community Partnership Donation Program.

-Swimming Pool Improvements

This program will provide funding to replace the Pershing Park pool filter tank. This CIP is budgeted in the General Fund, Community Services (\$10,000).

### **Hotel Occupancy Tax Projects**

-Water Feature and Scenic Pathway

Hotel Occupancy Tax revenues will fund the construction of a water feature and scenic pathway at the Killeen Civic and Conference Center. This CIP is budgeted in the Hotel occupancy Tax operating fund (\$75,000).



-City Marketing

Hotel Occupancy Tax revenues will enhance the City's marketing efforts by providing funding to upgrade the current billboard on Hwy 190 to an electronic City message sign. This CIP is budgeted in the Hotel occupancy Tax operating fund (\$150,000).

**Community Development Block Grant & Home Program Projects**

- CDBG Projects

The Community Development Block Grant program and the Home Program fund numerous improvements and rehabilitation projects to provide decent housing and a suitable living environment for low-income and moderate-income persons and areas. The City of Killeen is an "entitlement community," allowing the City to receive grant funds from the department of Housing and Urban Development (HUD) to fund qualifying projects. These projects are in the CDBG and Home Program Funds (\$3,143,940).

**General City Projects**

- Building Purchase

This program will provide funding for the purchase and renovations of a building to provide a multi-use health and human services facility in the downtown area. This program is in the 2005 Certificate of Obligation Construction Fund (\$2,480,850).

**GENERAL OBLIGATION BONDS 1991**

	Project Authorizations	Actual through 2004-05	Estimated 2005-06	Adopted 2006-07
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ 128,397	\$ 32,397
<b>Revenues</b>				
Sale of Bonds	\$ 2,400,063	\$ 2,400,063	\$ -	\$ -
Interest Earned	\$ 272,736	268,736	4,000	-
Miscellaneous Receipts	\$ 433,512	433,512	-	-
<b>Total Fund Balance and Revenues</b>	<b>\$ 3,106,311</b>	<b>\$ 3,102,311</b>	<b>\$ 132,397</b>	<b>\$ 32,397</b>
<b>Expenditures</b>				
Expense - Cost of Issuance	\$ 77,423	\$ 77,423	\$ -	\$ -
Elms Road	493,402	493,402	-	-
FM 3470 (ROW)	583,226	583,226	-	-
FM 3470 (Ph.1 Engineering)	34,558	34,558	-	-
FM 3470 (Ph.1 Construction)	615,132	615,132	-	-
FM 3470 (Ph.1 Prof. Svc.)	41,438	41,438	-	-
FM 3470 (Ph.2 ROW)	282,600	282,600	-	-
FM 3470 (Ph.2 Prof.Svc)	79,690	79,690	-	-
FM 3470 (Ph.2 Engineering)	22,644	22,644	-	-
FM 3470 (Ph.2 Const.)	140,463	140,463	-	-
Morris Collection System	119,538	119,538	-	-
Eastgate (ROW) Acquisition	143,955	143,955	-	-
Reimbursable Expense	21,356	21,356	-	-
Exh. Hall Prkg Lot Renovation	175,000	175,000	-	-
Nolan Park Bike Trail	267,529	143,490	100,000	24,039
<b>Total Expenditures</b>	<b>\$ 3,097,954</b>	<b>\$ 2,973,915</b>	<b>\$ 100,000</b>	<b>\$ 24,039</b>
<b>Ending Fund Balance</b>	<b>\$ 8,357</b>	<b>\$ 128,397</b>	<b>\$ 32,397</b>	<b>\$ 8,358</b>

**GENERAL OBLIGATION BONDS 1993 / 1994**

	<b>Project Authorizations</b>	<b>Actual through 2004-05</b>	<b>Estimated 2005-06</b>	<b>Adopted 2006-07</b>
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ 113,101	\$ 113,012
<b>Revenues</b>				
Sale of Bonds	\$ 3,750,000	\$ 3,750,000	\$ -	\$ -
Interest Earned	745,851	742,351	3,500	-
Miscellaneous Receipts	32,770	32,770	-	-
<b>Total Fund Balance and Revenues</b>	<b>\$ 4,528,621</b>	<b>\$ 4,525,121</b>	<b>\$ 116,601</b>	<b>\$ 113,012</b>
<b>Expenditures</b>				
Bond Issue Costs	\$ 34,572	\$ 34,572	\$ -	\$ -
Library Expansion	829,721	829,721	-	-
Animal Control Facilities	188,617	188,617	-	-
Street and Traffic Projects	109,672	109,672	-	-
Drainage Master Plan & FEMA	15,065	15,065	-	-
Fire Station #6	32,000	32,000	-	-
Reconstruct Old 440	563,903	563,903	-	-
Reconstruct Westcliff	350,687	350,687	-	-
Reconstruct Hilliard	97,812	97,812	-	-
Reconstruct W.S. Young	512,296	512,296	-	-
Elms Road Construction	16,695	16,695	-	-
City Part - Elms/Stratford III	84,917	84,917	-	-
Mapping Center	117,646	117,646	-	-
Fire Dept. Training Facility	861,764	861,764	-	-
Pumper	145,636	145,636	-	-
Trimmier Road South	85,142	85,142	-	-
Municipal Court Building	248,928	248,928	-	-
Police Department Network	93,534	93,534	-	-
Drill Field Upgrade - Fire Dept	25,050	22,561	2,489	-
Land Acquisition - Fire Dept	104,205	-	1,100	103,105
Expense	854	854	-	-
<b>Total Expenditures</b>	<b>\$ 4,518,716</b>	<b>\$ 4,412,022</b>	<b>\$ 3,589</b>	<b>\$ 103,105</b>
<b>Ending Fund Balance</b>	<b>\$ 9,905</b>	<b>\$ 113,101</b>	<b>\$ 113,012</b>	<b>\$ 9,907</b>

**GENERAL OBLIGATION BONDS 1995**

	Project Authorizations	Actual through 2004-05	Estimated 2005-06	Adopted 2006-07
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ 1,159,922	\$ 434,596
<b>Revenues</b>				
Sale of Bonds	\$ 6,745,000	\$ 6,745,000	\$ -	\$ -
Interest Earned	\$ 2,032,294	2,002,294	25,000	5,000
Miscellaneous Receipts	\$ 196,777	196,777	-	-
<b>Total Fund Balance and Revenues</b>	<b>\$ 8,974,071</b>	<b>\$ 8,944,071</b>	<b>\$ 1,184,922</b>	<b>\$ 439,596</b>
<b>Expenditures</b>				
Reconst. Trimmier (South)	\$ 763,973	\$ 763,973	\$ -	\$ -
Fire Station #6	463,611	463,611	-	-
Pumper	438,238	438,238	-	-
Booster	66,714	66,714	-	-
Bond Issuance Costs	90,875	90,875	-	-
City Participation	301,331	301,331	-	-
Reconst. Trimmier (North)	576,525	576,525	-	-
Fire Station #7	677,003	677,003	-	-
Elms Road	56,148	56,148	-	-
Clear Ck, Reese Ck Design	250,163	250,163	-	-
W.S Young / Elms - SS Loop	799,068	799,068	-	-
W.S. Young Design & R.O.W.	172,875	172,875	-	-
W.S. Young\CTE-B. Hwy190	1,267,264	1,267,264	-	-
W.S.Young Widening Project	235,147	235,147	-	-
W.S. Young Widening - LNR-BRR	115,000	-	250	114,750
W.S.Young Const-SSL Stagecoach	722,791	722,791	-	-
Reconstruct W/D Robinett	249,952	249,952	-	-
Trimmier-Public Improvements	206,097	206,097	-	-
Elms Road Construction	1,266,657	246,502	750,076	270,079
Parking Lot Repairs - Cmnty Center	99,874	99,874	-	-
Ramp Reversal - US190/Wal-Mart	100,000	100,000	-	-
<b>Total Expenditures</b>	<b>\$ 8,919,305</b>	<b>\$ 7,784,150</b>	<b>\$ 750,326</b>	<b>\$ 384,829</b>
<b>Ending Fund Balance</b>	<b>\$ 54,766</b>	<b>\$ 1,159,922</b>	<b>\$ 434,596</b>	<b>\$ 54,767</b>



**GENERAL OBLIGATION BONDS 2004**

	Project Authorizations	Actual through 2004-05	Estimated 2005-06	Adopted 2006-07
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ 15,870,912	\$ 11,532,654
<b>Revenues</b>				
Sale of Bonds	\$ 16,000,000	\$ 15,990,732	\$ -	\$ -
Interest Earned	1,145,641	395,641	500,000	250,000
<b>Total Fund Balance and Revenues</b>	<b>\$ 17,145,641</b>	<b>\$ 16,386,373</b>	<b>\$ 16,370,912</b>	<b>\$ 11,782,654</b>
<b>Expenditures</b>				
Cost of Issuance	\$ 120,732	\$ 120,732	\$ -	\$ -
CS - Design/Eng LCP Projects	1,200,000	9,831	700,000	490,169
CS - Restroom & Lighting @ LCP	628,821	9,000	120,000	499,821
CS - Parks/Skateboard Parks	171,179	73,174	98,005	-
PW - Prelim Streets Eng Report	30,000	-	30,000	-
PW - Elms Road	3,445,000	100,595	322,251	3,022,154
PW - South Robinett Road	900,000	32,626	120,216	747,158
PW - North Robinett Road	1,560,000	60,990	267,240	1,231,770
PW - Major Street Rehabilitation	2,500,000	9,090	165,000	2,325,910
PW - Operations	142,825	43,785	99,040	-
PW - HWY 195-201 grade separation	450,000	-	115,000	335,000
PW - Traffic Signals	867,785	83,207	784,578	-
PW - Traffic Synchronization	182,215	-	-	182,215
PW - Comprehensive Plan	275,000	-	25,000	250,000
PD - Police HQ	1,499,000	172	1,498,828	-
PD - Trng Facility Imp & Equipment	351,000	-	50,000	301,000
PD - OCU & YSU Renovations	150,000	-	-	150,000
FD - A&E Station #8	60,000	-	15,000	45,000
FD - Land Purchase - Station #8	200,000	-	200,000	-
FD - Land Purchase - Drill Field	990,000	-	150,000	840,000
FD - Stn Ventilation Systems	275,000	-	50,000	225,000
FD - Station Location Study	28,100	-	28,100	-
FD - Renovate Station #5	350,000	-	-	350,000
FD - Land Purchase Station #1	100,000	-	-	100,000
<b>Total Expenditures</b>	<b>\$ 16,476,657</b>	<b>\$ 543,202</b>	<b>\$ 4,838,258</b>	<b>\$ 11,095,197</b>
<b>Ending Fund Balance</b>	<b>\$ 668,984</b>	<b>\$ 15,843,171</b>	<b>\$ 11,532,654</b>	<b>\$ 687,457</b>

**GENERAL OBLIGATION BONDS 2006**

	Project Authorizations	Actual through 2004-05	Estimated 2005-06	Adopted 2006-07
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ -	\$ 7,941,044
<b>Revenues</b>				
Sale of Bonds	\$ 10,000,000	\$ -	\$ 10,000,000	\$ -
Interest Earned	250,000	-	150,000	100,000
HUD Grant	96,224	-	-	96,224
<b>Total Fund Balance and Revenues</b>	<b>\$ 10,346,224</b>	<b>\$ -</b>	<b>\$ 10,150,000</b>	<b>\$ 8,137,268</b>
<b>Expenditures</b>				
Cost of Issuance	\$ 208,956	\$ -	\$ 208,956	\$ -
Senior and Recreation Center	10,000,000	-	2,000,000	8,000,000
<b>Total Expenditures</b>	<b>\$ 10,208,956</b>	<b>\$ -</b>	<b>\$ 2,208,956</b>	<b>\$ 8,000,000</b>
<b>Ending Fund Balance</b>	<b>\$ 137,268</b>	<b>\$ -</b>	<b>\$ 7,941,044</b>	<b>\$ 137,268</b>

**CONTRACTUAL OBLIGATION CONSTRUCTION FUND SERIES 1999**

	Project Authorizations	Actual through 2004-05	Estimated 2005-06	Adopted 2006-07
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ 22,065	\$ 5,810
<b>Revenues</b>				
Sale of Bonds	\$ 2,500,000	\$ 2,500,000	\$ -	\$ -
Interest Earned	140,055	139,755	300	-
<b>Total Fund Balance and Revenues</b>	<b>\$ 2,640,055</b>	<b>\$ 2,639,755</b>	<b>\$ 22,365</b>	<b>\$ 5,810</b>
<b>Expenditures</b>				
Cost of Issuance	\$ 48,091	\$ 48,091	\$ -	\$ -
Transfer to Interest & Sinking	11,888	11,888	-	-
Public Works Equipment	403,006	403,006	-	-
Branch Library Project	1,007,042	1,007,042	-	-
Equipment Maintenance Facility	491,027	491,027	-	-
Solid Waste Equipment	517,976	517,976	-	-
Equipment Expense	138,661	138,661	-	-
Motor Vehicle	16,555	-	16,555	-
<b>Total Expenditures</b>	<b>\$ 2,634,246</b>	<b>\$ 2,617,691</b>	<b>\$ 16,555</b>	<b>\$ -</b>
<b>Ending Fund Balance</b>	<b>\$ 5,809</b>	<b>\$ 22,065</b>	<b>\$ 5,810</b>	<b>\$ 5,810</b>

**AVIATION CAPITAL IMPROVEMENT FUND 2001**

	Project Authorizations	Actual through 2004-05	Estimated 2005-06	Adopted 2006-07
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ 1,267,719	\$ 1,229,709
<b>Revenues</b>				
Sale of Bonds	\$ 6,000,000	\$ 6,000,000	\$ -	\$ -
Interest Earned	241,524	196,524	45,000	15,000
Transfer from Aviation PFC	320,626	320,626		
Transfer from RGAAF Aviation	2,670,248	2,063,425	241,857	364,966
Transfer from KEDC	252,829	252,829	-	-
Bell County Contributions	1,000,000	1,000,000	-	-
FAA Grants	1,830,405	1,764,897	23,685	41,823
<b>Total Fund Balance and Revenues</b>	<b>\$ 12,315,632</b>	<b>\$ 11,598,301</b>	<b>\$ 1,578,261</b>	<b>\$ 1,651,498</b>
<b>Expenditures</b>				
Cost of Issuance	\$ 55,777	\$ 55,777	\$ -	\$ -
Professional Services	52,500	-	50,615	-
Skylark Project	43,169	-	-	-
RGAAF Project	11,272,269	10,274,805	297,937	699,527
<b>Total Expenditures</b>	<b>\$ 11,423,715</b>	<b>\$ 10,330,582</b>	<b>\$ 348,552</b>	<b>\$ 699,527</b>
<b>Ending Fund Balance</b>	<b>\$ 891,917</b>	<b>\$ 1,267,719</b>	<b>\$ 1,229,709</b>	<b>\$ 951,971</b>



**CONTRACTUAL OBLIGATION CONSTRUCTION FUND SERIES 2002**

	Project Authorizations	Actual through 2004-05	Estimated 2005-06	Adopted 2006-07
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ 21,290	\$ 350
<b>Revenues</b>				
Sale of Bonds	\$ 2,000,000	\$ 2,000,000	\$ -	\$ -
Interest Earned	25,673	25,323	350	-
<b>Total Fund Balance and Revenues</b>	<b>\$ 2,025,673</b>	<b>\$ 2,025,323</b>	<b>\$ 21,640</b>	<b>\$ 350</b>
<b>Expenditures</b>				
Cost of Issuance	\$ 41,614	\$ 41,614	\$ -	\$ -
Purchase of Property	654,415	654,415	-	-
Golf Facilities Improvements	1,314,739	1,293,449	21,290	-
Transfer to Golf Fund	14,555	14,555	-	-
<b>Total Expenditures</b>	<b>\$ 2,025,323</b>	<b>\$ 2,004,033</b>	<b>\$ 21,290</b>	<b>\$ -</b>
<b>Ending Fund Balance</b>	<b>\$ 350</b>	<b>\$ 21,290</b>	<b>\$ 350</b>	<b>\$ 350</b>

**AVIATION CAPITAL IMPROVEMENT FUND 2003**

	Project Authorizations	Actual through 2004-05	Estimated 2005-06	Adopted 2006-07
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ 3,720,948	\$ 2,592,773
<b>Revenues</b>				
Sale of Bonds	\$ 9,000,000	\$ 9,000,000	\$ -	\$ -
FAA Grants	2,912,030	2,825,724	-	86,306
Interest Earned	378,269	178,269	125,000	75,000
Transfer from Aviation PFC	927,450	320,626	241,857	364,967
<b>Total Fund Balance and Revenues</b>	<b>\$ 13,217,749</b>	<b>\$ 12,324,619</b>	<b>\$ 4,087,805</b>	<b>\$ 3,119,046</b>
<b>Expenditures</b>				
Cost of Issuance	\$ 84,983	\$ 84,983	\$ -	\$ -
RGAAF Project	9,965,775	7,918,688	950,032	1,097,055
Corporate Hangar	250,000	-	25,000	225,000
T-Hangar	200,000	-	20,000	180,000
Transfer to RGAAF Operating Fund	1,400,000	600,000	500,000	300,000
<b>Total Expenditures</b>	<b>\$ 11,900,758</b>	<b>\$ 8,603,671</b>	<b>\$ 1,495,032</b>	<b>\$ 1,802,055</b>
<b>Ending Fund Balance</b>	<b>\$ 1,316,991</b>	<b>\$ 3,720,948</b>	<b>\$ 2,592,773</b>	<b>\$ 1,316,991</b>

**CONTRACTUAL OBLIGATION CONSTRUCTION FUND SERIES 2004**

	<b>Project Authorizations</b>	<b>Actual through 2004-05</b>	<b>Estimated 2005-06</b>	<b>Adopted 2006-07</b>
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ 1,719,498	\$ 247,771
<b>Revenues</b>				
Sale of Bonds	\$ 3,000,000	\$ 2,979,026	\$ -	\$ -
Interest Earned	118,896	49,896	35,000	2,000
<b>Total Fund Balance and Revenues</b>	<b>\$ 3,118,896</b>	<b>\$ 3,028,922</b>	<b>\$ 1,754,498</b>	<b>\$ 249,771</b>
<b>Expenditures</b>				
Cost of Issuance	\$ 27,444	\$ 27,444	\$ -	\$ -
Ambulances (4)	440,000	440,000	-	-
Quint Truck	564,276	564,276	-	-
Motor Vehicles/Heavy Equipment	769,760	113,578	656,182	-
Timberridge: WDNG Rosewood Project	294,337	-	294,337	-
WDN Goldengate: Bridgewood Project	164,126	164,126	-	-
WHT Rock Ph I: WDNG Rosewd Project	176,668	-	176,668	-
WHT Rock Ph II: WDN Rosewd Project	233,712	-	233,712	-
WHT Rock Ph II: WDN Sulf Spr Project	104,698	-	104,698	-
WHT Rock Ph I: WDNG Plat	41,130	-	41,130	-
<b>Total Expenditures</b>	<b>\$ 2,816,151</b>	<b>\$ 1,309,424</b>	<b>\$ 1,506,727</b>	<b>\$ -</b>
<b>Ending Fund Balance</b>	<b>\$ 302,745</b>	<b>\$ 1,719,498</b>	<b>\$ 247,771</b>	<b>\$ 249,771</b>

**GOLF REVENUE CONTRACTUAL OBLIGATION CONSTRUCTION FUND SERIES 2004**

	Project Authorizations	Actual through 2004-05	Estimated 2005-06	Adopted 2006-07
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ 134,864	\$ -
<b>Revenues</b>				
Sale of Bonds	\$ 3,000,000	\$ 2,979,026	\$ -	\$ -
Interest Earned	19,665	16,665	3,000	-
<b>Total Fund Balance and Revenues</b>	<b>\$ 3,019,665</b>	<b>\$ 2,995,691</b>	<b>\$ 137,864</b>	<b>\$ -</b>
<b>Expenditures</b>				
Cost of Issuance	\$ 21,014	\$ 21,014	\$ -	\$ -
Operations	131,892	84,268	31,292	-
Golf Construction/Improvements	2,728,117	2,653,680	106,572	-
Transfer to Golf Fund	101,865	101,865	-	-
<b>Total Expenditures</b>	<b>\$ 2,982,888</b>	<b>\$ 2,860,827</b>	<b>\$ 137,864</b>	<b>\$ -</b>
<b>Ending Fund Balance</b>	<b>\$ 36,777</b>	<b>\$ 134,864</b>	<b>\$ -</b>	<b>\$ -</b>



