

2012-2013

FISCAL YEAR



CITY OF KILLEEN



Annual Budget &
Plan of Municipal Services



FROM THE LEFT:
Jonathan Okray | Wayne Gilmore | Elizabeth Blackstone
Michael Lower | Daniel A. Corbin | Glenn Morrison
Terry Clark | Jose Segarra | Jared Foster

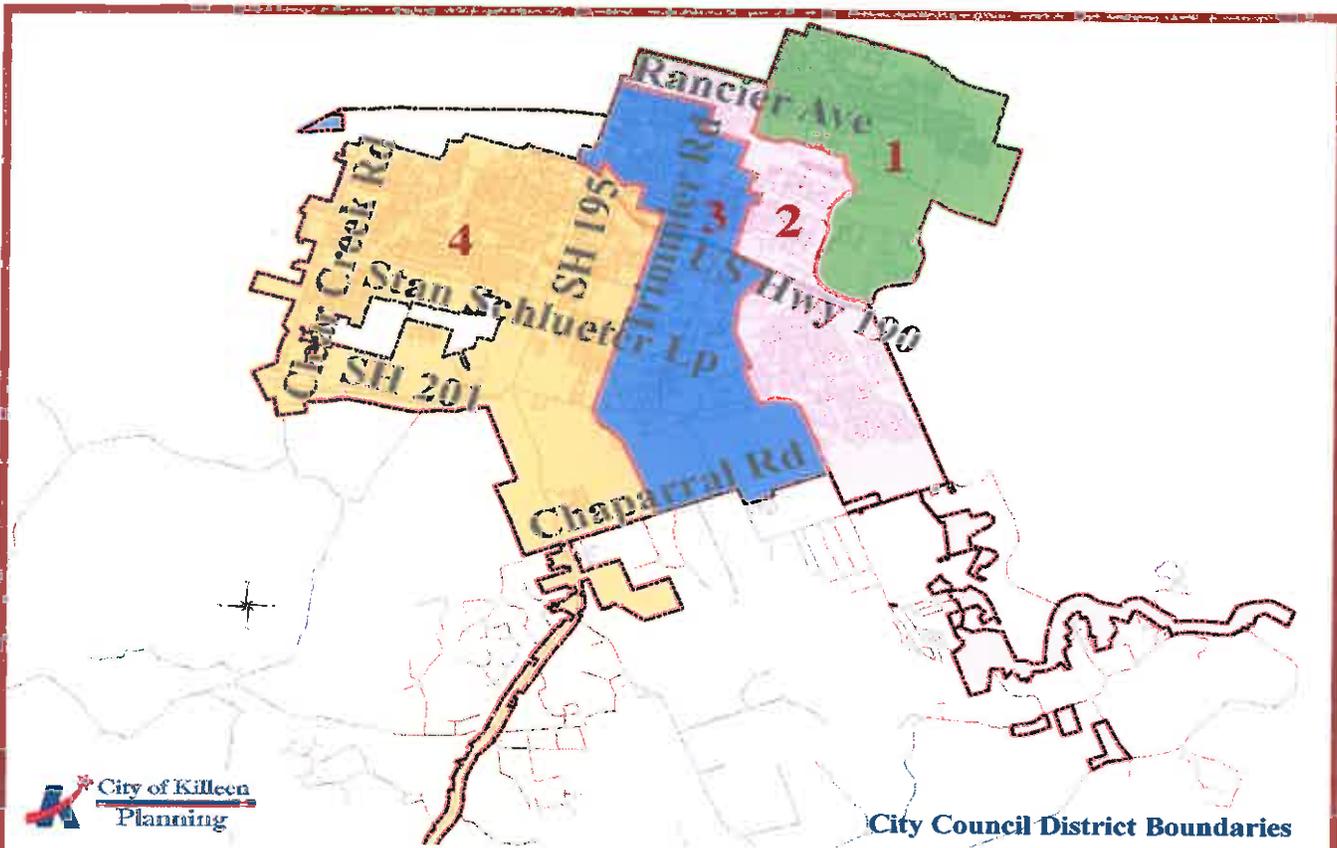


CITY COUNCIL



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 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.

Daniel A. Corbin, Mayor

Phone: 254-368-7991
 mayor@killeentexas.gov
 Term expires May 2014

Jared Foster, At Large

Phone: 254-251-7149
 jfoster@killeentexas.gov
 Term expires May 2014

Elizabeth Blackstone, At Large

Phone: 254-634-5090
 eblackstone@killeentexas.gov
 Term expires May 2014

Jonathan Okray, At Large

Phone: 254-251-7146
 jokray@killeentexas.gov
 Term expires May 2014

Wayne Gilmore, District 1

Phone: 254-690-0530
 wgilmore@killeentexas.gov
 Term expires May 2013

Jose Segarra, District 2

Phone: 254-251-7153
 jsegarra@killeentexas.gov
 Term expires May 2013

Terry J. Clark, District 3

Phone: 254-466-9082
 tclark@killeentexas.gov
 Term expires May 2013

**Michael R. Lower, District 4
 Mayor Pro-Tem**

Phone: 254-220-0956
 mlower@killeentexas.gov
 Term expires May 2013



City Staff

City Manager



Glenn Morrison

Department Heads

Assistant City Manager—External	John Sutton
Assistant City Manager—Internal.....	Ann Farris
Aviation	Jim Livingston, Interim
City Attorney	Kathy Davis
Finance	Martie Simpson, Interim
Fire.....	Jerry Gardner
Human Resources	Debbie Maynor
Information Technology	Donald Fine
Municipal Court.....	William P. Gibson
Planning & Development.....	Ray Shanaa
Police.....	Dennis Baldwin
Public Information	Hilary Shine
Public Works	Richard Macchi
Support Services	Matt Wojnowski, Interim



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Killeen
Texas**

For the Fiscal Year Beginning

October 1, 2011

Christopher P. Morill

President

Jeffrey R. Egan

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, 2011. 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.

American Advertising Federation

Gold ADDY Award for Advertising for the Arts & Sciences, Cards, Invitations or Announcements

Texas Film Commission

Film Friendly Community - City of Killeen designated 2011-present

Arbor Day Foundation

Tree City USA - City of Killeen designated 2008-present

Government Finance Officers Association

Certificate of Achievement for Excellence in Financial Reporting - 1990-present

Government Finance Officers Association

Distinguished Budget Presentation Award - 1990-present

Government Treasurer's Organization of Texas

Certificate of Distinction for Investment Policy - 2004-present

KaBOOM!

Playful City USA - City of Killeen designated 2009-present

Texas Department of Agriculture

GO TEXAN Certified Retirement Community - City of Killeen designated 2012-present

Texas City Attorneys Association

Certified City Attorneys Office - City of Killeen designated 1998-present

Texas Comptroller of Public Accounts

Silver Leadership Circle Award for Financial Transparency - 2010-present

Texas Downtown Association

Finalist for Best Public Improvement for the Green Avenue Park and Farmers Market, Presidents Awards Program

Texas Historical Commission

Certified Local Government - City of Killeen designated 2010-present

United Way of the Greater Fort Hood Area

Mega Platinum Award for the City of Killeen 2011 Employee United Way Campaign

CITY OF KILLEEN



MISSION

Dedicated Service—Everyday, For Everyone!

VISION

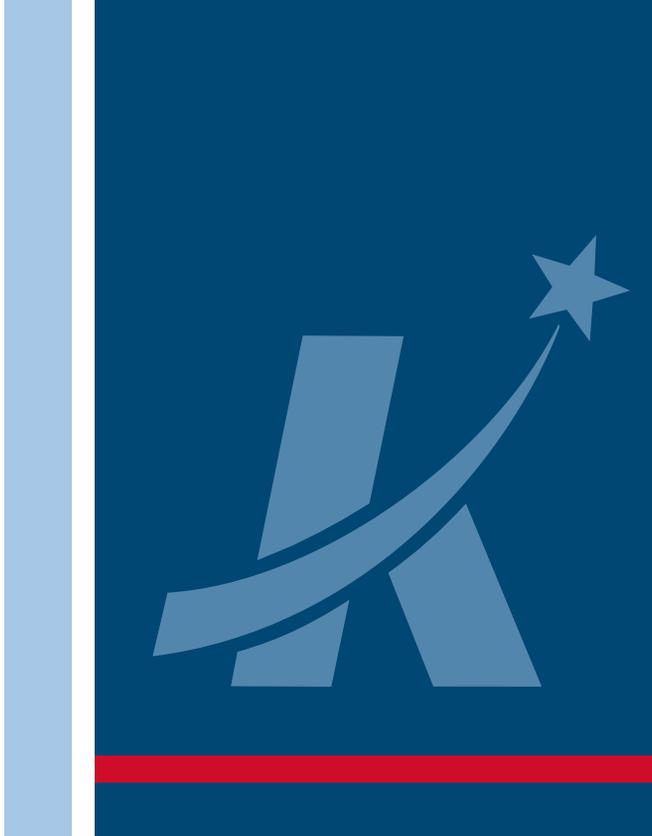
Team Killeen—World Class, Plus One!

VALUES

Dependability, Integrity, Professionalism,
Dedication, Leadership, Respect



Annual Budget &
Plan of Municipal
Services



Chosen University Dance Troupe performing at the Killeen Arts and Activities Center.



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ORDINANCE NO. 12-069

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, 2012 AND ENDING ON SEPTEMBER 30, 2013; APPROPRIATING MONEY FOR THE VARIOUS FUNDS AND PURPOSES OF SUCH BUDGET INCLUDING APPROPRIATIONS OF MONEY TO PAY INTEREST AND PRINCIPAL SINKING FUND REQUIREMENTS ON ALL INDEBTEDNESS; PROVIDING A SAVINGS AND SEVERABILITY CLAUSE; REPEALING ALL ORDINANCES AND APPROPRIATIONS IN CONFLICT WITH THE PROVISIONS OF THIS ORDINANCE; AND ESTABLISHING AN EFFECTIVE DATE.

WHEREAS, a budget for operating the municipal government of the City of Killeen for the fiscal year October 1st, 2012, to September 30th, 2013, has been prepared by Glenn P. Morrison, City Manager, as Budget Officer for the City of Killeen, Texas; and

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

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

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

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

SECTION I. That the City Council of the City of Killeen ratifies, approves and adopts the budget as finally considered for the fiscal year of October 1st, 2012, to September 30th, 2013, 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 2012-2013 fiscal year for the different administrative units and purposes of the City of Killeen, Texas be fixed and determined for said fiscal year in accordance with the expenditures shown in said budget, and that the distribution and division of said appropriations be made in accordance with said budget including such amounts shown for providing for sinking funds for the payment of the principal and interest and the retirement of the bonded debt of the City of Killeen.

SECTION III. That pursuant to Section 76 of the City Charter, approval in this budget of items costing up to and including \$50,000 shall constitute the prior approval of said expenditures by City Council, and the City Manager or the Acting City Manager is authorized to advertise for bids for all contracts or purchases involving more than \$50,000 as provided by said Section without further authorization by the City Council.

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

effect.

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

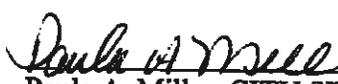
SECTION VI. That this ordinance shall take effect and be in full force and effect from and after its passage and approval according to law.

PASSED AND APPROVED at a special meeting of the City Council of the City of Killeen, Texas this 11th day of September, 20 12, 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

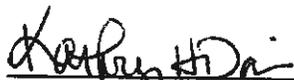

Daniel A. Corbin, MAYOR

ATTEST:


Paula A. Miller, CITY SECRETARY



APPROVED AS TO FORM:


Kathy Hoffman Davis, CITY ATTORNEY

ORDINANCE NO. 12-070

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 2012 TAX YEAR AND FOR THE USE AND SUPPORT OF THE MUNICIPAL GOVERNMENT OF THE CITY OF KILLEEN FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2012 AND ENDING SEPTEMBER 30, 2013; 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, 2012; 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 2012, **NOW, THEREFORE,**

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

SECTION I. That the tax rate of the City of Killeen, Texas for the tax year 2012 be, and is hereby, set at 74.28 cents on each one hundred dollars (\$100) of the taxable value of real and personal property not exempt from taxation by the constitution and laws of this state within the corporate limits of said City.

THIS TAX RATE WILL RAISE LESS TAXES FOR MAINTENANCE AND OPERATIONS THAN LAST YEAR'S TAX RATE. SECTION II. That there is hereby levied for the tax year 2012 upon all real and personal property not exempt from taxation by the constitution and laws of this state situated within the corporate limits of said City, and there shall be collected for the use and support of the municipal government of the City of Killeen, Texas, to provide a sinking fund for the retirement of the bonded debt of said City and to provide for permanent improvements in said City, said tax;

and said tax, so levied and collected, shall be apportioned to the specific purposes hereinafter set forth; to wit:

- A. For the payment of current expenses and to be deposited in the general fund (for the purposes of maintenance and operations) 50.563 cents on each one hundred dollars (\$100) of the taxable value; and,
- B. To provide for sinking funds for the payment of the principal and interest and the retirement of bonded debt, 23.717 cents on each one hundred (\$100) of the taxable value of such property as follows:

1.293	per \$100 valuation	to Interest and Sinking Fund Series	2004 C/O
2.352	per \$100 valuation	to Interest and Sinking Fund Series	2004 GOB
1.583	per \$100 valuation	to Interest and Sinking Fund Series	2005 C/O
2.430	per \$100 valuation	to Interest and Sinking Fund Series	2006 GOB
2.530	per \$100 valuation	to Interest and Sinking Fund Series	2007 GOB
3.320	per \$100 valuation	to Interest and Sinking Fund Series	2007 C/O
1.750	per \$100 valuation	to Interest and Sinking Fund Series	2009 GOB
0.958	per \$100 valuation	to Interest and Sinking Fund Series	2009 C/O
0.245	per \$100 valuation	to Interest and Sinking Fund Series	2009 Refunding
0.825	per \$100 valuation	to Interest and Sinking Fund Series	2010 Refunding
2.240	per \$100 valuation	to Interest and Sinking Fund Series	2011 C/O
1.360	per \$100 valuation	to Interest and Sinking Fund Series	2011 Refunding
1.003	per \$100 valuation	to Interest and Sinking Fund Series	2011 PTF
1.159	per \$100 valuation	to Interest and Sinking Fund Series	2011A PTF
0.669	per \$100 valuation	to Interest and Sinking Fund Series	2011 C/O

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

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

SECTION V. That monies collected pursuant to this Ordinance shall be expended as set forth in the City of Killeen 2012-13 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.

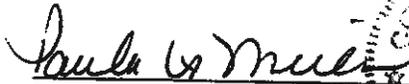
PASSED AND APPROVED at a special meeting of the City Council of the City of Killeen, Texas this 11th day of September, 2012, at which meeting a quorum was present, held in accordance with the provisions of V.T.C.A. Government Code, Section 551.001 et. seq.

APPROVED

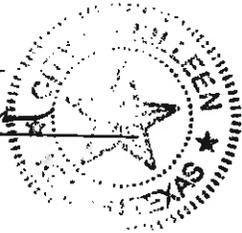


Daniel A. Corbin
MAYOR

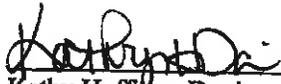
ATTEST:



Paula A. Miller
CITY SECRETARY



APPROVED AS TO FORM:



Kathy Hoffman Davis
CITY ATTORNEY



COMMUNITY INFORMATION



COMMUNITY INFORMATION



*Killeen celebrated Arbor Day April 27, 2012
by dedicating 145 new trees at Lions Club Park.*

A MESSAGE FROM THE MAYOR



The City needs your help with a new program we are calling **Killeen Up!** This is not just a beautification effort but a call for all of us to take greater pride in our city.

The city can create and enforce ordinances, but we cannot create pride. Pride starts with our own homes and businesses and then permeates our community. It starts with you.

Every day as you leave your home and move about your neighborhood, you probably notice things that are unsightly or seem out of place. I am calling on you to take action today. Whether it is a lawn that needs mowing, litter that needs collection, or graffiti that needs removal, Killeen needs you. When you

see something, say something.

Our dedicated city staff works every day to enforce ordinances, but a large part of their work is helping residents understand what problems exist at their properties and how to correct them. You know your neighborhoods best, so if you see something you don't like, the city staff stands ready to help.

Homeowners, property managers, and business owners, we are counting on you to get involved. And it doesn't stop at your property line. If there is a nuisance, the city staff wants to know about it because no matter how small, it reflects on our entire community.

Please commit today to taking pride in our city and **Killeen Up!**

Dan Corbin, Mayor

Killeen City Council

Dan Corbin

Mayor
368-7991
mayor@killeentexas.gov

Mike Lower

Mayor Pro Tem (District 4)
220-0956
mlower@killeentexas.gov

Elizabeth Blackstone

At Large Councilmember
634-5090
eblackstone@killeentexas.gov

Terry Clark

District 3 Councilmember
466-9082
tclark@killeentexas.gov

Jared Foster

At Large Councilmember
251-7149
jfoster@killeentexas.gov

Wayne Gilmore

District 1 Councilmember
690-0530
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Jonathan Okray

At Large Councilmember
251-7146
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Jose Segarra

District 2 Councilmember
251-7153
jsegarra@killeentexas.gov

Glenn Morrison

City Manager
501-7700
gmorrison@killeentexas.gov

PARDON OUR PROGRESS

If you have driven through Downtown Killeen lately, you cannot help but notice the tremendous amount of construction. This is our Downtown Streetscaping Project that will transform Avenues C and D from 4th to 8th Street.

The project began in August and has involved demolishing sidewalks, grating streets, and removing lights and signals.



New curbs are now being installed which will edge new sidewalks and crosswalks. The streets will be repaved and new lighting and landscaping added.

While there is still a lot of work to go, the project remains on schedule for completion in

the spring of next year.

Because of the construction, the annual Christmas Parade route will be changed this year. Visit www.killeentexas.gov to view the map.

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 130,000 people. With tremendous growth in retail trade and in dining facilities in the late 90s, Killeen has spread its trade area to cover a 100-mile stretch of Central Texas pulling people in to take advantage of the special services the city offers.

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

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

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

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

With over 1,200 regular employees, the city is one of the largest employers in the Killeen area. In addition to police and fire forces, 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, an Arts and Activities center and numerous parks and recreation facilities, including two public swimming pools and a family aquatics center.

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 340 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 50,000 soldiers and more than 5,000 civilians. Fort Hood's total economic impact is estimated at \$25.3 billion statewide.

Killeen is served by Metroplex Hospital and Pavilion, which offers a full range of medical services with 233 beds on a multi-campus facility. Scott & White Healthcare has 11 locations in Killeen including an urgent care clinic. They offer referral service to specialists in their regional hospital located 25 miles away in Temple. The military community is served by the 128-bed Carl R. Darnall Army Medical Center and satellite clinics. Construction is underway for the new Carl R. Darnall Army Medical Center which is scheduled to open for patient care in the summer of 2015.

Killeen boasts a high quality education for students from kindergarten through graduate school. The Killeen Independent School District is the largest school district between Dallas and Austin and has grown from an enrollment of 20,413 students in 1986-87 to an estimated enrollment of over 40,000 for 2010-11. KISD employs over 6,000 teachers and support personnel to serve over 50 district campuses and is the area's second largest employer. Students attend classes at thirty-two elementary schools (K-5), eleven middle schools (6-8), four high schools (9-12), and several specialized campuses. KISD is accredited by the Texas Education Agency. Central Texas College is a public, open-admission community college offering associate degrees and certificate programs in various fields. Texas A&M University - Central Texas in Killeen is a

unique university, offering upper-level undergraduate and graduate courses toward bachelor's and master's degrees and currently serves over 2,000 students providing a wide range of flexible course schedules. 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, community theatre, skating rinks, auto race track, water park 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.

Currently underway is our Downtown Streetscaping Project that will transform Avenues C and D from 4th to 8th Street. The project began in August 2012 and has involved demolishing sidewalks, grating streets, and removing lights and signals. New curbs are now being installed which will edge new sidewalks and crosswalks. The streets will be repaved and new lighting and landscaping added. While there is still a lot of work to go, the project remains on schedule for completion in the spring of 2013. This project along with current and upcoming major road constructions continues to improve the quality of life for the citizens of Killeen and those visiting our great city.

KILLEEN AT A GLANCE

Form of Government

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

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

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

The City Manager is appointed by the City Council.

Fiscal year begins October 1st

¹Number of employees 2012-2013 1,271
(Full and Regular Part-Time positions approved in budget)

¹Major Services provided by the City of Killeen

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

² Tax Structure	2012
Property Tax	2.4689
City of Killeen	.74280
Public Schools-KISD	1.131
Bell County	.42120
CTC	.1400
Road	.0299
Clear Water	.0040

²2012 Property Tax Valuations

Total Assessed Value	\$5,276,841,269
Exempt Value	606,059,551
Total Taxable Value	\$4,670,781,718

²2012 Ten Largest Taxpayers Taxable Value

Oncor Electric Delivery	\$44,842,122
Wal-Mart Real Estate Business Trust	\$20,043,702
Killeen Mall LLC	\$16,891,015
Central Telephone Co. of Texas	\$15,480,932
Stone Creek Investment LLC	\$14,097,454
Watercrest Place LP	\$12,308,709
HEB Grocery Company LP	\$11,868,499
WLC Brookside Apartments LP	\$10,502,412
Feiga/Sierra Creek LP	\$10,123,955
AEGIS Communications Group, Inc.	\$8,865,055

¹2011-12 Service Statistics

Airport:

Number of Airports	2
Number of Acres	289
Number of Airlines	3
Passengers Enplaning	168,487
Passengers Deplaning	165,568

Fire Protection:

Number of Stations	8
Fire Apparatus	19
Number of Hydrants	4,800+
Number of Firefighters	194
Number of Fire Runs	8,656
Number of Paramedic Runs	14,737
EMS Units	11

Libraries:

Number of Libraries	2
Number of Visitors	284,072
Number of Volumes	135,368
Circulation of Volumes	304,412
Library Cards in Force	54,223
Story Time Attendance	9,655
Public Computer Sessions	98,371

Source

¹ City of Killeen

² Bell County Tax Appraisal District

³ US Census Bureau – 2009 American Community Survey

⁴ U.S. Bureau of Labor Statistics

⁵ Greater Killeen Chamber of Commerce

Parks and Recreation

Number of Parks	21
Playgrounds	22
Municipal Golf Course	1
Disc Golf Course	1
Swimming Pools	2
Tennis Courts	9
Recreation Center	1
Baseball/Softball Fields	15
Soccer Fields	6
Jogging/Walking Trails	7
Senior Centers	2
Aquatics Center	1

Police Protection:

Number of Facilities	5
Commissioned Police Officers	244
Number of Employees-Other	85

Demographics

¹Area of City (in square miles):

2008	54.69
2009	54.72
2010	54.72
2011	55.47
2012	55.562

³Population:

2008	114,653
2009	118,843
2010	119,512
2011*	127,921
2012	130,018

* All population numbers are estimates except 2011 which reflects the official Census completed in 2010.

³Racial Composition:

White	52.4%
Black	30.0%
American Indian	1.3%
Asian	4.1%
Native Hawaiian	0.2%
Two or More Races	8.6%
Hispanic	22.7%

³Gender Composition:

Male	47.7%
Female	52.3%

³Median Household Income: \$42,104

³Number of Households: 42,918

³Median Age of Population: 28.4

⁴Unemployment Rates as of September 2012:

(Seasonally adjusted)	
Killeen	7.0
Texas	6.8
United States	7.8

¹Public Works:

Paved Streets	533 mi.
Unpaved Streets	1.0 mi.
Arterial Streets (State)	38.9 mi.
Storm Water Piping	150,000 linear ft.
Inlets & Outfalls	3,173 structures
Curb and Gutter	866 miles
Open Channels	312 miles
Signalized Intersections	95

¹City of Killeen Wastewater Systems:

Sanitary Sewer Mains	535 mi.		
Sewer Connections	43,205		
Number of Manholes	7,230		
Sewer Treatment Plant is Activated Sludge			
Plant 1	Plant 2	Plant 3	
Max Capacity	15 MGD	6 MGD	6MGD

¹City of Killeen Water System:

Average Daily Consumption	15,753,652 gpd
Rated Daily Capacity	32,000,000 gpd
Water Mains	617 mi.
Water Connections	45,068
Storage Capacity	41 mg

Source

¹ City of Killeen

² Bell County Tax Appraisal District

³ US Census Bureau – 2009 American Community Survey

⁴ U.S. Bureau of Labor Statistics

⁵ Greater Killeen Chamber of Commerce

⁴Top 10 Major Employers in Killeen Area:

Fort Hood (Includes Soldiers and Civilians)	57,580
KISD	6,000
Central Texas College	1,500
City of Killeen	1,271
Metroplex Hospital	1,200
Westar Aerospace & Defense Group, Inc.	1,050
L-3 Communications	600
Aegis Communications	600
ESP, Inc.	510
Blackboard Student Services	401

⁵Elevation: 846 feet above sea level

Area Universities/Colleges (name and location)

- Central Texas College, Killeen
- Texas A&M University-Central Texas, Killeen
- Temple College, Temple
- University of Mary Hardin-Baylor, Belton
- University of Texas, Austin
- Baylor University, Waco

Source

¹ City of Killeen

² Bell County Tax Appraisal District

³ US Census Bureau – 2009 American Community Survey

⁴ U.S. Bureau of Labor Statistics

⁵ Greater Killeen Chamber of Commerce



The City Manager outlines the Annual Budget and Plan of Municipal Services for the 2012-2013 fiscal year.



CITY MANAGER'S MESSAGE

CITY MANAGER'S MESSAGE



CITY OF KILLEEN
OFFICE OF THE CITY MANAGER

September 11, 2012

The Honorable Daniel A. Corbin and Members of the City Council:

I am pleased to submit to you the Annual Budget and Plan of Municipal Services for the 2012- 2013 fiscal year, which begins October 1, 2012 and ends September 30, 2013.

In developing the budget, staff established several “fence posts” to help guide the process. Those markers included: maintaining fiscal soundness, maintaining the ad valorem property tax rate, aligning the budget with the strategic plan, maintaining or improving service levels, maintaining adequate employee compensation, and identifying priorities for continued growth.

The conditions of our national, state, and local economies continue to be of concern. Although some of our economic indicators are showing signs of a slow but steady recovery, overall economic growth during the past year was marginal. Property Tax collections as a whole are up. However, the amount allocated to the General Fund is down as a result of the debt service payments now due for the two PTF bond projects.

The budget has been developed projecting no increase in property tax revenue and just a 2.3% increase in sales tax revenue over the current year projected revenues.

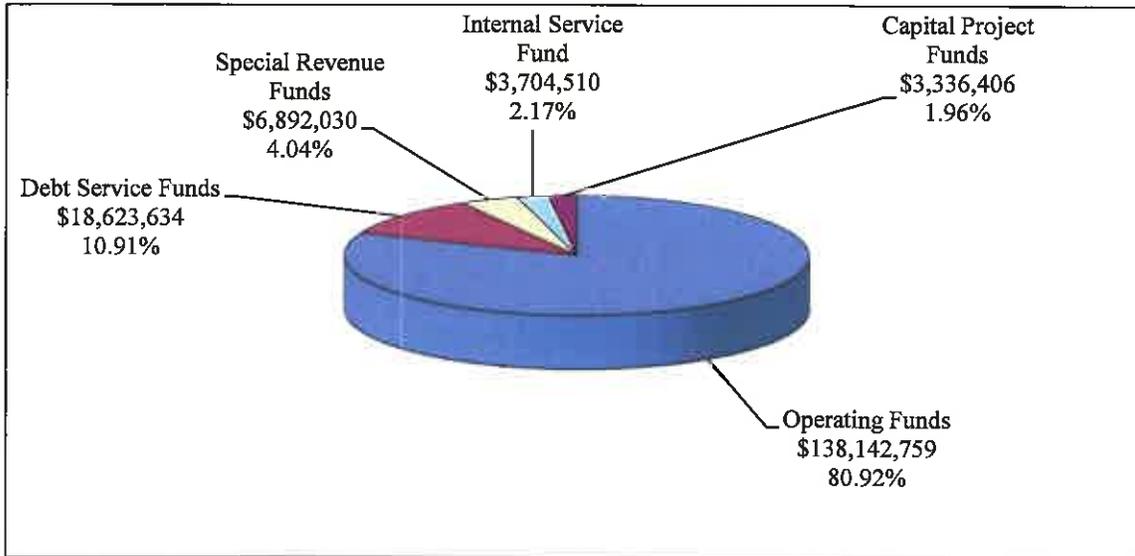
With these parameters in mind, staff diligently evaluated current programs and services in all major operating funds and considered new programs designed to meet the increasing demands for city services. A system re-organization was presented and approved. This re-organization will prove beneficial and will allow us to more effectively offer services to the citizens of Killeen.

The Annual Budget and Plan of Municipal Services for Fiscal Year 2012-2013 is hereby submitted for your review.

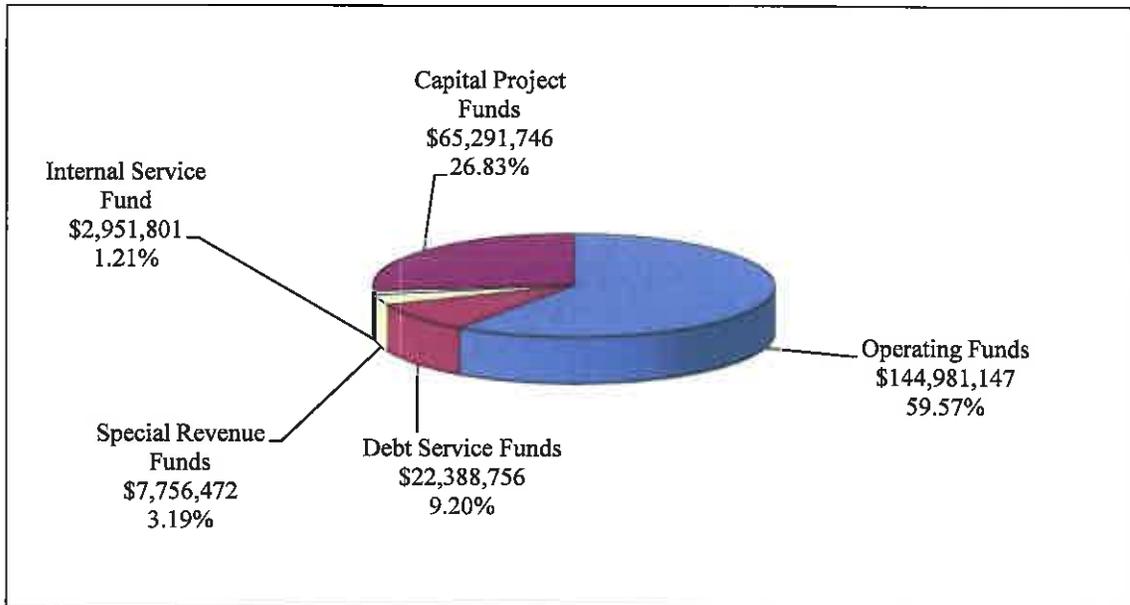
OPERATING BUDGET HIGHLIGHTS

The expenditure budget for the City's operating funds is \$144,981,147. Total expenditures for all funds in the FY 2012-13 Budget are anticipated to be \$243,369,922. The following charts indicate how the revenues and expenditures are distributed across fund types.

Revenues – Total All Funds - \$170,699,339



Expenditures – Total All Funds - \$243,369,922



1. The budget maintains the ad valorem tax rate at 0.7428 cents. It provides adequate funding to maintain existing levels of service to our citizens and to make payments on existing debt. The budget maintains a strong ending fund balance in all major operating funds, to include 25% in the General Fund. However, the budget as adopted proposes a draw-down of the General Fund ending fund balance in the amount of \$3,087,053 to cover debt service payments for local street projects.
2. A priority of the budget is to maintain adequate and fair pay for all City employees. Both the Civil Service and Non-Civil Service Pay Plans are included in the budget. The pay plans provide for adequate and fair pay. The FY 2012-13 Budget also includes a 2 % cost of living adjustment (COLA) to be effective at mid-year.
3. Premiums for employee health care coverage will see a decrease for FY 2012-13. However, health care costs continue to have a significant impact on the organization. The budget for employee health care is \$5,337,189. This is a decrease of \$1,361,430 (20%) from last year's budget. The budget funds employee coverage at 100%. The City's opt out program will see a decrease in funding from \$285 to \$250 per employee monthly for those employees opting out of the City's health care program.
4. The FY 2012-13 Budget includes 25 new full-time positions, most adopted at mid-year. The total cost for salary, benefits, and equipment is budgeted at \$808,118. The funding for these positions comes from new and reprogrammed dollars within the organization. New positions within the budget include:

<u>Department/Division</u>	<u>Position Title</u>
Internal Services	Assistant City Manager (1) Administrative Assistant (1)
Finance	Asset Management Technician (1) Accounting Specialist (1)
General Services	Maintenance Technician (1) Senior Secretary (1) Custodian with vehicle (1)
Human Resources	Human Resources Generalist (1)
Information Technology	IT Clerk – part-time converted to full-time (1) Network Technician position (1)
Golf	Cart/Fleet Attendant - two Temporary Attendants converted to one permanent part-time (1)
Police	Warrants Clerk (1) Public Service Officer Sergeant (1) Animal Control Assistant (1) Police Officers – June Academy (12)
Planning	Liens Clerk (1) Code Enforcement Officer (2)
Arts & Activities Center	Office Assistant (1)
Solid Waste	Mowing Crew (5 positions)
Drainage Maintenance	Maintenance Supervisor (1)
Transportation	Engineering Technician (2)

Additionally, the Finance Manger for the Fire Department that was unfunded in FY 2011-12 is funded at mid-year. The Planning Department Liens Clerk position is anticipated to generate revenue in excess of salary costs.

5. The Budget addressed a reorganization of departments and divisions into an internal and external services model. The existing Assistant City Manager position will oversee external services and a second Assistant City Manager will oversee internal services. In addition, divisions and cost centers have been combined and various positions within the organization repositioned to maximize resources, improve efficiency, and ensure service delivery.
6. The fleet replacement and maintenance program remains a priority. Fleet needs across the organization continue to increase. This budget includes the purchase of 25 police patrol units as well as a lease program for 7 unmarked units. Fleet replacements include one ambulance for the Fire Department, two side loaders and one front loader for the Solid Waste Division, a backhoe for the Water and Sewer Fund, and other fleet and equipment replacements in various funds. The total budgeted cost for all fleet replacements is \$2,318,386.
7. Funding for the Greater Killeen Chamber of Commerce and the Killeen Economic Development Corporation is included in the budget in the amount of \$1,568,456.
8. There are no utility rate increases for water, sewer, drainage or solid waste services. Fund balances in the Water, Sewer, Drainage Fund and Solid Waste Fund remain strong. However, it is prudent for council to consider rate adjustments each year. Staff will provide a briefing during this year's budget process.
9. Landing fees for airline attendants and Parking Lot Fees were increased slightly at the Killeen-Fort Hood Regional Airport. Fees pursuant to T-hangar and covered tie-down rentals were increased at Skylark Field. Fee increases at the Lions Park Family Recreation Center were also adopted.

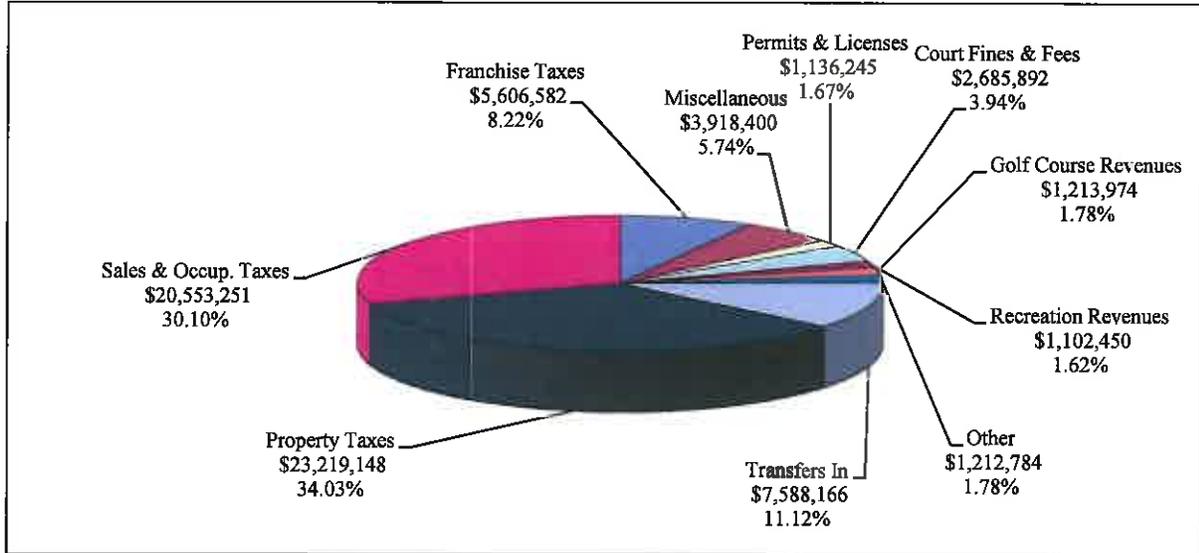
The following is a brief summary of the budget by major operating fund.

GENERAL FUND

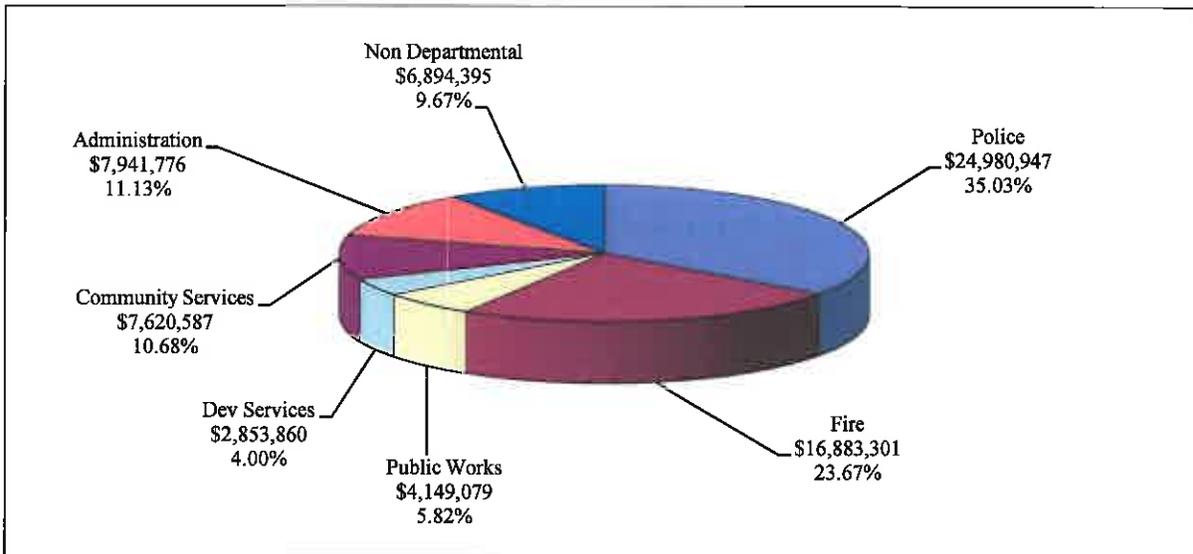
The FY 2012-13 General Fund expenditure budget is \$71,323,945 with revenues estimated at \$68,236,892. The expenditure budget represents a 2.4% increase over the FY 2011-12 adopted expenditure budget of \$69,621,515. The budget proposes several new programs and services in the General Fund for the upcoming year. They are outlined in the budget summary section.

The following charts indicate how revenues are distributed by category and how expenditures are distributed across service areas.

General Fund Revenues - \$68,236,892



General Fund Expenditures - \$71,323,945



The budget has been developed using an ad valorem tax rate of 0.7428 cents per \$100 of taxable assessed valuation. The .7428 cent tax rate is the same as the FY 2011-12 tax rate and includes provisions to maintain the debt service portion of the tax rate to meet existing obligations for the City's capital improvement program.

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 are influenced by that analysis. The Tax Appraisal District of Bell County indicates a preliminary net taxable assessed valuation of \$4,682,612,665. This valuation represents a decrease of 1.1% over the prior year's certified taxable valuation of \$4,732,551,512.

In 2009, H.B. 361, the Disabled Veterans Homestead Exemption, was signed into law. The estimated impact of this Exemption is \$1,038,753 in the FY 2012-13 Budget. The cities of Killeen, San Antonio, and El Paso continue to see the greatest impact in the State of Texas due to our proximity to major military installations.

Sales tax revenues are budgeted for FY 2012-13 at \$20,117,251, a projected 2.3% increase over the 2011-12 projected sales tax revenue.

The ending fund balance for FY 2012-13 is \$17,843,686, an increase over the adopted ending fund balance for FY 2011-12 of \$17,023,146.

WATER AND SEWER OPERATING FUND

The City of Killeen provides water and sanitary sewer utility services to approximately 54,263 residential and commercial customers. Treated surface water from Lake Belton is purchased from Bell County Water Control and Improvement District #1 (WCID #1). The City's potable water distribution network is comprised of approximately 617 miles of water mains, six pump stations, nine elevated storage tanks, and eight ground storage tanks. Total storage capacity is 31.10 million gallons. The City's water distribution system has an estimated replacement value of \$325 M. Current peak water demand is about 25 MGD, with an average daily water usage of 16.04 (MGD) for 2012.

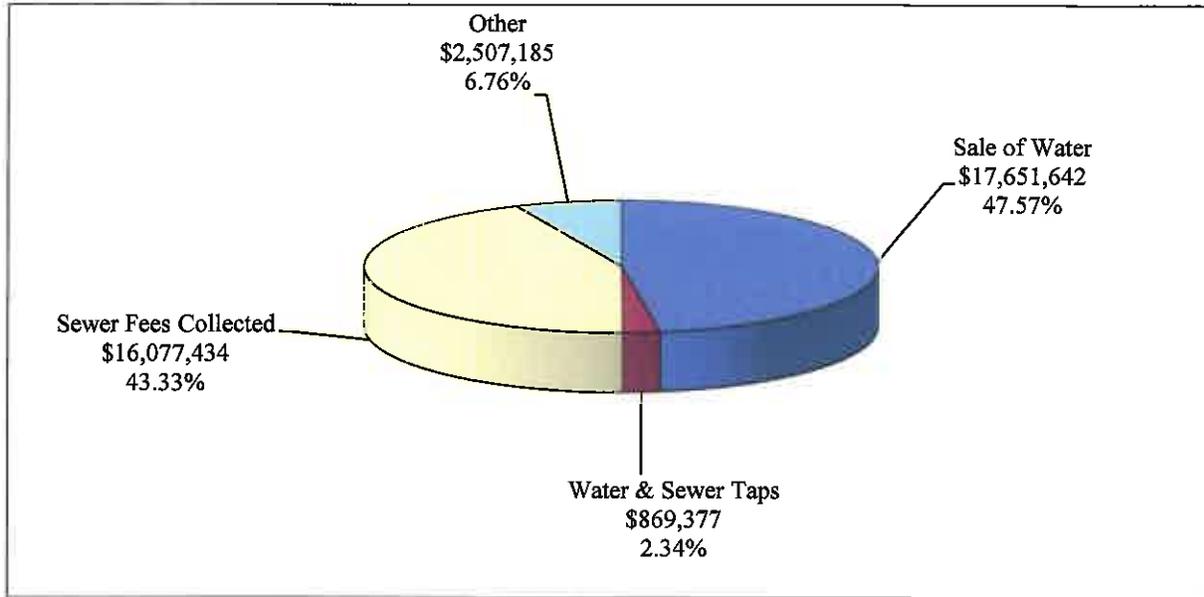
Wastewater generated by the City of Killeen is treated by the Bell County WCID #1, which operates two wastewater treatment plants. The capacities of these plants are 24 MGD at the 38th Street Facility and 6 MGD at the Trimmier Creek Facility (South Plant). The capacity allocated to the City of Killeen is 15.17 MGD in the 38th Street Plant and 6 MGD in the South Plant. Total available allocated capacity is 21.17 MGD. The City's sanitary sewer collection network is comprised of approximately 535 miles of sanitary sewer water mains, and includes 14 lift stations. It has an estimated replacement value of \$280 M.

The budget for the Water and Sewer Operating Fund expenditures is \$38,331,963. This expenditure budget reflects a slight increase from the FY 2011-12 expenditure budget of \$38,111,634.

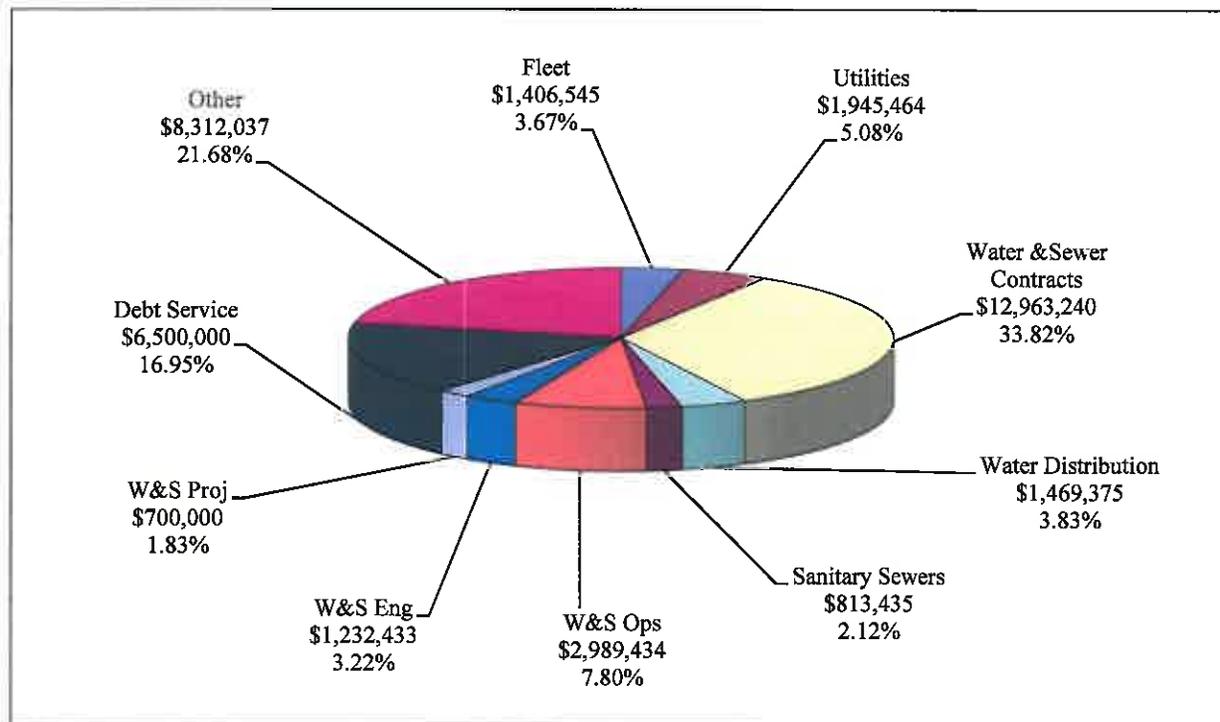
Revenues for the Water and Sewer Fund are budgeted at \$37,105,638, an increase of 3.8% over the FY 2011-12 estimated revenues of \$35,762,155. The budget does not include an increase in the sale of water, sewer fees collected and miscellaneous charges for services. A one dollar (\$1) increase adopted in the 2011-12 Budget is still included in the base rate for water and wastewater rates to fund fleet and equipment needs.

The following charts indicate how the revenues and expenditures are distributed across function.

Water and Sewer Fund Revenues - \$37,105,638



Water and Sewer Fund Expenditures - \$38,331,963



SOLID WASTE FUND

Solid Waste operates as an enterprise fund and has five operating divisions each with its own annual budget: Accounting, Residential, Commercial, Recycling, and Transfer Station.

The Residential Division provides standard weekly garbage services and special collections for approximately 46,000 residential units, including approximately 3,500 residential recycling customers. The number of collection routes continues to increase commensurate with population growth. The number of container deliveries to new accounts averages 1,500 – 2,000 per year. The resources needed to accommodate this growth must be closely monitored so that the current levels of service may be continued without interruption.

The Commercial Division operates 7-days per week providing collection services to over 1,650 commercial businesses.

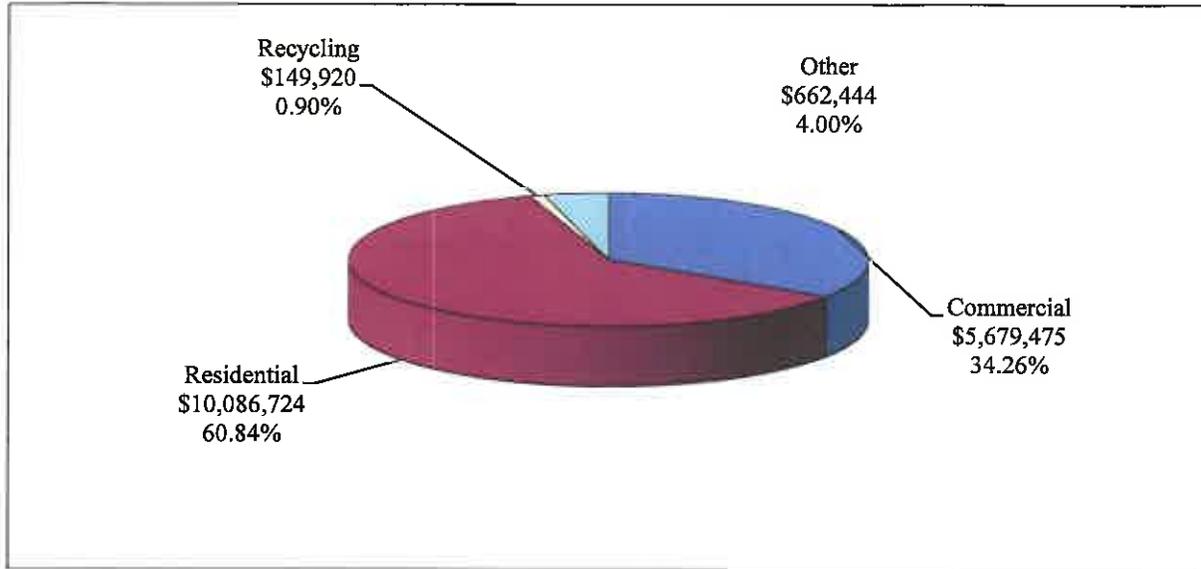
The annual tonnage of Municipal Solid Waste (MSW) transported from the Killeen Transfer Station to the Temple Landfill for disposal continues to lag below our peak of 103,210 tons in FY 2006-07. A low of 92,273 tons occurred in FY 2008-09. Since that time, the annual tonnage has been slowly increasing and is now in the range of 96,000 – 99,000 tons per year.

The budget for Solid Waste Operating Fund expenditures is \$15,796,176. The budget reflects a decrease of 0.8% from the FY 2011-12 budget of \$15,925,410.

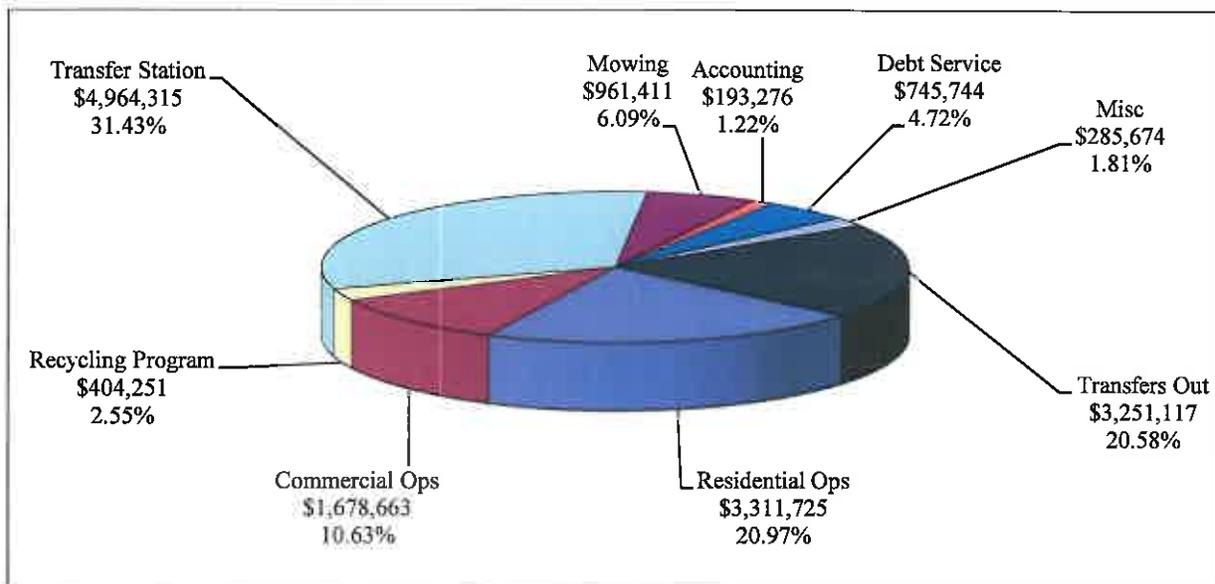
Revenues for the Solid Waste Fund are budgeted at \$16,578,563, an increase of 9.9% over the FY 2011-12 estimated revenues of \$15,083,340. The budget does not include an increase in the residential, commercial, recycling, or transfer station rates this year. The \$1 increase that was adopted in the FY 2010-11 Budget within the solid waste base rates to fund fleet needs will be maintained in the FY 2012-13 Budget.

The following charts indicate how the revenues and expenditures are distributed across functions.

Solid Waste Fund Revenues - \$16,578,563



Solid Waste Fund Expenditures - \$15,796,176



DRAINAGE UTILITY FUND

The Drainage Utility 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, environmental regulatory compliance, and system maintenance.

The mission of the Environmental Services Division is to monitor environmental compliance, provide drainage management services for the citizens and businesses of the City of Killeen; support water quality improvements; investigate storm water run-off controls; develop beneficial usage solutions; promote system sustainability; address chronic maintenance problems; and develop environmental and aesthetic enhancement opportunities. The Drainage Utility has completed year five of the Storm Water Management Program (SWMP) in order 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 – Engineering Division has implemented a Capital Improvement Program (CIP) and developed a Drainage Master Plan to address drainage infrastructure inadequacies and required system upgrades. The Environmental Services Division will manage the major and minor CIP program. Drainage Maintenance Division maintains, repairs, and/or improves the municipal drainage infrastructure for the City of Killeen.

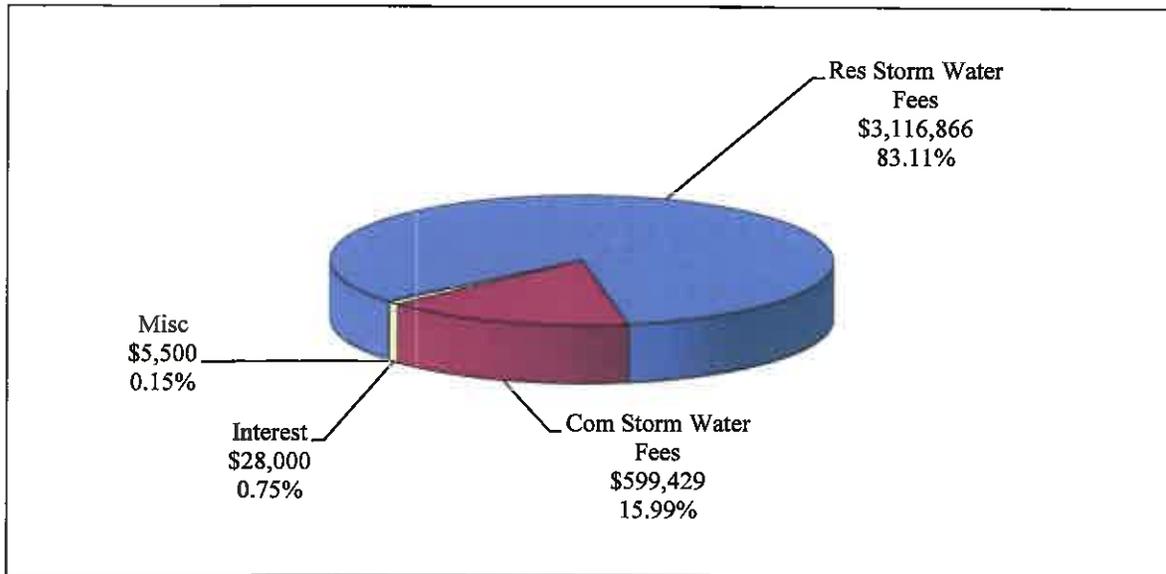
The City Council adopted a post construction ordinance in August 2012. This ordinance requires submission of a storm water management plan to the City, streamlines the land disturbance permit & site development permit processes, provides for installation of long term water quality measures for all development over one acre in size, and allows the City to issue a variety of notices and orders and to assess civil and/or criminal penalties to dischargers that do not comply.

This fiscal year, the City completed construction on four major and 60 minor capital improvement projects. In addition, the City's drainage utility performed over one hundred drainage field inspections and 18 illicit discharge investigations and responded to 10 significant rain events.

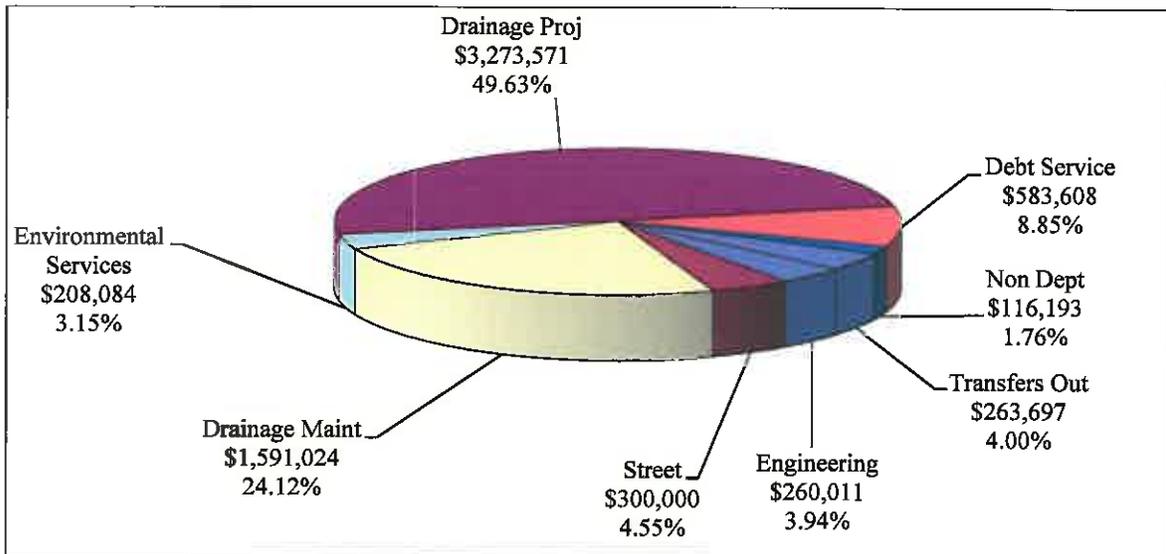
The budget for the Drainage Utility Fund expenditures is \$6,596,188. The budget reflects a decrease of 31.4% from the FY 2011-12 budget of \$9,609,525. This decrease is attributable to expenditure of capital improvement project funds budgeted in FY 2011-12.

The following charts indicate how the revenues and expenditures are distributed across functions.

Drainage Utility Fund Revenues - \$3,749,795



Drainage Utility Fund Expenditures - \$6,596,188



AVIATION FUND

The Aviation Budget incorporates operations for Skylark Field and Killeen-Fort Hood Regional Airport (K-FHRA). Skylark Field operates as a general aviation airport for private and corporate travelers with tie down and T-hangar space, fuel sales, and flight instruction available. Killeen-Fort Hood Regional Airport offers commercial service via American Airlines to Dallas-Fort Worth, United Air Lines to Houston, and Delta Air Lines to Atlanta.

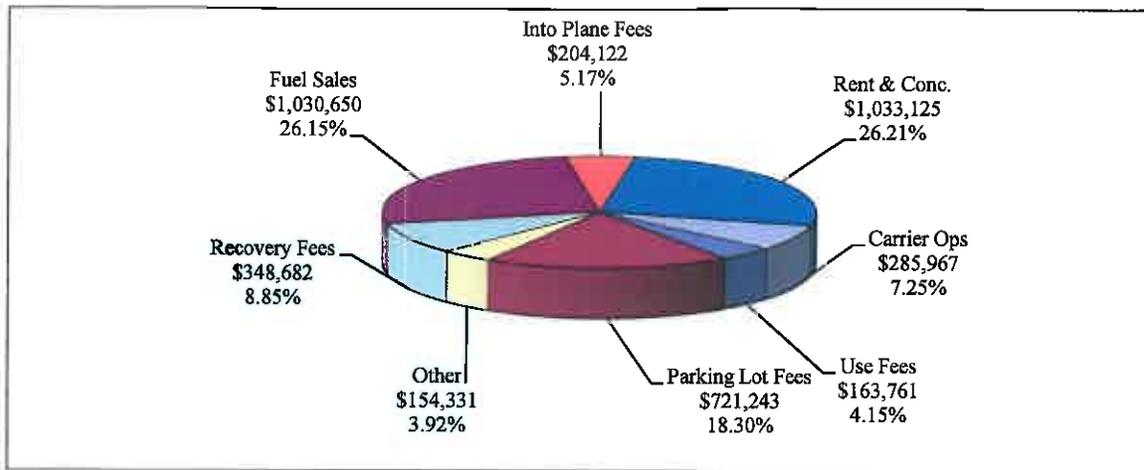
The budget for the Skylark Field Operating Fund is \$861,655 reflecting a decrease of 1.7% from the prior year's expenditure budget of \$876,578. The budget for the Killeen-Fort Hood Regional Airport Operating Fund is \$3,600,380 reflecting a decrease of 3% from the prior year expenditure budget of \$3,710,767. The total operating expenditure budget for both aviation facilities is \$4,462,035.

There is one new program included in the Aviation budget. The new program is diversion emergency contingency supplies (\$20,000) at Killeen-Fort Hood Regional Airport. There are no new programs included for Skylark Field.

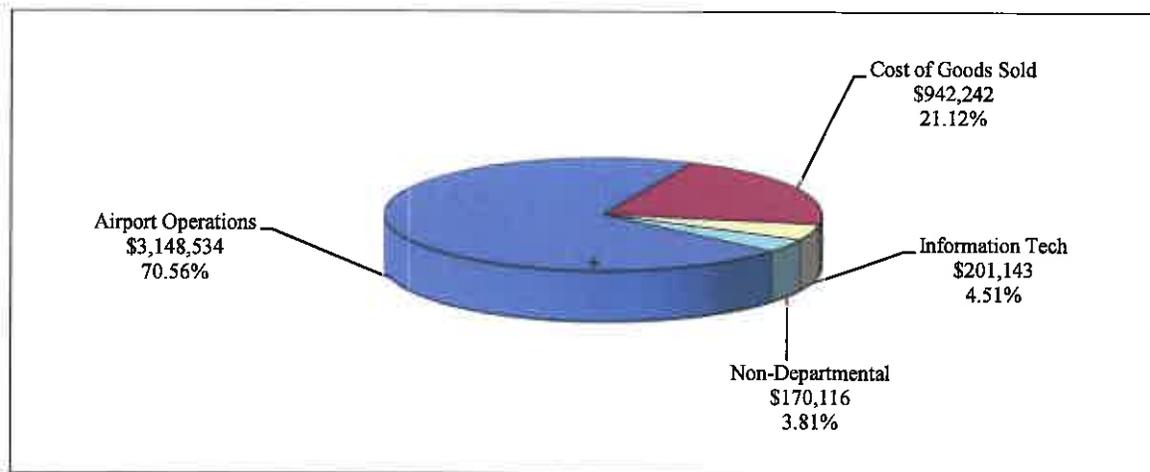
FY 2011-12 construction projects that will extend into FY 2012-13 include a terminal building expansion at Killeen-Fort Hood Regional Airport and an aircraft hangar at Skylark Field. Both projects are funded primarily with federal grant funds (FAA and TSA) requiring 5% or 10% matching funds (as applicable to each grant) from passenger facility charges or from remaining 2003 Combination Tax and Revenue Certificates of Obligation funds. These projects have no financial impact on the Airport Enterprise Fund.

The following charts indicate how the combined revenues and expenditures for both locations are distributed across functions (excluding grant activity).

Aviation Operating Funds Revenues - \$3,941,881



Aviation Operating Funds Expenditures - \$4,462,035



CAPITAL IMPROVEMENT PROGRAM

The City of Killeen continues to prioritize transportation infrastructure. Major street projects identified in the FY 2010-11 Budget included Stagecoach Road, Bunny Trail, Elms Road, Cunningham Road, and Lowes Boulevard. On September 14, 2010, the tax rate was adopted at 0.7428 cents, 4.78 cents higher than the rate adopted in the 2009-10 fiscal year. The additional 4.78 cents is allocated to interest and sinking funds for the principal and interest payments relating to the \$30,000,000 debt issuance necessary to fund these major road improvements.

The City of Killeen continues the design and construction of the US 190 and SH 195 pass-through projects approved in the FY 2010-11 Budget.

The City of Killeen will begin consideration of the design and construction of Fire Station #9 to be located in southwest Killeen in FY 2012-13. Estimates for this facility and associated equipment total more than \$5,000,000. This CIP program would cross multiple fiscal years and could be addressed accordingly.

SPECIAL REVENUE FUNDS

Hotel occupancy tax receipts are budgeted at \$1,661,000, down 3.71% from the current year budget of \$1,725,000.

The budget provides no funding for new programs in the Hotel Occupancy Tax Fund. There is no anticipated transfer from the General Fund to the Civic & Conference Center in the FY 2012-13 Budget.

CITY OF KILLEEN MAINTAINS EXCELLENT FINANCIAL INTEGRITY

Despite the challenges posed by revenues leveling in property and sales taxes, the City of Killeen has maintained strong fund balance reserves. Although affected by the economic downturn, the local economy, fueled by its proximity to Fort Hood, affordable housing, and transportation infrastructure improvements, remains relatively stable in comparison to cities across the United States.

Standard & Poor's and Fitch Ratings Services affirmed their 'AA' rating to Killeen's series 2011 general obligation refunding bonds and series 2011 certificates of obligation. At the same time, both agencies affirmed this 'AA' underlying rating on the city's existing tax-backed debt. The outlook on all ratings is stable. Given the economic environment, these are good indicators that the City is in a good financial position and is providing due diligence to maintain that position.

ACKNOWLEDGEMENTS

SUMMARY

The FY 2012-2013 Budget and Plan of Municipal Services continues the City's commitment to sound financial management. Input was received from our citizens prior to and during budget development, and "fence posts" were incorporated to guide the process. City staff evaluated programs and services

during this phase, identifying areas of improvement and cost savings. Through the efforts of many the FY 2012-13 budget was developed and adopted without raising taxes, fees or reducing services to citizens.

I would like to acknowledge the contributions and teamwork exhibited through the budget process and would like to give special thanks to all employees who worked diligently on the FY 2012-13 budget. I look forward to the opportunities ahead and the successful implementation of the Budget and Plan of Municipal Services for FY 2012-2013.

Respectfully submitted,



Glenn Morrison
City Manager



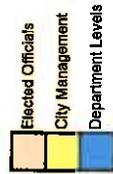
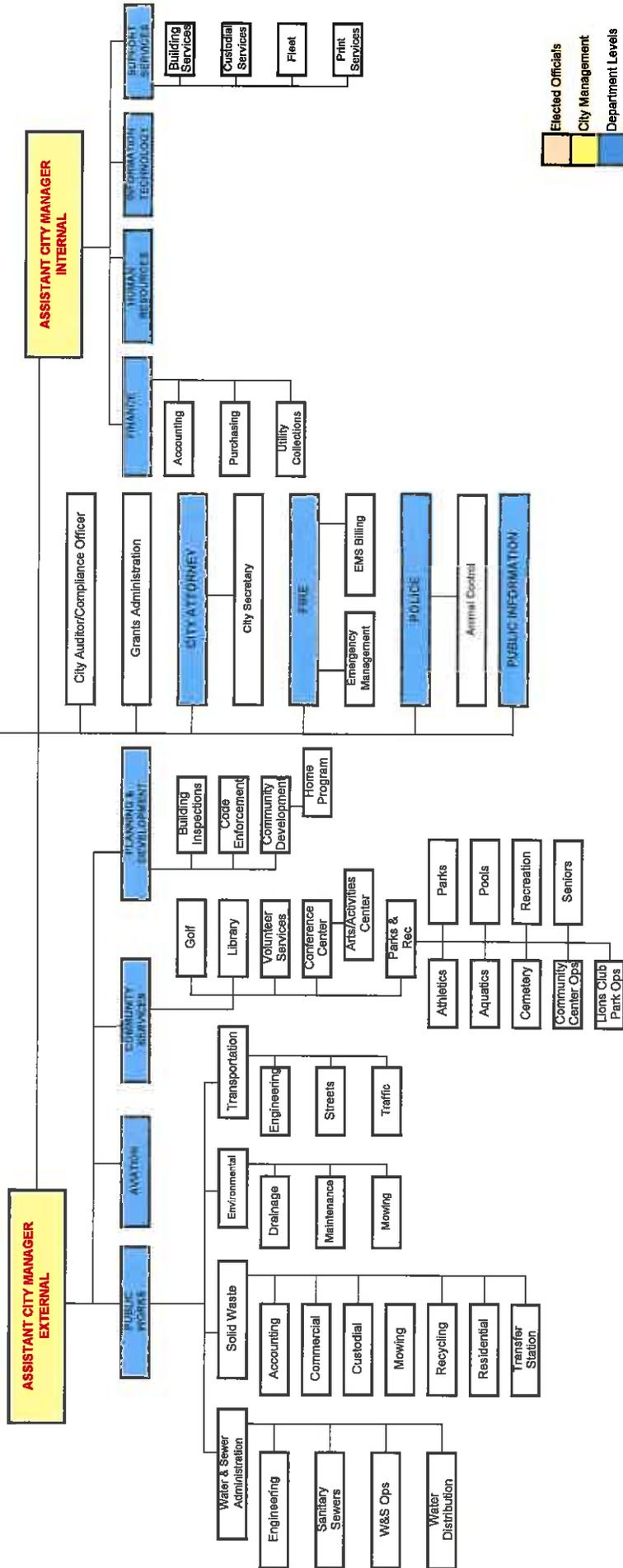
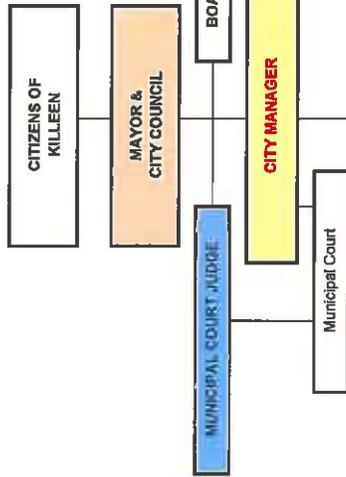
BUDGET SUMMARY



A summary of the budgeting process and policies.



CITY OF KILLEEN ORGANIZATIONAL STRUCTURE



City of Killeen
2012-13 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 departments. The major funds 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.

	CITY COUNCIL	CITY MANAGER	ASSISTANT CITY MANAGER (INTERNAL)	ASSISTANT CITY MANAGER (EXTERNAL)	PUBLIC INFORMATION	LEGAL	FINANCE	HUMAN RESOURCES
GENERAL FUND	City Council	City Manager	Assistant City Manager	Assistant City Manager	Public Information	City Attorney	Finance	Human Resources
		Grants Administration				City Secretary	Accounting	
		City Auditor & Compliance Officer					Purchasing	
		Municipal Court						
AVIATION FUND								
WATER & SEWER FUND							Utility Collections	
SOLID WASTE FUND							Accounting	
DRAINAGE FUND								
HOTEL OCCUPANCY TAX FUND								
TRANSPORTATION FUND								

INFORMATION TECHNOLOGY	SUPPORT SERVICES	PLANNING & DEVELOPMENT	AVIATION	COMMUNITY SERVICES	PUBLIC WORKS	POLICE	FIRE
Information Technology	Building Services	Building Inspections		Volunteer Services	Administration	Police	Fire
	Custodial Services	Code Enforcement		Parks	Engineering	Animal Control	Emergency Management & Homeland Security
	Printing Services	Community Development		Golf Course	Streets		EMS Billing
		Home Program		Community Center	Traffic		
				Lions Club Park			
				Family Aquatics			
				Recreation			
				Athletics			
				Cemetery			
				Senior Citizens			
				Swimming Pools			
				Arts & Activities Center			
Information Technology			Skyline Field KFHRA				
Information Technology	Fleet Services				W&S Contracts		
					Water Distribution		
					Sanitary Sewers		
					W&S Operations		
					Engineering		
					W&S Projects		
Information Technology					Residential Operations		
					Mowing		
					Commercial		
					Recycling		
					Transfer Station		
					Custodial		
Information Technology					Engineering		
					Roadway Drainage		
					Environmental Services		
					Drainage Maintenance		
					Drainage Projects		
				Conference Center			
				Convention and Visitor's Bureau			
					Transportation		

BUDGET SUMMARY

INTRODUCTION

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

The Annual Budget and Plan of Municipal Services is presented in fourteen sections. The Community Information tab is designed to enhance the budget as a communication document. This section is a compilation of information about Killeen and the surrounding community intended to inform the reader about our history, our government, our quality of life, and our economic status. The City Manager's Message highlights the City Council's goals and priorities for the fiscal year. The Budget Summary provides the reader with a broad overview of the budget process and a summary of the 2010-11 Annual Budget and Plan of Municipal Services. Departmental operating budgets are provided for in the City's major operating funds. These operating budgets provide information on the department and division missions, organizational structure, operating budget and number of full-time personnel. They also highlight goals, accomplishments, plans, and new programs and services. The reader will find that this effectively communicates the plan of municipal services from a departmental, as well as divisional, perspective. Additional sections are provided for debt service funds and special revenue funds.

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

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

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

THE BUDGETING PROCESS

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

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

LEGAL REQUIREMENTS

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

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

BASIS OF ACCOUNTING

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

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

BUDGET BASIS

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

FUNDS

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

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

SOURCES OF REVENUE

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

Property Taxes - Revenues from ad valorem property taxes was determined using the Certified Tax Roll and a .7428 cents per \$100 valuation property tax rate. Based on prior year's collection patterns, a collection ratio of 98.5% 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. Sales tax is budget at a slight increase over the 2010-11 estimated revenues as a result of the current state of the economy.

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 slightly in FY 2011-12.

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 solid waste rates effective October 1, the beginning of FY 2011-12. A detailed analysis was performed on the current Solid Waste rates and Water and Sewer rates including a comparison with surrounding cities and costs to perform services. Rates were adjusted throughout the current rate scale.

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. One Town Hall meeting was held to provide citizenry with the opportunity to voice their priorities for the coming fiscal year. After development of the goals and priorities for the budget, the City Manager began development of the proposed budget document. The City Manager's proposed 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 proposed budget was produced. Due to the declining state of the economy, the City Manager's proposed budget included numerous budget cuts. There were no new programs recommended in the major funds other than rate increases in the Solid Waster Fund. The proposed 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 14, 2010. 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 – In September of 2011, the City amended its current fund balance policy to establish a fiscal policy to maintain adequate levels of fund balances within the City’s General Fund and its Enterprise Funds collectively. Adequate fund balances provide important benefits to the City, such as: 1) Provide stability during economic cycles and assist in protecting the City from tax increases or budget cuts. 2) Ability of interest income from investments to provide a source of revenue. 3) These reserves provide a foundation for a strong credit rating, which reduces costs of long-term borrowing. In addition, the policy was amended to include provisions for a target of 25% and minimum of 22% of operating costs.

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

OPERATING TRANSFERS

The city receives 9% of its General Fund revenues from operating transfers. Transfers from the enterprise funds to the General Fund are based on a definite, quantifiable analysis of the costs incurred by those funds. Currently there are three types of transfers from enterprise funds to the General Fund:

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

FRANCHISE FEES

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

Franchise fees for these Enterprise Funds were determined as follows:

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

INDIRECT COST ALLOCATIONS

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

BUDGET TRANSFERS

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

EXPENDITURE OBJECT CLASSES

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

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

**CITY OF KILLEEN
ADOPTED BUDGET SUMMARY
ALL FUNDS, FY 2012-13**

	PROJECTED BEGINNING FUND BALANCE	* 2012-13 REVENUES	* 2012-13 EXPENDITURES	PROJECTED ENDING FUND BALANCE
OPERATING FUNDS				
GENERAL FUND	\$20,930,739	\$68,236,892	\$71,323,945	\$17,843,686
AVIATION FUND - KILLEEN-FORT HOOD REGIONAL AIRPORT	1,862,297	11,643,229	12,071,220	1,434,306
AVIATION FUND - SKYLARK FIELD	423,995	828,642	861,655	390,982
SOLID WASTE FUND	4,045,458	16,578,563	15,796,176	4,827,845
WATER & SEWER FUND	21,584,523	37,105,638	38,331,963	20,358,198
DRAINAGE UTILITY FUND	4,823,766	3,749,795	6,596,188	1,977,373
SUBTOTAL OPERATING FUNDS	\$53,670,778	\$138,142,759	\$144,981,147	\$46,832,390
DEBT SERVICE FUNDS				
TAX I&S 2004 C/O	\$115,072	\$580,500	\$640,773	\$54,799
2004 GO BONDS I&S	211,243	1,055,800	1,164,450	102,593
TAX I&S 2005 COMB TAX & REV C/O	373,194	1,313,144	1,436,598	249,740
TAX I&S 2006 GOB	212,083	1,090,800	1,201,604	101,279
TAX I&S 2007 GOB	218,469	1,135,800	1,249,877	104,392
TAX I&S 2007 C/O	298,332	1,491,200	1,651,454	138,078
TAX I&S 2009 GOB	149,180	785,600	857,863	76,917
TAX I&S 2009 C/O	120,554	573,900	615,571	78,883
G.O. REFUND BOND I&S 2009	203,214	620,600	823,814	-
G.O. REFUND BOND I&S 2010	205,693	976,400	1,024,150	157,943
TAX I&S 2011 C/O	644,798	1,126,100	1,620,425	150,473
G.O. REFUND BOND I&S 2011	152,121	610,160	701,750	60,531
PTF I&S 2011 (195/201)	490,402	450,900	865,500	75,802
PTF I&S 2011 (190/2410)	1,889,782	521,200	2,301,203	109,779
TAX I&S 2012 C/O	-	300,200	271,705	28,495
WATER & SEWER I&S 2004	247,293	1,300,300	1,344,900	202,693
W&S REFUNDING I&S 2005	247,677	1,610,500	1,452,275	405,902
WATER & SEWER I&S 2007	282,012	1,645,400	1,677,194	250,218
W&S REFUNDING I&S 2010	172,511	965,100	972,850	164,761
W&S REFUNDING I&S 2011	133,094	470,030	514,800	88,324
SUBTOTAL DEBT SERVICE FUNDS	\$6,366,724	\$18,623,634	\$22,388,756	\$2,601,602
SPECIAL REVENUE FUNDS				
CABLESYSTEM IMPROVEMENTS	\$563,450	\$230,400	\$244,852	\$548,998
COMMUNITY DEVELOPMENT BLOCK GRANT	5,120	1,179,778	1,193,615	(8,717)
COMMUNITY DEVELOPMENT - HOME PROGRAM	13,586	1,154,833	1,154,980	13,439
TAX INCREMENT FUND	53,489	31,000	40,000	44,489
HOTEL OCCUPANCY TAX	428,579	2,408,600	2,823,930	13,249
LAW ENFORCEMENT GRANT	4,870	842,284	842,284	4,870
STATE SEIZURE FUND	40,745	75,675	75,715	40,705
FEDERAL SEIZURE FUND	16,282	18,647	20,000	14,929
EMERGENCY MANAGEMENT FUND	35,416	-	35,376	40
FIRE STATE SEIZURE FUND	581	-	581	-
LIBRARY MEMORIAL FUND	22,698	7,500	29,927	271
COURT TECHNOLOGY FUND	531,169	80,000	23,130	588,039
COURT SECURITY FEE FUND	97,733	50,000	54,568	93,165
COURT JUVENILE CASE MANAGER FUND	321,582	2,000	49,262	274,320
PHOTO RED LIGHT ENFORCEMENT FUND	746,270	590,000	978,351	357,919
KAAC FUND	52,529	221,313	189,901	83,941
SUBTOTAL SPECIAL REVENUE FUNDS	\$2,934,099	\$6,892,030	\$7,756,472	\$2,069,657

**CITY OF KILLEEN
ADOPTED BUDGET SUMMARY
ALL FUNDS, FY 2012-13**

	PROJECTED BEGINNING FUND BALANCE	* 2012-13 REVENUES	* 2012-13 EXPENDITURES	PROJECTED ENDING FUND BALANCE
CAPITAL PROJECTS FUNDS				
2001 C/O CONSTRUCTION FUND	\$203,499	\$200	\$202,223	\$1,476
2003 C/O CONSTRUCTION FUND	641,058	300	641,358	-
2007 COMB G/O & C/O BONDS	1,873,700	1,500	1,862,651	12,549
2009 GENERAL OBLIGATION BONDS	3,220,989	2,565,397	3,243,077	2,543,309
2009 C/O CONSTRUCTION FUND	1,146,621	1,400	1,057,237	90,784
PTF 190/2410 CONSTRUCTION FUND	23,423,747	17,500	23,441,247	-
PTF 195/201 CONSTRUCTION FUND	8,166,450	9,000	8,170,000	5,450
2011 C/O CONSTRUCTION FUND	20,371,256	17,500	20,242,409	146,347
2001 WATER & SEWER BOND	41,798	60	21,501	20,357
2004 WATER & SEWER BOND	638,354	480	637,109	1,725
2007 WATER & SEWER BOND	4,640,840	17,000	4,583,663	74,177
PASSENGER FACILITY CHARGE FUND	979,348	706,069	1,117,312	568,105
SPECIAL EVENTS CENTER	71,959	-	71,959	-
SUBTOTAL CAPITAL PROJECTS FUNDS	\$65,419,619	\$3,336,406	\$65,291,746	\$3,464,279
INTERNAL SERVICE FUNDS				
FLEET INTERNAL SERVICE	429,631	3,704,510	2,951,801	1,182,340
SUBTOTAL INTERNAL SERVICE FUNDS	429,631.00	\$3,704,510	\$2,951,801	\$1,182,340
TOTAL ALL FUNDS	\$128,820,851	\$170,699,339	\$243,369,922	\$56,150,268

*INCLUDES TRANSFERS

**CITY OF KILLEEN
FY 2010-11 ACTUALS
COMBINED SUMMARY OF REVENUES & EXPENDITURES**

	General Fund	Aviation Funds	Solid Waste Fund	Water & Sewer Fund
Beginning Fund Balance	\$ 22,201,438	\$ 2,660,944	\$ 2,560,274	\$ 20,869,848
Revenues				
Property Taxes	\$ 22,881,516			
Sales & Occupation Taxes	19,087,359			
Franchise Fees	6,030,758			
Charges for Services	6,692,502	3,781,290	14,560,779	34,557,906
Interest Income	80,291	1,674	10,132	73,764
Federal, State and Local Grants	373,409	2,232,046		
Other Revenues	590,273	2,971	554,245	58,835
Fines and Penalties	2,548,162			1,232,655
Bond Proceeds				
Total Revenues	\$ 58,284,270	\$ 6,017,981	\$ 15,125,156	\$ 35,923,160
Transfers from Other Funds	7,000,682			
Total Available Resources	\$ 87,486,390	\$ 8,678,925	\$ 17,685,430	\$ 56,793,008
Expenditures				
Salaries	\$ 41,155,130	\$ 1,646,353	\$ 3,576,149	\$ 4,413,887
Supplies	3,611,756	101,613	853,651	656,194
Maintenance	1,160,083	145,260	78,643	521,917
Repairs	1,341,335	133,887	1,317,463	190,245
Support Services	6,835,315	618,759	319,156	9,262,821
Benefits	11,300,441	475,578	1,095,034	1,312,804
Minor Capital Outlay	256,524	14,210	7,508	121,299
Designated Expenses	1,245,993	683,273	3,865,190	(233,983)
Capital Improvements	19,248	2,301,039	499,848	434,822
Capital Outlay	577,884	22,557	831,611	559,377
Sewer Payments				5,230,533
Water Payments				6,910,638
Debt Service				
Total Expenditures	\$ 67,503,709	\$ 6,142,529	\$ 12,444,253	\$ 29,380,554
Transfers to Other Funds	29,468		2,130,899	4,637,031
Ending Fund Balances	\$ 19,953,213	\$ 2,536,396	\$ 3,110,278	\$ 22,775,423

Drainage Utility Fund	Debt Service Funds	Special Revenue Funds	Capital Projects Funds	Internal Service Funds	Total for All Funds
\$ 8,203,201	\$ 4,595,093	\$ 3,378,256	\$ 34,527,594	\$ -	\$ 98,996,648
	\$ 10,377,182	\$ 16,988			\$ 33,275,686
		1,636,001			20,723,360
		246,419			6,277,177
3,624,096		766,026	833,127		64,815,726
12,927	300,539	1,991	79,320		560,638
1,978		3,981,888	229,340		6,818,661
	1,390,422	628,488	105,121	2,681	3,333,036
		248,666			4,029,483
	19,609,075		52,475,427		72,084,502
\$ 3,639,001	\$ 31,677,218	\$ 7,526,467	\$ 53,722,335	\$ 2,681	\$ 211,918,269
	8,610,300	533,059	66,360	0	16,210,401
\$ 11,842,202	\$ 44,882,611	\$ 11,437,782	\$ 88,316,289	\$ 2,681	\$ 327,125,318
\$ 951,356		\$ 741,230	\$ 80,941		\$ 52,565,046
145,120		61,833	2,345		5,432,512
339,268		128,160	46,636		2,419,967
71,485		55,788			3,110,203
126,785		996,776	4,907		18,164,519
311,742		215,965	21,127		14,732,691
19,597		178,319	164,320		761,777
2,445		2,528,114			8,091,032
659,173		1,013,800	17,090,564		22,018,494
20,640		1,814,734	270,572		4,097,375
					5,230,533
					6,910,638
580,268	37,545,560				38,125,828
\$ 3,227,879	\$ 37,545,560	\$ 7,734,719	\$ 17,681,412	\$ -	\$ 181,660,615
232,752		695,300	1,252,330		8,977,780
\$ 8,381,571	\$ 7,337,051	\$ 3,007,763	\$ 69,382,547	\$ 2,681	\$ 136,486,923

**CITY OF KILLEEN
FY 2011-12 ADOPTED BUDGET
COMBINED SUMMARY OF REVENUES & EXPENDITURES**

	General Fund	Aviation Funds	Solid Waste Fund	Water & Sewer Fund
Beginning Fund Balance	\$ 17,718,946	\$ 2,676,586	\$ 2,885,483	\$ 18,848,928
Revenues				
Property Taxes	\$ 25,528,319			
Sales & Occupation Taxes	19,292,000			
Franchise Fees	5,448,530			
Charges for Services	6,890,790	4,355,672	15,004,840	34,456,155
Interest Income	125,000	2,540	30,000	85,000
Federal, State and Local Grants	993,606	5,919,907		
Other Revenues	686,800	4,373,116	48,500	13,000
Fines and Penalties	2,749,892			1,208,000
Bond Proceeds				
Total Revenues	\$ 61,714,937	\$ 14,651,235	\$ 15,083,340	\$ 35,762,155
Transfers from Other Funds	7,210,778			
Total Available Resources	\$ 68,925,715	\$ 14,651,235	\$ 15,083,340	\$ 35,762,155
Expenditures				
Salaries	\$ 41,884,063	\$ 1,770,764	\$ 3,627,210	\$ 4,919,392
Supplies	4,102,792	134,150	931,235	902,692
Maintenance	1,428,499	226,440	947,610	800,156
Repairs	1,527,394	178,405	555,427	233,704
Support Services	7,576,553	674,683	428,055	9,999,862
Benefits	11,766,459	547,349	1,149,786	1,617,069
Minor Capital Outlay	334,777	29,400	542,455	164,254
Designated Expenses	92,540	1,006,692	4,300,622	(70,138)
Capital Improvements	19,445	8,770,241	306,174	1,501,657
Capital Outlay	504,470	19,462	157,733	854,231
Sewer Payments				5,730,347
Water Payments				6,183,206
Debt Service				
Total Expenditures	\$ 69,236,992	\$ 13,357,586	\$ 12,946,307	\$ 32,836,432
Transfers to Other Funds	384,523		2,979,103	5,275,202
Ending Fund Balances	\$ 17,023,146	\$ 3,970,235	\$ 2,043,413	\$ 16,499,449

Drainage Utility Fund	Debt Service Funds	Special Revenue Funds	Capital Projects Funds	Internal Service Funds	Total for All Funds
\$ 6,809,311	\$ 6,905,202	\$ 2,782,902	\$ 69,954,956	\$	\$ 128,582,314
	\$ 8,920,000	\$ 18,322			\$ 34,466,641
		1,725,000			21,017,000
		230,000			5,678,530
3,611,836		635,500	946,352		65,901,145
12,000	15,400	3,170	171,530		444,640
		1,876,903	24,600		8,815,016
5,500		929,497	32,150,000	176,766	38,383,179
		222,000			4,179,892
					0
\$ 3,629,336	\$ 8,935,400	\$ 5,640,392	\$ 33,292,482	\$ 176,766	\$ 178,886,043
	8,794,844	97,548		2,053,386	18,156,556
\$ 10,438,647	\$ 24,635,446	\$ 8,520,842	\$ 103,247,438	\$ 2,230,152	\$ 325,624,913
\$ 1,028,146		\$ 802,749	\$ 351,047		\$ 54,383,371
182,759		150,064	30,055		6,433,747
322,696		203,832	1,056,979		4,986,212
79,457		74,707	3,000		2,652,094
403,852		1,174,747	287,964		20,545,716
373,740		246,265	97,742		15,798,410
49,409		138,618	43,670		1,302,583
5,300		2,540,431			7,875,447
5,825,034		139,394	97,754,135		114,316,080
329,109		370,863	1,564,619	2,053,386	5,853,873
					5,730,347
					6,183,206
581,358	20,628,711				21,210,069
\$ 9,180,860	\$ 20,628,711	\$ 5,841,670	\$ 101,189,211	\$ 2,053,386	\$ 267,271,155
428,665		859,229	843,395		10,770,117
\$ 829,122	\$ 4,006,735	\$ 1,819,943	\$ 1,214,832	\$ 176,766	\$ 47,583,641

**CITY OF KILLEEN
FY 2011-12 ESTIMATED TOTALS
COMBINED SUMMARY OF REVENUES & EXPENDITURES**

	General Fund	Aviation Funds	Solid Waste Fund	Water & Sewer Fund
Beginning Fund Balance	\$ 19,953,213	\$ 2,536,396	\$ 3,110,278	\$ 22,775,423
Revenues				
Property Taxes	\$ 25,310,746			
Sales & Occupation Taxes	20,091,050			
Franchise Fees	5,411,659			
Charges for Services	6,574,654	3,690,056	15,315,566	34,254,046
Interest Income	140,000	1,279	7,774	65,067
Federal, State and Local Grants	821,598	322,215		
Other Revenues	676,800	300,832	612,581	241,777
Fines and Penalties	2,669,892			1,226,440
Bond Proceeds				
Total Revenues	\$ 61,696,399	\$ 4,314,382	\$ 15,935,921	\$ 35,787,330
Transfers from Other Funds	7,214,769	10,901		
Total Available Resources	\$ 88,864,381	\$ 6,861,679	\$ 19,046,199	\$ 58,562,753
Expenditures				
Salaries	\$ 41,782,622	\$ 1,644,427	\$ 3,599,053	\$ 4,724,431
Supplies	3,727,528	100,499	899,135	818,252
Maintenance	1,383,447	157,675	76,195	757,408
Repairs	1,280,327	159,468	1,352,446	196,184
Support Services	7,437,210	631,694	356,527	9,584,074
Benefits	11,360,460	545,131	1,073,766	1,381,024
Minor Capital Outlay	234,860	35,800	52,333	193,349
Designated Expenses	(43,460)	774,450	4,245,475	(68,061)
Capital Improvements		521,243		1,009,672
Capital Outlay	386,125	5,000	700,839	791,676
Sewer Payments				5,606,157
Water Payments				6,307,396
Debt Service				
Total Expenditures	\$ 67,549,119	\$ 4,575,387	\$ 12,355,769	\$ 31,301,562
Transfers to Other Funds	384,523		2,644,972	5,676,668
Ending Fund Balances	\$ 20,930,739	\$ 2,286,292	\$ 4,045,458	\$ 21,584,523

Drainage Utility Fund	Debt Service Funds	Special Revenue Funds	Capital Projects Funds	Internal Service Funds	Total for All Funds
\$ 8,381,571	\$ 7,333,896	\$ 2,960,180	\$ 69,382,547	\$ 2,681	\$ 136,436,185
	\$ 8,966,410	\$ 31,000			\$ 34,308,156
		1,632,414			21,723,464
		230,000			5,641,659
3,643,426		559,100	705,342		64,742,190
29,421	71,025	1,110	215,661		531,337
		1,221,952	503,635		2,869,400
6,347	1,831,682	922,952	74,210	107,615	4,774,796
		222,000			4,118,332
			32,188,712		32,188,712
\$ 3,679,194	\$ 10,869,117	\$ 4,820,528	\$ 33,687,560	\$ 107,615	\$ 170,898,046
	8,921,690	97,548		1,826,502	18,071,410
\$ 12,060,765	\$ 27,124,703	\$ 7,878,256	\$ 103,070,107	\$ 1,936,798	\$ 325,405,641
\$ 991,855		\$ 747,259	\$ 289,181		\$ 53,778,828
139,630		132,938	9,639		5,827,621
272,439		203,429	1,056,955		3,907,548
73,056		57,800	75		3,119,356
386,595		1,089,898	267,105		19,753,103
310,792		212,865	72,640		14,956,678
76,643		96,865	32,279		722,129
5,300		1,646,484			6,560,188
3,666,237		13,196	33,636,245		38,846,593
304,429		145,690	1,454,238	1,507,167	5,295,164
					5,606,157
					6,307,396
581,358	20,627,142				21,208,500
\$ 6,808,334	\$ 20,627,142	\$ 4,346,424	\$ 36,818,357	\$ 1,507,167	\$ 185,889,261
428,665	130,837	607,200	843,394		10,716,259
\$ 4,823,766	\$ 6,366,724	\$ 2,924,632	\$ 65,408,356	\$ 429,631	\$ 128,800,121

**CITY OF KILLEEN
FY 2012-13 ADOPTED BUDGET
COMBINED SUMMARY OF REVENUES & EXPENDITURES**

	General Fund	Aviation Funds	Solid Waste Fund	Water & Sewer Fund
Beginning Fund Balance	\$ 20,930,739	\$ 2,286,292	\$ 4,045,458	\$ 21,584,523
Revenues				
Property Taxes	\$ 23,219,148			
Sales & Occupation Taxes	20,553,251			
Franchise Fees	5,606,582			
Charges for Services	6,694,269	3,938,327	16,521,663	35,572,669
Interest Income	140,000	1,304	8,400	70,000
Federal, State and Local Grants	1,072,784	4,458,153		
Other Revenues	676,800	4,074,087	48,500	212,000
Fines and Penalties	2,685,892			1,250,969
Bond Proceeds				
Total Revenues	\$ 60,648,726	\$ 12,471,871	\$ 16,578,563	\$ 37,105,638
Transfers from Other Funds	7,588,166			
Total Available Resources	\$ 89,167,631	\$ 14,758,163	\$ 20,624,021	\$ 58,690,161
Expenditures				
Salaries	\$ 43,080,297	\$ 1,750,442	\$ 3,828,239	\$ 5,320,422
Supplies	3,769,681	163,323	1,048,570	889,896
Maintenance	1,787,732	184,608	100,903	578,602
Repairs	1,182,673	187,374	1,197,852	189,351
Support Services	7,905,603	676,606	424,668	10,505,622
Benefits	11,655,375	507,590	1,126,993	1,520,745
Minor Capital Outlay	404,512	32,750	24,040	209,365
Designated Expenses	336,850	944,342	4,728,016	(53,600)
Capital Improvements		8,470,840		1,054,380
Capital Outlay	287,508	15,000	65,778	48,167
Sewer Payments				6,096,330
Water Payments				6,866,910
Debt Service				
Total Expenditures	\$ 70,410,231	\$ 12,932,875	\$ 12,545,059	\$ 33,226,190
Transfers to Other Funds	913,714		3,251,117	5,105,773
Ending Fund Balances	\$ 17,843,686	\$ 1,825,288	\$ 4,827,845	\$ 20,358,198

Drainage Utility Fund	Debt Service Funds	Special Revenue Funds	Capital Projects Funds	Internal Service Funds	Total for All Funds
\$ 4,823,766	\$ 6,366,724	\$ 2,934,099	\$ 65,419,619	\$ 429,631	\$ 128,820,851
	\$ 10,640,000	\$ 31,000			\$ 33,890,148
		1,661,000			22,214,251
		230,000			5,836,582
3,716,295		597,500	704,989	117,943	67,863,655
28,000	12,690	1,060	73,520		334,974
		3,177,839	2,557,897		11,266,673
5,500		968,313			5,985,200
		132,000			4,068,861
					0
\$ 3,749,795	\$ 10,652,690	\$ 6,798,712	\$ 3,336,406	\$ 117,943	\$ 151,460,344
	7,970,944	93,318		3,586,567	19,238,995
\$ 8,573,561	\$ 24,990,358	\$ 9,826,129	\$ 68,756,025	\$ 4,134,141	\$ 299,520,190
\$ 1,141,199		\$ 806,465	\$ 373,409		\$ 56,300,473
177,164		150,540	13,576		6,212,750
410,750		311,421			3,374,016
73,820		143,426	216		2,974,712
286,182		846,542	235,582		20,880,805
357,661		244,007	92,458		15,504,829
23,536		59,581	15,602		769,386
5,000		2,732,084			8,692,692
3,273,571		40,000	64,540,151		77,378,942
		963,456	20,752	2,951,801	4,352,462
					6,096,330
					6,866,910
583,608	22,388,756				22,972,364
\$ 6,332,491	\$ 22,388,756	\$ 6,297,522	\$ 65,291,746	\$ 2,951,801	\$ 232,376,671
263,697		1,458,950			10,993,251
\$ 1,977,373	\$ 2,601,602	\$ 2,069,657	\$ 3,464,279	\$ 1,182,340	\$ 56,150,268

OBJECT CLASS MATRIX OF FY 2012-13 OPERATING BUDGET
ALLOCATION OF FY 2012-13 BUDGET
BY OBJECT CLASS

	<u>Salaries</u>	<u>Supplies</u>	<u>Maintenance</u>	<u>Repairs</u>	<u>Support Services</u>	<u>Benefits</u>	<u>Minor Capital</u>
GENERAL FUND SERVICES							
City Council	10,800	1,026			50,718	744	
City Manager	326,746	1,654			11,826	68,312	
Ext Assistant City Manager	195,372	1,045			9,509	41,701	
Int Assistant City Manager	169,877	2,500			5,500	37,522	5,000
Downtown Revitalization							
City Auditor & Compliance Office	87,421	200			2,665	19,183	
Municipal Court	682,279	19,503		2,406	8,282	223,539	
Public Information Officer	142,509	17,368			11,960	32,689	
Volunteer Services	133,750	1,244			4,400	34,770	
City Attorney	621,828	2,791		150	59,190	133,705	
City Secretary	88,647	540			2,420	16,206	
Finance	529,703	4,167			40,208	118,743	
Accounting	312,171	7,544			4,520	79,464	
Purchasing	147,393	4,406			7,255	44,494	1,349
Building Services	224,403	17,968		5,600	16,803	67,358	
Custodial Services	439,895	80,440		6,500	8,950	163,105	
Printing Services	90,443	5,713		8,625	51,267	25,598	
General Services Administration	100,516	1,352			3,365	23,694	
Human Resources	590,486	44,191		800	38,510	143,188	
Employee Assistance Program		10,400			126,450		
Information Technology	786,905	3,950		1,000	76,912	204,788	1,250
Library	946,507	51,900	3,000	200	54,075	244,244	
Golf Course	671,965	160,886	12,000	22,700	235,635	194,644	
Community Center Operations	65,093	6,600	2,000		92,708	23,847	
Parks	878,402	229,423	87,500	43,830	198,747	306,834	
Lions Club Park Operations	382,502	48,049		2,900	169,831	106,131	
Family Aquatics Center	262,180	40,359	4,667	1,000	56,808	37,672	
Killeen Arts and Activities Center	99,283	9,175		500	25,538	30,508	17,500
Recreation	77,449	70,276			27,121	22,646	
Athletics	110,369	112,200			132,238	31,697	
Cemetery	221,325	22,872	5,605	9,223	7,520	67,031	
Senior Citizens	154,901	20,996		1,310	46,850	43,144	
Swimming Pools	77,000	25,204	200		7,600	6,638	
Public Works	149,921	2,323			34,200	34,193	
Traffic	244,564	35,069		10,800	108,334	86,987	
Streets	1,626,959	231,574	849,436	135,000	66,612	521,139	
Planning and Development	506,807	9,560		1,000	22,846	115,803	7,500
Building and Inspection	684,437	22,692		8,000	25,633	179,417	
Code Enforcement	558,435	64,199	400	8,080	25,387	154,440	9,164
Community Development	194,769	3,883		500	12,226	44,982	1,100
Community Dev. / Home Program	32,750	1,633			5,973	10,024	
Police	17,207,631	1,289,678	126,667	424,249	1,196,871	4,335,605	151,949
Animal Control	328,411	103,514		4,700	54,135	104,983	
Fire	11,666,299	833,186		311,300	549,458	3,401,241	
Emergency Mgmt/Homeland Security	86,230	8,104		1,500	7,000	18,983	
EMS Billings and Collections	180,946	9,509			5,690	53,759	
Non-Departmental		128,815	696,257	173,000	5,109,773		209,700
Subtotal	43,080,297	3,769,681	1,787,732	1,182,873	8,819,317	11,655,375	404,512
AVIATION FUNDS							
Killeen-Fort Hood Regional Airport	1,616,610	147,252	172,259	175,400	617,483	468,284	32,750
Skyhawk Field	133,832	16,071	12,349	11,974	59,123	41,306	
Subtotal	1,750,442	163,323	184,608	187,374	676,606	507,590	32,750
SOLID WASTE FUND							
Residential Services	1,584,584	555,388		691,938	28,550	451,265	
Commercial Services	785,093	287,550	2,500	357,076	22,212	224,232	
Recycling Programs	242,312	26,070		8,500	13,895	66,174	
Transfer Station Operations	526,053	66,300	49,600	68,338	168,665	159,087	
Mowing Operations	543,124	89,719	8,054	46,000	23,026	183,310	
Custodial Services							
Accounting	147,073	1,580			1,698	42,925	
Solid Waste Miscellaneous		21,963	40,749	26,000	3,417,739		24,040
Subtotal	3,826,239	1,048,570	100,903	1,197,852	3,675,785	1,126,993	24,040
WATER & SEWER FUND							
Fleet Services	1,079,071	115,615	3,400	16,600	61,710	298,402	7,880
Utility Collections	1,184,303	336,297		25,450	36,935	361,824	555
Water and Sewer Contracts							
Water Distribution	599,205	86,803	137,145	48,247	36,167	192,028	26,400
Sanitary Sewers	488,149	71,070	36,741	31,000	22,445	153,330	4,500
Water and Sewer Operations	1,100,394	186,206	174,703	23,000	1,174,148	315,983	15,000
Water and Sewer Engineering	608,499	49,454		10,954	428,533	134,493	500
Water and Sewer Miscellaneous	260,801	44,451	226,613	34,100	13,851,457	64,585	154,530
Subtotal	5,320,422	889,896	576,602	189,351	15,611,395	1,520,745	209,355
DRAINAGE UTILITY FUND							
	1,141,189	177,164	410,750	73,820	549,879	357,661	23,536
OTHER FUNDS							
	1,179,874	164,116	311,421	143,642	2,541,074	336,465	75,183
TOTAL FY 2012-13 BUDGET PROGRAM ALLOCATION							
	56,300,473	6,212,750	3,374,016	2,974,712	31,874,056	15,504,829	789,386
PERCENT OF TOTAL 2012-13 BUDGET PROGRAM ALLOCATION							
	23.13%	2.55%	1.39%	1.22%	13.10%	6.37%	0.32%

<u>Designated Expenses</u>	<u>Capital Improvements</u>	<u>Capital Outlay</u>	<u>Sewer Payments</u>	<u>Water Payments</u>	<u>Debt Service</u>	<u>TOTAL</u>
						63,288
						408,538
						247,627
						220,399
						0
						109,469
						936,009
						204,526
		20,000				174,164
10,429						837,662
						99,242
						662,621
						403,699
						204,887
						332,132
400		25,920				724,810
						182,046
						128,927
		2,000				818,975
(137,250)		400				0
		205,000				1,076,805
112,847						1,504,926
						1,410,677
						190,248
						1,744,736
						709,413
						402,486
						182,502
						197,492
						366,524
						333,576
						287,201
						116,642
						220,637
		11,968				485,754
						3,442,688
		600				663,516
122,000		21,620				918,779
						963,725
						257,460
						50,380
(348,428)						24,384,224
						596,723
						16,761,484
						121,817
						249,804
576,850						6,894,395
336,850	-	287,508	-	-	-	71,323,945
357,342	8,470,840	15,000				12,071,220
587,000						861,655
944,342	8,470,840	15,000	-	-	-	12,932,875
47,300						3,311,725
3,826,272						1,678,663
2,400		65,778				404,251
						4,864,315
						961,411
						0
						193,276
752,044						4,282,535
4,728,016	-	65,778	-	-	-	15,796,176
(219,100)		42,967				1,406,545
						1,945,464
	343,380		6,096,330	6,866,910		12,863,240
	1,000	5,200				1,469,375
						813,435
						2,989,434
						1,232,433
165,500	700,000	10,000				15,512,037
(53,600)	1,044,380	58,167	6,096,330	6,866,910	-	38,331,963
5,000	3,273,571				583,608	6,596,188
2,732,084	64,580,151	3,936,009			22,388,756	98,388,775
8,692,692	77,368,942	4,362,462	6,096,330	6,866,910	22,972,364	243,368,922
3.57%	31.79%	1.79%	2.50%	2.82%	9.44%	100.00%

FY 2012-13 MAJOR FUNDS OPERATING BUDGET BY PROGRAM AREA

ALLOCATION OF FY 2012-13 BUDGET BY PROGRAM AREA - MAJOR FUNDS	PUBLIC WORKS	PUBLIC SAFETY	COMMUNITY SERVICES	ADMIN	AVIATION	TOTAL
GENERAL FUND						
City Council				63,288		63,288
City Manager				408,538		408,538
Ext Assistant City Manager				247,627		247,627
Int Assistant City Manager				220,399		220,399
City Auditor & Compliance Officer				109,469		109,469
Municipal Court				936,009		936,009
Public Information Officer				204,526		204,526
Volunteer Services			174,164			174,164
City Attorney				837,662		837,662
City Secretary				99,242		99,242
Finance				692,821		692,821
Accounting				403,699		403,699
General Services				128,927		128,927
Building Services				332,132		332,132
Custodial Services				724,810		724,810
Printing Services				182,046		182,046
Purchasing - General Administration				204,897		204,897
Human Resources				818,975		818,975
Information Technology				1,076,805		1,076,805
Library			1,504,926			1,504,926
Golf Course			1,410,677			1,410,677
Golf Course Food & Beverage			0			0
Community Center Operations			190,248			190,248
Parks			1,744,736			1,744,736
Lions Club Park Operations			709,413			709,413
Family Aquatics Center			402,486			402,486
Aquatics Concession			0			0
Killeen Arts and Activities Center			182,502			182,502
Recreation			197,492			197,492
Athletics			386,524			386,524
Cemetery			333,576			333,576
Senior Center			267,201			267,201
Swimming Pools			116,642			116,642
Public Works	220,637					220,637
Engineering	0					0
Traffic	485,754					485,754
Streets	3,442,688					3,442,688
Planning and Development	663,516					663,516
Building and Inspection	918,779					918,779
Code Enforcement	963,725					963,725
Community Development	257,460					257,460
Community Development/Home Program	50,380					50,380
Police - Operations		24,384,224				24,384,224
Animal Control		596,723				596,723
Fire		16,761,484				16,761,484
Emergency Mgmt / Homeland Security		121,817				121,817
EMS Billings & Collections				249,904		249,904
Non-Departmental				6,894,395		6,894,395
AVIATION FUNDS						
Killeen-Fort Hood Regional Airport					12,071,220	12,071,220
Skylark Field					861,655	861,655
SOLID WASTE FUND						
Residential Services	3,311,725					3,311,725
Commercial Services	1,678,663					1,678,663
Recycling Programs	404,251					404,251
Transfer Station Operations	4,964,315					4,964,315
Mowing Operations	961,411					961,411
Custodial Services	0					0
Accounting	193,276					193,276
Solid Waste Miscellaneous	4,282,535					4,282,535
WATER & SEWER FUND						
Fleet Services	1,406,545					1,406,545
Utility Collections	1,945,464					1,945,464
Water and Sewer Contracts	12,963,240					12,963,240
Water Distribution	1,469,375					1,469,375
Sanitary Sewers	813,435					813,435
Water and Sewer Operations	2,989,434					2,989,434
Water and Sewer Engineering	1,232,433					1,232,433
Water and Sewer Miscellaneous	15,512,037					15,512,037
DRAINAGE UTILITY FUND	6,596,188					6,596,188
TOTAL FY 2012-13 BUDGET PROGRAM ALLOCATION	67,727,266	41,864,248	7,620,587	14,836,171	12,932,875	144,981,147
PERCENT OF TOTAL 2012-13 BUDGET PROGRAM ALLOCATION	46.71%	28.88%	5.26%	10.23%	8.92%	100.00%

GENERAL FUND REVENUES ANALYSIS

Total General Fund Resources are \$89,167,631. Revenues budgeted for FY 2012-13 represent a decrease of 1% from the estimated revenues for FY 2011-12 and a 12.6% increase over the 2008-09 actual revenues. The following is a summary of the City's major revenue categories and their revenue assumptions for FY 2012-13.

REVENUE CATEGORY	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 2010-11	ESTIMATED 2011-12	ADOPTED 2012-13	% OF TOTAL ADOPTED
Beginning Fund Balance	\$ 19,935,811	\$ 18,127,150	\$ 22,201,438	\$ 19,953,213	\$ 20,930,739	23.5%
Prior Year Adjustments	\$ -	\$ 3,540,190				
Property Taxes	\$ 21,261,303	\$ 21,973,412	\$ 22,881,516	\$ 25,310,746	\$ 23,219,148	26.0%
Sales and Occupancy Taxes	18,569,629	19,305,987	19,087,359	20,091,050	20,553,251	23.1%
Franchise Taxes	4,977,108	5,209,695	6,030,758	5,411,659	5,606,582	6.3%
Misc. Revenues	3,665,528	3,386,940	3,721,794	3,882,913	3,918,400	4.4%
Permits and Licenses	1,008,931	1,191,730	1,106,562	1,049,400	1,136,245	1.3%
Court Fines & Fees	2,555,770	2,332,852	2,548,162	2,669,892	2,685,892	3.0%
Recreation Revenues	777,941	1,086,400	1,150,694	1,127,750	1,102,450	1.2%
Interest Earned	343,469	112,537	80,291	140,000	140,000	0.2%
Golf Course Revenues	1,294,705	1,210,904	1,303,725	1,191,391	1,213,974	1.4%
Intergovernmental	731,521	608,091	373,409	821,598	1,072,784	1.2%
Transfers-In	5,404,037	5,509,773	7,000,682	7,214,769	7,588,166	8.5%
TOTAL RESOURCES	\$ 80,525,753	\$ 83,595,661	\$ 87,486,390	\$ 88,864,381	\$ 89,167,631	100.0%

* Property Tax Revenues allocated to the General Fund are budgeted to decrease 8.3% over estimated FY 2011-12 as a result of debt service payments for two Pass Through Financing Bonds for street projects. Property tax collections city wide are budgeted to increase.

* Revenues from Sales and Occupancy Taxes are budgeted to increase 2.3% over the FY 2011-12 estimated revenues. The city experienced a significant upturn in sales tax collections throughout the 2012 fiscal year.

* Franchise Tax Revenues for FY 2012-13 are budgeted to increase by 3.6% as compared to FY 2011-12 estimates. Building permits for single family homes and duplexes increased in the 2012 fiscal year.

* Courts Fines and Fees are budgeted to increase 0.6% based on current levels of revenue.

* Interest Earned are budgeted to remain the same as FY 2011-12 estimates.

* 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.

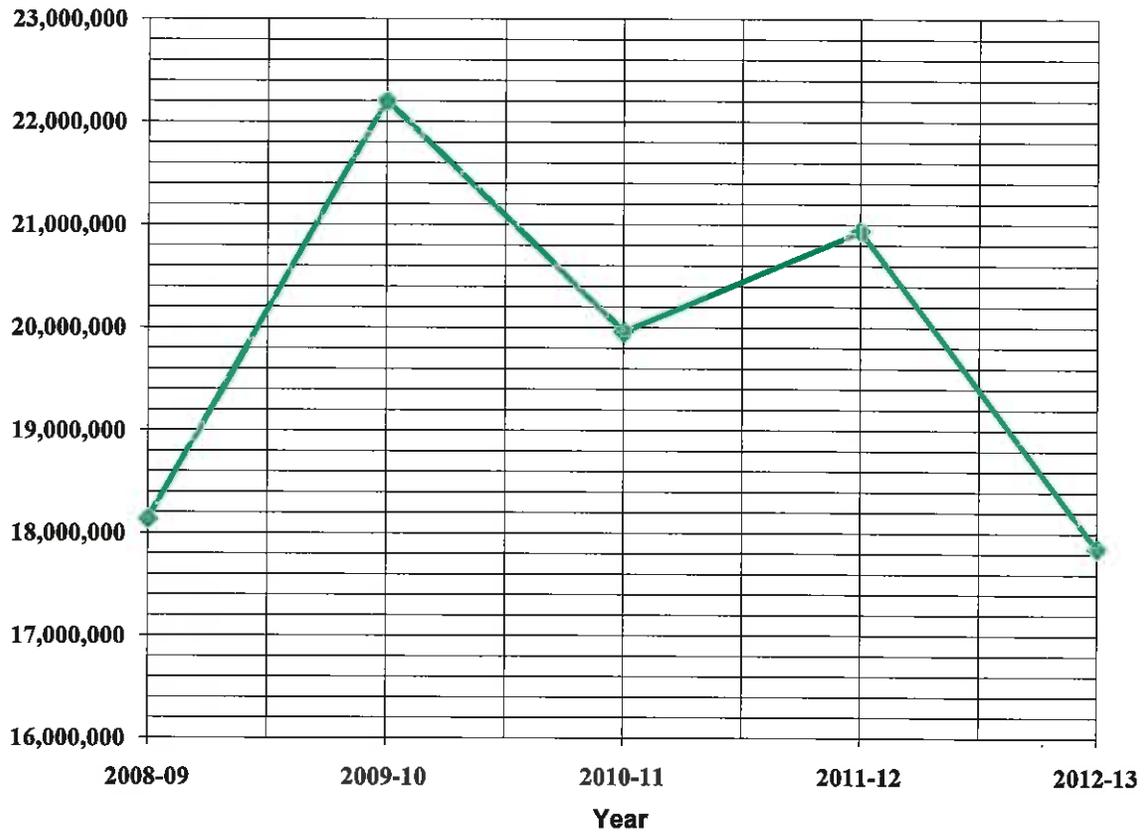
Note: FY 2011-12 represents estimated amounts. FY 2012-13 represents budgeted amounts.

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. The policy requires that the fund balances maintain a target of 25% of operating costs and a minimum of 22% of operating costs. For FY 2012-13 the ending fund balance for the general fund is projected to be \$17,843,686.

GENERAL FUND

Fund Balance - Five Years



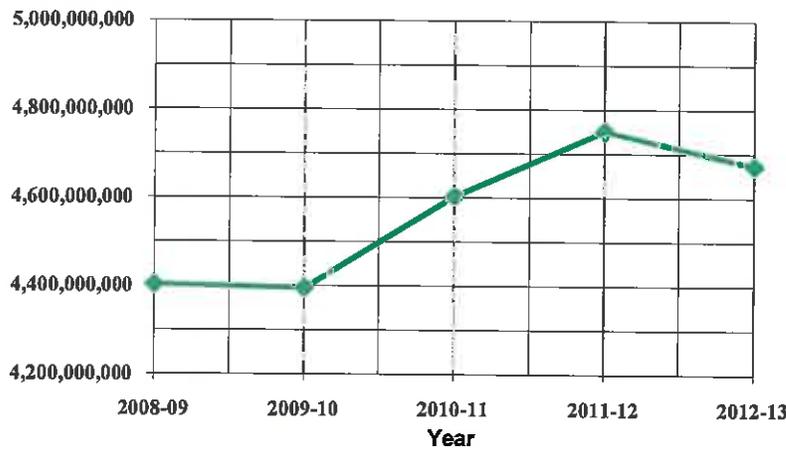
Note: FY 2011-12 represents estimated amounts. FY 2012-13 represents budgeted amounts.

AD VALOREM TAXES

Ad Valorem Taxes represent 34% 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 2012-13 budget is \$4,670,781,718. This value represents a decrease of \$78,475,274 or 1.7% over the previous years assessed valuation of \$4,749,256,992. The decrease in the assessed value can be attributed to increased exemptions related to H.B. 361, the Disabled Veterans Homestead Exemption. The tax rate is distributed .50563 cents, or 68.07%, to the General Fund and .23717 cents, or 31.93% to fund debt service.

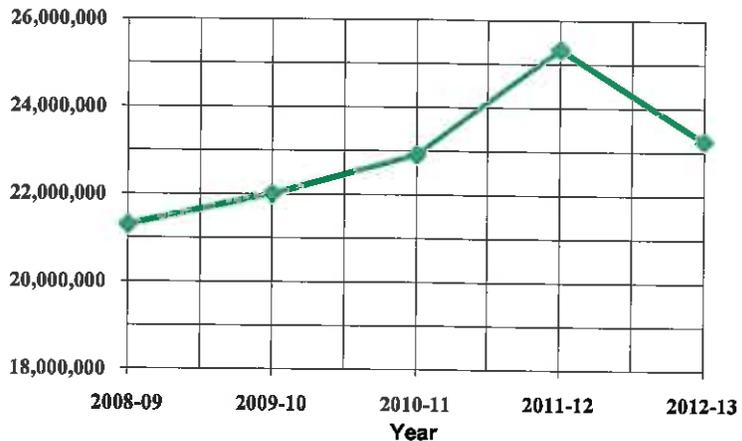
GENERAL FUND

Assessed Property Value - Five Years



GENERAL FUND

Ad Valorem Tax Revenues - Last 5 Years



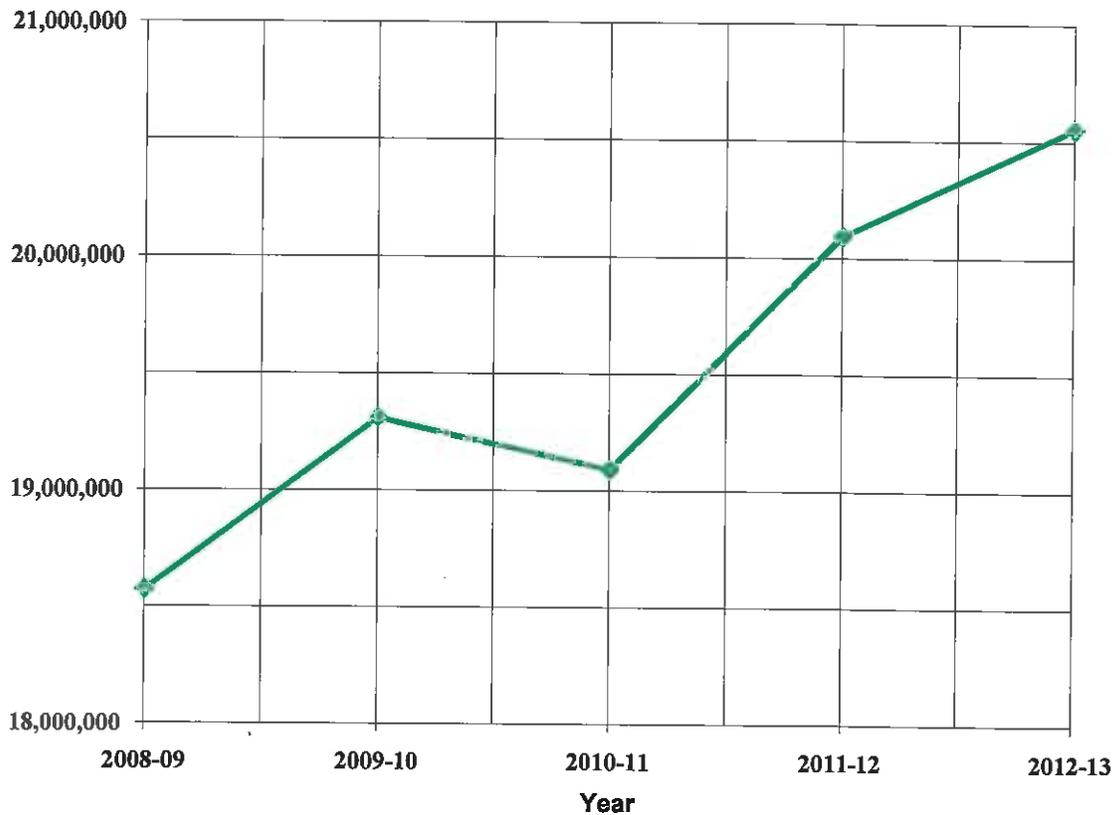
Note: FY 2011-12 represents estimated amounts. FY 2012-13 represents budgeted amounts.

SALES AND OCCUPANCY TAXES

The city receives 30.1% 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 2012-13 is \$20,553,251. This is an increase of 2.3% over estimated revenues for FY 2011-12. The increase in revenues will be used for operating expenses.

GENERAL FUND

Sales Tax Revenue - Five Years



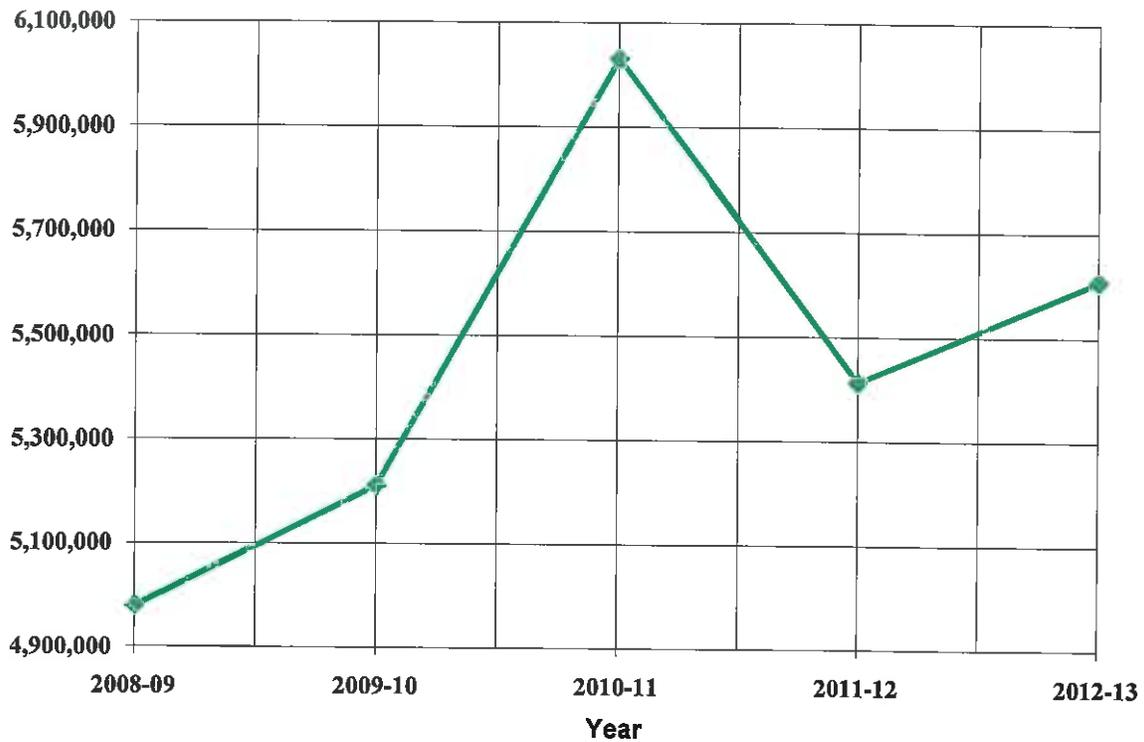
Note: FY 2011-12 represents estimated amounts. FY 2012-13 represents budgeted amounts.

FRANCHISE TAXES

The city receives 8.2% 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 2012-13 is \$5,606,582. This is a increase of \$194,923 over the amount estimated in FY 2011-12.

GENERAL FUND

Franchise Tax Revenue - Five Years



Note: FY 2011-12 represents estimated amounts. FY 2012-13 represents budgeted amounts.

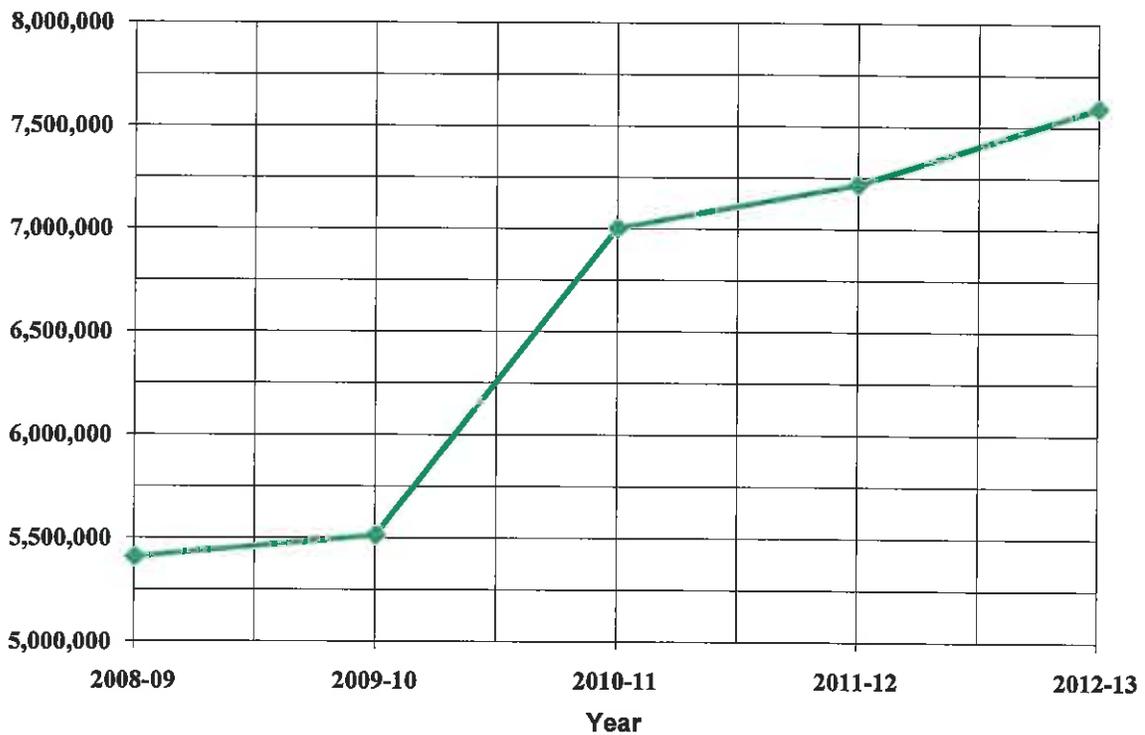
INDIRECT COST TRANSFERS

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 2012-13 is \$7,588,166. This is an increase of \$373,397, or 5.2%, from the estimated 2011-12 amounts. This can be attributed to the steady growth of the Solid Waste, Water & Sewer Funds and Drainage Utility Fund.

GENERAL FUND

Total Transfers - Five Years



Note: FY 2011-12 represents estimated amounts. FY 2012-13 represents budgeted amounts.

GENERAL FUND EXPENDITURES

Total General Fund expenditures are \$71,323,945. This represents an increase of 5% from FY 2011-12 estimated expenses and a 14.3% increase over the 2008-09 actual expenses.

EXPENDITURES	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 2010-11	ESTIMATED 2011-12	ADOPTED 2012-13	% OF TOTAL
General Government	\$ 11,978,736	\$ 11,525,128	\$ 12,713,645	\$ 12,839,049	\$ 14,836,171	20.8%
Public Safety	35,892,999	35,684,324	40,163,087	40,844,825	41,864,248	58.7%
Public Works	5,240,119	4,877,239	4,784,669	6,200,848	6,695,099	9.4%
Community Development	325,865	354,336	314,240	296,695	307,840	0.4%
Community Services	8,960,884	8,953,196	9,557,536	7,752,225	7,620,587	10.7%
TOTAL	\$ 62,398,603	\$ 61,394,223	\$ 67,533,177	\$ 67,933,642	\$ 71,323,945	100.0%

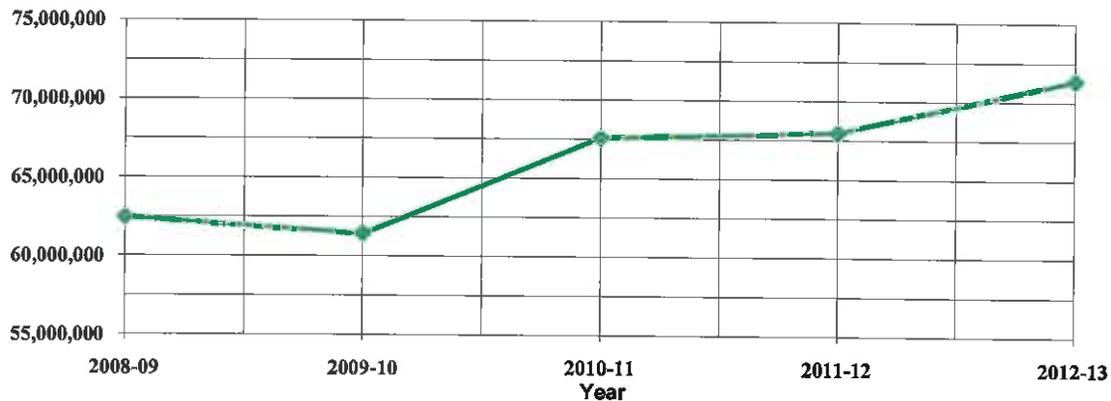
* General Government increased by 15.6%. The budget addressed a reorganization of departments and divisions and moved employees and their related costs into the General Government divisions to maximize resources, improve efficiency and ensure service delivery.

* The Public Safety budget is shows a 2.5% increase in the FY 2012-13 budget. This increase can be attributed to a slight increase in operating costs.

* The increase in Public Works of 7.98% can also be attributed to the reorganization of the cities departments and divisions.

* The Community Services' budget is decreased by 2% from the prior year budget as a result of the reorganization of the cities departments and divisions.

GENERAL FUND Expenditures - Five Years



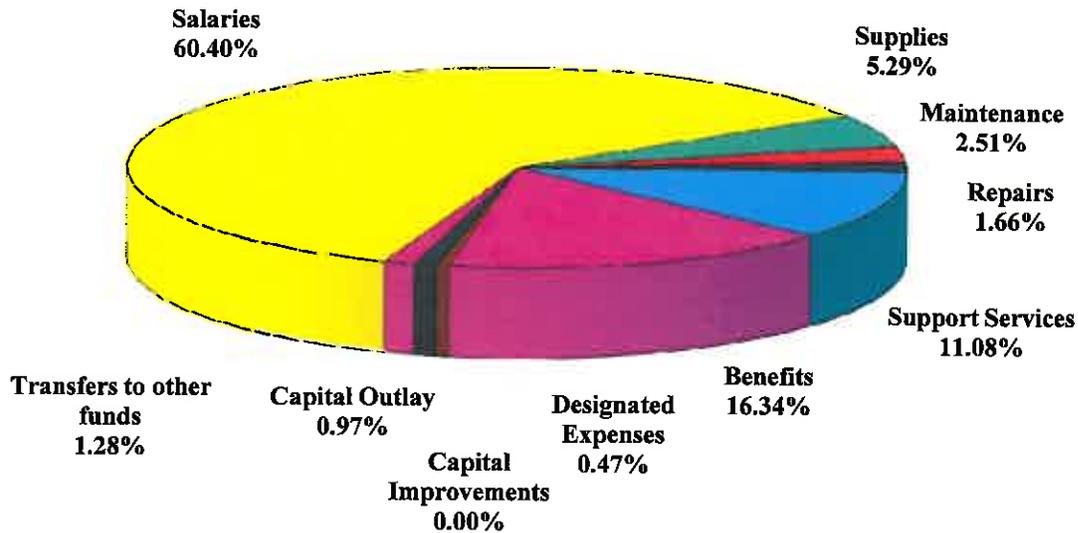
Note: FY 2011-12 represents estimated amounts. FY 2012-13 represents budgeted amounts.

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

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 2010-11	ESTIMATED 2011-12	ADOPTED 2012-13	% OF TOTAL
Salaries	\$37,568,664	\$37,427,982	\$41,155,130	\$41,782,622	\$43,080,297	60.40%
Supplies	3,235,200	3,235,050	3,611,756	3,727,528	3,769,681	5.29%
Maintenance	1,905,356	1,305,142	1,160,083	1,383,447	1,787,732	2.51%
Repairs	1,145,493	1,214,335	1,341,335	1,280,327	1,182,673	1.66%
Support Services	6,852,989	6,632,392	6,835,315	7,437,210	7,905,603	11.08%
Benefits	10,053,425	10,570,679	11,300,441	11,360,460	11,655,375	16.34%
Designated Expenses	462,621	472,668	1,245,993	(43,460)	336,850	0.47%
Capital Improvements	-	-	19,248	-	-	0.00%
Capital Outlay	1,159,629	511,855	834,408	620,985	692,020	0.97%
Transfers to other funds	15,226	24,120	29,468	384,523	913,714	1.28%
TOTAL EXPENDITURES	\$62,398,603	\$61,394,223	\$67,533,177	\$67,933,642	\$71,323,945	100.00%

FY 2012-13 General Fund Expenditures

By Object Class



Note: FY 2011-12 represents estimated amounts. FY 2012-13 represents budgeted amounts.

KILLEEN-FORT HOOD REGIONAL AIRPORT REVENUES ANALYSIS

Total Killeen-Fort Hood Regional Airport fund resources are \$13,505,526. Revenues budgeted for FY 2012-13 represent an increase of 5.3% from the prior years estimated revenues excluding federal and state grants. The following is a summary of the KFHRA Funds major revenue categories and their revenue assumptions for FY 2012-13.

REVENUE CATEGORY	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 2010-11	ESTIMATED 2011-12	ADOPTED 2012-13	% OF TOTAL ADOPTED
Beginning Fund Balance	\$ 938,701	\$ 1,938,975	\$ 2,167,104	\$ 2,089,768	\$ 1,862,297	13.8%
Prior Period Adjustment	\$ 1,168,951	\$ -	\$ -	\$ -	\$ -	
Misc. Receipts	\$ 2,354	\$ 2,417	\$ 2,753	\$ 2,138	\$ 2,000	0.0%
Airport Rent & Concessions	975,725	1,042,829	985,363	1,016,704	1,033,125	7.6%
Air Carrier Operations	268,445	288,802	307,147	284,476	285,967	2.1%
Airport Use Fees	136,312	157,892	182,150	158,314	156,336	1.2%
Parking Lot Fees	730,230	902,713	832,280	704,008	721,243	5.3%
Recovery Fees	-	-	-	-	-	0.0%
Fuel Sales	159,604	273,167	292,131	283,412	370,050	2.7%
Operating Supplies	-	-	-	60	60	0.0%
Into Plane Fees	271,650	240,650	237,958	199,935	204,122	1.5%
CIP Recovery Fees	236,711	291,661	281,959	314,808	348,682	2.6%
Interest Earned	2,468	1,876	959	808	804	0.0%
Department of Transportation	-	-	-	50,000	50,000	0.4%
DOT Grant Match	-	13,039	35,591	-	-	0.0%
Federal Grants and Receipts	1,749,883	1,415,372	2,184,494	561,709	8,470,840	62.8%
AARA Grant	-	2,514,669				0.0%
Transfer from Other Funds	10,237	460		10,901		0.0%
Transfer from General Fund	-	-				0.0%
TOTAL RESOURCES	\$ 6,651,271	\$ 9,084,522	\$ 7,509,889	\$ 5,677,041	\$ 13,505,526	100.0%

* Airport Rent and Concessions are increasing 1.6% over FY 2011-12. This is due to an increase in the number of enplanements over the course of the fiscal year.

* Air Carrier Operations revenue is increasing 0.5% over FY 2011-12. This is due to an increase in the number of enplanements over the course of the fiscal year.

* Fuel Sales revenues are increasing 30.6% over FY 2011-12. This increase is due to the increased cost of fuel and the resulting increased retail sales price per gallon of gasoline sold to the rental car companies.

* Into Plane Fees are increasing 2.1% over FY 2011-12. This increase is due to an increased number of gallons of fuel pumped to the airlines and charter aircraft.