**CONTRACTUAL OBLIGATION CONSTRUCTION FUND SERIES 2005**

	Project Authorizations	Actual through 2004-05	Estimated 2005-06	Adopted 2006-07
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ -	\$ 8,688,605
<b>Revenues</b>				
Sale of Bonds	\$ 11,500,000	\$ -	\$ 11,500,000	\$ -
Interest Earned	600,000	-	400,000	200,000
Miscellaneous Receipts	-	-	-	-
<b>Total Fund Balance and Revenues</b>	<b>\$ 12,100,000</b>	<b>\$ -</b>	<b>\$ 11,900,000</b>	<b>\$ 8,888,605</b>
<b>Expenditures</b>				
Cost of Issuance	\$ 161,930	\$ -	\$ 161,930	\$ -
BCCC Tower	300,000	-	300,000	-
TXDOT / CTE Projects	1,000,000	-	988,900	11,100
City Owner Agreements	5,000,000	-	1,150,899	3,849,101
Building Purchase	2,512,000	-	31,150	2,480,850
Street Equipment - Paver	188,000	-	188,000	-
Fire - Ambulances	304,326	-	227,600	-
Street Maintenance Equipment	160,864	-	160,864	-
Trimmer - 3470 - Stagecoach	2,000,000	-	2,052	1,997,948
<b>Total Expenditures</b>	<b>\$ 11,627,120</b>	<b>\$ -</b>	<b>\$ 3,211,395</b>	<b>\$ 8,338,999</b>
<b>Ending Fund Balance</b>	<b>\$ 472,880</b>	<b>\$ -</b>	<b>\$ 8,688,605</b>	<b>\$ 549,606</b>

**WATER & SEWER BOND 1999**

	Project Authorizations	Actual through 2004-05	Estimated 2005-06	Adopted 2006-07
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ 64,483	\$ 1,134
<b>Revenues</b>				
Sale of Bonds	\$ 9,000,000	\$ 9,000,000	\$ -	\$ -
Interest Earned	1,146,080	1,144,280	1,800	-
Misc Receipts	5,139	5,139	-	-
<b>Total Fund Balance and Revenues</b>	<b>\$ 10,151,219</b>	<b>\$ 10,149,419</b>	<b>\$ 66,283</b>	<b>\$ 1,134</b>
<b>Expenditures</b>				
Cost of Issuance	\$ 156,293	\$ 156,293	\$ -	\$ -
Southeast Elevated Tank	1,756,202	1,756,202	-	-
Booster Pump Station #6	808,326	808,326	-	-
Lift Station #6 \ Force MN	2,390,542	2,390,542	-	-
30" Waterline - Station 6	1,423,643	1,423,643	-	-
Purchase Infrastructure	158,131	158,131	-	-
W.O. #10 - I&I Program	1,476,316	1,476,316	-	-
Airport Elevated Tank	996,715	996,715	-	-
Rodeo Tank Rehab Design	23,000	23,000	-	-
W.O. #9-2/I&I Rehab Line	38,829	38,829	-	-
Motor Vehicles	65,149	-	65,149	-
Furniture and Fixtures	400	400	-	-
Expense	56,877	56,877	-	-
Operations 2001-02	191,109	191,109	-	-
Operations 2002-03	177,411	177,411	-	-
Operations 2003-04	226,967	226,967	-	-
Operations 2004-05	197,286	197,286	-	-
<b>Total Expenditures</b>	<b>\$ 10,143,196</b>	<b>\$ 10,078,047</b>	<b>\$ 65,149</b>	<b>\$ -</b>
<b>Ending Fund Balance</b>	<b>\$ 8,023</b>	<b>\$ 71,372</b>	<b>\$ 1,134</b>	<b>\$ 1,134</b>

**WATER & SEWER BOND 2001**

	Project Authorizations	Actual through 2004-05	Estimated 2005-06	Adopted 2006-07
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ 2,294,495	\$ 852,869
<b>Revenues</b>				
Sale of Bonds	\$ 8,700,000	\$ 8,700,000	\$ -	\$ -
Interest Earned	461,428	424,428	35,000	2,000
<b>Total Fund Balance and Revenues</b>	<b>\$ 9,161,428</b>	<b>\$ 9,124,428</b>	<b>\$ 2,329,495</b>	<b>\$ 854,869</b>
<b>Expenditures</b>				
Cost of Issuance	\$ 90,000	\$ 90,000	\$ -	\$ -
Little Nolan Trib#1 Phase II	707,513	692,136	15,377	-
Little Nolan Trib#1 Phase III	205,652	205,652	-	-
Robnett Road Water Line	1,390,850	1,390,850	-	-
Airport Water Line	935,370	935,370	-	-
Airport Pump Station	419,142	419,142	-	-
Master Plan - WO18 I&I Program	997,433	997,433	-	-
WS Young South Water Line	440,719	440,719	-	-
South Trimmier Rd Water Line	105	105	-	-
Hwy 195 Water Line	365,050	36,839	12,748	315,463
Old FM 440 Water Line	1,207,810	1,207,810	-	-
McMillan Mt St Tank Design	127,533	127,533	-	-
Master Plan Update 2002	55,305	55,305	-	-
East Loop Waterline	1,653,200	204,699	1,448,501	-
Expenses	23,190	23,190	-	-
<b>Total Expenditures</b>	<b>\$ 8,618,872</b>	<b>\$ 6,826,783</b>	<b>\$ 1,476,626</b>	<b>\$ 315,463</b>
<b>Ending Fund Balance</b>	<b>\$ 542,556</b>	<b>\$ 2,297,645</b>	<b>\$ 852,869</b>	<b>\$ 539,406</b>

**WATER & SEWER BOND 2004**

	<b>Project Authorizations</b>	<b>Actual through 2004-05</b>	<b>Estimated 2005-06</b>	<b>Adopted 2006-07</b>
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ 18,548,187	\$ 5,095,378
<b>Revenues</b>				
Sale of Bonds	\$ 21,003,884	\$ 21,003,884	\$ -	\$ -
Interest Earned	1,091,100	491,100	450,000	150,000
<b>Total Fund Balance and Revenues</b>	<b>\$ 22,094,984</b>	<b>\$ 21,494,984</b>	<b>\$ 18,998,187</b>	<b>\$ 5,245,378</b>
<b>Expenditures</b>				
Cost of Issuance	\$ 118,377	\$ 118,377	\$ -	\$ -
McMillan Mtn Storage Tank	1,177,774	938,899	23,925	214,950
Downtown Infrastructure	1,500,000	1,274	125,943	1,472,783
City Part/Lift STNS & FMS	700,000	-	396,162	-
Cunningham Rd Waterline	693,333	693,333	-	72,028
Utilities Building	1,500,000	9,419	1,000,000	-
Sth Cunningham Rd Waterline	225,000	-	-	-
Nth Reece Crk Interc Phase I	437,800	219,151	371,954	-
Lift Stn #20 & Force Main	1,046,695	-	1,046,695	-
Hwy 195 Waterline Extension	994,700	174,811	20,000	799,889
W Stagecoach Rd Waterline	299,250	-	-	299,250
Lift Stn #26 & F.M., CC Gravity	965,800	87,200	600,000	278,300
Reece Creek Loop Waterline	450,332	-	450,332	-
Lift Stn #2/Force Main	2,597,963	163,910	2,454,772	-
A - Diversion Interceptor Phase I	457,953	351,884	106,069	-
B - East Loop Waterline Ext Ph I	76,348	52,721	23,627	-
C - East Loop Waterline Ext Ph II	455	455	-	-
Construction (A-C)-Eastside Infrastructure	5,727,874	7,088	5,682,655	-
E - Lift Stn #21 & Force Main	128,275	128,275	-	-
Construction (D-G)-Hwy195 Wastewater Impr	1,610,775	-	1,600,675	-
<b>Total Expenditures</b>	<b>\$ 20,708,704</b>	<b>\$ 2,946,797</b>	<b>\$ 13,902,809</b>	<b>\$ 3,137,200</b>
<b>Ending Fund Balance</b>	<b>\$ 1,386,280</b>	<b>\$ 18,548,187</b>	<b>\$ 5,095,378</b>	<b>\$ 2,108,178</b>

**WATER & SEWER BOND 2007**

	<b>Project Authorizations</b>	<b>Actual through 2004-05</b>	<b>Estimated 2005-06</b>	<b>Adopted 2006-07</b>
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ -	\$ -
<b>Revenues</b>				
Sale of Bonds	\$ -	\$ -	\$ -	\$ 15,000,000
Interest Earned	-	-	-	200,000
<b>Total Fund Balance and Revenues</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 15,200,000</b>
<b>Expenditures</b>				
Cost of Issuance	\$ -	\$ -	\$ -	\$ 200,000
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 200,000</b>
<b>Ending Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 15,000,000</b>



**SOLID WASTE BOND 2005**

	Project Authorizations	Actual through 2004-05	Estimated 2005-06	Adopted 2006-07
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ -	\$ 3,074,913
<b>Revenues</b>				
Sale of Bonds	\$ 9,100,000	\$ -	\$ 9,100,000	\$ -
Interest Earned	\$ 350,000	\$ -	\$ 250,000	\$ 100,000
<b>Total Fund Balance and Revenues</b>	<b>\$ 9,450,000</b>	<b>\$ -</b>	<b>\$ 9,350,000</b>	<b>\$ 3,174,913</b>
<b>Expenditures</b>				
Cost of Issuance	\$ 122,744	\$ -	\$ 122,744	\$ -
Solid Waste Admin Facility	\$ 1,132,754	\$ -	\$ 250,000	\$ 882,754
Recycling Center Expansion	\$ -	\$ -	\$ -	\$ -
Transfer Station & Compost Site	\$ 7,380,246	\$ -	\$ 5,500,000	\$ 1,880,246
Heavy Equipment Solid Waste	\$ 402,343	\$ -	\$ 402,343	\$ -
<b>Total Expenditures</b>	<b>\$ 9,038,087</b>	<b>\$ -</b>	<b>\$ 6,275,087</b>	<b>\$ 2,763,000</b>
<b>Ending Fund Balance</b>	<b>\$ 411,913</b>	<b>\$ -</b>	<b>\$ 3,074,913</b>	<b>\$ 411,913</b>

**AVIATION PFC FUND**

	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>	<b>Estimated 2005-06</b>	<b>Adopted 2006-07</b>
<b>Beginning Fund Balance</b>	\$ 120,272	\$ 120,272	\$ 61,491	\$ 61,491
<b>Revenues</b>				
Passenger Facility Charges	\$ 599,847	\$ 532,147	\$ 286,049	\$ -
FY 2006-07 Passenger Facility Charges	\$ -	\$ -	\$ 189,665	\$ 723,933
Interest Earned	7,247	2,000	8,000	6,000
<b>Total Fund Balance and Revenues</b>	<b>\$ 727,366</b>	<b>\$ 654,419</b>	<b>\$ 545,205</b>	<b>\$ 791,424</b>
<b>Expenditures</b>				
Professional Services	\$ -	\$ -	\$ -	\$ -
PFC Project Reimbursement	-	-	-	-
Apron Electrical Upgrades	-	-	-	-
Advance Design Jt Use Pro	-	-	-	-
Joint Use Site Work/Utility	-	-	-	-
Taxiway Construction	-	-	-	-
Terminal & Apron Design	-	-	-	-
Navaid Site Construction	-	-	-	-
Terminal Site Land Purchase	-	-	-	-
Terminal Building Constr.	24,623	1,978	-	-
Runway Safety Area Improv	-	-	-	-
Terminal Apron Construct.	-	-	-	-
Terminal Loop Road Construct.	-	-	-	-
Parking Lot and Access Rd Const.	-	-	-	-
Transfer to Construction Fund	641,252	532,169	483,714	729,933
<b>Total Expenditures</b>	<b>\$ 665,875</b>	<b>\$ 534,147</b>	<b>\$ 483,714</b>	<b>\$ 729,933</b>
<b>Ending Fund Balance</b>	<b>\$ 61,491</b>	<b>\$ 120,272</b>	<b>\$ 61,491</b>	<b>\$ 61,491</b>



02

# Five Year Forecast

Fiscal Year 2006 - 2007 Annual Budget  
and Plan of Municipal Services

*City of Killeen, Texas*





02

# Five Year Forecast

Fiscal Year 2006 - 2007 Annual Budget  
and Plan of Municipal Services

*City of Killeen, Texas*





# FINANCIAL FORECASTS

This section presents five year forecasts for the City's major operating funds in an effort to provide a financial tool by which future budgets and actual results of operations can be monitored. A financial forecast provides prospective financial statements that present an entity's expected financial position, results of operations, and cash flows for one or more future periods. This five year forecast attempts to do just that. The scope of this year's five year forecast is limited to revenues and expenditures for the City's major operating funds: the General Fund, the Aviation Funds, the Solid Waste Fund, the Water and Sewer Fund, and the Drainage Utility Fund.

The City's financial position over the past decade has been strong. Revenue streams have been very dependable and stable and the city has kept effective control over expenditures. Revenue growth has outpaced inflation in the past several years and these trends are expected to continue. Fund balances continue to be strong and position the city with the ability to withstand unanticipated emergencies or cyclical economic downturns.

The City utilized an interactive financial modeling tool for the General Fund, Solid Waste Fund, Water and Sewer Fund, and the Drainage Utility Fund during the FY 2006-07 budget process. The models allow scenario planning to evaluate the impact of new programs and services, changes in growth of services, rate adjustments, capital outlay needs, and impacts to the tax rate. The benefit of the models is that management can analyze the multi-year impact to each of the major operating funds. The importance of the forecast lies not in the numbers, but in the discussion it encourages on the policy issues and strategies that can be implemented in the event these scenarios become reality. The static picture reflected in these forecasts, in all likelihood, portrays a "least likely" scenario.

For each major fund's financial forecast there is a brief summary of the fund and the methodology used in the forecast. A statement of revenues, expenditures, and changes in fund balance has also been prepared for each fund. Revenues are depicted by sources while expenditures, or expenses, are presented by operating division or program area. The projections behind the forecast for each operating division are at the category of expense level. A category of expense is defined as salaries, benefits, supplies, maintenance, repairs, support services, and capital outlay. Each forecast provides a column showing the percentage change between FY 2006-07 and FY 2010-11.

Finally, two bar graphs are presented after each forecast showing the fund projections over a five year period including a comparison between the Revenues, Expenditures, Ending Fund Balance and the Fund Balance Requirement, (as required by City ordinance).

- The first graph reflects the static results of the forecast and assumes that budgeted revenues are collected at 100% and that budgeted expenditures are incurred at 100%. This graph reflects a "least-likely" scenario for the next five years.
- The second bar graph reflects the application of the most recent five-year historical trend for the specific fund's actual revenue collections and expenditures. Due to the City's conservative budgeting practices, revenues historically exceed budget, while expenditures historically are realized less than budget. For this reason, the second bar chart presented reflects a "most likely" scenario.

The forecasts attempt to provide the reader, along with City staff, a look into the future as to where the City will be financially. It is important for the user of the forecasts to understand that these estimates based on various statistical methods and are not representation of fact.

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



**CITY OF KILLEEN  
GENERAL FUND  
FIVE YEAR FORECAST**

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**Description and Purpose:**

Following is a five year financial forecast for the General Fund. The City of Killeen uses the General Fund to revenues and expenditures applicable to the general operations of city government which are not properly accounted for in another fund. General Fund revenues include sales taxes, property taxes, licenses and permits, local franchise taxes, and other types of revenues. This fund includes most of the basic operating services such as fire and police protection, finance, parks and recreation, libraries and general administration.

**Methodology:**

A statement of revenues, expenses, and changes in fund balance has been prepared for the General Fund. The City utilized an interactive financial modeling tool for the General Fund during the FY 2006-07 budget process. This modeling tool allowed scenario planning to evaluate the impact of new programs and services, city growth projections, and revenue adjustments. One of the benefits provided by the financial model is the ability to view a multi-year impact related to individual and cumulative proposed changes to resources or appropriations.

Revenues are depicted by source while expenses are presented by operating division. The expense projections behind the forecast for each operating division are at the category of expense level. For the General Fund the following projections are used in the five year forecast modeling tool:

**Revenues:**

The General Fund Model incorporates historical trends for most revenues. Ad Valorem Tax revenue is calculated using the current year assessed valuation plus a projected growth in assessed property value of 6% in FY 2008 and 3% in each subsequent year. The model reflects a stable tax rate of 69.5 cents per \$100 valuation in all years. Sales tax revenue is projected at a growth rate of 2.5% per year. The model shows conservative growth projections in all other revenue categories based upon historical trends.

**Expenses:**

Salaries and benefits are projected at a 4% annual increase to cover annual step increases in the General Fund. Additional personnel are not reflected in the model, as staff additions will be evaluated each year based on availability of resources and the needs of the City. Operating expenses, which include supplies, maintenance, repairs, and professional services, reflect level funding. Inflationary impacts in each year will be expected to be absorbed through savings and efficiencies. Debt service payments are projected using the existing debt service schedules and a projected debt service schedule for the portion related to the new bond issuance adopted in the FY 2006-07 budget. Any other estimated future debt service obligations are not included in this forecast. Capital Outlay is projected using a tentative five year fleet replacement schedule prepared by the Fleet Services division.

The assumptions applied are conservative. Forecasts for staffing and other operating expenses are based on current program authorizations, with moderate annual increases as noted above, with the exception of the fleet replacement forecasts. Rate increases and new programs and services will require future City Council approval and are not included in this financial forecast.

**Conclusions:**

This forecast attempts to provide the reader, along with City staff, a look into the future as to the financial stability of the General Fund. It is important for the user of this forecast to understand that these numbers are estimates based on various statistical methods and are not representation of fact. The static picture reflected in this forecast, in all likelihood, portrays a "least likely" scenario. The importance of the forecast lies not in the numbers, but in the discussion it encourages on the policy issues and strategies that can be implemented in the event these scenarios become reality.

**CITY OF KILLEEN  
FIVE YEAR FORECAST  
GENERAL FUND**

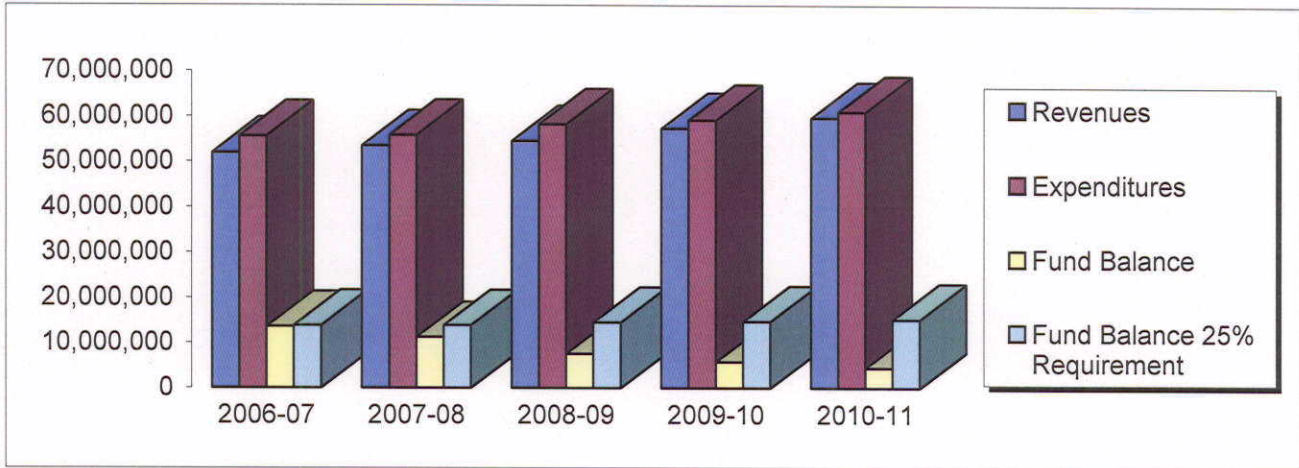
	<b>2006-07 Budget</b>	<b>2007-08 Forecast</b>	<b>2008-09 Forecast</b>	<b>2009-10 Forecast</b>	<b>2010-11 Forecast</b>	<b>% Change 2006-2011</b>
<b>Beginning Fund Balance</b>	<b>17,311,713</b>	<b>13,650,302</b>	<b>11,296,452</b>	<b>7,644,690</b>	<b>5,819,270</b>	<b>(66.4%)</b>
<b>Revenues</b>						
Property Taxes	16,342,416	16,642,644	17,153,129	17,911,159	18,884,719	15.6%
Sales and Occup. Taxes	18,232,000	18,691,100	19,161,961	19,644,893	20,140,215	10.5%
Franchise Taxes	4,519,600	4,744,280	4,980,522	5,228,932	5,490,151	21.5%
Miscellaneous Revenues	2,420,000	2,425,932	2,537,207	2,654,245	2,777,384	14.8%
Permits and Licenses	1,173,550	1,325,611	1,380,137	1,437,259	1,497,116	27.6%
Court Fines and Fees	1,575,685	1,615,184	1,655,963	1,698,076	1,741,580	10.5%
Recreation Revenue	220,147	232,927	246,859	262,065	278,679	26.6%
Interest Earned	1,150,000	1,173,000	1,196,460	1,220,389	1,244,797	8.2%
Golf Course Revenues	1,247,660	1,275,847	637,923	1,346,890	1,384,542	11.0%
Intergovernmental	271,418	277,731	284,217	290,880	297,728	9.7%
Transfers from Other Funds	4,813,454	5,079,018	5,361,030	5,660,577	5,978,821	24.2%
<b>Total Revenues</b>	<b>51,965,930</b>	<b>53,483,274</b>	<b>54,595,408</b>	<b>57,355,365</b>	<b>59,715,732</b>	<b>14.9%</b>
<b>Expenditures</b>						
City Council	76,193	76,193	152,386	228,579	380,965	400.0%
City Manager	412,057	425,976	440,451	455,505	471,162	14.3%
Emergency Mgmt/Homeland Sec	76,996	79,629	82,367	85,214	88,175	14.5%
Municipal Court	951,762	945,544	977,368	1,010,464	1,044,884	9.8%
Code Enforcement	527,427	541,395	555,921	571,029	586,741	11.2%
Animal Control	373,941	385,042	396,588	408,595	421,083	12.6%
Public Information Officer	142,925	147,317	151,885	156,636	161,577	13.1%
Volunteer Services	134,358	138,955	143,737	148,709	153,880	14.5%
City Attorney	603,176	622,759	643,125	664,306	686,334	13.8%
City Secretary	89,440	92,162	94,993	97,938	101,000	12.9%
Finance	566,974	586,553	606,916	628,093	650,117	14.7%
Accounting	324,724	336,272	348,281	360,771	373,761	15.1%
General Services	284,353	294,710	305,480	316,682	328,332	15.5%
Building Services	125,781	129,738	133,853	138,132	142,583	13.4%
Custodial Services	358,931	346,367	357,470	369,017	381,026	6.2%
Printing Services	141,619	144,457	147,409	150,478	153,670	8.5%
EMS Billing & Collections	172,478	178,061	183,867	189,906	196,186	13.7%
Human Resources	647,452	665,793	684,867	704,705	725,336	12.0%
Information Technology	756,118	761,213	786,272	812,333	839,436	11.0%
Permits & Inspections	969,865	981,414	1,015,630	1,051,214	1,088,221	12.2%
Library	1,307,127	1,344,269	1,382,896	1,423,069	1,464,848	12.1%
Golf	1,298,214	1,327,225	1,357,397	1,388,776	1,421,410	9.5%
Golf Food & Beverage	176,200	179,484	182,899	186,451	190,145	7.9%
Parks	2,059,846	2,039,402	2,087,793	2,138,121	2,190,462	6.3%
Recreation	297,951	305,404	313,156	321,217	329,601	10.6%
Athletics	333,932	340,380	347,087	354,062	361,315	8.2%
Cemetery	322,487	331,853	341,593	351,723	362,258	12.3%
Senior Citizens	188,281	193,490	198,907	204,541	210,400	11.7%
Swimming Pools	144,517	147,660	150,928	154,328	157,863	9.2%
Community Development	258,175	266,855	275,882	285,270	295,034	14.3%

**CITY OF KILLEEN  
FIVE YEAR FORECAST  
GENERAL FUND**

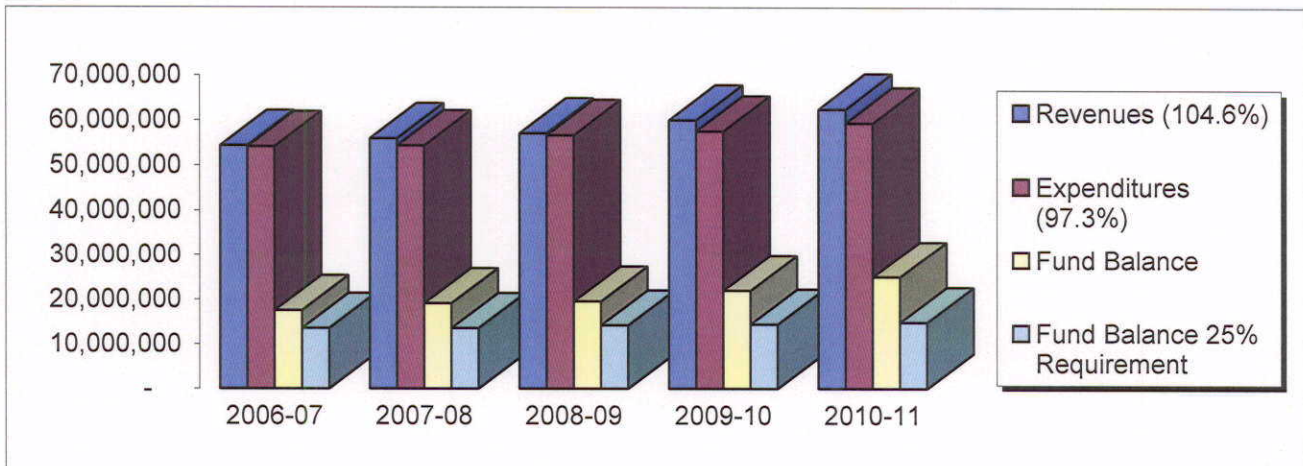
	<b>2006-07 Budget</b>	<b>2007-08 Forecast</b>	<b>2008-09 Forecast</b>	<b>2009-10 Forecast</b>	<b>2010-11 Forecast</b>	<b>% Change 2006-2011</b>
Home Program	48,651	50,073	51,551	53,089	54,688	<b>12.4%</b>
Public Works	234,953	207,008	214,345	221,976	229,912	<b>(2.1%)</b>
Engineering	250,323	256,426	262,774	269,376	276,241	<b>10.4%</b>
Traffic	902,586	770,331	788,786	807,980	827,941	<b>(8.3%)</b>
Streets	3,128,260	3,076,570	3,144,726	3,215,608	3,289,325	<b>5.1%</b>
Planning	502,889	520,764	539,354	558,687	578,794	<b>15.1%</b>
Police	17,967,391	17,810,085	18,424,122	19,062,721	19,726,863	<b>9.8%</b>
Fire	11,021,438	12,433,420	13,617,233	13,278,609	13,732,378	<b>24.6%</b>
Non-Departmental	7,447,550	6,356,875	6,356,875	6,356,875	6,356,875	<b>(14.6%)</b>
<b>Total Expenditures</b>	<b>55,627,341</b>	<b>55,837,124</b>	<b>58,247,170</b>	<b>59,180,785</b>	<b>61,030,822</b>	<b>9.7%</b>
<b>Ending Fund Balance</b>	<b>13,650,302</b>	<b>11,296,452</b>	<b>7,644,690</b>	<b>5,819,270</b>	<b>4,504,180</b>	<b>(67.0%)</b>

**CITY OF KILLEEN  
FIVE YEAR FORECAST  
GENERAL FUND**

**STATIC FORECAST - REVENUES AND EXPENDITURES REALIZED AT 100% OF BUDGET**



**ADJUSTED FORECAST - REVENUES AND EXPENDITURES BASED UPON HISTORICAL TRENDS**





**CITY OF KILLEEN  
KILLEEN-FORT HOOD REGIONAL AIRPORT FUND  
FIVE YEAR FORECAST**

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**Description and Purpose:**

Following is a five year financial forecast for the Killeen-Fort Hood Regional Airport Fund. The City of Killeen uses the Killeen-Fort Hood Regional Airport Fund to account for air carrier operations and related activities of the city. Killeen-Fort Hood Regional Airport Fund revenues include air carrier operations, parking lot fees, airport rent and concessions and other types of revenues. This fund includes most of the basic operating revenues and expensed relating to the operation of the air carrier terminal building. The financial forecast presented herein represents operating revenues and expenditures only. FAA grant revenues and major capital improvement project expenditures related to the construction of the new airport have been excluded for the purposes of this evaluation.

**Methodology:**

A statement of revenues, expenses, and changes in fund balance has been prepared for the Killeen-Fort Hood Regional Airport Fund. City staff compared historical data to determine trends to calculate future changes in resources or appropriations.

Revenues are depicted by source while expenses are presented by object class. The expense projections behind the forecast for each object class are at the category of expense level. For the Killeen-Fort Hood Regional Airport Fund the following projections are used in the five year forecast:

**Revenues:**

The Killeen-Fort Regional Airport Fund forecast incorporates historical trend for revenues. Air Carrier Operations increases by 5% from 2006-07 to 2007-08 due to the addition of two additional airlines. Subsequent years increase by 4% based on historical trends. Parking Lot Fees increase 6% from 2006-07 to 2007-08 due to the expansion of the parking lot. Subsequent years increase by 4% based on historical trends. The model shows growth in all other revenue categories based upon historical trends.

**Expenses:**

Expenses are projected at a 2% annual increase for operating expenses which include supplies, maintenance, repairs, and professional services. Salaries and benefits are projected at a 4% annual increase to cover annual step increases in the Killeen-Fort Hood Regional Fund. Capital Outlay is projected using a tentative five year fleet replacement schedule prepared by the Fleet Services division.

The assumptions applied are conservative. Forecasts for staffing and other operating expenses are based on current program authorizations, with moderate annual increases as noted above, with the exception of the fleet replacement forecasts. Rate increases and new programs and services will require future City Council approval and are not included in this financial forecast.

**Conclusions:**

This forecast attempts to provide the reader, along with City staff, a look into the future as to the financial stability of the Killeen-Fort Hood Regional Fund. It is important for the user of this forecast to understand that these numbers are estimates based on various statistical methods and are not representation of fact. The static picture reflected in this forecast, in all likelihood, portrays a "least likely" scenario. The importance of the forecast lies not in the numbers, but in the discussion it encourages on the policy issues and strategies that can be implemented in the event these scenarios become reality.

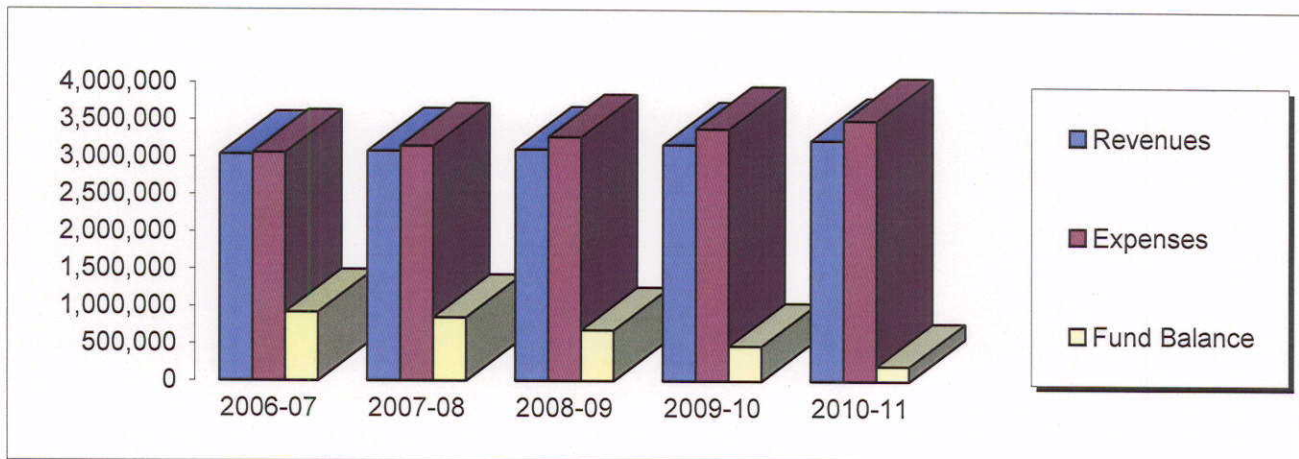
**CITY OF KILLEEN  
FIVE YEAR FORECAST  
KILLEEN-FORT HOOD REGIONAL AIRPORT**

	<b>2006-07 Budget</b>	<b>2007-08 Forecast</b>	<b>2008-09 Forecast</b>	<b>2009-10 Forecast</b>	<b>2010-11 Forecast</b>	<b>% Change 2006-2011</b>
<b>Beginning Fund Balance</b>	944,684	922,543	851,835	684,347	473,075	(49.9%)
<b>Revenues</b>						
Airport Rent & Concessions	876,831	917,470	941,045	966,437	992,411	13.2%
Air Carrier Operations	301,626	317,196	329,090	343,091	357,472	18.5%
Airport Use Fees	138,817	156,014	168,654	171,188	172,441	24.2%
Airport Parking Lot Fees	634,680	674,514	704,966	733,377	763,208	20.3%
Fuel Sales	240,570	246,990	259,008	271,293	284,202	18.1%
Operating Supplies	60	60	60	60	60	0.0%
Into Plane Fees	291,684	309,185	318,461	328,014	337,855	15.8%
CIP Recovery Fees	219,600	230,580	251,148	278,844	292,752	33.3%
Interest Earned	28,000	25,000	25,944	26,460	26,988	(3.6%)
Miscellaneous Receipts	1,800	1,800	1,800	1,800	1,800	0.0%
Transfer	300,000	200,000	100,000	50,000	0	(100.0%)
<b>Total Revenues</b>	<b>3,033,668</b>	<b>3,078,809</b>	<b>3,100,176</b>	<b>3,170,564</b>	<b>3,229,189</b>	<b>6.4%</b>
<b>Expenditures</b>						
Salaries	1,273,790	1,325,050	1,378,279	1,433,553	1,490,957	17.0%
Supplies	98,706	101,626	104,638	107,254	109,935	11.4%
Maintenance	151,295	155,827	160,503	164,516	168,629	11.5%
Repairs	117,072	119,999	122,999	126,074	129,226	10.4%
Support Services	680,887	704,269	728,490	746,703	765,370	12.4%
Benefits	404,247	420,417	437,234	454,723	472,912	17.0%
Cost of Goods Sold	232,092	222,291	233,107	244,164	255,782	10.2%
Capital Outlay	92,720	95,038	97,414	99,849	102,346	10.4%
Non-Departmental	5,000	5,000	5,000	5,000	5,000	0.0%
<b>Total Expenditures</b>	<b>3,055,809</b>	<b>3,149,517</b>	<b>3,267,664</b>	<b>3,381,836</b>	<b>3,500,157</b>	<b>14.5%</b>
<b>Ending Fund Balance</b>	<b>922,543</b>	<b>851,835</b>	<b>684,347</b>	<b>473,075</b>	<b>202,107</b>	<b>(78.1%)</b>

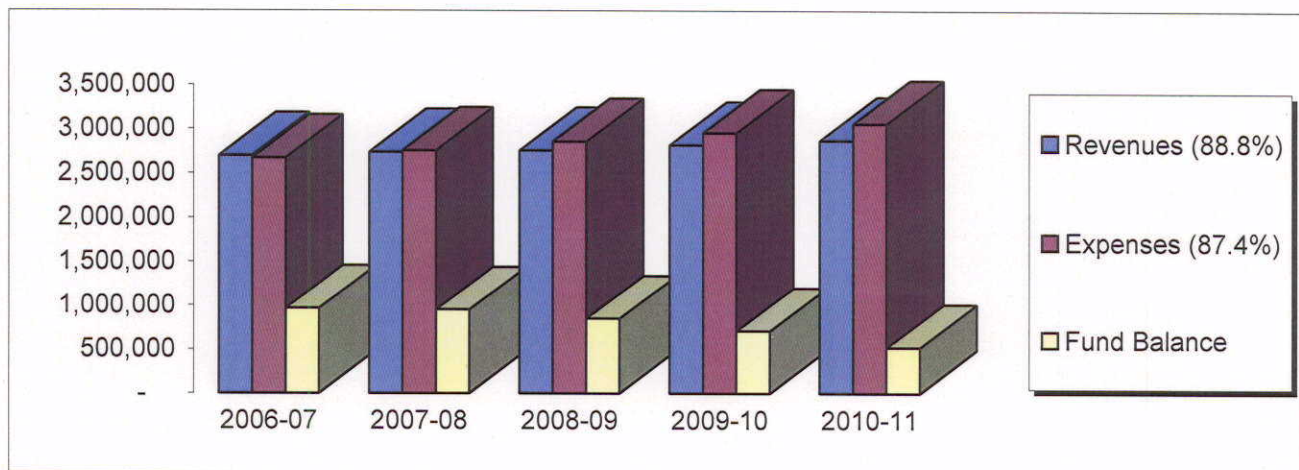


**CITY OF KILLEEN  
FIVE YEAR FORECAST  
KILLEEN-FORT HOOD REGIONAL AIRPORT**

**STATIC FORECAST - REVENUES AND EXPENDITURES REALIZED AT 100% OF BUDGET**



**ADJUSTED FORECAST - REVENUES AND EXPENSES BASED UPON HISTORICAL TRENDS**



*The KFRA fund is not required by City ordinance to maintain the 25% Fund Balance Reserve applicable to the City's other major operating funds.*

*The financial forecast presented herein represents operating revenues and expenditures only. FAA grant revenues and major capital improvement project expenditures related to the construction of the new airport have been excluded for the purposes of this evaluation*

**CITY OF KILLEEN  
SKYLARK FIELD FUND  
FIVE YEAR FORECAST**

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**Description and Purpose:**

Following is a five year financial forecast for the Skylark Field Fund. The City of Killeen uses the Skylark Field Fund to account for general aviation activities. Skylark Field Fund revenues include fixed based operations, hangars and tie-downs, fuel sales and other types of miscellaneous revenues. This fund includes most of the basic operating revenues and expenses relating to the operation of the general aviation facility. The financial forecast presented herein represents operating revenues and expenditures only. FAA grant revenues and major capital improvement project expenditures related to the construction of the new airport have been excluded for the purposes of this evaluation.

**Methodology:**

A statement of revenues, expenses, and changes in fund balance has been prepared for the Skylark Field Fund. City staff compared historical data to determine trends to calculate future changes in resources or appropriations.

Revenues are depicted by source while expenses are presented by object class. The expense projections behind the forecast for each object class are at the category of expense level. For the Skylark Field Fund the following projections are used in the five year forecast:

**Revenues:**

The Skylark Field Fund forecast incorporates historical trend for revenues. Fixed Based Operations are estimated to increase by 2.5% annually based on historical trends. Fuel Sales reflect an increase of 1% annually based on historical trends. Interest earnings are increasing due to the rising fund balance. The forecast shows growth in all other revenue categories based upon historical trends.

**Expenses:**

Expenses are projected at a 2% annual increase for operating expenses which include supplies, maintenance, repairs, and professional services. Salaries and benefits are projected at a 4% annual increase to cover annual step increases in the Skylark Field Fund. Capital Outlay is projected using a tentative five year fleet replacement schedule prepared by the Fleet Services division.

The assumptions applied are conservative. Forecasts for staffing and other operating expenses are based on current program authorizations, with moderate annual increases as noted above, with the exception of the fleet replacement forecasts. Rate increases and new programs and services will require future City Council approval and are not included in this financial forecast.

**Conclusions:**

This forecast attempts to provide the reader, along with City staff, a look into the future as to the financial stability of the Skylark Field Fund. It is important for the user of this forecast to understand that these numbers are estimates based on various statistical methods and are not representation of fact. The static picture reflected in this forecast, in all likelihood, portrays a "least likely" scenario. The importance of the forecast lies not in the numbers, but in the discussion it encourages on the policy issues and strategies that can be implemented in the event these scenarios become reality.