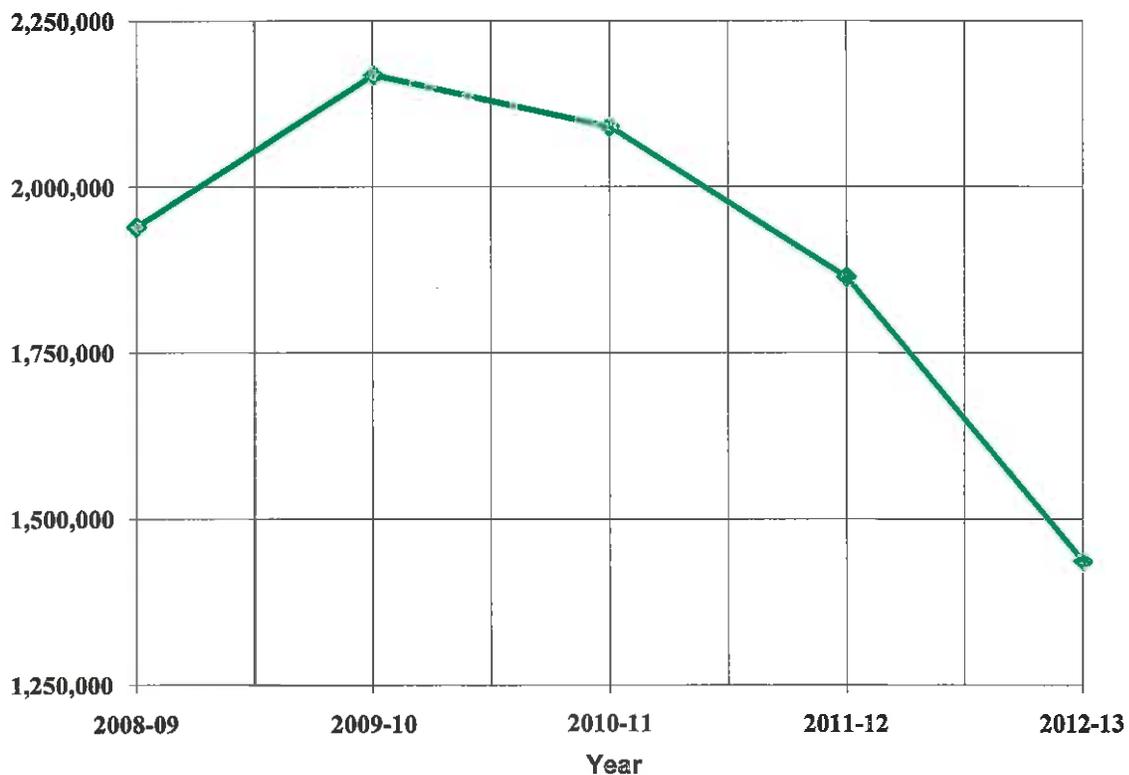
* Prior year adjustments to fund balance represent the cancellation of prior year encumbrances, for which the city no longer has a legal obligation or commitment.

Note: FY 2011-12 represents estimated amounts. FY 2012-13 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 2012-13 the ending fund balance for the Killeen-Fort Hood Regional Airport fund is projected to be \$1,434,306 which represents 39% of the adopted operating expenses for FY 2012-13.

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

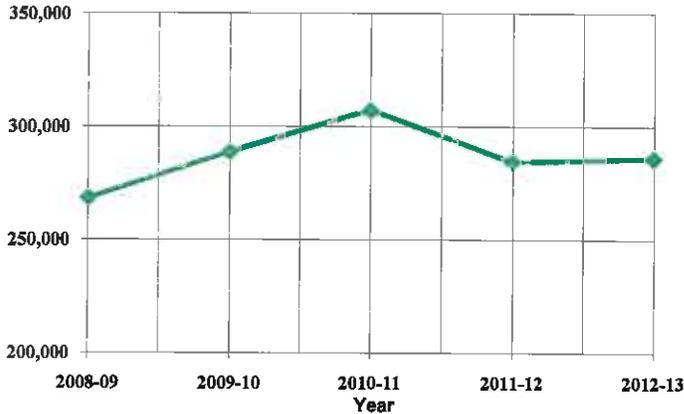


Note: FY 2011-12 represents estimated amounts. FY 2012-13 represents budgeted amounts.

AIR CARRIER OPERATIONS

The Killeen-Fort Hood Regional Airport receives 9.2% of its operating revenues from air carrier operations. Air Carrier Operations revenues are received from the leasing of airport space to airline companies that provide flight services to customers. Total revenues budgeted for FY 2012-13 is \$285,967. This is an increase of 0.5% over estimated revenues for FY 2011-12.

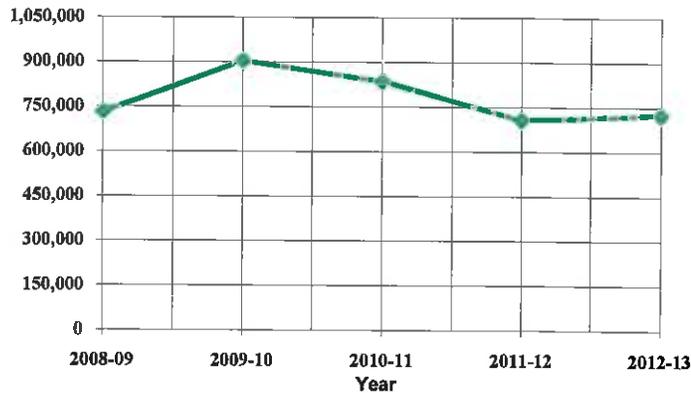
KFHRA FUND Air Carrier Operations - Five Years



PARKING LOT FEES

The airport receives 23.1% of its operating revenues from parking lot fees. Parking Lot Fees revenues are the City's share of parking lot fees paid by customers utilizing the pay parking lot to the Airport's parking lot concession company. Parking lot fees budgeted for FY 2012-13 is \$721,243. This is an increase of 2.4% over estimated revenues for FY 2011-12. This increase is primarily due to the increased number of enplanements over the course of the fiscal year.

KFHRA FUND Airport Parking Lot Fees - Five Years



Note: FY 2011-12 represents estimated amounts. FY 2012-13 represents budgeted amounts.

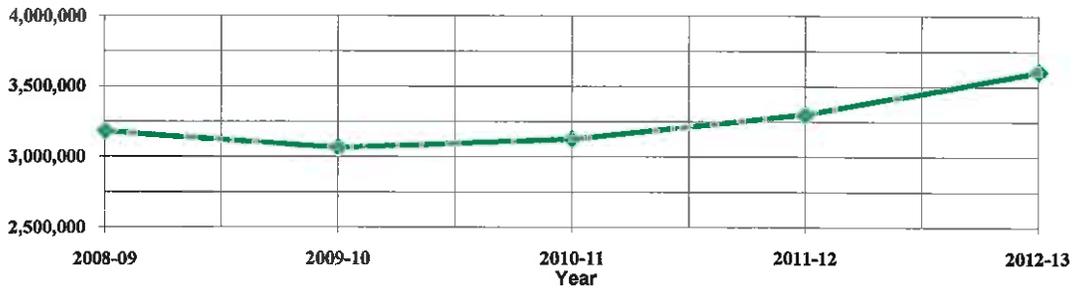
KILLEEN-FORT HOOD REGIONAL AIRPORT FUND EXPENSES

Total Killeen-Fort Hood Regional Airport Fund operating expenses are \$3,600,380. This represents an increase of 9.3% over the prior years estimated operating budget, which excludes airfield capital improvement projects.

EXPENDITURES	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 2010-11	ESTIMATED 2011-12	ADOPTED 2012-13	% OF TOTAL ADOPTED
Airport Operations	\$ 2,675,266	\$ 2,548,916	\$ 2,593,340	\$ 2,678,821	\$ 2,884,303	23.9%
Cost of Goods Sold	\$ 131,664	\$ 207,687	\$ 229,607	\$ 260,217	\$ 355,242	2.9%
RGAAF Construction	-	-	-	-	-	0.0%
Information Technology	185,783	158,349	166,884	196,143	201,143	1.7%
Airport Non-Departmental	184,946	144,201	129,251	158,320	159,692	1.3%
Robert Gray Army Airfield Projects	1,534,637	3,858,265	2,301,039	521,243	8,470,840	70.2%
TOTAL	\$ 4,712,296	\$ 6,917,418	\$ 5,420,121	\$ 3,814,744	\$ 12,071,220	100.0%

* The increase in airport operations can be attributed to increases in salaries and benefits as well as increased maintenance costs and the rising cost of fuel.

KFHRA FUND Expenses - Five Years



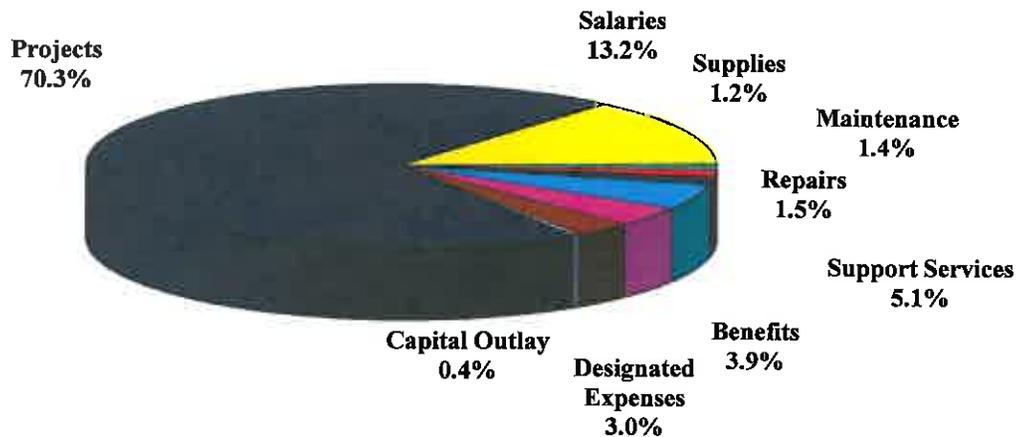
Note: FY 2011-12 represents estimated amounts. FY 2012-13 represents budgeted amounts.

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

EXPENDITURES	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 2010-11	ESTIMATED 2011-12	ADOPTED 2012-13	% OF TOTAL
Salaries	\$ 1,478,132	\$ 1,410,343	\$ 1,519,889	\$ 1,525,844	\$ 1,616,610	13.2%
Supplies	74,303	77,685	88,272	87,875	147,252	1.2%
Maintenance	140,655	143,222	139,053	149,250	172,259	1.4%
Repairs	128,321	134,010	120,986	145,596	175,400	1.5%
Support Services	696,494	643,989	564,031	578,316	617,483	5.1%
Benefits	451,154	422,709	435,534	503,503	466,284	3.9%
Designated Expenses	131,664	207,687	229,607	262,317	357,342	3.0%
Capital Outlay	76,936	19,508	21,710	40,800	47,750	0.4%
Projects	1,534,637	3,858,265	2,301,039	521,243	8,470,840	70.2%
TOTAL EXPENDITURES	\$ 4,712,296	\$ 6,917,418	\$ 5,420,121	\$ 3,814,744	\$12,071,220	100.0%

FY 2012-13 Killeen-Fort Hood Regional Airport Fund Expenses

By Object Class



Note: FY 2011-12 represents estimated amounts. FY 2012-13 represents budgeted amounts.

SKYLARK FIELD FUND REVENUES ANALYSIS

Total Skylark Field fund resources are \$1,252,637. Operating revenues budgeted for FY 2012-13 represent an increase of 12.4% over the estimated operating revenues for FY 2011-12 and an 43.7% increase from the 2008-09 actual operating revenues. The following is a summary of the Skylark Field Funds major revenue categories and their revenue assumptions for FY 2012-13.

REVENUE CATEGORY	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 2010-11	ESTIMATED 2011-12	ADOPTED 2012-13	% OF TOTAL ADOPTED
Beginning Fund Balance	\$ 428,169	\$ 495,468	\$ 493,840	\$ 446,628	\$ 423,995	33.8%
Fixed Base Operations	\$ 22,651	\$ 16,321	\$ 15,426	\$ 19,788	\$ 36,888	2.9%
Hangars and Tie downs	110,957	120,974	109,582	110,600	111,829	8.9%
Airport Use Fees	6,674	6,577	7,186	7,040	7,425	0.6%
Fuel Sales	396,763	399,585	525,911	588,553	660,600	52.7%
Operating Supplies Sales	3,374	3,193	4,197	2,358	2,000	0.2%
Miscellaneous Receipts	25,344	1,719	218	200	250	0.0%
Interest Earned	4,522	1,090	715	471	500	0.0%
TXDOT Grants	4,622	5,158	11,961	9,000	9,150	0.7%
TOTAL RESOURCES	\$ 1,003,076	\$ 1,050,085	\$ 1,169,036	\$ 1,184,638	\$ 1,252,637	100.0%

* Fixed Base Operations increased for FY 2012-13 due to a new corporation Hangar being constructed and will be available for tenant use starting May 2013.

* Hangars and Tie downs are increasing slightly over FY 2011-12. This slight increase is due to the downturn in general aviation nationwide.

* Fuel Sales are increasing 12.2% over FY 2011-12. This increase is due to the increased cost of fuel and the resulting increased sales price per gallon.

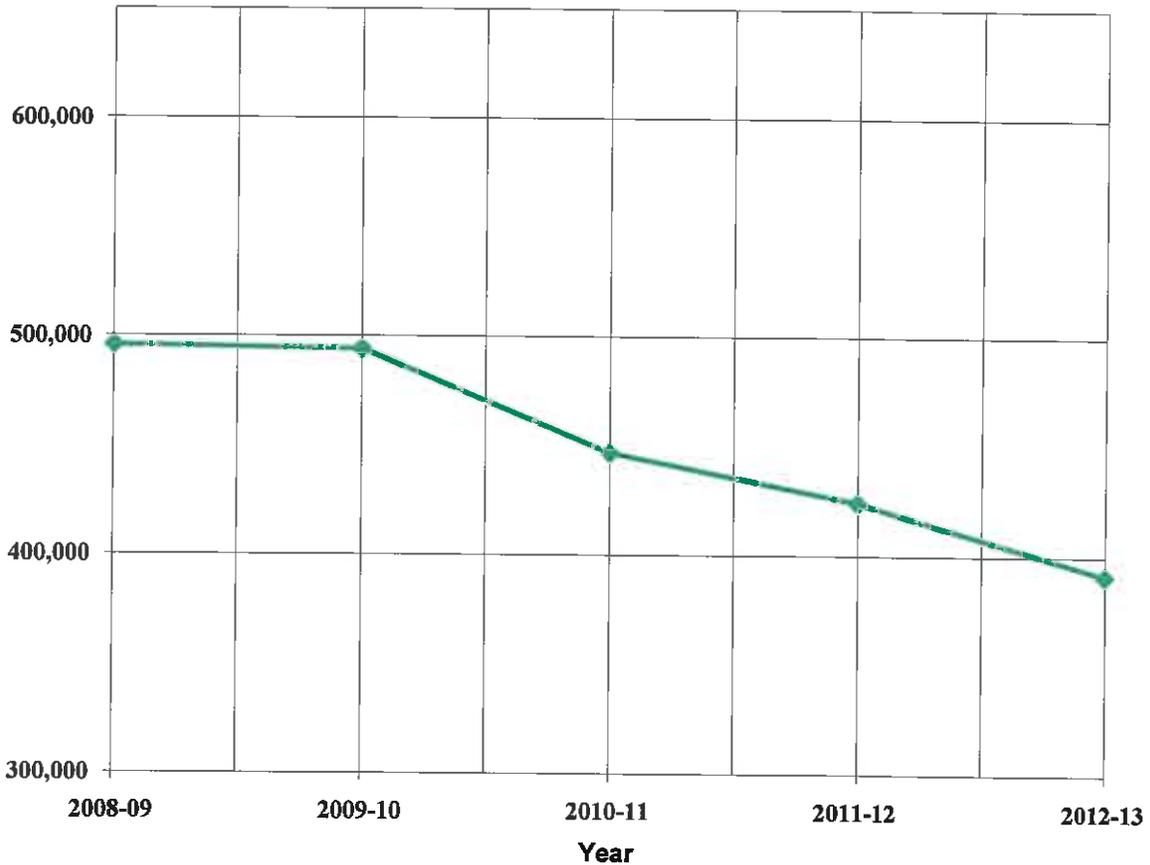
Note: FY 2011-12 represents estimated amounts. FY 2012-13 represents budgeted amounts.

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 2012-13 the ending fund balance for the Skylark Field fund is projected to be \$390,982 which represents 45.4% of the adopted expenses for FY 2012-13.

SKYLARK FIELD FUND

Fund Balance - Five Years

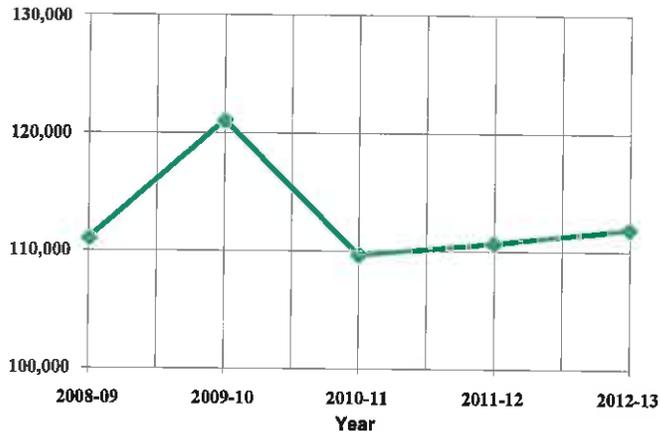


Note: FY 2011-12 represents estimated amounts. FY 2012-13 represents budgeted amounts.

HANGARS AND TIEDOWNS

The Skylark Field Fund receives 13.6% of its revenues from hangars and tiedowns. Hangars and Tiedowns revenues are received from individuals who utilize space at the airport for parking and tying down their aircraft and land rental from other tenants for purposes of building an operating their own hangars. Total revenues budgeted for FY 2012-13 is \$111,829. This is an increase of 1.1% over estimated revenues for FY 2011-12.

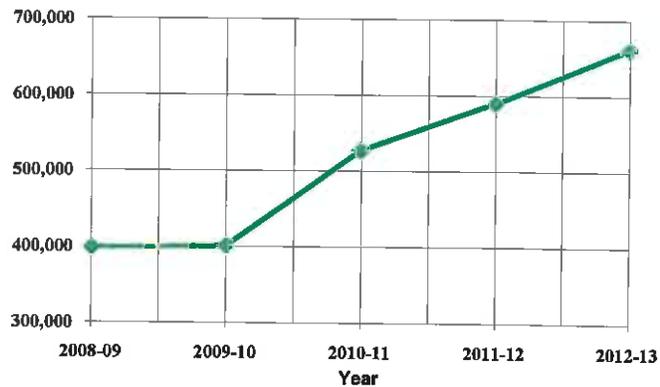
SKYLARK FIELD FUND Hangars and Tiedowns - Five Years



FUEL SALES

The Skylark Field Fund receives 80.6% of its revenues from fuel sales. Fuel Sales revenues are received from fuel sales to customers. Total revenues budgeted for FY 2012-13 are \$660,600. This is an increase of 12.2% over estimated revenues for FY 2011-12, due to the accelerating cost and the resulting increased retail sales price of jet fuel and 100LL Avgas.

SKYLARK FIELD FUND Fuel Sales - Five Years



Note: FY 2011-12 represents estimated amounts. FY 2012-13 represents budgeted amounts.

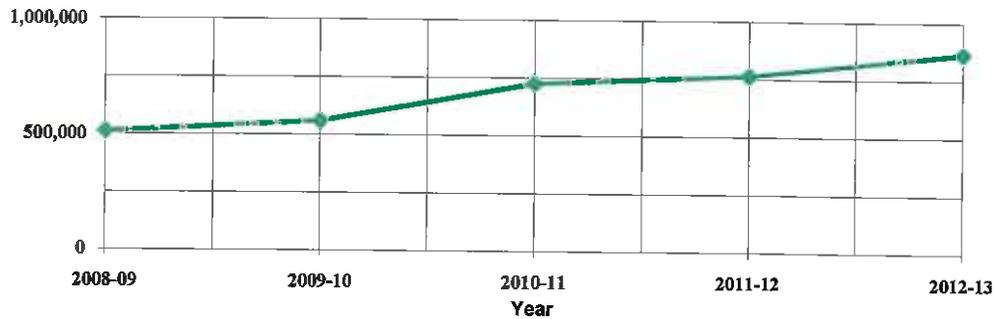
SKYLARK FIELD FUND EXPENSES

Total Skylark Field Fund expenses are \$861,655. This represents an increase of 13.3% over the prior years operating budget.

EXPENDITURES	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 2010-11	ESTIMATED 2011-12	ADOPTED 2012-13	% OF TOTAL ADOPTED
Airport Operations	\$ 217,609	\$ 223,269	\$ 256,809	\$ 235,505	\$ 264,231	30.7%
Cost of Goods Sold	\$ 279,383	\$ 318,896	\$ 453,666	\$ 512,133	\$ 587,000	68.1%
Skylark Improvements	-	-	-	-	-	0.0%
Skylark Construction	-	-	-	-	-	0.0%
Airport Non-Departmental	10,616	14,080	11,933	13,005	10,424	1.2%
TOTAL	\$ 507,608	\$ 556,245	\$ 722,408	\$ 760,643	\$ 861,655	100.0%

* The increase in Airport Operations of 13.3% can be attributed to increases in salaries and benefits as well as the cost of fuel sales.

SKYLARK FIELD FUND Expenses - Five Years



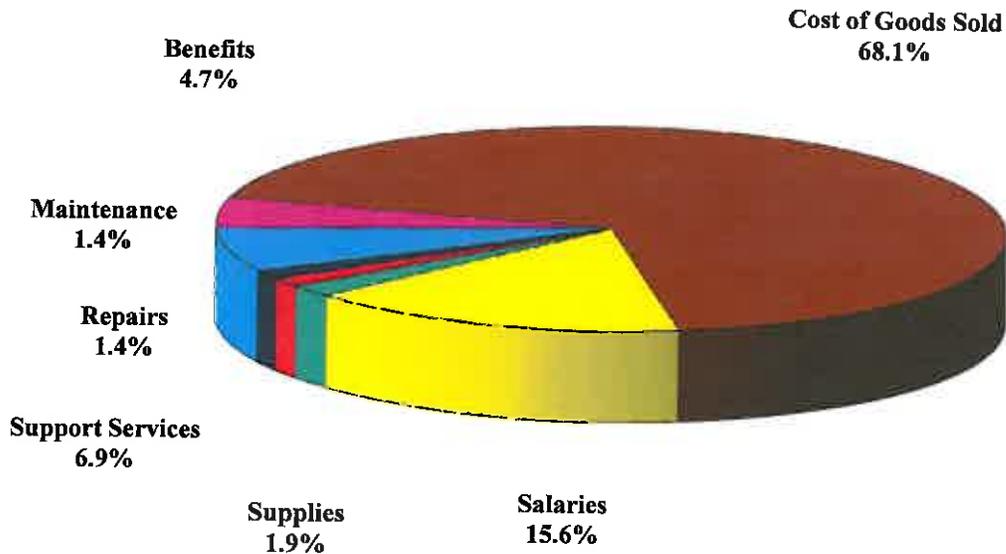
Note: FY 2011-12 represents estimated amounts. FY 2012-13 represents budgeted amounts.

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

EXPENDITURES	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 2010-11	ESTIMATED 2011-12	ADOPTED 2012-13	% OF TOTAL
Salaries	\$ 111,366	\$ 113,108	\$ 126,464	\$ 118,583	\$ 133,832	15.6%
Supplies	6,947	8,910	13,341	12,624	16,071	1.9%
Maintenance	9,205	12,940	6,207	8,425	12,349	1.4%
Repairs	18,755	12,869	12,901	13,872	11,974	1.4%
Support Services	44,097	53,023	54,728	53,378	59,123	6.9%
Benefits	35,873	36,499	40,044	41,628	41,306	4.8%
Cost of Goods Sold	279,383	318,896	453,666	512,133	587,000	68.1%
Designated Expenses	-	-	-	-	-	0.0%
Major Capital Outlay	-	-	-	-	-	0.0%
Capital Outlay	1,982	-	15,057	-	-	0.0%
Projects	-	-	-	-	-	0.0%
TOTAL EXPENDITURES	\$ 507,608	\$ 556,245	\$ 722,408	\$ 760,643	\$ 861,655	100.0%

FY 2012-13 Skylark Field Fund Expenses

By Object Class



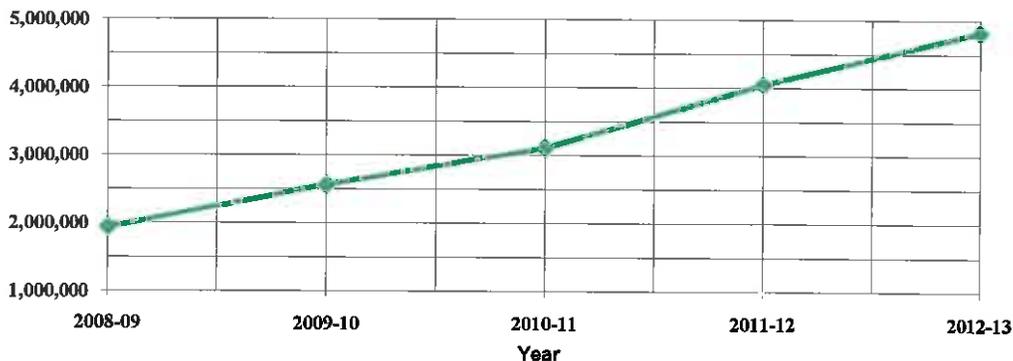
SOLID WASTE FUND REVENUES ANALYSIS

Total Solid Waste Fund Resources are \$20,624,021 for FY 2012-13. Revenues budgeted for FY 2012-13 represent an increase of 4.0% over the estimated revenues in FY 2011-12 and a 40.3% increase over the 2008-09 actual revenues. The following is a summary of the City's major revenue categories and their revenue assumptions for FY 2012-13.

REVENUE CATEGORY	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 2010-11	ESTIMATED 2011-12	ADOPTED 2012-13	% OF TOTAL ADOPTED
Beginning Fund Balance	\$ 3,006,334	\$ 1,938,123	\$ 2,560,274	\$ 3,110,278	\$ 4,045,458	19.6%
Residential Sanitation Fees	6,385,299	7,504,292	8,474,410	8,997,969	10,086,724	48.9%
Commercial Sanitation Fees	4,787,442	5,390,214	5,327,768	5,590,801	5,679,475	27.5%
Transfer Station Fees	306,519	382,941	384,968	385,981	405,281	2.0%
Container Rentals	84,520	88,182	107,923	99,336	104,336	0.5%
Recycling Fees	56,720	75,024	82,516	86,692	91,227	0.4%
Misc. Recycle Revenue	82,008	135,313	155,467	133,678	140,120	0.7%
Misc. Revenues	59,104	29,423	581,972	633,690	63,000	0.3%
Interest Earned	47,584	13,527	10,132	7,774	8,400	0.0%
TOTAL RESOURCES	\$ 14,815,530	\$ 15,557,039	\$ 17,685,430	\$ 19,046,199	\$ 20,624,021	100.0%

- * Residential Sanitation Fees are budgeted to increase by 12.1% over FY 2011-12, due to an increase of customers.
- * Revenues for Commercial Sanitation Fees and Transfer Station Fees are budgeted to increase at a combined rate of 1.8% over FY 2011-12, also due to an increase in customer activity.
- * Revenues for Container Rentals are budgeted to increase by 5.0%. This increase is due to more job sites requesting additional containers.
- * Subscription Recycling Fees and Miscellaneous Recycling Revenues including tire disposal fees, sale of metals, sale of paper products and other recycling revenues are budgeted to increase 5.0% over FY 2011-12, due to increased activity at the Recycling Center.
- * Miscellaneous Revenues which include equipment sales, public scale fees and other miscellaneous revenues shows a 48% decrease. This decrease in revenue is due to the insurance reimbursements received in the prior fiscal year for the Transfer Station fire.
- * For FY 2012-13 the Ending Fund Balance is projected to be \$4,827,845. Since FY 2008-09 the Solid Waste Ending Fund Balance has increased 150%.

SOLID WASTE FUND Ending Fund Balance - Five Years



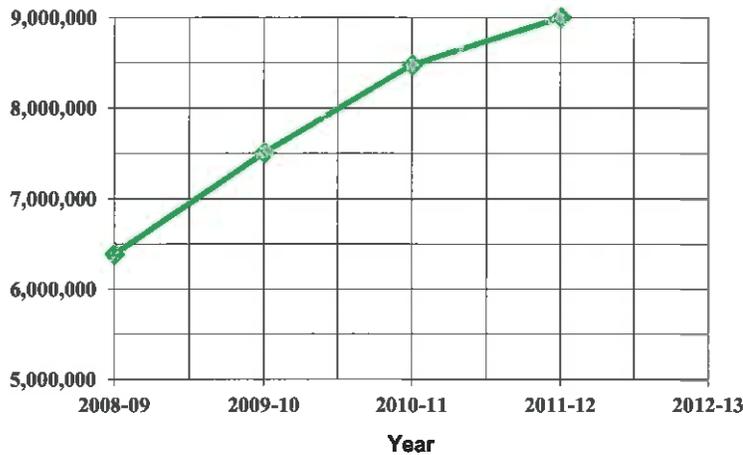
Note: FY 2011-12 represents estimated amounts. FY 2012-13 represents budgeted amounts.

SOLID WASTE RESIDENTIAL AND COMMERCIAL SANITATION FEE REVENUE

Residential Sanitation Fees represent 60% and Commercial Sanitation Fees represent 34.3% of the fiscal year 2012-13 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. The FY 2012-13 adopted budget allows for a 1% monthly rate increase for residential customers and a 1% increase of fees for commercial customers.

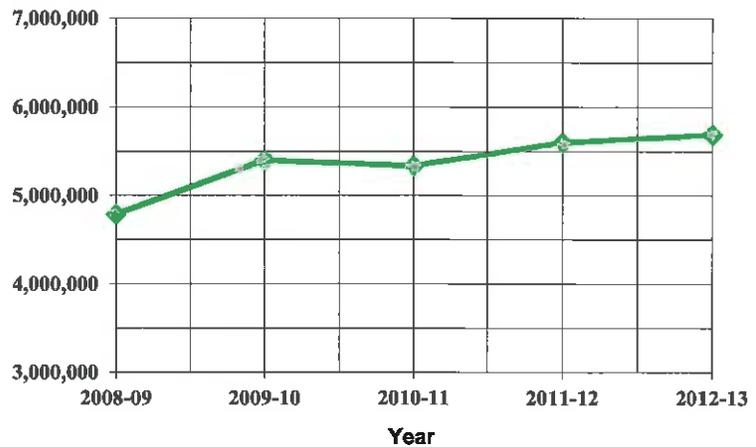
SOLID WASTE FUND

Residential Sanitation Fees - Five Years



SOLID WASTE FUND

Commercial Sanitation Fees - Five Years



Note: FY 2011-12 represents estimated amounts. FY 2012-13 represents budgeted amounts.

SOLID WASTE FUND EXPENSES ANALYSIS

Total Solid Waste Fund expenses are \$15,796,176 for FY 2012-13. This represents an increase of 5.3% over the FY 2011-12 estimated expenses and a 22.6% increase over the 2008-09 actual expenses.

EXPENSES	ACTUAL 2008-09	ACTUAL 2009-2010	ACTUAL 2010-11	ESTIMATED 2011-12	ADOPTED 2012-13	% OF TOTAL ADOPTED
Residential Operations	2,865,321	2,872,972	3,567,291	3,303,659	3,311,725	21.0%
Commercial Operations	1,497,564	1,491,963	2,069,649	1,661,584	1,678,663	10.6%
Recycling Program	350,151	286,285	287,267	360,793	404,251	2.6%
Transfer Station	4,164,921	4,374,243	4,180,818	4,621,122	4,964,315	31.4%
Mowing	782,850	789,510	841,550	700,387	961,411	6.1%
Debt Service	774,000	774,997	570,000	742,644	745,744	4.7%
Miscellaneous	449,456	430,476	927,678	965,580	478,950	3.0%
Transfers	1,993,144	1,976,319	2,130,899	2,644,972	3,251,117	20.6%
TOTAL EXPENSES	\$12,877,407	\$12,996,765	\$14,575,152	\$15,000,741	\$15,796,176	100.0%

* Residential Operations is budgeted to increase 0.2%, due to cost of living increase and more customers being added.

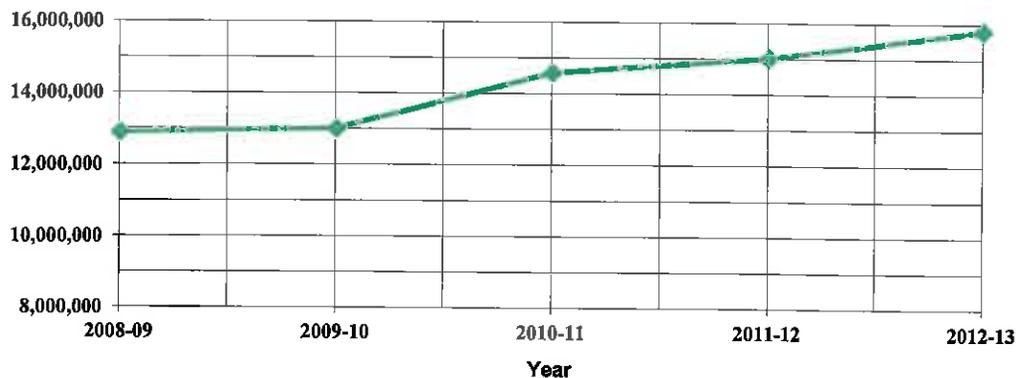
* Commercial Operations reflects a increase of 1.0%, due to the increase costs associated with transportation and disposal of waste materials.

* There is an increase in the Recycling Program of 12.0% over the estimated expenses in FY 2011-12, due to normal increases in salaries, benefits and increased expenditures for household hazardous waste collections.

* The Transfer Station is budgeted to increase 7.4% over the estimated expenses in FY 2011-12, due to normal increases in salaries, benefits and operation costs.

* The Mowing division is budgeted to increase 37.2% over the estimated expenses in FY 2011-12, due to normal increase in salaries, benefits, and operations costs.

SOLID WASTE FUND Expenses - Five Years



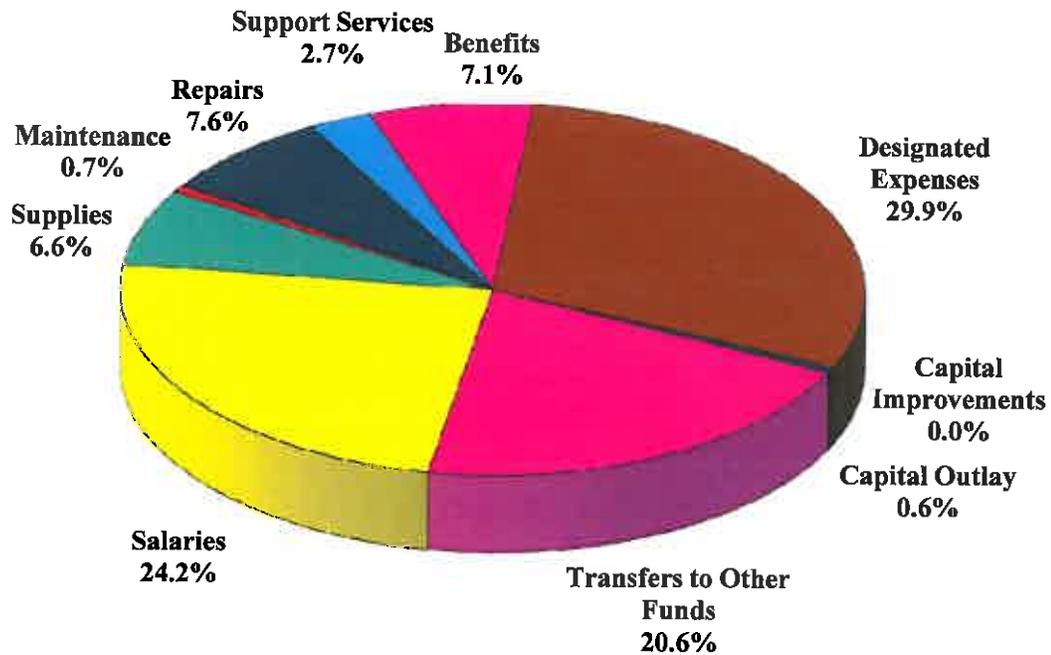
Note: FY 2011-12 represents estimated amounts. FY 2012-13 represents budgeted amounts.

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

EXPENSES	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 2010-11	ESTIMATED 2011-12	ADOPTED 2012-13	% OF TOTAL ADOPTED
Salaries	\$ 3,321,673	\$ 3,289,916	\$ 3,576,149	\$ 3,599,053	\$ 3,828,239	24.2%
Supplies	578,889	664,921	853,651	899,135	1,048,570	6.6%
Maintenance	50,768	55,458	78,643	76,195	100,903	0.6%
Repairs	1,098,153	1,254,530	1,317,463	1,352,446	1,197,852	7.6%
Support Services	352,033	355,582	319,156	356,527	424,668	2.7%
Benefits	1,050,247	1,040,165	1,095,034	1,073,766	1,126,993	7.1%
Designated Expenses	3,404,066	3,559,621	3,865,190	4,245,475	4,728,016	29.9%
Capital Improvements	-	-	499,848	-	-	0.0%
Capital Outlay	254,434	25,256	839,119	753,172	89,818	0.6%
Transfers to Other Funds	2,767,144	2,751,316	2,130,899	2,644,972	3,251,117	20.6%
TOTAL EXPENSES	\$ 12,877,407	\$ 12,996,765	\$ 14,575,152	\$ 15,000,741	\$ 15,796,176	100.0%

FY 2012-13 Solid Waste Fund Expenses

By Object Class



WATER & SEWER FUND REVENUES ANALYSIS

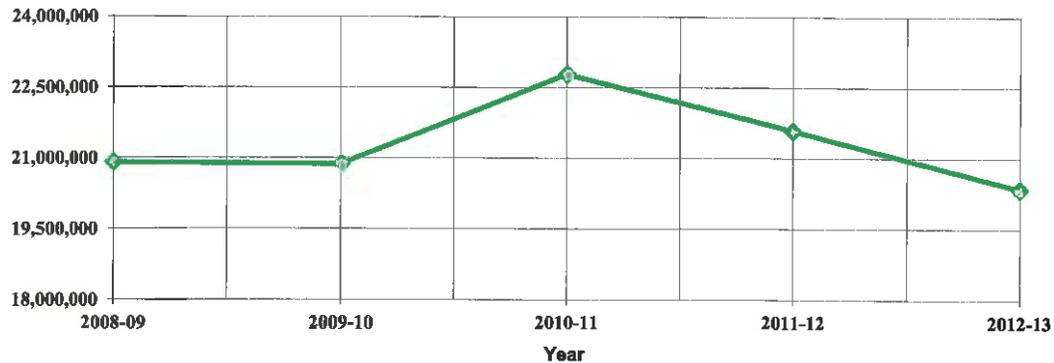
Total Water & Sewer Fund Resources are \$58,690,161. Revenues budgeted for FY 2012-13 represent an increase of 3.7% from the estimated revenues in FY 2011-12 and an increase of 18.3% over the 2009-09 actual revenues. The following is a summary of the City's major revenue categories and their revenue assumptions for FY 2012-13.

REVENUE CATEGORY	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 2010-11	ESTIMATED 2011-12	ADOPTED 2012-13	% OF TOTAL ADOPTED
Beginning Fund Balance	\$ 19,339,030	\$ 20,899,138	\$ 20,869,848	\$ 22,775,423	\$ 21,584,523	36.9%
Sale of Water	15,713,185	14,553,488	17,872,764	17,401,332	17,651,642	30.1%
Sewer Fees Collected	13,385,900	13,366,427	14,858,185	15,080,666	16,077,434	27.4%
Water & Sewer Taps	717,293	927,550	927,581	838,846	891,727	1.5%
Delinquent Penalty	597,350	629,375	1,232,655	1,226,440	1,250,969	2.1%
Misc. Revenues	733,374	651,305	958,211	1,174,979	1,163,866	2.0%
Interest Earned	225,358	102,604	73,764	65,067	70,000	0.1%
Transfers-In	383	-	-	-	-	0.0%
TOTAL RESOURCES	\$ 50,711,873	\$ 51,129,887	\$ 56,793,008	\$ 58,562,753	\$ 58,690,161	100.0%

- * Sale of Water is budgeted to increase by 1.4% over FY 2011-12.
- * Revenues from Sewer Fees Collected is budgeted to increase 6.6% over FY 2011-12.
- * Water & Sewer Taps and Delinquent Penalties are budgeted to increase 3.7% over FY 11-12 due to normal growth in customers.

* For FY 2012-13 the Ending Fund Balance for the Water and Sewer fund is projected to be \$20,358,198. Since FY 2008-09 the Water and Sewer Ending Fund Balance has decreased 2.6%.

WATER & SEWER FUND Ending Fund Balance - Five Years



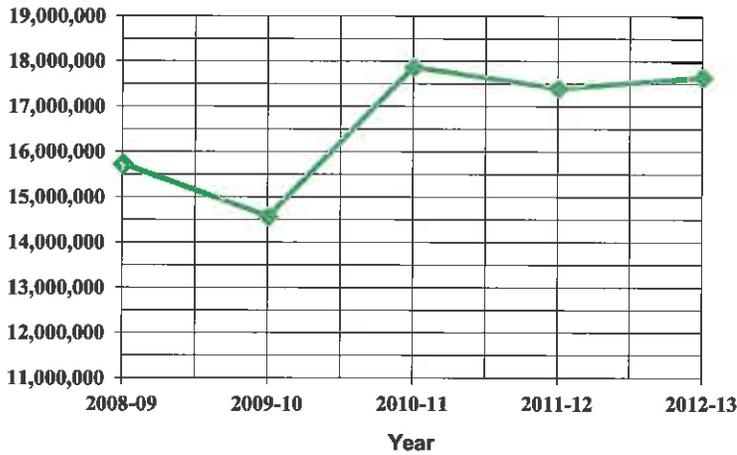
Note: FY 2011-12 represents estimated amounts. FY 2012-13 represents budgeted amounts.

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

Sale of Water Revenue represents 47.5% and Sewer Fee Revenue represents 43.3% of the fiscal year 2012-13 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.

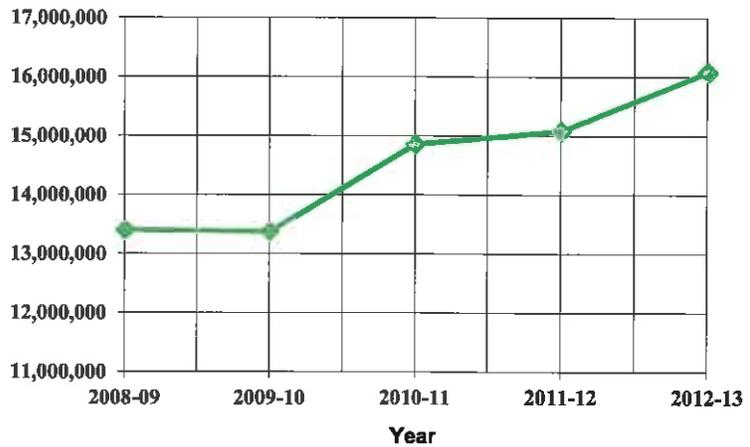
WATER & SEWER FUND

Sale of Water - Five Years



WATER & SEWER FUND

Sewer Fees - Five Years



Note: FY 2011-12 represents estimated amounts. FY 2012-13 represents budgeted amounts.

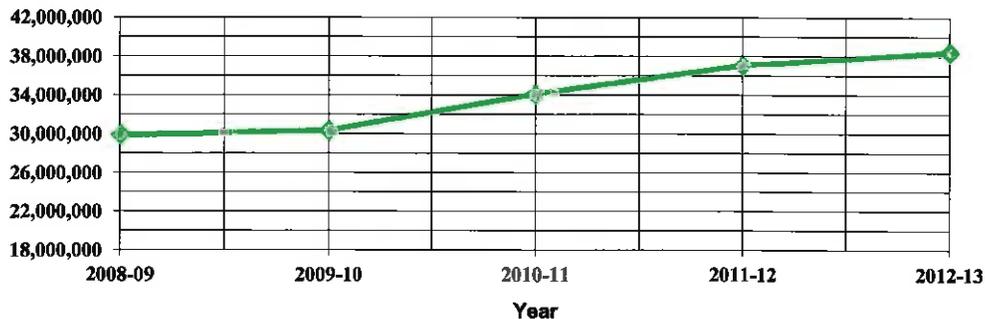
WATER & SEWER FUND EXPENSES ANALYSIS

Total Water and Sewer Fund expenses are \$38,331,963. This represents an increase of 3.6% over the FY 2011-12 estimated expenses and a 28.5% increase over the FY 2008-09 actual expenses.

EXPENSES	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 2010-11	ESTIMATED 2011-12	ADOPTED 2012-13	% OF TOTAL ADOPTED
Fleet Services	\$ 1,258,738	\$ 1,027,953	\$ 1,258,614	\$ 1,742,514	\$ 1,406,545	3.7%
Utility Collections	1,772,073	1,685,700	1,798,039	1,884,511	1,945,464	5.1%
W&S Contracts	11,149,062	12,147,411	12,141,171	12,144,320	12,963,240	33.8%
Water Distribution	1,125,634	1,063,806	1,199,230	1,432,780	1,469,375	3.8%
Sanitary Sewers	641,303	554,628	996,657	740,202	813,435	2.1%
W&S Operations	2,336,708	2,470,275	2,565,728	2,699,580	2,989,434	7.8%
W&S Engineering	902,971	615,409	958,530	1,346,954	1,232,433	3.2%
W&S Projects	367,268	548,644	195,487	615,452	700,000	1.8%
Debt Service	5,007,689	5,034,997	6,585,000	6,685,000	6,500,000	17.0%
Miscellaneous	1,858,092	1,595,451	1,682,098	2,010,249	3,206,264	8.4%
Transfers	3,393,198	3,515,765	4,637,031	5,676,668	5,105,773	13.3%
TOTAL EXPENSES	\$ 29,812,736	\$ 30,260,039	\$ 34,017,585	\$ 36,978,230	\$ 38,331,963	100.0%

- * Fleet Services represents 3.7% of the Water and Sewer budget for FY 2012-13 with a 19.2% decrease below FY 2011-12. The decrease is due to the FY 2011-12 budget including capital outlay for the Fleet Replacement program.
- * The Utility Collections budget reflects a 3.2% increase in their FY 2012-13 budget, due to an increase in overtime and additional utility customers.
- * Water Distribution reflects an increase of 2.6% in their FY 2012-13 budget, also due to an increase of utility customers.
- * Sanitary Sewers is increasing 9.9% above FY 2011-12, due to the increase in customer growth.
- * The Water & Sewer Operations budget is increasing 10.7%, due to an increase of customers, along with more meters being calculated.
- * There is a decrease in Water & Sewer Engineering of 8.5% over the estimated expenses in FY 2011-12. This decrease is due to a Project Engineer and Senior Inspector position being vacant.
- * Water and Sewer Projects are remaining consistent with the FY 2011-12 budget.

WATER & SEWER FUND Expenses - Five Years



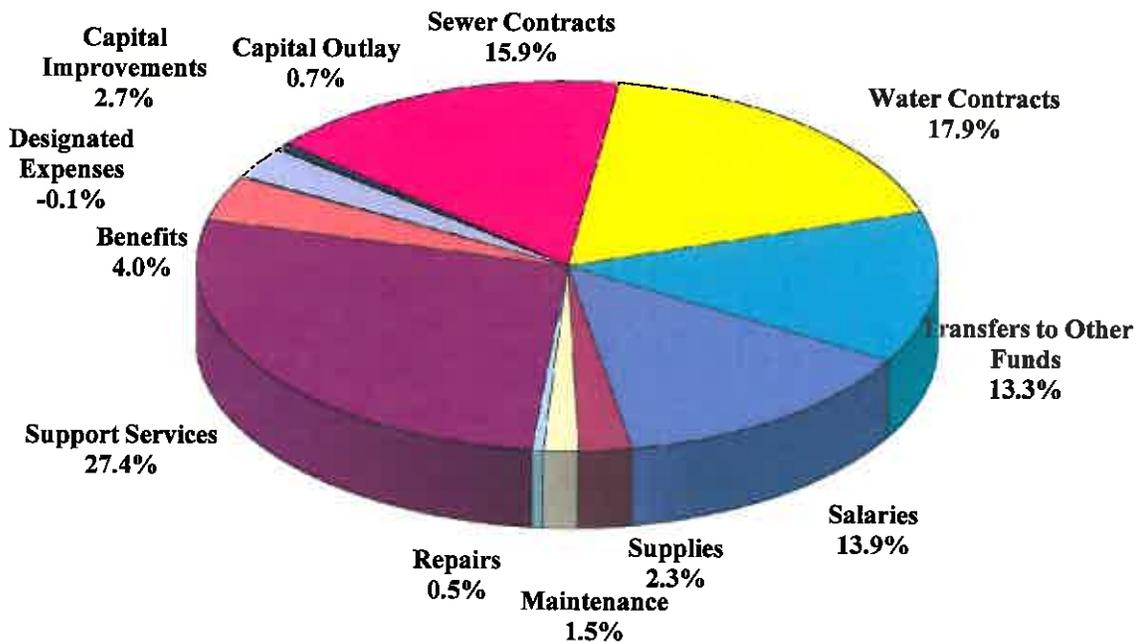
Note: FY 2011-12 represents estimated amounts. FY 2012-13 represents budgeted amounts.

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

EXPENSES	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 2010-11	ESTIMATED 2011-12	ADOPTED 2012-13	% OF TOTAL ADOPTED
Salaries	\$ 4,180,007	\$ 4,010,801	\$ 4,413,887	\$ 4,724,431	\$ 5,320,422	13.9%
Supplies	588,826	619,495	656,194	818,252	889,896	2.3%
Maintenance	567,996	598,255	521,917	757,408	578,602	1.5%
Repairs	187,161	176,824	190,245	196,184	189,351	0.5%
Support Services	2,359,392	2,175,255	9,262,821	9,584,074	10,505,622	27.4%
Benefits	1,290,016	1,236,302	1,312,804	1,381,024	1,520,745	4.0%
Designated Expenses	122,971	(189,111)	(233,983)	(68,061)	(53,600)	-0.1%
Capital Improvements	673,848	782,180	434,822	1,009,672	1,054,380	2.8%
Capital Outlay	292,569	151,597	680,676	985,025	257,532	0.7%
Sewer Contracts	4,870,662	6,273,871	5,230,533	5,606,157	6,096,330	15.9%
Water Contracts	6,278,400	5,873,540	6,910,638	6,307,396	6,866,910	17.9%
Transfers to Other Funds	8,400,887	8,551,030	4,637,031	5,676,668	5,105,773	13.3%
TOTAL EXPENSES	\$29,812,735	\$30,260,039	\$34,017,585	\$36,978,230	\$38,331,963	100.0%

FY 2012-13 Water & Sewer Fund Expenses

By Object Class



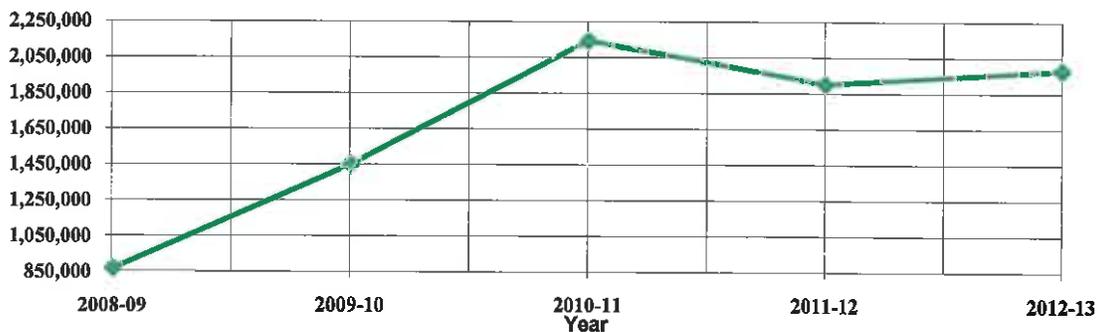
DRAINAGE UTILITY FUND REVENUES ANALYSIS

Total Drainage Utility Fund Resources are \$8,573,561. Revenues budgeted for FY 2012-13 reflect an increase of 1.9% above the estimated operating revenues in FY 2011-12 and a 44.6% increase over the 2008-09 actual operating revenues. The following is a summary of the City's major revenue categories and their revenue assumptions for FY 2011-12.

REVENUE CATEGORY	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 2010-11	ESTIMATED 2011-12	ADOPTED 2012-13	% OF TOTAL ADOPTED
Beginning Fund Balance	\$ 8,195,604	\$ 7,762,880	\$ 8,203,201	\$ 8,381,571	\$ 4,823,766	56.4%
Prior Year Adjustment	-	-	-	-	-	0.0%
Residential Storm Water Fees	2,420,814	2,522,691	3,031,398	3,055,751	3,116,866	36.4%
Commercial Storm Water Fees	500,040	500,877	592,698	587,675	599,429	7.0%
Interest Earned	72,061	17,188	12,927	29,421	28,000	0.3%
Sale of Bonds	-	-	-	-	-	0.0%
Grant Revenue	46,727	24,445	1,978	-	-	0.0%
Miscellaneous Revenue	3,167	5,371	-	6,347	5,500	0.1%
TOTAL RESOURCES	\$ 11,238,413	\$ 10,833,452	\$ 11,842,202	\$ 12,060,765	\$ 8,573,561	100.0%

- * Residential Storm Water Fees is budgeted to increase by 2.0% from FY 2012-13.
- * Commercial Storm Water Fees is budgeted to increase 2.0%.
- * Interest Earned is projected to decrease 4.8% based on anticipated market conditions.
- * The ending fund balance for FY 2011-12 is projected to be \$4,823,766. This includes \$2,923,571 of bond proceeds reserved for Major Drainage Projects. Excluding the fund balance reserved for major projects, the ending fund balance is \$1,900,195.

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



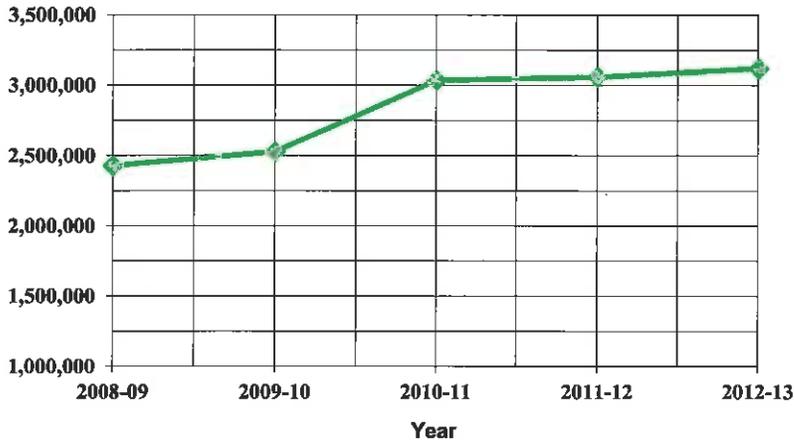
Note: FY 2011-12 represents estimated amounts. FY 2012-13 represents budgeted amounts.

DRAINAGE UTILITY REVENUE FOR RESIDENTIAL AND COMMERCIAL FEES

Residential Storm Water Fees represent 83.1% and Commercial Storm Water Fees represent 16.0% of the Drainage Utility Fund revenue. The city provides maintenance, repairs, and improvements to the City's drainage infrastructure with the funds collected through these drainage fees. Drainage rates are adopted by City Council during each budget process.

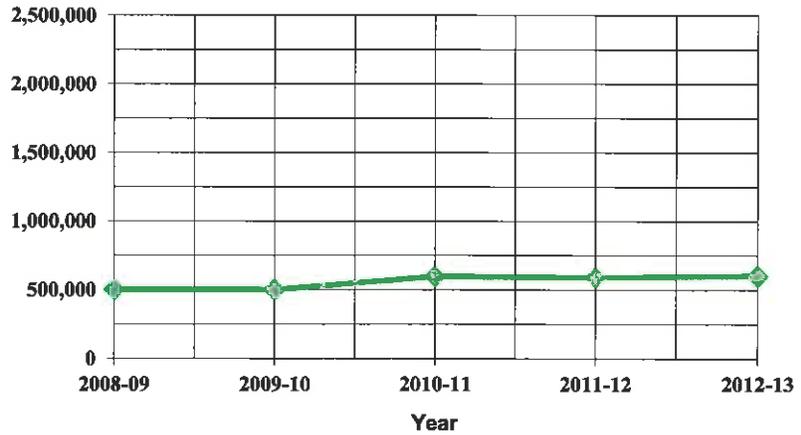
DRAINAGE UTILITY FUND

Residential Storm Water Fees - Five Years



DRAINAGE UTILITY FUND

Commercial Storm Water Fees - Five Years



Note: FY 2011-12 represents estimated amounts. FY 2012-13 represents budgeted amounts.

DRAINAGE UTILITY FUND EXPENSES ANALYSIS

Total Drainage Utility Fund expenses are \$6,596,188 for FY 2012-13. This includes \$3,131,655 in major drainage projects. The remaining \$3,464,533 represents an increase of 11.2% above the FY 2011-12 estimated operating expenses and a 12.2% increase over the 2008-09 actual operating expenses.

EXPENSES	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 2010-11	ESTIMATED 2011-12	ADOPTED 2012-13	% OF TOTAL ADOPTED
Engineering	\$ 297,884	\$ 399,146	\$ 369,005	\$ 598,165	\$ 260,011	3.9%
Street	266,533	254,903	298,191	250,000	300,000	4.5%
Drainage Maintenance	1,187,810	1,108,405	1,269,146	1,597,411	1,591,024	24.1%
Environmental Services	-	-	-	-	208,084	3.2%
Minor Drainage Projects	697,582	88,810	146,462	350,000	350,000	5.3%
Major Drainage Projects	387,125	143,372	516,400	3,316,237	2,923,571	44.3%
Debt Service	583,058	582,758	580,268	581,358	583,608	8.8%
Non-Departmental	37,846	35,162	48,407	115,163	116,193	1.8%
Transfers	17,695	17,695	232,752	428,665	263,697	4.0%
TOTAL EXPENSES	\$ 3,475,533	\$ 2,630,251	\$ 3,460,631	\$ 7,236,999	\$ 6,596,188	100.0%

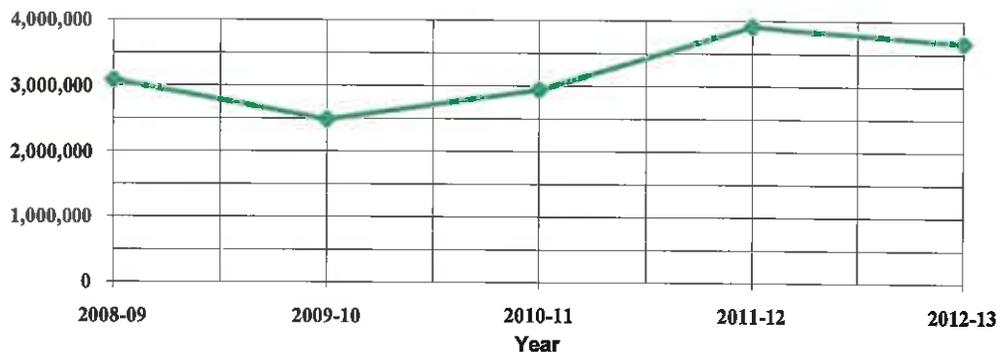
* Engineering is budgeted to decrease 56.5% from FY 2011-12. The decrease in the Engineering budget is offset by budget created for the Environmental Services division.

* Drainage Maintenance is budgeted to decrease 0.3% from FY 2011-12.

* Major Drainage Projects account for 44.3% of the FY 2012-13 budget. The City began the implementation of a drainage capital improvements program in FY 2004-05 to address drainage infrastructure inadequacies and system upgrades.

* Debt Service represents 8.8% of the Drainage Utility budget which services the bond issued in FY 2005-06.

DRAINAGE UTILITY FUND Expenses (Excluding Major Drainage Projects) - Five Years

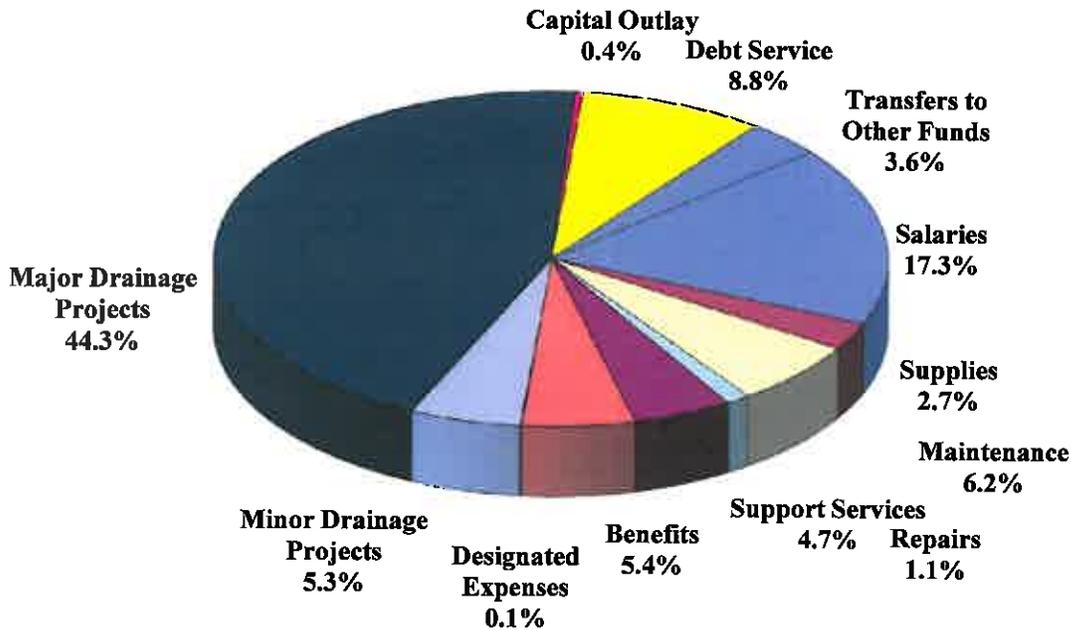


Note: FY 2011-12 represents estimated amounts. FY 2012-13 represents budgeted amounts.

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

EXPENSES	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 2010-11	ESTIMATED 2011-12	ADOPTED 2012-13	% OF TOTAL ADOPTED
Salaries	\$ 753,897	\$ 845,089	\$ 951,356	\$ 991,855	\$ 1,141,199	17.3%
Supplies	88,088	103,885	145,120	139,630	177,164	2.7%
Maintenance	333,549	293,496	339,268	272,439	410,750	6.2%
Repairs	62,455	52,112	71,485	73,056	73,820	1.1%
Support Services	114,547	215,100	126,785	386,595	313,182	4.7%
Benefits	242,955	279,046	311,742	310,792	357,661	5.4%
Designated Expenses	17,292	2,400	2,445	5,300	5,000	0.1%
Minor Drainage Projects	697,582	88,810	142,773	350,000	350,000	5.3%
Major Drainage Projects	387,125	143,372	516,400	3,316,237	2,923,571	44.3%
Capital Outlay	177,290	6,488	40,237	381,072	23,536	0.4%
Debt Service	583,058	582,758	580,268	581,358	583,608	8.8%
Transfers to Other Funds	17,695	17,695	232,752	428,665	236,697	3.6%
TOTAL EXPENSES	\$ 3,475,533	\$ 2,630,251	\$ 3,460,631	\$ 7,236,999	\$ 6,596,188	100.0%

**FY 2012-13 Drainage Utility Fund Expenses
By Object Class (Excluding Major Drainage Projects)**





Annual Budget &
Plan of Municipal
Services

**CITY OF KILLEEN
RECAP OF SIGNIFICANT NEW PROGRAMS AND SERVICES
FY 2012-13**

GENERAL FUND		
COST OF LIVING ADJUSTMENT (2% AT MID YEAR)	NON CIVIL SERVICE	266,573
	CIVIL SERVICE	191,146
ASSISTANT CITY MANAGER	ASSISTANT CITY MANAGER	160,294
	ADMINISTRATIVE ASSISTANT	45,187
PURCHASING	ASSET TECHNICIAN WITHOUT VEHICLE	44,734
MAINTENANCE	MAINTENANCE TECHNICIAN	43,692
	SENIOR SECRETARY	20,245
CUSTODIAL SERVICES	CUSTODIAN WITH VEHICLE	60,210
ACCOUNTING	ACCOUNTING SPECIALIST (MID YEAR)	16,986
INFORMATION TECHNOLOGY	NETWORK TECHNICIAN (MID YEAR)	25,794
	CONVERT PART-TIME I.T. CLERK TO FULL TIME	-
HUMAN RESOURCES	HUMAN RESOURCES GENERALIST (MID YEAR)	25,505
KILLEEN ARTS & ACTIVITIES CENTER	OFFICE ASSISTANT	28,900
GOLF	CONVERT (2) TEMPORARY CART/FLEET & RANGE ATTENDANTS TO (1) PERMANENT PART-TIME	55
CODE ENFORCEMENT	LIEN CLERK (\$40,000 REVENUE - \$33,045 EXPENSES)	(6,955)
	TWO (2) CODE ENFORCEMENT OFFICERS WITH ONE (1) VEHICLE	172,524
FIRE OPERATIONS	UNMET NEED-NFPA 1851 COMPLIANCE PROGRAM (INSPECTION AND REPLACEMENT)	100,000
	TRAINING AND TRAVEL	35,000
POLICE DEPARTMENT	WARRANTS CLERK (MID YEAR)	14,677
	(12) POLICE OFFICERS (JUNE ACADEMY)	361,860
	PSO SERGEANTS WITHOUT VEHICLE (MID YEAR)	50,267
ANIMAL CONTROL	ANIMAL CONTROL ASSISTANT (MID YEAR)	14,917
NON-DEPARTMENTAL - INFORMATION TECHNOLOGY	HARDWARE/SOFTWARE NEEDS - ASSET TECHNICIAN	1,755
	HARDWARE/SOFTWARE NEEDS - CODE ENFORCEMENT OFFICERS	8,500
	HARDWARE/SOFTWARE NEEDS - CODE ENFORCEMENT LIEN CLERK	2,891
	HARDWARE/SOFTWARE NEEDS - POLICE PSO SERGEANTS	2,267
	HARDWARE/SOFTWARE NEEDS - POLICE WARRANTS CLERK	1,199
	HARDWARE/SOFTWARE NEEDS - I.T. NETWORK TECHNICIAN	3,525
NON-DEPARTMENTAL - REPLACEMENT FLEET	GOLF - TRAILER UTILITY	2,900
	GOLF - UTILITY VEHICLE	9,800
	GOLF - UTILITY VEHICLE	9,800
	GOLF - SOD CUTTER	6,000
	STREETS - 1 TON CREW CAB	39,180
	CODE ENFORCEMENT VEHICLE	21,620
	FIRE - AMBULANCE	198,550
	POLICE - UNMARKED UNITS - LEASE PAYMENT	68,400
	POLICE - 25 PATROL UNITS	428,750
TOTAL GENERAL FUND		\$ 2,476,693
KILLEEN-FORT HOOD REGIONAL AIRPORT		
COST OF LIVING ADJUSTMENT (2% AT MID YEAR)	NON CIVIL SERVICE	18,131
OPERATIONS	DIVERSION EMERGENCY CONTINGENCY SUPPLIES	20,000
TOTAL KILLEEN-FORT HOOD REGIONAL AIRPORT FUND		\$ 38,131
SKYLARK FIELD		
COST OF LIVING ADJUSTMENT (2% AT MID YEAR)	NON CIVIL SERVICE	1,416
TOTAL SKYLARK FIELD FUND		\$ 1,416

**CITY OF KILLEEN
 RECAP OF SIGNIFICANT NEW PROGRAMS AND SERVICES
 FY 2012-13**

SOLID WASTE FUND		
COST OF LIVING ADJUSTMENT (2% AT MID YEAR)	NON CIVIL SERVICE	40,404
RECYCLING	AUTOMOBILE TIRE RECOVERY PROGRAM	8,100
	HOUSEHOLD HAZARDOUS WASTE COLLECTION	11,750
ROW MOWING	MOWING CREW (MID YEAR)	157,601
NON-DEPARTMENTAL REPLACEMENT FLEET	RESIDENTIAL SERVICES - SIDE LOADER (2)	568,898
	COMMERCIAL SERVICES - FRONT LOADER	268,800
	TRANSFER - 1/2 TON, REGULAR CAB, L'W'B	22,795
	MOWING - CLIPPER	44,000
	MOWING - UTILITY TRACTOR WITH IMPLEMENTS	64,000
TOTAL SOLID WASTE FUND		\$ 1,186,348
WATER & SEWER FUND		
COST OF LIVING ADJUSTMENT (2% AT MID YEAR)	NON CIVIL SERVICE	56,007
FLEET SERVICES	TECH II BOSCH MASTER MACHINE	5,500
	MOBILE LIFT SYSTEM (4 POST HYDRAULIC LIFT)	37,467
WATER DISTRIBUTION	REVISED INCENTIVE PAY PROGRAM	20,520
	OPERATOR PROGRAM	35,532
SANITARY SEWERS	REVISED INCENTIVE PAY PROGRAM	16,200
	OPERATOR PROGRAM	26,649
W&S OPERATIONS	REVISED INCENTIVE PAY PROGRAM	25,920
	OPERATOR PROGRAM	23,688
W&S ENGINEERING	ENGINEER-IN-TRAINING - RECLASS ENGINEER SPECIALIST	5,876
NON-DEPARTMENTAL - REPLACEMENT FLEET	WATER DISTRIBUTION - CRANE SERVICE TRUCK	155,319
	WATER DISTRIBUTION - HEAVY DUTY AIR COMPRESSION	25,400
	SANITARY SEWERS - HAUL TRAILER	18,500
	SANITARY SEWERS - BACKHOE	121,869
	FLEET SERVICES - 1/2 TON REG CAB L'W'B (TOOL BOX)	25,920
	FLEET SERVICES - 1 TON UTILITY BODY, DUAL AXLE	36,500
	FLEET SERVICES - 1/2 TON REG CAB L'W/B (TOOL BOX)	23,545
	FLEET SERVICES - 1/2 TON REG CAB TRUCK	23,815
	ENGINEERING - MID-SIZE SUV	33,690
TRANSFERS OUT	INTERNAL SERVICE FUND	468,734
TOTAL WATER & SEWER FUND		\$ 1,186,651
DRAINAGE UTILITY FUND		
COST OF LIVING ADJUSTMENT (2% AT MID YEAR)	NON CIVIL SERVICE	12,000
DRAINAGE UTILITY MAINTENANCE	UNMET NEED - DITCH MAINTENANCE ACCOUNT	50,000
	INCENTIVE PAY-CDL LICENSE AND DRUG TESTING	11,760
	NEW POSITION MAINTENANCE SUPERVISOR	56,644
	DIRECTOR OF MOWING & DRAINAGE SUPERVISOR (RECLASS)	6,430
NON-DEPARTMENTAL REPLACEMENT FLEET	DRAINAGE UTILITY MAINTENANCE - UNIT 60 TRACK LOADER	42,240
TOTAL DRAINAGE UTILITY FUND		\$ 179,074
TOTAL NEW PROGRAMS AND SERVICES		\$ 5,068,313



CITY OF KILLEEN BUDGET CALENDAR FY 2012-13

<p>October</p> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>S</th><th>M</th><th>T</th><th>W</th><th>T</th><th>F</th><th>S</th></tr> </thead> <tbody> <tr> <td></td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td></tr> <tr> <td>7</td><td>8</td><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td></tr> <tr> <td>14</td><td>15</td><td>16</td><td>17</td><td>18</td><td>19</td><td>20</td></tr> <tr> <td>21</td><td>22</td><td>23</td><td>24</td><td>25</td><td>26</td><td>27</td></tr> <tr> <td>28</td><td>29</td><td>30</td><td>31</td><td></td><td></td><td></td></tr> </tbody> </table>	S	M	T	W	T	F	S		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31				<p>November</p> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>S</th><th>M</th><th>T</th><th>W</th><th>T</th><th>F</th><th>S</th></tr> </thead> <tbody> <tr> <td></td><td></td><td></td><td></td><td>1</td><td>2</td><td>3</td></tr> <tr> <td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td></tr> <tr> <td>11</td><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td></tr> <tr> <td>18</td><td>19</td><td>20</td><td>21</td><td>22</td><td>23</td><td>24</td></tr> <tr> <td>25</td><td>26</td><td>27</td><td>28</td><td>29</td><td>30</td><td></td></tr> </tbody> </table>	S	M	T	W	T	F	S					1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30		<p>December</p> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>S</th><th>M</th><th>T</th><th>W</th><th>T</th><th>F</th><th>S</th></tr> </thead> <tbody> <tr> <td></td><td></td><td></td><td></td><td></td><td></td><td>1</td></tr> <tr> <td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td></tr> <tr> <td>9</td><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td></tr> <tr> <td>16</td><td>17</td><td>18</td><td>19</td><td>20</td><td>21</td><td>22</td></tr> <tr> <td>23</td><td>24</td><td>25</td><td>26</td><td>27</td><td>28</td><td>29</td></tr> <tr> <td>30</td><td>31</td><td></td><td></td><td></td><td></td><td></td></tr> </tbody> </table>	S	M	T	W	T	F	S							1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31					
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<p>April</p> <ul style="list-style-type: none"> • Deadline for staff completion of preliminary budget forms. 	<p>May</p> <ul style="list-style-type: none"> • Hold budget meetings between City Manager and Department Heads. 	<p>June</p> <ul style="list-style-type: none"> • Hold Town Hall meeting to obtain citizen input on budget issues. 																																																																																																																																					
<p>July</p> <ul style="list-style-type: none"> • City Manager finalizes proposed budget. • City Manager delivers proposed budget to City Council. • Proposed budget is filed with the City Secretary. 	<p>August</p> <ul style="list-style-type: none"> • Hold Public Hearing on proposed budget. • Hold City Council meetings to discuss proposed budget and any changes to proposed budget. • Set preliminary tax rate. 	<p>September</p> <ul style="list-style-type: none"> • Hold Public Hearing on the tax rate. • Hold Public Hearings on proposed budget. • Adopt the budget. • Adopt the tax rate. • Present adopted budget to Department Heads. 																																																																																																																																					

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Killeen, TX 76541
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www.killeentexas.gov



The primary operating fund of the City of Killeen is the General Fund, which accounts for all financial resources not restricted to special projects and funds.



GENERAL FUND

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.





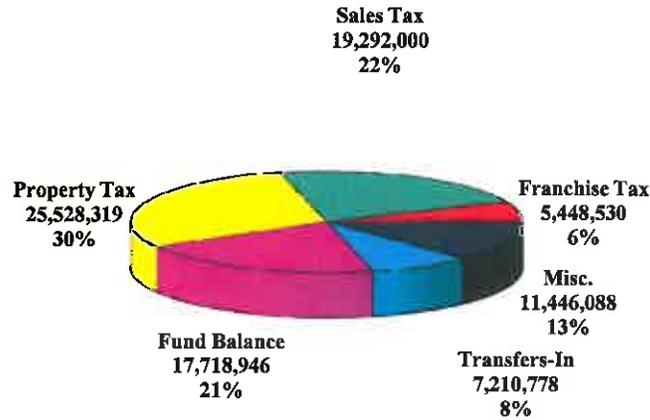
**GENERAL FUND
Adopted Budget
Summary
FY 2012-13**

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
BEGINNING FUND BALANCE				
Reserved Fund Balance	1,525,000	1,525,000	1,525,000	1,525,000
Unreserved Fund Balance	20,676,438	16,193,946	18,428,213	19,405,739
TOTAL BEGINNING FUND BALANCE	22,201,438	17,718,946	19,953,213	20,930,739
REVENUES				
Property Taxes	22,881,516	25,528,319	25,310,746	23,219,148
Sales and Occup. Taxes	19,087,359	19,292,000	20,091,050	20,553,251
Franchise Taxes	6,030,758	5,448,530	5,411,659	5,606,582
Miscellaneous Revenues	3,721,794	3,881,286	3,882,913	3,918,400
Permits and Licenses	1,106,562	1,137,000	1,049,400	1,136,245
Court Fines and Fees	2,548,162	2,749,892	2,669,892	2,685,892
Recreation Revenues	1,150,694	1,187,000	1,127,750	1,102,450
Interest Earned	80,291	125,000	140,000	140,000
Golf Course Revenues	1,303,725	1,372,304	1,191,391	1,213,974
Intergovernmental	373,409	993,606	821,598	1,072,784
TRANSFERS IN	7,000,682	7,210,778	7,214,769	7,588,166
TOTAL CURRENT REVENUES	65,284,952	68,925,715	68,911,168	68,236,892
TOTAL FUNDS AVAILABLE	87,486,390	86,644,661	88,864,381	89,167,631
EXPENDITURES				
City Council	40,145	63,434	53,718	63,288
City Manager	343,402	405,720	214,152	408,538
Assistant City Manager - External	279,413	263,310	254,685	247,627
Assistant City Manager - Internal	-	67,530	-	220,399
City Auditor & Compliance Office	105,319	109,146	106,236	109,469
Municipal Court	916,790	951,805	894,912	936,009
Public Information Office	142,660	198,347	195,112	204,526
Volunteer Services	173,936	171,260	169,633	174,164
City Attorney	800,229	904,996	860,793	837,662
City Secretary	94,584	135,761	130,148	99,242
Finance	585,114	650,375	605,141	692,821
Accounting	365,490	394,931	373,176	403,699
Purchasing	242,241	128,718	114,593	204,897
Building Services	205,935	220,941	216,763	332,132
Custodial Services	453,881	495,478	475,490	724,810
Printing Services	173,249	227,759	183,775	182,046
Support Services	-	135,918	113,037	128,927
Human Resources	850,201	813,137	751,022	818,975
Information Systems	888,566	930,803	858,044	1,076,805
Library	1,575,920	1,496,340	1,447,690	1,504,926
Golf Course	1,415,813	1,449,684	1,459,473	1,410,677
Golf Course Food and Beverage	193,752	0	0	-
Community Center Operations	389,699	246,713	266,270	190,248
Parks	1,823,185	1,877,163	1,773,700	1,744,736
Lions Club Park Operations	653,001	732,622	709,116	709,413
Family Aquatics Center	460,309	481,793	383,291	402,486
Aquatic Concession	3,123	-	0	-
Killeen Arts and Activities Center	-	182,865	171,760	182,502
Recreation	245,253	203,438	199,390	197,492
Athletics	375,529	401,605	401,757	386,524
Cemetery	330,259	335,259	327,988	333,576
Senior Citizens	316,230	312,970	325,078	267,201
Swimming Pools	39,496	48,379	117,079	116,642
Public Works	232,977	253,580	266,111	220,637
Engineering	253,204	0	0	0
Traffic	832,656	936,885	771,632	485,754
Streets	2,795,007	2,936,530	2,905,263	3,442,688
Planning and Development	670,825	686,283	604,568	663,516
Building and Inspection	865,824	924,525	886,812	918,779
Code Enforcement	696,208	829,809	766,462	963,725
Community Dev.	263,666	256,854	250,254	257,460
Community Dev./Home Program	50,573	54,199	46,441	50,380
Police	23,651,393	23,947,426	23,779,639	24,384,224
Animal Control	531,307	590,600	543,435	596,723
Fire	15,864,490	16,435,059	16,401,302	16,761,484
Emergency Mgmt / Homeland Security	115,897	126,542	120,449	121,817
EMS Billings & Collections	210,137	248,645	240,945	249,904
Non-Departmental	5,986,821	5,971,855	5,812,784	5,980,681
TOTAL OPERATING EXPENDITURES	67,503,709	69,236,992	67,549,119	70,410,231
TRANSFERS OUT	29,468	384,523	384,523	913,714
TOTAL EXPENDITURES	67,533,177	69,621,515	67,933,642	71,323,945
ENDING FUND BALANCE				
Reserved Fund Balance	1,525,000	1,525,000	1,525,000	1,525,000
Unreserved Fund Balance	18,428,213	15,492,146	19,405,739	16,318,686
TOTAL ENDING FUND BALANCE	19,953,213	17,023,146	20,930,739	17,843,686

GENERAL FUND

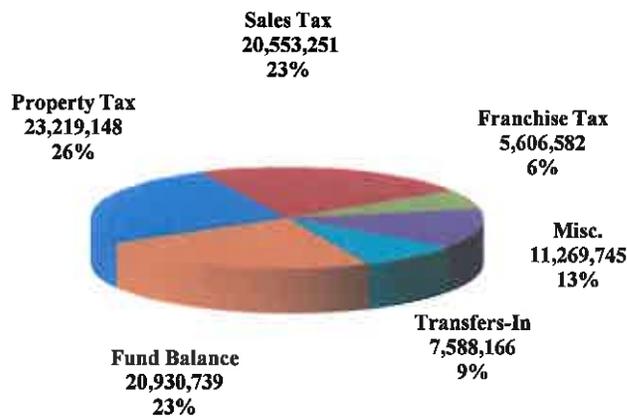
Comparison of FY 2011-12 Budget to FY 2012-13 Budget

FY 2011-12 Resources



Total Fund Balance and Revenues \$86,644,661

FY 2012-13 RESOURCES

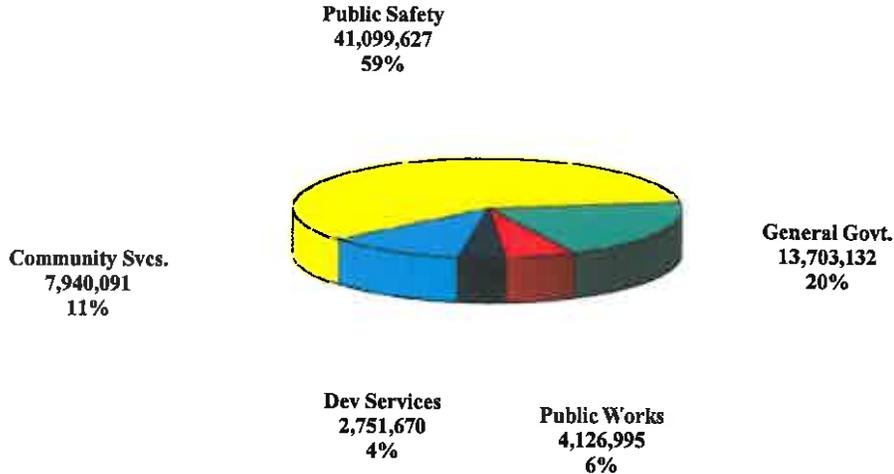


Total Fund Balance and Revenues \$89,167,631

GENERAL FUND

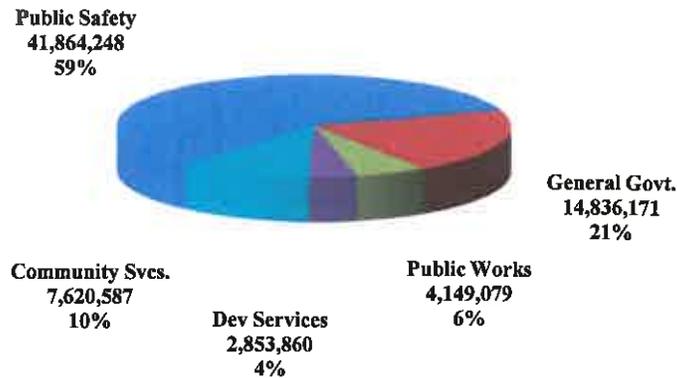
Comparison of FY 2011-12 Budget to FY 2012-13 Budget

FY 2011-12 Expenditures by Function



Total Expenditures \$69,621,515

FY 2012-13 Expenditures by Function



Total Expenditures \$71,323,945

Note: Significant changes between FY 2011-12 and FY 2012-13 are discussed on each division's financial page.

GENERAL FUND REVENUES

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Total Beginning Fund Balance	22,201,438	17,718,946	19,953,213	20,930,739
Property Taxes				
Ad Valorem Taxes	22,358,156	24,978,319	24,776,746	22,684,148
Delinquent Ad Valorem Taxes	187,219	205,000	220,000	220,000
Delinquent Tax Penalties & Interest	256,765	270,000	233,000	233,000
Delinquent Tax Fees	79,376	75,000	81,000	82,000
Total Property Taxes	22,881,516	25,528,319	25,310,746	23,219,148
Sales & Occupancy Tax				
Sales Tax	18,618,982	18,800,000	19,658,079	20,117,251
Bingo Tax	213,972	222,000	215,742	216,000
Drink Tax	254,405	270,000	217,229	220,000
Total Sales & Occupancy Tax	19,087,359	19,292,000	20,091,050	20,553,251
Franchise Tax				
Telephone Franchise Fees	169,620	185,000	155,605	156,000
Miscellaneous Telephone	82,741	72,000	84,184	90,000
TXU Gas Franchise Fees	319,831	330,000	273,778	275,000
Cable Television Franchise Fees	1,232,095	1,400,000	1,222,668	1,300,000
Taxi Cabs Franchise Fees	3,725	3,500	3,500	3,500
TU Electric Franchise Fees	4,222,746	3,458,030	3,671,924	3,782,082
Total Franchise Tax	6,030,758	5,448,530	5,411,659	5,606,582
Miscellaneous Revenues				
Miscellaneous Police Receipts	67,922	93,886	70,000	70,000
Police Background Checks	9,070	10,000	10,000	10,000
Police - False Alarm Fees	4,580	18,000	8,000	18,000
Police - 2nd Hand Deal Fees	425	400	100	100
Taxi Operators License	4,405	4,500	4,500	4,500
Planning & Zoning Fees	36,090	35,000	30,000	35,000
Fire Dept. Service Fees Collected	2,795,395	2,800,000	2,785,163	2,800,000
Revenue Recovery Fees	-	-	65,000	70,000
Library Xerox Charges	19,075	14,700	14,750	14,000
Library Fines and Contributions	20,957	15,000	15,600	15,000
Animal Control Fees	111,947	108,000	108,000	110,000
Curb and Street Cuts	1,588	1,800	1,800	1,800
Processing Fee	154,393	250,000	275,000	275,000
Code Enforcement - Abatement	61,655	95,000	95,000	95,000
Miscellaneous Receipts	434,292	435,000	400,000	400,000
Total Miscellaneous Revenues	3,721,794	3,881,286	3,882,913	3,918,400
Permits & Licenses				
Food Handlers Permits	19,785	19,000	19,000	19,000
Mechanical Inspection Permits	42,045	48,000	42,000	48,000
Building Plans Review Fees	92,742	110,000	90,000	90,000
Garage Sale Permits	11,965	10,000	10,000	10,000

GENERAL FUND REVENUES

Continued

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Permits & Licenses (Continued)				
Contractor License	48,920	60,000	50,000	67,505
Certificates of Occupancy	39,420	38,000	38,000	40,000
Trailer Court License/Permits	9,195	9,000	9,000	9,000
Bldg Permits & Inspections	576,228	550,000	550,000	590,000
Electrical Inspections/Permits	118,937	130,000	112,000	129,060
Plumbing Inspections/Permits	131,535	130,000	108,000	110,000
Inspection Fees	14,520	28,000	16,400	18,680
TABC Permits and Licenses	1,270	5,000	5,000	5,000
Total Permits & Licenses	1,106,562	1,137,000	1,049,400	1,136,245
Court Fines & Fees				
Municipal Court Receipts	1,998,082	2,080,000	2,080,000	2,080,000
Municipal Court Time Payments	26,721	35,000	35,000	35,000
Arrest Fees	354,543	310,000	320,000	330,000
Parking Fines	14,593	35,000	15,000	15,000
Court Tax Service Fees	105,739	100,000	105,000	108,000
Traffic Cost (C.R.)	48,451	40,000	45,000	48,000
Jury Fees	33	50	50	50
Child Safety Fee	-	149,842	69,842	69,842
Total Court Fines & Fees	2,548,162	2,749,892	2,669,892	2,685,892
Recreation Revenues				
Swimming Pool Receipts	30,583	25,000	20,000	20,000
Recreation Revenue	62,268	74,000	34,000	35,000
Cemetery Lots	40,270	30,000	41,000	32,200
Athletic Revenue	184,951	175,000	183,000	186,000
Swimming Pool Lessons	43,095	40,000	40,000	40,000
Life Guard Instruction Receipts	3,150	2,500	20,000	2,500
Facilities Revenue	31,890	25,000	30,000	32,000
Concession Stand Revenue	15,132	15,000	15,000	15,000
Recr Center Memberships	433,265	400,000	440,000	425,000
Aquatics Revenue	260,725	355,000	260,000	270,000
Aquatics Concession Revenue	9,796	10,500	9,750	9,750
Aquatics Center Rentals	35,569	35,000	35,000	35,000
Total Recreation Revenue	1,150,694	1,187,000	1,127,750	1,102,450
Interest Earned				
Interest Earned	84,540	125,000	155,000	157,000
Inv-Market Value Adjust	(4,249)	-	(15,000)	(17,000)
Total Interest Earned	80,291	125,000	140,000	140,000
Golf Course				
Trail Fees	15,304	16,064	15,200	15,350
Green Fee	411,247	395,000	372,507	387,407
Capital Improvement Fee	-	25,000	25,000	25,500
Pro Shop	165,745	188,450	172,087	173,808

GENERAL FUND REVENUES

Continued

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Golf Course (Continued)				
Carts	291,924	280,000	275,642	278,398
Clubs	2,419	4,900	1,893	2,000
Annual Pass	144,620	150,755	150,070	153,072
Snack Bar	3,219	-	18,250	18,250
Cart Shed	74,623	76,500	74,545	75,290
Handicap Fees	897	1,800	1,100	1,400
Driving Range	70,117	84,255	81,897	80,299
Player Development	1,880	500	3,200	3,200
PGA Lessons	1,270	5,500	-	-
Alcohol Beverage Sales	55,129	54,440	-	-
Food and Beverage Sales	61,570	83,640	-	-
Event Rental	3,761	5,500	-	-
Total Golf Course Revenue	1,303,725	1,372,304	1,191,391	1,213,974
Intergovernmental Revenue				
Police Dept Grant - COPS Grant	-	602,077	522,648	802,770
Home Program	48,628	43,251	43,251	31,629
CDBG Administration	210,428	176,783	176,783	185,435
Title 5310 TXDOT	-	-	-	24,945
Bell County Contributions	-	3,500	3,500	3,500
Civil Defense Matching Funds	-	21,309	24,505	24,505
Fire Department Grant	27,473	86,686	50,911	-
DHS-Safer Grant	56,204	60,000	-	-
DHS-Homeland Security Grant	30,676	-	-	-
Total Intergovernmental Revenue	373,409	993,606	821,598	1,072,784
Transfers from other funds				
Transfer from Water & Sewer	4,637,031	4,761,667	4,761,667	5,041,845
Transfer from Solid Waste	2,130,899	2,181,275	2,181,275	2,282,624
Transfer from Drainage Utility	232,752	267,836	267,836	263,697
Transfer from Fund 441	-	-	3,991	-
Total Transfers from other funds	7,000,682	7,210,778	7,214,769	7,588,166
Total Fund Balance and Revenue	87,486,390	86,644,661	88,864,381	89,167,631



Annual Budget &
Plan of Municipal
Services

**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 policies and 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.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2011-12

- Adopted a Budget and Plan of Municipal Services.
- Called an election for mayor, District’s 1 & 2, and three member-at-large positions
- Determined priorities among City projects and programs to best serve the Citizens of Killeen.
- Continued implementation of the Down-Town Revitalization Program.
- Hired new City Manager

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-13

- Determine priorities among City projects and programs to best serve the citizens of Killeen.
- Adopt a balanced budget for the next fiscal year.
- Adopt a Water Master Plan
- Provide policy oversight and guidance for the City of Killeen
- Work with the Killeen Economic Development Corporation to create new jobs and expand the tax base.
- Continued support of Transportation Projects
- Call an election for the District council member positions
- Complete Charter revision process

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added for City Council for FY 2012-13.

**GENERAL FUND
CITY COUNCIL**

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 11,000	\$ 10,800	\$ 8,300	\$ 10,800
Supplies	760	935	460	1,026
Support Services	27,533	50,864	44,314	50,718
Benefits	852	835	644	744
Total Expenditures	\$ 40,145	\$ 63,434	\$ 53,718	\$ 63,288
Personnel Summary / Position Title				
Mayor	1	1	1	1
At Large	3	3	3	3
District #1	1	1	1	1
District #2	1	1	1	1
District #3	1	1	1	1
District #4	1	1	1	1
Total	8	8	8	8
<u>OUTPUTS</u>				
# of Ordinances / Resolutions Passed	341	420	413	TBD
<u>EFFICIENCIES</u>				
Adopt a Strategic Plan that is aligned with City Council Goals	Yes	Yes	Yes	Yes
<u>EFFECTIVENESS</u>				
Citizen Satisfaction Rating	No Survey Data This Year	No Survey Data This Year	No Survey Data This Year	TBD

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

- Work with the Killeen Economic Development Corporation to seek out quality development opportunities for 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 and programs.
- 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 2011-2012

- Adopted a balanced budget.
- Implemented Council approval of \$30 million Capital Improvement Program for Streets and Transportation needs.
- Completed internal staff review of organization structure
- Began design phase of Rosewood Drive/US Hwy 190 overpass and FM 2410
- Began construction phase of the SH 195/SH 201 overpass and SH 201 Improvements project
- Opened the Killeen Arts and Activities Center

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-2013

- Begin construction on a new Streets and Transportation Division Building.
- Conduct Executive training and Leadership Program for City department heads and managers.
- Continue planning efforts for the future growth and development of the City.
- Continue implementation of the \$30 million Capital Improvements Plan for Streets and Transportation needs.
- Continue the reconstruction of Avenue D Street in historic downtown and the extension of Andy K. Wells Hike and Bike Trail.
- Update existing Master Plans in various service areas.
- Implement new organizational structure
- Assist with Charter revision process
- Complete Design Phase of Fire Station #9

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to the City Manager's Office for FY 2012-13.

**GENERAL FUND
CITY MANAGER**

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 266,167	\$ 316,210	\$ 173,010	\$ 326,746
Supplies	1,558	2,301	1,301	1,654
Support Services	10,124	13,734	9,735	11,826
Benefits	65,553	70,268	30,106	68,312
Minor Capital	-	3,207	-	-
Total Expenditures	\$ 343,402	\$ 405,720	\$ 214,152	\$ 408,538
Personnel Summary / Position Title				
City Manager	1	1	1	1
Administrative Assistant II	1	1	1	1
Executive Assistant	1	0	0	0
Management Analyst	1	1	1	1
Total	4	3	3	3
<u>OUTPUTS</u>				
Presented Monthly/Quarterly Operating, Legislative, and Business Reports to City Council	16	16	16	16
<u>EFFICIENCIES</u>				
Percentage of ending general fund balance to total expenditures	35.0%	24.0%	31.0%	25.0%
Bond Ratings:				
Standard & Poor's	AA	AA	AA	AA
Fitch	AA	AA	AA	AA
<u>EFFECTIVENESS</u>				
Citizen Satisfaction Rating	N/A	N/A	N/A	TBD

**GENERAL FUND
ASSISTANT CITY MANAGER (EXTERNAL)**

DIVISION DESCRIPTION

The Assistant City Manager (External) is the chief administrative and executive officer in the absence of the City Manager. The Assistant City Manager's (External) office is responsible for providing leadership throughout the City's organization and specifically oversees the Aviation Department, Community Services Department, Planning and Development Department, and the Public Works Department. Responsibilities include providing guidance to assigned departments and divisions ensuring city goals and work plans are achieved.

MAJOR DIVISION GOALS

- Provide support to the city manager's office
- Serve as the conduit between city government and the citizens of Killeen
- Oversee operations of four Departments (Public Works, Community Services, Planning and Development and Aviation)

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2011-2012

- Supported departments and associated committees to ensure effectiveness and efficiency of operations
- Continued support and fundraising for scholarships through the annual Texas A & M University – Central Texas golf tournament
- Worked with city departments and City Council on citywide budget development
- Served as Interim City Manager from March 2011 – May 2012
- Continued to serve as the Community Services Director

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-2013

- Continued support of the City Manager and City Council
- Continue to seek efficiencies throughout the City of Killeen's operations and improvements
- Continue to promote TEAM Killeen throughout the organization
- Insure timely delivery of projects and services within the Departments.

MAJOR NEW PROGRAMS AND SERVICES

- No new programs or services were added to the Assistant City Manager's Department for FY 2012-13.

**GENERAL FUND
ASSISTANT CITY MANAGER (EXTERNAL)**

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 221,093	\$ 208,805	\$ 208,187	\$ 195,372
Supplies	1,169	1,650	1,295	1,045
Support Services	6,679	7,216	7,045	9,509
Benefits	49,582	45,639	38,158	41,701
Minor Capital	890	-	-	-
Total Expenditures	\$ 279,413	\$ 263,310	\$ 254,685	\$ 247,627
Personnel Summary / Position Title				
Assistant City Manager	1	1	1	1
Administrative Assistant	1	1	1	1
Receptionist	1	0	0	0
Total	3	2	2	2
<u>OUTPUTS</u>				
Number of Meetings Attended by ACM	622	780	800	800
<u>EFFICIENCIES</u>				
Number of phone calls received by receptionist per week	293	290	300	300
<u>EFFECTIVENESS</u>				
Percentage of citizen requests resolved per week	98.0%	98.0%	97.0%	98.0%

**GENERAL FUND
ASSISTANT CITY MANAGER (INTERNAL)**

DIVISION DESCRIPTION

The Assistant City Manager (Internal) is the chief administrative and executive officer in the absence of the City Manager. The Assistant City Manager's (Internal) office is responsible for providing leadership throughout the City's organization and specifically oversees the Human Resources Department, Finance Department, Information Technology Department, and Support Services Department. Responsibilities include providing guidance to assigned departments and divisions ensuring city goals and work plans are achieved.

MAJOR DIVISION GOALS

- Provide support to the city manager's office
- Serve as the conduit between city government and the citizens of Killeen
- Oversee operations of four Departments (Finance, Human Resources, Information Technology and Support Services)

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2011-2012

- Supported departments and associated committees to ensure effectiveness and efficiency of operations
- Continued support and fundraising for scholarships through the annual Texas A & M University – Central Texas golf tournament
- Continued to promote the WOW fitness program for City employees
- Worked with city departments and City Council on citywide budget development
- Served as Interim City Manager from March 2011 – May 2012
- Continued to serve as the Community Services Director

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-2013

- Oversee team and executive leadership programs
- Continued support of the City Manager and City Council
- Continue to seek efficiencies throughout the City of Killeen's operations and improvements
- Continue to promote TEAM Killeen throughout the organization

MAJOR NEW PROGRAMS AND SERVICES

- The Assistant City Manager (Internal) and Administrative Assistant positions were added to the Assistant City Manager's Department for FY 2012-13

**GENERAL FUND
ASSISTANT CITY MANAGER (INTERNAL)**

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ -	\$ 49,424	\$ -	\$ 169,877
Supplies	-	717	-	2,500
Support Services	-	1,900	-	5,500
Benefits	-	13,789	-	37,522
Minor Capital	-	1,700	-	5,000
Total Expenditures	\$ -	\$ 67,530	\$ -	\$ 220,399
Personnel Summary / Position Title				
Assistant City Manager	0	0	0	1
Administrative Assistant	0	0	0	1
* Downtown Services Manager	0	1	0	0
Total	0	1	0	2
<u>OUTPUTS</u>				
Number of Meetings Attended by ACM	0	0	0	800
<u>EFFICIENCIES</u>				
Number of phone calls received by receptionist per week	0	0	0	300
<u>EFFECTIVENESS</u>				
Percentage of citizen requests resolved per week	0.0%	0.0%	0.0%	100.0%

* Division was reclassified from Downtown Revitalization to Assistant City Manager (Internal) in the 2012-2013 budget process. Downtown Services Manager was moved to Planning & Development Services.

**GENERAL FUND
CITY AUDITOR & COMPLIANCE OFFICE**

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2011-12

- Conducted financial, internal control, compliance audits and special reviews as requested by the City Manager or City Council.
- Conducted regular reviews of compliance programs and investigated alleged violations of compliance guidelines.
- Prepared corrective action plans to monitor adherence.
- Coordinated the City's annual financial audit.
- Prepared the City of Killeen Comprehensive Annual Financial Report.
- Received the Government Finance Officers Association (GFOA) Certificate of Achievement of Excellence in Financial Reporting

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-13

- Develop and implement an annual and five-year internal audit plan.
- Conduct financial, internal control, compliance audits and special reviews as requested by the City Manager or City Council.
- Conduct regular reviews of compliance programs and investigate alleged violations of compliance guidelines.
- Prepare corrective action plans and monitor adherence.
- Submit semi-annual Internal Audit division reports to the City Manager and the City Council.
- Coordinate the City's annual financial audit.
- Prepare the Comprehensive Annual Financial Report.
- Actively promote effective communication lines in order to better serve the City.
- Ensure compliance with various contracts on behalf of the City.
- Implement Ethics and Fraud prevention training for City employees.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added for the City Auditor/Compliance Office for FY 2012-13.

**GENERAL FUND
CITY AUDITOR & COMPLIANCE OFFICE**

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
<i>INPUTS</i>				
Expenditures				
Salaries	\$ 81,085	\$ 84,988	\$ 84,970	\$ 87,421
Supplies	20	220	200	200
Support Services	3,566	2,810	2,740	2,665
Benefits	19,341	20,379	17,807	19,183
Minor Capital	1,307	749	519	-
Total Expenditures	\$ 105,319	\$ 109,146	\$ 106,236	\$ 109,469
Personnel Summary / Position Title				
City Auditor	1	1	1	1
Total	1	1	1	1
<i>OUTPUTS</i>				
Internal Audits	13	10	8	10
Comprehensive Annual Financial Report	1	1	1	1
<i>EFFICIENCIES</i>				
Percentage of violations of City compliance issues corrected within 12 months of discovery	100%	100%	100%	100%
Issue CAFR within 180 days after the end of the fiscal year	173	<180	<180	<180
<i>EFFECTIVENESS</i>				
Percentage of audits/reviews initiated and completed during the fiscal year	100%	100%	100%	100%

**GENERAL FUND
MUNICIPAL COURT**

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2011-2012

- The Court conducted one Warrant Round Up to clear delinquent fines and increase revenue.
- The Killeen Municipal Court Community Garden produced over 2,000 pounds of fruits and vegetables.
- Purchased ticket writers for the Killeen Police Department.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-2013

- Begin a work release program for adult indigent defendants.
- Establish a better relationship with Fort Hood and other agencies in the surrounding area to help assist us with clearing outstanding warrants.
- Seek a new collection agency that will have a better collection rate and bring in revenue for the court.
- Increase the issuance of warrants.
- Provide vegetables to the Food Care Center from our Community Garden.

**GENERAL FUND
MUNICIPAL COURT**

INPUTS	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
Expenditures				
Salaries	\$ 668,175	\$ 679,286	\$ 650,851	\$ 682,279
Supplies	20,726	22,783	21,230	19,503
Repairs	1,529	3,406	2,406	2,406
Support Services	6,005	9,885	8,548	8,282
Benefits	220,355	236,445	211,877	223,539
Total Expenditures	\$ 916,790	\$ 951,805	\$ 894,912	\$ 936,009

Personnel Summary / Position Title

Presiding Judge	1	1	1	1
Associate Judge	1	1	1	1
Clerk of the Court	1	1	1	1
Assistant Clerk of the Court	1	1	1	1
Compliance/Collections Manager	1	1	1	1
Compliance Assistant	1	1	1	1
Executive Assistant	1	1	1	1
City Marshal	1	1	1	1
Deputy City Marshal	2	2	2	2
Bailiff	1	1	1	1
Juvenile Case Manager	1	1	1	1
Juvenile Coordinator/Accounting Clerk	1	1	1	1
Warrants Coordinator	2	2	2	2
Accounting Clerk	1	1	1	1
Warrants Clerk	1	1	1	1
Court Collections Clerk	4	4	4	4
Court Citation Specialist	1	1	1	1
Files Clerk	1	1	1	1
Senior Collections Clerk	1	1	1	1
Total	24	24	24	24

OUTPUTS

Number of Cases Filed	31,102	24,836	30,000	30,000
Class C Misdemeanors Warrants	12,330	12,000	14,000	14,000
Teen Court Cases Filed	852	576	875	900

EFFICIENCIES

Warrants Issued	12330	12000	12500	13000
Warrants Cleared	11539	15574	12000	12500

EFFECTIVENESS

Percentage of Warrants Cleared	93.6%	129.8%	96.0%	96.2%
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**GENERAL FUND
PUBLIC INFORMATION OFFICE**

DIVISION DESCRIPTION

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

MAJOR DEPARTMENT GOALS

- Provide relevant, concise, timely information to residents, media, and staff through various communication tools to enhance communication between the City of Killeen and its customers.
- Maximize the benefits of the Government Access Channel, newsletters, website and social media outlets.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2011-12

- Issued 229 press releases
- Handled media response surrounding recall election and aftermath
- Produced 21 City Council meetings and Workshops for Channel 10
- Began administration of the city website including the webmaster position
- Transitioned from www.ci.killeen.tx.us to www.killeentexas.gov
- Instituted a city Facebook page, which now has more than 1,000 followers
- Began webstreaming of City Council Meetings
- Produced 12 issues of *City Beat*
- Produced 2 issues of *City Insight*, the resident newsletter distributed in water bills
- Planned 13 events
- Co-chaired the city employee United Way Campaign raising more than \$120,000
- Led the Team Killeen Committee, which planned and hosted the employee picnic and administered the monthly Team Spirit Award
- Produced the employee telephone directory
- Maintained the mayor's schedule and produced 50 proclamations, letters, and awards
- Planned and administered the Public Information and Government Channel Budgets

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-13

- Improve Public Information support of all city departments
- Improve the Government Access Channel to increase the amount and improve the quality of programming
- Improve the City website to include revamping current site and adding new features
- Implement web streaming of audio at City Council Workshops
- Expand and enhance the City of Killeen social media presence
- Produce City Council Meetings
- Produce 12 issues of *City Beat*
- Produce 3 issues of *City Insight*
- Plan and host the 2013 Employee Picnic and other Team Killeen Committee initiatives

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to Public Information for FY 2012-13.

**GENERAL FUND
PUBLIC INFORMATION OFFICE**

	2010-11		2011-12		2011-12		2012-13
	ACTUAL		ADOPTED		ESTIMATED		ADOPTED
<u>INPUTS</u>							
Expenditures							
Salaries	\$ 98,238	\$	135,053	\$	135,053	\$	142,509
Supplies	11,467		16,798		15,235		17,368
Support Services	6,774		11,072		9,400		11,960
Benefits	26,181		35,424		35,424		32,689
Total Expenditures	\$ 142,660	\$	198,347	\$	195,112	\$	204,526
 Personnel Summary / Position Title							
Executive Director of Public Information	0.5		0.5		0.5		0.5
Public Information Officer	0.7		0.7		0.7		0.7
Executive Assistant	0.75		0.6		0.6		0.6
Webmaster	0		0.7		0.7		0.7
Total	1.95		2.5		2.5		2.5
 <u>OUTPUTS</u>							
Number of Press Releases Issued	184		150		229		200
Number of City Council Meetings Produced	24		24		21		24
Number of Website Hits	-		-		831,952*		1,000,000
Number of Facebook Fans	-		-		1,318**		2,000
Number of City Insight Issues Produced	2		2		2		3
Number of City Beat Issues Produced	12		12		12		12
Number of Events Coordinated	13		10		11		10
Number of Team Spirit Awards Awarded	12		12		12		12
 <u>EFFICIENCIES</u>							
Return of News Stories to Press Releases	147.0%		200.0%		154.0%		200.0%
Unique Media Inquiry Responses	99.2%		100.0%		99.1%		100.0%

*Numbers from January 9 to September 30, 2012

**Numbers from February 14 to September 30, 2012

GENERAL FUND VOLUNTEER SERVICES

DIVISION DESCRIPTION

The Volunteer Services Division coordinates and implements the volunteer programs for the City of Killeen. In addition, the Volunteer Services Division works with the 501(c)(3) corporation, Killeen Volunteers, Inc., and its four program committees, which are comprised of Keep Killeen Beautiful, Celebrate Killeen Committee, Killeen Volunteer Corps and the Youth Advisory Commission. Volunteer Services coordinates a number of local, state, and national community projects and events throughout the year in an effort to enhance the quality of life in Killeen and to promote volunteerism in the community.

MAJOR DIVISION GOALS

- Effectively recruit, train and utilize volunteers.
- Promote volunteerism and enhance the quality of life in Killeen.
- Provide support and oversight to Killeen Volunteers, Inc. and its program committees.
- Enhance the beautification and safe environment of Killeen through educational programs and citywide projects.
- Provide citywide events, such as the Christmas Parade, Celebrate Killeen Festival, and Rodeo at little cost to the citizens of Killeen.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2011-2012

- Coordinated the annual Christmas Parade, Tree Lighting Program, Outdoor Lighting Contest, Celebrate Killeen Festival, and Rodeo.
- Provided an annual Youth Community Conference for 300 students in the Killeen Independent School District.
- 16,676 volunteers performed 46,839 hours of volunteer services in support of city programs.
- 401 youth performed an additional 47,265 hours of service to earn the Presidential Volunteer Service Awards.
- Provided 481 volunteers for H-E-B's Feast of Sharing Community Meal.
- Hosted the 18th annual Make A Difference Day event with 7,701 registered volunteers who completed 99 service projects and gave 23,103 hours of volunteer services.
- Hosted the Annual Trashoff with 431 volunteers who cleaned 115 miles of city streets and collected 13,160 pounds of trash.
- Hosted the first annual recruiting rally for the Junior Youth Advisory Commission.
- Referred 1,207 volunteers to other Non-Profit Agencies.
- Hosted an Orientation Training for forty-two Non-Profit Agencies.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-2013

- Continue to recruit and train volunteers for city-wide events.
- Continue to promote volunteer opportunities at civic, community and school events.
- Continue to provide youth opportunities for young volunteers.
- Continue to provide daily support and oversight to Killeen Volunteers, Inc. and its program committees.
- Continue to provide numerous city-wide volunteer opportunities in the areas of beautification, youth and community celebration.
- Continue to recruit and refer volunteers to non-profit social agencies.

MAJOR NEW PROGRAMS AND SERVICES

- No new programs or services were added to Volunteer Services for FY 2012-13

**GENERAL FUND
VOLUNTEER SERVICES**

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 131,024	\$ 129,554	\$ 128,054	\$ 133,750
Supplies	1,252	2,256	1,700	1,244
Support Services	5,417	4,010	4,439	4,400
Benefits	36,243	35,440	35,440	34,770
Total Expenditures	\$ 173,936	\$ 171,260	\$ 169,633	\$ 174,164
Personnel Summary / Position Title				
Director of Volunteer Services	1	1	1	1
Youth Program Specialist	1	1	1	1
Senior Secretary	1	1	1	1
Total	3	3	3	3
<u>OUTPUTS</u>				
Number of volunteer service projects	85	90	80	75
Number of service hours performed	86,901	85,000	75,000	50,000
Number of referrals to other agencies	1,207	0	0	1,100
Number of inquiries via (visit/phone)	4,047	0	0	3,500
<u>EFFICIENCIES</u>				
Division Expenditures as % General Fund	0.25%	0.24%	0.25%	0.25%
# of inquiries per employee (3)	1349	0	0	1167
<u>EFFECTIVENESS</u>				
# of hours performed in relation to projects	1022	944	938	667
% of filled volunteer service projects	100%	98%	99%	100%

**GENERAL FUND
CITY ATTORNEY**

DIVISION DESCRIPTION

A support department, consisting of 5 attorneys, one paralegal, and one executive assistant, 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

- Monitor state and federal law and ensure that each department is aware of and complies with 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 2011-2012

- Completed Redistricting and secured Department of Justice approval
- Revisions to sign ordinance
- Complete steps necessary for recognition of the Killeen/San Juan Sister Cities relationship
- Resolved cases in a timely and successful manner
- Worked with Animal Control and Police Department to rescue 29 animals from a dangerous environment
- Continued to develop community prosecution in Killeen with the goal of compliance through education and community involvement
- Assisted in drafting various environmental ordinances, including erosion and sediment control and post construction ordinances with associated drainage design manual.
- Facilitating acquisition of right-of-ways for various Transportation CIP projects, including Rosewood Dr., Bunny Trail, and Stagecoach
- Assisted in drafting various Chapter 26, Subdivision and Chapter 31, Zoning ordinance

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-2013

- Work with city council on charter amendments
- Assist staff to complete a review of Code Enforcement/Nuisance ordinances and Subdivision Regulations.
- Assist aquatics staff to revise pool operating procedures and policies
- Expand community prosecution efforts

MAJOR NEW PROGRAMS AND SERVICE

- There were no major new programs or services added for FY 2012-13.

**GENERAL FUND
CITY ATTORNEY**

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
INPUTS				
Expenditures				
Salaries	\$ 596,860	\$ 643,626	\$ 645,692	\$ 621,826
Supplies	1,694	2,705	2,546	2,791
Repairs	150	-	-	150
Support Services	46,453	85,526	61,390	59,190
Benefits	137,870	152,839	131,165	133,705
Minor Capital	2,639	-	-	-
Capital Outlay	14,563	20,300	20,000	20,000
Capital Outlay	-	-	-	-
Reimbursable Expense	-	-	-	-
Total Expenditures	\$ 800,229	\$ 904,996	\$ 860,793	\$ 837,662

Personnel Summary / Position Title

City Attorney	1	1	1	1
Deputy City Attorney	1	1	1	1
Assistant City Attorney II/Legal Advisor	1	1	1	1
Assistant City Attorney II/Public Works	1	1	1	1
Assistant City Attorney I/Prosecutor	1	1	1	1
Paralegal	1	1	1	1
Executive Assistant	1	1	1	1
Senior Secretary	1	1	1	0
Total	8	8	8	7

OUTPUTS

Legal Consultations/Opinions	3,790	3,980	4,019	4,140
Documents Reviewed	4,542	4,769	4,817	4,962
Open Records Requests received and processed	1,244	1,306	1,569	1,663
AG letters written in response to Open Records Requests	219	230	697	739

EFFICIENCIES

Legal Consultations/Opinions per Attorney	758	796	804	828
Documents reviewed per Attorney	908	954	963	992
Open Records Requests received and processed per Attorney	249	261	314	333
AG letters written in response to Open Records Requests per Attorney	44	46	139	148

EFFECTIVENESS

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

**GENERAL FUND
CITY SECRETARY**

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

- Conduct two elections (one recall, one special)
- Codify ordinances within one day of passage
- Process all ordinances, resolutions within one day of passage

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2011-2012

- Conducted two elections (one recall, one special)
- Codified 15 ordinances

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-2013

- Conduct one general election
- Codify 22 ordinances

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added for FY 2012-13.

**GENERAL FUND
CITY SECRETARY**

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 68,175	\$ 68,256	\$ 68,256	\$ 69,647
Supplies	166	505	407	540
Support Services	2,910	2,860	2,257	2,420
Benefits	16,879	17,343	14,837	16,206
Designated Expenses	6,454	46,797	44,391	10,429
Total Expenditures	\$ 94,584	\$ 135,761	\$ 130,148	\$ 99,242
 Personnel Summary / Position Title				
City Secretary	1	1	1	1
Total	1	1	1	1
 <u>OUTPUTS</u>				
City Council minutes	30	28	15	29
Issue permits, licenses, vehicle registrations	395	400	405	418
Codify ordinances	16	20	15	22
Conduct election	1	2	2	1
Index ordinances, resolutions	260	274	224	302
 <u>EFFICIENCIES</u>				
# of documents processed per 1 employee	702	724	661	772
 <u>EFFECTIVENESS</u>				
Ordinances, resolutions indexed within two days of adoption				100.0%
Council minutes completed within one day of meeting				100.0%
Application for titles for City vehicles processed within two days of receipt				100.0%
License plates processed within two days of receipt				100.0%
Ordinances codified within three days of passage				100.0%
Permits and licenses issued within seven days of receipt:				100.0%

**GENERAL FUND
FINANCE**

DIVISION DESCRIPTION

The Finance Department is responsible for the sound fiscal management of all City assets. Finance provides support to all City departments through leading and managing Finance, Accounting, Purchasing and Utility Billing and Collection, and coordinates and facilitates as an essential role to the Grants Administrator. 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, 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.
- Be the leader in fostering a "customer-oriented" approach and providing the highest level of service to internal and external customers.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2011-12

- Implemented and monitored an audit program for Hotel Motel initiative.
- Received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award.
- Maximized investment earnings while maintaining the safety and liquidity of the City's portfolio.
- Updated long term financial plans for all of the major funds.
- Received the Texas Comptroller Leadership Circle Silver Award for Financial Transparency.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-13

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

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added for Finance for FY 2011-12.

**GENERAL FUND
FINANCE**

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 440,233	\$ 488,658	\$ 464,152	\$ 529,703
Supplies	2,471	4,920	4,868	4,167
Support Services	40,680	40,946	37,973	40,208
Benefits	100,919	115,708	98,005	118,743
Capital Outlay	811	143	143	-
Total Expenditures	\$ 585,114	\$ 650,375	\$ 605,141	\$ 692,821
Personnel Summary / Position Title				
Executive Director of Finance	1	1	1	1
Accounting Specialist	0	0	0	1
Assistant Director of Finance	1	1	1	1
Executive Assistant	1	1	1	1
Management Accountant	1	1	1	1
Staff Accountant	2	2	2	2
Total	6	6	6	7
<u>OUTPUTS</u>				
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
<u>EFFICIENCIES</u>				
Annual Investment Yield	0.25%	0.30%	0.33%	0.30%
Publish budget document within 90 days of adoption	120	165	<90	142
Receive GFOA ^(a) Budget Award	Yes	Yes	Yes	Yes
Maintain Certification of Investment Report	Yes	Yes	Yes	Yes
<u>EFFECTIVENESS</u>				
Percentage of adopted budget revenues in major operating funds to actual revenues	101%	101%	N/A	N/A
Percentage of actual ending general fund balance to total expenditures	36.2%	18.9%	25.6%	25.8%

^(a) GFOA: Government Finance Officers Association

GENERAL FUND ACCOUNTING

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2011-12

- 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.
- Converted the accounting clerk position to an accounting specialist in February 2012.
- Instituted the new depository agreement with BBVA Compass

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-13

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

MAJOR NEW PROGRAMS AND SERVICES

- Accounting Specialist at midyear for FY 2012-13.

**GENERAL FUND
ACCOUNTING**

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 268,630	\$ 285,166	\$ 282,825	\$ 312,171
Supplies	10,505	10,715	7,400	7,544
Support Services	7,271	8,735	6,962	4,520
Benefits	74,235	78,282	68,989	79,464
Capital Outlay	4,849	12,033	7,000	-
Total Expenditures	\$ 365,490	\$ 394,931	\$ 373,176	\$ 403,699
Personnel Summary / Position Title				
Accounting Manager	1	1	1	1
Accounting Supervisor	1	1	1	1
Accounting Specialist	4	4	4	6
Accounting Clerk*	1	1	1	0
Total	7	7	7	8
<u>OUTPUTS</u>				
Payroll direct deposit processed	38,184	41,780	41,571	42,818
Payroll checks issued	4,641	4,687	4,664	4,710
Accounts payable checks issued	14,849	15,562	15,484	16,258
Journal entries prepared	5,577	5,744	5,715	5,887
<u>EFFICIENCIES</u>				
Number of direct deposit per Specialist	9,546	10,445	10,393	10,705
Number of payroll checks per Specialist	1,160	1,172	1,166	1,178
Number of AP checks per Specialist (2)	7,425	7,781	7,742	8,129
<u>EFFECTIVENESS</u>				
% of direct deposit rejected	0.004%	0.002%	0.002%	0.002%
% of payroll checks voided	0.001%	0.001%	0.001%	0.001%
% of AP checks reissued	0.005%	0.005%	0.005%	0.005%

*Accounting Clerk position reclassified to Accounting Specialist effective February 2012

GENERAL FUND PURCHASING

DIVISION DESCRIPTION

The Purchasing department reviews purchasing procedures in order to provide an effective and consistent means of procurement that is in compliance with all State of Texas, local laws, and regulations. It is the responsibility of the General Services / Purchasing division to provide staff, management, and Council with the tools to make decisions for the behalf of the citizens to procure supplies and services that will serve as the best value to the City. The Purchasing Division staff members assist employees and Council in procuring the best value with standard procedures and formats according to policy. The Purchasing Division also assists in the preparation of, all documentation and required paperwork for the various steps involved in the procurement process. The Purchasing Division assists staff members in making recommendations to the City Council on all formal bids and request for proposals. The Purchasing Division assists all City departments with the disposal of surplus or salvage property.

MAJOR DIVISION GOALS

- Maintain the current level of service with the increasing demands placed upon the Purchasing Division
- Provide departments the resources needed to successfully procure items/services at the best value for the City with minimal difficulty (standardize and streamline processes)
- Ensure that procurements are made in compliance with all laws and policies
- Give all vendors a fair and equal opportunity to compete for the City's business
- Guard against misappropriation of any assets procured/safeguard public funds
- Develop method of accounting for inventory and fixed assets per City guidelines
- Review possible centralization of the purchasing processes for the City
- The use of the competitive proposal process where the invitation for bid process is not the best vehicle to use for procurement
- Provide income to the City using the procurement card platform.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2011-2012

- Provided training for local vendors in reference to bidding procedures, opportunities and requirements at the 2012 Fort Hood Region Government Vendor Conference & Expo
- Finished implementing a new procurement card platform for the City from Citibank through the State of Texas contract
- Provided training/orientation for new staff members on procurement card use, purchasing policy, procedures and SunGard data entry
- Started the implementation process for our new electronic bid and electronic vendor management systems

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-2013

- Finish the implementation process for our electronic bid and electronic vendor management systems
- Improve the fixed asset tracking and accounting processes
- Research fixed asset tracking software programs
- Revision of the purchasing policy as law or policy change dictates
- Provide training for local vendors in reference to bidding procedures, opportunities and requirements by participating in the 2013 Fort Hood Region Government Vendor Conference & Expo
- Evaluate various options provided in the SunGard system to possibly further streamline the purchasing process, fixed asset data entry, and accountability process
- Evaluate expenditures for items that may possibly require bidding and facilitate the process for the respective bids
- Provide training/orientation for new staff members regarding procurement card use, purchasing policy, procedures and SunGard data entry

MAJOR NEW PROGRAMS AND SERVICES

- Asset Technician without vehicle

**GENERAL FUND
PURCHASING**

	2010-11	2011-12	2011-12	2012-13
	ACTUAL	ADOPTED	ESTIMATED	ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$186,399	\$69,376	\$69,485	\$147,393
Supplies	1,646	2,164	1,730	4,406
Support Services	5,317	4,244	4,415	7,255
Benefits	48,022	34,046	20,463	44,494
Minor Capital	857	388	0	1,349
Capital Outlay	0	18,500	18,500	0
Total Expenditures	\$ 242,241	\$ 128,718	\$ 114,593	\$ 204,897
 Personnel Summary / Position Title				
General Services Director	1	0	0	0
Principle Secretary	1	0	0	1
Purchasing Manager	1	1	1	1
Buyer	1	1	1	1
P-Card Specialist	1	0	0	1
Asset Technician	0	0	0	1
Total	5	2	2	5
 <u>OUTPUTS</u>				
Purchase Orders	8,542	9,000	7,000	8,000
Procurement Cards	250	250	255	265
Auction	4	4	3	4
Asset Accountability (number of assets processed)	257	200	105	125
Procurement card transactions	11,351	12,000	12,500	14,000
Manual purchase orders	239	250	225	250
 <u>EFFICIENCIES</u>				
Purchase orders reviewed and processed per employee (2)	4,500	4,500	3,500	4,000
Procurement Card issuances per employee (1)	250	250	255	265
Auctions coordinated per employee (2)	2	2	1.5	2
Assets accounted for per employee (1)	257	200	105	125
Procurement card transactions reviewed per employee(1)	11,351	12,000	12,500	14,000
Manual purchase orders reviewed and processed per employee(2)	120	125	113	125
 <u>EFFECTIVENESS</u>				
Percentage of purchase orders processed within 48 hours	85%	85%	50%	50%
Percentage of P-Cards issued within 7 working days	25%	75%	100%	100%
Percentage of auctions completed annually	100%	100%	100%	100%
Percentage of monthly procurement card transactions reviewed	100%	100%	100%	100%
Percentage of manual purchase orders processed within 48 hours	100%	100%	50%	50%

GENERAL FUND BUILDING SERVICES

DIVISION DESCRIPTION

The 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 the consolidated maintenance budgets for all major funds and KCCC as well as monitoring pest control, alarms, HVAC, and elevator contracts.

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2011-2012

- Maintained over one-hundred (100) city owned properties with a limited staff of 3 ½ employees
- Assist in KAAC project; assist with sound and lights at KAAC grand opening.
- Rehab new code enforcement building; rehab fleet offices; rehab announcers stand at Rodeo grounds
- Repair concrete pad as west side of central fire station
- Provide IAQ air testing services throughout city.
- Assist Risk Manager with safety inspections; assist IT with cabling and antenna mounting.
- Replace drain covers in quarantine kennel at animal control; replace carpet in halls and foyer at KCCC
- Upgrade lighting at KAAC and procure energy grant; upgrade control system at KCCC
- Replaced HVAC units at fire station #3, #5, central, and #6.
- Assist in fire damage repair at transfer station.
- Obtained electrical position; obtained take a load grant from ONCOR
- Rehab code enforcement area in city hall for permits; rehab exterior of city hall annex.
- Upgrade thermostats in several locations throughout city building.
- Upgrade KCC offices and conference room for volunteer services.
- Repair water main break at Family Rec. center, repair /paint exterior of buildings at police department range.
- Install heat strips in HVAC units at family aquatics center; install lights in old jail.
- Install break room at water and sewer admin building; install tube heaters in bays at central fire station.
- Remodel custodial offices for building services.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-2013

- Expand energy efficiency and power quality survey to include major City buildings.
- Implement a proactive HVAC upgrade program.
- Continue IAQ testing services
- Implement repairs generated by city wide safety inspection
- Bring on electrician and take over electrical repair duties.
- Assist with KCC remodel project
- Streamline work order process through AS400 training.
- Implement five year paint program
- Implement preventative maintenance program.
- Streamline capitol improvement system for division budgets.

MAJOR NEW PROGRAMS AND SERVICES

- New Facility Maintenance Technician without vehicle
- Convert Part-Time Secretary to Full-Time Senior Secretary

**GENERAL FUND
BUILDING SERVICES**

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
<i>INPUTS</i>				
<hr/>				
Expenditures				
Salaries	\$142,962	\$150,832	\$151,490	\$224,403
Supplies	7,179	11,277	10,189	17,968
Repairs	3,534	4,135	4,185	5,600
Support Services	10,634	12,854	11,119	16,803
Benefits	41,626	41,843	39,780	67,358
Total Expenditures	\$ 205,935	\$ 220,941	\$ 216,763	\$ 332,132
Personnel Summary / Position Title				
Facilities Manager	1	1	1	1
Facilities Maintenance Specialist	2	2	2	3
Part time Secretary	0.5	0.5	0.5	0
Senior Secretary	0	0	0	1
Electrical Maintenance Technician	0	0	0	1
Total	3.5	3.5	3.5	6
<i>OUTPUTS</i>				
<hr/>				
General Work Orders	926	900	1,114	1,350
HVAC Work Orders	144	250	135	275
Special Projects	56	10	28	20
Electical Work Orders			180	375
<i>EFFICIENCIES</i>				
<hr/>				
Workload per employee (all outputs)	355	395	557	675
Outsourced	325	375	314	300
<i>EFFECTIVENESS</i>				
<hr/>				
Number of work orders processed within allocated response time	90.00%	92.50%	80.00%	80.00%
Number of work orders processed within allocated response time outsourced.	90.00%	92.50%	92.00%	92.00%

**GENERAL FUND
CUSTODIAL SERVICES**

DIVISION DESCRIPTION

The Custodial Services division is responsible for maintaining thirty one (31) City facilities. These facilities equate to 358,383 square feet. Routine duties include floor care, carpet care, general cleaning which includes trash removal, collection of recyclable papers, cardboards, plastics and aluminum cans, furniture dusting ,walls cleaning, windows cleaning, entrance way cleaning, restrooms cleaning, sanitation and replenishing tissue dispensers. Additional tasks include dusting light fixtures, high dusting, air vents, baseboards cleaning , stair hand rails, door frames; disinfecting and cleaning phones; cleaning chairs and chair mats; dusting blinds and window ledges; cleaning spills and providing cleaning services after normal duty hours for city facilities. The division also assists in the enforcement of security and safety measures in the City facilities. Custodial Services organizes, cleans and inventories their storage and supply rooms.

MAJOR DIVISION GOALS

- Create a safe and healthy work environment for the public and the City employees
- Enhance facilities appearance
- Ensure that City buildings create a favorable first impression for the public and the City employees
- Promote facility security, through monitoring facility safeguards and locked doors. Communicate to city management security concerns
- Continuously improve our services processes through training
- Improve customer satisfaction levels

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2011-2012

- Assumed the custodial responsibilities of Park and Recreation facilities (Lions Family Recreation Center, Lions Senior Center, Aquatics, Golf Course, Community Center and The Bob Gilmore Senior Center
- Improved the appearance and service of the Lions Family Recreation Center, Lions Senior Center, Aquatics, Golf Course, Community Center and The Bob Gilmore Senior Center
- Provided services to the new locations for the Milburn Charter School, The Killeen Free Clinic and the new CDBG offices at the KAAC
- Maintained a high standard of cleaning service for City facilities

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-2013

- Research the use of green seal approved products, without increasing costs
- Review new product opportunities, to reduce costs of cleaning supplies
- Maintain a high standard of cleaning service for City facilities
- Create new cleaning standards for new Code Enforcement facility
- Continue to enhance facilities appearance

MAJOR NEW PROGRAMS AND SERVICES

- Custodian with vehicle

**GENERAL FUND
CUSTODIAL SERVICES**

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$287,994	\$312,242	\$309,399	\$439,895
Supplies	54,364	57,853	54,205	80,440
Repairs	1,923	3,456	2,750	6,500
Support Services	5,015	6,268	6,626	8,950
Benefits	100,190	111,947	100,700	163,105
Minor Capital	4,395	3,712	1,810	0
Capital Outlay	0	0	0	25,920
Total Expenditures	\$ 453,881	\$ 495,478	\$ 475,490	\$ 724,810
Personnel Summary / Position Title				
Custodial Supervisor	1	1	1	1
Custodial Crew Leader	1	1	1	2
Custodian	11	10	10	15
Total	13	12	12	18
<u>OUTPUTS</u>				
Total square footage cleaned	238,502	256,420	358,383	358,383
Supply cost per square foot cleaned	0.17	0.17	0.12	0.18
<u>EFFICIENCIES</u>				
Total square feet cleaned per custodian	18,346.3	21,368.3	29,865.3	19,910.2
<u>EFFECTIVENESS</u>				
% change of supply cost per square feet	0%	0%	-42%	50%
% change in square feet cleaned	0%	8%	7%	-6%

**GENERAL FUND
PRINTING SERVICES**

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

- Evaluates current equipment and request additional equipment as advances in technology occur in order to perform as many printing requests as possible in-house; continues 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 2011-2012

- Maintained the level of printing quality with limited resources.
- Printed for 46 Divisions with a limited staff of 2 ½ employees.
- Enforce evaluation of outsourcing versus in-house printing services and provide the most cost effective means of producing jobs.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-2013

- Increase the level of printing quality with limited resources.
- Decrease the turn-over time for completion to less than two weeks.
- Continue to enforce evaluation of outsourcing versus in-house printing services and provide the most cost effective means of producing jobs.
- Attend national training on 'Printing Services' in order to facilitate and promote the newest and most cost effective technology.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to Printing Services for FY 2012-13.

**GENERAL FUND
PRINTING SERVICES**

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
<i>INPUTS</i>				
Expenditures				
Salaries	\$ 85,119	\$ 93,776	\$ 88,800	\$ 90,443
Supplies	6,993	5,605	5,570	5,713
Repairs	8,539	8,625	8,625	8,625
Support Services	48,121	55,540	55,465	51,267
Benefits	24,124	28,208	24,955	25,598
Minor Capital	-	610	-	-
Designated Expenses	353	400	360	400
Capital Outlay	-	34,995	-	-
Total Expenditures	\$ 173,249	\$ 227,759	\$ 183,775	\$ 182,046
Personnel Summary / Position Title				
Print Shop Supervisor	1	1	1	1
Press Operator	1	1	1	1
Secretary	0.5	0.5	0.5	1
Total	2.5	2.5	2.5	3
<i>OUTPUTS</i>				
Work orders processed	1,200	1,200	1,200	1,200
Print Impressions	5,000,000	5,000,000	5,000,000	5,000,000
Paper Inventory	19,000	18,000	18,500	18,500
<i>EFFICIENCIES</i>				
Processed work request with-in the two week allotted	98.0%	99.0%	99.0%	99.0%
<i>EFFECTIVENESS</i>				
Quality Control Survey returned to Print Shop with results meeting excelent service	99.9%	99.0%	98.0%	99.0%
Jobs completed in house	99.0%	99.0%	99.0%	99.0%

GENERAL FUND SUPPORT SERVICES

DIVISION DESCRIPTION

The Support Services Department is responsible for the oversight of the Building Services, Custodial Services, Fleet Services and Printing Services Divisions. The Support Services Administration staff assists employees within Support Services with a variety of needs including policy, law, personnel, management, and procedure requirements.

It is also the responsibility of the Support Services Department to provide other city departments with a safe working environment, clean offices and facilities, safe and operable vehicles, and cost efficient printing materials.

MAJOR DIVISION GOALS

- Assist all members of the Support Services staff when needed.
- Maintain the current level of service within the Building Services, Custodial Services, Fleet Services, and Printing Services divisions and increase customer satisfaction.
- Explore greater efficiencies and effectiveness within the Support Services Divisions.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2011-2012

- Building Services: Maintained over one-hundred (100) city owned properties with a limited staff of 3 ½ employees
- Building Services: Obtained electrical position; obtained take a load grant from ONCOR
- Custodial Services: Assumed the custodial responsibilities of Park and Recreation facilities (Lions Family Recreation Center, Lions Senior Center, Aquatics, Golf Course, Community Center and The Bob Gilmore Senior Center.)
- Custodial Services: Provided services to the new locations for the Milburn Charter School, The Killeen Free Clinic and the new CDBG offices at the KAAC
- Fleet Services: Upgraded the maintenance software; FASTER, to newest version. Provided additional diagnostic software, Bosch Master Tech II.
- Fleet Services: Implemented a Quick Lube area within existing facility to accompany three (3) Lube Technicians
- Fleet Services: Implemented an Internal Service Fund to assist the city with future Fleet procurements.
- Printing Services: Maintained the level of printing quality with limited resources.
- Printing Services: Printed for 46 Divisions with a limited staff of 2 ½ employees.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-2013

- Building Services: Expand energy efficiency and power quality survey to include major City buildings.
- Building Services: Streamline work order process through AS400 training and streamline capital improvement system for division budgets.
- Building Services: Implement preventative maintenance program.
- Custodial Services: Research the use of green seal approved products, without increasing costs
- Custodial Services: Create new cleaning standards for new Code Enforcement facility
- Fleet Services: Expand the truck lift capabilities for large truck in order to assist with daily maintenance operations.
- Fleet Services: Implement the new Lube Service Center facility, after movement of Solid Waste Commercial for expansion and completion of FY11-12 new program.
- Printing Services: Decrease the turn-over time for completion to less than two weeks.
- Printing Services: Continue to enforce evaluation of outsourcing versus in-house printing services and provide the most cost effective means of producing jobs.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to Support Services Administration for FY 2012-13.

**GENERAL FUND
SUPPORT SERVICES**

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$0	\$102,823	\$86,308	\$100,516
Supplies	0	621	1,535	1,352
Repairs	0	0	500	0
Support Services	0	2,665	3,115	3,365
Benefits	0	29,809	21,579	23,694
Total Expenditures	\$0	\$135,918	\$113,037	\$128,927
Personnel Summary / Position Title				
Support Services Director	0	0	0	1
Total	0	0	0	1
<u>OUTPUTS</u>				
Building Services Work Orders	982	1,150	1,429	2,000
Print Shop Work Orders	1,200	1,200	1,200	1,200
Custodial square feet cleaned	238,502	256,420	358,353	358,383
Fleet In-house Repairs	3,796	3,971	3,970	5,317
Fleet Preventative Maintenance	2,610	2,750	2,700	2,831
<u>EFFICIENCIES</u>				
Work orders per building services employee	355	395	557	675
Work orders per print shop employee	480	480	480	400
Square feet cleaned per custodial employee	18,346	19,725	21,081	19,910
Fleet Repairs & Preventative Maintenance per technicians	493	517	513	627
<u>EFFECTIVENESS</u>				
Percentage of Building Services processed within allocated response time	90%	92%	86%	86%
Percentage of Print Shop work orders processed within allocated response time	98%	99%	99%	99%
Percentage of Custodial work orders processed within allocated response time	98%	99%	99%	99%
Percentage of Fleet General Repairs (NAFA = 40%)	43%	41%	40%	43%
Percentage of Fleet preventative maintenance (NAFA = 48%)	34%	35%	36%	36%

* Division was reclassified from Purchasing-General Administration to Support Services in the 2012-2013 budget process.

GENERAL FUND HUMAN RESOURCES

DIVISION DESCRIPTION

The Human Resources Department develops and administers programs and activities to effectively recruit and retain a quality workforce. The Human Resources Department manages benefits and compensation; employee training, the safety and risk management programs and related insurance policies, and facilitates the development of positive organizational and employee relationships. Human Resources provides the City Manager and the City Council with accurate information and recommendations so they can make well-informed policy decisions on workforce issues.

MAJOR DIVISION GOALS

- Protect the City's assets and resources by minimizing the internal and external exposures and associated risks. Provide direction and assistance to all departments to facilitate the review and maintenance of their accident prevention plan effectiveness. Monitor the effectiveness of the Safety Program in efforts to reduce lost time and insurance related costs.
- Ensure the City's compensation, salaries and benefits, are competitive with the market and related industry. Evaluate utilization of benefit services to identify areas where wellness initiatives may provide alternatives; implement those alternatives.
- Explore all options available concerning benefit insurance coverage to ensure employees have access to the best offerings at a competitive price. Provide employees access to training seminars targeted toward their improved wellness to include health and fitness seminars.
- Assist supervisors in effective recruitment methodology to ensure qualified candidates are available to fill vacant positions.
- Enable supervisors to develop and maintain effective leadership skills by providing a variety of training and development opportunities. Develop, coordinate, and/or conduct learning and development seminars designed to enhance managerial effectiveness.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2011-2012

- Participated in WIA hiring program providing job training for two students.
- Partnership with Texas A&M Central Texas Human Resources Management Programs to provide internships for Masters of Science degree candidates.
- Completed scanning for electronic storage of all job posting files.
- Planned, coordinated and facilitated the annual Employee Recognition Ceremony; including service award recipients.
- Planned, coordinated and facilitated the Annual W.O.W. Health Festival for 130 attendees; included an interactive Zumba demonstration.
- Implemented W.O.W. fitness classes for employees to include boot camp, step aerobics, swing dance, spin and Zumba.
- Developed and delivered customer service training for all employees.
- Managed and administered promotional examinations for Police Captain, Police Lieutenant and Police Sergeant.
- Administered two entry level fire examinations for over 300 applicants.
- Developed and implemented a template for the safe management of employee emergency evacuations for City-wide use.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-2013

- Continue to enhance the use of the web based application system for improved effectiveness in the selection process.
- Continue with wellness initiatives. Implement the next phase of a wellness initiative to include employee team activities to continue to promote teamwork and wellness.
- Update KEEPRA polices and Civil Service local rules to incorporate new regulations resulting from the legislative session.
- Enhance the use of the HRIS systems for improved effectiveness in the management of employee information

MAJOR NEW PROGRAMS AND SERVICES

- Additional position to improve the timelines and quality of support provided to departments in providing human resources related support. Enhancing the support provided to improve recruitment and hiring process.