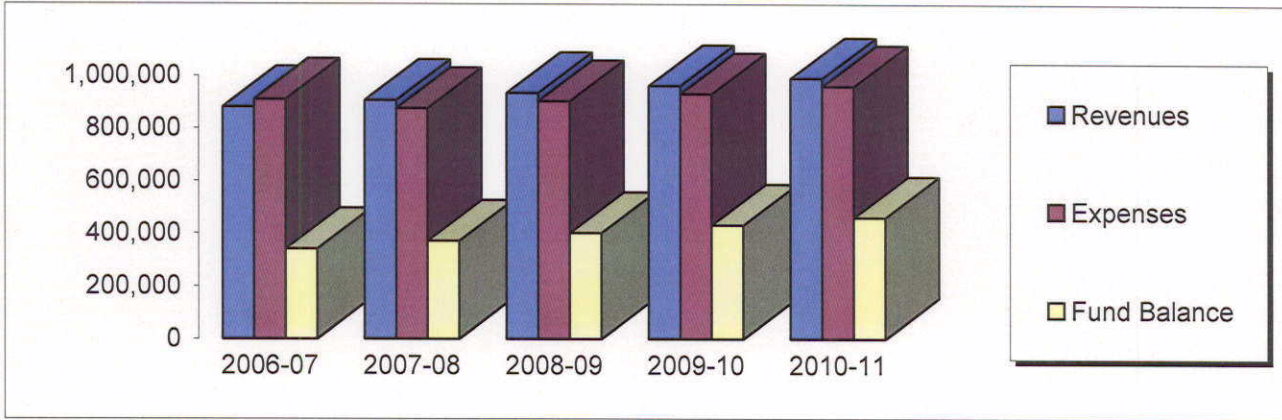


**CITY OF KILLEEN  
FIVE YEAR FORECAST  
SKYLARK FIELD**

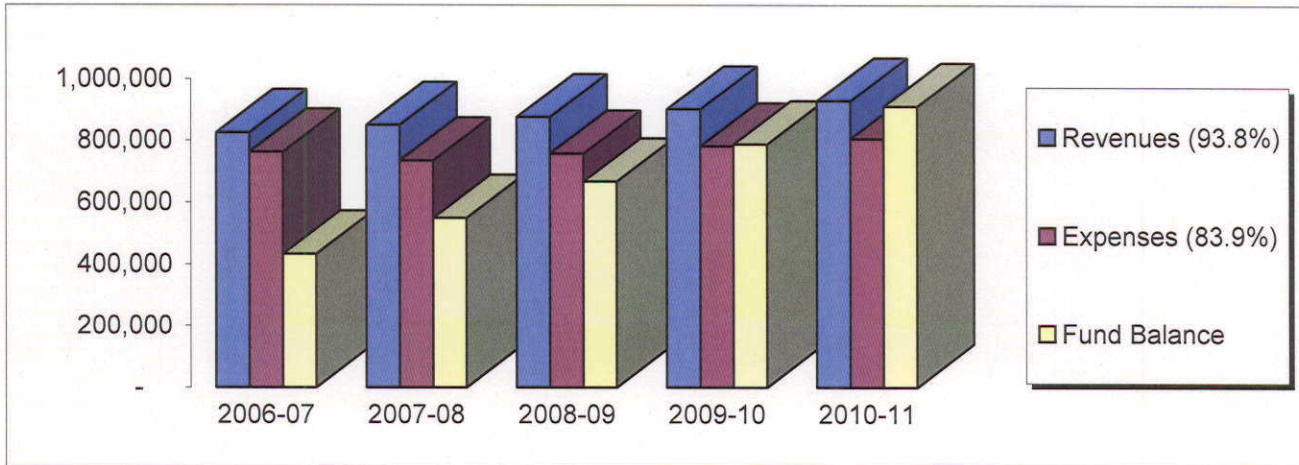
	<b>2006-07 Budget</b>	<b>2007-08 Forecast</b>	<b>2008-09 Forecast</b>	<b>2009-10 Forecast</b>	<b>2010-11 Forecast</b>	<b>% Change 2006-2011</b>
<b>Beginning Fund Balance</b>	<b>370,565</b>	<b>341,074</b>	<b>371,488</b>	<b>401,737</b>	<b>431,774</b>	<b>16.5%</b>
<b>Revenues</b>						
Fixed Base Operations	21,700	22,351	23,022	23,712	24,424	12.6%
Hangars & Tiedowns	98,035	100,976	104,005	107,125	110,339	12.6%
Airport Use Fees	9,900	10,197	10,503	10,818	11,143	12.6%
Fuel Sales	689,100	709,773	731,066	752,998	775,588	12.6%
Operating Supplies	13,000	13,390	13,792	14,205	14,632	12.6%
Into Plane Fees	-	-	-	-	-	0.0%
Interest Earned	18,000	18,540	19,096	19,669	20,259	12.6%
Miscellaneous Receipts	500	515	530	546	563	12.6%
State Grants-TXDOT Projects	30,000	30,900	31,827	32,782	33,765	12.6%
<b>Total Revenues</b>	<b>880,235</b>	<b>906,642</b>	<b>933,841</b>	<b>961,857</b>	<b>990,712</b>	<b>12.6%</b>
<b>Expenses</b>						
Salaries	103,569	107,712	112,020	116,501	121,161	17.0%
Supplies	14,763	15,206	15,662	16,132	16,616	12.6%
Maintenance	8,600	8,858	9,124	9,397	9,679	12.6%
Repairs	17,604	18,132	18,676	19,236	19,813	12.6%
Support Services	44,268	45,596	46,964	48,373	49,824	12.6%
Benefits	36,422	37,515	38,640	39,799	40,993	12.6%
Designated Expenses	1,000	1,030	1,061	1,093	1,126	12.6%
Cost of Goods Sold	608,500	626,730	645,531	664,897	684,844	12.5%
Capital Improvements / Projects	60,000	0	0	0	0	(100.0%)
Capital Outlay	15,000	15,450	15,914	16,391	16,883	12.6%
<b>Total Expenses</b>	<b>909,726</b>	<b>876,228</b>	<b>903,592</b>	<b>931,820</b>	<b>960,940</b>	<b>5.6%</b>
<b>Ending Fund Balance</b>	<b>341,074</b>	<b>371,488</b>	<b>401,737</b>	<b>431,774</b>	<b>461,547</b>	<b>35.3%</b>

**CITY OF KILLEEN  
FIVE YEAR FORECAST  
SKYLARK FIELD**

**STATIC FORECAST - REVENUES AND EXPENSES REALIZED AT 100% OF BUDGET**



**ADJUSTED FORECAST - REVENUES AND EXPENSES BASED UPON HISTORICAL TRENDS**



*The Skylark Field fund is not required by City ordinance to maintain the 25% Fund Balance Reserve applicable to the City's other major operating funds.*

*The financial forecast presented herein represents operating revenues and expenditures only. FAA grant revenues and major capital improvement project expenditures related to the construction of the new airport have been excluded for the purposes of this evaluation*



**CITY OF KILLEEN  
SOLID WASTE FUND  
FIVE YEAR FORECAST**

---

**Description and Purpose:**

Following is a five year financial forecast for the Solid Waste Enterprise Fund. The City of Killeen uses the Solid Waste Fund to account for all revenues and expenses pertaining to operation, maintenance, and improvement of Solid Waste services. The fund manages resources and appropriations to provide for the following Solid Waste services: Solid Waste Residential and Commercial Operations, Solid Waste Transfer Station, Recycle Program, and Mowing Program. In addition to these services, the Solid Waste Fund includes non-departmental accounts including Information Technology and Debt Service.

**Methodology:**

A statement of revenues, expenses, and changes in fund balance has been prepared for the Solid Waste Fund. The City utilized an interactive financial modeling tool for the Solid Waste Fund during the FY 2006-07 budget process. This modeling tool allowed scenario planning to evaluate the impact of new programs and services, city growth projections, and possible rate adjustments. One of the benefits provided by the financial model is the ability to view a multi-year impact related to individual and cumulative proposed changes to resources or appropriations.

Revenues are depicted by source while expenses are presented by operating division or program area. The expense projections behind the forecast for each operating division are at the category of expense level. For the Solid Waste fund the following projections are used in the five year forecast modeling tool:

**Revenues:**

Revenues are projected with a 2% annual citywide growth in Solid Waste residential and commercial customers and a 2% annual increase for various recycling revenues and transfer station fees. Interest earnings are projected at a rate of return of 4% of the average fund balance. The model does not include rate increases; however, the projected trends indicate that rate increases will be required in future years to maintain adequate fund balances.

**Expenses:**

Expenses are projected at a 2% annual increase for operating expenses which include supplies, maintenance, repairs, and professional services. Salaries and benefits are projected at a 4% annual increase to cover annual step increases in the Solid Waste divisions. Transport and disposal costs are projected using a 5% annual increase which is based on the allowable increase in the current transport and disposal contract with the City's vendor. Indirect costs and derived franchise fees for the General Fund are projected to increase at a rate of 4% due to an average increase across all Solid Waste expenses. Debt service payments are projected using the existing debt service schedules. At this time, there are no anticipated debt issuances in the near future for the Solid Waste Fund. Capital Outlay is projected using a tentative five year fleet replacement schedule prepared by the Fleet Services division.

The assumptions applied herein are conservative. Forecasts for staffing and other operating expenses are based on current program authorizations, with moderate annual increases as noted above, with the exception of the fleet replacement forecasts. Rate increases and new programs and services will require future City Council approval and are not included in this financial forecast.

**Conclusions:**

This forecast attempts to provide the reader, along with City staff, a look into the future as to the financial stability of the Solid Waste Fund. It is important for the user of this forecast to understand that these numbers are estimates based on various statistical methods and are not representation of fact. The static picture reflected in this forecast, in all likelihood, portrays a "least likely" scenario. The importance of the forecast lies not in the numbers, but in the discussion it encourages on the policy issues and strategies that can be implemented in the event these scenarios become reality.

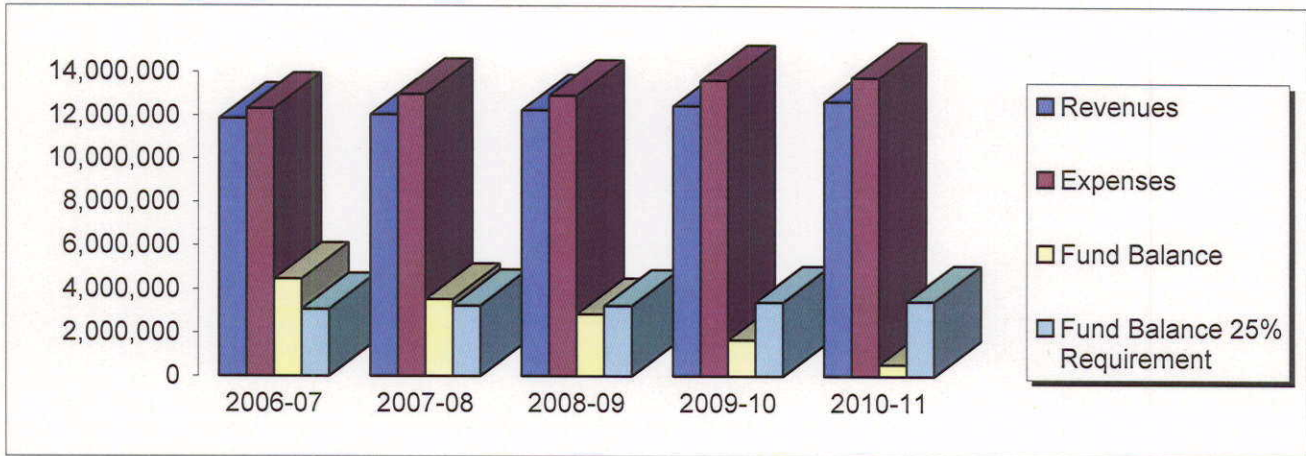
**CITY OF KILLEEN  
FIVE YEAR FORECAST  
SOLID WASTE FUND**

	<b>2006-07 Budget</b>	<b>2007-08 Forecast</b>	<b>2008-09 Forecast</b>	<b>2009-10 Forecast</b>	<b>2010-11 Forecast</b>	<b>% Change 2006-2011</b>
<b>Beginning Fund Balance</b>	<b>4,923,190</b>	<b>4,470,795</b>	<b>3,533,075</b>	<b>2,852,779</b>	<b>1,669,313</b>	<b>(66.1%)</b>
<b>Revenues</b>						
Transfer Station Fees	255,000	260,100	265,302	270,608	276,020	8.2%
Dumpster Rentals	365,000	372,300	379,746	387,341	395,088	8.2%
Sale of Equipment	35,000	35,700	36,414	37,142	37,885	8.2%
Tire Disposal Fees	5,500	5,610	5,722	5,837	5,953	8.2%
Sale of Metals - Recycling	50,000	51,000	52,020	53,060	54,122	8.2%
Paper Products - Recycling	45,000	45,900	46,818	47,754	48,709	8.2%
Public Scale Fees	15,000	15,300	15,606	15,918	16,236	8.2%
Other Recycling Fees	4,000	4,080	4,162	4,245	4,330	8.3%
Customer Recycling Fees	44,500	45,390	46,298	47,224	48,168	8.2%
Commercial Sanitation Fees	4,678,615	4,772,187	4,867,631	4,964,983	5,064,283	8.2%
Residential Sanitation Fees	6,149,950	6,272,949	6,398,408	6,526,376	6,656,904	8.2%
Interest Earned	215,000	160,077	127,717	90,442	44,466	(79.3%)
Miscellaneous Receipts	300	306	312	318	325	8.3%
<b>Total Revenues</b>	<b>11,862,865</b>	<b>12,040,899</b>	<b>12,246,156</b>	<b>12,451,248</b>	<b>12,652,489</b>	<b>6.7%</b>
<b>Expenses</b>						
Residential Services	2,817,065	3,379,305	3,179,884	3,108,410	3,379,997	20.0%
Commercial Services	1,639,500	1,675,221	1,690,457	2,312,266	1,883,707	14.9%
Recycling	295,629	327,562	316,709	328,287	340,313	15.1%
Transfer Station	3,973,289	4,121,087	4,242,742	4,409,331	4,583,925	15.4%
Mowing	643,104	601,724	538,840	556,574	574,950	(10.6%)
Information Technology	149,655	119,803	122,199	124,643	127,136	(15.0%)
Non-Departmental	293,267	187,000	193,513	200,177	206,995	(29.4%)
Debt Service	737,000	729,496	731,190	607,671	603,964	(18.1%)
Transfers	1,766,751	1,837,421	1,910,918	1,987,355	2,066,849	17.0%
<b>Total Expenses</b>	<b>12,315,260</b>	<b>12,978,619</b>	<b>12,926,452</b>	<b>13,634,714</b>	<b>13,767,836</b>	<b>11.8%</b>
<b>Ending Fund Balance</b>	<b>4,470,795</b>	<b>3,533,075</b>	<b>2,852,779</b>	<b>1,669,313</b>	<b>553,966</b>	<b>(87.6%)</b>

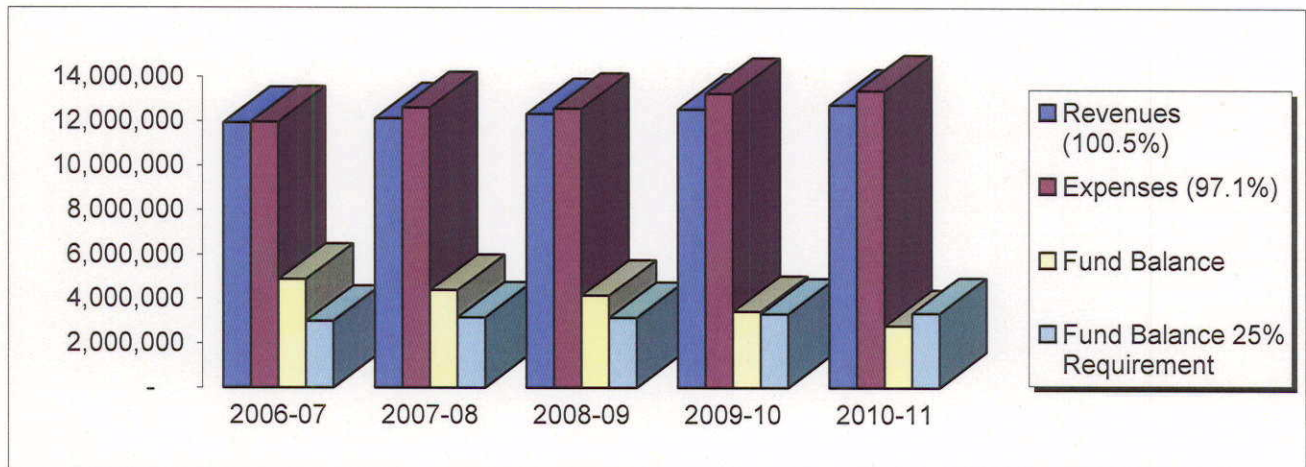


**CITY OF KILLEEN  
FIVE YEAR FORECAST  
SOLID WASTE FUND**

**STATIC FORECAST - REVENUES AND EXPENSES REALIZED AT 100% OF BUDGET**



**ADJUSTED FORECAST - REVENUES AND EXPENSES BASED UPON HISTORICAL TRENDS**





**CITY OF KILLEEN  
WATER AND SEWER FUND  
FIVE YEAR FORECAST**

---

**Description and Purpose:**

Following is a five year financial forecast for the Water and Sewer Enterprise Fund. The City of Killeen uses the Water and Sewer Fund to account for all revenues and expenses pertaining to operation, maintenance, and improvement of Water and Sewer services. The fund manages resources and appropriations to provide for the following Water and Sewer services: Water and Sewer Operations, Sanitary Sewers, Water Distribution, Engineering, Utility Collections, and Fleet Services. In addition to these services, the Water and Sewer Fund includes non-departmental accounts including Water and Sewer Contracts, Water and Sewer Projects, Information Technology and Debt Service.

**Methodology:**

A statement of revenues, expenses, and changes in fund balance has been prepared for the Water and Sewer Fund. The City utilized an interactive financial modeling tool for the Water and Sewer Fund during the FY 2006-07 budget process. This modeling tool allowed scenario planning to evaluate the impact of new programs and services, city growth projections, and rate adjustments. One of the benefits provided by the financial model is the ability to view a multi-year impact related to individual and cumulative proposed changes to resources or appropriations.

Revenues are depicted by source while expenses are presented by operating division or program area. The expense projections behind the forecast for each operating division are at the category of expense level. For the Water and Sewer fund the following projections are used in the five year forecast modeling tool:

**Revenues:**

Revenues are projected with a 2% annual citywide growth in Water and Sewer residential and commercial customers and a 3% annual increase for tap fees, delinquent fees, and miscellaneous services. Interest earnings are projected at a rate of return of 4% of the average fund balance. The model does not include rate increases; however, the projected trends indicate that rate increases will be required in future years to maintain adequate fund balances.

**Expenses:**

Expenses are projected at a 2% annual increase for operating expenses which include supplies, maintenance, repairs, and professional services. Salaries and benefits are projected at a 4% annual increase to cover annual step increases in the Water and Sewer divisions. Water purchase and sewage treatment costs are projected using a 5% increase which is based on a 2% residential and commercial customer growth and a 3% rate increase from the Water Control Improvement District (WCID.) Option water purchase and additional water purchase costs are projected using a 5% increase due to inflation per the Bell County Water Contract that was approved by the City. Fixed Water and Sewer changes are based on the City of Killeen's portion of WCID's current debt service obligation. Indirect costs and derived franchise fees for the General Fund are projected to increase at a rate of 4% due to an average increase across all Water and Sewer expenses. Debt service payments are projected using the existing debt service schedules and a projected debt service schedule for the portion related to the new bond issuance adopted in the FY 2006-07 budget. Any other estimated future debt service obligations are not included in this forecast. Capital Outlay is projected using a tentative five year fleet replacement schedule prepared by the Fleet Services division.

The assumptions applied are conservative. Forecasts for staffing and other operating expenses are based on current program authorizations, with moderate annual increases as noted above, with the exception of the fleet replacement forecasts. Rate increases and new programs and services will require future City Council approval and are not included in this financial forecast.

**Conclusions:**

This forecast attempts to provide the reader, along with City staff, a look into the future as to the financial stability of the Water and Sewer Fund. It is important for the user of this forecast to understand that these numbers are estimates based on various statistical methods and are not representation of fact. The static picture reflected in this forecast, in all likelihood, portrays a "least likely" scenario. The importance of the forecast lies not in the numbers, but in the discussion it encourages on the policy issues and strategies that can be implemented in the event these scenarios become reality.

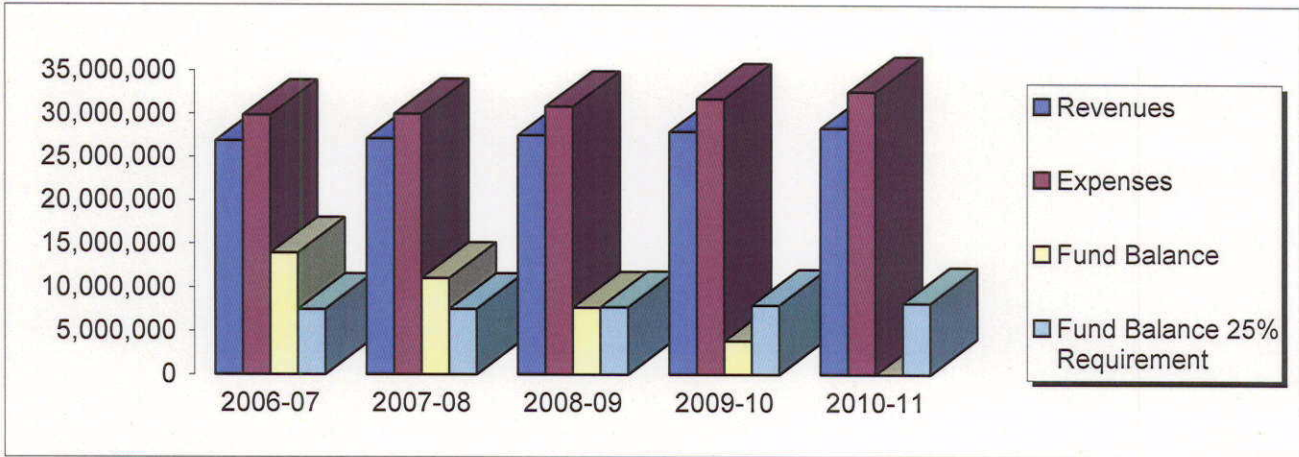


**CITY OF KILLEEN  
FIVE YEAR FORECAST  
WATER & SEWER FUND**

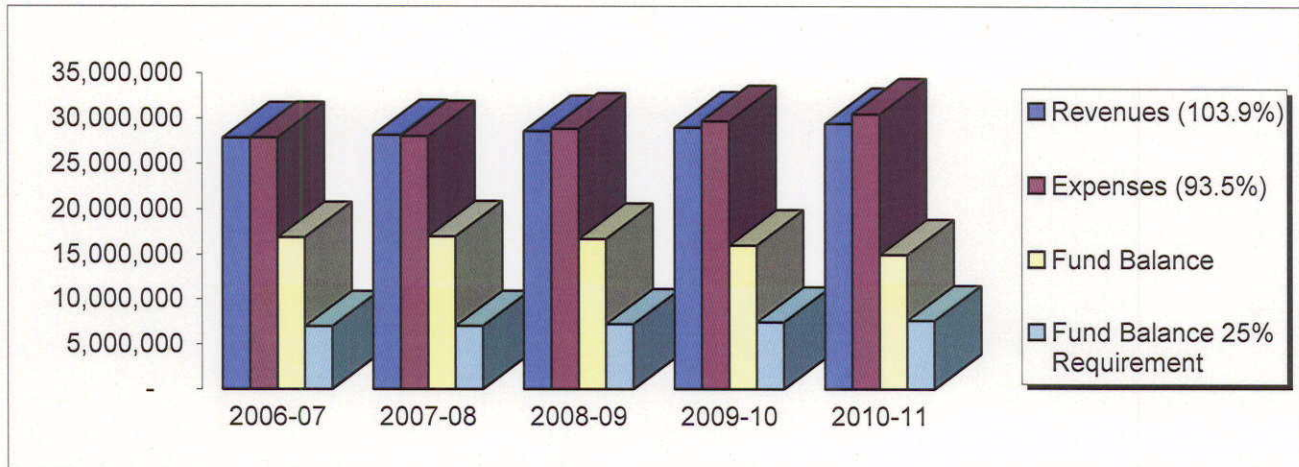
	<b>2006-07 Budget</b>	<b>2007-08 Forecast</b>	<b>2008-09 Forecast</b>	<b>2009-10 Forecast</b>	<b>2010-11 Forecast</b>	<b>% Change 2006-2011</b>
<b>Beginning Fund Balance</b>	<b>16,931,562</b>	<b>13,925,103</b>	<b>11,038,006</b>	<b>7,695,097</b>	<b>3,859,618</b>	<b>(77.2%)</b>
<b>Revenues</b>						
Sale of Water	12,690,000	12,946,821	13,205,758	13,469,873	13,739,271	8.3%
Water & Sewer Taps	650,000	669,500	689,585	710,273	731,581	12.6%
Sewer Fees Collected	11,578,400	11,842,200	12,079,044	12,320,625	12,567,037	8.5%
Misc Services & Charges	680,000	700,400	721,412	743,054	765,346	12.6%
Delinquent Penalty	425,000	437,750	450,883	464,409	478,341	12.6%
Interest Earned	800,000	499,262	374,662	231,094	69,222	(91.3%)
Miscellaneous Receipts	2,500	2,575	2,652	2,732	2,814	12.6%
<b>Total Revenues</b>	<b>26,825,900</b>	<b>27,098,508</b>	<b>27,523,996</b>	<b>27,942,060</b>	<b>28,353,612</b>	<b>5.7%</b>
<b>Expenses</b>						
Fleet Services	1,061,020	1,084,608	1,097,714	1,134,874	1,173,520	10.6%
Utility Billing & Collection	1,500,511	1,573,154	1,591,860	1,650,452	1,681,084	12.0%
Water Distribution	1,205,765	1,369,735	1,355,646	1,312,308	1,350,173	12.0%
Sanitary Sewers	932,287	856,034	722,862	897,595	863,246	(7.4%)
Water and Sewer Operations	1,968,195	2,024,897	2,047,585	2,118,770	2,141,507	8.8%
Water and Sewer Engineering	507,363	510,569	525,054	540,107	555,751	9.5%
Information Technology	565,580	505,954	519,290	533,036	547,205	(3.2%)
Water and Sewer Projects	614,000	524,280	534,766	545,461	556,370	(9.4%)
Water Purchase	5,368,611	5,642,347	6,034,543	6,254,821	6,484,180	20.8%
Wastewater Treatment	5,625,000	5,423,743	5,827,918	6,031,096	6,339,638	12.7%
Non-Departmental	1,147,257	1,012,991	1,026,075	1,046,562	1,067,458	(7.0%)
Debt Service	6,307,762	6,307,125	6,307,417	6,305,235	6,308,105	0.0%
Transfers	3,029,008	3,150,168	3,276,175	3,407,222	3,543,511	17.0%
<b>Total Expenses</b>	<b>29,832,359</b>	<b>29,985,605</b>	<b>30,866,905</b>	<b>31,777,539</b>	<b>32,611,748</b>	<b>9.3%</b>
<b>Ending Fund Balance</b>	<b>13,925,103</b>	<b>11,038,006</b>	<b>7,695,097</b>	<b>3,859,618</b>	<b>(398,518)</b>	<b>(102.9%)</b>

**CITY OF KILLEEN  
FIVE YEAR FORECAST  
WATER & SEWER FUND**

**STATIC FORECAST - REVENUES AND EXPENSES REALIZED AT 100% OF BUDGET**



**ADJUSTED FORECAST - REVENUES AND EXPENSES BASED UPON HISTORICAL TRENDS**





**CITY OF KILLEEN  
DRAINAGE UTILITY FUND  
FIVE YEAR FORECAST**

---

**Description and Purpose:**

Following is a five year financial forecast for the Drainage Utility Enterprise Fund. The City of Killeen uses the Drainage Utility Fund to account for all revenues and expenses pertaining to operation, maintenance, and improvement of the Drainage Utility. The fund manages resources and appropriations to provide for the following Drainage Utility services: Drainage Engineering, Drainage Maintenance, and Streets. In addition to these services, the Drainage Utility Fund includes the Capital Improvement Program (CIP) for Major Drainage Projects and non-departmental accounts including Minor Drainage Projects, Information Technology and Debt Service. The financial forecast presented herein represents operating revenues and expenses only. Revenues from bond proceeds and the associated major drainage capital improvement project expenses have been excluded for the purposes of this evaluation.

**Methodology:**

A statement of revenues, expenses, and changes in fund balance has been prepared for the Drainage Utility Fund. The City utilized an interactive financial modeling tool for the Drainage Utility Fund during the FY 2006-07 budget process. This modeling tool allowed scenario planning to evaluate the impact of new programs and services, city growth projections, and rate adjustments. One of the benefits provided by the financial model is the ability to view a multi-year impact related to individual and cumulative proposed changes to resources or appropriations.

Revenues are depicted by sources while expenses are presented by operating division or program area. The expense projections behind the forecast for each operating division are at the category of expense level. For the Drainage Utility fund the following projections are used in the five year forecast modeling tool:

**Revenues:**

Revenues are projected with a 2% annual citywide growth in Drainage Utility residential and commercial customers. Interest earnings are projected at a rate of return of 4% of the average fund balance. The model does not include rate increases; however, the projected trends indicate that rate increases will be required in future years to maintain adequate fund balances.

**Expenses:**

Expenses are projected at a 2% annual increase for operating expenses which include supplies, maintenance, repairs, and professional services. Salaries and benefits are projected at a 4% annual increase to cover annual step increases in the Drainage Utility funded divisions. Minor drainage projects are projected at a 2% increase to be consistent with the other operating expenses. Indirect costs for the General Fund are projected to increase at a rate of 4% to cover salary and benefit increases that are currently funded with indirect revenue from the Drainage Utility. Debt service payments are projected using the existing debt service schedule. At this time, there are no anticipated debt issuances in the near future for the Drainage Utility Fund. Capital Outlay is projected using a tentative five year fleet replacement schedule prepared by the Fleet Services division. Drainage Utility currently has no scheduled replacements within the five year forecast period due to this fund only recently acquiring fleet to accomplish its mission. Acquiring fleet for the Drainage Utility began in fiscal year 2005-06 through approved new programs. City Council may approve additional fleet purchases if they determine it necessary to expand this program in future years.

The assumptions applied herein are conservative. Forecasts for staffing and other operating expenses are based on current program authorizations, with moderate annual increases as noted above, with the exception of the fleet replacement forecasts. Rate increases and new programs and services will require future City Council approval and are not included in this financial forecast.

**Conclusions:**

This forecast attempts to provide the reader, along with City staff, a look into the future as to the financial stability of the Drainage Utility Fund. It is important for the user of this forecast to understand that these numbers are estimates based on various statistical methods and are not representation of fact. The static picture reflected in this forecast, in all likelihood, portrays a "least likely" scenario. The importance of the forecast lies not in the numbers, but in the discussion it encourages on the policy issues and strategies that can be implemented in the event these scenarios become reality.

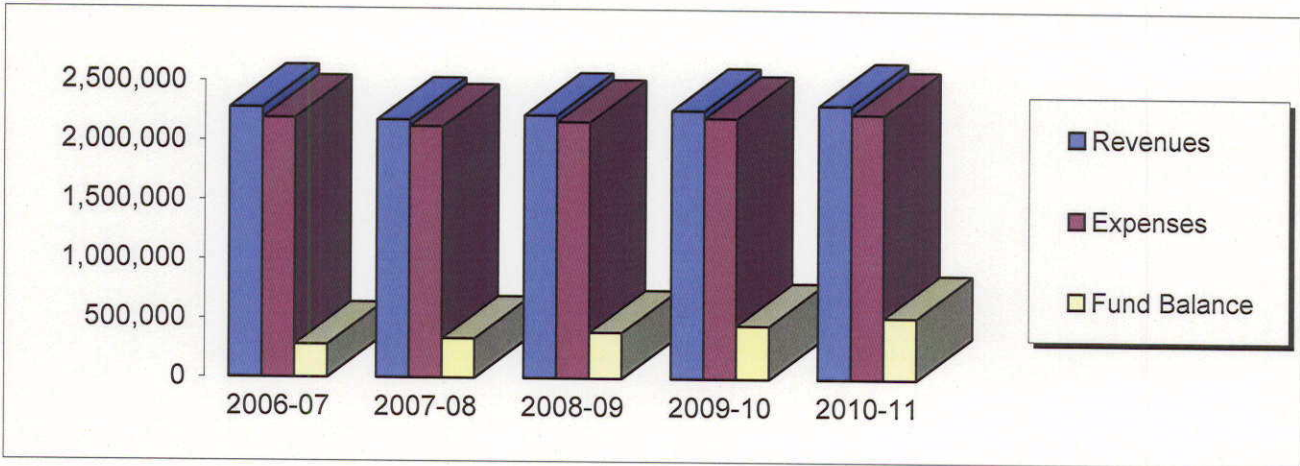
**CITY OF KILLEEN  
FIVE YEAR FORECAST  
DRAINAGE UTILITY FUND**

	<b>2006-07 Budget</b>	<b>2007-08 Forecast</b>	<b>2008-09 Forecast</b>	<b>2009-10 Forecast</b>	<b>2010-11 Forecast</b>	<b>% Change 2006-2011</b>
<b>Beginning Fund Balance</b>	191,777	280,863	334,096	389,953	454,047	136.8%
<b>Revenues</b>						
Residential Storm Water Fees	1,720,300	1,754,706	1,789,800	1,825,596	1,862,108	8.2%
Commercial Storm Water Fees	399,604	407,596	415,748	424,063	432,544	8.2%
Interest Earned	160,000	12,299	14,481	16,880	19,619	(87.7%)
<b>Total Revenues</b>	<b>2,279,904</b>	<b>2,174,601</b>	<b>2,220,029</b>	<b>2,266,539</b>	<b>2,314,271</b>	<b>1.5%</b>
<b>Expenses</b>						
Drainage Engineering	303,483	306,511	316,203	326,231	336,607	10.9%
Streets	200,000	204,000	208,080	212,242	216,486	8.2%
Drainage Maintenance	379,776	307,945	317,252	326,899	336,899	(11.3%)
Information Technology	27,273	13,270	13,536	13,806	14,082	(48.4%)
Minor Drainage Projects	656,066	669,187	682,571	696,222	710,147	8.2%
Non-Departmental	21,367	21,814	22,271	22,738	23,216	8.7%
Debt Service	585,158	580,238	585,120	584,403	583,288	(0.3%)
Transfers	17,695	18,403	19,139	19,904	20,701	17.0%
<b>Total Expenses</b>	<b>2,190,818</b>	<b>2,121,368</b>	<b>2,164,172</b>	<b>2,202,445</b>	<b>2,241,426</b>	<b>2.3%</b>
<b>Ending Fund Balance</b>	<b>280,863</b>	<b>334,096</b>	<b>389,953</b>	<b>454,047</b>	<b>526,892</b>	<b>87.6%</b>

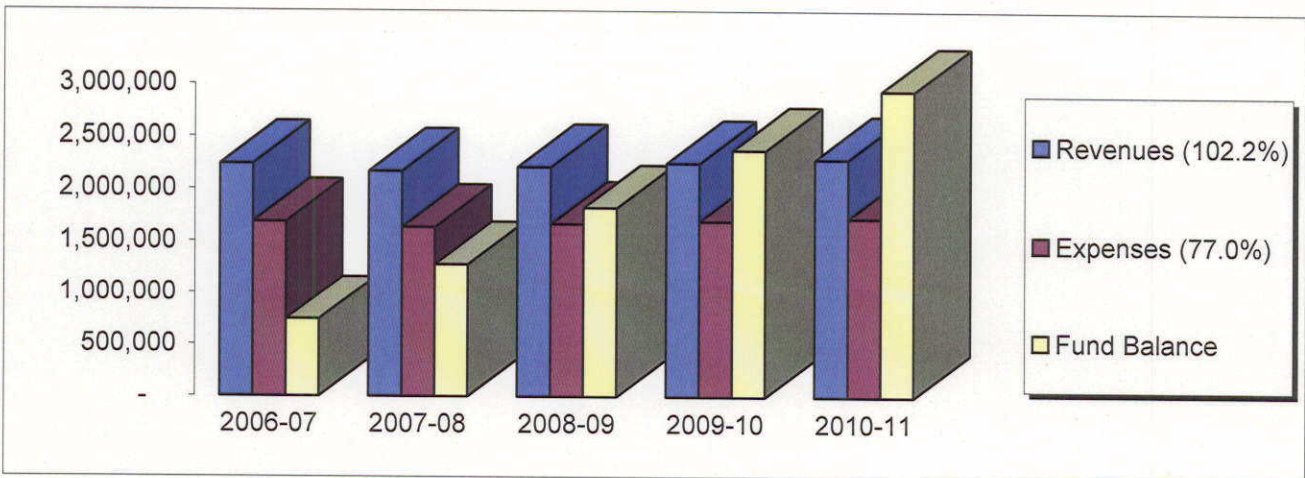


**CITY OF KILLEEN  
FIVE YEAR FORECAST  
DRAINAGE UTILITY FUND**

**STATIC FORECAST - REVENUES AND EXPENSES REALIZED AT 100% OF BUDGET**



**ADJUSTED FORECAST - REVENUES AND EXPENSES BASED UPON HISTORICAL TRENDS**



*The Drainage Utility Fund is an Enterprise Fund that established in 2001 by State and Federal mandate. The fund is not required by City ordinance to maintain the 25% Fund Balance Reserve applicable to the City's other major operating funds. The City's goal is to reach a fund balance reserve of 25% of operating expenses by FY 2010.*

*Capital Improvement Program (CIP) is not included in this financial forecast.*



# Appendix

Fiscal Year 2006 - 2007 Annual Budget  
and Plan of Municipal Services

*City of Killeen, Texas*





# APPENDIX

**Full Time/Permanent Part-Time Employee Schedule:** This appendix provides a detailed schedule of full time and permanent part-time employees over the last four years.

**City of Killeen Position Classification and Pay Plan and Schedule of Incentives:** This appendix provides detailed listings and schedules of how and what the City's pay plan is designed.

**City of Killeen Water, Sewer and Solid Waste Rates:** This section provides a detailed presentation of the City of Killeen's Water & Sewer & Solid Waste rates as they appear in the City of Killeen's Code of Ordinance.

**Glossary:** The glossary provides a listing of terminology pertaining to governmental fund accounting, and municipal government.