**GENERAL FUND
HUMAN RESOURCES**

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
INPUTS				
Expenditures				
Salaries	\$ 477,758	\$ 527,093	\$ 528,370	\$ 590,486
Supplies	75,963	41,408	33,587	44,191
Maintenance	-	505	-	-
Repairs	-	200	150	600
Support Services	121,888	76,950	76,725	38,510
Benefits	121,488	125,842	112,190	143,188
Minor Capital	1,117	289	-	-
Designated Expense	61,047	38,952	-	-
Capital Outlay	-	1,898	-	2,000
Reimbursable Expense	(9,060)	-	-	-
Total Expenditures	\$ 850,201	\$ 813,137	\$ 751,022	\$ 818,975

Personnel Summary / Position Title

Executive Director of Human Resources	1	1	1	1
Assistant Director of Human Resources	1	1	1	1
Employee Benefits Specialist	1	1	1	1
Executive Assistant	1	1	1	1
Human Resources Assistant I	2	2	1	1
Human Resources Assistant II	0	0	1	1
Payroll Coordinator	1	1	1	1
Human Resources Specialist	3	0	0	0
Human Resources Generalist	0	3	2	3
Risk Manager	1	1	1	1
Senior Human Resources Specialist	0	0	1	1
Training & Development Coordinator	1	1	1	1
Total	12	12	12	13

OUTPUTS

Turnover (Non-Civil Service)	14.43%	14.00%	14.13%	14.00%
Turnover (Civil Service)	5.01%	5.00%	5.10%	5.00%
Number of Applications Processed	15,884	14,000	16,500	17,000
Number of Job Postings	183	174	200	200
Accidents /Injuries	224	190	200	198
Vehicle Accidents	102	90	130	100

EFFICIENCIES

Average Number of Applications per Job	87	80	83	85
Average Number of Applications per Human Resources Generalist	5,295	7,000	8,250	8,500

EFFECTIVENESS

Ratio of City Positions to Human Resources Staff	123:1	123:1	123:1	130:1
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GENERAL FUND INFORMATION TECHNOLOGY

DIVISION DESCRIPTION

The Department of Information Technology (IT) is tasked with designing and procuring state of the art technology to support the Departments, Divisions and Citizens of the City of Killeen. The IT Dept. is dedicated to providing superior support for network, desktop, server, surveillance, alarms, access control, and VOIP phone systems.

MAJOR DIVISION GOALS

- Implement state of the art systems to assist employees and citizens to interact and advance the City of Killeen
- Provide technical service to enhance the efficiency and effectiveness of staff; maximizing their productivity.
- A continuing priority for IT is to reduce the cost of ongoing operations. Our goals are achieved through standardization, contract renegotiation, and innovation.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2011-2012

- Implemented virtualizations of servers and desktops.
- Upgraded network infrastructure.
- Upgraded VOIP phone system.
- Upgraded surveillance cameras at various locations.
- Completed the network connections of the Killeen Arts and Activity Center.
- Expanded storage and replication ability for uptime and disaster recovery.
- Upgrade to downtown fiber loop.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-2013

- Expansion of storage and replication ability for uptime and disaster recovery.
- Upgrade of network infrastructure.
- Upgrades to various surveillance infrastructures.
- Upgrades to downtown fiber loop.
- Expansion of our network to 10 gigabit connections.
- Implementation of agenda automation software and Citizen's Request software.
- Implemented virtualizations of servers and desktops
- Reduce cell phone and printer costs while expanding functionality.
- Install Public wireless hotspots at various locations in the city.

MAJOR NEW PROGRAMS AND SERVICES

- Conversion of GIS to Computer tech, New Network Tech Mid-year.
- Consolidation of Planning GIS into IT GIS division. (2 positions)
- Citizen Wireless at Green Ave Park.

**GENERAL FUND
INFORMATION TECHNOLOGY**

INPUTS	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
Expenditures				
Salaries	\$ 641,187	\$ 657,658	\$ 596,080	\$ 788,905
Supplies	4,134	4,200	3,700	3,950
Repairs	936	1,000	1,000	1,000
Support Services	71,031	86,751	76,120	76,912
Benefits	170,638	180,944	180,944	204,788
Capital Outlay	640	250	200	1,250
Total Expenditures	\$ 888,566	\$ 930,803	\$ 858,044	\$ 1,076,805

Personnel Summary / Position Title

Executive Assistant	1	1	1	1
CAD/GIS Tech	1	1	1	2
Computer Mainframe Specialist	1	1	1	1
Computer Operator	1	1	1	1
Computer Technician	2	2	2	2
Executive Director of IT	1	1	1	1
GIS Analyst	0	0	0	1
IT Network Manager	1	1	1	1
IT Operations Manager	1	1	1	1
IT Clerk	1	1	1	1
IT Software Specialist	1	1	1	1
IT Training Specialist	1	1	1	1
Network Exchange Administrator	1	1	1	1
Network Technician	1	1	1	2
* Web Technician Specialist	1	0	0	0
Total	15	14	14	17

OUTPUTS

Total Services calls	5,101	5,611	5,276	5,803
Service calls per month	425	468	440	484
Calls per technician per month (4)	106	117	110	97
Total Employees	1,288	1,300	1,304	1,330
Employees per technician (4)	322	325	326	266
Total Devices supported	6,440	6,500	6,520	6,650
Devices per technician (4)	1,610	1,625	1,630	1,330

EFFICIENCIES/EFFECTIVENESS

Average Resolve Time (days)	5	5	8	6
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* Web Technician Specialist was moved to the Public Information Office

**GENERAL FUND
LIBRARY SERVICES DIVISION**

DIVISION DESCRIPTION

The Library Services Division operates two facilities: the Main library, a 14,200 square foot building in the downtown area, and the Copper Mountain Branch Library, a 9,800 square foot building near the heart of Killeen's retail district. These two buildings house a dynamic collection of more than 115,000 items for all ages and educational levels. In addition to physical items, the libraries provide downloadable audio books, DVD's, e-books and online database access. A strong commitment to preschool literacy is reflected in the nine story times each week during the school year and during the annual summer reading club program. Remote access to a wide variety of online databases and e-books has allowed the Killeen City Library System to provide the services of a large city library to our citizens.

MAJOR DIVISION GOALS

- Promote an early start to lifelong literacy through story times and summer reading club activities for children aged 0-17.
- Provide a dynamic collection of books, audio books, DVD's, e-books and online databases that meet the instructional and leisure needs of Killeen's citizens.
- Create a dynamic online presence to reach modern library users.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2011-2012

- Expanded programming for teens to include the Main Library site.
- Doubled monthly usage of downloadable books and audiobooks from 143 in FY 10-11 to 382 in FY 11-12.
- In conjunction with TAMU-Central Texas, began investigation of possible joint library project for the future.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-2013

- Move forward with plans to provide a joint library catalog with TAMU-Central Texas in 2014.
- Provide afterschool programming for middle school students on a weekly or semi-monthly basis.

MAJOR NEW PROGRAMS AND SERVICES

- Re-carpet the Copper Mountain Branch Library.

**GENERAL FUND
LIBRARY SERVICES**

INPUTS	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
Expenditures				
Salaries	\$ 941,345	\$ 931,711	\$ 903,253	\$ 946,507
Supplies	71,379	50,916	53,100	51,900
Maintenance	-	-	-	3,000
Repairs	1,685	1,374	800	200
Support Services	60,192	58,226	56,700	54,075
Benefits	262,900	244,707	212,409	244,244
Major Capital	1,904	-	-	-
Capital Outlay	236,515	209,406	221,428	205,000
Total Expenditures	\$ 1,575,920	\$ 1,496,340	\$ 1,447,690	\$ 1,504,926

Personnel Summary / Position Title

Director of Library Services	1	1	1	1
Assistant Director of Library Services	2	2	2	2
Reference Librarian	2	2	2	2
Cataloger	1	1	1	1
Library Supervisor	4	4	4	4
Library Assistant	2	2	2	1
Senior Reference Assistant	2	2	2	2
Principal Secretary	1	1	1	1
Library Clerk	8	8	8	8
Library Clerk (Part-Time)	9	9	9	7
Total	32	32	32	29

OUTPUTS

Number of items circulated	292,050	301,127	279,597	280,000
Number of library visits	292,086	285,671	270,103	270,150
Number of reference questions received	25,010	21,322	20,917	21,000
Number of children's program attendees	12,185	12,318	9,336	9,400
Number of public computer users	99,563	96,240	95,129	95,500

EFFICIENCIES

Division expenditures as % of General Fund	2.3%	2.2%	2.1%	2.1%
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EFFECTIVENESS

% increase in circulation of materials	5.5%	3.1%	-4.3%	1.4%
% increase in library visits	0.7%	-2.2%	-7.5%	0.0%
% increase in reference questions answered	-19.9%	-14.7%	-16.4%	0.3%
% increase in children's program attendance	-17.1%	1.1%	-23.4%	0.5%
% increase in public computer users	8.1%	-3.3%	-4.4%	0.4%

GENERAL FUND GOLF COURSE

DIVISION DESCRIPTION

Stonetree Golf Club is a championship public golf course owned and operated by the City of Killeen. The golf course attracts over 50,000 rounds of golf each year and is open every day except Christmas from daylight to dark, weather permitting. The golf course holds up to 45 golf tournaments per year. Stonetree Golf Club hosts some of the major charity fundraisers in the area as well as the Texas Association of Parochial and Private Schools (TAPPS) state championship. The pro shop is kept fully stocked with the latest in golf equipment and apparel. Stonetree employs a Golf Professional offering player development through personal instruction and a schedule of golf clinics throughout the year. The clubhouse is an 8,000 square foot structure that houses a snack bar operated by a local outside vendor. The golf course employs 20 staff members.

MAJOR DIVISION GOALS

- Ensure that the golf course is in the best playing condition possible, with greens conditions being a priority
- Challenge and train all staff to provide the highest levels of customer service in all facets of our operation
- Provide professionally run tournaments and golf clinics
- Advise City Manager and City Council on all golf course matters
- Prepare an annual review of facilities and course conditions and identify and schedule upgrades and improvements

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2011-2012

- Improved the pace of play for the course through staff training
- Continued to improve course conditions and expand customer base
- Completed construction of new #4 green complex related to the widening of FM 2410
- Renovated the on course restrooms at #9 tee area
- Overseeded all fairways during the winter for optimum playing conditions
- Established a Golf Course Capital Improvements fund by City Ordinance from green fee revenue
- Renovated/replaced 3 sand bunkers

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-2013

- Course Re-Rating by the Texas Golf Association
- Tee Box Expansion
- Ball Mark Repair Project
- In consultation with the Golf Advisory Committee develop and prioritize a list of projects that will utilize the Golf Course Capital Improvements fund
- Overseed all fairways during the winter for optimum playing conditions

MAJOR NEW PROGRAMS AND SERVICES

- There are no major new programs or services planned for the Golf Course Division in FY 12-13.

**GENERAL FUND
GOLF COURSE**

	2010-11 ACTUAL	2010-11 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
INPUTS				
Expenditures				
Salaries	\$ 631,345	\$ 649,011	\$ 653,690	\$ 671,965
Supplies	161,973	183,020	176,744	160,886
Maintenance	11,923	16,700	13,964	12,000
Repairs	29,604	25,118	20,500	22,700
Support Services	225,431	233,274	227,430	235,635
Benefits	191,657	203,167	203,167	194,644
Minor Capital	3,613	1,274	-	-
Designated Expenses	153,117	138,120	163,978	112,847
Capital Outlay	7,149	-	-	-
Total Expenditures	\$ 1,415,812	\$ 1,449,684	\$ 1,459,473	\$ 1,410,677

Personnel Summary / Position Title

General Manager	1	1	1	1
Golf Professional	1	1	1	1
Golf Course Superintendent	1	1	1	1
Golf Shop Manager	1	1	1	1
Part time Golf Shop Attendant	1	1	1	1
Golf Shop Attendant	2	2	2	2
Cart Fleet/Range Attendant	1	1	1	1
Part time Cart Fleet/Range Attendant	0	0	0	1
Golf Course Maintenance Technician	2	2	2	2
Equipment Services Technician	1	1	1	1
Greenskeeper	7	7	7	7
Principal Secretary	1	1	1	1
Total	19	19	19	20

OUTPUTS

Rounds of golf played annually	53,195	52,627	52,567	52,000
# of tournaments hosted	45	45	45	40
Revenue generated annually	1,303,725	1,372,304	1,246,233	1,213,974
Acres Mowed & Maintained	149	149	149	149

EFFICIENCIES

Division expenditures as % of Golf Course Fund	109.0%	105.0%	110.0%	116.0%
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EFFECTIVENESS

# of rounds per counter person	13,299	13,157	13,142	13,000
% of players indicating satisfaction with course	98.0%	99.0%	99.0%	99.0%
% tournaments in 2nd year or more	96.0%	96.0%	96.0%	95.0%

**GENERAL FUND
COMMUNITY CENTER OPERATIONS**

DIVISION DESCRIPTION

The Killeen Community Center Operations division supports the day to day operations of the Killeen Community Center. The facility offices the Recreation division of Parks and Recreation as well as Volunteer Services.

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2011-2012

- Hosted the Hot Summer Nights Concert Series
- Hosted Movies in the Park
- Hosted Celebrate Killeen Festival
- Hosted 2012 Kidsville event
- Hosted 2011 Holiday Under the Stars event

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-2013

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

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to the Community Center Operations Division for FY 2012-13.

**GENERAL FUND
COMMUNITY CENTER OPERATIONS**

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 196,261	\$ 105,395	\$ 122,720	\$ 65,093
Supplies	10,548	11,945	10,700	6,600
Maintenance	-	4,000	4,000	2,000
Support Services	87,361	81,355	92,500	92,708
Benefits	58,800	43,511	36,350	23,847
Minor Capital	17,481	-	-	-
Major Capital Outlay	19,248	507	-	-
Total Expenditures	\$ 389,699	\$ 246,713	\$ 266,270	\$ 190,248
Personnel Summary / Position Title				
Office Assistants	2	2	2	2
Custodian	1	1	1	0
Community Center Coordinator	1	1	1	1
Executive Assistant	1	1	1	0
Director of Community Services	1	1	1	0
Total	6	6	6	3
<u>OUTPUTS</u>				
Number of Room Reservations	687	582	650	650
Number of Hours Reserved	12,195	12,745	13,550	13,550
<u>EFFICIENCIES</u>				
Number of Reservations Per Employee	115	146	163	216
<u>EFFECTIVENESS</u>				
Increase in Reservations	78.0%	78.0%	90.0%	75.0%

**GENERAL FUND
PARKS**

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

- The primary goal for the Parks Division is to maintain the aesthetic and recreational value of all city parks, athletic fields, landscaped areas, and urban forest.
- Provide support to all external and internal entities within the City of Killeen.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2011-2012

- Constructed the Halloween Carnival Haunted House
- Planted a total of 140 trees throughout the City of Killeen
- Hosted the Arbor Day Event of 2012
- Supported 2 district and 1 state baseball tournaments
- Supported 2 ASA softball tournaments
- Continued the Graffiti Removal Program
- Beautified the Lions Club Park walking trail with the addition of trees and shrubs
- Constructed new restroom facilities at Conder Community Park
- Beautified Green Avenue Park with the addition of sod, trees, and shrubs
- Mowed a total of 887 acres on a biweekly basis to beautify the City of Killeen and its Park

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-2013

- Plant a minimum of 50 trees
- Establish stronger turf grass at the Conder Multipurpose Field and Lions Club Park Multipurpose Fields
- Continue with our weed abatement programs for all of our areas around the city
- Continue the Graffiti Removal Program
- Implement a system to promote fuel consumption reductions
- Promote increased participation in the Living Tree program to enhance tree planting within the city

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to the Parks and Public Grounds Division for FY 2012-13.

**GENERAL FUND
PARKS**

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
<i>INPUTS</i>				
Expenditures				
Salaries	\$ 870,595	\$ 876,202	\$ 913,502	\$ 878,402
Supplies	302,300	323,261	213,061	229,423
Maintenance	124,528	102,455	93,955	87,500
Repairs	40,515	47,078	39,078	43,830
Support Services	174,783	211,481	197,418	198,747
Benefits	285,664	316,686	316,686	306,834
Capital Outlay	24,800	-	-	-
Total Expenditures	\$ 1,823,185	\$ 1,877,163	\$ 1,773,700	\$ 1,744,736

Personnel Summary / Position Title

Superintendent	1	1	1	1
Graffiti Removal Specialist	1	1	1	1
Supervisor	2	2	2	2
Grounds Maintenance Crew Leaders	5	5	5	5
Grounds Maintenance Workers	23	23	23	23
Equipment Service Technician	1	1	1	1
Total	33	33	33	33

OUTPUTS

Parks/Landscape Acreage Maintained

Low Maintenance Areas	520	589	775	775
Medium Maintenance Areas	54	54	61	61
High Maintenance Areas	8	8	20	20

EFFICIENCIES

Man Hours per Acre, FY

Low Maintenance Areas	180 hrs./acre	180 hrs./acre	200 hrs./acre	200 hrs./acre
Medium Maintenance Areas	595 hrs./acre	595 hrs./acre	600 hrs./acre	600 hrs./acre
High Maintenance Areas	2100 hrs./acre	2100 hrs./acre	2500 hrs./acre	2500 hrs./acre

EFFECTIVENESS

Achieved Park/Landscape Target maintenance standard	90.0%	90.0%	100.0%	100.0%
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**GENERAL FUND
LIONS CLUB PARK OPERATIONS**

DIVISION DESCRIPTION

The Lions Club Park Operations supports the day to day activity of the Lions Club Park Family Recreation Center. The facility features a state of the art fitness center, indoor walking track, aerobics room, two full sized basketball / volleyball courts, children's game room, and restroom and shower facilities. The facility serves as the primary location for Parks and Recreation staff.

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2011-2012

- Provided support services for a full service athletic program.
- Provided gym access for the growing number of club volleyball / basketball teams.
- Provided access to structured affordable health and fitness facilities for families in the Killeen area.
- Generated in excess of \$500,000 in revenue via memberships sold at the Family Recreation Center.
- Conducted Step Aerobics, Zumba, Body Blast, Circuit City, Spin, and Cardio classes at the Family Recreation Center 7 days a week.
- Provided professional instruction for fitness equipment usage.
- Hosted the Texas Amateur Athletic Federation Men's Major State Tournament.
- Hosted the Texas Amateur Athletic Federation Women's Major State Tournament.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-2013

- Implement an equipment replacement program for cardiovascular equipment.
- Continue to provide affordable fitness programs for residents.
- Provide a minimum of 20 fitness classes per week for all members as a part of their membership.
- Continue to increase the membership / revenue totals at the current rate of 15% annually.
- Implement a structured volleyball and basketball camp program for the summer of 2013.

MAJOR NEW PROGRAMS AND SERVICES

- Implement the equipment replacement program as part of the rate increase approved for FY 2012-2013.

**GENERAL FUND
LIONS CLUB PARK OPERATIONS**

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
<i>INPUTS</i>				
Expenditures				
Salaries	\$ 363,062	\$ 391,417	\$ 375,600	\$ 382,502
Supplies	36,964	45,820	60,270	48,049
Repairs	-	-	-	2,900
Support Services	150,100	176,312	172,646	169,831
Benefits	104,529	119,073	100,600	106,131
Designated Expenses	(1,654)	-	-	-
Total Expenditures	\$ 653,001	\$ 732,622	\$ 709,116	\$ 709,413

Personnel Summary / Position Title

Director of Parks and Recreation	1	1	1	1
Custodian	2	2	2	1
Principal Secretary	1	1	1	1
Supervisor (Recreation Center)	1	1	1	1
Recreation Specialist (Full-time)	2	2	2	2
Recreation Specialist (Part-time)	1	1	1	1
Office Assistants (Full-time)	3	3	3	3
Office Assistants (Part-time)	3	3	3	3
Total	14	14	14	13

OUTPUTS

Memberships	1,600	2,200	2,000	2,200
Membership Joining Fee Revenue	\$ 62,757	N/A	\$ 73,000	\$ 75,000
Day Pass Revenue	\$ 60,415	N/A	\$ 57,000	\$ 60,000
Fitness Courses Offered to Members	15/wk	18/wk	20/wk	22/wk
Annual Revenue	\$ 433,265	\$ 423,200	\$ 485,000	\$ 425,000

EFFICIENCIES

Increase in number of memberships	150	500	400	200
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EFFECTIVENESS

Percentage increase in memberships	10.0%	40.0%	30.0%	10.0%
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**GENERAL FUND
FAMILY AQUATIC CENTER**

DIVISION DESCRIPTION

The Family Aquatic Center division supports the day to day operations of the Family Aquatic Center. The Family Aquatic Center features a lap pool, activity pool, water play structure, beach area, spray grounds, bowl slide, and four slides. The Family Aquatic Center features a full service concession facility to service the patrons of the facility.

MAJOR DIVISION GOALS

- Serve as a revenue generating venue for Parks and Recreation.
- Provide an affordable and quality water experience for the Greater Central Texas community.
- Provide a premier facility for specialized aquatic reservations for community groups.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2011-2012

- Provided a comprehensive swim program that features multiple levels of instruction for beginners, intermediate to advanced swimmers.
- Implemented a lap swim program in the mornings for patrons of the Family Recreation Center as an added member benefit.
- Successfully recruited and trained an aquatic staff of 48 lifeguards that were responsible for the daily welfare of all patrons of the Family Aquatic Center.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-2013

- Continue recruiting and training an aquatic staff that will oversee the day to day operations of the Family Aquatic Center.
- Implement the TAAF swim program to enable area youth to participate in a summer swim program.
- Implement a thorough marketing plan that will bolster daily admissions revenue by an additional 20%.
- Implement a thorough marketing plan that will result in all available weekends for private reservations to be 100% reserved, thus guaranteeing maximum revenue potential for this revenue stream.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to the Family Aquatic Center Division for FY 2012-13.

**GENERAL FUND
FAMILY AQUATIC CENTER**

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 325,778	\$ 316,876	\$ 231,239	\$ 262,180
Supplies	44,628	45,985	44,113	40,359
Maintenance	3,225	4,667	4,653	4,667
Repairs	321	1,000	1,000	1,000
Support Services	49,735	55,007	55,966	56,608
Benefits	36,622	38,320	38,320	37,672
Minor Capital	-	1,000	-	-
Major Capital Outlay	-	18,938	8,000	-
Total Expenditures	\$ 460,309	\$ 481,793	\$ 383,291	\$ 402,486
Personnel Summary / Position Title				
Supervisor (Aquatics)	1	1	1	1
Crew Leader	1	1	1	1
Total	2	2	2	2
<u>OUTPUTS</u>				
In-Service Training Hours	975	1,035	1,035	1,035
Private Reservations	56	62	65	65
Pool Reservations during hours of operation	89	80	83	80
Daily Attendance	55,122	46,065	47,500	50,000
Pool Pass Purchases	166	72	72	70
American Red Cross Courses	10	10	10	10
Swimming Lessons	1190	1,185	1,185	1,185
<u>EFFICIENCIES</u>				
Swim Courses offered weekly	15	15	15	15
Parents and tots weekly	6	6	6	6
American Red Cross Courses	10	10	10	10
<u>EFFECTIVENESS</u>				
Percentage of Swim Lessons Filled	79.0%	79.0%	79.0%	79.0%
Percentage of Private Reservations Filled	65.0%	91.0%	95.0%	95.0%
Percentage of Daily Attendance filled	78.0%	60.0%	60.0%	78.0%

**GENERAL FUND
KILLEEN ARTS & ACTIVITIES CENTER**

DIVISION DESCRIPTION

The Killeen Arts & Activities Center is located at 802 N. 2nd Street in downtown Killeen. The various wings are leased to several social agencies and two schools, as well as a studio for the Killeen Civic Art Guild. The "Civic" portion is a division under the Killeen Civic and Conference Center. It encompasses a large, 418 seat auditorium with a large stage, plush stadium seating and rich drapery. The dressing rooms and "Green" room sit behind the stage, which is ADA compliant. The small auditorium, formerly Clements Chapel, has two dressing rooms, a reception hall and small kitchen. Several additional spaces seat anywhere from 40 – 250. It is also equipped with a full commercial kitchen and an outdoor courtyard.

MAJOR DIVISION GOALS

- Attract conventions, meetings, reunions, and other related business utilizing hotels, restaurants and attractions, thereby contributing to the local economy.
- Provide space for entertainment for both local citizens and visitors who come from outside the local area.
- Provide space for civic organizations, private events and commercial entities;
- Market the downtown as a tourism destination.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2011-201

- The facility held a Grand Opening event in conjunction with existing tenants for the community on March 30-31.
- Opened the new Farmer's Market March 30-31
- Developed Policies & Procedures
- Increased staff to assist with daily facility duties

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-2013

- Provide excellent customer service for tourists and facility patrons.
- Provide a public entertainment venue that is less expensive and complements the KCCC
- Develop a marketing plan to increase awareness and promotion of the new facility to include interactive web sites.
- Enhance the website and integrate it with the current EBMS software to better utilize the community calendar of events.
- Promote the venue as an art incubator.
- Encourage recurring events to grow into signature and annual events to increase bookings and revenues.
- Increase public awareness of the Farmer's Market to reach communities thru out Central Texas.

MAJOR NEW PROGRAMS AND SERVICES

- A new office assistant position was added to the Killeen Arts & Activities Center for FY 2012-13

**GENERAL FUND
KILLEEN ARTS & ACTIVITIES CENTER**

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ -	\$ 99,699	\$ 88,635	\$ 99,283
Supplies	-	5,814	7,470	9,175
Repairs	-	3,000	2,500	500
Support Services	-	10,598	9,070	25,536
Benefits	-	28,094	29,925	30,508
Minor Capital	-	35,660	34,160	17,500
Total Expenditures	\$ -	\$ 182,865	\$ 171,760	\$ 182,502
Personnel Summary / Position Title				
Operations Supervisor	0	1	1	1
Custodian	0	1	1	1
Custodian (Part Time)	0	1	1	1
Office Assistant (Temporary)	0	1	1	0
Office Assistant	0	0	0	1
Total	0	4	4	4
<u>OUTPUTS</u>				
# Events Booked	60	60	45	120
Revenue generated	\$12,100	\$14,000	\$13,000	\$30,000
<u>EFFICIENCIES</u>				
% Increase in event revenues	0.0%	0%	0%	51%
<u>EFFECTIVENESS</u>				
% Increase in Events booked	0.0%	0%	0%	50%

GENERAL FUND RECREATION

DIVISION DESCRIPTION

The goal of the Recreation Division is to provide an affordable diverse offering of recreation programming for the community. Free annual special events such as Kidsville, Barktoberfest, Easter Egg Hunt, Halloween Carnival, Celebrate Killeen Festival, Holiday Under the Stars, Hot Summer Nights and Movies in the Park increase the quality of life for the entire community. In addition, the Recreation Division offers 4 annual Cen-Tex Race Series runs, a Daddy Daughter Dance, Mother Daughter Sleepover, Hometown Hustle and various specialized recreation courses to the community at an affordable rate. The Recreation Division strives to promote and make accessible a wide variety of cultural and recreational services for citizens of all ages.

MAJOR DIVISION GOALS

- Offer a diverse recreation program to the entire community.
- Promote the Killeen Community Center as a viable option for community events.
- Offer a variety of recreational classes to members of the community at the Killeen Community Center.
- Continue to foster positive relationships with businesses in the community.
- Create a comprehensive Parks and Recreation sponsorship program to help offset the cost of offering quality athletic and recreation programs.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2011-2012

- Initiated an Adopt-a-Park program to enable civic organizations to adopt and help maintain parks in the community.
- Started the Father Son Campout event for Fathers and Sons ages 5-12.
- Hosted the annual Halloween Carnival, Kidsville, Smallville, Hot Summer Nights, Movies in your Park, Easter Egg Hunt and Barktoberfest free of charge to the community.
- Coordinated the Centex Race Series with other central Texas cities and hosted four of the fifteen races as well as put on the annual awards banquet.
- Re-introduced the community to four neighborhood parks in one day through a parade of parks program that highlighted the parks during National Parks and Recreation Month.
- Offered a BBQ Cook Off as a new activity for the community to enjoy during the annual Celebrate Killeen Festival.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-2013

- Start an annual disc golf tournament at Conder Park.
- Secure corporate sponsors for Hot Summer Nights, Kidsville, Movies in your Park, Easter Egg Hunt and Halloween events.
- Begin fundraising effort to build a Dog Park in Killeen.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to Recreation for FY 2012-13.

**GENERAL FUND
RECREATION**

	2010-11		2011-12		2011-12		2012-13
	ACTUAL		ADOPTED		ESTIMATED		ADOPTED
<i>INPUTS</i>							
<hr/>							
Expenditures							
Salaries	\$ 117,265	\$	75,290	\$	75,290	\$	77,449
Supplies	68,925		69,608		70,326		70,276
Support Services	36,303		29,621		28,469		27,121
Benefits	26,556		28,919		25,305		22,646
Designated Expenses	(3,796)		-		-		-
Total Expenditures	\$ 245,253	\$	203,438	\$	199,390	\$	197,492
Personnel Summary / Position Title							
Superintendent (Recreation)	1		1		1		1
Recreation Supervisor	1		1		1		1
Total	2		2		2		2
<i>OUTPUTS</i>							
<hr/>							
Programs offered	31		30		35		35
Number of Cen-Tex Race Series participants	1,777		2,000		1,621		2,000
Special Events supported annually	26		25		24		25
<i>EFFICIENCIES</i>							
<hr/>							
Number of programs funded per employee	15		15		17		17
Number of events supported per funded employee	13		12		12		12
<i>EFFECTIVENESS</i>							
<hr/>							
Percentage increase in programs offered	47.6%		-3.2%		12.9%		0.0%
Percentage increase in events supported	23.8%		-3.8%		-7.6%		-3.8%

**GENERAL FUND
ATHLETICS**

DIVISION DESCRIPTION

The Athletics Division provides and promotes a wide variety of youth and adult team sports, camps, and clinics. In addition, the Athletics Division promotes the City of Killeen as a viable option for championship play for adult & youth basketball, adult & youth softball, and youth baseball, thus enhancing the City's tourism efforts and regional shopping center efforts.

MAJOR DIVISION GOALS

- Provide a diverse offering of athletic programs for area adults and youth.
- Bid and receive state and national tournaments via the Amateur Softball Association, Texas Amateur Athletic Federation, and Texas Teen-Age Baseball.
- Continue to recruit and retain sports officials and scorekeepers for athletic programming.
- Continue the current City affiliations with the Amateur Softball Association, Texas Teen-Age Baseball and Texas Amateur Athletic Federation to ensure professional development of staff and the promotion of Killeen, Texas as a viable option for state and national tournaments.
- Provide extensive clinics and camps that will enhance the quality of officials in the Killeen community.
- Continue to accommodate the growth in youth and adult sports while maintaining the required 100% supervision policy to ensure programs are conducted in accordance with City standards and procedures.
- Successfully recruit all volunteer coaches prior to the start of each league's coaches' meeting.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2011-2012

- Hosted a Texas Amateur Softball Association 16 & Under "A" National Qualifier Tournament.
- Hosted a Texas Amateur Softball Association 12 & Under "A" State Tournament.
- Hosted the Texas Amateur Athletic Federation Women's Major & Men's Major State Basketball Tournaments.
- Hosted the Texas Teen-Age Baseball District Tournaments for 10 & Under and 12 & Under.
- Hosted the Texas Teen-Age Baseball State Tournament for 10 & Under.
- Secured Academy Sports & Outdoors as a major sponsor of our soccer and recreational baseball programs.
- Secured Connell Chevrolet as a major sponsor of our competitive baseball program.
- Offered youth co-ed soccer during the summer and generated \$27,630 in revenue.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-2013

- Bid and receive at least two state tournaments from the Texas Amateur Athletic Federation.
- Bid and receive at least one state tournament from the Amateur Softball Association.
- Create out-of-season league opportunities for boys' baseball (Fall).

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to the Athletics Division for FY 2012-2013.

**GENERAL FUND
ATHLETICS**

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 103,821	\$ 96,353	\$ 107,353	\$ 110,389
Supplies	112,736	134,851	130,888	112,200
Support Services	127,165	137,163	130,278	132,238
Benefits	31,807	33,238	33,238	31,697
Total Expenditures	\$ 375,529	\$ 401,605	\$ 401,757	\$ 386,524
Personnel Summary / Position Title				
Superintendent (Athletics)	1	1	1	1
Recreation Supervisor	2	2	2	2
Athletic Specialist	0	0	0	0
Total	3	3	3	3
<u>OUTPUTS</u>				
# of program participants	5,500	6,000	6,400	6,600
# of teams w/ out coaches- 100% recruitment success	0	0	0	0
<u>EFFICIENCIES</u>				
% of Supervision @ KPR athletic events Hosted Invitationals, Regionals, State & National Tournaments	100.0%	100.0%	100.0%	100.0%
	7	7	7	5
<u>EFFECTIVENESS</u>				
Maintained 100% supervision despite 10% program growth and no increase in staff size	100.0%	100.0%	100.0%	100.0%
Volunteer Coach Recruiting Success	100.0%	100.0%	100.0%	100.0%
Games Cancelled due to failure to have adequate referees/umpires	0	0	0	0
Maintained all deadlines for league start dates, coaches meetings, team formation and state registrations.	100.0%	100.0%	100.0%	100.0%

GENERAL FUND CEMETERY

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

- Maintenance of cemetery grounds/occupied spaces to meet patron's expectations.
- Continued beautification of grounds.
- Provide information and assistance to patrons and public.
- Continue researching/defining cemetery's pre-1980 burial and sales data to develop a more accurate records reflection of total burials and sales at the cemetery.
- Continue modernizing cemetery's record keeping ability to reduce paper files.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2011-2012

- Mowed and trimmed 1,389 acres. (Acreage mowed and trimmed by the cemetery is comprised of 65 acres of cemetery memorial park land, Blackburn Cemetery, Facilities Maintenance/Custodial/Cemetery Complex, and Animal Control which converts into 1,404 acres of land maintained annually based upon the planned maintenance schedule.)
- Sold 60 adult and 8 infant spaces to date.
- Received donations for 9 living trees and 2 memorial benches to date.
- Replanted 17 drought destroyed trees.
- Repaired 15 water leaks.
- Served 3,623 customers by telephone and 4,298 visitors to cemetery office to date.
- Coordinated 114 funeral arrangements and 1 disinterment to date.
- Repaired/reset 15 monuments in-house to date and outsourced the repair and straightening of 16 monuments.
- Top dressed and seeded 114 new interment spaces to date.
- Continued inputting/updating data in cemetery software, continued scanning historical interment records and continued imaging monuments (Section H) for inputting into cemetery software.
- Maintained the on-line interment list on the city website for genealogists.
- Held, assisted and hosted special events/activities - Keep Killeen Beautiful Arbor Day Ceremony, Memorial Day Flags for Veterans Project, Avenue of Flags on Bob Gray Day, Memorial Day and Veteran's Day, Christmas Military Service Branch/Wreath Display.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-2013

- Continue mowing and trimming 1,404 acres of land annually per the planned maintenance schedule which will include additional occupied spaces.
- Maintain existing beautification projects.
- Continue research and review of cemetery interment records and modernizing records through digital imaging of monuments and scanning historical interment/deed records for use by families, genealogists and to qualify for cemetery historical marker.
- Continue mapping Old Section B and C.

MAJOR NEW PROGRAMS AND SERVICES

- There were no new major programs and services for the Cemetery Division FY 12-13.

**GENERAL FUND
CEMETERY**

INPUTS	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
Expenditures				
Salaries	\$ 214,095	\$ 217,552	\$ 215,824	\$ 221,325
Supplies	25,895	24,689	23,618	22,872
Maintenance	5,554	3,505	3,097	5,605
Repairs	10,136	8,478	9,396	9,223
Support Services	5,374	11,599	11,179	7,520
Benefits	65,301	66,184	61,622	67,031
Minor Capital	3,904	-	-	-
Capital Outlay	-	3,252	3,252	-
Total Expenditures	\$ 330,259	\$ 335,259	\$ 327,988	\$ 333,576

Personnel Summary / Position Title

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

OUTPUTS

Acreage Mowed & Trimmed	1,210	1,404	1,389	1,404
Occupied Lots Serviced	9,349	9,470	9,463	9,574
Interments/Funeral Arrangements	112	105	114	111
Spaces Sold (Adults/Infants)	59	43	68	56
Customers Served (Telephone/Visitors)	7,155	7,000	7,921	7,538

EFFICIENCIES

Expenditures as % of General Fund	0.49%	0.48%	0.49%	0.47%
Operating Costs per Person per Resident Annually	\$2.58	\$2.62	\$2.53	\$2.55
Cost to Mow/Trim Acreage per Acre Annually	\$272	\$238	\$237	\$235
Cost to Service Occupied Lots Annually	\$35	\$35	\$34	\$34

EFFECTIVENESS

Service Satisfaction of Patrons per Occupied Lots	99.98%	99.98%	99.96%	99.98%
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**GENERAL FUND
SENIOR CITIZENS**

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

- Promote the Senior Centers' programs and activities to increase membership at both senior centers.
- Continue and expand classes, recreational activities and programs that interest seniors.
- Continue and expand daily lunch programs to provide seniors with a nutritionally balanced and affordable meal.
- Continue and expand the Senior Centers' involvement in community charitable activities and events.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2011-2012

- Registered 564 new members from October 2011-July 2012 (averaging over 63 new members per month).
- Extended the hours of operation at the Lions Club Park Senior Center from 8a.m.-4p.m. to 8a.m.-9:30p.m.
- Prepared and served a combined total of 14,989 lunches at the senior centers from October 2011 to July 2012.
- A combined total of 43,781 came into the senior centers from October 2011 to July 2012.
- From October 2011 to July 2012 day trips were made to see the Genghis Khan Exhibit in Ft. Worth and Trade Days in Canton, Texas with extended trips to Alaska, Bahamas and Atlantic City-Philadelphia-New York.
- The Bob Gilmore Center's Sews & Sews group made and donated to the Scott & White Cancer Center: 15 Heart Health Pillows, 34 Fleece Blanket Pillows, 60 Breast Cancer Pillows, and 25 Drain Bag Holders.
- The Lions Club Park Senior Center's Love Gifts for the Community group made and donated 119 preemie items for Metroplex Hospital, 70 chemo caps for Scott & White Hospital & Metroplex Hospital; 38 afghans/quilts for Disabled American Veterans; 12 stuffed toys for the Killeen Police Department.
- From October 2011 to July 2012, nine new activities and four new games were added at the Bob Gilmore Center. This is in addition to the regularly scheduled weekly activities planned at the Bob Gilmore Center.
- From October 2011 to July 2012 ten new weekly activities, four multi-week courses, four new exercise classes, four major dance events, four benefits and four major community events were held at the Lions Club Park Senior Center. This is in addition to the regularly scheduled weekly activities planned at the Lions Club Park Senior Center.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-2013

- Continue to promote activities at both the Bob Gilmore Center and the Lions Club Park Senior Center.
- Continue to expand programming at both senior centers and offer innovative events of benefit or interest to seniors.
- Continue charitable projects that benefit the community as well as offering purposeful activities for the membership.
- Continue to interface with organizations and agencies that have services of interest or benefit to senior citizens.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to the Senior Citizens Division for FY 2012-13.

**GENERAL FUND
SENIOR CITIZENS**

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
<i>INPUTS</i>				
Expenditures				
Salaries	\$ 192,684	\$ 182,416	\$ 191,276	\$ 154,901
Supplies	19,450	29,687	28,565	20,996
Repairs	1,610	1,080	1,021	1,310
Support Services	44,502	35,021	49,109	46,850
Benefits	57,984	64,766	55,107	43,144
Total Expenditures	\$ 316,230	\$ 312,970	\$ 325,078	\$ 267,201
Personnel Summary / Position Title				
Senior Centers Manager	1	1	1	1
Office Assistant	1	1	1	1
Custodian	1	1	1	0
Crew Leader (Custodian)	1	1	1	0
Program Coordinator	1	1	1	1
Program Assistant	1	1	1	1
Total	6	6	6	4
<i>OUTPUTS</i>				
Daily Attendance Annually LCPSC/BGC	47,175	55,188	48,590	50,047
Membership Annually LCPSC/BGC	4,210	4,011	4,336	4,466
Lunches Served Annually LCPSC/BGC	16,853	12,369	17,359	17,880
Senior Served per Employee Annally	11,794	13,797	12,148	12,512
<i>EFFICIENCIES</i>				
Operational Costs per Attendee	\$6.70	\$6.33	\$6.69	\$5.31
Operational Costs per Member	\$75.11	\$87.03	\$74.97	\$59.45
Operational Costs per City Population	\$2.47	\$2.73	\$2.54	\$2.08
<i>EFFECTIVENESS</i>				
% of City Population Served	3.7%	4.3%	3.8%	4.0%
% of City Senior Citizen Population Served	4.3%	4.1%	4.5%	4.6%

**GENERAL FUND
SWIMMING POOLS**

DIVISION DESCRIPTION

The City of Killeen operates two municipal pools for public swim opportunities. The municipal pools offer traditional swimming opportunities to the public in addition to being available for private reservations.

MAJOR DIVISION GOALS

- Offer swim lessons in addition to specialized swim events to promote the two facilities to the entire community.
- Implement a marketing plan that will foster the growth of the revenue of the facilities by 15% for FY 12-13.
- Continue to maintain both swimming pools in accordance with Texas Municipal League standards for safety.
- Renovate the pool houses at both facilities via the use of paint and landscaping to improve curb appeal.
- Implement a marketing plan to promote the municipal pools as a viable option for family events such as birthday parties and team parties with a goal of 80% reservations on all available weekends.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2011-2012

- Continued to provide a safe, fun swimming experience for all citizens of Killeen and the surrounding communities.
- Hosted in-service training for our aquatics staff to ensure compliance with Texas Municipal League safety standards.
- Offered CPR re-certification for all lifeguards.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-2013

- Prepare a comprehensive marketing plan that will increase revenue for both facilities via daily admissions and private party rentals.
- Replace life saving equipment at both facilities to ensure compliance with Texas Municipal League Safety standards.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to the Swimming Pools Division for FY 2012-13.

**GENERAL FUND
SWIMMING POOLS**

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ -	\$ 8,000	\$ 77,000	\$ 77,000
Supplies	28,280	25,523	25,640	25,204
Maintenance	1,095	201	201	200
Support Services	7,125	8,017	7,600	7,600
Benefits	-	6,638	6,638	6,638
Minor Capital	2,996	-	-	-
Total Expenditures	\$ 39,496	\$ 48,379	\$ 117,079	\$ 116,642

Personnel Summary / Position Title

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

Total	0	0	0	0
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OUTPUTS

In-Service Staff Training Hours	210	180	180	150
Pool Reservations (Maximum of 26 Weekend Days)	6	10	10	10
Daily attendance (Combined Pool Capacity- 350 Patrons)	20,219	28,028	28,400	28,400
Pool Passses Purchased		39	39	39

EFFICIENCIES

Patrons per Guard Ratio	12:1	16:1	16:1	16:1
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EFFECTIVENESS

Percentage of Reservations Filled		20.0%	20.0%	20.0%
Percentage of Pool Passes Purchased		19.5%	19.5%	19.5%
Percentage of Daily Attendance	24.0%	33.0%	33.0%	33.0%

GENERAL FUND PUBLIC WORKS

DIVISION 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
- Transportation Services
- Street & Traffic Services
- Water & Sewer Services
- Water & Sewer Engineering
- Capital Improvements Projects
- Solid Waste Accounting
- Solid Waste Collection, Transport & Disposal
- Recycling Center
- Environmental Services
- Right-of-Way Mowing
- Drainage Utility Engineering
- Mowing and Drainage Services

MAJOR DIVISION 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 City infrastructure and public streets.
- Develop and implement a comprehensive, five-year streets maintenance and repair program.
- Maintain a water/sewer/drainage strategy and develop annual maintenance and construction programs to support City of Killeen growth through master planning.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2011-2012

- Completed construction of several Water and Wastewater Master Plan projects including: SH-195 Gravity Interceptor (7S), Central Basin Gravity Sewer Interceptor (18S); Phase VI Septic Tank Elimination Program (STEP).
- Completed SSES Manhole Rehabilitation Phase IA and IB; Initiated SSES Manhole Rehabilitation Phase II.
- Completed update of City's Water and Sewer Master Plan Report.
- Continued construction of SH 195/SH 201 Interchange (Pass-through Funded)
- Completed design of US 190/FM 2410/Rosewood overpass and widening project (Pass-through Funded)
- Began construction of the downtown streets project and extension of the Andy K. Wells Hike and Bike Trail.
- Continued construction of the Cunningham and Stagecoach Road Reconstruction Projects.
- Creation of the Environmental Services Division to manage Drainage Utility Engineering, Mowing and Drainage and various environmental issues.
- Complete construction of several drainage utility projects to include: El Dorado, Acorn Creek and Bending Trail (Phase I); South Nolan Creek at 10th, Grey, 2nd and Dimple.
- Continued expansion of the Fats, Oils and Grease (FOG) Program into additional areas of the City.
- Receipt of RFC Grant for removal of structures susceptible to flooding along South Nolan Creek.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-2013

- Continue the reconstruction of Stagecoach Road to include water and wastewater improvements (7W & 6S).
- Begin construction of US 190/Rosewood/FM 2410 overpass and widening project. Complete construction of SH 195/SH 201 overpass and widening project.
- Complete reconstruction of Bunny Trail. Begin construction of Elms Road from Carpet Lane to Old FM 440.
- Complete Standard Details for Street Construction.
- Begin construction of several Drainage Master Plan Projects including S. Nolan Creek at Odom; Patriotic Ditch; Elms Road Channel and Bermuda Ditch.
- Complete SSES Manhole Rehabilitation Phase II; Complete construction of Phase VII Septic Tank Elimination Program (STEP). Complete Sewerline Rehab Phase I. Complete construction of Lift Station #1 Diversion structure and gravity main. Complete Standard Details for Water and Sewer.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to Public Works for FY 2012-13.

**GENERAL FUND
PUBLIC WORKS**

	2010-11	2011-12	2011-12	2012-13
	ACTUAL	ADOPTED	ESTIMATED	ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 184,748	\$ 179,395	\$ 179,470	\$ 149,921
Supplies	1,380	2,392	1,737	2,323
Support Services	7,334	35,131	47,387	34,200
Benefits	39,515	36,662	37,517	34,193
Total Expenditures	\$ 232,977	\$ 253,580	\$ 266,111	\$ 220,637
Personnel Summary / Position Title				
Executive Director of Public Works	1	1	1	1
Executive Assistant	1	1	1	1
Total	2	2	2	2
<u>OUTPUTS</u>				
Number of Bond Project Contracts Approved by City Council	26	17	7	
Value of Bond Project Contracts Approved by City Council	30,200,000	51,500,000	6,818,213	
<u>EFFICIENCIES</u>				
CIP Project Contracts for Public Works	35	40	12	
<u>EFFECTIVENESS</u>				
Percent of construction contracts that exceed Engineer's estimate by greater than 15%	<3%	<5%	<5%	<5%

**GENERAL FUND
TRAFFIC DIVISION**

DIVISION DESCRIPTION

The Traffic Division installs all traffic control devices to include traffic signals, electrical wiring, school zone flashers and regulatory signs of Traffic Signals. In agreement with Texas Department of Transportation, the division performs preventative maintenance for 8 traffic signals within the US 190 corridor. In addition to these duties, the division provides electrical maintenance and repairs for Street Lights on SH 201 and the Welcome Killeen Sign.

MAJOR DIVISION GOALS

- Provide scheduled maintenance on the City's 90 traffic signals and 55 school flashers monthly.
- Perform scheduled electrical maintenance and repairs for Street Lights and Welcome Killeen Sign
- Install, upgrade, and maintain adequate signage at 39 school campuses.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2011-2012

- Inspected and performed monthly maintenance of 8 TXDOT signal locations.
- Continued with the process to upgrade the installation of traffic monitoring software and continued to monitor the Signal Synchronization Program and communication between all School Signals.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-2013

- Provide required maintenance for all traffic control devices and continued the implementation of the additional 32 intersections to the Traffic Signal Synchronization Program.
- Inspect all intersections and school signals monthly

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to the Traffic Division for FY 2012-13.

**GENERAL FUND
TRAFFIC DIVISION**

INPUTS	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
Expenditures				
Salaries	\$ 427,637	\$ 425,975	\$ 416,628	\$ 244,564
Supplies	44,965	51,391	40,850	35,069
Maintenance	37,047	52,765	39,500	-
Repairs	83,274	55,178	45,650	10,800
Support Services	116,258	123,882	114,004	108,334
Benefits	123,475	127,791	115,000	86,987
Capital Outlay	-	99,903	-	-
Total Expenditures	\$ 832,656	\$ 936,885	\$ 771,632	\$ 485,754

Personnel Summary / Position Title

Electrical Maintenance Technician	2	2	2	1
Traffic Signal Supervisor	1	1	1	1
Sign Crew Supervisor	1	1	1	0
Senior Traffic Technician	1	1	1	1
Traffic Technician	1	1	1	1
Sign Technician	1	1	1	0
Truck Driver	2	2	2	2
Superintendent (Traffic)	1	1	1	1
Total	10	10	10	7

OUTPUTS

Number of Traffic Signal Work Orders	1,050	1,144	1,100	1,740
Number of Electrical Work Orders	725	725	600	0

EFFICIENCIES

Average Number of Work Orders Per Crew	525	650	892	400
Average Number of Hours Per Week	2.5	2.5	2.5	2.5

EFFECTIVENESS

% of Work Orders Completed within 3 days of initial request	95.0%	95.0%	95.0%	97.0%
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* Electrical work orders now handled by Facilities Maintenance

GENERAL FUND STREET

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

- Provide superior pavement maintenance services by performing preventative maintenance repairs on 1,548 lane miles of street.
- Sweep 1765 curb miles of street across the entire city once per quarter.
- Apply paint to 25000 feet of striping on target streets.
- Apply 20000 lbs of thermoplastic to target streets.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2011-2012

- Established a second crackseal crew in the department and cracksealed 56.42 lane miles of street surface.
- Completed 34.95 lane miles of slurry-seal application.
- Repaired 1,228 Potholes.
- Patched 151 Utility Cuts.
- Replaced 1450 regulatory and non regulatory signs throughout the city.
- Applied paint/thermoplastic to 27327feet of striping on target streets.
- Applied 20000lbs of thermoplastic to targeted locations.
- Replaced 20564 square feet of concrete flat work.
- Replaced 6441feet of concrete curb and gutter.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-2013

- Continue to apply slurry-seal applications to neighborhood streets and thoroughfares.
- Crackseal 100 lane miles of street surface.
- Repair 2,000 Potholes.
- Patch an estimated 200 Utility Cuts
- Apply paint/thermoplastic to 15000 feet of striping on target streets.
- Apply 20000 lbs of thermoplastic to target streets.
- Replace 20000 square feet of concrete flat work.
- Replace 5000 feet of concrete curb and gutter.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added for the Street Division for FY 2012-13

**GENERAL FUND
STREET**

INPUTS	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
Expenditures				
Salaries	\$ 1,516,025	\$ 1,499,448	\$ 1,540,381	\$ 1,626,959
Supplies	186,004	213,848	192,516	231,574
Maintenance	333,432	377,360	373,088	849,436
Repairs	195,688	223,875	180,531	135,000
Support Services	57,277	63,900	65,992	66,612
Benefits	476,061	505,873	500,529	521,139
Major Capital	1,020	15,857	15,857	-
Capital Outlay	29,500	36,369	36,369	11,968
Total Expenditures	\$ 2,795,007	\$ 2,936,530	\$ 2,905,263	\$ 3,442,688

Personnel Summary / Position Title

Director of Street Services	1	1	1	1
Street Services Superintendent	2	2	2	2
Equipment Operator	8	8	8	9
Principal Secretary	1	1	1	1
Secretary	0	1	1	1
Street Maintenance Supervisor	6	6	6	6
Sign Crew Supervisor	0	0	0	1
Street Service Worker	13	13	13	13
Truck Driver	15	15	15	15
Sign Technician	0	0	0	1
Welder	1	1	1	1
Signal Technician	0	0	0	1
Total	47	48	48	52

OUTPUTS

Slurry-Seal (Lane Mile)	65	34.95	35	45
Crackseal (Lane Mile)	75	56.42	45	110
Sweep (Curb Mile)	6,000	7,080	10,000	10,000
Milling and Overlay (Lane Mile)	N/A	2.68	5.00	3.50
Apply Paint for Striping (Lane Mile)	N/A	5	0	0
Sign Replacement	N/A	1,450	850	1,655
Number of Sign Work Orders	1,475.00	1,300	976	100

EFFICIENCIES

Average Time to Slurry-Seal a Lane Mile (hours)	2.10	3.00	3.00	3.00
Average Time to Mill and Overlay a Lane Mile (hours)	N/A	10.00	10.00	10.00

EFFECTIVENESS

% of Pothole and Utility Cut Requests Repaired within 48 hours	98%	99%	99%	99%
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**GENERAL FUND
PLANNING AND DEVELOPMENT SERVICES**

DIVISION DESCRIPTION

The mission of the Planning and Development Services Department is to promote a positive city image and quality of life through proactive community-based planning, quality community development and revitalization, preservation/enhancement of the City's tax base, ensure safe and proper construction standards through the permit and inspection process, and fair and equitable property maintenance enforcement.

Planning & Development Services, Community Development, Code Enforcement, Permits & Inspections

MAJOR DIVISION GOALS

- Provide timely growth of the tax base and enhance the quality of life of the community by processing 100% of development plats to completion within state mandated timelines.
- Provide efficient & accurate land use data management services to citizens, developers & builders by recording 100% of land management transactions in the GIS within 15 days of receipt of closing case.
- Provide high quality customer service to citizens, builders, developers and neighborhood groups by processing 100% of land use inquiries within 24 hours.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2011-2012

- The Planning staff processed 48 plat cases and 48 zoning cases.
- The Heritage Preservation Officer evaluated 7 permits and 3 order of design compliance applications within the Historic Overlay District.
- Continued to work collaboratively on the Central Texas Sustainable Communities Partnership.
- Revised the Façade Improvement Program guidelines and administered 2 grant projects to completion.
- Administered the Historic District Sign Grant Program.
- Awarded a \$24,600 U.S.D.A. Farmers Market Promotional Program grant to promote and supply the Farmer's Market
- Oversaw the development of the downtown Green Avenue Park and Farmer's Market project.
- Managed two (2) Certified Local Government (CLG) grant projects to prepare a district nomination for the National Register of Historic Places and to develop historical outreach videos on Killeen's heritage.
- Awarded a Certified Local Government (CLG) grant to conduct a city-wide historic resources reconnaissance survey.
- Worked with several City departments to plan the Take 190 West Arts Festival.
- Submitted a National Endowment of the Arts' Our Town grant application for downtown public art.
- Revised the University District and Cemetery District.
- Presented a revised sign ordinance.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-2013

- Implement portions of the Comprehensive Plan and Downtown Plan.
- Update the city's zoning code to include new Suburban Residential District, Estates Residential, Conservation Subdivision District and Neighborhood Business District.
- Update to the city's subdivision regulations.
- Create new Downtown zoning districts.
- Nominate three (3) properties to the National Register of Historic Places
- Create LEED policy.
- Create mixed-use ordinance.
- Create conservation easement process.
- Explore land banking opportunities.

MAJOR NEW PROGRAMS AND SERVICES

- Sign Grant – per Historic District Guidelines

**GENERAL FUND
PLANNING AND DEVELOPMENT SERVICES**

INPUTS	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
Expenditures				
Salaries	\$ 510,913	\$ 505,921	\$ 466,102	\$ 506,807
Supplies	8,601	10,585	9,615	9,560
Repairs	1,087	3,065	1,500	1,000
Support Services	20,536	20,656	19,109	22,846
Benefits	129,390	143,056	104,742	115,803
Minor Capital Outlay	298	3,000	3,500	7,500
Total Expenditures	\$ 670,825	\$ 686,283	\$ 604,568	\$ 663,516

Personnel Summary / Position Title

Exec Dir of Planning & Development Svcs	1	1	1	1
City Planner	1	1	1	1
Senior Planner	1	1	1	1
Planner 1	1	1	1	0
Project Manager (Downtown Revitalization)	0	0	0	1
Senior GIS/CAD Technician	1	1	1	0
GIS/CAD Technician	2	2	2	0
Planning Assistant	1	1	1	1
Executive Assistant	1	1	1	1
Principal Secretary	1	1	1	1
Total	10	10	10	7

OUTPUTS

Plat Cases	37	60	55	50
Zoning Cases	60	65	45	55
Number of Land Management Transactions recorded in the GIS	60	95	85	95

EFFICIENCIES

Average days to process Plat Cases	45	45	45	45
Average days to process Zoning Cases	45	45	45	45

EFFECTIVENESS

% of Plat Cases processed to completion within state mandated timelines	100.0%	100.0%	100.0%	100.0%
% of Zoning Cases processed to completion without error	100.0%	100.0%	100.0%	100.0%
% of Land Management transactions recorded in GIS within 15 days of receipt of closing case documentation	100.0%	100.0%	100.0%	100.0%

GENERAL FUND BUILDING INSPECTIONS

DEPARTMENT DESCRIPTION

The Building Inspections Division promotes quality construction through the enforcement of the adopted construction codes to provide public safety, health and general welfare; structural strength, stability, sanitation, adequate light and ventilation; safety to life and property from fire and other hazards attributed to the built environment; regulates the alteration, repair, removal, demolition of buildings and structures; and controls the use and occupancy of such. This is done through professional plans examinations followed by quality field inspections in accordance with the adopted building, electrical, plumbing, mechanical, gas, energy, floodplain, commercial landscaping, and land use regulations. The Building Inspections division works in cooperation with Public Works (Engineering, Drainage, Backflow and Fats, Oils & Grease divisions), Planning, Fire, local Utilities (electrical & gas), and Bell County Public Health Department (Food Establishments and septic tanks) to provide a complete and adequate review and approval process for various developments. The department also reviews, approves and inspects other items such as outdoor advertising signage (on & off-premise signs), sheds, fences, swimming pools, re-roofs, siding, lawn irrigation installations (backflow prevention), commercial kitchen hoods, paving & parking lots, curb & street cut permits, car wash permits, tent permits, food dealers, permits, mobile home placement permits, annual mobile home park licenses, annual billboard registrations, yearly contractor registrations and change-of-tenant / change of use certificate of occupancies.

MAJOR DEPARTMENT GOALS

- Provide minimum building code standards and requirements to safeguard public health, safety and general welfare of building structures through the permit review and inspection process.
- Inspect construction projects to ensure compliance with all provisions of construction codes, land use, landscaping, and flood prevention regulations.
- Process permit applications, review construction documents, and issue permits for all types of construction.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2011-2012

- Continue with weekly Plan Review Committee meetings between staff and applicants
- Increase participation with local home builders association by attending monthly meetings and hosting joint workshops to provide homebuilders with new city services or regulations
- Reduced large inventory of paper documents by electronic scanning and data storage
- Start electronic payment methods online and at the permit counter
- Continue implementation of the pending sign ordinance changes
- Issued 7321 building permits valuing \$18,9149,903 through July 2012
- Issued 38 building permits for commercial projects valuing \$10,442,796 through July 2012.
- Issued 851 building permits for new single-family structures and 23 duplex structures through July 2012.
- Collected \$830,335 in fee revenues through July 2012
- Performed 21,491 construction inspections through July 2012

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-2013

- Implement internal electronic plan review program
- Create methods to issue minor permits on-line through Click-2-Gov
- Adopt 2012 International Construction Codes and the 2011 National Electric Code

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to Building Inspections for FY 2012-13.

**GENERAL FUND
BUILDING INSPECTIONS**

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 636,197	\$ 679,299	\$ 661,313	\$ 684,437
Supplies	22,658	21,078	19,925	22,692
Repairs	5,283	7,075	7,500	6,000
Support Services	30,891	28,283	26,759	25,633
Benefits	168,876	173,267	164,711	179,417
Minor Capital Outlay	1,919	15,523	-	-
Capital Outlay	-	-	6,604	600
Total Expenditures	\$ 865,824	\$ 924,525	\$ 886,812	\$ 918,779
Personnel Summary / Position Title				
Building Official	1	1	1	1
Chief Building Inspector	1	1	1	1
Building Inspector	6	6	6	6
Building Plans Examiner	2	2	2	2
Principal Secretary	1	0	0	0
Building Permit Clerk	2	2	2	2
Office Assistant	1	1	1	1
Receptionst	0	1	1	1
Permit Clerk Supervisor	1	1	1	1
Total	15	15	15	15
<u>OUTPUTS</u>				
Number of Inspections Performed	24,994	24,000	24,626	25,000
Number of Permits Issued	7,952	8,052	8,052	8,100
<u>EFFICIENCIES</u>				
Number of Inspections per Inspector	17	17	17	17
Average Number of Minutes per Inspection	18	18	18	18
<u>EFFECTIVENESS</u>				
Permit Applicant Favorable Ratings	100%	100%	100%	100%
Number of Permits Issued per Clerk	3,976	4,000	4,000	4,050

**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, sign maintenance and other nuisance violations. The code officers enforce and abate properties when voluntary compliance from the property owner cannot be achieved.

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2011-2012

- Investigated 10,560 complaints in FY2011-12.
- Performed 23,670 inspections in FY2011-12.
- Abated 10,840 code violations in FY2011-12.
- Billed for cleanup costs on 948 properties for a total amount of \$166,556 in FY2011-12.
- Collected payment on liens and bills in FY2011-12 for a total amount of \$113,052.
- Continued to improve case entry, accuracy of information and reduced duplicate entries through implementation of the mobile computers.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-2013

- Continue abatement of nuisance and other code violations.
- Educate property owners and tenants to promote voluntary abatement and maintenance of properties.
- Improve the processing of customer reported nuisances.
- Improve identification of property owners and notification processes.
- Provide technical training to ensure uniform interpretation and enforcement of codes and ordinances.
- Provide a proactive approach to collect old liens.

MAJOR NEW PROGRAMS AND SERVICES

- The new lien clerk position will allow the Code Enforcement Division to be more proactive in collecting on liens.
- The two additional code officer positions will allow staff to do more code enforcement and address the recent changes to the codes and ordinance.

**GENERAL FUND
CODE ENFORCEMENT**

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 430,352	\$ 465,473	\$ 462,957	\$ 558,435
Supplies	26,859	29,658	28,745	64,199
Maintenance	-	45,000	20,000	400
Repairs	3,721	8,894	3,860	8,080
Support Services	22,428	22,301	15,010	25,387
Benefits	120,256	129,324	119,299	154,440
Minor Capital Outlay	594	20,200	8,591	9,164
Designated Expense	91,791	108,959	108,000	122,000
Capital Outlay	207	-	-	21,620
Total Expenditures	\$ 696,208	\$ 829,809	\$ 766,462	\$ 963,725
Personnel Summary / Position Title				
Director of Code Enforcement	1	1	1	1
Code Enforcement Supervisor II	1	1	1	1
Code Enforcement Supervisor I	1	1	1	1
Code Enforcement Clerk	2	2	2	2
Code Enforcement Officer	5	5	5	7
Senior Secretary	1	1	1	1
Total	11	11	11	13
<u>OUTPUTS</u>				
Number of Inspections	20,347	21,500	23,670	27,500
Number of Complaints Investigated	10,802	10,800	10,560	12,380
Number of Violations Abated	10,900	11,400	10,840	12,050
Number of Dangerous Buildings Abated	27	70	29	30
Number of City Abatements	830	880	1,259	1,600
Payments Received For Amatements	61,041	95,000	113,052	130,000
<u>EFFICIENCIES</u>				
Cost Per Inspection / Complaint	\$34.22	\$38.60	\$32.38	\$35.04
Abatements Per Code Enforcement Officer	2,180	2,280	2,168	1,721
Cost Per City (contractor) Abatement	\$110.59	\$123.82	\$85.78	\$76.25
<u>EFFECTIVENESS</u>				
% of Voluntary Compliance	68.0%	80.0%	72.0%	80.0%
% of Abatements Resulting in Collections	66.5%	87.2%	104.7%	106.6%

**GENERAL FUND
COMMUNITY DEVELOPMENT**

DIVISION DESCRIPTION

The purpose of Community Development is to provide guidance and appropriate policy development from which to implement strategies, programs, and projects to assist in meeting decent and affordable housing needs, promote suitable living environments, and expand economic opportunities for all citizens of Killeen—particularly low and moderate income citizens. The Community Development Block Grant is awarded to the City of Killeen via an entitlement grant program funded through the U.S. Department of Housing and Urban Development. This program allows the local community the flexibility to decide its funding priorities.

MAJOR DIVISION GOALS

- Improve human services delivery programs, including but not limited to health, housing, senior, disabled, youth, transportation, child care, substance abuse, job skills, employment training, and counseling services for low and moderate income persons.
- Increase, improve, and maintain affordable housing for low and moderate income residents.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2011-2012

- Provided transportation services for 200 elderly Killeen residents.
- Completed rehabilitation of 3, handicap accessibility of 1 and emergency repair of 1 owner-occupied housing units.
- Completed the Green Ave. Community Park and Farmer's Market project.
- Completed the installation of a commercial freezer at the Killeen Food Care Center.
- Completed project management for Killeen Arts and Activities Center and opened center on March 30, 2012. Completed major rehabilitation of Greater Killeen Free Clinic expansion project.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-2013

- Provide funding in the amount of \$69,076.00 public services agencies providing assistance to low-low moderate income Killeen residents.
- Provide funding in the amount of \$70,000.00 for transportation services for elderly Killeen residents.
- Provide funding in the amount of \$40,000.00 for safety upgrades to local Head Start centers.
- Provide funding in the amount of \$279,303.00 for the reconstruction of residential streets in low-mod income areas to the City of Killeen Street Division.
- Provide funding in the amount of \$21,841.00 for the purchase and installation of a playground equipment at the Green Avenue Neighborhood Park.
- Provide funding in the amount of \$176,890.00 for the construction of the AK Wells Trail extension.
- Provide funding in the amount of \$143,849.00 for the rehabilitation of low-mod income owner-occupied housing in the City of Killeen.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to Community Development for FY 2012-13.

**GENERAL FUND
COMMUNITY DEVELOPMENT**

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
INPUTS				
Expenditures				
Salaries	\$ 190,092	\$ 191,488	\$ 191,088	\$ 194,769
Supplies	4,360	4,764	3,734	3,883
Repairs	347	300	200	500
Support Services	13,138	12,496	10,480	12,226
Benefits	47,481	47,141	44,252	44,982
Minor Capital Outlay	8,248	665	500	1,100
Total Expenditures	\$ 263,666	\$ 256,854	\$ 250,254	\$ 257,460

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
Liens Collection Specialist	0	0	0	1
Total	3	3	3	4

OUTPUTS

Public Services - Persons	3,626	2,415	2,415	2,518
Decent and Affordable Housing Units	4	9	5	6
Street Improvements - LMA Persons	618	4,055	0	2,709
Sidewalk Improvements - LMA Persons	0	1,243	0	0
Homeless & Other Special Needs Populations	0	0	0	0
 CDBG Demolitions and Clearance	 4	 4	 0	 0
Public Facilities and Improvements	7	4	3	4

EFFICIENCIES

Public Services - Persons	\$56.00	\$55.00	\$55.00	\$55.23
Decent and Affordable Housing	\$43,152.00	\$25,556.00	\$23,039.00	\$23,975.00
Street Improvements - LMA Persons	\$255.00	\$52.00	\$0.00	\$103.00
Sidewalk Improvements - LMA Persons	\$0.00	\$31.00	\$0.00	\$0.00
Homeless & Other Special Needs Populations	\$0.00	\$0.00	\$0.00	\$0.00
 CDBG Demolitions and Clearance	 \$4,736.00	 \$5,001.00	 \$0.00	 \$0.00
Public Facilities and Improvements	\$102,678.00	\$22,501.00	\$47,861.21	\$59,683.00

EFFECTIVENESS

Public Services - Persons	97.0%	100.0%	100.00%	100.00%
Decent and Affordable Housing	60.0%	100.0%	90.00%	100.00%
Street Improvements - LMA Persons	100.0%	100.0%	0.00%	100.00%
Sidewalk Improvements - LMA Persons	0.0%	100.0%	0.00%	0.00%
Homeless & Other Special Needs Populations	1.0%	0.0%	0.00%	0.00%
 CDBG Demolitions and Clearance	 65.00%	 100.00%	 0.00%	 0.00%
Public Facilities and Improvements	80.00%	100.00%	69.00%	100.00%

**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 2011-2012

- First Time Homebuyers assistance to qualified applicants to include: conducting 9 Homebuyer Education classes, with a total of 130 persons attending, and 8 household assisted with down payment and closing costs assistance.
- Tenant Based Rental assistance to 20 Elderly Killeen households
- Tenant Based Rental assistance to 37 households of domestic violence abuse.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-2013

- Provide Tenant Based Rental assistance in the amount of \$98,529.00 to elderly Killeen households.
- Provide Tenant Based Rental assistance in the amount of \$172,772.00 to households of domestic violence abuse.
- Provide funding in the amount of \$47,443.00 to eligible Community Housing Development Organizations.
- Provide funding in the amount of \$160,000.00 for the First Time Homebuyer Program.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to the HOME Program for FY 2012-13.