**Acknowledgements:** Acknowledgements to those who helped create this book.

**Photograph Acknowledgements and Descriptions:** Description of photographs presented in this book.

*"The City Without Limits!"*



# **CITY OF KILLEEN**

## **FULL TIME AND REGULAR PART-TIME EMPLOYEES SCHEDULE**

*"The City Without Limits!"*



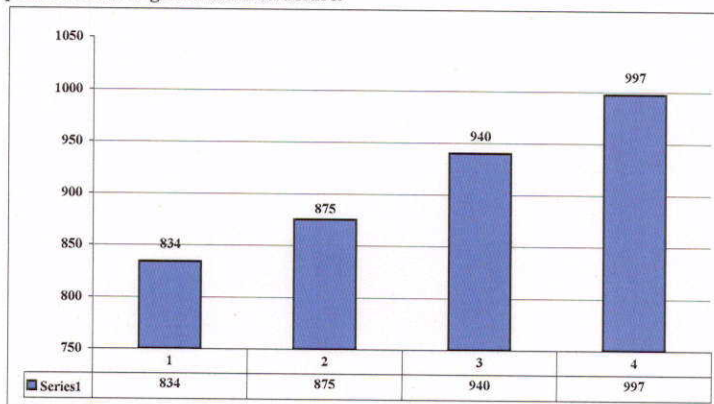
**FULL TIME AND REGULAR PART-TIME EMPLOYEES**

	2003-04	2004-05	2005-06	2006-07
<b>General Fund</b>				
City Manager	3	3	3	3
Emergency Management & Homeland Security	0	0	0	1
Municipal Court	19	19	19	23
Public Information	1	1	2	2
Killeen Volunteer Services	3	3	3	3
City Attorney	6	7	7	7
City Secretary	1	1	1	1
Finance	5	6	6	6
Accounting	7	7	7	7
Purchasing	4	4	5	5
Building Services	2	2	3	3
Custodial Services	8	8	8	9
Printing Services	2	2	2	2
EMS Billing & Collections	5	5	5	5
Human Resources	8	8	10	10
Information Technology	10	10	12	12
Permits & Inspections	11	12	14	16
Code Enforcement	7	7	8	8
Library Services	30	30	30	31
Golf Course	12	13	17	18
Golf Course Food & Beverage	0	0	0	5
Parks	31	31	31	37
Recreation	3	3	3	3
Athletics	3	3	3	4
Cemetery	6	6	6	6
Senior Citizens	3	3	3	3
Community Development	4	4	4	4
Home Program	2	2	2	1.5
Public Works	2	2	2	2
Engineering	2	2	2	2
Traffic	10	10	10	10
Street	35	35	39	39
Planning	6	7	8	9
Police	214	230	249	263
Animal Control	8	8	8	8
Fire	128	137	143	152
<b>Total General Fund</b>	<b>601</b>	<b>631</b>	<b>675</b>	<b>720.5</b>
<b>Killeen-Fort Hood Regional Airport</b>				
Killeen-Fort Hood Regional Airport	14	37.5	37.5	40
<b>Total Killeen-Fort Hood Regional Airport Fund</b>	<b>14</b>	<b>37.5</b>	<b>37.5</b>	<b>40</b>
<b>Skylark Field</b>				
Skylark Field	20	5.5	5.5	4
<b>Total Skylark Field Fund</b>	<b>20</b>	<b>5.5</b>	<b>5.5</b>	<b>4</b>

## FULL TIME AND REGULAR PART-TIME EMPLOYEES

	2003-04	2004-05	2005-06	2006-07
<b>Solid Waste</b>				
Code Enforcement	1	1	0	0
Residential Services	35	35	38	38
Commercial Services	19	19	19	20
Recycle Center	7	7	7	7
Transfer Station	11	11	11	13
Mowing	0	0	11	11
<b>Total Solid Waste Fund</b>	<b>73</b>	<b>73</b>	<b>86</b>	<b>89</b>
<b>Water and Sewer</b>				
Fleet Services	19	19	19	22
Utility Collections	30	30	32	34
GIS	2	2	3	3
Water Distribution	15	15	15	15
Sanitary Sewer	11	11	13	13
Water and Sewer Operations	20	20	24	20
Engineering	-	-	-	8
<b>Total Water and Sewer Fund</b>	<b>97</b>	<b>97</b>	<b>106</b>	<b>115</b>
<b>Drainage Utility Fund</b>				
Engineering	3	3	9	3
Maintenance	0	0	0	6
<b>Total Drainage Utility Fund</b>	<b>3</b>	<b>3</b>	<b>9</b>	<b>9</b>
<b>Special Revenue Fund</b>				
Cablesystem PEG	1	1	0	0
Civic and Conference Center	15	16	15	15
Community Development Block Grant	4	4	4	4
Home Program	1	1	1	0.5
<b>Total Special Revenue Fund</b>	<b>21</b>	<b>22</b>	<b>20</b>	<b>19.5</b>
<b>Capital Improvement</b>				
Bond Construction	5	5	0	0
<b>Total Capital Improvement Fund</b>	<b>5</b>	<b>5</b>	<b>0</b>	<b>0</b>
<b>TOTAL ALL FUNDS</b>	<b>834</b>	<b>875</b>	<b>940</b>	<b>997</b>

Note: In order to be consistent, all data for prior years presented has been included in each Division's current position of the organizational structure.





# **CITY OF KILLEEN**

## **CITY OF KILLEEN POSITION CLASSIFICATION, PAY PLAN, AND SCHEDULE OF INCENTIVES**

*"The City Without Limits!"*



**City of Killeen**  
**Position Classification and Pay Plan**  
**Effective October 1, 2006**

<u>Grade</u>	<u>Classified Positions</u>	<u>Salary Schedule (monthly)</u>	
		<u>Minimum</u>	<u>Maximum</u>
<u>51</u>	Clerk	\$1,397	\$2,035
	Cook	\$1,397	\$2,035
	Court Files Clerk	\$1,397	\$2,035
	Mail Clerk (UB)	\$1,397	\$2,035
	Utility Cashier	\$1,397	\$2,035
<u>52</u>	Aircraft Fuel Handler	\$1,532	\$2,234
	Airport Service Worker	\$1,532	\$2,234
	Animal Control Assistant	\$1,532	\$2,234
	Animal Control Attendant	\$1,532	\$2,234
	Bldgs & Grounds Service Worker	\$1,532	\$2,234
	Cart Fleet & Range Attendant	\$1,532	\$2,234
	Code Enforcement Clerk	\$1,532	\$2,234
	Communications Specialist	\$1,532	\$2,234
	Community Center Coordinator	\$1,532	\$2,234
	Court Citation Specialist	\$1,532	\$2,234
	Court Collections Clerk	\$1,532	\$2,234
	Custodian	\$1,532	\$2,234
	Customer Svc Representative	\$1,532	\$2,234
	Drainage Service Worker	\$1,532	\$2,234
	EMS Billing Clerk	\$1,532	\$2,234
	Facilities Maintenance Specialist	\$1,532	\$2,234
	Golf Shop Attendant	\$1,532	\$2,234
	Greenskeeper	\$1,532	\$2,234
	Grounds Maintenance Worker	\$1,532	\$2,234
	Juvenile Coordinator/Accounting Clerk	\$1,532	\$2,234
	Meter Reader	\$1,532	\$2,234
	Mowing Services Worker	\$1,532	\$2,234
	Office Assistant	\$1,532	\$2,234
	Operator/Apprentice	\$1,532	\$2,234
	Planning Clerk	\$1,532	\$2,234
	Police Clerk	\$1,532	\$2,234
	Press Operator	\$1,532	\$2,234
	Receptionist	\$1,532	\$2,234
	Recycling Attendant	\$1,532	\$2,234
	Scale Attendant	\$1,532	\$2,234
	Secretary	\$1,532	\$2,234
	Small Equipment Mechanic	\$1,532	\$2,234
	Solid Waste Worker	\$1,532	\$2,234
	Street Service Worker	\$1,532	\$2,234
	Utility Clerk	\$1,532	\$2,234
	Warrants Clerk	\$1,532	\$2,234
Warrants Coordinator (Court)	\$1,532	\$2,234	
Welder's Assistant	\$1,532	\$2,234	

**City of Killeen**  
**Position Classification and Pay Plan**  
**Effective October 1, 2006**

<u>Grade</u>	<u>Classified Positions</u>	<u>Salary Schedule (monthly)</u>	
		<u>Minimum</u>	<u>Maximum</u>
<u>53</u>	Accounting Clerk	\$1,717	\$2,502
	Animal Control Officer	\$1,717	\$2,502
	Bailiff	\$1,717	\$2,502
	Building Permit Clerk	\$1,717	\$2,502
	Community Development Program Assistant	\$1,717	\$2,502
	EMS Billing Specialist	\$1,717	\$2,502
	Golf Course Maintenance Technician	\$1,717	\$2,502
	Grounds Maintenance Specialist	\$1,717	\$2,502
	Human Resources Assistant	\$1,717	\$2,502
	Jailer	\$1,717	\$2,502
	Library Assistant	\$1,717	\$2,502
	Parts Assistant	\$1,717	\$2,502
	Police Fiscal Specialist	\$1,717	\$2,502
	Program Assistant	\$1,717	\$2,502
	Sign Technician	\$1,717	\$2,502
	Solid Waste Crew Chief	\$1,717	\$2,502
	Sr Meter Reader	\$1,717	\$2,502
	Sr Secretary	\$1,717	\$2,502
	Sr Utility Clerk	\$1,717	\$2,502
	Truck Driver	\$1,717	\$2,502
Utility Service Worker	\$1,717	\$2,502	
<u>54</u>	Accounting Specialist	\$1,922	\$2,801
	Commercial Equipment Operator	\$1,922	\$2,801
	Compliance/Collections Enforcement Asst	\$1,922	\$2,801
	Construction Inspector	\$1,922	\$2,801
	Convention Services Manager	\$1,922	\$2,801
	Crime Prevention Coordinator	\$1,922	\$2,801
	Custodian Crew Leader	\$1,922	\$2,801
	Electrical Maintenance Technician	\$1,922	\$2,801
	Equipment Operator	\$1,922	\$2,801
	Evidence Technician	\$1,922	\$2,801
	Golf Shop Manager	\$1,922	\$2,801
	Grounds Crew Leader	\$1,922	\$2,801
	Juvenile Case Manager	\$1,922	\$2,801
	Mowing Crew Leader	\$1,922	\$2,801
	Operator I	\$1,922	\$2,801
	Payroll Coordinator	\$1,922	\$2,801
	Police Training Assistant	\$1,922	\$2,801
	Principal Secretary	\$1,922	\$2,801
	Public Information Assistant	\$1,922	\$2,801
	Residential Equipment Operator	\$1,922	\$2,801
	Sr Reference Assistant	\$1,922	\$2,801
	Youth Programs Specialist	\$1,922	\$2,801

**City of Killeen**  
**Position Classification and Pay Plan**  
**Effective October 1, 2006**

<u>Grade</u>	<u>Classified Positions</u>	<u>Salary Schedule (monthly)</u>	
		<u>Minimum</u>	<u>Maximum</u>
<u>55</u>	Airport Specialist	\$2,153	\$3,137
	Assistant Clerk of the Court	\$2,153	\$3,137
	Association Sales Manager	\$2,153	\$3,137
	Athletic Supervisor	\$2,153	\$3,137
	Buyer	\$2,153	\$3,137
	Drainage Crew Leader	\$2,153	\$3,137
	Event Coordinator	\$2,153	\$3,137
	Executive Assistant	\$2,153	\$3,137
	Fleet Services Technician	\$2,153	\$3,137
	Heavy Equipment Crew Leader	\$2,153	\$3,137
	Library Supervisor	\$2,153	\$3,137
	Operator II	\$2,153	\$3,137
	Planning Assistant	\$2,153	\$3,137
	Public Service Officer	\$2,153	\$3,137
	Recreation Supervisor	\$2,153	\$3,137
	Sr Aircraft Fuel Handler	\$2,153	\$3,137
	Technology Unit Technician	\$2,153	\$3,137
Traffic Technician	\$2,153	\$3,137	
W&S Materials Manager	\$2,153	\$3,137	
Welder	\$2,153	\$3,137	
<u>56</u>	CAD/GIS Technician	\$2,413	\$3,515
	Cataloguer	\$2,413	\$3,515
	Code Enforcement Officer	\$2,413	\$3,515
	Community Development Specialist	\$2,413	\$3,515
	Computer Operator	\$2,413	\$3,515
	Computer Technician	\$2,413	\$3,515
	Crime Statistical Analyst	\$2,413	\$3,515
	Custodian Supervisor	\$2,413	\$3,515
	Customer Svc Supervisor	\$2,413	\$3,515
	Deputy City Marshal	\$2,413	\$3,515
	Employee Benefits Specialist	\$2,413	\$3,515
	Home Program Coordinator	\$2,413	\$3,515
	Info. Technology Training Specialist	\$2,413	\$3,515
	Info. Technology Web Technician	\$2,413	\$3,515
	Operations Specialist	\$2,413	\$3,515
	Plans Reviewer	\$2,413	\$3,515
	Police Records Supervisor	\$2,413	\$3,515
	Reprographics Technician	\$2,413	\$3,515
	Solid Waste Specialist	\$2,413	\$3,515
	Sr Association Sales Manager	\$2,413	\$3,515
	Sr Construction Inspector	\$2,413	\$3,515
Sr Traffic Technician	\$2,413	\$3,515	
Utility Collections Supervisor	\$2,413	\$3,515	



**City of Killeen**  
**Position Classification and Pay Plan**  
**Effective October 1, 2006**

<u>Grade</u>	<u>Classified Positions</u>	<u>Salary Schedule (monthly)</u>	
		<u>Minimum</u>	<u>Maximum</u>
<u>57</u>	Administrative Assistant	\$2,702	\$4,178
	Airport Maint. Crew Leader	\$2,702	\$4,178
	Animal Control Supervisor	\$2,702	\$4,178
	Assistant Golf Professional	\$2,702	\$4,178
	Branch Manager	\$2,702	\$4,178
	Building Inspector	\$2,702	\$4,178
	Chief Operator	\$2,702	\$4,178
	City Marshal	\$2,702	\$4,178
	Code Enforcement Field Supervisor	\$2,702	\$4,178
	Commercial Operations Supervisor	\$2,702	\$4,178
	Community Development Prg/Manager	\$2,702	\$4,178
	Computer Mainframe Specialist	\$2,702	\$4,178
	Container Operations Supervisor	\$2,702	\$4,178
	Drainage Maintenance Supervisor	\$2,702	\$4,178
	EMS Billing Supervisor	\$2,702	\$4,178
	Engineering Assistant	\$2,702	\$4,178
	Flightline Service Crew Leader	\$2,702	\$4,178
	Food and Beverage Manager	\$2,702	\$4,178
	GIS Data Technician	\$2,702	\$4,178
	Human Resources Specialist	\$2,702	\$4,178
	Mowing Operations Supervisor	\$2,702	\$4,178
	Network Technician	\$2,702	\$4,178
	Network Technician (Airport)	\$2,702	\$4,178
	Office Supervisor	\$2,702	\$4,178
	Operator III	\$2,702	\$4,178
	Recycling Operations Supervisor	\$2,702	\$4,178
	Reference Librarian	\$2,702	\$4,178
	Residential Operations Supervisor	\$2,702	\$4,178
	Sign Crew Supervisor	\$2,702	\$4,178
	Special Projects Coordinator	\$2,702	\$4,178
	Storm Water Drainage Technician	\$2,702	\$4,178
	Street Maintenance Supervisor	\$2,702	\$4,178
	Traffic Signal Supervisor	\$2,702	\$4,178
Transfer Station Supervisor	\$2,702	\$4,178	
Utility Services Supervisor	\$2,702	\$4,178	
<u>58</u>	Building Plans Examiner	\$3,026	\$4,678
	Chief Building Inspector	\$3,026	\$4,678
	Clerk of the Court	\$3,026	\$4,678
	Compliance/Collections Manager	\$3,026	\$4,678
	Facilities Manager	\$3,026	\$4,678
	Fleet Services Parts Supervisor	\$3,026	\$4,678
	Fleet Services Supervisor	\$3,026	\$4,678
	IT A'port Technology Supervisor	\$3,026	\$4,678
	Network Exchange Administrator	\$3,026	\$4,678

**City of Killeen**  
**Position Classification and Pay Plan**  
**Effective October 1, 2006**

<b>Grade</b>	<b>Classified Positions</b>	<b>Salary Schedule (monthly)</b>	
		<b>Minimum</b>	<b>Maximum</b>
<u>58</u>	Operations Supervisor	\$3,026	\$4,678
	Senior Center Manager	\$3,026	\$4,678
	Shop Foreman	\$3,026	\$4,678
<u>59</u>	Accounting Supervisor	\$3,389	\$5,239
	Assistant Director of Library Services	\$3,389	\$5,239
	Cemetery Superintendent	\$3,389	\$5,239
	City Secretary	\$3,389	\$5,239
	Commercial Operations Superintendent	\$3,389	\$5,239
	Employee Relations/Training Coordinator	\$3,389	\$5,239
	Evidence Manager	\$3,389	\$5,239
	Finance Manager	\$3,389	\$5,239
	GIS Technical Project Manager	\$3,389	\$5,239
	Info. Technology Network Manager	\$3,389	\$5,239
	Info. Technology Operations Manager	\$3,389	\$5,239
	Intelligence Manager	\$3,389	\$5,239
	Mowing & Drainage Superintendent	\$3,389	\$5,239
	Operations Manager	\$3,389	\$5,239
	Parks/Pub Grds Superintendent	\$3,389	\$5,239
	Recreation Superintendent	\$3,389	\$5,239
	Residential Operations Superintendent	\$3,389	\$5,239
	Risk Manager	\$3,389	\$5,239
	Sr CAD/GIS Technician	\$3,389	\$5,239
	Street Services Superintendent	\$3,389	\$5,239
Traffic Superintendent	\$3,389	\$5,239	
Transfer Station Superintendent	\$3,389	\$5,239	
Water & Sewer Superintendent	\$3,389	\$5,239	
<u>60</u>	Accounting Manager	\$3,796	\$5,868
	Airport Facilities Manager	\$3,796	\$5,868
	Airport Operations Manager	\$3,796	\$5,868
	Director of Code Enforcement	\$3,796	\$5,868
	Director of Volunteer Services	\$3,796	\$5,868
	Fleet Services Manager	\$3,796	\$5,868
	Golf Course Superintendent	\$3,796	\$5,868
	Grants and Projects Administrator	\$3,796	\$5,868
	Project Manager	\$3,796	\$5,868
	Purchasing Manager	\$3,796	\$5,868
	Recycling Manager	\$3,796	\$5,868
	Senior Planner	\$3,796	\$5,868
Utility Collections Manager	\$3,796	\$5,868	
<u>61</u>	Assistant City Attorney I	\$4,251	\$6,572
	Director of Community Development	\$4,251	\$6,572
	Director of Street Services	\$4,251	\$6,572

**City of Killeen**  
**Position Classification and Pay Plan**  
**Effective October 1, 2006**

<u>Grade</u>	<u>Classified Positions</u>	<u>Salary Schedule (monthly)</u>	
		<u>Minimum</u>	<u>Maximum</u>
61	Director of Water & Sewer Services	\$4,251	\$6,572
	Emergency Mgmt/Homeland Security Coordinator	\$4,251	\$6,572
	Management Analyst	\$4,251	\$6,572
62	Assistant City Attorney II	\$4,760	\$7,360
	Assistant Director of Aviation	\$4,760	\$7,360
	Building Official	\$4,760	\$7,360
	City Planner	\$4,760	\$7,360
	Director of Civic & Conference Center	\$4,760	\$7,360
	Director of General Services	\$4,760	\$7,360
	Director of Library Services	\$4,760	\$7,360
	Director of Parks & Recreation	\$4,760	\$7,360
	Management Accountant	\$4,760	\$7,360
	Project Engineer	\$4,760	\$7,360
63	City Engineer	\$5,332	\$8,748
	Director of Planning & Eco Development	\$5,332	\$8,748
	Director of Solid Waste & Drainage Services	\$5,332	\$8,748
	Deputy City Attorney	\$5,332	\$8,748
<b><u>Unclassified Positions</u></b>			
62	Director of Public Information	\$4,760	\$7,360
	Golf Professional	\$4,760	\$7,360
64	Director of Aviation	\$5,972	\$9,798
	Director of Community Services	\$5,972	\$9,798
	Director of Human Resources	\$5,972	\$9,798
	Director of Information Technology	\$5,972	\$9,798
	Director of Public Works	\$5,972	\$9,798
	Fire Chief	\$5,972	\$9,798
65	Assistant City Manager	\$6,689	\$10,974
	Chief of Police	\$6,689	\$10,974
	City Attorney	\$6,689	\$10,974
	Director of Finance	\$6,689	\$10,974
	City Manager	City Council Determined	City Council Determined
	Associate Municipal Judge	City Council Determined	City Council Determined
	Presiding Municipal Judge	City Council Determined	City Council Determined

## POLICE PAY PLAN

EFFECTIVE OCTOBER 1, 2006

PROBATIONARY POLICE OFFICER	YEAR ONE	YEAR TWO	YEAR THREE	YEAR FOUR	YEAR FIVE	YEAR SIX	YEAR EIGHT	YEAR TEN	YEAR TWELVE	YEAR FOURTEEN	YEAR SIXTEEN	YEAR EIGHTEEN	
	\$2,964	\$3,224	\$3,328	\$3,432	\$3,536	\$3,640	\$3,744	\$3,848	\$3,952	\$4,056	\$4,160	\$4,264	\$4,368
				YEAR 1-2	YEAR 3-4	YEAR 5-9	YEAR 10+						
POLICE SERGEANT			\$4,654	\$4,810	\$4,966	\$5,122							
POLICE LIEUTENANT			\$5,408	\$5,564	\$5,720	\$5,876							
POLICE CAPTAIN			\$6,136	\$6,292	\$6,448	\$6,604							
ASSISTANT CHIEF OF POLICE			\$7,046	\$7,202	\$7,358	\$7,514							

## FIRE/EMS PAY PLAN

EFFECTIVE OCTOBER 1, 2006

PROBATIONARY FIRE & RES OFFICER	YEAR ONE	YEAR TWO	YEAR THREE	YEAR FOUR	YEAR FIVE	YEAR SIX	YEAR EIGHT	YEAR TEN	YEAR TWELVE	YEAR FOURTEEN	YEAR SIXTEEN	YEAR EIGHTEEN	
	\$2,704	\$2,912	\$3,016	\$3,120	\$3,224	\$3,328	\$3,432	\$3,536	\$3,640	\$3,744	\$3,848	\$3,952	\$4,056
				YEAR 1-2	YEAR 3-4	YEAR 5-9	YEAR 10+						
FIRE PREVENTION OFFICER			\$4,264	\$4,420	\$4,576	\$4,732							
FIRE LIEUTENANT			\$4,264	\$4,420	\$4,576	\$4,732							
FIRE CAPTAIN			\$4,888	\$5,044	\$5,200	\$5,356							
FIRE DEPUTY CHIEF			\$5,928	\$6,136	\$6,344	\$6,552							
FIRE MARSHALL			\$5,928	\$6,136	\$6,344	\$6,552							



**City of Killeen  
Incentive Pay Schedule\*\*  
Effective October 1, 2006**

Incentive Title	Per Month
<b>Non Civil Service</b>	
Animal Control Administrative	\$40
Animal Control Advanced <sup>(1)</sup>	\$30
Animal Control Basic <sup>(1)</sup>	\$20
Building Code Official	\$25
Building Inspector - Commercial	\$10
Building Inspector - Residential	\$10
Building Plans Examiner	\$20
Certified Backflow Tester	\$25
Certified Building Official	\$50
Certified Floodplain Manager	\$25
Certified Pool Operator	\$15
Certified State Code Enforcement Officer	\$25
Certified State Licensed Plumbing Inspector	\$25
City Marshal - Associates Degree <sup>(1)</sup>	\$100
City Marshal - Bachelor's Degree <sup>(1)</sup>	\$200
City Marshal - Master's Degree <sup>(1)</sup>	\$300
Commercial Driver's License (CDL) Class A License <sup>(1)</sup>	\$90
Commercial Driver's License (CDL) Class B License - I <sup>(1)</sup> (Authorized to drive 2 types of collection vehicles)	\$45
Commercial Driver's License (CDL) Class B License - II <sup>(1)</sup> ( Authorized to drive 3 or more types of collection vehicles)	\$95
Commercial Energy Inspector	\$10
Commercial Energy Plans Examiner	\$20
Dumpster Operator Night Shift	\$100
Electrical Code Official	\$25
Electrical Inspector - Commercial	\$10
Electrical Inspector - Residential	\$10
Electrical Plans Examiner	\$20
Electrician Journeyman	\$60
Housing Code Official	\$25
Irrigation License	\$25
Master Automotive Service Excellence (ASE) Technician	\$60
Master Code Professional	\$25
Master Electrician	\$120
Master Plumber	\$25
Mechanical Code Official	\$25
Mechanical Inspector - Commercial	\$10
Mechanical Inspector - Residential	\$10
Mechanical Plans Examiner	\$20
Municipal Court Clerk Level I Certification <sup>(1)</sup>	\$25
Municipal Court Clerk Level II Certification <sup>(1)</sup>	\$35
Municipal Court Clerk Level III Certification <sup>(1)</sup>	\$45
National Air Transportation Association (NATA) Line Certificatior	\$75
Peace Officer Advanced Certificate <sup>(1)</sup>	\$75
Peace Officer Intermediate Certificate <sup>(1)</sup>	\$60
Peace Officer Master Certificate <sup>(1)</sup>	\$100

**City of Killeen  
Incentive Pay Schedule\*\*  
Effective October 1, 2006**

<b>Incentive Title</b>	<b>Per Month</b>
Permit Technician (for permit clerks)	\$15
Pest Control Insecticide General/Basic	\$15
Pest Control Lawn & Ornamental	\$15
Pest Control Weed Control	\$15
Plumbing Code Official	\$25
Plumbing Inspector - Commercial	\$10
Plumbing Inspector - Residential	\$10
Plumbing Plans Examiner	\$20
Property Maintenance & Housing Inspector	\$10
Refrigeration and Recovery Recycling License	\$10
Residential Energy Plans Examiner / Inspector	\$15
Sanitary Sewers Type I License <sup>(1)</sup>	\$25
Sanitary Sewers Type II License <sup>(1)</sup>	\$35
Solid Waste Class A <sup>(1)</sup>	\$60
Solid Waste Class B <sup>(1)</sup>	\$45
Solid Waste Class C <sup>(1)</sup>	\$32
Solid Waste Class D <sup>(1)</sup>	\$25
Texas Motor Vehicle Inspection License	\$15
Traffic Signal Certification Level I <sup>(1)</sup>	\$50
Traffic Signal Certification Level II <sup>(1)</sup>	\$70
Traffic Signal Certification Level III <sup>(1)</sup>	\$45
Utility Class D Water License <sup>(1)</sup>	\$25
Wastewater Collection Grade A <sup>(1)</sup>	\$55
Wastewater Collection Grade B <sup>(1)</sup>	\$45
Wastewater Collections Class I <sup>(1)</sup>	\$25
Wastewater Collections Class II <sup>(1)</sup>	\$35
Wastewater Collections Class III <sup>(1)</sup>	\$45
Water Distribution Grade A <sup>(1)</sup>	\$55
Water Distribution Grade B <sup>(1)</sup>	\$45
Water Distribution Grade C <sup>(1)</sup>	\$35
Water Distribution Grade D <sup>(1)</sup>	\$25
Water Production C License <sup>(1)</sup>	\$35
Water Production D License <sup>(1)</sup>	\$25
 <b>Civil Service - Police</b>	
Associates Degree <sup>(1)</sup>	\$100
Bachelor's Degree <sup>(1)</sup>	\$200
Master's Degree <sup>(1)</sup>	\$300
Advanced Peace Officer <sup>(1)</sup>	\$75
Intermediate Peace Officer <sup>(1)</sup>	\$60
Master Peace Officer <sup>(1)</sup>	\$100
Field Training Officer	\$75
Hazardous Materials (HAZMAT) Certification	\$100
Hostage Negotiation Team	\$75
Police Investigator Pay	\$50
Shift Differential (Patrol Personnel Only)	3% of base pay
Special Weapons and Tactics (SWAT)	\$75

**City of Killeen  
Incentive Pay Schedule\*\*  
Effective October 1, 2006**

<b>Incentive Title</b>	<b>Per Month</b>
<b>Civil Service - Fire</b>	
Aircraft Rescue Fire Fighting (ARFF)	\$100
Apparatus Technician	\$50
Arson Investigator	\$100
Emergency Management Coordinator	\$200
Emergency Medical Services (EMS) Driver	\$25/per day
Emergency Medical Technician (EMT) Beginner <sup>(1)</sup>	\$100
Emergency Medical Technician (EMT) Intermediate <sup>(1)</sup>	\$120
Emergency Medical Technicians (EMT) Paramedic <sup>(1)</sup>	\$300
Fire Emergency Medical Services (EMS) Coordinator	\$200
Fire Training Officer	\$200
Firefighter/Intermediate <sup>(1)</sup>	\$60
Firefighter/Advanced <sup>(1)</sup>	\$120
Firefighter Master <sup>(1)</sup>	\$175
Hazardous Materials (HAZMAT) Certification	\$100
Paramedic Attendant	\$50/per day

*\*\*The incentive pays for certifications are authorized for payment only if required for the position.*

<sup>1</sup> Certification are progressive levels; only the incentive for the highest level achieved is authorized for payment.

# **CITY OF KILLEEN**

## **CITY OF KILLEEN WATER, SEWER, AND SOLID WASTE RATES**

*"The City Without Limits!"*





**WATER AND WASTEWATER RATES**

Water Fees:

The following water charges shall apply to all residential users for the consumption of water inside the city limits:

Meter Size	5/8&3/4"	1"	1 1/2"	2"	3"	4"	6"	8"	10"
0 to 2,000 gallons	\$10.30	\$11.51	\$14.52	\$18.13	\$26.58	\$38.65	\$69.69	\$104.95	\$147.17
Applicable to all meter sizes									
2,001 to 25,000 gallons, per 1,000 gallons							\$2.80		
Over 25,000 gallons, per 1,000 gallons							\$3.34		

The following water charges shall apply to all commercial users for the consumption of water inside the city limits:

Meter Size	5/8&3/4"	1"	1 1/2"	2"	3"	4"	6"	8"	10"
0 to 2,000 gallons	\$10.71	\$11.98	\$15.10	\$18.86	\$27.64	\$40.20	\$72.48	\$109.26	\$153.06
Applicable to all meter sizes									
All over 2,000 gallons, per 1,000 gallons							\$2.91		

The following water charges shall apply to all apartment, small apartment, and mobile home park users for the consumption of water inside the city limits:

Meter Size	5/8&3/4"	1"	1 1/2"	2"	3"	4"	6"	8"	10"
0 to 2,000 gallons	\$10.30	\$11.51	\$14.52	\$18.13	\$26.58	\$38.65	\$69.69	\$104.95	\$147.17
Applicable to all meter sizes									
All over 2,000 gallons, per 1,000 gallons							\$2.80		

The water rates for all residential users outside the city limits shall be double the water rates for residential users inside the city limits:

Meter Size	5/8&3/4"	1"	1 1/2"	2"	3"	4"	6"	8"	10"
0 to 2,000 gallons	\$20.60	\$23.02	\$29.04	\$36.26	\$53.16	\$77.30	\$139.38	\$209.90	\$294.34
Applicable to all meter sizes									
2,001 to 25,000 gallons, per 1,000 gallons							\$5.60		
Over 25,000 gallons, per 1,000 gallons							\$6.68		

The water rates for all commercial users outside the city limits shall be double the water rates for commercial users inside the city limits:

Meter Size	5/8&3/4"	1"	1 1/2"	2"	3"	4"	6"	8"	10"
0 to 2,000 gallons	\$21.42	\$23.96	\$30.20	\$37.72	\$55.28	\$80.40	\$144.96	\$218.52	\$306.12
Applicable to all meter sizes									
All over 2,000 gallons, per 1,000 gallons							\$5.82		

The water rates for all apartment, small apartment, and mobile home parks users outside the city limits shall be double the water rates for apartment, small apartment, and mobile home park users inside the city limits:

Meter Size	5/8&3/4"	1"	1 1/2"	2"	3"	4"	6"	8"	10"
0 to 2,000 gallons	\$20.60	\$23.02	\$29.04	\$36.26	\$53.16	\$77.30	\$139.38	\$209.90	\$294.34
Applicable to all meter sizes									
All over 2,000 gallons, per 1,000 gallons							\$5.60		

The water rates for city-owned fireplugs are as follows:

0 to 2,000 gallons	\$26.58
All over 2,000 gallons, per 1,000 gallons	2.91

Wastewater Rates:

Single family residential	\$15.18 minimum charge for the first 3,000 gallons, plus \$3.25 per 1,000 gallons thereafter, not to exceed 10,000 gallons
Commercial customers	\$15.51 minimum charge for the first 3,000 gallons, plus \$3.25 per 1,000 gallons in excess of minimum
Motels, two-family & multifamily residential	\$15.51 minimum charge for the first 3,000 gallons, plus \$3.25 per 1,000 gallons thereafter.
Mobile home parks	\$15.51 per unit, minimum charge for the first 3,000 gallons per unit, plus \$3.25 per 1,000 gallons thereafter minimum, not to exceed 10,000 gallons per unit.

WATER AND SEWER TAPS

Water Base Tap	3/4" Tap	\$ 350.00
	1" Tap	477.00
	1 1/2" Tap	862.00
	2" Tap	1,375.00
Sewer Base Tap		\$ 350.00

WATER DEPOSITS

Residential Meters	3/4" meters	\$ 60.00
	1" meters	60.00
	1 1/2" meters	150.00
	2" meters	200.00
Commercial Meters	3/4" meters	75.00
	1" meters	150.00
	1 1/2" meters	200.00
	2" meters	300.00
	3" meters	400.00
	4" meters	500.00
	6" meters	600.00
8" meters	900.00	

DRAINAGE UTILITY RATES

Residential Property:

Single family	\$4.00 per month
Duplex	\$7.11 per month
Multi-family (three or more units)	\$3.10 per month per unit - maximum \$200.00 per month.

Non-Residential Property:

Based on Lot or Parcel Size:

Less than 10,001 square feet	\$ 5.84 per month
10,001 to 50,000 square feet	\$ 11.67 per month
50,001 to 100,000 square feet	\$ 17.52 per month
100,001 to 200,000 square feet	\$ 35.04 per month
200,001 to 350,000 square feet	\$ 64.24 per month
350,001 to 700,000 square feet	\$ 93.44 per month
700,001 to 1,000,000 square feet	\$128.48 per month
More than 1,000,000 square feet	\$204.39 per month

**SOLID WASTE RATES**

Residential rates:

96-gallon container	\$13.85/month
64-gallon container	12.03/month
32-gallon container	10.85/month

Commercial Rates:

96-gallon container	\$13.85/month
300-gallon container	42.21/month

**MONTHLY CHARGES**

Dumpster Size	Credit for Privately Owned Dumpsters	Scheduled Number of Pickups Per Week					
		1	2	3	4	5	6
2 cu. yd.	\$ 15.44	\$ 58.18	\$ 96.73	\$ 135.28	\$ 173.83	\$ 213.20	\$ 250.93
3 cu. yd.	17.64	71.01	120.06	169.10	218.15	267.19	316.24
4 cu. yd.	19.11	83.06	142.60	202.14	261.66	321.22	380.76
6 cu. yd.	23.53	108.74	189.26	269.79	350.32	430.84	511.36
8 cu. yd.	27.93	134.41	235.81	337.42	438.95	540.45	641.97

**CHARGES FOR EXTRA PICKUPS**

Size of Container	For Call-In Service	For Customer Reload on Site
2 cu. yd.	\$ 20.44 each	\$ 8.07 each
3 cu. yd.	22.92 each	11.56 each
4 cu. yd.	25.39 each	14.03 each
6 cu. yd.	30.33 each	18.97 each
8 cu. yd.	35.28 each	23.92 each

**RATES FOR ROLL-OFF CONTAINER SERVICE**

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



**MISCELLANEOUS UTILITY CHARGES**

Cutting off for repairs & turning back on 8:00 a.m. to 5:00 p.m. Monday - Friday	15.00
Transferring services	25.00
Collection fee for delinquent accounts where service call Is already being made	5.00
Penalty-Assessed if payment is not received by the due date - the 15th day from the billing date or mailing date	5.00
Delinquent account late charge/reconnection fee	20.00
Administrative handling of returned checks	30.00
Returned check late charge - Assessed if returned check not redeemed by disconnect date - the 7th day from mailing date	20.00
After hours service	30.00
When water service is turned on by anyone other than an authorized water department personnel	50.00
If, after a water meter has been pulled, an attempt to obtain water from the city in any manner other than through a meter has been made	100.00
Delinquent garbage only late charge	5.00
New account fee	15.00
Meter check	15.00
Meter check (pull and test)	41.50
Annual itemized bill, per account	3.00
Alphabetical listing of accounts	35.00

# CITY OF KILLEEN

## GLOSSARY

*"The City Without Limits!"*



## **BUDGET GLOSSARY**

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To assist the reader of the Annual Budget document in understanding various terms, a budget glossary has been included.

**Accrual Accounting:** A basis of accounting in which debits and credits are recorded at the time they are incurred as opposed to when cash is actually received or spent. For example, in accrual accounting, revenue which was earned between April 1 and July 31, but for which payment was not received until August 10, is recorded as being received on July 31 rather than on August 10.

**Ad Valorem Taxes:** Commonly referred to as property taxes are the charges levied on all real and certain personal property according to the property's assessed valuation and the tax rate, in compliance with the State Property Tax Code.

**Appropriation:** An authorization made by the City Council which permits the City to incur obligations and to make expenditures of resources.

**Appropriation Ordinance:** The official enactment by the City Council to establish legal authority for City official to obligate and expend resources.

**Assessed Valuation:** A value that is established for real or personal property for use as a basis for levying property taxes. (Note: Property values are established by the Bell County Appraisal District.)

**Attrition:** Savings which occur when personnel vacancies are not immediately filled on positions which are fully funded for the year.

**Authorized Positions:** Personnel slots which are budgeted in the adopted budget to be filled during the year, sometimes referred to as FTE's (Full-Time Equivalents).

**Balance Sheet:** A financial statement that discloses the asset liabilities, reserves and balances of a specific governmental fund as of a specific date.

**Base Budget:** Cost of continuing the existing levels of service in the current budget year.

**Beginning Fund Balance:** Cash available in a fund from the prior year after payment of the prior year's expenses and deductions for prior year's encumbrances.

**Bond:** A written promise to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance. The most common types of bonds are general obligation and revenues bonds. These are most frequently used for construction of large capital projects, such as buildings, streets, and bridges.

**Bond Fund:** A fund used to account for the proceeds of general obligation bond issues.

**Bond Refinancing/Refunding:** The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

**Budget:** A financial plan for a specified period of time (fiscal year) that matches all planned revenues and expenditures with various municipal services.

**Capital Improvement Project:** The specific projects that make up the Capital Improvements Program. The projects involve construction, purchase, or renovation of City facilities or property.

**Capital Improvements Program (CIP):** A management tool used to assist in the scheduling, planning, and execution of a series of capital improvements over a period of time. The CIP is updated annually. It sets forth the estimated expenditures by year and specifies the resources estimated to be available to finance the project expenditures. Capital improvements refer to additional investment in basic facilities owned by the City with life expectancy greater than five years.

**Capital Outlay:** Expenditures for fixed assets, such as equipment, remodeling, minor improvements and vehicles, that are funded from the operation budget. Since long-term financing is not necessary and expenditures of this type are of such recurring character, these items are not part of the Capital Improvements Program.

**Cost Center:** An administrative branch of a department.

**Debt Service Fund:** The Debt Service Fund, also known as Interest and Sinking Fund, was established to account for funds needed to make principal and interest payments on outstanding bonds when due. The fund also reflects paying agent fees and a reserve of not less than 30 days principal and interest obligations for the next fiscal year.

**Department:** The basic organizational unit of government which is functionally unique in its delivery of services.

**Depreciation:** The process of estimating and recording the lost usefulness, expired useful life or diminution of service from a fixed asset that cannot or will not be restored by repair and will be replaced. The cost of the fixed asset's lost usefulness is the depreciation or the cost to reserve in order to replace the item at the end of its useful life.

**Division:** A major administrative division of the City which indicates overall management responsibility for an operation or a group of related operations within a functional area.

**Efficiency Measure:** Performance measure that tracks a ratio of inputs to outputs. The number of units of service delivered (output) per Full Time Equivalent (FTE) or total cost per unit (input.)

**Effectiveness Measure:** Performance measure that tracks the degree to which city services achieve an impact on a problem or need in the city, satisfy service expectations or citizens, or improve the quality of life in the community.

**Effective Tax Rate:** Enables the public to evaluate the relationship between taxes for the preceding year and for the current year, based on a tax rate that would produce the same amount of taxes if applied to the same properties taxed in both years.

**Encumbrance:** The commitment of appropriated funds related to unfilled contracts for goods and services including purchase orders. The purpose of encumbrance accounting is to prevent further expenditure of funds in light of obligations and commitments already made.

**Enterprise Fund:** A governmental accounting fund in which the services provided are financed and operated in the same manner as those of a private business. The rate schedules for these services are established to insure that revenues are adequate to meet all necessary expenditures. Enterprise funds are established for services such as water, wastewater, airport, drainage utilities and solid waste.

**Estimated Revenue:** The amount of projected revenue to be collected during the fiscal year.

**Expenditure:** The outflow of funds paid or to be paid for an asset obtained or goods or services obtained regardless of when the expense is actually paid. This Term applies to all funds. (Note: An encumbrance is not an expenditure. An encumbrance reserves funds to be expended.)

**Expense:** Charges incurred (whether paid immediately or unpaid for operation, maintenance, interest and other charges.)

**Fiscal Year:** The time period designated by the City signifying the beginning and ending period for recording financial transactions. The City of Killeen has specified October 1 - September 30 as its fiscal year.