**GENERAL FUND
HOME PROGRAM**

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 34,405	\$ 35,396	\$ 29,347	\$ 32,750
Supplies	798	1,800	1,010	1,633
Support Services	5,128	5,806	5,100	5,973
Benefits	10,142	11,197	10,984	10,024
Minor Capital Outlay	100	-	-	-
Total Expenditures	\$ 50,573	\$ 54,199	\$ 46,441	\$ 50,380
Personnel Summary / Position Title				
Home Program Coordinator	1	1	1	1
Total	1	1	1	1
<u>OUTPUTS</u>				
Number of Decent and Affordable Housing Units assisted with federal, state, and local funds	184	59	65	41
<u>EFFICIENCIES</u>				
Average cost of decent and affordable housing services funded	\$5,908.00	\$8,289.00	\$4,115.00	\$10,520.00
<u>EFFECTIVENESS</u>				
% of decent and affordable housing funds expended	81.00%	87.00%	44.00%	100.00%

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, and 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 2011-12

- Implemented RAIDS On-line crime mapping system to accommodate citizen information on certain crimes.
- Continued working towards a reduction in the Crime Rate.
- Continued excellence in testing results for state licensing of new police officers (8th straight 100% pass rate).
- Added an additional 10 Public Service Officer positions.
- Added a full time Records Clerk.
- Added 30 new patrol vehicles to the fleet.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-13

- Improve human capital by hiring, developing and maintaining the right people.
- Improve public perception of the police department by increasing community outreach through public forums that discuss police issues and quality of life concerns.
- Increase the staffing levels in Patrol and investigations services.
- Enhance the Public Service Officer program by adding an additional supervisor.
- Enhance the customer service experience at Animal Control by adding an Assistant.
- Increase the efficiency in serving warrants by adding a Clerk.

MAJOR NEW PROGRAMS AND SERVICES

- 25 patrol units
- Unmarked vehicles – lease payment
- 12 Police Officers (June Academy)
- One PSO Sergeant (Mid-Year)
- Warrants Clerk (Mid-Year)
- One Animal Control Assistant (Mid-Year)

**GENERAL FUND
POLICE**

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
INPUTS				
Expenditures				
Salaries	\$ 16,819,998	\$ 17,224,945	\$ 17,441,984	\$ 17,207,631
Supplies	1,084,545	1,198,479	1,020,274	1,289,678
Maintenance	19,117	96,702	96,960	126,667
Repairs	437,476	535,747	407,190	424,249
Support Services	821,337	1,017,757	1,009,869	1,196,871
Benefits	4,404,572	4,194,399	4,172,022	4,335,605
Minor Capital	90,993	99,513	68,213	151,949
Capital Outlay	245,496	18,747	18,600	0
State and Federal Grants	4,663	-	-	-
Reimbursable Expense	(276,804)	(438,863)	(455,473)	(348,426)
Total Expenditures	\$ 23,651,393	\$ 23,947,426	\$ 23,779,639	24,384,224

Personnel Summary / Position Title

Chief of Police	1	1	1	1
Assistant Chief of Police	2	2	2	2
Child Safety Coordinator	0	0	0	1
Communications Specialist	2	2	2	2
Crime Prevention Coordinator	1	1	1	1
Crime Statistical Analyst	1	1	1	1
Crime Victim Liaison	1	1	1	1
Evidence Manager	1	1	1	1
Evidence Technician I	2	2	2	2
Evidence Technician II	1	1	1	1
Executive Assistant	1	1	1	1
Finance Manager	1	1	1	1
Intelligence Manager	1	1	1	1
Jailer	1	1	1	1
Facilities Maintenance Specialist	1	1	1	1
Police Captain	5	5	5	5
Police Clerk	11	12	12	12
Warrants Clerk	0	0	0	1
Police Crime Analyst	1	1	1	0
Police Fiscal Specialist	3	3	3	3
Police Human Resources Manager	1	1	1	1
Police Lieutenant	10	10	10	10
Police Officer	202	202	202	214
Police Personnel & Equipment Specialist	1	1	1	1
Police Records Supervisor	1	1	1	1
Police Sergeant	23	23	23	24
Police Training Assistant	1	1	1	1
Principal Secretary	2	2	2	2
Public Service Officer	29	39	39	39
Senior Secretary	5	5	5	5
Sex Offender Coordinator	1	1	1	1
Special Projects Coordinator	1	1	1	1
Technology Unit Technician	2	2	2	2
Total	316	327	327	341

OUTPUTS

Calls for Service Work Load	162,166	N/A	168,321	176,338
UCR Part 1 Crimes	6,441	N/A	5,804	5,625
Vehicle Accidents Reported	2,436	N/A	2,410	2,054

EFFICIENCIES

Cost per Call for Service	\$147.52	N/A	\$143.98	\$140.26
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EFFECTIVENESS

UCR Part 1 Crimes Cleared (Calendar Year)	17.0%	N/A	15.2%	14.8%
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**GENERAL FUND
ANIMAL CONTROL**

DIVISION DESCRIPTION

The Animal Control Division protects the health and safety of both humans and animals through enforcement of all Federal, State, Local Laws and City Ordinances in regards to all animals within the city limits of Killeen. Rabies control, public safety and the protection of animals are the divisions' primary goals. Informing the public through proactive 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 within the community.
- Encouraging the sterilization of pets to decrease the number of unwanted animals in the city.
- Increase public awareness on animal related issues to include rabies and basic animal care.
- Submit additional animal control ordinance improvements that will more clearly state the city's health and safety goals.
- Continue to gain citizen confidence in the animal control division by enforcing the city's ordinances and state laws fairly, professionally and courteously.
- Continue to successfully keep euthanasia lowered through the use of outside, nonprofit animal welfare groups.
- Increase adoptions by offering healthy animals in a clean environment to the public.
- Replace incinerator.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2011-2012

- Management continues to enhance the in-service training for division staff to keep staff progressive.
- Exceeded last year's totals in the categories of animals reclaimed by guardian/ rescued/ and adopted.
- Greatly decreased the loss of animal life due to illnesses in Animal Controls' care.
- Continue to promote microchip program to assist with increased return to owner rates.
- Continued to perform statistical analysis of all operations to be proactive in the divisions' effectiveness of current policies, procedures and on going animal husbandry practices.
- Submitted animal control ordinance improvements that will more clearly state the city's health and safety goals.
- Completed minor remodeling project on the adoption kennel.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-2013

- Promote volunteerism within the animal shelter.
- Continue to gain citizen confidence in the animal control department by enforcing the city's ordinances and state laws fairly and courteously.
- Increase animal control staff to meet the overwhelming needs of the citizens.
- Begin a humane educational program for children.
- Establish crematory services for the public.
- Continue to perform statistical analysis of all operations to be proactive in the divisions' effectiveness of current policies, procedures and on going animal husbandry practices.

MAJOR NEW PROGRAMS AND SERVICES

- One Animal Control Assistant (mid-year) was added for FY 2012-13.

**GENERAL FUND
ANIMAL CONTROL**

	2010-11	2011-12	2011-12	2012-13
	ACTUAL	ADOPTED	ESTIMATED	ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 301,592	\$ 340,467	\$ 330,254	\$ 329,411
Supplies	70,764	84,943	59,003	103,514
Repairs	18,174	9,200	8,070	4,700
Support Services	47,111	52,552	44,402	54,135
Benefits	93,666	103,438	101,706	104,963
Total Expenditures	\$ 531,307	\$ 590,600	\$ 543,435	\$ 596,723
 Personnel Summary / Position Title				
Animal Control Assistant	2	2	2	3
Animal Control Attendant	2	2	2	2
Animal Control Manager	1	1	1	1
Animal Control Officer	5	5	5	5
Animal Control Supervisor	1	1	1	1
Total	11	11	11	12
 <u>OUTPUTS</u>				
Calls for Service	8,593	9,293	8,320	9,152
Animals Impounded	6,281	6,371	4,130	4,543
Animals Adopted	2,096	2,015	1,433	1,576
 <u>EFFICIENCIES</u>				
Calls for service per officer	1228	2323	2080	1830
 <u>EFFECTIVENESS</u>				
% of Animals Adopted	33%	32%	32%	35%
% of Animals Transferred	9%	6%	6%	8%

**GENERAL FUND
FIRE**

DIVISION DESCRIPTION

The Killeen Fire Department (KFD) serves the citizens of Killeen with Fire, EMS, Rescue and Hazardous Materials response capability. KFD provides this service with 8 fire stations and 194 full time personnel. The administration section 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. The support service section has oversight of equipment building maintenance. A fire prevention section provides fire code safety inspections, fire and arson investigation, plan reviews and public fire education.

MAJOR DIVISION GOALS

- Protect life, property and environment through prevention, public education and emergency response.
- Improve the city's ISO (Insurance Service Office) rating to a Class 1.
- Staff Rescue Truck with 3 people as a minimum.
- Achieve 4 personnel staffing for all Fire Engines and 5 personnel staffing for all Ladder Companies (aerial devices) in the future.
- Relocate several fire stations to provide adequate coverage to growing populated areas and construct new fire stations to cover expanding city limits.
- Construct a fully functioning fire training field and training burn facility.
- Achieve a fire department work force demographically represented of Killeen's population.
- Secure fire station land sights for future city growth to provide efficient response, fire stations located within 1.5 miles of 90 percent of all structures.
- Rank Driver / Engineer positions for all apparatus.
- Personnel for Support Services Division.
- Replacement apparatus for aging fleet of both Fire and EMS vehicles.
- Organizational structure meeting industry standards for modern city fire departments.
- Expand Emergency Management Division meeting industry standards for modern city for Emergency Management Service.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2011-2012

- Received an ISO (Insurance Services Office) grading of class 2
- Received 2 new boosters and 3 ambulance re-chassis
- Ordered 3 new class A 2000 GPM Engines to replace aging fleet
- Implemented the Grace Accountability T-Pass System to ensure firefighter safety
- Completed medical physicals for all Hazardous Materials trained personnel and DOT physicals for all Driver/Operator certified personnel

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-2013

- Start construction of Station 9 and apply for a SAFER grant to employ needed personnel
- Acquire land for relocating both Stations 5 and 4 for improved response times to affected areas
- Continue to work towards replacing aging fleet of both Fire and EMS apparatus
- Work towards creating a Support Services Division to manage the State mandated programs affecting the Fire Department

MAJOR NEW PROGRAMS AND SERVICES

- Partial funding obtained for the NFPA 1851 (Personal Protective Equipment) program for FY 2012-13.

**GENERAL FUND
FIRE**

INPUTS	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
Expenditures				
Salaries	\$ 10,990,432	\$ 11,134,010	\$ 11,173,606	\$ 11,666,299
Supplies	972,975	1,120,672	1,184,900	833,186
Maintenance	1,881	-	1,800	-
Repairs	342,679	375,681	371,715	311,300
Support Services	369,036	497,676	443,071	549,458
Benefits	3,187,487	3,276,649	3,220,982	3,401,241
Minor Capital Outlay	-	28,720	3,577	-
State and Federal Grants	-	1,651	1,651	-
Total Expenditures	\$ 15,864,490	\$ 16,435,059	\$ 16,401,302	\$ 16,761,484

Personnel Summary / Position Title

Captain	6	6	6	6
Deputy Chief	4	4	4	4
Fire Marshal	1	1	1	1
Executive Assistant	1	1	1	1
Fire Rescue Officer	153	153	153	153
Fire Chief	1	1	1	1
Fire Prevention Officer	3	3	3	3
Lieutenant	26	26	26	26
Principal Secretary	2	2	2	2
Clerk (Fire)	2	2	2	2
Finance Manager	1	1	1	1
Total	200	200	200	200

OUTPUTS

Fire and Emergency Medical Responses	24,311	24,294	24,294	26,966
Fire Education - Children in KISD	28,500	32,357	32,357	34,945
Business Fire Inspections	2,050	1,345	1,345	1,345
Cadets Completing Training Academy	52	63	63	60

EFFICIENCIES

Fire and Emergency Medical Responses by Station (average)	3,039	3,036	3,036	3,370
Fire Education - Children in KISD per program	125	145	145	160
Business Fire Inspections per FTE	2,050	1,345	1,345	1,345
Cadets Completing Training Academy per FTE	52	63	63	60

EFFECTIVENESS

Percentage Calls for Service Answered	100.0%	100.0%	100.0%	100.0%
Percentage of Total KISD Children Reached	46.0%	47.5%	47.5%	47.5%
Percentage of Total Businesses Inspected	41.0%	26.9%	26.9%	26.9%
Percentage of Cadets Passing Texas Commission on Fire Protection	100.0%	100.0%	100.0%	100.0%

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

- 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 emergency or disaster.
- Recovery of the quality of life for all citizens in the case of a natural or manmade emergencies or disaster.
- Save lives, prevent injuries; protect property and the environment in our community.
- Develop an inter-agency working relationship related to coordination of emergency management response.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2011-12

- Developed together partnerships and participants with citizens and the private sector for a mutual goal in emergency preparedness.
- Coordinated the efforts of local, county, regional and state agencies to respond to and recover from an event if a disaster would strike.
- Developed communications between the City and the citizens for emergency preparedness education through the READY KILLEEN program
- Maintained 100% compliance with the National Incident Management System (NIMS) standards for emergency management accomplished through NIMSCAST.
- Maintain the Outdoor Early Warning Siren System program
- Hosted the 2012 CTRAC Trauma Conference
- Produced 6,000 Emergency Public Education Packets
- Conducted 2 tabletop exercises and 1 functional exercise involving CTRAC and Fort Hood
- Maintained EMPG grant status with the Governors division of Emergency Management
- Developed a Regional AHIMT team
- Developed a Regional Mass Casualty and Mobile Medical Response Unit for Disasters

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-13

- Continue going programs and activities from FY12
- Host the 2013 CTRAC Trauma Conference
- Conduct 2 tabletop exercises, 1 functional, and 1 full scale exercise involving COOP plans
- Have all of the EOC staff fully trained on WebEOC
- Run a monthly WebEOC drill for all departments
- Conduct staff development training, planning and exercises for the Office of Emergency Management
- Further develop regional response capabilities to include Regional Mass Fatality Response Unit.
- Apply for and receive the EMPG grant for 2013 from the Governor's Division of Emergency Management

MAJOR NEW PROGRAMS AND SERVICES

- Ready Killeen Public Education Program
- Community Emergency Response Team
- Medical Reserve CORPS
- Region 7 Emergency Medical Task Force
- Central Texas All Hazards Incident Management Team

GENERAL FUND
EMERGENCY MANAGEMENT AND HOMELAND SECURITY

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
INPUTS				
Expenditures				
Salaries	\$ 84,508	\$ 85,101	\$ 85,060	\$ 86,230
Supplies	2,070	13,644	10,250	8,104
Repairs	506	1,500	500	1,500
Support Services	8,715	7,906	6,900	7,000
Benefits	20,098	18,391	17,739	18,983
Capital Outlay	-	-	-	-
Total Expenditures	\$ 115,897	\$ 126,542	\$ 120,449	\$ 121,817

Personnel Summary / Position Title

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

OUTPUTS

# of Ready Killeen Public Education Packets Distributed to Killeen Households	10,000	60%	4,000	2,500
# of Distribution Methods Used for Public Outreach**	6,000	80%	2,500	2,500
# of City Officials and Staff Trained in Emergency Management to 2010 Standards	60	90%	80	80
#of exercises conducted in the City of Killeen***	3	100%	4	4
#of Staff Trained in WebEOC Crisis Management Program	15	60	60	60
# of CERT Training Sessions	12	10	10	10
#of active CERT Volunteers	42	100	100	250
# of ICS 300/400 classes conducted by City of Killeen	3	100%	3	3
# of additional sirens added to the Outdoor Warning System.	0	0	0	0

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

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

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

EFFICIENCIES

Implementation Cost per Square Mile of Area Serviced	\$6,992	\$6,992	\$6,992	\$6,992
Implementation Cost per Capita	\$3.68	\$3.68	\$3.68	\$3.68

EFFECTIVENESS

% of City Covered by Emergency Warning Decices	100.0%	98.0%	98%	100%
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**GENERAL FUND
EMS BILLING AND COLLECTIONS**

DIVISION DESCRIPTION

The EMS Billing Division conducts all ambulance and Fire Revenue Rescue 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 and Fire Revenue Rescue reports, for the input of billing. Entering of charges based on procedures outlined in the City Fee Ordinance. Enter information according to the different needs of the various insurance carriers to included Medicare, Medicaid, Department of Defense, Commercial Insurance and private pays, and the processing of all accounts receivable for EMS transports and Fire Revenue Rescue. Tasks require geographical knowledge of the surrounding area for county billing, comprehension of medical terminology, experience in medical coding, coding of all charges and Texas collection laws.

MAJOR DIVISION GOALS

- 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.
- Cross train EMS Staff
- Reduce accounts forwarded to outside collections.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2011-2012

- Increased electronic claims and payment processing.
- Maintained compliance with all applicable laws related to EMS billing practices.
- Successfully implemented update to coding ambulance transports.
- Successfully implemented new billing process for Fire and Rescue Services
- Successfully implement new billing format (5010).
- EMS staff utilized web base training.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-2013

- Increase delinquency collections by 5%.
- Implement quarterly inter-office audit review for compliance.
- Increase in house collections.
- Prepare for new ICD10 Coding implementation.

PERFORMANCE AND WORKLOAD MEASURES	Actual 2010-11	Projected 2011-12	Proposed 2012-13
Calls entered	13,806	13,800	13,600
Payments posted	10,141	10,127	10,200
Delinquent letters mailed	12,391	9,000	10,000
Insurance claims processed	8,500	7000	7500
Appeals processed	597	300	300
EMS Revenue Collections	\$2,795,294	\$2,800,000	2,800,000
Rescue Delinquent letters mailed	2,529	2,300	2,300
Revenue Rescue Collections	51,709.23	67,000	65,000

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to EMS Billing and Collections for FY 2012-13.

GENERAL FUND
EMS BILLING AND COLLECTIONS

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 149,246	\$ 169,705	\$ 169,768	\$ 180,946
Supplies	11,260	14,819	14,305	9,509
Support Services	3,779	5,103	6,935	5,690
Benefits	43,560	57,628	48,547	53,759
Minor Capital Outlay	2,292	1,390	1,390	-
Total Expenditures	\$ 210,137	\$ 248,645	\$ 240,945	\$ 249,904
Personnel Summary / Position Title				
EMS Billing Supervisor	1	1	1	1
EMS Billing Specialist	1	1	1	1
EMS Billing Clerks	4	4	4	4
Total	6	6	6	6
<u>OUTPUTS</u>				
Number of calls entered	13,806	13,186	13,800	13,800
Payments Posted	10,141	10,468	11,640	11,500
Number of delinquent letters mailed	12,391	9,000	10,000	10,000
Number of insurance claims processed	8,500	6,454	8,522	8,000
Number of appeals processed	597	589	550	500
Number of calls Revenue Rescue	539	530	640	700
Payments Posted Revenue Rescue	219	250	250	300
Number invoices mailed	2,529	540	2,300	2,500
<u>EFFICIENCIES</u>				
Number of calls entered per ems billing and collections	2869	2,743	2,800	2,800
Number of appeals processed per EMS	152	119	119	150
<u>EFFECTIVENESS</u>				
EMS revenue collections	2,795,294	2,800,000	2,700,000	2,800,000
Revenue Rescue	51,709	67,000	67,000	65,000

GENERAL FUND

NON-DEPARTMENTAL

DESCRIPTION:

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

CONSOLIDATED:

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

AVENUE D BUILDING - MUNICIPAL ANNEX:

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

PUBLIC SERVICE:

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

STREET LIGHTS:

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

CITY HALL:

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

INFORMATION TECHNOLOGY:

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

BELL COUNTY COMMUNICATION CENTER:

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

GENERAL ADMINISTRATION:

The General Administration budget is utilized to account for general fund expenditures related to maintenance and repairs on various city buildings.

**GENERAL FUND
NON-DEPARTMENTAL**

CONSOLIDATED

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
EXPENDITURES				
Supplies	\$ 6,063	\$ 7,500	\$ 7,500	\$ 12,700
Maintenance	220,885	244,868	244,229	-
Repairs	97,955	130,121	100,000	-
Support Services	1,427,397	1,454,043	1,464,367	1,510,626
Minor Capital	8,437	-	-	-
Designated Expenses	1,160,039	525,584	524,784	525,750
Capital Outlay	-	-	9,372	-
Total Expenditures	\$ 2,920,776	\$ 2,362,116	\$ 2,350,252	\$ 2,049,076

AVENUE D BUILDING - MUNICIPAL ANNEX

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
EXPENDITURES				
Supplies	\$ 5,734	\$ 11,717	\$ 8,600	\$ 8,600
Maintenance	10,134	15,000	15,000	-
Repairs	3,542	5,500	5,500	500
Support Services	62,031	59,435	75,165	75,000
Minor Capital	-	-	-	-
Total Expenditures	\$ 81,441	\$ 91,652	\$ 104,265	\$ 84,100

PUBLIC SERVICES

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
EXPENDITURES				
Support Services	\$ 499,271	\$ 576,143	\$ 576,143	\$ 572,616
Transfers	29,468	384,523	384,523	913,714
Total Expenditures	\$ 528,739	\$ 960,666	\$ 960,666	\$ 1,486,330

STREET LIGHTS

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
EXPENDITURES				
Support Services	\$ 701,242	\$ 795,722	\$ 700,000	\$ 700,000
Total Expenditures	\$ 701,242	\$ 795,722	\$ 700,000	\$ 700,000

**GENERAL FUND
NON-DEPARTMENTAL**

CITY HALL

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
<i>EXPENDITURES</i>				
Supplies	\$ 14,081	\$ 13,592	\$ 14,100	\$ 15,300
Repairs	6,194	3,000	11,500	1,000
Support Services	292,006	307,966	316,868	339,000
Minor Capital	-	1,600	1,000	1,000
Total Expenditures	\$ 312,281	\$ 326,158	\$ 343,468	\$ 356,300

INFORMATION TECHNOLOGY

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
<i>EXPENDITURES</i>				
Supplies	\$ 55,290	\$ 53,215	\$ 53,000	\$ 53,215
Maintenance	387,483	473,703	473,000	419,507
Repairs	42,481	42,750	42,700	46,000
Support Services	32,213	15,516	15,580	25,675
Minor Capital	94,675	80,803	80,400	208,700
Capital Outlay	19,654	36,100	36,000	-
Total Expenditures	\$ 631,796	\$ 702,087	\$ 700,680	\$ 753,097

HUMAN RESOURCES

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
<i>EXPENDITURES</i>				
Supplies	\$ -	\$ 38,926	\$ 38,926	\$ 39,000
Repairs	-	-	-	-
Support Services	-	21,900	21,900	22,000
Designated Expenses	-	51,100	51,100	51,100
Total Expenditures	\$ -	\$ 111,926	\$ 111,926	\$ 112,100

BELL COUNTY COMMUNICATION CENTER

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
<i>EXPENDITURES</i>				
Support Services	\$ 840,014	\$ 926,051	\$ 926,050	\$ 951,142
Total Expenditures	\$ 840,014	\$ 926,051	\$ 926,050	\$ 951,142

**GENERAL FUND
NON-DEPARTMENTAL**

GENERAL ADMINISTRATION

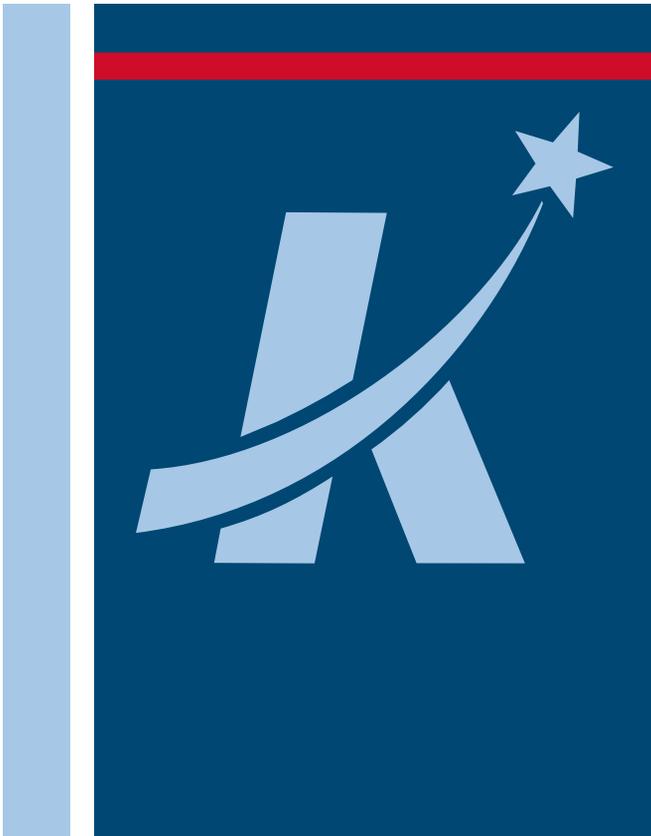
	2010-11		2011-12		2011-12		2012-13
	ACTUAL		ADOPTED		ESTIMATED		ADOPTED
<i>EXPENDITURES</i>							
Maintenance	\$ -		\$ -		\$ -		\$ 276,750
Repairs	-		-		-		125,500
Total Expenditures	\$ -		\$ -		\$ -		\$ 402,250

CHILD SAFETY

	2010-11		2011-12		2011-12		2012-13
	ACTUAL		ADOPTED		ESTIMATED		ADOPTED
<i>EXPENDITURES</i>							
Designated Expenses	-		80,000		-		-
Total Expenditures	\$ -		\$ 80,000		\$ -		\$ -



AVIATION



The City of Killeen uses the Aviation Fund to account for all expenditures incurred and revenues received pertaining to the operation, maintenance, and improvement of the airports.

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.





Annual Budget &
Plan of Municipal
Services

KILLEEN-FORT HOOD REGIONAL AIRPORT

Adopted Budget

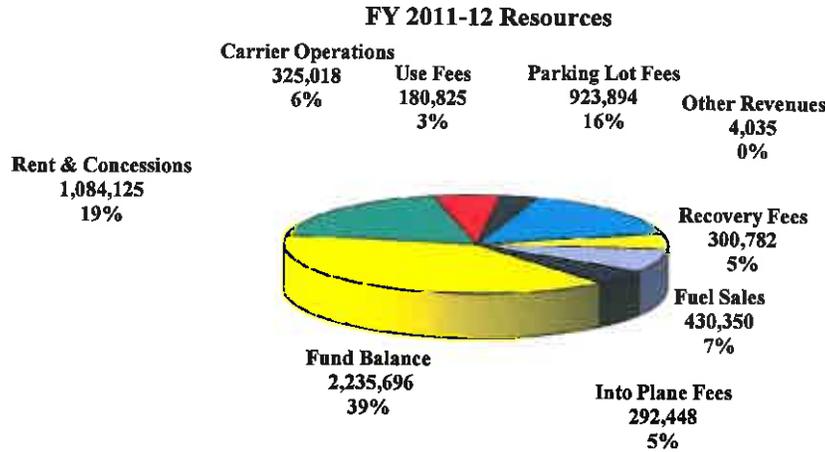
Summary

FY 2011-12

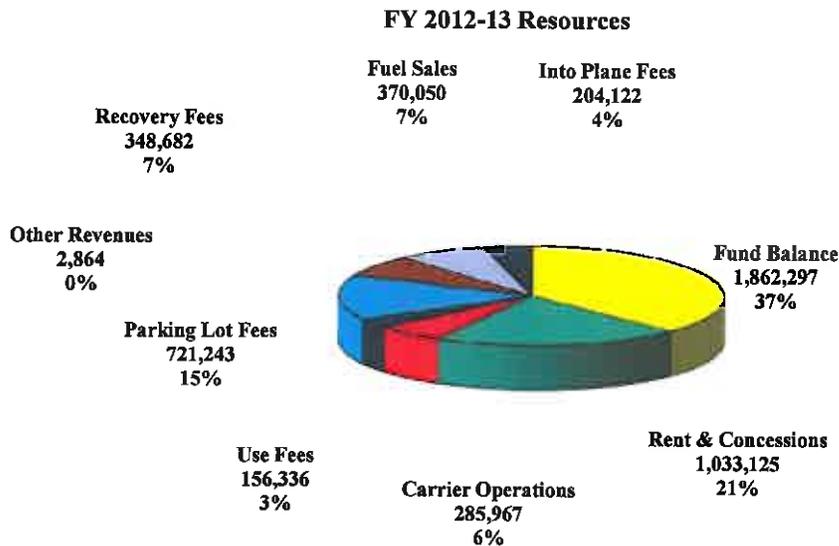
	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
TOTAL BEGINNING FUND BALANCE	2,167,104	2,235,696	2,089,768	1,862,297
REVENUES				
Airport Rent & Concessions	985,363	1,084,125	1,016,704	1,033,125
Air Carrier Operations	307,147	325,018	284,476	285,967
Airport Use Fees	182,150	180,825	158,314	156,336
Airport Parking Lot Fees	832,280	923,894	704,008	721,243
Fuel Sales	292,131	430,350	283,412	370,050
Operating Supplies	-	60	60	60
Into Plane Fees	237,958	292,448	199,935	204,122
CIP Recovery Fees	281,959	300,782	314,808	348,682
Miscellaneous Receipts	2,753	4,372,866	300,632	4,073,837
Interest Earned	959	1,440	808	804
FAA Grants		3,926,939		-
FAA Grants Prior Years	2,184,494	222,480	263,215	4,399,003
ARRA				-
TXDOT Grant Match	35,591			0
TXDOT Grants		50,000	50,000	50,000
Transfer from Aviation PFC			10,901	-
TOTAL CURRENT REVENUES	5,342,785	12,111,227	3,587,273	11,643,229
TOTAL FUNDS AVAILABLE	7,509,889	14,346,923	5,677,041	13,505,526
EXPENSES				
Airport Operations	2,593,340	2,946,134	2,678,821	2,884,303
Cost of Goods Sold	229,607	407,842	260,217	355,242
Information Technology	166,884	198,016	196,143	201,143
Airport Non-Departmental	129,251	158,775	158,320	159,692
TOTAL OPERATING EXPENSES	3,119,082	3,710,767	3,293,501	3,600,380
PFC Projects				-
Robert Gray Army Airfield Projects	2,301,039	7,058,903	521,243	8,470,840
TOTAL EXPENSES	5,420,121	10,769,670	3,814,744	12,071,220
ENDING FUND BALANCE				
Unreserved Fund Balance	2,089,768	3,577,253	1,862,297	1,434,306
TOTAL ENDING FUND BALANCE	2,089,768	3,577,253	1,862,297	1,434,306

KILLEEN-FORT HOOD REGIONAL AIRPORT

Comparison of FY 2011-12 Budget to FY 2012-13 Budget



Total Fund Balance and Revenues \$5,777,173



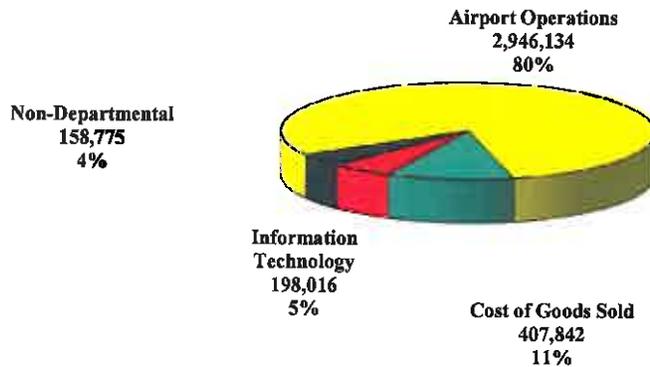
Total Fund Balance and Revenues \$4,984,686

Note: Excludes FAA and TXDOT grant revenues for capital improvement projects.

KILLEEN-FORT HOOD REGIONAL AIRPORT

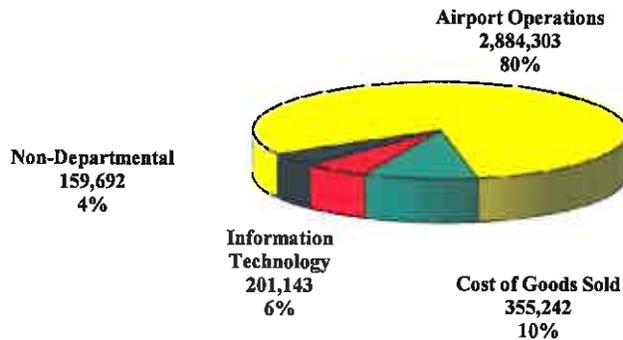
Comparison of FY 2011-12 Budget to FY 2012-13 Budget

FY 2011-12 Expenses by Function



Total Expenses \$3,710,767

FY 2012-13 Expenses by Function



Total Expenses \$3,600,380

Note: Significant changes between FY 2011-12 and FY 2012-13 are discussed on each division's financial page

Note: Excludes FAA funded capital improvement projects.

**AVIATION FUND
KILLEEN-FORT HOOD REGIONAL AIRPORT**

DIVISION DESCRIPTION

Killeen-Fort Hood Regional Airport (K-FHRA) is a City of Killeen owned facility, operated as an enterprise fund. The Department of Aviation operates an 87,000 sq. ft. air carrier terminal building at Robert Gray Army Airfield as a joint-use facility with Fort Hood. The airport rents space to at least 15 business tenants to operate airlines, rental car companies, parking lot, restaurant, bar, gift shop, arcade and other miscellaneous concession activities. Airport staff operates an aviation fuel business, handling fuel receipt, storage and retail delivery to the airlines and corporate aircraft using the airport and sells motor gasoline to the tenant rental car companies. Airport staff provides maintenance of the City owned facilities and provides in kind services to the Army in lieu of rental payments for the area leased by the City.

MAJOR DIVISION GOALS

- Operate and maintain City owned airport facilities.
- Ensure that aviation activities are conducted safely and efficiently within the City.
- Maintain an adequate Master Plan and Capital Improvement Plan (CIP) for future aviation needs.
- Advise the City Manager and City Council on all aviation matters.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2011-2012

- Continued to provide excellent customer service to the flying public in a safe and efficient manner.
- Completed work on the Planning & Programming, Initial Design and Environmental Work for proposed 2nd Runway.
- Continued to seek FAA, AIP funding for capital improvement projects on the airfield resulting in a FAA grant totaling \$4,270,667 for construction work related to the Terminal Expansion Project.
- Completed design and awarded a construction contract for the Terminal Building Expansion and upgrade of the Checked Baggage Inspection System Project.
- Completed the replacement/upgrade of both the Common Use Passenger Processing System (CUPPs) and the Flight Information Display System (FIDs/BIDs).
- Completed purchase of a Heavy Aircraft Tug, De-Ice Vehicle and Ground Power Unit (GPU) necessary to support ground servicing functions and expand business.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-2013

- Continue to provide excellent customer service to the flying public in a safe and efficient manner.
- Continue efforts to increase passenger enplanements.
- Continue to pursue additional airline/destination service.
- Begin construction on the Terminal Expansion and upgrade of the Checked Baggage Inspection System (approximately a 15 month project).
- Complete design and begin a total replacement/upgrade of the airport security system, both cameras and access control.
- Upgrade airport advertising media in the terminal to digital and install kiosks with recharging stations at various locations in the terminal.
- Continue to seek FAA, AIP funding for capital improvement projects on the airfield.

MAJOR NEW PROGRAMS AND SERVICES

Establish a contingency supply of cots, blankets, packaged meals and other basic life support necessities to accommodate stranded passengers from weather or emergency related aircraft diversions into Killeen.

**AVIATION FUND
KILLEEN-FORT HOOD REGIONAL AIRPORT**

INPUTS	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
Expenditures				
Salaries	\$ 1,519,889	\$ 1,638,590	\$ 1,525,844	\$ 1,616,610
Supplies	84,310	111,257	81,775	139,652
Maintenance	79,457	165,051	91,250	126,354
Repairs	115,844	160,200	138,396	167,900
Support Services	524,805	565,549	534,196	568,646
Benefits	435,534	503,503	503,503	466,284
Minor Capital	385	-	-	-
Cost of Goods Sold	229,607	407,842	260,217	355,242
Total Expenditures	\$ 2,989,831	\$ 3,551,992	\$ 3,135,181	\$ 3,440,688

Personel Summary / Position Title

Accounting Specialist	2	2	2	2
Aircraft Fuel Handler	5	5	5	5
Manager (Airport Facilities)	1	1	1	1
Airport Info Tech Supervisor	1	1	1	1
Airport Maintenance Crew Leader	1	1	1	1
Manager (Airport Operations)	1	1	1	1
Airport Service Worker	10	10	10	10
Airport Specialist	4	4	4	4
Aviation Assistant Director	1	1	1	1
Executive Director of Aviation	1	1	1	1
Executive Assistant	1	1	1	1
Flightline Service Crew Leader	1	1	1	1
Airport Technology Network Technician	2	2	2	2
Operations Specialist	6	6	6	6
Operations Supervisor	1	1	1	1
Principal Secretary	1	1	1	1
Senior Aircraft Fuel Handler	2	2	2	2
Total	41	41	41	41

OUTPUTS

Enplaned Passengers	188,121	209,877	168,964	186,004
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EFFICIENCIES

Avg Operational Cost per Enplanement	\$ 16.58	\$ 17.60	\$ 19.59	\$ 19.36
Avg Operational Revenue per Enplanement	\$ 14.80	\$ 16.50	\$ 18.96	\$ 18.62

EFFECTIVENESS

Number of Passengers Served	419,930	420,149	392,579	420,149
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**AVIATION FUND
KILLEEN-FORT HOOD REGIONAL AIRPORT**

	2010-11	2011-12	2011-12	2012-13
	ACTUAL	ADOPTED	ESTIMATED	ADOPTED
<u>AIRPORT NON-DEPARTMENTAL</u>				
Expenditures				
Support Services	39,226	43,220	43,220	45,937
Human Resources	-	4,600	4,600	4,600
Information Technology	90,025	110,955	110,500	109,155
Total Expenditures	\$ 129,251	\$ 158,775	\$ 158,320	\$ 159,692

	2010-11	2011-12	2011-12	2012-13
	ACTUAL	ADOPTED	ESTIMATED	ADOPTED
<u>KFHRA CONSTRUCTION</u>				
Expenditures				
Taxiway Construction	2,263,658	910,418	166,725	-
Terminal Building Design	37,381	704,071	352,035	-
Terminal Building Construction	-	5,439,447	-	8,470,840
Planning - Contracts	-	4,967	2,483	-
Total Expenditures	\$ 2,301,039	\$ 7,058,903	\$ 521,243	\$ 8,470,840

SKYLARK FIELD

Adopted Budget

Summary

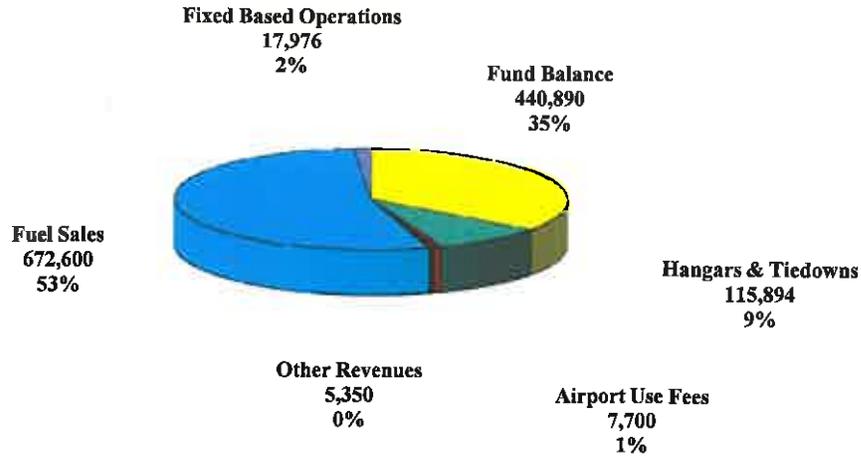
FY 2012-13

	2010-11	2011-12	2011-12	2012-13
	ACTUAL	ADOPTED	ESTIMATED	ADOPTED
TOTAL BEGINNING FUND BALANCE	493,840	440,890	446,628	423,995
REVENUES				
Fixed Base Operations	15,426	17,976	19,788	36,888
Hangars and Tiedowns	109,582	115,894	110,600	111,829
Airport Use Fees	7,186	7,700	7,040	7,425
Fuel Sales	525,911	672,600	588,553	660,600
Operating Supplies Sales	4,197	4,000	2,358	2,000
Miscellaneous Receipts	218	250	200	250
Interest Earned	715	1,100	471	500
TXDOT Grants	11,961	9,150	9,000	9,150
Transfer from General Fund				-
TOTAL CURRENT REVENUES	675,196	828,670	738,010	828,642
 TOTAL FUNDS AVAILABLE	 1,169,036	 1,269,560	 1,184,638	 1,252,637
EXPENSES				
Airport Operations	256,809	266,823	235,505	264,231
Cost of Goods Sold	453,666	596,750	512,133	587,000
Airport Non-Departmental	11,933	13,005	13,005	10,424
TOTAL OPERATING EXPENSES	722,408	876,578	760,643	861,655
 ENDING FUND BALANCE				
Unreserved Fund Balance	446,628	392,982	423,995	390,982
TOTAL ENDING FUND BALANCE	446,628	392,982	423,995	390,982

SKYLARK FIELD

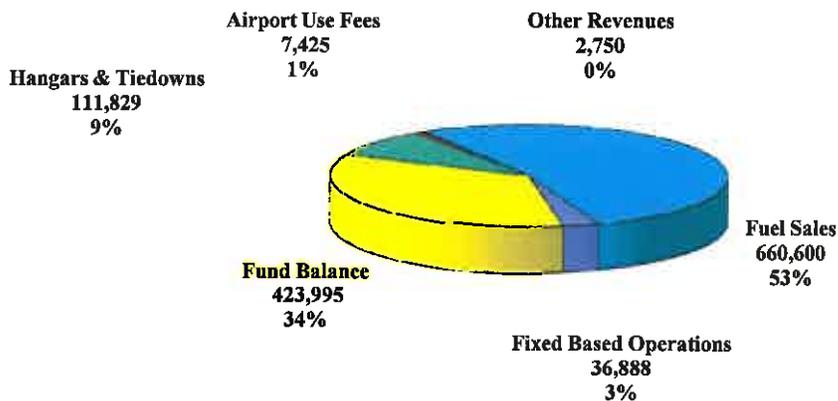
Comparison of FY 2011-12 Budget to FY 2012-13 Budget

FY 2011-12 Resources



Total Fund Balance and Revenues \$1,260,410

FY 2012-13 Resources



Total Fund Balance and Revenues \$1,243,487

Note: Excludes FAA and TXDOT grant revenues for capital improvement projects.

SKYLARK FIELD

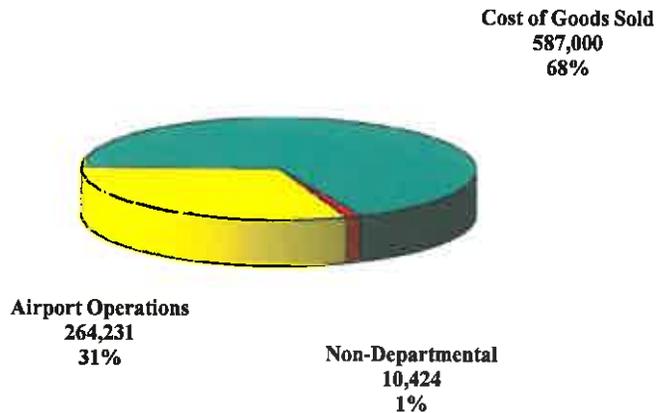
Comparison of FY 2011-12 Budget to FY 2012-13 Budget

FY 2011-12 Expenses by Object Class



Total Expenses \$876,578

FY 2012-13 Expenses by Object Class



Total Expenses \$861,655

Note: Significant changes between FY 2011-12 and FY 2012-13 are discussed on each division's financial page

Note: Excludes FAA funded capital improvement projects.

**AVIATION FUND
SKYLARK FIELD**

DIVISION DESCRIPTION

Skylark Field is a City of Killeen owned General Aviation airport, operated as an enterprise fund. The airport is for the use of all aircraft other than air carriers. The Department of Aviation rents space to individual aircraft owners for storage of light aircraft and rents space and buildings to business tenants to operate aviation related business on the airport. Airport staff operates the general aviation terminal building and an aviation fuel business, handling fuel receipt, storage and retail delivery of Jet fuel and 100LL Avgas to general aviation and military aircraft using the airport. Airport staff inspects and maintains the runway, taxiways and aprons as well as all City owned buildings and grounds on the airport.

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 services and, encourage growth in this market area.
- Continue to maintain financial self-sustainment.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2011-2012

- Continued to provide excellent service and maintain safe aviation facilities for use by both our resident tenants and transient customers.
- Obtained a courtesy crew car to provide enhanced service to visiting aircraft crew members.
- Completed design and bid process for a new 80' X 80' aircraft hangar.
- Coordinated the move in and start up of a new Fixed Base Operator (FBO) business to perform aircraft maintenance, aircraft rental, flight instruction, aircraft charter, and other related aviation services for the community.
- Received an FAA grant providing \$600,000 of federal assistance towards the construction of an aircraft hangar.
- Continued to market and negotiate with potential tenants for the former airline passenger terminal building.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-2013

- Continue to provide excellent service and maintain safe aviation facilities for use by both our resident tenants and transient customers.
- Complete construction and lease of a new 80' X 80' aircraft hangar.
- Continue to market and negotiate with potential tenants for the former airline passenger terminal building.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to Skylark Field for FY 2012-13.

**AVIATION FUND
SKYLARK FIELD**

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 126,464	\$ 132,174	\$ 118,583	\$ 133,832
Supplies	13,341	16,752	12,624	16,071
Maintenance	6,207	12,599	8,425	12,349
Repairs	10,514	13,543	11,372	11,974
Support Services	45,182	47,909	42,873	48,699
Benefits	40,044	43,846	41,628	41,306
Cost of Goods Sold	453,666	596,750	512,133	587,000
Capital Outlay	15,057	-	-	-
Total Expenditures	\$ 710,475	\$ 863,573	\$ 747,638	\$ 851,231
Personel Summary / Position Title				
Accounting Specialist	1	1	1	1
Aircraft Fuel Handler	2	2	2	2
Airport Opns & Mnt Crew Leader	1	1	1	1
Airport Specialist	0	0	0	0
Flightline Service Crew Leader	0	0	0	0
Senior Aircraft Fuel Handler	0	0	0	0
Total	4	4	4	4
<u>OUTPUTS</u>				
Based Aircraft	60		60	60
Fuel Sold - Gallons	140,102		117,359	135,000
<u>EFFICIENCIES</u>				
Avg Operational Cost per based Aircraft	\$ 4,228.07		\$ 4,141.83	\$ 4,577.58
Avg Gross Revenue per Gallon Sold	\$ 0.58		\$ 0.65	\$ 0.55
<u>EFFECTIVENESS</u>				
Number of Based Aircraft	60		60	60

**AVIATION FUND
SKYLARK FIELD FUND**

<u>AIRPORT NON-DEPARTMENTAL</u>	2010-11	2011-12	2011-12	2012-13
	ACTUAL	ADOPTED	ESTIMATED	ADOPTED
Expenditures				
Information Technology	2,387	2,500	2,500	-
Support Services	9,546	10,505	10,505	10,424
Total Expenditures	\$ 11,933	\$ 13,005	\$ 13,005	\$ 10,424



The City of Killeen uses the Solid Waste Fund for all expenses incurred and revenues received pertaining to the operation, maintenance, and improvement of Solid Waste services provided by the City.

SOLID WASTE



SOLID WASTE



SOLID WASTE FUND

The Solid Waste Fund is one of the five enterprise funds that the City of Killeen maintains. The Governmental Accounting Standards Board *Codification*, Section 1300.104, states that "the enterprise fund type may be used: to account for operations (a) that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance public policy, management control, accountability, or other purposes." These funds are not required by GASB, but are permitted.

The City of Killeen uses this fund to account for all expenses incurred and revenues received pertaining to the operation, maintenance, and improvement of Solid Waste services provided by the City. Appropriations are made for six functions provided by Solid Waste. These functions include the Solid Waste Residential and Commercial Operations, the Solid Waste Transfer Station, the Recycle Program, the Mowing Program and Accounting.





Annual Budget &
Plan of Municipal
Services

SOLID WASTE FUND

Adopted Budget

Summary

FY 2012-13

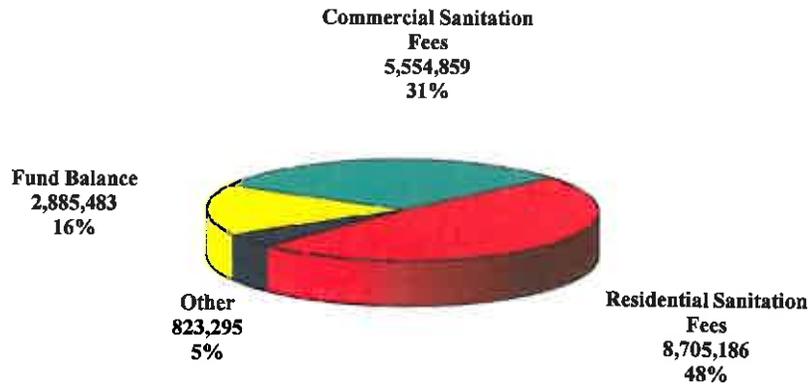
	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
BEGINNING FUND BALANCE				
Reserved Fund Balance	1,535,000	1,535,000	1,535,000	1,535,000
Unreserved Fund Balance	1,025,274	1,350,483	1,575,278	2,510,458
TOTAL BEGINNING FUND BALANCE	2,560,274	2,885,483	3,110,278	4,045,458
REVENUES				
Transfer Station Fees	384,968	405,000	385,981	405,281
Container Rentals	107,923	115,000	99,336	104,336
Sale of Equipment	21,334	6,000	14,184	7,000
Tire Disposal Fees	6,393	7,250	6,925	7,500
Sale of Metals-Recycling	60,965	45,000	51,637	54,220
Paper Products Recycling	80,050	60,000	69,819	73,000
Public Scale Fees	8,577	10,000	7,772	8,200
Other Recycle Revenues	5,875	5,000	4,450	4,700
Customer Recycling Fees	82,516	91,545	86,692	91,227
Commercial Sanitation Fees	5,327,768	5,554,859	5,590,801	5,679,475
Residential Sanitation Fees	8,474,410	8,705,186	8,997,969	10,086,724
Interest Earned	10,132	30,000	7,774	8,400
Compost Facility Lease	18,000	18,000	18,000	18,000
Knife River Lease	31,613	30,000	30,000	30,000
Miscellaneous Receipts	504,632	500	564,581	500
TOTAL CURRENT REVENUES	15,125,156	15,083,340	15,935,921	16,578,563
TOTAL FUNDS AVAILABLE	17,685,430	17,968,823	19,046,199	20,624,021
EXPENSES				
Residential Operations	3,567,291	3,345,804	3,303,659	3,311,725
Commercial Operations	2,069,649	1,804,241	1,661,584	1,678,663
Recycling Program	287,267	368,983	360,793	404,251
Transfer Station	4,180,818	4,917,883	4,621,122	4,964,315
Mowing	841,550	770,222	700,387	961,411
* Custodial Service	34,400	36,452	33,268	-
Accounting	168,407	191,682	180,125	193,276
Debt Service	570,000	742,644	742,644	745,744
Solid Waste Miscellaneous	724,871	768,396	752,187	285,674
TOTAL CURRENT EXPENSES	12,444,253	12,946,307	12,355,769	12,545,059
TRANSFERS OUT	2,130,899	2,979,103	2,644,972	3,251,117
TOTAL EXPENSES	14,575,152	15,925,410	15,000,741	15,796,176
ENDING FUND BALANCE				
Reserved Fund Balance	1,535,000	1,535,000	1,535,000	1,535,000
Debt Service Reserve	-	-	-	-
Unreserved Fund Balance	1,575,278	508,413	2,510,458	3,292,845
TOTAL ENDING FUND BALANCE	3,110,278	2,043,413	4,045,458	4,827,845

* Custodial Services was moved to the General Fund during the 2012-2013 budget process.

SOLID WASTE FUND

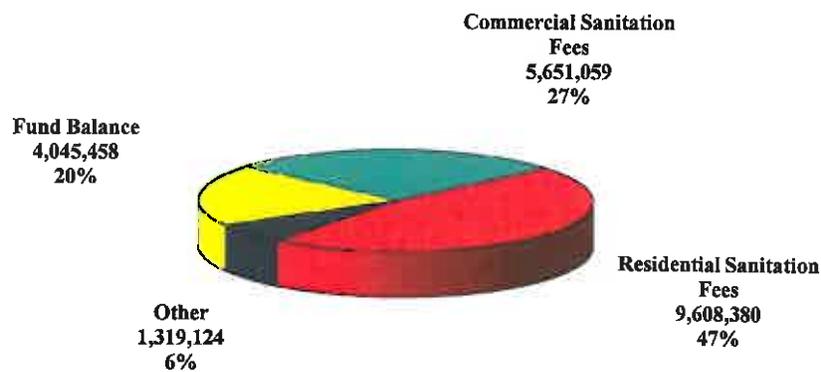
Comparison of FY 2011-12 Budget to FY 2012-13 Budget

FY 2011-12 Resources



Total Fund Balance and Revenues \$17,968,823

FY 2012-13 Resources

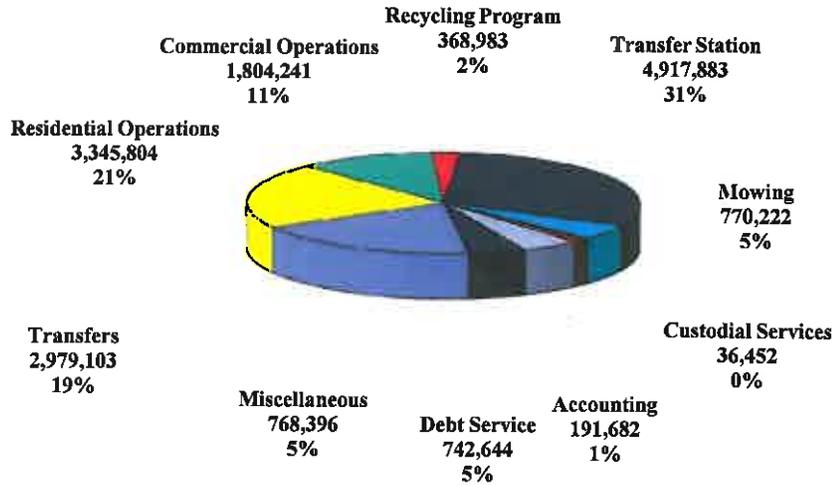


Total Fund Balance and Revenues \$20,624,021

SOLID WASTE FUND

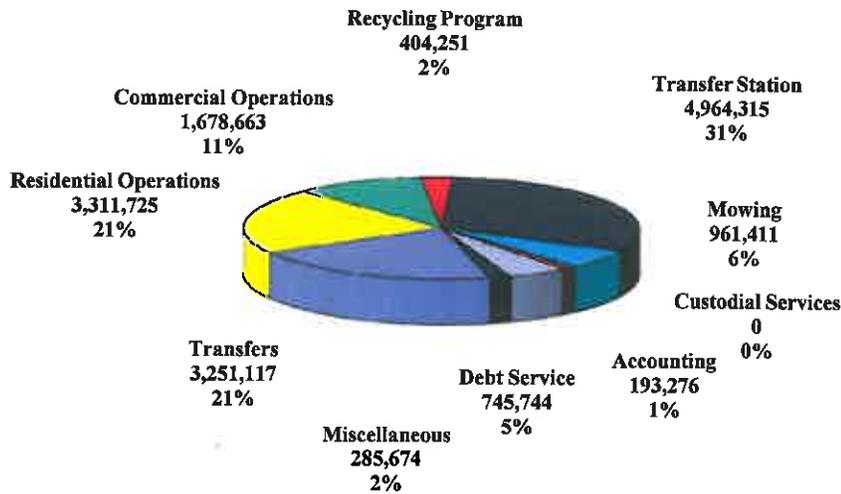
Comparison of FY 2011-12 Budget to FY 2012-13 Budget

FY 2011-12 Expenses by Function



Total Expenses \$15,925,410

FY 2012-13 Expenses by Function



Total Expenses \$15,796,176

Note: Significant changes between FY 2011-12 and FY 2012-13 are discussed on each division's financial age.

SOLID WASTE FUND ACCOUNTING

DIVISION DESCRIPTION

The Accounting Division is responsible for maintaining accurate financial records for the Solid Waste Fund in compliance with the City's fiscal policies and procedures. The division processes accounts payable, accounts receivable, assimilates data and prepares various financial reports, and monitors internal controls.

MAJOR DIVISION GOALS

- Provide accurate and timely financial information to users.
- Provide accurate and timely payments to vendors and contractors.
- Monitor budgeted expenses and revenues to ensure accountability and responsible use of resources.
- Provide accurate and timely input of billing information into HTE for customers of solid waste services.
- Provide forecasts of expenditures and prepare transfer of funds as needed.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2011-12

- Assisted twenty (20) residents with solid waste issues and concerns through the Citizen Relationship Management System.
- Assisted fifty (50) citizens with solid waste, recycling, and transfer station information through email correspondence.
- Updated 5,300 residential and commercial accounts in HTE with the correct solid waste component information.
- Entered and processed 5,200 residential container requests.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-13

- Monitor payments for invoices to ensure vendors are paid in a prompt manner to avoid late fees and penalties.
- Continue to coordinate with IT to monitor call volume for the Solid Waste Department.
- Continue to accurately input and update container component data for residential and commercial customer accounts.
- Continue to simplify the use of work orders for residential container and commercial dumpster requests.
- Continue to simplify the use of supervisor work orders for customer/resident issues.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added for the Solid Waste Accounting Division for FY 2012-13.

**SOLID WASTE FUND
ACCOUNTING**

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 127,687	\$ 143,120	\$ 139,262	\$ 147,073
Supplies	813	1,653	1,460	1,580
Support Services	975	1,713	1,306	1,698
Benefits	38,932	45,196	38,097	42,925
Total Expenditures	\$ 168,407	\$ 191,682	\$ 180,125	\$ 193,276
Personnel Summary / Position Title				
Accounting Supervisor	1	1	1	1
Accounting Specialist	3	3	3	3
Total	4	4	4	4
<u>OUTPUTS</u>				
Number of contacts with customers of solid waste services (calls, visitors, written)	59,745	59,745	95,048	95,048
Number of finance requisitions processed	1,615	1,615	1,530	1,530
Number of solid waste charges entered into HTE	28,730	28,730	27,202	27,202
<u>EFFICIENCIES</u>				
Number of contacts with customers handled per accounting specialist	19,915	19,915	31,683	31,683
Number of purchase requisitions processed per accounting specialist	538	538	510	510
Number of solid waste charges entered into HTE per accounting specialist	9,577	9,577	9,067	9,067
<u>EFFECTIVENESS</u>				
% of requisitions returned with valid error	0.002%	0.002%	0.002%	0.002%
% of charges billed in error to customer account	0%	0%	0%	0%

**SOLID WASTE FUND
RESIDENTIAL OPERATIONS**

DIVISION DESCRIPTION

Residential Operations provides waste collection services primarily to the residents of Killeen. Waste is collected at curbside at residential addresses and transported to the Transfer Station. Basic weekly services that are included in the monthly garbage fee are: once per week collection of garbage placed in the city provided roll-out container(s) (96, 64, and/or 32 gallon); once per week collection of brush, up to six (6) cubic yards; and once per week collection of yardwaste (leaves, grass clippings, shrub trimmings) placed in bags only (no limit). An additional fee is charged for special collections, such as the pickup of excess brush, furniture items, appliances, large bulky items, move-outs, garage cleanouts, and excess garbage. A subscription service is also available for the curbside pick up of recyclable materials. Support is provided to Commercial Operations by picking up brush and excess garbage not placed in dumpster containers. Support is also provided to other city departments and to special events, such as Trash-Off and Voluntary Roadside Cleanup.

MAJOR DIVISION GOALS

- Provide a quality waste collection service to all residential customers.
- Monitor and modify collection routes as necessary to include new households that are constructed or annexed into the city. An optimum automated route shall include between 950 households (minimum) to 1,200 households (maximum) per collection day. A manual collection crew shall service an average of 3,000 homes per collection day.
- Maintain a collection vehicle ratio of 3:1, Primary Vehicle to Backup Vehicle.
- Accurately forecast the resources that will be needed to accommodate the growth of the City so that the current level of services can be continued without interruption.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2011-12

- Ended the fiscal year with approximately 45,966 residential households receiving solid waste services, which is an increase of 2.3% over the prior fiscal year.
- Supported the Residential Curbside Recycling Program. An average of 42.08 tons of recycling materials was collected at curbside per month.
- Supported the Commercial Division by providing the resources (manpower and collection vehicles) to clean-up dumpster sites and pick-up solid waste items not placed in containers (special collection).
- Added and adjusted collection routes for the normal growth of the City, and adjusted routes for the annexed area as residents signed up for services.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-13

- Continue to adjust collection routes as needed to accommodate the increase in residential units.
- Review operating policies and procedures, and place increased emphasis on operator maintenance of equipment and vehicles.
- Offer residents of the City of Killeen a special Saturday Curb-side Cleanup Event twice per fiscal year. One set around Texas Trash Off and the other the month of Make a Difference Day.

MAJOR NEW PROGRAMS AND SERVICES

- Cap increase for Motor Vehicle Repair (maintains)
- Replacement Fleet -Two (2) Sideloaders, Unit# 470 & Unit # 471

**SOLID WASTE FUND
RESIDENTIAL OPERATIONS**

INPUTS	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
Expenditures				
Salaries	\$ 1,447,993	1,480,340	\$ 1,511,673	\$ 1,584,584
Supplies	444,543	477,771	466,573	555,388
Repairs	805,641	862,352	821,418	691,938
Support Services	22,911	26,431	22,481	28,550
Benefits	434,182	460,788	444,055	451,265
Minor Capital	6,400	17,622	16,776	-
Capital Outlay	405,621	20,500	20,683	-
Total Expenditures	\$ 3,567,291	\$ 3,345,804	\$ 3,303,659	\$ 3,311,725
Personnel Summary / Position Title				
Director of Solid Waste & Drainage Services	1	1	1	1
Assistant Director of Public Works	0.2	0	0	0
Equipment Operator (Flatbed)	6	6	6	6
Principal Secretary	1	1	1	1
Residential Equipment Operator (Sideload)	14	15	15	15
Residential Equipment Operator (Recycling)	2	2	2	2
Residential Operations Superintendent	1	1	1	1
Residential Operations Supervisor	4	4	4	4
Secretary	0	0	0	0
Solid Waste Crew Chief (Rearloader)	4	4	4	4
Solid Waste Specialist	3	4	4	4
Solid Waste Worker	5	5	5	5
Welder's Assistant	1	1	1	1
Total	42.2	44	44	44
OUTPUTS				
Tons collected by residential collection vehicles	49,263	50,320	51,433	51,742
EFFICIENCIES				
Cost to collect one ton of residential garbage (daily operation costs only)	\$0.00	\$65.33	\$0.00	\$0.00
EFFECTIVENESS				
% of Residential customer service complaints compared to service opportunities	< .01%	<.01%	<.01%	<.01%

SOLID WASTE FUND COMMERCIAL OPERATIONS

DIVISION DESCRIPTION

Commercial Operations provides collection services and containers of various sizes to commercial customers. The available sizes of containers are: 2, 3, 4, 6, and 8 cubic yard; and the 96 and 300 gallon. Fees are based on the size and quantity of containers selected, and the frequency of service. Commercial Operations also rents 20, 30, and 40 cubic yard roll-off containers for bulky items and construction and/or demolition materials, and provides collection services on a scheduled or call-in basis. Fees include the rental and servicing of the container, and the weight of contents. Commercial Operations manages all container assets in the Solid Waste Division, including the 96-gallon, 64-gallon, and 32-gallon roll-out containers used in Residential Operations. Containers are purchased, replaced, maintained, and repaired as needed. A stockage of repair parts and assemblies are kept on hand.

MAJOR DIVISION GOALS

- Provide responsive, reliable and quality waste collection services to all commercial customers.
- Accurately forecast the resources that will be needed to accommodate the growth of the city so that the current level of services can be continued without interruption.
- Maintain a collection vehicle ratio of 3:1, Primary Vehicle to Backup Vehicle.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2011-12

- Ended the fiscal year with 1,676 dumpster containers issued to commercial customers, which was a 1% increase above the previous fiscal year (1,660 containers – FY 10/11).
- Completed 2,329 roll-off collections from commercial customers, which is a decrease of 4% from the prior fiscal year (2,427 collections – FY 10/11).
- Supported recycling operations by transporting 214 roll-off loads of recycling materials (metals, glass, paper, and plastic) to market. (216 collections – FY 10/11).
- Adjusted collection routes due to new accounts or cancellations and other changes in services that are requested by customers on a daily basis.
- Managed inventory and acquisition of containers to accommodate the growth of the city, and the replacement of uneconomically repairable containers.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-13

- Continue to adjust collection routes as needed to accommodate the increase in commercial customers.
- Review operating policies and procedures, and place increased emphasis on operator maintenance of equipment and vehicles.
- To assist in two (2) City Wide clean up events.

MAJOR NEW PROGRAMS AND SERVICES

- Cap increase for Motor Vehicle Supplies.
- Replacement Fleet – One (1) Front Loader truck, Unit #494.

**SOLID WASTE FUND
COMMERCIAL OPERATIONS**

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 763,486	782,888	\$ 778,697	\$ 785,093
Supplies	244,742	271,242	258,270	287,550
Maintenance	4,217	2,500	2,000	2,500
Repairs	387,417	378,371	380,236	357,076
Support Services	16,054	19,301	20,301	22,212
Benefits	228,393	223,606	222,080	224,232
Capital Outlay	425,340	126,333	-	-
Reimbursable Expense	-	-	-	-
Total Expenditures	\$ 2,069,649	\$ 1,804,241	\$ 1,661,584	\$ 1,678,663
Personnel Summary / Position Title				
Commercial Operations Superintendent	1	1	1	1
Commercial Equipment Operator	11	11	11	11
Commercial Operations Supervisor	2	2	2	2
Container Operations Supervisor	1	1	1	1
Welder	3	3	3	3
Welder's Assistant	2	2	2	2
Total	20	20	20	20
<u>OUTPUTS</u>				
Tons collected by commercial waste collection vehicles from commercial customers	37,825	39,500	39,095	41,049
<u>EFFICIENCIES</u>				
Operating cost to collect one ton of commercial garbage	\$0.00	\$0.00	\$0.00	\$0.00
<u>EFFECTIVENESS</u>				
% of Commercial customer complaints compared to service opportunities	<.01%	<.01%	<.01%	<.01%

SOLID WASTE FUND RECYCLING

DIVISION DESCRIPTION

The Solid Waste Recycling Operations Division develops and maintains a comprehensive recycle program for the City of Killeen that will progress toward achieving waste reduction, reuse and recycling goals. The division operates the Killeen Recycling Center and its annex area, and services collection routes for businesses, schools, and government facilities. Other programs include: the City's Workplace Recycling Program; Apartment Complex Recycling Program; Low Cost Freon Extraction Service; and a recycling education program, including periodic backyard composting classes.

MAJOR DIVISION GOALS

- Promote waste reduction, material recovery, and recycling through various media, education programs, contact with the general public, civic organizations, schools and excellence in on-going programs.
- Provide recycling drop off and collection services to divert the increasing quantities of valuable material from the waste stream.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2011-12

- Served approximately 1,200 citizens and businesses who visited the Killeen Recycling Center to drop-off materials each month.
- Served approximately 50 citizens (primarily soldiers) at the public scales each month.
- Provided a recycling collection service to city and county facilities/offices, schools and some businesses.
- Provided a recycling collection service to twelve (12) apartment complexes.
- Served approximately 17 households each week by picking up cardboard shipping boxes and wrapping paper.
- Processed and marketed the materials received from the Residential Curbside Recycling Program.
- Conducted two (2) Backyard Composting Classes.
- Began selling damaged City trash carts for their scrap value.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-13

- Continue public awareness programs for residential recycling opportunities.
- Continue a close association with the Keep Killeen Beautiful Committee to promote recycling.
- Work with the CENTEX Sustainable Communities Partnership to establish regional environmental programs.

MAJOR NEW PROGRAMS AND SERVICES

- Conduct one Household Hazardous Waste collection event.
- Reestablish a tire recovery program.

**SOLID WASTE FUND
RECYCLING**

INPUTS	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
Expenditures				
Salaries	\$ 205,073	\$ 225,349	\$ 231,138	\$ 242,312
Supplies	12,903	20,683	15,765	26,070
Repairs	6,339	15,700	12,125	8,500
Support Services	7,741	11,480	9,615	13,895
Benefits	55,211	71,071	65,000	66,174
Designated Expenses	-	24,700	27,150	47,300
Total Expenditures	\$ 287,267	\$ 368,983	\$ 360,793	\$ 404,251
Personnel Summary / Position Title				
Recycling Attendant	2	2	3	3
Recycling Attendant (Part-Time)	3	3	2	2
Recycling Manager	1	1	1	1
Recycling Operations Supervisor	1	1	1	1
Total	7	7	7	7
OUTPUTS				
Metals Recycled (Tons)	248	250	240	250
Glass Recycled (Tons)	146	150	143	150
Paper Products Recycled (Tons)	763	800	820	800
Plastic Containers Recycled (Tons)	80	80	71	80
Brush Recycled (Tons)	4,033	4,500	3,992	4,112
Automotive Oil Recycled (Gallons)	2,797	2,500	2,896	2,500
Antifreeze Recycled (Gallons)	165	220	305	300
Lead-acid Batteries Recycled (Each)	139	130	236	130
Appliances w/Freon Recycled (Each)	48	48	34	48
EFFICIENCIES				
Cost per ton to process materials through the facility (daily operation costs only)	\$242	\$283	\$235	\$234
EFFECTIVENESS				
% of recyclables collected from the waste stream and diverted from the landfill	6.0%	5.6%	6.1%	6.4%

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 (Comal Transportation Company) to the Temple landfill, which is operated by Waste Management, Inc. The contracts for solid waste transport and disposal were amended in March 2010. The term for both contracts was extended to October 2015. The landfill sites in the vicinity of the Transfer Station were closed in 1993, but must be maintained in accordance with TCEQ closure criteria. All brush is collected from the City as a segregated waste, and taken to the Water Control Improvement District (WCID) #1 Regional Sludge/Composting Site for chipping, composting, and the generation of a compost end product.

MAJOR DIVISION GOALS

- Efficiently operate the Transfer Station which is the receiving point for all solid waste, either generated from within or outside the City.
- Operate the Transfer Station in compliance with the TCEQ approved Site Operating Plan.
- Satisfactorily complete all annual inspections and other visits by TCEQ without receiving warnings or violations.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2011-12

- Transported and disposed a total weight of 93,217 tons of municipal solid waste in the Temple Landfill, which was a 4.2% increase above last fiscal year's weight of 89,400 tons.
- Completed repairs to the Transfer Station which suffered major damage resulting from a fire that ignited within the structure that took place on July 27, 2011
- Completed five (5) capital improvement projects for the transfer station, as follows: (1) Modified the scale in tunnel #2. (2) Constructed a secondary containment for the 6,000 gallon leachate tank. (3) Constructed a trench drain system on the entrance and exit ramps of the tunnel area. (4) ADT installed a heat detection/alarm monitoring system and 8 surveillance cameras in the transfer building. (5) Replaced 2,000 square feet of topping on the tipping floor.
- Initiated a land maintenance agreement with Rut Fencing for maintenance of approximately 200 acres of the landfill site.
- Obtained a professional service agreement with Freese & Nichols for the tunnel #1 modifications.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-13

- Execute project to modify the scale platform with the objective of reducing litter when loading the transfer trailers.
- Enter into a lease to purchase option with Holt Caterpillar for lease of a skid steer with attachments.
- Finish installing 8 additional cameras at the recycle drop-off area, scale house and administration building.
- Execute project to install an unattended weighing system on the inbound and outbound scales.
- Modify the Scale House exchange windows and teller drawers by raising the windows and counter tops.

MAJOR NEW PROGRAMS AND SERVICES

- 3 year lease agreement with Holt Caterpillar for lease of a skid steer with attachments.

**SOLID WASTE FUND
TRANSFER STATION**

INPUTS	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
Expenditures				
Salaries	\$ 466,532	516,225	\$ 490,316	\$ 526,053
Supplies	70,915	65,598	70,037	66,300
Maintenance	17,969	42,860	34,045	49,600
Repairs	51,538	96,366	67,727	68,338
Support Services	130,906	192,570	156,361	168,665
Benefits	148,179	172,243	148,774	159,087
Minor Capital	349	869	1,257	-
Designated Expenses	3,293,780	3,524,978	3,467,431	3,926,272
Major Capital Outlay	-	306,174	185,174	-
Capital Outlay	650	-	-	-
Total Expenditures	\$ 4,180,818	\$ 4,917,883	\$ 4,621,122	\$ 4,964,315

Personnel Summary / Position Title

Building/Grounds Service Worker	3	3	3	3
Building/Grounds Service Worker (Part-Time)	1	1	1	1
Equipment Operator	4	4	4	4
Crew Leader	1	1	1	1
Scale Attendant	3	3	3	3
Senior Secretary	1	1	1	1
Superintendent (Transfer Station)	1	1	1	1
Supervisor (Transfer Station)	1	1	1	1
Supervisor (Scale Operations)	1	1	1	1
Total	16	16	16	16

OUTPUTS

Total tons transported and landfilled	89,400	98,710	96,786	99,690
Number of trailer loads of waste hauled from Transfer Station	4,118	4,701	4,608	4,747
Cost per ton to transport and landfill	\$ 37.00	\$ 38.00	\$ 38.00	\$ 38.50
Tons of brush received	4,118	4,500	4,500	4,500
Number of violations/warnings from TCEQ	0	0	0	0

EFFICIENCIES

Cost per ton for operation of facility (daily operation costs only)	\$ -	\$ 10.05	\$ -	\$ -
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EFFECTIVENESS

Number of valid complaints from neighbors adjacent to facility or customers using the facility	0	0	0	0
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SOLID WASTE FUND MOWING OPERATIONS

DIVISION DESCRIPTION

The Mowing Division mows and trims the roadway right-of-ways to a 12-inch standard or lower, removes and disposes of trash/rubbish, trims trees/brush in the right of ways, and applies herbicide in designated areas of the City.

MAJOR DIVISION GOALS

- Continue to improve the appearance of the City by removing trash/debris and brush from right-of-ways, and mow areas of responsibility on a frequency that will comply with the 12-inch standard.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2011-12

- Transferred 1/3 of the Mowing inventory to the Drainage Division due to the reduction in force.
- Continued to refine the inventory of roadway right-of-ways to be mowed. Re-check data on length/acreage of right-of-ways. The current inventory consists of 115.80 lane miles, 493.01 acres.
- Refined/adjusted the mowing schedule for the three (3) week cycle and the six to eight (6-8) week cycle.
- Provided support to the Community Supervision and Corrections Department (CSCD) by providing two (2) representatives on Saturday & Sunday (bi-monthly) to assist in administering the Community Service Program for the City of Killeen. Probationers were used to pickup litter/trash along selected roadway right-of-ways and drainage ditches.
- Successfully implement the reorganization of the Mowing & Drainage divisions under the Environmental Services Division
- Adjusted the maintenance schedule to reflect two (2) crews instead of three (3).

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-13

- Continue to refine the program to service and maintain the mowing and drainage equipment.
- Collect and refine data on right-of-ways, including the newly annexed areas, and modify schedules.
- Our target is to complete sixteen (16) cycles on the three (3) week list 696 miles 2592 acres.
- Our target is to complete seven (7) cycles on the six to eight (6-8) week list 350 miles 959 acres.
- Our target is to complete one (1) cycle on the TX Dot list 23 miles 194 acres

MAJOR NEW PROGRAMS AND SERVICES

- New Positions – five (5) – add a crew consisting of 1 (1) crew leader and 4 (4) mowing service workers (all funded mid-year) to maintain downtown areas and city properties. Our target is to have this crew hired, along with trucks & equipment acquired by June.
- Refine the inventory of the additional city properties to be mowed.

**SOLID WASTE FUND
MOWING OPERATIONS**

INPUTS	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
Expenditures				
Salaries	\$ 541,958	\$ 457,689	\$ 424,877	\$ 543,124
Supplies	68,897	74,178	68,670	89,719
Maintenance	1,500	2,100	1,550	8,054
Repairs	40,445	47,975	45,240	46,000
Support Services	6,324	10,357	10,440	23,026
Benefits	181,016	167,460	147,660	183,310
Minor Capital	-	8,463	-	-
Designated Expenses	1,410	2,000	1,950	2,400
Capital Outlay	-	-	-	65,778
Total Expenditures	\$ 841,550	\$ 770,222	\$ 700,387	\$ 961,411
Personnel Summary / Position Title				
Mowing and Drainage Director	0	0	0	0.5
Mowing and Drainage Superintendent	1	0.5	0.5	0
Mowing and Drainage Secretary	0	0.5	0.5	0.5
Equipment Services Technician	1	0.5	0.5	0.5
Mowing Supervisor	1	1	1	1
Mowing Crew Leader	3	2	2	3
Mowing Service Worker	15	13	13	17
Mowing Service Worker (part-time)	1	0	0	0
Total	22	17.5	17.5	22.5
OUTPUTS				
Lane miles mowed	1,300	872	885	1,069
Acreage mowed	4,685	3,723	3,472	3,745
EFFICIENCIES				
Cost per lane mile	\$652	\$883	-	-
Cost per acre	\$181	\$207	-	-
EFFECTIVENESS				
% of 3 week cycles completed as scheduled	94%	100%	100%	100%
% of 6-8 week cycles completed as scheduled	94%	100%	100%	100%

*** The average personnel strength for FY 11/12 was 95%, or an average of one (1) vacant service worker position. During the winter month of January and February 2012 all personnel resources in the Mowing Division were used to assist Drainage Maintenance in the completion of their priority projects and schedule. A total of 2235 manhours were used in the support of Drainage Maintenance for the fiscal year.

**SOLID WASTE FUND
OTHER APPROPRIATIONS**

DEBT SERVICE

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

INFORMATION TECHNOLOGY

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

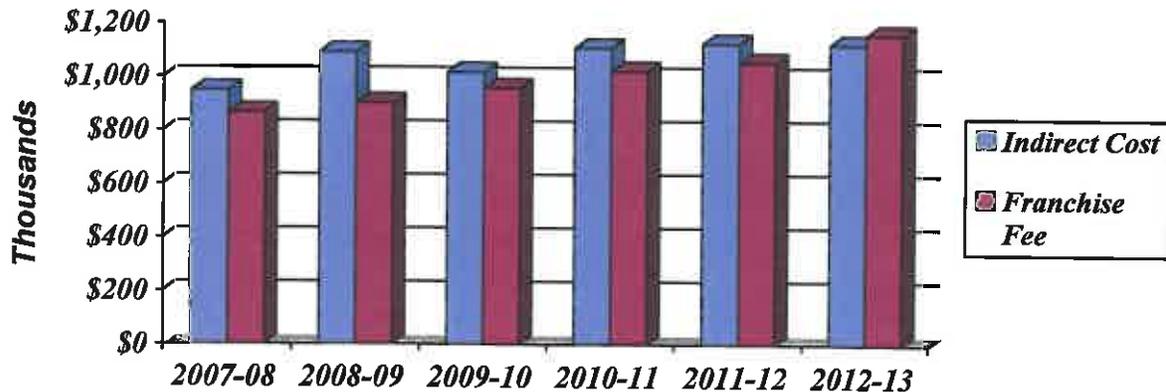
GENERAL ADMINISTRATION

The General Administration division is utilized to budget for Solid Waste Fund non-departmental supplies, building maintenance and repairs.

NON-DEPARTMENTAL

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

Transfers to General Fund



**SOLID WASTE FUND
OTHER APPROPRIATIONS**

DEBT SERVICE

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
EXPENDITURES				
Designated Expenses	\$ 570,000	\$ 742,644	\$ 742,644	\$ 745,744
Total Expenditures	\$ 570,000	\$ 742,644	\$ 742,644	\$ 745,744

HUMAN RESOURCES

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
EXPENDITURES				
Supplies	\$ -	\$ 4,799	\$ 4,799	\$ 5,000
Support Services	-	2,700	2,700	2,700
Designated Expenses	-	6,300	6,300	6,300
Total Expenditures	\$ -	\$ 13,799	\$ 13,799	\$ 14,000

INFORMATION TECHNOLOGY

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
EXPENDITURES				
Supplies	\$ 8,979	\$ 9,880	\$ 9,880	\$ 14,000
Maintenance	30,493	31,702	31,700	33,749
Repairs	22,173	15,725	15,700	16,000
Minor Capital Outlay	8,361	8,059	8,000	17,250
Capital Outlay	759	34,315	34,300	24,040
Total Expenditures	\$ -	4,000	4,000	-
Total Expenditures	\$ 70,765	\$ 103,681	\$ 103,580	\$ 105,039

GENERAL ADMINISTRATION

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
EXPENDITURES				
Supplies	\$ -	\$ -	\$ 1,603	\$ 2,963
Maintenance	-	-	-	7,000
Repairs	-	-	-	10,000
Total Expenditures	\$ -	\$ -	\$ 1,603	\$ 19,963

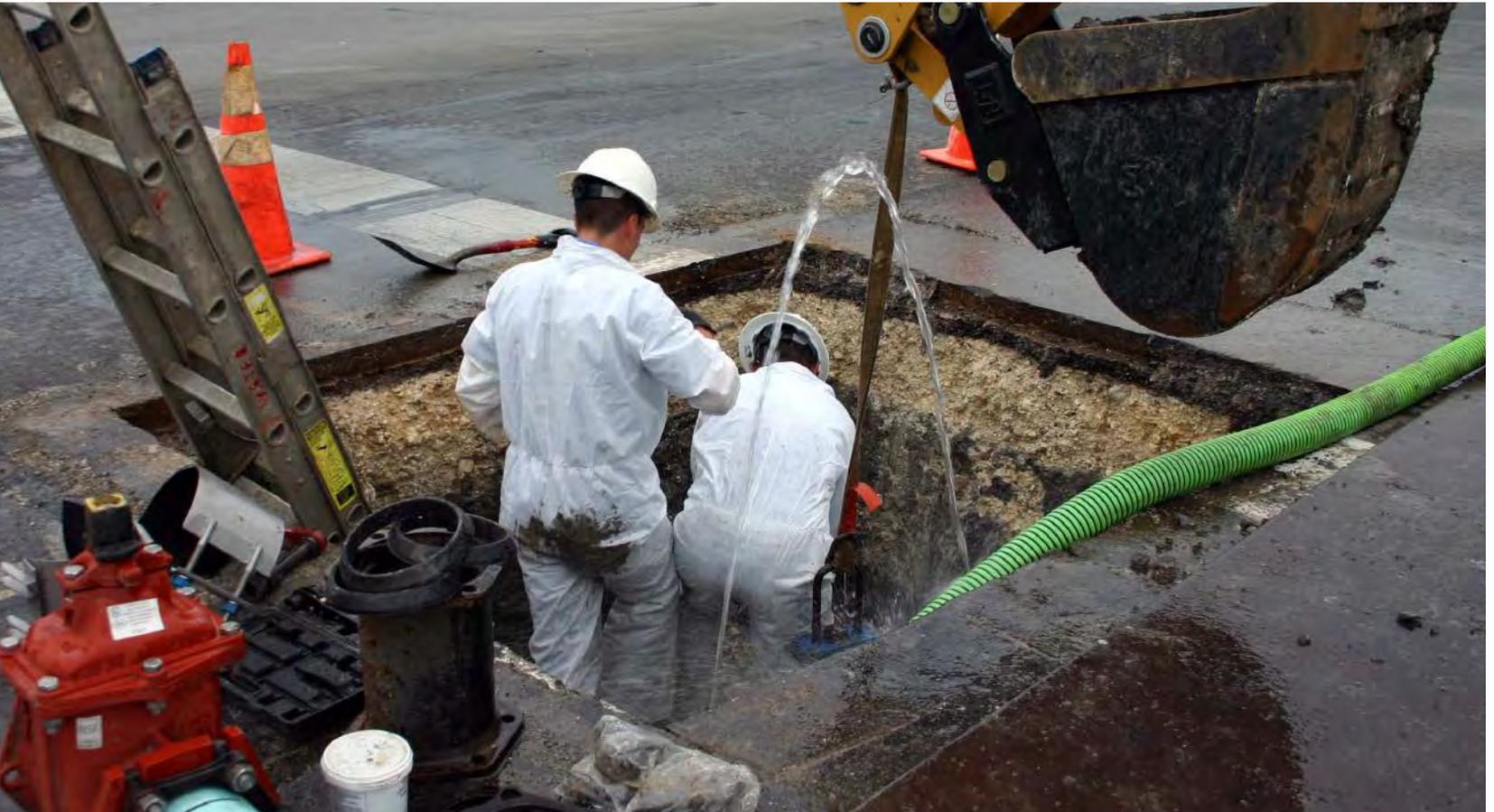
NON-DEPARTMENTAL

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
EXPENDITURES				
Maintenance	\$ 24,464	\$ 7,000	\$ 6,900	\$ -
Repairs	3,910	4,090	10,000	-
Support Services	125,884	148,844	125,323	146,672
Designated Expenses	-	-	-	-
Capital Outlay	499,848	490,982	490,982	-
Transfers Out	2,130,899	2,979,103	2,644,972	3,251,117
Total Expenditures	\$ 2,785,005	\$ 3,630,019	\$ 3,278,177	\$ 3,397,789



Annual Budget &
Plan of Municipal
Services

WATER AND SEWER



WATER AND SEWER



The City of Killeen uses the Water & Sewer Fund for all expenses incurred and revenues received pertaining to the operation, maintenance, and improvement of Water & Sewer services provided by the City.

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.





Annual Budget &
Plan of Municipal
Services

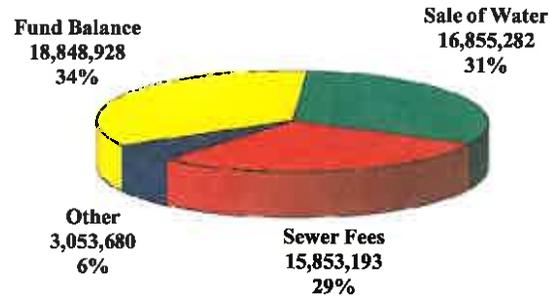
WATER & SEWER FUND**Adopted Budget
Summary
FY 2012-13**

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
BEGINNING FUND BALANCE				
Reserved Fund Balance	1,727,000	1,727,000	1,727,000	1,727,000
Unreserved Fund Balance	19,142,848	17,121,928	21,048,423	19,857,523
TOTAL BEGINNING FUND BALANCE	20,869,848	18,848,928	22,775,423	21,584,523
REVENUES				
Sale of Water	17,872,764	16,855,282	17,401,332	17,651,642
Water & Sewer Taps	903,260	852,330	816,669	869,377
Septic Tank Elimination	24,321	22,350	22,177	22,350
Sewer Fees Collected	14,858,185	15,853,193	15,080,666	16,077,434
Miscellaneous Srvcs. & Chrgs.	899,376	873,000	933,202	951,866
Delinquent Penalty	1,232,655	1,208,000	1,226,440	1,250,969
Interest Earned	73,764	85,000	65,067	70,000
Miscellaneous Receipts	58,835	13,000	241,777	212,000
Transfers-In	-	-	-	-
TOTAL CURRENT REVENUES	35,923,160	35,762,155	35,787,330	37,105,638
TOTAL FUNDS AVAILABLE	56,793,008	54,611,083	58,562,753	58,690,161
EXPENSES				
Fleet Services	1,143,163	1,497,517	1,428,483	1,406,545
Fleet Replacement Program	115,451	314,031	314,031	-
Utility Collections	1,798,039	1,973,944	1,884,511	1,945,464
Water and Sewer Contracts	12,141,171	12,144,320	12,144,320	12,963,240
Water Distribution	1,199,230	1,552,513	1,432,780	1,469,375
Sanitary Sewers	996,657	844,054	740,202	813,435
Water and Sewer Operations	2,565,728	2,994,816	2,699,580	2,989,434
Water and Sewer Engineering	958,530	1,431,319	1,346,954	1,232,433
Water and Sewer Projects	195,487	1,104,119	615,452	700,000
Debt Service	6,585,000	6,685,000	6,685,000	6,500,000
Water & Sewer Miscellaneous	1,682,098	2,294,799	2,010,249	3,206,264
TOTAL CURRENT EXPENSES	29,380,554	32,836,432	31,301,562	33,226,190
TRANSFERS OUT	4,637,031	5,275,202	5,676,668	5,105,773
TOTAL EXPENSES	34,017,585	38,111,634	36,978,230	38,331,963
ENDING FUND BALANCE				
Reserved Fund Balance	1,727,000	1,727,000	1,727,000	1,727,000
Unreserved Fund Balance	21,048,423	14,772,449	19,857,523	18,631,198
TOTAL ENDING FUND BALANCE	22,775,423	16,499,449	21,584,523	20,358,198

WATER & SEWER FUND

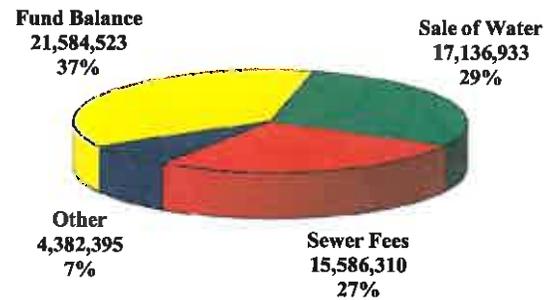
Comparison of FY 2011-12 Budget to FY 2012-13 Budget

FY 2011-12 Resources



Total Fund Balance and Revenues \$54,611,083

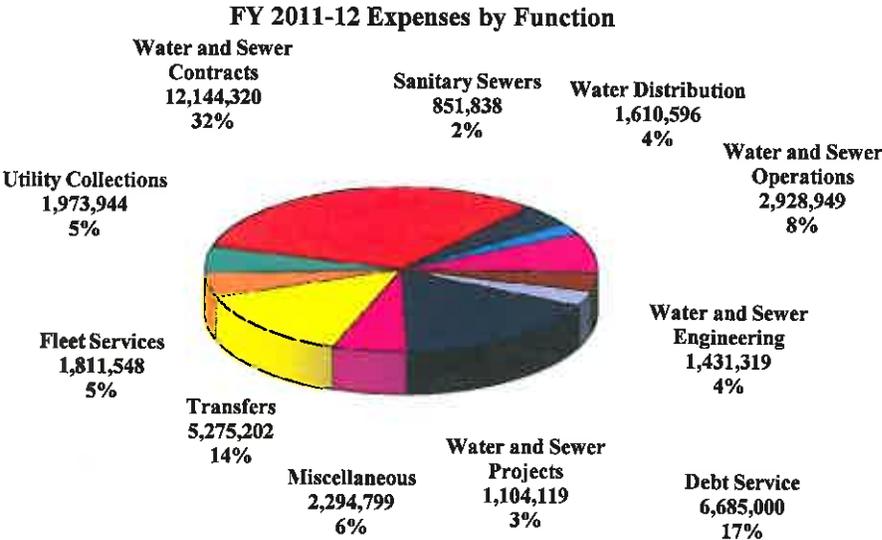
FY 2012-13 Resources



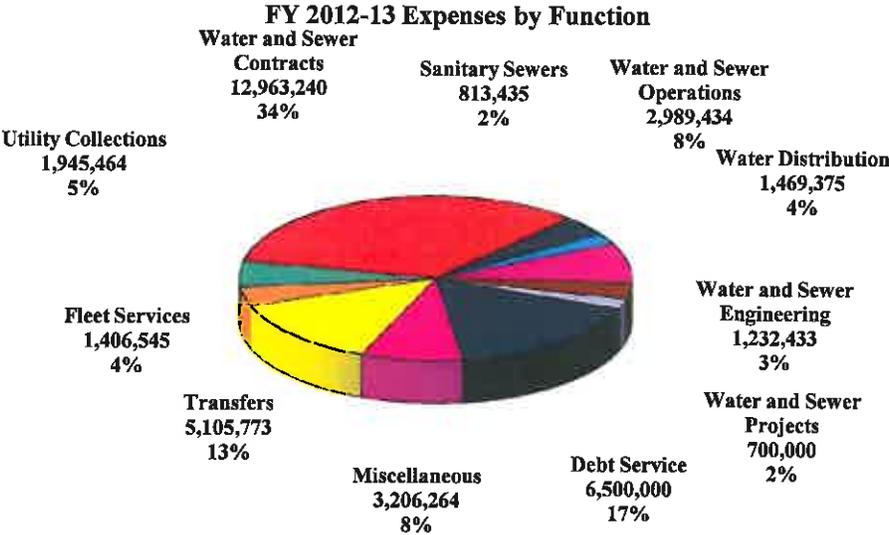
Total Fund Balance and Revenues \$58,690,161

WATER & SEWER FUND

Comparison of FY 2011-12 Budget to FY 2012-13 Budget



Total Expenses \$38,111,634



Total Expenses \$38,331,963

Note: Significant changes between FY 2011-12 and FY 2012-13 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 prepared specifications for all vehicles and equipment acquired by the City; coordinates the Leasing of City fleet. Fleet Services maintains a city fleet for a Loaner Program for City Departments availability, processes Inter-Departmental charges for fuel and repairs performed at the Fleet Facility and maintains the ISF (Internal Service Fund). Fleet Services prepares a five-year vehicle and equipment replacement and new Fleet program schedules 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 maintenance services on city-wide Fleet through programs and services.
- Maintain equipment and vehicles on all general, major repairs, and accidents to City's Fleet.
- Manage a 24-hour fuel site at Fleet Facility for all emergency and / or road repairs.
- Maintain the 5-year Fleet replacement and equipment schedule.
- Maintaining a reconciliation process on the Departmental monthly billing, parts, fuel purchases, and loaner fees.
- Manage 24 hour Car Wash Facility for city Fleet availability.
- Maintains Loaner Program for city-wide Departments use.
- Maintains ISF (Internal Service Fund) for city-wide use for assistance of fleet procurements.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2011-2012

- Continued training classes for Technicians and Operators on specialized equipment purchased.
- Finalized monthly reconciliation process for parts and fuel inventory purchases.
- Processed specifications and ensured competitive procurement practices on budgeted replacement and new vehicles, and budgeted replacement and new heavy equipment. Initiated bidding process, leases, and State procurement for the fleet (vehicle and equipment) for FY11-12.
- Maintained and expanded the Leasing / Purchasing Option with Fleet.
- Improved Waste Oil Recycle program, with the procurement of the new equipment.
- Upgraded the maintenance software; FASTER, to newest version. Provided additional diagnostic software, Bosch Master Tech II.
- Implemented a Quick Lube area within existing facility to accompany three (3) Lube Technicians.
- Implemented an Internal Service Fund to assist the city with future Fleet procurements.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-2013

- Complete exhaust system to provide safe environmental and to meet TCEQ standards, continued from FY11-12.
- Upgrade the security system and access to the facility during the after and weekend hours.
- Expand the Loaner Program to assist with Departments in need of fleet for downed units, Seminars, etc...
- Improve storage capabilities for tire inventory, large shop equipment, and Technicians safety while performing everyday operations. (Includes safety concerns for all employees within work areas)
- Expand the truck lift capabilities for large truck in order to assist with daily maintenance operations.
- Implement the new Lube Service Center facility, after movement of Solid Waste Commercial for expansion and completion of FY11-12 new program.

MAJOR NEW PROGRAMS AND SERVICES

- Shop equipment procurements to assist Staff with the various job operations and compliances:
 - 1) Mobil Truck Lift
 - 2) Bosch Master Tech II

**WATER & SEWER FUND
FLEET SERVICES**

INPUTS	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
Expenditures				
Salaries	\$ 927,098	\$ 1,046,268	\$ 1,036,607	\$ 1,079,071
Supplies	66,318	115,325	107,429	115,615
Maintenance	2,328	9,900	10,800	3,400
Repairs	6,975	14,875	14,600	16,600
Support Services	42,436	57,872	54,534	61,710
Benefits	268,567	323,793	275,692	298,402
Minor Capital	10,902	9,530	9,521	7,880
Designated Expenses	3,723	3,677	4,400	4,500
Capital Outlay	72,392	138,577	135,800	42,967
Fleet Replacement Program	115,451	314,031	314,031	-
Reimbursable Expense	(257,576)	(222,300)	(222,900)	(223,600)
Total Expenditures	\$ 1,258,614	\$ 1,811,548	\$ 1,742,514	\$ 1,406,545
Personnel Summary / Position Title				
Director of Fleet Services	1	1	1	1
Fleet Services Shop Foreman	1	1	1	1
Principal Secretary	1	1	1	1
Fleet Service Supervisor	2	2	2	2
Fleet Services Parts Supervisor	1	1	1	1
Parts Assistant	3	3	3	3
Fleet Services Technicians	13	13	13	13
Accounting Specialist	1	1	1	1
Lube Technicians	0	3	3	3
Total	23	26	26	26
OUTPUTS				
Preventive Maintenance Services	2,610	2,750	2,700	2,831
Sublet, Repairs	207	195	190	236
Motor Vehicle Inspections	482	492	492	517
General Repairs	3,269	3,400	3,400	4,632
Road Calls	64	99	95	66
Tire Repairs	489	529	530	642
Accident Repairs	38	42	40	43
Fuel Gallons Dispensed / Purchase of Fuel	674,000	690,000	700,000	702,300
Fuel Transactions (UI / DI)	44,000	50,000	50,000	46,128
EFFICIENCIES				
Number of Oil Services completed routinely per three (3) Lube Technicians	82	164	200	980
Number of six (6) month Preventive Maintenance services per thirteen (13) Technicians	37	42	60	288
Number of MVI (State Inspections) per three (3) Lube Technicians	37	34	50	172
Number of General Repairs completed routinely per thirteen (13) Technicians	264	280	290	285
EFFECTIVENESS				
% of Preventive Maintenance including oil changes, six (6) month services, and state inspections (NAFA Standard = 48%)	34.40%	35.00%	35.70%	36.00%
% of sublet repairs (NAFA Standard = 12%)	18.30%	11.00%	18.00%	16.70%
% of general repairs (NAFA Standards = 40%)	43.14%	41.00%	40.00%	43.11%

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 44,500 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 2011-2012

- Continue to operate three runs each day to serve our customers and provide them the ability to get same day water utilities turned on if they are in the office by 2:00pm.
- Implemented voice-activated telephone credit card payment program to allow faster response time and increased lines to handle the large amount of telephone payments...
- Continue to promote e-billing to reduce postage and paper costs and more efficiently deliver bills to customers.
- Complete scanning on a daily basis and destruction of stored paper records twice a year.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-2013

- Continue to increase departmental cross training to better serve our customers in a more time efficient manner.
- Continue to promote e-billing and bank drafts to reduce postage and paper costs and become more customer friendly.
- Continue to work with banking institutions to expand the number of banks we currently receive utility payments via electronic transfers versus the current paper checks we receive in the mail or by Fed Ex which will get payments posted to accounts in a timelier manner.
- Requesting additional IVR lines and possibly looking at a newer version of the IVR system to handle the increase of telephone payments received by the increasing number of customers.
- To become more automated with application paperwork to avoid scanning and destruction of paperwork and the cost that comes along with it.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to Utility Collections for FY 2012-13.

**WATER & SEWER FUND
UTILITY COLLECTIONS**

INPUTS	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
Expenditures				
Salaries	\$ 1,086,935	\$ 1,143,798	\$1,138,690	\$1,184,303
Supplies	312,048	333,581	298,521	336,297
Repairs	20,615	21,750	21,139	25,450
Support Services	33,150	33,320	27,778	36,935
Benefits	345,063	369,908	351,683	361,924
Minor Capital	228	51,612	46,700	555
Capital Outlay	-	19,975	-	-
Total Expenditures	\$ 1,798,039	\$ 1,973,944	\$ 1,884,511	\$ 1,945,464
Personnel Summary / Position Title				
Clerk	1	1	1	1
Code Enforcement Officer	1	1	1	1
Customer Service Representative	4	4	4	4
Customer Service Supervisor	1	1	1	1
Clerk (Part-time)	1	1	1	1
Meter Reader	8	8	8	8
Principal Secretary	1	1	1	1
Senior Meter Reader	1	1	1	1
Senior Utility Clerk	3	4	4	4
Utilities Clerk	4	4	4	4
Utility Accounting Clerk	1	1	1	1
Utility Cashier	4	4	4	4
Manager (Utility Collections)	1	1	1	1
Utility Collections Supervisor	1	1	1	1
Supervisor (Utility Collections)	1	1	1	1
Utility Service Worker	5	6	6	6
Total	38	40	40	40
OUTPUTS				
Number of utility customers	40,500	41,850	42,200	43,231
Number of meters read	508,275	540,095	540,468	550,480
Delinquent disconnects	9,642	9,624	10,779	11,929
EFFICIENCIES				
Number of customers per utility collections customer relations employee	<2,000	<2,000	<2,000	<2,000
Number of meters read per month per reader	<5,500	<5,500	<5926	6,553
EFFECTIVENESS				
Meter reading error rate	0.0025%	0.0025%	0.0025%	0.0024%

**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 installing automatic flushing devices on dead-end water mains.
- Lower interruption time in the repair of water main and fire hydrant repairs.
- Encourage all employees to participate in employee training programs to achieve the highest levels of certifications from the Texas Commission on Environmental Quality in Water Distribution.
- Upgrade older sections of the water distribution system by installing valves in the older areas to minimize service interruptions during emergencies and when performing routing maintenance.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2011-12

- Reviewed mapping locations of the water and sewer system for the GIS database.
- Maintained the water distribution infrastructure and provided properly disinfected water for the City of Killeen.
- Located approximately 919 water lines for contractors and construction.
- Performed approximately 306 emergency water main repairs.
- Set 1,148 new water meters for new residential and commercial subdivisions.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-13

- Effectively install new water services to ensure that all new development within the City of Killeen is following City guidelines.
- Update water distribution mapping to ensure proper line sizes and location are documented.
- Maintain the water distribution infrastructure while providing properly disinfected water for the City of Killeen.
- Flow test all fire hydrants to ensure the Fire Department has correct data.

MAJOR NEW PROGRAMS AND SERVICES

- Revised Incentive Pay Program
- Operator Program
- Replace Crane Service Truck
- Replace Heavy Duty Air Compressor

**WATER & SEWER FUND
WATER DISTRIBUTION**

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 437,570	\$ 484,355	\$ 450,206	\$ 599,205
Supplies	60,571	85,744	79,950	86,803
Maintenance	178,266	169,044	145,480	137,145
Repairs	60,163	70,828	53,545	48,247
Support Services	32,130	36,167	40,930	36,167
Benefits	139,452	193,457	146,080	192,028
Minor Capital	5,699	13,719	18,719	26,400
Major Capital Outlay	232,710	348,380	344,062	343,380
Capital Outlay	52,669	150,819	153,808	-
Total Expenditures	\$ 1,199,230	\$ 1,552,513	\$ 1,432,780	\$ 1,469,375
 Personnel Summary / Position Title				
Operator III	1	1	1	1
Operator II	1	1	1	1
Operator I	5	5	5	5
Operator/Apprentice	12	12	12	12
Total	19	19	19	19
 <u>OUTPUTS</u>				
New Customer Services	988	600	1,254	1,500
Water Main Repairs	306	350	300	325
Water Lines (Miles)	604	620	620	617
Water Line Locates	919	800	950	1,200
Fire Hydrants Repaired/Replaced	52	35	40	45
Water Service Calls	1,158	900	1,125	1,100
 <u>EFFICIENCIES</u>				
Maintenance Cost per 100 Miles of Water Piping System	\$198,548	\$250,405	\$231,094	\$238,148
 <u>EFFECTIVENESS</u>				
% of Unaccounted Water Loss		16.8%		9.0%

**WATER & SEWER FUND
SANITARY SEWERS**

DIVISION DESCRIPTION

The Sanitary Sewers division is responsible for the safe and sanitary collection of wastewater for the City of Killeen. This division monitors and maintains the sewer system infrastructure, installs new sewer lines, performs preventive maintenance to existing sewer lines, responds to all customer service calls, and identifies (TV Inspection) and repairs damaged sewer mains. The division monitors the City's compliance with Federal & State regulatory agency requirements for wastewater collection.

MAJOR DIVISION GOALS

- Reduce the frequency of wastewater overflows caused by grease blockages and roots by performing preventive maintenance (flushing/cleaning) on a regular schedule.
- Reduce inflow and infiltration entering the City's sewer system by performing sewer system inspections, and repairing sanitary sewer mains and manholes. This will in turn reduce sewer treatment costs.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2011-12

- Repaired over \$1.5 million in infrastructure to control/reduce/eliminate I&I into the City's sewer system.
- Completed 919 line locations for construction work performed by other utilities or citizens of Killeen in accordance with the new Texas One Call Law.
- 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 the camera inspection of more than 15,000 feet of sewer mains.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-13

- Repair sewer system mains, manholes, and manhole crowns to reduce I&I problems.
- Keep all vegetation and trees out of the City's sewer easements.
- Continue preventive maintenance program of flushing the City's sewer mains, reducing sanitary sewer overflows and sewer system blockages.
- Continue working with the GIS department to populate the SSO database.
- Continue to assist the Street Division with the overlay/chip-seal project by raising/preparing manholes, clean outs, and valves on each street scheduled for rehabilitation.
- Complete system rehab projects totaling more than \$4 million dollars.
- Continue to camera inspections of the sanitary sewer system to locate problem for repair.

MAJOR NEW PROGRAMS AND SERVICES

- Revised Incentive Pay Program
- Operator Program
- Purchase Replacement Backhoe
- Purchase Haul Trailer

**WATER & SEWER FUND
SANITARY SEWERS**

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
<i>INPUTS</i>				
Expenditures				
Salaries	\$ 395,179	\$ 412,145	\$ 370,432	\$ 488,149
Supplies	51,414	70,096	61,836	71,070
Maintenance	39,147	40,878	35,878	36,741
Repairs	52,300	47,000	38,500	31,000
Support Services	13,614	22,459	22,114	22,445
Benefits	124,431	156,618	110,419	153,330
Minor Capital	23,586	5,483	6,800	4,500
Major Capital Outlay	-	-	1,000	1,000
Capital Outlay	296,986	89,375	93,223	5,200
Total Expenditures	\$ 996,657	\$ 844,054	\$ 740,202	\$ 813,435
Personnel Summary / Position Title				
Operator III (Inflow and Infiltration Supervisor)	1	1	1	1
Operator III (Sanitary Sewer Supervisor)	1	1	1	1
Operator II (Senior Water & Sewer Worker)	1	1	1	1
Operator I (Equipment)	3	3	3	3
Operator Apprentice	9	9	9	9
Total	15	15	15	15
<i>OUTPUTS</i>				
Lines Cleaned (Feet)	473,899	550,000	500,000	600,000
Sewer Service Calls	612	650	635	650
Sewer Lines (Miles)	535	715	535	550
Manhole Inspections	2,247	2,000	2,275	2,000
Sewer Line Locates	768	1,000	915	950
Sewer Line Replaced (Feet)	4,200	1,500	4,500	4,000
Stoppages Cleared	32	100	40	50
Wastewater Overflows	14	40	18	20
<i>EFFICIENCIES</i>				
Maintenance Cost per 100 miles of Wastewater Piping System	\$0	\$112,102	\$0	\$0
<i>EFFECTIVENESS</i>				
Gallons per minute (GPM) per Mile of Inflow and Infiltration		95		

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.

**WATER & SEWER FUND
WATER & SEWER OPERATIONS**

DIVISION DESCRIPTION

Water & Sewer Operation's programs include maintenance of the water storage tanks, water pumping facilities, and the wastewater lift stations. A significant amount of time is dedicated performing daily preventive maintenance checks, chemical disinfection monitoring services, maintenance services on all facilities, and corrective maintenance as needed to all water storage tanks and water pumping facilities, and wastewater lift stations. Operations provides quality and security control for the water system through water sampling, and monitoring the water distribution system to minimize unaccountable water loss.

MAJOR DIVISION GOALS

- Provide continuous delivery of properly disinfected water at adequate pressure and sufficient volume to all residential, commercial, industrial, and fire fighting customers.
- Maintain Lift Stations to prevent overflows in the collection system; protect the public and environment by using preventive maintenance program to pull each pump annually and perform scheduled maintenance.
- Provide a safe working environment for employees while protecting the health and safety of the public and the environment through continued weekly safety briefings and training for employees and supervisors; designate a safety officer for each crew.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2011-12

- Adhered to consistent operating practices and proactive maintenance for pump stations.
- Performed routine and construction bacteriological, chlorine residual, ammonia, and pH tests.
- Performed over 12,500 documented water quality tests.
- Continued to implement testing of grease traps to bring restaurants into compliance with City Ordinance for Fats, Oil, and Grease (FOG).

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-13

- Perform routine and construction bacteriological, chlorine residual, and ammonia tests.
- Perform water quality testing to ensure high standards of continuous delivery of properly disinfected water.
- Perform sanitary sewer pretreatment program for commercial businesses.
- Continue the preventive maintenance program by rebuilding pumps and motors at all facilities.
- Continue to ensure safe drinking water through the cross connection control and customer service inspection program.
- Continue implementation of the FOG Program to reduce fats, oils, and grease discharge into the sanitary sewer system through proactive inspection and investigation of food preparation establishments.

MAJOR NEW PROGRAMS AND SERVICES

- Revised Incentive Pay Program
- Operator Program

**WATER & SEWER FUND
WATER & SEWER OPERATIONS**

INPUTS	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
Expenditures				
Salaries	\$ 850,089	\$ 876,135	\$ 830,465	\$ 1,100,394
Supplies	115,777	226,721	206,362	186,206
Maintenance	103,408	218,712	202,950	174,703
Repairs	19,897	30,156	21,300	23,000
Support Services	1,208,162	1,284,410	1,136,775	1,174,148
Benefits	258,763	308,235	250,692	315,983
Minor Capital	3,007	1,289	1,878	15,000
Major Capital Outlay	6,625	49,158	49,158	-
Total Expenditures	\$ 2,565,728	\$ 2,994,816	\$ 2,699,580	\$ 2,989,434

Personnel Summary / Position Title

Director of Water & Sewer Services	1	1	1	1
Director of Water & Sewer Utilities	0	0	0	1
Water & Sewer Superintendent	1	1	1	1
Water & Sewer Materials Manager	1	1	1	1
Operator Apprentice (Water & Sewer)	1	1	1	1
Chief Operator	1	1	1	1
Operator II	1	1	1	1
Operator I	5	5	5	5
Water & Sewer Service Worker (Opr/Appr)	7	7	7	7
Operator III (BPAT)	1	1	1	1
Operator II (Backflow Prevention Assembly Tester)	3	3	3	3
FOG Enforcement Specialist	2	2	2	2
Principal Secretary	1	1	1	1
Secretary (BPAT/FOG)	0	1	1	1
Accounting Specialist	1	1	1	1
Total	26	27	27	28

OUTPUTS

Pump Station Water Pumpage (Gallons)	5,975,125,000	5,440,000,500	5,578,652,000	5,628,420,000
Lift Station Sewage Collection (Gallons)	3,650,528,231	4,806,000,000	3,867,366,443	3,817,366,443
Water Analysis Tests	1,300	1,300	1,300	1,300
Bacteriological Tests	1,200	1,200	1,200	1,560

EFFICIENCIES

Water Delivered Cost per 1,000 Gallons	\$3.66
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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	24.8 / 14.0	24.7 / 17.0	35.0 / 20.5	24.5/17.0
Bacteriological Tests				
Average of all Disinfectant Residuals	2.6825	3.40	2.520	2.50
Lowest Disinfectant Residual	0.50	0.80	0.80	1.00

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

WATER & SEWER FUND ENGINEERING

DIVISION DESCRIPTION

The mission of the Engineering Division of the Public Works Department (Water & Sewer Fund) is to provide professional engineering management services to citizens, and the business and development community to ensure public works infrastructure is designed, constructed, operated, and maintained in accordance with applicable regulatory standards and good industry practices. Key processes and activities performed by the division include review of subdivision plats and development plans for code conformance; review of residential and commercial construction plan sets for before release for construction; inspection and testing of construction materials and methods to ensure compliance with project plans and specifications; development of scopes of work and contracts for capital improvement project studies and designs; project management and contract administration of Master Plan and Bond Issue public infrastructure improvements; and analysis and evaluation of public infrastructure adequacy and functionality.

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2011-12

- Reviewed 50 subdivision plats and 94 commercial development plan sets.
- Inspected public infrastructure construction within 20 new residential subdivisions.
- Coordinated design and construction of \$3.2 Million in Water and Sewer Bond Capital Improvement Projects (CIPs).
- Completed construction of SH-195 Gravity Interceptor (Project 7S) W&S master plan bond project.
- Completed construction of Central Basin Gravity Sewer Interceptor (Project 18S) W&S master plan project.
- Completed construction of Phase VI Septic Tank Elimination Program (STEP) project and design of STEP Phase VII project.
- Continued design of Stagecoach Road Improvements (Projects 7W & 6S) W&S master plan project.
- Completed Sanitary Sewer Evaluation Study (SSES) Phase II services; initiated SSES Phase III services.
- Completed SSES Manhole Rehabilitation Phase IA and IB; initiated SSES Manhole Rehabilitation Phase II.
- Supported Fort Hood (Avenue G) 42-inch Sanitary Sewer Interceptor construction project (Shelton & Shelton/The Wallace Group for American Water) and 24-inch Sanitary Sewer Interceptor construction project (QroMex Construction for LAN/Bell Co. WCID #1).
- Continued performance under Sanitary Sewer Overflow Initiative Agreement with the TCEQ (Years 1 and 2 of 10).
- Completed update of City’s Water & Sewer Master Plan report and CIP for presentation to City Council.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-13

- Adopt revised Water & Sewer Master Plan report and CIP.
- Adopt Water and Wastewater Technical Manual, revised standard construction details, and specifications.
- Complete SSES services and manhole rehabilitation projects; initiate SSES sanitary sewer main rehabilitation.
- Complete STEP Phase VII project; initiate design of STEP Phase VIII.
- Initiate design of Airport Lift Station, Lift Station No. 1 Diversion Structure, and Water Distribution System Rehabilitation Phase I W&S master plan projects.

MAJOR NEW PROGRAMS AND SERVICES

- Reclassification of Engineering Specialist to Engineer-in-Training.
- Extension of Temporary Project Manager position.

**WATER & SEWER FUND
ENGINEERING**

INPUTS	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
Expenditures				
Salaries	\$ 470,509	\$ 703,420	\$ 645,710	\$ 608,499
Supplies	19,210	31,803	27,733	49,454
Repairs	7,908	16,085	13,000	10,954
Support Services	350,148	477,046	483,096	428,533
Benefits	109,715	196,465	176,915	134,493
Minor Capital	1,040	500	500	500
Capital Outlay	-	6,000	-	-
Total Expenditures	\$ 958,530	\$ 1,431,319	\$ 1,346,954	\$ 1,232,433

Personnel Summary / Position Title

Assistant Director of Public Works	0.6	0	0	0
Assistant City Engineer	0	0	0	0
City Engineer	0	1	1	1
Director of Environmental Services	1	0.8	0.8	0.8
Project Engineer	2	1	1	1
Engineer-in-Training	0	0	0	1
Engineering Specialist	0	0	0	0
Senior Construction Inspector	2	3	3	3
Construction Inspector	1	1	1	1
Project Manager	2	2	2	1
Project Manager (PT)	0	1	1	1
Accounting Specialist	1	1	1	0
Principal Secretary	1	1	1	1
Total	10.6	11.8	11.8	10.8

OUTPUTS

2004 Water & Sewer Bond Issue	(15 Projects Budgeted + 2 Added FY 2011-12)			
Under Design (Projects)	1	0	2	0
Under Construction (Projects)	0	1	0	0
Completed (Projects)	14	14	15	17
2007 Water & Sewer Bond Issue	(21 Projects Budgeted + 4 Added FY 2011-12)			
Under Design (Projects)	6	4	3	0
Under Construction (Projects)	1	4	4	3
Completed (Projects)	14	17	18	22
Other CIP Projects (within FY budget)				
Under Design (Projects)	0	2	1	2
Under Construction (Projects)	0	1	0	2
Completed (Projects)	2	0	2	0

EFFICIENCIES

CIP Project contracts for Public Works (Projects)	39	36	36	27
Average number of Project Contracts per Engineer (3 engineers)	13	12	12	9

EFFECTIVENESS

Percent of projects where project cost exceeds project cost estimate by greater than 15%	<3%	<5%	<5%	<5%
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**WATER & 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>2007-08</u>	<u>Actual</u> <u>2008-09</u>	<u>Actual</u> <u>2009-10</u>	<u>Actual</u> <u>2010-11</u>	<u>Actual</u> <u>2011-12</u>
Rainfall (inches)	17.75"	28.25"	45.46"	15.14"	35.08"
Sewer treatment (gallons)	3,707,963,400	3,764,424,833	5,285,007,300	3,744,463,788	3,882,933,421
Water purchased (gallons)	5,335,797,524	5,330,785,038	4,898,303,410	5,948,584,000	5,750,083,000
Water sold (gallons)	4,246,884,000	4,587,580,600	4,240,814,300	5,188,767,198	4,934,183,349
Water loss ratio	20.4%	13.5%	13.4%	12.7%	14.2%

INFORMATION TECHNOLOGY

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

WATER AND SEWER PROJECTS

The Water and Sewer Projects division is used to account for major projects that are paid from the Water and Sewer operating fund. Other major projects are paid from Water and Sewer bond funds.

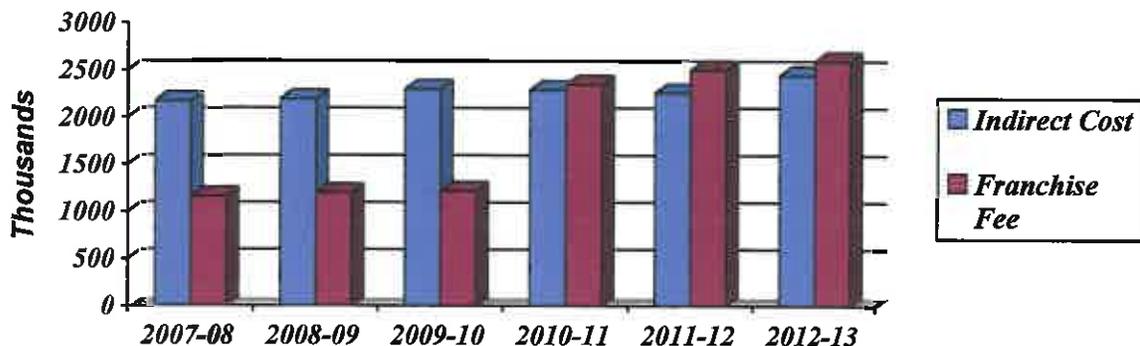
DEBT SERVICE

The Debt Service transfers to the Water and Sewer Debt Service Funds are used to account for current year expenses for principal, interest, and bank fees.

NON-DEPARTMENTAL

The Water and Sewer Non-Departmental division is utilized to account for charges that are not directly related to a specific division. These charges include transfers to the General Fund for a levied franchise fee and an indirect cost allocation. Other charges include professional services, bad debts, collection expenses, a building purchase, and a contingency account.

Transfers to General Fund



**WATER & SEWER FUND
OTHER APPROPRIATIONS**

WATER AND SEWER CONTRACTS

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
EXPENDITURES				
Maintenance	\$ -	\$ 100,000	\$ 100,000	\$ -
Support Services	-	130,767	130,767	-
Sewer Contracts	5,230,533	5,730,347	5,606,157	6,096,330
Water Contracts	6,910,638	6,183,206	6,307,396	6,866,910
Total Expenditures	\$ 12,141,171	\$ 12,144,320	\$ 12,144,320	\$ 12,963,240

HUMAN RESOURCES

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
EXPENDITURES				
Supplies	\$ -	\$ 5,866	\$ 5,866	\$ 6,000
Support Services	-	3,300	3,300	3,500
Designated Expenses	-	7,700	7,700	8,500
Total Expenditures	\$ -	\$ 16,866	\$ 16,866	\$ 18,000

INFORMATION TECHNOLOGY

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
EXPENDITURES				
Salaries	\$ 246,507	\$ 252,821	\$ 252,321	\$ 260,801
Supplies	29,362	29,556	29,055	35,000
Maintenance	163,798	213,348	213,300	176,613
Repairs	16,787	20,000	20,000	20,000
Support Services	36,016	48,887	48,829	40,850
Benefits	66,813	69,543	69,543	64,585
Minor Capital	70,244	109,231	109,231	154,530
Capital Outlay	21,879	94,814	94,814	10,000
Total Expenditures	\$ 651,406	\$ 838,200	\$ 837,093	\$ 762,379

**WATER & SEWER FUND
OTHER APPROPRIATIONS**

GENERAL ADMINISTRATION

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
EXPENDITURES				
Supplies	\$ -	\$ -	\$ -	\$ 3,451
Maintenance	-	-	-	50,000
Repairs	-	-	-	14,100
Total Expenditures	\$ -	\$ -	\$ -	\$ 67,551

WATER & SEWER PROJECTS

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
EXPENDITURES				
Capital Improvements	195,487	1,104,119	615,452	700,000
Total Expenditures	\$ 195,487	\$ 1,104,119	\$ 615,452	\$ 700,000

DEBT SERVICE

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
EXPENDITURES				
Interest and Sinking Transfer	6,585,000	6,685,000	6,685,000	6,500,000
Total Expenditures	\$ 6,585,000	\$ 6,685,000	\$ 6,685,000	\$ 6,500,000

NON-DEPARTMENTAL

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
EXPENDITURES				
Supplies	\$ 1,494	\$ 4,000	\$ 1,500	\$ -
Maintenance	34,970	50,234	49,000	-
Repairs	5,600	14,890	14,100	-
Support Services	962,165	1,229,724	950,951	2,201,334
Minor Capital	6,593	100	-	-
Designated Expenses	19,870	140,785	140,739	157,000
Transfers	4,637,031	5,275,202	5,676,668	5,105,773
Total Expenditures	\$ 5,667,723	\$ 6,714,935	\$ 6,832,958	\$ 7,464,107

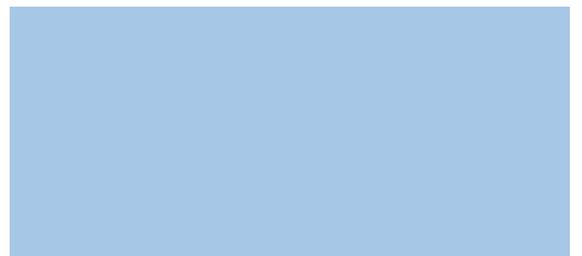


The City of Killeen uses the Drainage Utility Fund for all expenses incurred and revenues received pertaining to the operation, maintenance, and improvement of drainage services provided by the City.



DRAINAGE UTILITY FUND

DRAINAGE UTILITY FUND



DRAINAGE UTILITY FUND

The Drainage Utility Fund is one of the five enterprise funds that the City of Killeen maintains. The Governmental Accounting Standards Board *Codification*, Section 1300.104, states that "the enterprise fund type may be used: to account for operations (a) that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges: or (b) where the governing body has decided that periodic determination or revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance public policy, management control, accountability, or other purposes." These funds are not required by GASB, but are permitted.

The City of Killeen uses this fund to account for all expenses incurred and revenues received pertaining to the operation, maintenance, and improvement of Drainage services provided by the City. Appropriations are made for five functions provided by Drainage Utility. These functions include the Capital Improvement Program for Major Drainage Projects and the operational functions including Drainage Engineering, Minor Drainage Projects, Drainage Maintenance, and Streets.





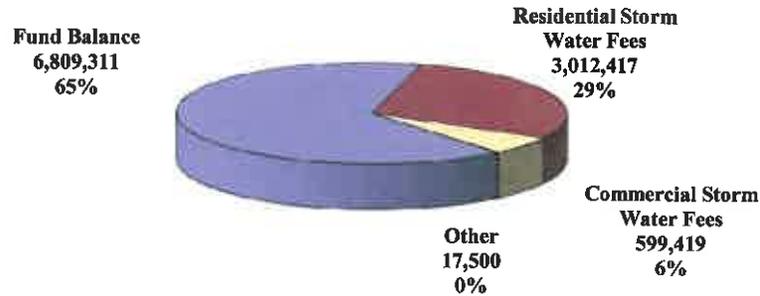
DRAINAGE UTILITY FUND**Adopted Budget****Summary****FY 2012-13**

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
TOTAL BEGINNING FUND BALANCE	8,203,201	6,809,311	8,381,571	4,823,766
REVENUES				
Residential Storm Water Fees	3,031,398	3,012,417	3,055,751	3,116,866
Commercial Storm Water Fees	592,698	599,419	587,675	599,429
Interest Earned	12,927	12,000	29,421	28,000
Grant Revenue	1,978	-	-	-
Miscellaneous Receipts	-	5,500	6,347	5,500
TOTAL CURRENT REVENUES	3,639,001	3,629,336	3,679,194	3,749,795
TOTAL FUNDS AVAILABLE	11,842,202	10,438,647	12,060,765	8,573,561
EXPENSES				
Engineering	369,005	655,287	598,165	260,011
Street	298,191	300,000	250,000	300,000
Drainage Maintenance	1,269,146	1,703,906	1,597,411	1,591,024
Environmental Services	-	-	-	208,084
Drainage Projects - Minor	146,462	380,001	350,000	300,000
Drainage Projects - Major	516,400	5,439,233	3,316,237	2,973,571
Debt Service	580,268	581,358	581,358	583,608
Non-Departmental	48,407	121,075	115,163	116,193
TOTAL CURRENT EXPENSES	3,227,879	9,180,860	6,808,334	6,332,491
TRANSFERS OUT	232,752	428,665	428,665	263,697
TOTAL EXPENSES	3,460,631	9,609,525	7,236,999	6,596,188
ENDING FUND BALANCE				
Reserved Fund Balance	8,381,571	829,122	4,823,766	1,977,373
TOTAL ENDING FUND BALANCE	8,381,571	829,122	4,823,766	1,977,373

DRAINAGE UTILITY FUND

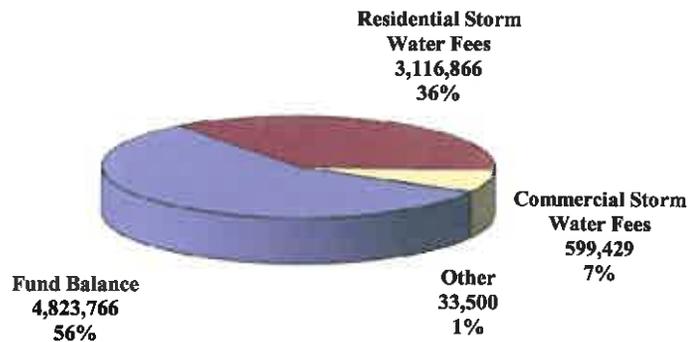
Comparison of FY 2011-12 Budget to FY 2012-13 Budget

FY 2011-12 Resources



Total Fund Balance and Revenues \$10,438,647

FY 2012-13 Resources

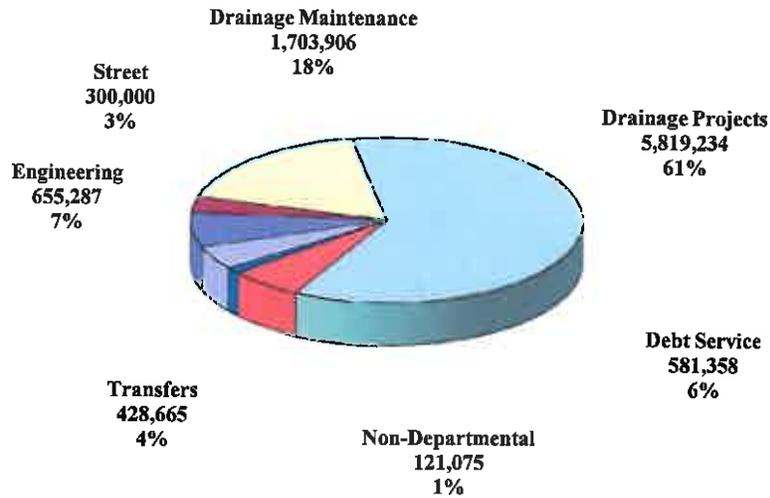


Total Fund Balance and Revenues \$8,573,561

DRAINAGE UTILITY FUND

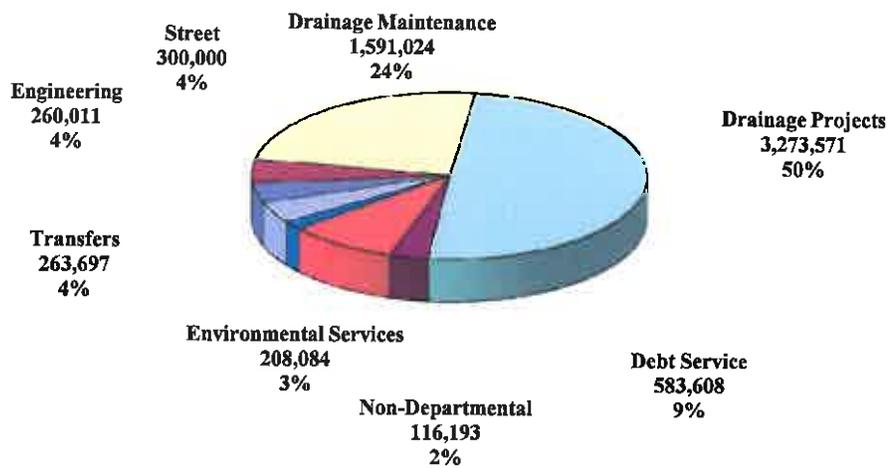
Comparison of FY 2011-12 Budget to FY 2012-13 Budget

FY 2011-12 Expenses by Function



Total Expenses \$9,609,525

FY 2012-13 Expenses by Function



Total Expenses \$6,596,188

Note: Significant changes between FY 2011-12 and FY 2012-13 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; support water quality improvements; investigate storm water run-off controls; develop beneficial usage solutions; promote system sustainability; address chronic maintenance problems; and develop environmental and aesthetic enhancement opportunities. The Drainage Utility has completed year five of the Storm Water Management Program (SWMP) in order 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 Improvement Program (CIP) and developed a Drainage Master Plan to address drainage infrastructure inadequacies and required system upgrades. The Drainage Utility – Engineering Division is also responsible for enforcement of compliance with the provisions in Chapter 32 of the Killeen Code of Ordinances.

MAJOR DIVISION GOALS

- Implement the City’s Storm Water Master Plan and Industrial Site Storm Water Permits.
- Physically inventory, assess, and recommend improvements to the City’s drainage infrastructure.
- Update “Storm” Geographic Information Systems (GIS) datasets and applications.
- Investigate reported drainage concerns and perform water quality testing on illicit discharges.
- Inspect erosion and sediment controls and post construction compliance measures on development projects within the city.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2011-2012

- Utilized the Drainage Stakeholder group and professional engineering services to begin development of a citywide Drainage Master Plan Update, drainage design manual, standard details, and a post construction ordinance.
- Managed nineteen professional engineering services agreements and four construction contracts for CIP projects.
- Coordinated with Drainage Maintenance, Mowing, and Parks crews to implement Drainage Maintenance Plan.
- Coordinated with all City Divisions and Departments on environmental compliance measures.
- Educated the public on the newly adopted Erosion & Sediment Control Ordinance.
- Implementation of City Works work order program for Drainage Utility.
- Provided local and regional water quality stakeholder groups with educational outreach tools and technical support (e.g., Stillhouse Hollow Clean Water Steering Committee; Clean Rivers Program; Lampasas Watershed Protection Plan Partnership; Nolan Creek Watershed Task Force; etc.).

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-2013

- Perform inspections for compliance with the erosion and sediment control and post-construction ordinances.
- Provide public education and storm water outreach to local and regional water quality stakeholder groups and Killeen ISD.
- Update “Storm” Geographic Information Systems (GIS) datasets for major tributaries in the South Nolan Creek Basin
- Perform field investigations as scheduled, in response to reports by citizens and in response to reports by other city departments.

MAJOR NEW PROGRAMS AND SERVICES IN FISCAL YEAR 2012-2013

- Environmental Services Division established within annual budget.

**DRAINAGE UTILITY FUND
ENGINEERING**

	2010-11	2011-12	2011-12	2012-13
	ACTUAL	ADOPTED	ESTIMATED	ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 178,665	\$ 177,537	\$ 141,209	\$ 131,024
Supplies	25,713	36,001	27,522	36,327
Repairs	851	2,200	1,906	2,200
Support Services	105,632	361,194	359,048	60,045
Benefits	46,495	51,705	41,830	30,415
Minor Capital Outlay	1,409	-	-	-
Capital Outlay	10,240	26,650	26,650	-
Total Expenditures	\$ 369,005	\$ 655,287	\$ 598,165	\$ 260,011
 Personnel Summary / Position Title				
Assistant Director of Public Works	0.2	0	0	0
Director of Environmental Services	0	0.2	0.2	0
Project Engineer	1	0	0	0
Project Manager	0	1	1	1
Secretary	1	1	1	0
Drainage Technician (Storm Water)	1	1	1	1
Environmental Specialist I	0	1	1	1
Total	3.2	4.2	4.2	3.0
 <u>OUTPUTS</u>				
% Completion of Phase II Water Quality Testing for Permit 1	98.0%	100.0%	100.0%	100.0%
% Completion of Phase II Water Quality Testing for Permit 2				20.0%
 <u>EFFICIENCIES</u>				
% of City Updated in 'Storm' Geodataset base	15.0%	50.0%	50.0%	20.0%
 <u>EFFECTIVENESS</u>				
# of Field Inspections	203	150	183	150

***DRAINAGE UTILITY FUND
STREET***

DIVISION DESCRIPTION

The Street Division in the Drainage Utility Fund provides funding for roadway drainage projects. Maintenance such as curb and gutter repairs, valley gutter repairs and street failures due to groundwater infiltration keep the street drainage infrastructure operational.

MAJOR DIVISION GOALS

- Provide superior pavement maintenance services by performing preventive maintenance repairs on drainage related infrastructure.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2011-12

- Repaired failed curb & gutter on Santa Rosa
- Repaired failed curb & gutter on Hall
- Repaired failed curb & gutter and concrete valley gutters at 37 locations

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-13

- Repair failed curb & gutter and valley gutters on Dimple
- Repair failed curb & gutter and valley gutters on approx 55 locations

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to the Street Division for FY 2012-13.

**DRAINAGE UTILITY FUND
STREET**

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
<u>INPUTS</u>				
Expenditures				
Maintenance	298,191	300,000	250,000	300,000
Total Expenditures	\$ 298,191	\$ 300,000	\$ 250,000	\$ 300,000
Personnel Summary / Position Title				
* No Full-Time Personnel	0	0	0	0
Total	0	0	0	0
<i>* Personnel in the Street Department and outside contractors perform the work for the roadway drainage repairs.</i>				
<u>OUTPUTS</u>				
Roadway Drainage Projects Completed	47	37	55	55
<u>EFFICIENCIES</u>				
Average Time to Complete a Roadway Project (days)	10.00	7.00	7.00	7.00
<u>EFFECTIVENESS</u>				
% of Requested Roadway Projects Completed	100.0%	100.0%	100.0%	100.0%

***DRAINAGE UTILITY FUND
DRAINAGE MAINTENANCE***

DIVISION DESCRIPTION

The mission of the Drainage Utility – Drainage Maintenance Division is to maintain, repair, and/or improve the municipal drainage infrastructure for the City of Killeen. Tasks include: removal of non-beneficial growth; removal of sediment; clean out blockages in channels; repair washouts; reshape channels; perform minor repair projects; place rip-rap and erosion control matting; reseed areas as needed; maintain detention basins, flumes and bridge heads and bar ditches.

MAJOR DIVISION GOALS

- Improve the quality of the drainage infrastructure throughout the City by accomplishing work in accordance with the instructions and priority set by the Director of Environmental Services.
- Assist in the inventory, assessment and improvement of the City's Drainage infrastructure.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2011-12

- Successfully implemented the reorganization of the Mowing & Drainage Division under the Environmental Services Division.
- Successfully implemented the bar ditch crew and refined the additional inventory.
- Provided support to the Community Supervision and Corrections Department (CSCD) by providing two (2) representatives on Saturday & Sunday (bi-monthly) to assist in administering the Community Service Program for the City of Killeen. Probationers were used to pick up litter/trash along selected roadway right-of-ways and drainage ditches.
- Continued implementation of the Drainage Maintenance Plan.
- Refined the inventory of the drainage infrastructure. Continued to collect data on length and acreage, to include the annexed areas. The current channel inventory consists of 42 miles/312 acres, and 57.7 miles/211 acres of bar ditches.
- Completed two (2) maintenance cycles for the total inventory of drainage infrastructure this fiscal year.
- Completed sixty-two (62) repairs of Minor CIP projects to include storm damage caused by Tropical Storm Hermine.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-13

- Continue to collect and refine the demographics for the drainage infrastructure.
- Perform the assigned goals as established below:
 - Complete two (2) maintenance cycles for the drainage channels, a total of 84 miles/624 acres.
 - Complete seven (7) maintenance cycles for the bar ditch inventory, a total of 404 miles/1477 acres.
 - Complete fifty (50) repairs or minor CIP projects.

MAJOR NEW PROGRAMS AND SERVICES

- New Position – one (1) Maintenance Supervisor
- Replacement Equipment – one (1) Track Loader (Unit #60)
- New Equipment – one (1) Dump Truck (12 yd)
- New Equipment – one (1) Tandem Axel Gooseneck Trailer
- Reclassification – one (1) Re-class of the Mowing & Drainage Superintendent to the Director of Mowing & Drainage Services.