**Fixed Assets:** Assets of long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

**Full Faith and Credit:** A pledge of the City's taxing power to repay debt obligations (typically used in reference to General Obligation Bonds or tax supported debt.)

**Full-Time Equivalent (FTE):** A measure of authorized personnel calculated by equating 2,080 hours of work per year with the full-time equivalent of 1 position.

**Function:** A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible.

**Fund:** An accounting entity that has a set of self-balancing accounts and that records all financial transactions for specific activities or government functions. Commonly used funds in public accounting are: General fund, capital projects funds, special revenue funds, debt service funds, and enterprise funds.

**GAAP:** Generally Accepted Accounting Principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules and procedures that define accepted accounting principles.

**General Fund:** The largest fund within the City, the General Fund accounts for most of the financial resources of the government. General Fund revenues include property taxes, licenses and permits, local taxes, service charges, and other types of revenue. This fund includes most of the basic operating services, such as fire and police protection, finance, sanitation, parks and recreation, libraries, general administration.

**General Obligation Bonds:** Bonds whose principal and interest is backed by the full faith, credit and taxing powers of the government.

**Goal:** A goal is a long-term, attainable target for an organization.

**Infrastructure:** Structures and equipment such as highways, bridges, buildings and public utilities such as water and sewer systems.

**Input Measures:** Performance measure that tracks resources like Full Time Equivalents (FTEs) and Funding.

**Interfund Transfers:** The movement of monies between funds of the same governmental entity.

**Intergovernmental Revenue:** Revenue received from other governments in the form of grants, shared revenues or payments in lieu of taxes.

**Modified Accrual Basis:** The basis of accounting under which expenditures (other than accrued interest on general long-term debt and certain compensated absences) are recorded at the time liabilities are incurred and under which revenues are recorded when measurable and available. "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to pay liabilities of the current period.

**Operating Budget:** A plan of financial operation embodying an estimate of proposed expenditures for a given period (typically a fiscal year) and the proposed means of financing them (revenue estimates). The term usually indicates a financial plan for a single fiscal year.

**Output Measure:** Performance measure that tracks the quantity of service(s) delivered, work performed, or the number of clients served

**Policy:** A policy is a plan, course of action 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.

**Target:** A performance measure target is the desired level of a service or activity.

**Tax Levy:** The total amount to be raised by general property taxes for operating and debt service purposes specified in the annual Tax Ordinance.

**Tax Rate:** The amount of tax levied for each \$100 of assessed valuation.

**Trust Fund:** The Trust Fund was established to account for all assets received by the City that are in the nature of a trust and not accounted for in other funds. The Trust Fund is accounted for as an expendable trust fund.

**Unencumbered Balance:** The amount of an appropriation that is not expended or encumbered. It is essentially the amount of money still available for future purchases.

# **CITY OF KILLEEN**

## **ACKNOWLEDGEMENTS**

*"The City Without Limits!"*



## **ACKNOWLEDGEMENTS**

*Cindy Davis  
Dynamic Designs*

*Hilary Shine  
City of Killeen  
Public Information Office*

*Deanne Frazee  
City of Killeen  
Library*

*Dawn Blake  
City of Killeen  
Library*

*Special Thanks to  
City of Killeen Fire Station No. One*



# **CITY OF KILLEEN**

## **PHOTOGRAPH ACKNOWLEDGEMENTS AND DESCRIPTIONS**

*"The City Without Limits!"*



## Table of Contents

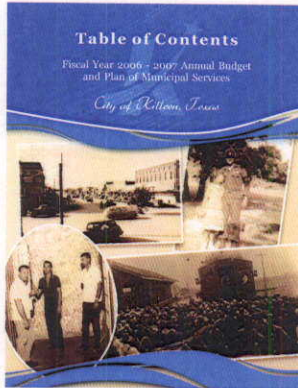
Top Left: Community Christmas Tree – Avenue D and 6<sup>th</sup> (Gray) Street – looking west on Avenue D. The Community Christmas tree at this intersection was a tradition during the 1930's. This photo is believed to have been taken in the mid to late 1930's. On Christmas Eve the City would park the fire truck beside the tree and give out apples, oranges, candy canes and peppermint sticks. The tree tradition was abandoned eventually because it became a traffic hazard.

*Photo courtesy of the Killeen City Library System.*

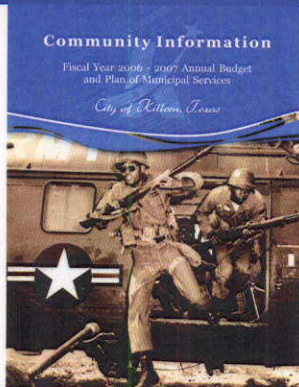
Top Right: Elvis Presley and former Mayor Pro-Tem Kathy Gilmore. Elvis Presley was stationed at Fort Hood from March 28, 1958 through September 19, 1958. He rented a home on 605 Oak Hill Drive for his mother. This Photo was taken outside the front of his home. *Photo courtesy of Dynamic Designs.*

Bottom Left: Former Killeen City Jail. This Photo was taken during the early 1960's. B.W. "Buster" Adams, Chief of Police appears in the center of the Photo. To the left is Don Cannon and to the right is Leon Phillips. The police department, city hall and the jail were located on the NW corner of Gray Street and Avenue D until 1965. *Photo courtesy of the Killeen City Library System.*

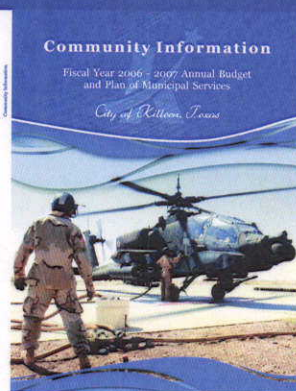
Bottom Right: William Jennings Bryan at a political rally at the current day Chamber of Commerce building. The Democratic presidential candidate is standing in a railroad car parked along side the Killeen train depot. The exact date of the Photo is unknown. Bryan was the Democratic Presidential candidate in 1896, 1900 and 1908. *Photo courtesy of the Killeen City Library System.*



## Community Information

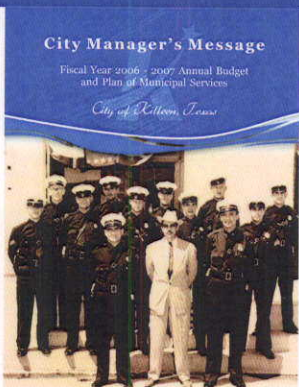


Fort Hood Training photo believed to have been taken in the 1950's during the Korean War  
*Photo courtesy of the Killeen City Library System.*

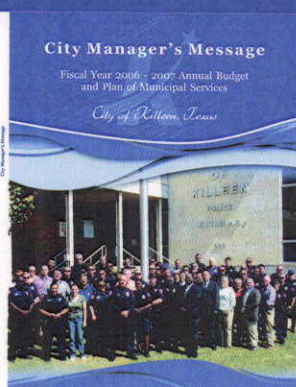


Current day Fort Hood training photo of an Apache Helicopter  
*Photo courtesy of Dynamic Designs.*

## City Manager's Message



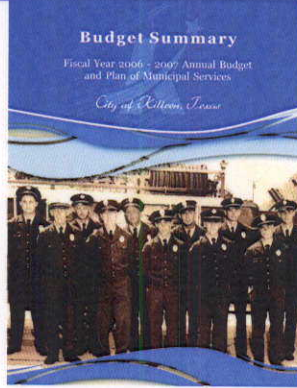
Killeen Police Department 1956  
*Photo courtesy of the Killeen City Library System.*



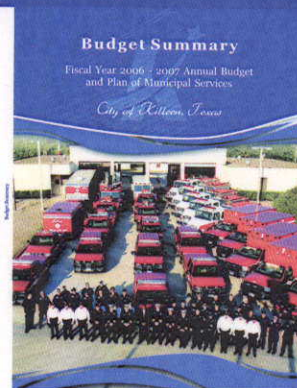
Killeen Police Department 2006  
*Photo courtesy of the City of Killeen Public Information Office*



## Budget Summary

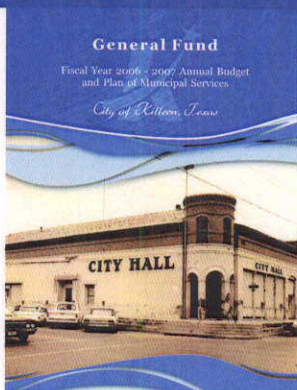


Killeen Fire Department, mid 1950's.  
Photo courtesy of the City of Killeen Fire Department.



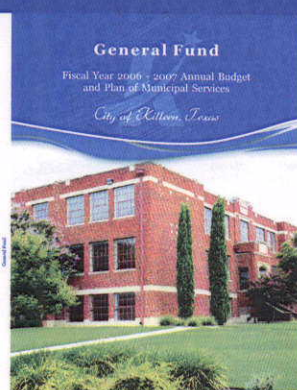
Killeen Fire Department 2006.  
Photo courtesy of the City of Killeen Public Information Office.

## General Fund



City Hall and Police Station on NW corner of Gray Street and Avenue D taken in the early 1960's. The building was a former furniture store purchased by the City in the 1930's for \$1,750. The City sold the building for \$30,000 in 1965.

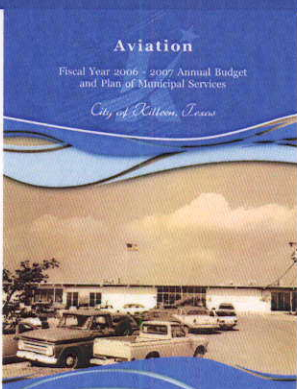
Photo courtesy of the Killeen City Library System.



City Hall on the corner of Avenue D and College in 2006. Built by KISD in 1923 for \$100,000, and renovated in 1925 after a fire. The City purchased the building from KISD on January 24, 1991. The building was renovated and has functioned as City Hall since April 30, 1995.

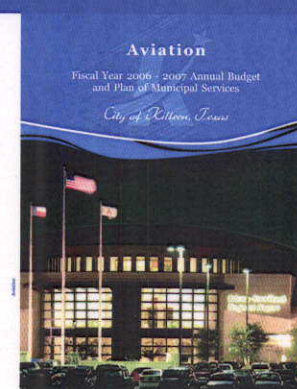
Photo courtesy of the City of Killeen Public Information Office.

## Aviation



Original Killeen Municipal Airport Terminal building. The terminal building was constructed in 1965-1966 with the aid of a 1964 FAA Grant for \$204,914 and dedicated in 1966.

Photo courtesy of the Killeen City Library System.

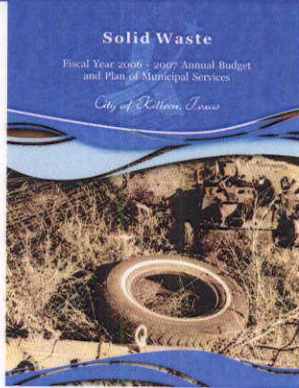


Ted C. Connell Terminal building at the Killeen-Fort Hood Regional Airport. The construction of the terminal building, runway, grounds and infrastructure was completed in July 2004 for approximately \$83 million. Over 90% of the cost was funded through FAA grants.

Photo courtesy of the City of Killeen Public Information Office.

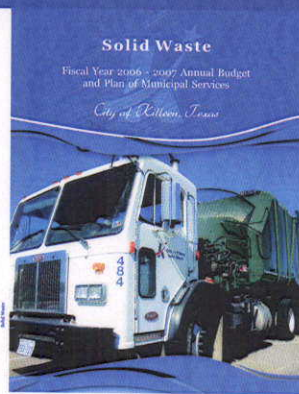


*Solid Waste Fund*



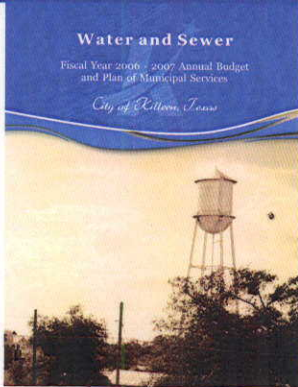
Old dump grounds.

Photo courtesy of the City of Killeen Code Enforcement Office.

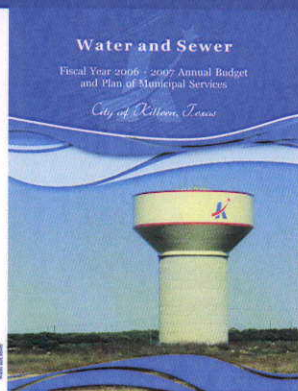


2000 Automated Side loader Garbage Truck  
The city began using these vehicles in August 1997.  
Photo courtesy of the City of Killeen Public Information Office.

*Water and Sewer Fund*

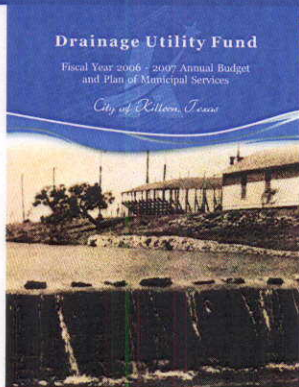


Water Tower located behind Fire Station One  
Photo taken in 1956.  
Photo courtesy of the City of Killeen Fire Department.



Water Tower located on Cunningham road  
Photo taken in 2006.  
Photo courtesy of the City of Killeen Public Information Office.

*Drainage Utility Fund*



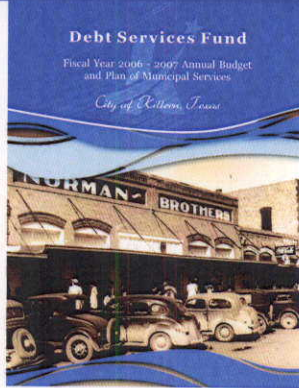
Photograph depicts Nolan Creek Dam  
Location and date unknown.  
Photo courtesy OF THE Killeen City Library System.



Dedication of Andy K. Wells Hike and Bike Trail  
on Nolan Creek at W.S. Young  
May 25, 2006.  
Photo courtesy of the City of Killeen Public Information Office.

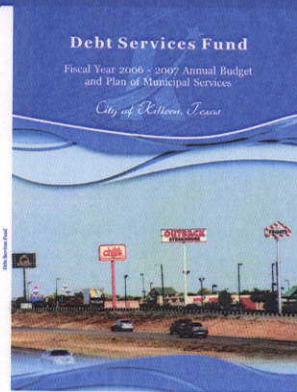


## Debt Service Fund



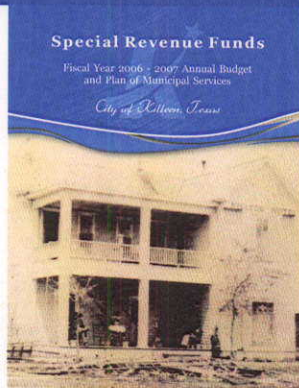
A Saturday afternoon street scene in Killeen in the early 1940's. Norman Brother's Mercantile was located on the north side of Avenue D between 4<sup>th</sup> and 6<sup>th</sup> (Gray) streets. The company was in business 1901-1947.

*Photo courtesy of the Killeen City Library System.*



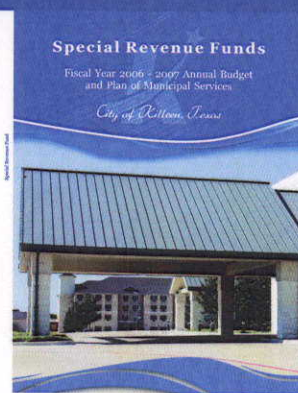
Highway 190 by restaurant row.  
*Photo courtesy of Dynamic Designs.*

## Special Revenue Funds



Killeen Hotel located at the NW corner of Avenue D and 8<sup>th</sup> street. It was built in the late 1880's or early 1890's. The hotel was moved to a site on Avenue F to make room for another building after the establishment of Camp Hood.

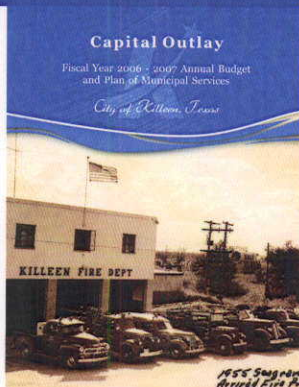
*Photo courtesy of the Killeen City Library System.*



Killeen Civic and Conference Center and Shilo hotel. This photo was taken in 2006 during the construction of the hotel.

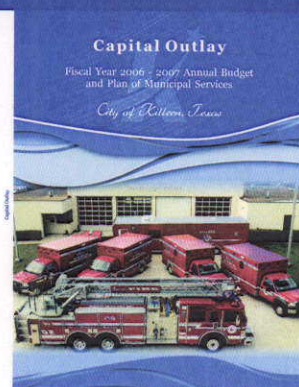
*Photo courtesy of the City of Killeen Public Information Office.*

## Capital Outlay



Fire Department Fleet taken outside of Fire Station One in 1955.

*Photo courtesy of the City of Killeen Fire Department.*

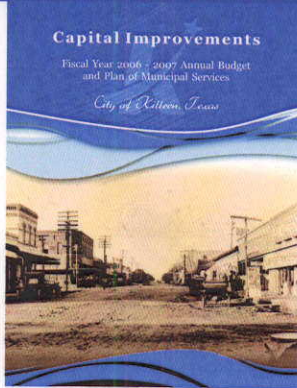


Fire Department Fleet taken outside of Central Fire Station in 2005.

*Photo courtesy of the City of Killeen Fire Department.*

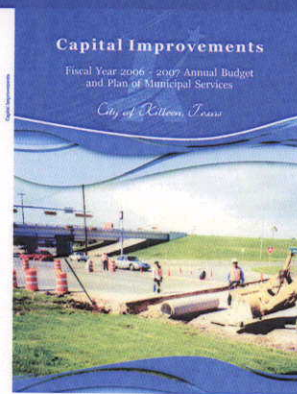


## Capital Improvements



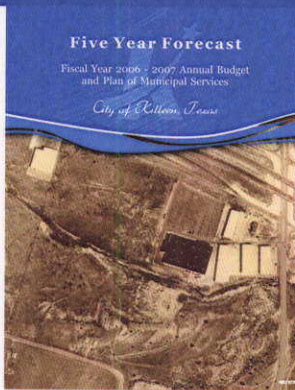
Sixth (Gray) Street – Photograph dated 1915. Depicts the view looking north on 6<sup>th</sup> (Gray) Street below the 6<sup>th</sup> street and Avenue D intersection. Visible on left: Post Office and First National Bank. Visible on right: Levi Anderson business with its first anniversary sign.

*Photo courtesy of the Killeen City Library System.*

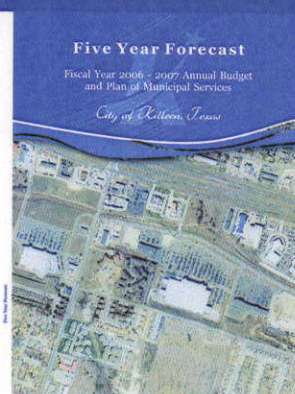


Construction on Trimmer and Highway 190  
*Photo courtesy of the Killeen City Library System.*

## Financial Forecast

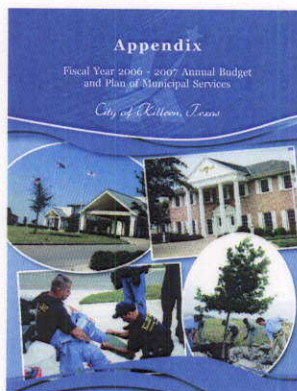


Aerial view of Lowes Blvd taken in 1984.  
*Photo courtesy of the City of Killeen Planning Department.*



Aerial view of Lowes Blvd taken in 2004  
*Photo courtesy of the City of Killeen Planning Department.*

## Appendix



- Top Left: Killeen Civic and Conference Center  
*Photo courtesy of the City of Killeen Public Information Office.*
- Top Right: Stone Tree Golf Club of Killeen  
*Photo courtesy of the City of Killeen Public Information Office.*
- Bottom Left: Members of the City of Killeen Fire Department's Hazmat Team  
*Photo courtesy of the City of Killeen Public Information Office.*
- Bottom Right: City of Killeen Information Technology Director, Kevin Gunn, and members of 7-10 CAV 4<sup>th</sup> ID. The Information Technology Department adopted a unit and is planting a tree at Iduma Elementary school to honor soldiers who have lost their lives in Iraq.  
*Photo courtesy of the City of Killeen Public Information Office.*

## Finance Department Budget Staff

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