**DRAINAGE UTILITY FUND
DRAINAGE MAINTENANCE**

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
INPUTS				
Expenditures				
Salaries	\$ 772,691	\$ 850,662	\$ 850,646	\$ 956,839
Supplies	117,415	142,036	107,395	133,233
Maintenance	38,243	17,399	17,149	59,393
Repairs	66,835	77,200	69,150	69,120
Support Services	5,158	11,939	9,287	52,349
Benefits	265,247	321,982	268,962	314,770
Minor Capital	1,112	4,254	3,643	3,120
Designated Expenses	2,445	2,500	2,500	2,200
Major Capital Outlay	-	5,800	-	-
Capital Outlay	-	270,134	268,679	-
Total Expenditures	\$ 1,269,146	\$ 1,703,906	\$ 1,597,411	\$ 1,591,024

Personnel Summary / Position Title

Drainage Supervisor	1	2	2	2
Drainage Crew Leader	4	4	4	4
Drainage Equipment Operator	9	9	9	9
Mowing and Drainage Director	0	0.5	0.5	0.5
Mowing and Drainage Secretary	0	0.5	0.5	0.5
Equipment Services Technician	1	0.5	0.5	0.5
Drainage Service Worker	16	16	16	16
Total	31	32.5	32.5	32.5

OUTPUTS

Number of Miles of Drainage Channels	122	92	72	84
Number of Acres of Drainage Channels	832	670	609	624
Number of Miles of Bar Ditches Maintained	N/A	N/A	416	404
Number of Acres of Bar Ditches Maintained	N/A	N/A	1,388	1,477
Number of Minor CIP Projects Completed	58	60	64	50

EFFICIENCIES

Number of Miles of Drainage Channels	5.8	7	-	-
Number of Miles of Bar Ditches Maintained	N/A	59	-	-

EFFECTIVENESS

% of Drainage Channels Maintained (miles)	100%	100%	**78%	100%
% of Bar Ditches Maintained (miles) verses	NA	100%	100%	100%

* The average number of vacant positions in FY 11/12 for worker positions (including Equipment Operators and Service Workers) was 2 positions.

** In FY 11-12 the Drainage Maintenance division received 1/3 of the Mowing Divisions inventory (due to a Mowing Crew being unfunded) reducing the crews performing ditch maintenance from 3 to 2.

***DRAINAGE UTILITY FUND
ENVIRONMENTAL SERVICES***

DIVISION DESCRIPTION

The mission of the Environmental Division is to provide environmental management services for Killeen's citizens, businesses, and City Departments. This will be accomplished through development, monitoring and support of water quality improvement measures; storm water run-off controls; system sustainability and environmental and aesthetic enhancement opportunities. The Environmental Services Division is also responsible for monitoring of the City of Killeen's environmental programs. Environmental programs remain under the present organization for execution and reporting, however, the Environmental Services Division has the responsibility of assembling management reports, ensuring that deadlines for reporting are met, and verifying that these reports are administratively correct. In addition, the Environmental Services Division is responsible for monitoring programs, which are being formulated at Federal and State levels that will be applicable to the City in the future. It is not intended to relieve or take any programs and responsibilities away from any entity, but instead to provide additional assistance and advice in meeting the program responsibilities. The Drainage Utility has implemented a Capital Improvement Program (CIP) and developed a Drainage Master Plan to address drainage infrastructure inadequacies and required system upgrades. The Environmental Services Division will manage the major and minor CIP program.

MAJOR DIVISION GOALS

- Design and construct drainage CIPs in accordance with well-defined master planning priorities.
- Supervise implementation of the City's Storm Water Master Plan and other environmental permits.
- Receive, present and implement approved recommendations from the stakeholder process.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2012-2013

- Implement post-construction ordinance and the fiscal year 2011-2012 revisions to the design manual.
- Provide technical support to local and regional water quality stakeholder groups.
- Adopt a citywide Drainage Master Plan Update.
- Enter into professional service agreements and construction contracts for major CIPs approved in the 2006 Drainage Bond.
- Re-evaluation of the drainage design manual.
- Prepare and submit second Phase II program to TCEQ.

MAJOR NEW PROGRAMS AND SERVICES IN FISCAL YEAR 2012-2013

- Environmental Services Division established within annual budget.

**DRAINAGE UTILITY FUND
ENVIRONMENTAL SERVICES**

	2010-11	2011-12	2011-12	2012-13
<i>INPUTS</i>	ACTUAL	ADOPTED	ESTIMATED	ADOPTED
Expenditures				
Salaries	\$ -	\$ -	\$ -	\$ 53,336
Supplies	\$ -	\$ -	\$ -	2,471
Support Services	\$ -	\$ -	\$ -	139,255
Benefits	\$ -	\$ -	\$ -	12,476
Minor Capital Outlay	\$ -	\$ -	\$ -	546
Capital Outlay	\$ -	\$ -	\$ -	-
Total Expenditures	\$ -	\$ -	\$ -	\$ 208,084
Personnel Summary / Position Title				
Director of Environmental Services	0	0	0	0.2
Secretary	0	0	0	1
Total	0.0	0.0	0.0	1.2
<i>OUTPUTS</i>				
Minor Drainage CIP (\$) Expended	\$ 180,464	\$ 300,000	\$ 321,569	\$ 300,000
Number of Minor CIP Projects	59	60	62	50
Major Drainage CIP (\$) Construction	\$ 1,199,978	\$ 1,989,960	\$ 1,419,213	\$ 4,339,465
Projects Contracted				
Number of Construction Contracts	3	5	4	6
<i>EFFICIENCIES</i>				
% Completion of Total Phase II Objectives for Permit 1	98.0%	100.0%	100.0%	100.0%
% Completion of Total Phase II Objectives for Permit 2				20.0%
<i>EFFECTIVENESS</i>				
% of Projects where Project Cost exceeds Original Construction Contract by greater than 15%	33.00%	<25%	25.00%	<25%
% of Projects where Project Cost exceeds Project Cost Estimate by greater than 15%	33.00%	<25%	0.00%	<25%

***DRAINAGE UTILITY FUND
OTHER APPROPRIATIONS***

DEBT SERVICE

The Debt Service division is used to account for current year expenses for principal, interest, and bank fees.

PUBLIC SERVICES

The Public Services division is used to account for current year expenses for grants that benefit public services.

INFORMATION TECHNOLOGY

The Information Technology budget is used to account for the Drainage Utility Fund expenses related to information technology.

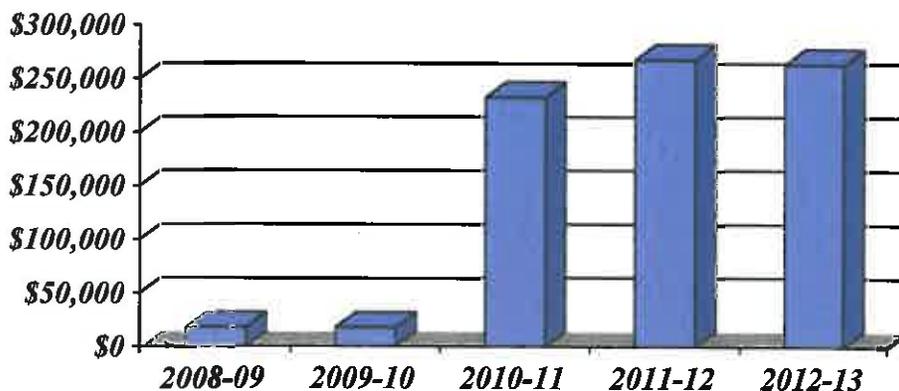
DRAINAGE PROJECTS

The Drainage Utility Projects division is used to account for minor drainage projects and all major capital improvement projects related to the issuance of the Certificates of Obligation.

NON-DEPARTMENTAL

The Drainage Utility Non-Departmental division is utilized to account for charges that are not directly related to a specific division. These charges include a transfer to the General Fund for indirect cost allocation. The indirect cost transfer is to fund a portion of the salary and benefits related to a City Attorney assigned to Public Works projects and activities exclusively. Other charges include professional services, insurance, and a salary accrual account.

Indirect Cost Transfer to the General Fund



**DRAINAGE UTILITY FUND
OTHER APPROPRIATIONS**

DEBT SERVICE

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
<i>EXPENSES</i>				
Bond Interest	\$ 288,958	\$ 277,358	\$ 277,358	\$ 264,608
Bond Principal	290,000	300,000	300,000	315,000
Bank Fees	1,310	4,000	4,000	4,000
Total Expenses	\$ 580,268	\$ 581,358	\$ 581,358	\$ 583,608

HUMAN RESOURCES

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
<i>EXPENDITURES</i>				
Supplies	\$ -	\$ 2,133	\$ 2,133	\$ 2,133
Support Services	-	1,200	1,200	1,200
Designated Expenses	-	2,800	2,800	2,800
Total Expenditures	\$ -	\$ 6,133	\$ 6,133	\$ 6,133

INFORMATION TECHNOLOGY

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
<i>EXPENSES</i>				
Supplies	\$ 1,992	\$ 2,589	\$ 2,580	\$ 3,000
Maintenance	2,834	5,297	5,290	51,357
Repairs	110	2,000	2,000	2,500
Support Services	-	-	-	11,750
Minor Capital Outlay	17,076	73,012	73,000	19,870
Capital Outlay	10,400	9,125	9,100	-
Total Expenses	\$ 32,412	\$ 92,023	\$ 91,970	\$ 88,477

DRAINAGE PROJECTS

	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 ESTIMATED	2012-13 ADOPTED
<i>EXPENSES</i>				
Cost of Issuance	\$ -	\$ -	\$ -	\$ -
Minor Drainage Projects	146,462	380,001	350,000	300,000
Major Capital Improvements	516,400	5,439,233	3,316,237	2,973,571
Total Expenses	\$ 662,862	\$ 5,819,234	\$ 3,666,237	\$ 3,273,571

**DRAINAGE UTILITY FUND
OTHER APPROPRIATIONS**

NON-DEPARTMENTAL

	2010-11	2011-12	2011-12	2012-13
	ACTUAL	ADOPTED	ESTIMATED	ADOPTED
<i>EXPENSES</i>				
Support Services	\$ 15,995	\$ 22,919	\$ 17,060	\$ 21,583
Transfers Out	232,752	428,665	428,665	263,697
Total Expenses	\$ 248,747	\$ 451,584	\$ 445,725	\$ 285,280

DEBT SERVICE FUNDS



The City of Killeen'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.

DEBT SERVICE FUND

The City's debt service management policies are designed to comply with the legal provisions of the various bond ordinance and covenants governing the debt issue. The City established separate interest and sinking funds for each general obligation debt and revenue bond issue. City policy attempts to maintain a fund balance of at least two months of annual appropriated expenditures for debt service and any associated fees as a fund balance in the debt service fund at fiscal year end.

When the City of Killeen utilizes long-term financing, it will ensure that the debt is soundly financed by:

- Conservatively projecting the revenue sources that will be utilized to pay the debt.
- Financing the improvement over a period not greater than the useful life of the improvement.
- Determining that the cost benefit of the improvement including interest costs is positive.

The City's debt management objective is to maintain level debt service that does not adversely impact tax or utility rates and does not hinder the City's ability to effectively operate the utility systems, street network, or other facilities. The City's debt payments must stay within provisions of state law, bond covenants, and council adopted policies. All of these criteria and objectives are met with the debt financing proposed in this budget.

The most recent debt issuances of the City of Killeen earned ratings as follows:

<u>Bond Type</u>	<u>Standard & Poors</u>	<u>Moody's</u>	<u>Fitch</u>
General Obligation	AA	N/A	AA
Certificate of Obligation	AA	N/A	AA
Waterworks and Sewer System Revenue Bonds	AA	N/A	N/A





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 2012	\$ 4,670,781,718
Proposed Tax Rate of \$100 Valuation	0.7428
Gross Revenue from Taxes	34,694,567
Estimated Percent of Collections	98.5%
Estimated Funds from Tax Levy	34,174,148
Less Discount for Early Payment	(850,000)
Estimated Funds Available	<u>\$ 33,324,148</u>

PROPOSED DISTRIBUTION OF ALL TAX COLLECTIONS

	% of Total	Tax Rate	Collections
General Fund	68.07%	50.563	\$ 22,684,148
Interest & Sinking Fund 2004 C/O	1.74%	1.293	\$ 580,000
Interest & Sinking Fund 2004 G.O.B.	3.17%	2.352	\$ 1,055,000
Interest & Sinking Fund 2005 C/O	2.13%	1.583	\$ 710,000
Interest & Sinking Fund 2006 G.O.B.	3.27%	2.430	\$ 1,090,000
Interest & Sinking Fund 2007 G.O.B.	3.41%	2.530	\$ 1,135,000
Interest & Sinking Fund 2007 C/O	4.47%	3.321	\$ 1,490,000
Interest & Sinking Fund 2009 G.O.B.	2.36%	1.750	\$ 785,000
Interest & Sinking Fund 2009 C/O	1.29%	0.958	\$ 430,000
Interest & Sinking Fund 2009 - Refunding	0.33%	0.245	\$ 110,000
Interest & Sinking Fund 2010 - Refunding	1.11%	0.825	\$ 370,000
Interest & Sinking Fund 2011 C/O 30M	3.02%	2.240	\$ 1,005,000
Interest & Sinking Fund 2011 - Refunding	1.83%	1.360	\$ 610,000
Pass-Through Toll Revenue and Limited Tax Bonds, Series 2011 (195/201)	1.35%	1.003	\$ 450,000
Pass-Through Toll Revenue and Limited Tax Bonds, Series 2011A	1.56%	1.159	\$ 520,000
Interest & Sinking Fund 2012 C/O	0.90%	0.669	\$ 300,000
Total	<u>100.00%</u>	<u>74.280</u>	<u>\$ 33,324,148</u>

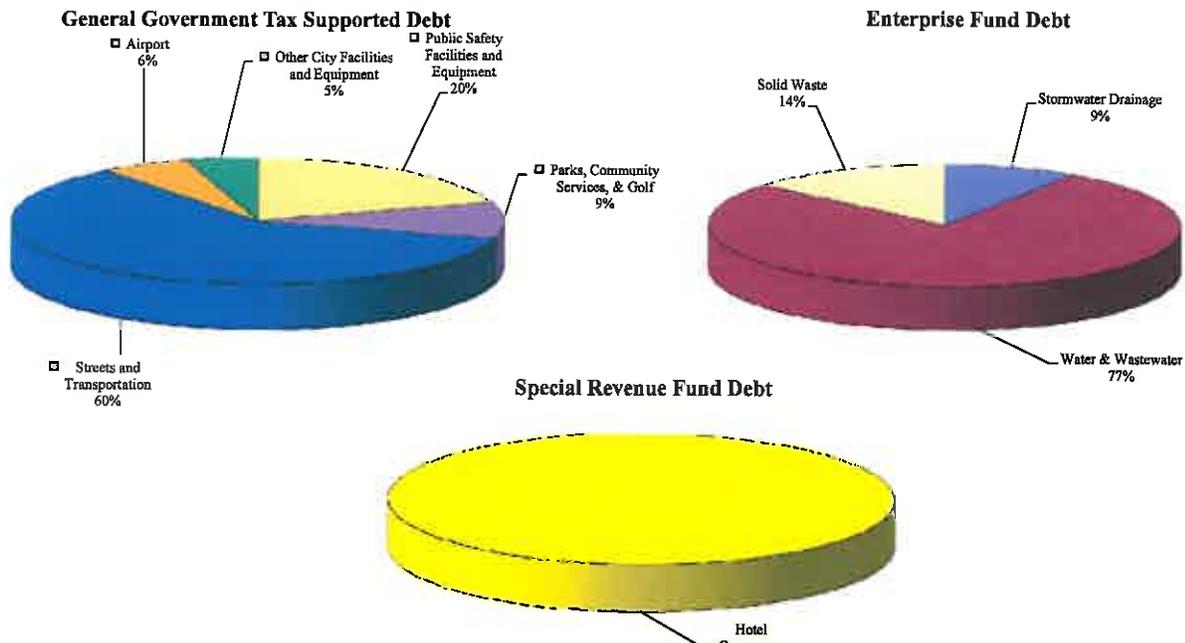
COMPARISON OF PREVIOUS YEAR TAX RATES

	2008-09	2009-10	2010-11	2011-12	2012-13
General Fund	49.281	49.057	50.872	54.734	50.563
Interest & Sinking 1999	0.297	-	-	-	-
I & S 1999 - Refunding	0.424	0.541	-	-	-
Interest & Sinking 2001	0.941	1.035	0.292	-	-
Interest & Sinking 2002	0.541	0.635	0.561	0.471	-
Interest & Sinking 2003	-	1.835	-	-	-
Interest & Sinking 2004 C/O	1.294	1.482	1.414	1.370	1.293
Interest & Sinking 2004 G.O.B.	6.237	4.282	2.446	2.476	2.352
Interest & Sinking 2005 C/O	1.153	2.023	1.751	1.830	1.583
Interest & Sinking 2006 G.O.B.	1.777	1.388	2.693	2.673	2.430
Interest & Sinking Fund 2007 G.O.B.	0.941	2.635	2.469	2.531	2.530
Interest & Sinking Fund 2007 C/O	2.412	4.093	3.838	3.769	3.321
Interest & Sinking Fund 2009 G.O.B.	2.754	-	1.391	1.852	1.750
Interest & Sinking Fund 2009 C/O	0.706	-	0.157	0.887	0.958
Capital Lease (Ambulances)	0.741	0.494	0.539	0.416	-
I & S 2009 - Refunding	-	-	0.449	0.405	0.245
I & S 2010 - Refunding	-	-	0.628	0.866	0.825
Interest & Sinking Fund 2011 C/O 1.5M	-	-	0.231	-	-
Interest & Sinking Fund 2011 C/O 30M	-	-	4.549	-	2.240
Interest & Sinking Fund 2011 - Refunding	-	-	-	-	1.360
Pass-Through Toll Revenue and Limited Tax Bonds, Series 2011	-	-	-	-	1.003
Pass-Through Toll Revenue and Limited Tax Bonds, Series 2011A	-	-	-	-	1.159
Interest & Sinking Fund 2012 C/O	-	-	-	-	0.669
Total	<u>69.500</u>	<u>69.500</u>	<u>74.280</u>	<u>74.280</u>	<u>74.280</u>

OUTSTANDING DEBT SUMMARY – OCTOBER 1, 2012

	Debt Outstanding 10/01/2012	FY 2012/13 Principal	FY 2012/13 Interest	Debt Outstanding 09/30/2013	%
GENERAL GOVERNMENT TAX SUPPORTED DEBT:					
Public Safety Facilities and Equipment	\$ 38,091,847	\$ 1,288,908	\$ 1,620,823	\$ 36,802,939	20%
Parks, Community Services, & Golf	18,228,775	1,163,368	778,579	17,065,407	9%
Streets and Transportation	111,898,132	1,341,367	5,896,548	110,556,765	60%
Airport	11,350,000	700,000	411,800	10,650,000	6%
Other City Facilities and Equipment	9,313,946	494,057	402,458	8,819,889	5%
TOTAL TAX SUPPORTED DEBT	\$ 188,882,700	\$ 4,987,700	\$ 9,110,208	\$ 183,895,000	100%
ENTERPRISE DEBT: (Self-Supporting)					
Stormwater Drainage	\$ 5,885,000	\$ 315,000	\$ 264,608	\$ 5,570,000	9%
Water & Wastewater	51,817,300	4,437,300	2,121,000	47,180,000	77%
Solid Waste	8,900,000	350,000	367,057	8,550,000	14%
TOTAL ENTERPRISE SUPPORTED DEBT	\$ 66,402,300	\$ 5,102,300	\$ 2,752,665	\$ 61,300,000	100%
HOTEL OCCUPANCY TAX SUPPORTED DEBT:					
Killeen Civic & Conference Center	\$ 9,145,000	\$ 365,000	\$ 360,200	\$ 8,780,000	100%
TOTAL CITY SUPPORTED DEBT	\$ 264,430,000	\$ 10,455,000	\$ 12,223,073	\$ 253,975,000	

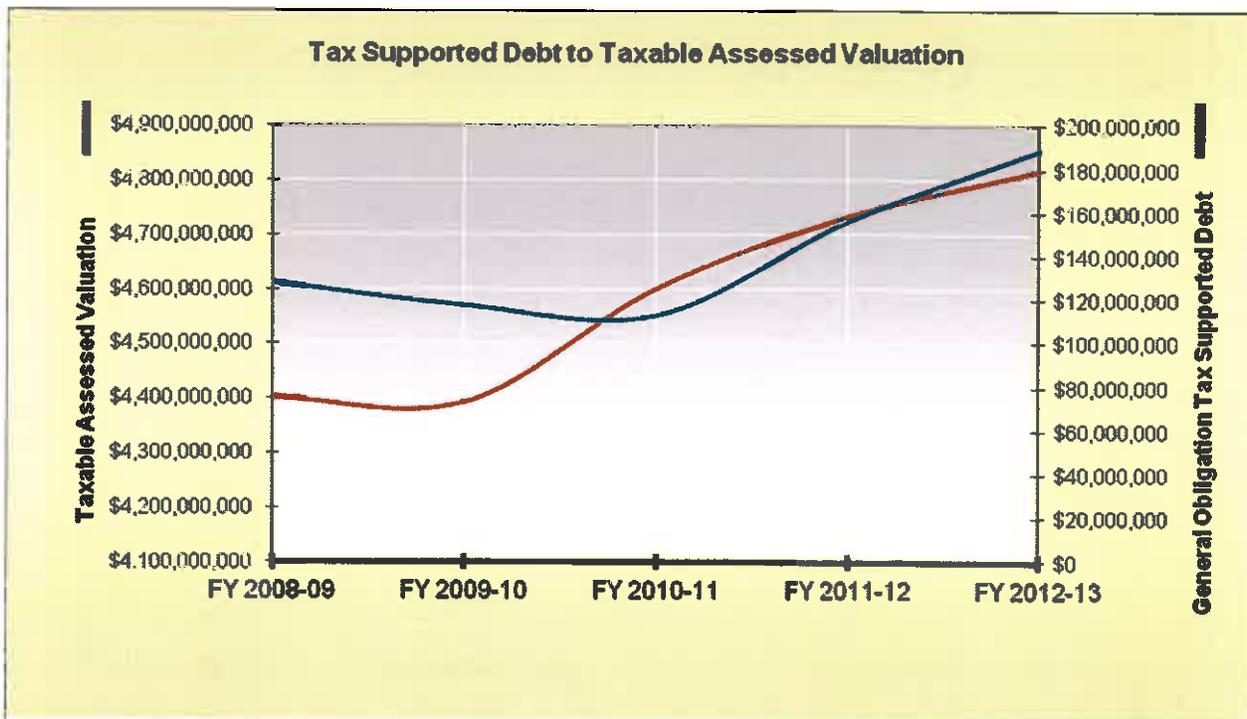
OUTSTANDING DEBT BY TYPE



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 2012 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 2013:

Assessed Value, 2012 Tax Roll	\$ 4,670,781,718
Limit on Amount Designated for Debt Service	<u>X 2.5%</u>
Legal Limit	<u>\$ 116,769,543</u>
Actual Amount to be Expended for General Obligation Debt Service During the Year Ending September 30, 2013.	<u>\$ 14,097,907</u>

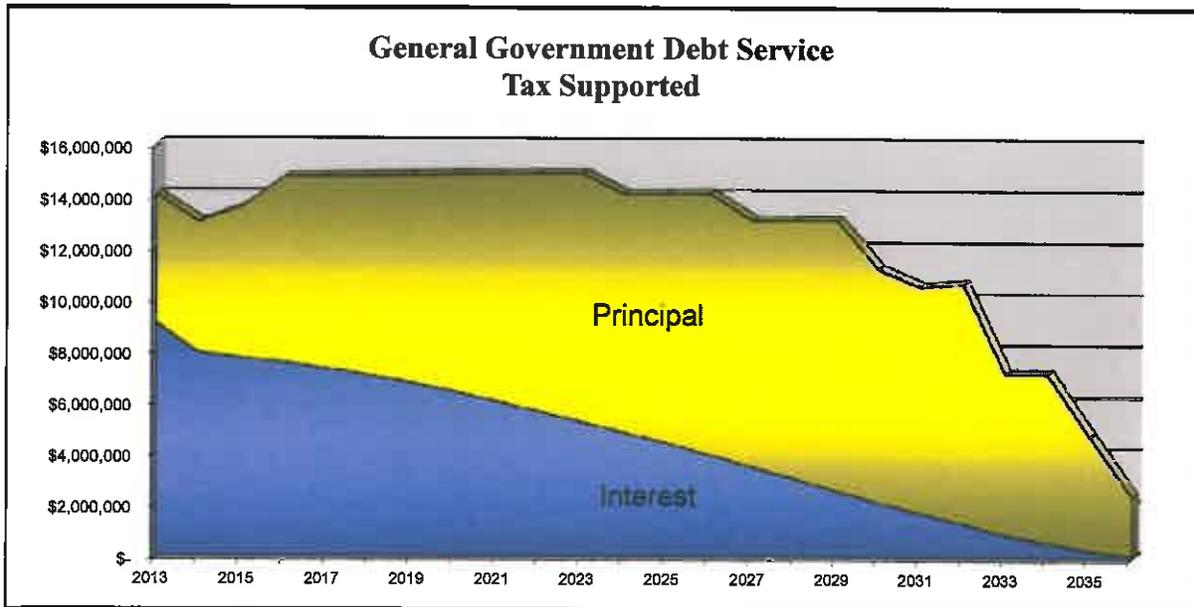


SUMMARY OF DEBT SERVICE TO MATURITY

Debt funded by dedicated portion of local ad valorem tax

TAX SUPPORTED

Year Ending September 30	Outstanding Beginning of Year	Interest	Principal	Total Requirements
2013	\$ 188,882,700	\$ 9,110,206	\$ 4,987,700	\$ 14,097,906
2014	183,895,000	7,944,745	5,085,000	13,029,745
2015	178,810,000	7,756,470	5,865,000	13,621,470
2016	172,945,000	7,564,195	7,235,000	14,799,195
2017	165,710,000	7,334,245	7,480,000	14,814,245
2018	158,230,000	7,074,453	7,760,000	14,834,453
2019	150,470,000	6,772,030	8,075,000	14,847,030
2020	142,395,000	6,435,826	8,435,000	14,870,826
2021	133,960,000	6,059,351	8,840,000	14,899,351
2022	125,120,000	5,663,506	9,260,000	14,923,506
2023	115,860,000	5,266,084	9,685,000	14,951,084
2024	106,175,000	4,845,821	9,280,000	14,125,821
2025	96,895,000	4,441,706	9,695,000	14,136,706
2026	87,200,000	3,989,918	10,155,000	14,144,918
2027	77,045,000	3,515,280	9,595,000	13,110,280
2028	67,450,000	3,063,463	10,060,000	13,123,463
2029	57,390,000	2,598,706	10,535,000	13,133,706
2030	46,855,000	2,142,270	9,100,000	11,242,270
2031	37,755,000	1,736,158	8,810,000	10,546,158
2032	28,945,000	1,331,739	9,340,000	10,671,739
2033	19,605,000	901,270	6,280,000	7,181,270
2034	13,325,000	612,140	6,565,000	7,177,140
2035	6,760,000	309,825	4,455,000	4,764,825
2036	2,305,000	109,487	2,305,000	2,414,487
		<u>\$ 106,578,894</u>	<u>\$ 188,882,700</u>	<u>\$ 295,461,594</u>

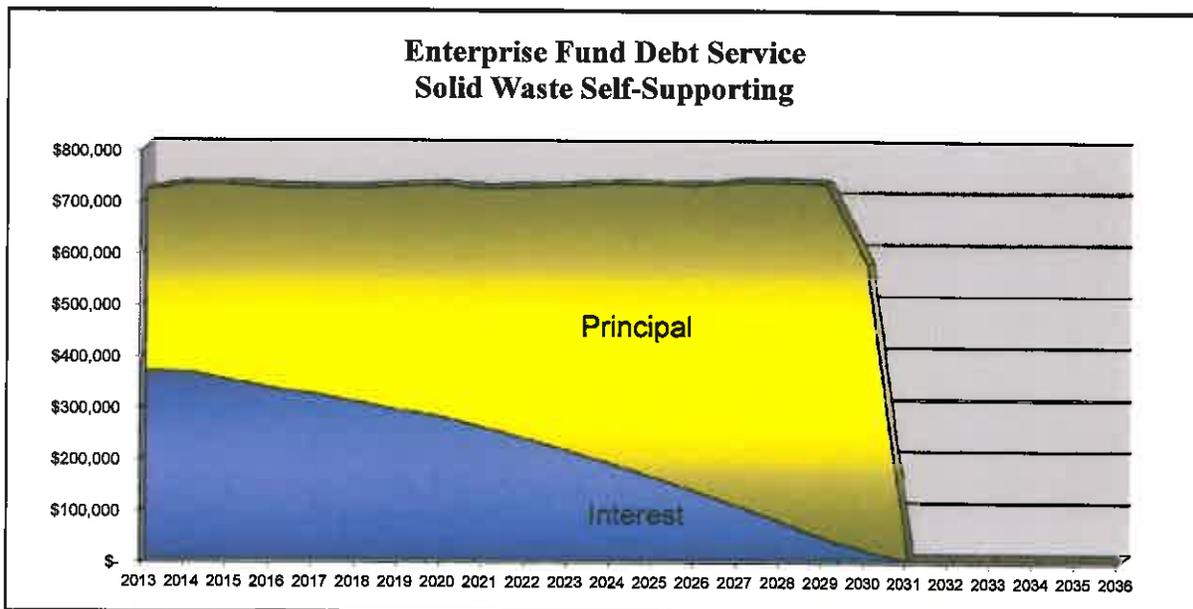


SUMMARY OF DEBT SERVICE TO MATURITY

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
2013	\$ 8,900,000	\$ 367,057	\$ 350,000	\$ 717,057
2014	8,550,000	364,558	365,000	729,558
2015	8,185,000	349,258	380,000	729,258
2016	7,805,000	333,358	390,000	723,358
2017	7,415,000	321,658	400,000	721,658
2018	7,015,000	306,295	415,000	721,295
2019	6,600,000	290,370	435,000	725,370
2020	6,165,000	277,035	450,000	727,035
2021	5,715,000	256,035	465,000	721,035
2022	5,250,000	234,085	490,000	724,085
2023	4,760,000	210,795	515,000	725,795
2024	4,245,000	186,195	545,000	731,195
2025	3,700,000	160,085	570,000	730,085
2026	3,130,000	132,648	595,000	727,648
2027	2,535,000	103,873	630,000	733,873
2028	1,905,000	73,423	660,000	733,423
2029	1,245,000	41,438	690,000	731,438
2030	555,000	18,038	555,000	573,038
2031	-	-	-	-
2032	-	-	-	-
2033	-	-	-	-
2034	-	-	-	-
2035	-	-	-	-
2036	-	-	-	-
		\$ 4,026,204	\$ 8,900,000	\$ 12,926,204

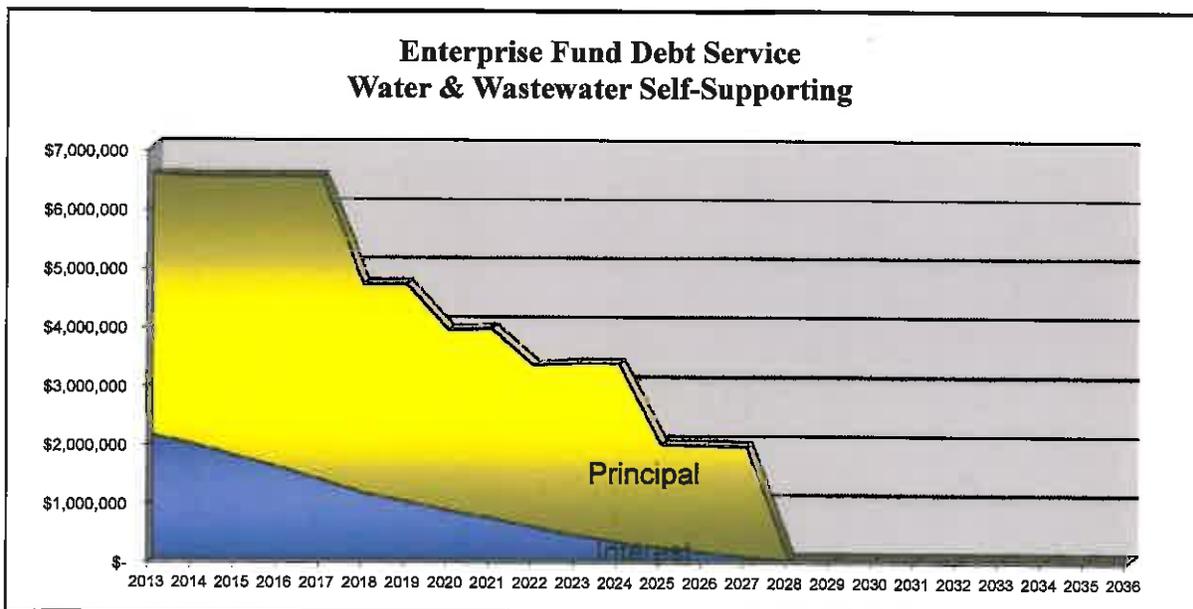


SUMMARY OF DEBT SERVICE TO MATURITY

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
2013	\$ 51,617,300	\$ 2,121,000	\$ 4,437,300	\$ 6,558,300
2014	47,180,000	1,959,464	4,555,000	6,514,464
2015	42,625,000	1,764,825	4,745,000	6,509,825
2016	37,880,000	1,573,161	4,940,000	6,513,161
2017	32,940,000	1,357,622	5,150,000	6,507,622
2018	27,790,000	1,130,084	3,560,000	4,690,084
2019	24,230,000	985,096	3,710,000	4,695,096
2020	20,520,000	832,540	3,080,000	3,912,540
2021	17,440,000	707,665	3,235,000	3,942,665
2022	14,205,000	553,778	2,760,000	3,313,778
2023	11,445,000	417,192	2,935,000	3,352,192
2024	8,510,000	308,014	3,045,000	3,353,014
2025	5,465,000	217,273	1,755,000	1,972,273
2026	3,710,000	138,298	1,825,000	1,963,298
2027	1,885,000	56,173	1,885,000	1,941,173
2028	-	-	-	-
2029	-	-	-	-
2030	-	-	-	-
2031	-	-	-	-
2032	-	-	-	-
2033	-	-	-	-
2034	-	-	-	-
2035	-	-	-	-
2036	-	-	-	-
		\$ 14,122,185	\$ 51,617,300	\$ 65,739,485

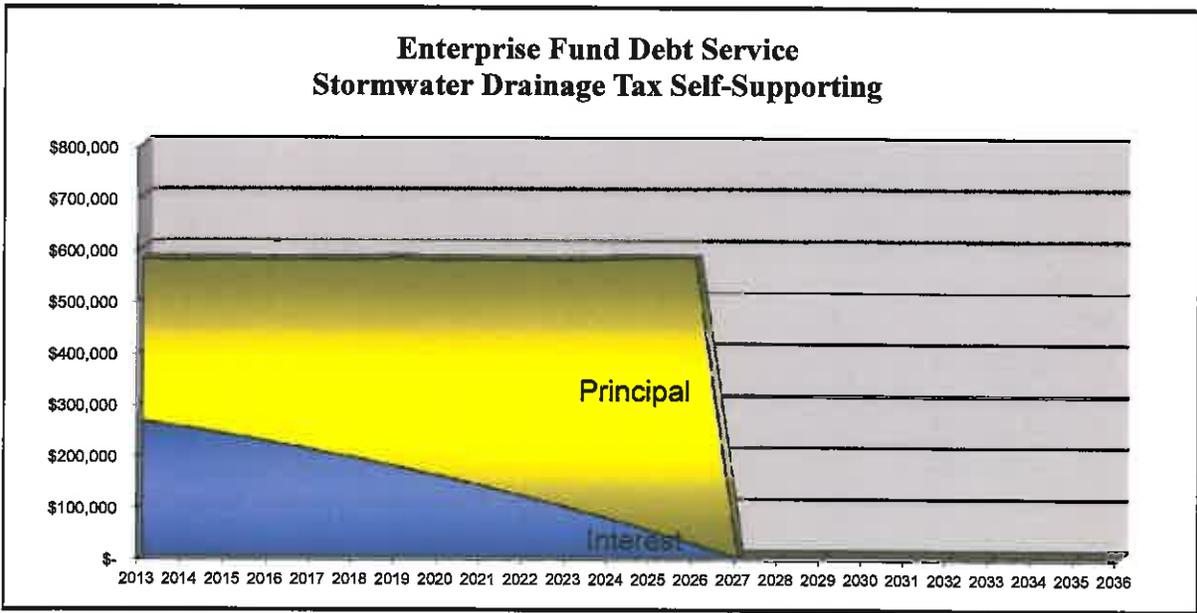


SUMMARY OF DEBT SERVICE TO MATURITY

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
2013	\$ 5,885,000	\$ 264,608	\$ 315,000	\$ 579,608
2014	5,570,000	252,008	325,000	577,008
2015	5,245,000	239,008	340,000	579,008
2016	4,905,000	223,708	355,000	578,708
2017	4,550,000	208,620	370,000	578,620
2018	4,180,000	192,895	385,000	577,895
2019	3,795,000	175,570	405,000	580,570
2020	3,390,000	157,345	420,000	577,345
2021	2,970,000	138,445	440,000	578,445
2022	2,530,000	118,205	460,000	578,205
2023	2,070,000	96,930	480,000	576,930
2024	1,590,000	74,730	505,000	579,730
2025	1,085,000	50,995	530,000	580,995
2026	555,000	26,085	555,000	581,085
2027	-	-	-	-
2028	-	-	-	-
2029	-	-	-	-
2030	-	-	-	-
2031	-	-	-	-
2032	-	-	-	-
2033	-	-	-	-
2034	-	-	-	-
2035	-	-	-	-
2036	-	-	-	-
		\$ 2,219,152	\$ 5,885,000	\$ 8,104,152

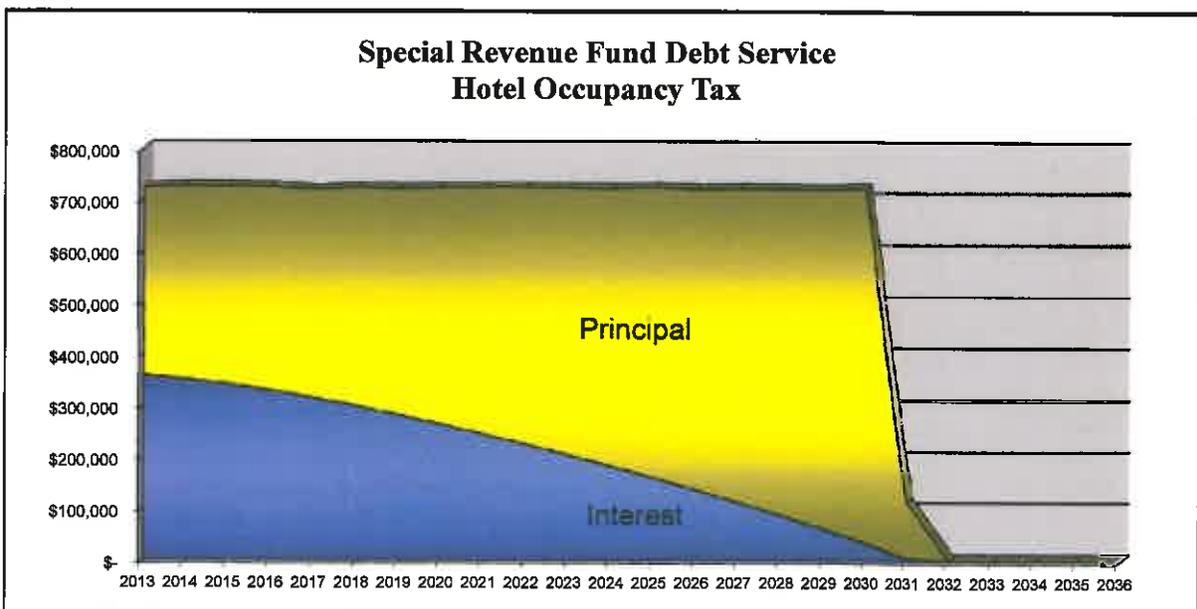


SUMMARY OF DEBT SERVICE TO MATURITY

Debt issued for specific purposes and repaid through dedicated revenue

SPECIAL REVENUE FUND: HOTEL OCCUPANCY TAX

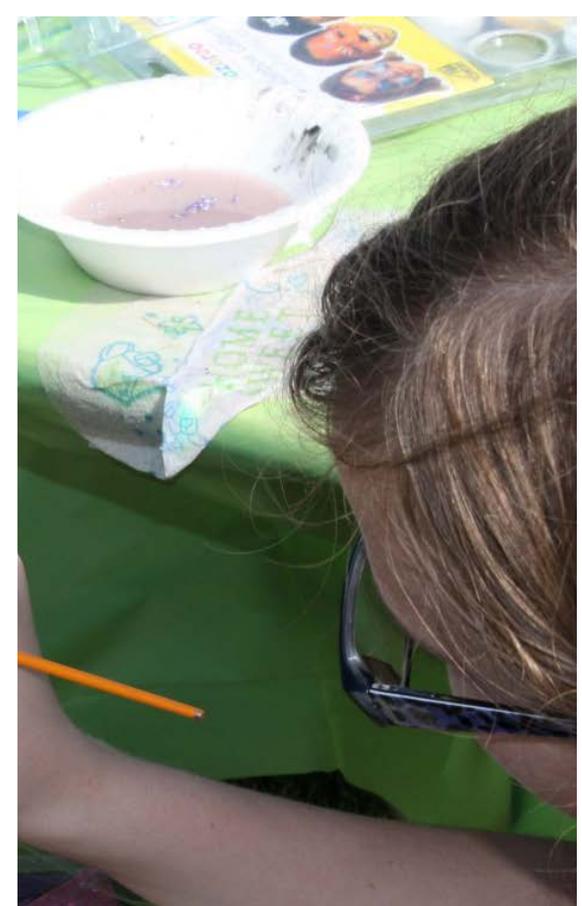
Year Ending September 30	Outstanding Beginning of Year	Interest	Principal	Total Requirements
2013	\$ 9,145,000	\$ 360,200	\$ 365,000	\$ 725,200
2014	8,780,000	352,900	375,000	727,900
2015	8,405,000	342,200	385,000	727,200
2016	8,020,000	331,200	395,000	726,200
2017	7,625,000	315,950	405,000	720,950
2018	7,220,000	300,300	425,000	725,300
2019	6,795,000	282,700	440,000	722,700
2020	6,355,000	264,500	460,000	724,500
2021	5,895,000	245,450	480,000	725,450
2022	5,415,000	225,550	500,000	725,550
2023	4,915,000	204,850	520,000	724,850
2024	4,395,000	183,300	540,000	723,300
2025	3,855,000	160,900	565,000	725,900
2026	3,290,000	137,450	585,000	722,450
2027	2,705,000	113,200	610,000	723,200
2028	2,095,000	87,900	635,000	722,900
2029	1,460,000	61,550	660,000	721,550
2030	800,000	34,150	690,000	724,150
2031	110,000	5,500	110,000	115,500
2032	-	-	-	-
2033	-	-	-	-
2034	-	-	-	-
2035	-	-	-	-
2036	-	-	-	-
		\$ 4,009,750	\$ 9,145,000	\$ 13,154,750







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.



SPECIAL REVENUE FUNDS



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.





SPECIAL REVENUE FUNDS

The City of Killeen has the following Special Revenue Funds:

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

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

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

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.

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 devises/services for the Municipal Court Building.

Emergency Management Fund: To account for monetary donations and grant revenues restricted to use for the support of emergency and disaster relief operations.

Fire Department Special Revenue Fund: To account for Fire Department special revenue programs.

Fire State Seizure Fund: To account for revenues and expenditures that is restricted by state seizure requirements.

Grant Programs Fund: To account for various programs and projects utilizing Federal, State and Local grants.

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.

KAAC Fund: To account for revenues and expenditures related to the Killeen Arts & Activity Center.

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

Library Memorial Fund: To account for revenue that is restricted to the Killeen Public Library.

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

Parks Improvements Fund: To account for funds allocated for development and improvement of City park land.

Photo Red Light Enforcement Fund: To account for fees received from the photo red light ticket violation enforcement program and applicable authorized expenditures.

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

Police State Seizure Fund: To account for the revenues and expenditures restricted to the Chapter 429 Fund and State seizure requirements.

Tax Increment Fund: To account for the ad valorem tax revenues collected from the taxable property in the tax increment zone. This fund also accounts for expenditures on projects that take place in the tax increment zone.

**TOTAL REVENUES & EXPENDITURES
SPECIAL REVENUE FUNDS**

Fund Name	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Revenues				
Cable System PEG Improvements	\$ 662,342	\$ 527,693	\$ 753,922	\$ 793,850
CDBG	1,575,908	966,327	937,127	1,184,898
Community Dev. - Home Program	797,450	909,312	274,770	1,168,419
Court Technology	471,169	533,874	551,169	611,169
Court Security	152,300	158,499	128,923	147,733
Emergency Management	69,862	27,505	74,902	35,416
Fire Department Special Revenue	1,023,040	-	-	-
Fire State Seizure Fund	-	-	581	581
Grant Programs	1,013,800	50,000	13,196	-
Hotel Occupancy Tax	3,321,114	3,268,950	3,106,625	2,837,179
Juvenile Case Manager	324,323	352,801	369,344	323,582
KAAC	51,926	220,534	255,229	273,842
Law Enforcement Grant	183,021	54,259	54,230	847,154
Library Memorial	46,611	17,166	38,913	30,198
Lions Club Park	1,360	-	1,360	-
Park Improvements	12,328	12,328	12,328	-
Photo Red Light Enforcement Fund	1,512,589	1,215,968	1,134,488	1,336,270
Police Federal Seizure	28,165	44,871	36,282	34,929
Police State Seizure	167,985	98,256	90,845	116,420
Tax Increment	22,489	42,868	53,489	84,489
Total Revenues	\$ 11,437,782	\$ 8,501,211	\$ 7,887,723	\$ 9,826,129
Expenditures				
Cable System PEG Improvements	\$ 138,820	\$ 436,525	\$ 190,472	\$ 244,852
CDBG	1,570,788	1,138,198	932,007	1,193,615
Community Dev. - Home Program	783,864	910,275	261,184	1,154,980
Court Technology	-	20,000	20,000	23,130
Court Security	25,794	31,190	31,190	54,568
Fire Department Special Revenue	1,023,040	-	-	-
Fire State Seizure Fund	-	-	-	581
Emergency Management	-	39,486	39,486	35,376
Grant Programs	1,013,800	139,394	13,196	-
Hotel Occupancy Tax	2,553,458	2,828,415	2,678,046	2,823,930
Juvenile Case Manager	46,979	47,762	47,762	49,262
KAAC	13,694	221,934	202,700	189,901
Law Enforcement Grant	178,151	49,360	49,360	842,284
Library Memorial	16,798	18,059	16,215	29,927
Lions Club Park	-	-	1,360	-
Park Improvements	-	12,328	12,328	-
Photo Red Light Enforcement Fund	928,101	677,102	388,218	978,351
Police Federal Seizure	9,532	20,000	20,000	20,000
Police State Seizure	127,200	50,000	50,100	75,715
Tax Increment	-	42,868	-	40,000
Total Expenditures	\$ 8,430,019	\$ 6,682,896	\$ 4,953,624	\$ 7,756,472

CABLE SYSTEM PEG IMPROVEMENTS

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Beginning Fund Balance	\$ 415,483	\$ 296,193	\$ 523,522	\$ 563,450
Revenues				
Interest Earned	\$ 440	\$ 1,500	\$ 400	\$ 400
Cable Franchise PAC fee	246,419	230,000	230,000	230,000
Total Fund Balance and Revenues	\$ 662,342	\$ 527,693	\$ 753,922	\$ 793,850
Expenditures				
Salaries & Benefits	\$ 132,636	\$ 209,700	\$ 178,832	\$ 221,572
Supplies	1,872	7,700	3,000	7,700
Repairs	15	1,000	500	1,000
Support Services	3,432	11,540	8,140	14,580
Year End Salary Accrual	-	6,585	-	-
Minor Cable Outlay	865			
Capital Outlay	-	200,000	-	-
Total Expenditures	\$ 138,820	\$ 436,525	\$ 190,472	\$ 244,852
Ending Fund Balance	\$ 523,522	\$ 91,168	\$ 563,450	\$ 548,998

COMMUNITY DEVELOPMENT FUND

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Beginning Fund Balance	\$ 9,051	\$ 9,051	\$ 5,120	\$ 5,120
Revenues				
CDBG Program Income	14,727	3,000	10,000	3,000
Federal Receipts	941,275	814,307	575,019	896,131
Federal Receipts - Prior Year	505,572	52,448	259,467	206,671
CDBG - Recovery	103,973	-	-	-
Transfer from General Fund	-	87,521	87,521	73,976
Transportation	1,310	-	-	-
Total Fund Balance and Revenues	\$ 1,575,908	\$ 966,327	\$ 937,127	\$ 1,184,898
Expenditures				
Food Care Center	\$ 103,973	\$ -	\$ -	\$ -
One Stop Social Services Center	3,542	1,593	1,593	-
Food Care Center	95,914	-	-	-
CoK Downtown Fascade Program	30,000	22,800	-	22,800
Hill Country Act/Aging	2,471	-	-	-
Killeen Street Division	157,817	-	-	-
Central Texas 4C, Inc.	155,000	-	-	-
CoK Code Enforcement Abatement	289	123	-	123
CoK Code Enf Clear/Demolition	13,582	8,361	-	8,361
Housing Rehab Program	57,362	266	266	-
Cmmty Dev Administration	210,428	-	-	-
Families in Crisis	5,000	-	-	-
Greater Killeen Free Clinic	27,500	-	-	-
Hill Country Act/Aging	11,938	1,801	1,801	-
Food Care Center	49,910	4,090	-	4,090
Bell County Human Services	10,000	-	-	-
CoK Transportation Program	57,143	-	-	-
Central Texas 4C, Inc.	18,208	6,792	6,792	-
CoK Code Enforcement Abatement	22,562	-	-	-
CoK Code Enf Clear/Demolition	13,500	6,500	-	6,500
Housing Rehab Program	147,338	67,820	67,820	-
Communities in Schools	43,081	-	-	-
Greater Killeen Free Clinic	290,329	9,672	7,103	2,569
Killeen Housing Authority	1,338	20	-	20
CoK Planning	40,579	109,421	109,421	-

**COMMUNITY DEVELOPMENT FUND
(CONTINUED)**

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Cmnty Dev Administration	-	176,786	176,786	-
Families in Crisis	-	5,001	5,001	-
Greater Killeen Free Clinic	-	20,001	20,001	-
Hill Country Act/Aging	-	10,001	10,001	-
CoK Street/Sidewalks Impr	-	38,385	38,385	-
Food Care Center	-	40,000	28,000	12,000
CoK Street Maintenance	-	211,144	211,144	-
Bell County Human Services	-	5,001	5,001	-
CoK Transportation Program	-	50,001	50,001	-
CoK Code Enf Clear/Demolition	-	20,003	5,000	15,003
Housing Rehab Program	-	230,003	144,801	85,202
Communities in Schools	-	40,588	40,588	-
Aware Central Texas	-	1,001	1,001	-
Killeen Housing Authority	-	1,001	1,001	-
CoK Planning	-	50,003	-	50,003
Cmnty Dev Administration	-	-	-	185,435
Families in Crisis	-	-	-	5,000
Greater Killeen Free Clinic	-	-	-	25,000
Hill Country Act/Aging	-	-	-	12,000
Killeen Transportation Program	-	-	-	176,890
COK Street Maintenance	-	-	-	279,304
Bell County Human Services	-	-	-	5,000
CoK Transportation Program	-	-	-	70,000
Central Texas 4C, Inc.	-	-	-	40,000
Housing Rehab Program	-	-	-	143,850
Communities in Schools	-	-	-	21,000
Killeen Housing Authority	-	-	-	1,076
COK Planning	-	-	-	21,841
Code Enforcement Personnel	24,560	-	-	-
Contra Account	(22,576)	-	-	-
Housing Rehabilitation	85,923	85,322	76,235	72,461
Contra Account	(85,923)	(85,302)	(75,735)	(71,913)
Total Expenditures	\$ 1,570,788	\$ 1,138,198	\$ 932,007	\$ 1,193,615
Ending Fund Balance	\$ 5,120	\$ (171,871)	\$ 5,120	\$ (8,717)

HOME PROGRAM

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Beginning Fund Balance	\$ 78,767	\$ 78,767	\$ 13,586	\$ 13,586
Revenues				
Program Income	\$ 40,218	\$ 38,000	\$ 38,241	\$ 38,000
Federal Receipts	350,419	525,402	50,000	510,000
Prior Year Receipts	298,578	257,116	162,916	587,491
Transfer from General Fund	29,468	10,027	10,027	19,342
Total Fund Balance and Revenues	\$ 797,450	\$ 909,312	\$ 274,770	\$ 1,168,419
Expenditures				
Ft Hood Area Hab CHDO Project (11th yr.)	(2,516)	-	-	-
Families in Crisis -Tenant Based (12th yr.)	5,620	-	-	-
Owner Occupied Rehab	49,627	7,659	-	7,659
First Time Homebuyer - Cash Match (13th yr.)	17,152	-	-	-
First Time Homebuyer's (14th yr.)	3,108	-	-	-
CHDO Set Aside (14th yr.)	-	73,269	-	73,269
Tremont Apartment Homes (14th yr.)	278,348	-	-	-
Elderly Tenant Based Rent (14th yr.)	42,914	-	-	-
Administration (15th yr.)	48,628	-	-	-
First Time Homebuyer's (15th yr.)	27,097	122,904	88,289	34,615
Families in Crisis -Tenant Based (15th yr.)	53,601	4,633	-	-
CHDO Set Aside (15th yr.)	-	72,941	-	72,941
Tremont Apartment Homes (15th yr.)	165,882	-	-	-
Home Program Match	12,316	46,004	3,091	42,913
Elderly Tenant Based Rent (15th yr.)	79,422	50,578	50,578	-
Housing Reconstruction Program	-	169,995	-	169,995
Administration (16th yr.)	-	43,249	39,225	4,024
Families in Crisis -Tenant Based (16th yr.)	-	154,174	60,000	94,174
CHDO Set Aside (16th yr.)	-	64,874	-	64,874
Elderly Tenant Based Rent (16th yr.)	-	99,995	20,000	79,995
Administration	-	-	-	31,629
First Time Homebuyer's	-	-	-	160,000
Families in Crisis -Tenant Based	-	-	-	172,772
CHDO Set Aside	-	-	-	47,443
Elderly Tenant Based Rent	-	-	-	98,530
Administrative Personnel	32,133	34,451	3,092	19,130
Contra Account	(29,468)	(34,451)	(3,091)	(18,983)
Total Expenditures	\$ 783,864	\$ 910,275	\$ 261,184	\$ 1,154,980
Ending Fund Balance	\$ 13,586	\$ (963)	\$ 13,586	\$ 13,439

COURT TECHNOLOGY FUND

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Beginning Fund Balance	\$ 387,874	\$ 453,874	\$ 471,169	\$ 531,169
Revenues				
Technology Fund Receipts	\$ 83,295	\$ 80,000	\$ 80,000	\$ 80,000
Total Fund Balance and Revenues	\$ 471,169	\$ 533,874	\$ 551,169	\$ 611,169
Expenditures				
Capital Outlay	\$ -	\$ 20,000	\$ 20,000	\$ 23,130
Total Expenditures	\$ -	\$ 20,000	\$ 20,000	\$ 23,130
Ending Fund Balance	\$ 471,169	\$ 513,874	\$ 531,169	\$ 588,039

COURT SECURITY FEE FUND

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Beginning Fund Balance	\$ 89,689	\$ 108,499	\$ 78,923	\$ 97,733
Revenues				
Security Fund Receipts	\$ 62,611	\$ 50,000	\$ 50,000	\$ 50,000
Total Fund Balance and Revenues	\$ 152,300	\$ 158,499	\$ 128,923	\$ 147,733
Expenditures				
Municipal Court Reimbursement	\$ 25,794	\$ 31,190	\$ 31,190	\$ 54,568
Total Expenditures	\$ 25,794	\$ 31,190	\$ 31,190	\$ 54,568
Ending Fund Balance	\$ 126,506	\$ 127,309	\$ 97,733	\$ 93,165

EMERGENCY MANAGEMENT FUND

	Actual 2010-11		Budget 2011-12		Estimated 2011-12		Adopted 2012-13
Beginning Fund Balance	\$ 69,782	\$	\$ 27,505	\$	\$ 69,862	\$	\$ 35,416
Revenues							
Interest Earned	\$ 80	\$	\$ -	\$	\$ 40	\$	\$ -
Federal/State Grants	-		-		5,000		-
Total Fund Balance and Revenues	\$ 69,862	\$	\$ 27,505	\$	\$ 74,902	\$	\$ 35,416
Expenditures							
Print Supplies	\$ -	\$	\$ 16,996	\$	\$ 16,996	\$	\$ 15,376
Minor Tools	-		22,490		22,490		20,000
Minor Capital Outlay	-		-		-		-
Total Expenditures	\$ -	\$	\$ 39,486	\$	\$ 39,486	\$	\$ 35,376
Ending Fund Balance	\$ 69,862	\$	\$ (11,981)	\$	\$ 35,416	\$	\$ 40

FIRE DEPARTMENT SPECIAL REVENUE FUND

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -
Revenues				
Revenue Recovery Fees	\$ 51,709	\$ -	\$ -	\$ -
State Grant Receipts	467,740	-	-	-
Transfers from Other Funds	503,591	-	-	-
Total Fund Balance and Revenues	\$ 1,023,040	\$ -	\$ -	\$ -
Expenditures				
Capital Outlay	\$ 1,023,040	\$ -	\$ -	\$ -
Total Expenditures	\$ 1,023,040	\$ -	\$ -	\$ -
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -

FIRE STATE SEIZURE FUND

	Actual 2010-11		Budget 2011-12		Estimated 2011-12		Adopted 2012-13
Beginning Fund Balance	\$	-	\$	-	\$	-	\$ 581
Revenues							
Revenue Recovery Fees	\$	-	\$	-	\$	-	\$ -
State Grant Receipts		-		-		581	\$ -
Transfers from Other Funds		-		-		-	\$ -
Total Fund Balance and Revenues	\$	-	\$	-	\$	581	\$ 581
Expenditures							
Minor Capital Outlay	\$	-	\$	-	\$	-	\$ 581
Total Expenditures	\$	-	\$	-	\$	-	\$ 581
Ending Fund Balance	\$	-	\$	-	\$	581	\$ -

GRANT PROGRAMS FUND

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -
Revenues				
American Recovery Grant	\$ 1,013,800	\$ 50,000	\$ 13,196	\$ -
Total Fund Balance and Revenues	\$ 1,013,800	\$ 50,000	\$ 13,196	\$ -
Expenditures				
Project Expense	\$ 1,013,800	\$ 139,394	\$ 13,196	\$ -
Total Expenditures	\$ 1,013,800	\$ 139,394	\$ 13,196	\$ -
Ending Fund Balance	\$ -	\$ (89,394)	\$ -	\$ -

HOTEL OCCUPANCY TAX

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Beginning Fund Balance	\$ 1,105,871	\$ 787,350	\$ 767,656	\$ 428,579
Revenues				
Hotel Occupancy Tax Receipts	\$ 1,636,001	\$ 1,725,000	\$ 1,632,414	\$ 1,661,000
Interest Earned	1,370	1,600	600	600
Miscellaneous Receipts	644	1,000	1,000	1,000
Take 190 West Contributions	2,358	2,000	9,455	10,000
Catering Revenues	38,471	36,000	40,000	46,000
Mixed Beverage Receipts	152,337	260,000	198,500	230,000
Event Revenue	384,062	456,000	457,000	460,000
Exhibit Revenue	-	-	-	-
Total Fund Balance and Revenues	\$ 3,321,114	\$ 3,268,950	\$ 3,106,625	\$ 2,837,179
Expenditures				
Grants to the Arts	\$ 130,395	\$ 284,371	\$ 284,371	\$ 207,750
Historical Restoration/Preservation	9,208	19,450	19,450	18,800
KAAC Activities	-	25,000	25,000	25,000
Office Expense & Support Services	403	1,640	1,640	2,190
Transfer to Debt Service	695,300	607,200	607,200	725,200
Conference Center Salaries/Benefits	543,152	571,186	565,744	588,893
Conference Center Supplies	35,975	56,347	46,330	52,461
Conference Center Maint/Repairs	141,679	137,486	137,829	139,499
Conference Center Support Svcs	240,562	261,065	232,657	242,024
Conf Center Designated & Advertising	29,614	31,000	29,000	34,000
Conference Center Capital Outlay	57,571	10,000	10,000	11,500
Mixed Beverage Operations	130,967	238,900	178,900	208,200
Convention/Visitors Bur Salaries/Benefits	143,350	149,682	138,485	154,012
Convention/Visitors Bur Supplies	9,987	15,609	11,100	13,850
Convention/Visitors Bur Maint/Repairs	-	8,371	7,500	500
Convention/Visitors Bur Support Svcs	119,506	135,102	109,602	121,325
Convention/Visitors Bur Minor Capital	-	3,150	3,150	-
Conv/Visitors Bur Take 190 West Expenses	44,931	30,000	30,000	30,000
Conv/Visitors Bur Advertising/Marketing	119,855	94,200	94,200	100,858
Consolidated Support Services	11,733	33,959	31,688	33,399
Information Technology	89,270	114,697	114,200	114,469
Total Expenditures	\$ 2,553,458	\$ 2,828,415	\$ 2,678,046	\$ 2,823,930
Ending Fund Balance	\$ 767,656	\$ 440,535	\$ 428,579	\$ 13,249

JUVENILE CASE MANAGER FUND

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Beginning Fund Balance	\$ 221,563	\$ 260,801	\$ 277,344	\$ 321,582
Revenues				
Juvenile Case Manager Receipts	\$ 102,760	\$ 92,000	\$ 92,000	\$ 2,000
Total Fund Balance and Revenues	\$ 324,323	\$ 352,801	\$ 369,344	\$ 323,582
Expenditures				
Juvenile Case Mgr Reimbursement	\$ 46,979	\$ 47,762	\$ 47,762	\$ 49,262
Total Expenditures	\$ 46,979	\$ 47,762	\$ 47,762	\$ 49,262
Ending Fund Balance	\$ 277,344	\$ 305,039	\$ 321,582	\$ 274,320

KILLEEN ARTS & ACTIVITIES CENTER FUND

	Actual		Budget		Estimated		Adopted
	2010-11		2011-12		2011-12		2012-13
Beginning Fund Balance	\$ 2,620	\$	46,037	\$	38,232	\$	52,529
Revenues							
Miscellaneous Receipts	\$ 49,306	\$	174,497	\$	216,997	\$	221,313
Total Fund Balance and Revenues	\$ 51,926	\$	220,534	\$	255,229	\$	273,842
Expenditures							
Designated Expenses	\$ -	\$	3,359	\$	3,359	\$	3,359
Salaries	6,009		1,388		2,084		1,000
Supplies	1,185		11,000		11,000		12,000
Maintenance	6,500		85,400		65,000		-
Support Services	-		90,000		90,000		80,000
Benefits	-		541		1,011		194
Minor Capital Outlay	-		20,500		20,500		-
Other Services	-		9,746		9,746		-
General Administration	-		-		-		93,348
Total Expenditures	\$ 13,694	\$	221,934	\$	202,700	\$	189,901
Ending Fund Balance	\$ 38,232	\$	(1,400)	\$	52,529	\$	83,941

LAW ENFORCEMENT GRANT

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Beginning Fund Balance	\$ 4,884	\$ 4,899	\$ 4,870	\$ 4,870
Revenues				
Tobacco Compliance Grant	\$ 2,000	\$ 2,000	\$ 2,000	\$ -
JAG (Byrne) Grant 2008/09	25,699	-	-	-
JAG (Byrne) Grant 2009/10	37,336	-	-	-
JAG 09 Recovery Grant	38,532	-	-	361
JAG (Byrne) Grant 2010/11	74,585	-	-	-
JAG (Byrne) Grant 2011/12	-	47,360	47,360	-
JAG (Byrne) Grant 2012/13	-	-	-	841,923
Interest Earned	(15)	-	-	-
Total Fund Balance and Revenues	\$ 183,021	\$ 54,259	\$ 54,230	\$ 847,154
Expenditures				
Tobacco Compliance Grant	\$ 2,000	\$ 2,000	\$ 2,000	\$ -
Minor Capital Outlay	133,952	-	-	-
LE Equipment 2008 Jag Byrne Grant	25,699	-	-	-
LE Equipment 2009 Jag Byrne Grant	-	-	-	-
LE Equipment JAG 09 Recovery Grant	16,500	-	-	361
LE Equipment 2010 Jag Byrne Grant	-	-	-	-
LE Equipment 2011 Jag Byrne Grant	-	47,360	47,360	-
LE Equipment 2012 Jag Byrne Grant	-	-	-	841,923
Total Expenditures	\$ 178,151	\$ 49,360	\$ 49,360	\$ 842,284
Ending Fund Balance	\$ 4,870	\$ 4,899	\$ 4,870	\$ 4,870

LIBRARY MEMORIAL

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Beginning Fund Balance	\$ 21,166	\$ 10,666	\$ 29,813	\$ 22,698
Revenues				
Memorials Collected	\$ 10,097	\$ 6,500	\$ 9,100	\$ 7,500
Library State Grants	15,348	-	-	-
Total Fund Balance and Revenues	\$ 46,611	\$ 17,166	\$ 38,913	\$ 30,198
Expenditures				
Maintenance	\$ -	\$ -	\$ -	\$ 26,500
Support Services	9,700	3,070	3,070	1,000
Minor Capital Outlay	4,471	9,815	9,815	-
Capital Outlay	2,627	5,174	3,330	2,427
Total Expenditures	\$ 16,798	\$ 18,059	\$ 16,215	\$ 29,927
Ending Fund Balance	\$ 29,813	\$ (893)	\$ 22,698	\$ 271

LIONS CLUB PARK

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Beginning Fund Balance	\$ 1,359	\$ -	\$ 1,360	\$ -
Revenues				
Interest Earned	\$ 1	\$ -	\$ -	\$ -
Total Fund Balance and Revenues	\$ 1,360	\$ -	\$ 1,360	\$ -
Expenditures				
Park Improvements	\$ -	\$ -	\$ 1,360	\$ -
Total Expenditures	\$ -	\$ -	\$ 1,360	\$ -
Ending Fund Balance	\$ 1,360	\$ -	\$ -	\$ -

PARK IMPROVEMENTS FUND

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Beginning Fund Balance	\$ 12,328	\$ 12,328	\$ 12,328	\$ -
Revenues				
Interest Earned	\$ -	\$ -	\$ -	\$ -
Total Fund Balance and Revenues	\$ 12,328	\$ 12,328	\$ 12,328	\$ -
Expenditures				
Expense	\$ -	\$ 12,328	\$ 12,328	\$ -
Total Expenditures	\$ -	\$ 12,328	\$ 12,328	\$ -
Ending Fund Balance	\$ 12,328	\$ -	\$ -	\$ -

PHOTO RED LIGHT ENFORCEMENT FUND

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Beginning Fund Balance	\$ 808,369	\$ 586,968	\$ 584,488	\$ 746,270
Revenues				
Photo Red Light Violation	\$ 704,220	\$ 629,000	\$ 550,000	\$ 590,000
Total Fund Balance and Revenues	\$ 1,512,589	\$ 1,215,968	\$ 1,134,488	\$ 1,336,270
Expenditures				
Maintenance	\$ -	\$ -	\$ -	\$ 71,503
Repairs	-	-	-	68,726
Support Services	-	-	-	6,372
Minor Capital Outlay	-	42,190	-	-
Police Reimbursement	71,156	65,000	68,218	65,000
State - Violation Receipts	319,978	317,883	320,000	33,000
Capital Outlay	536,967	-	-	-
Transfer to Internal Service Fund	-	252,029	-	733,750
Total Expenditures	\$ 928,101	\$ 677,102	\$ 388,218	\$ 978,351
Ending Fund Balance	\$ 584,488	\$ 538,866	\$ 746,270	\$ 357,919

POLICE FEDERAL SEIZURE FUND

	Actual 2010-11		Budget 2011-12		Estimated 2011-12		Adopted 2012-13
Beginning Fund Balance	\$ 27,208	\$	27,222	\$	18,633	\$	16,282
Revenues							
Interest Earned	\$ 15	\$	10	\$	10	\$	-
Federal Seizure Receipts	942		17,639		17,639		18,647
Total Fund Balance and Revenues	\$ 28,165	\$	44,871	\$	36,282	\$	34,929
Expenditures							
Minor Capital Outlay	\$ -	\$	-	\$	-	\$	-
Capital Outlay	9,532		20,000		20,000		20,000
Total Expenditures	\$ 9,532	\$	20,000	\$	20,000	\$	20,000
Ending Fund Balance	\$ 18,633	\$	24,871	\$	16,282	\$	14,929

POLICE STATE SEIZURE FUND

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Beginning Fund Balance	\$ 116,741	\$ 48,196	\$ 40,785	\$ 40,745
Revenues				
State Seizure Receipts	\$ 51,144	\$ 50,000	\$ 50,000	\$ 75,615
Interest Earned	100	60	60	60
Total Fund Balance and Revenues	\$ 167,985	\$ 98,256	\$ 90,845	\$ 116,420
Expenditures				
Support Services	\$ -	\$ -	\$ 100	\$ -
Minor Capital Outlay	-	-	-	-
Capital Outlay	126,610	50,000	50,000	75,715
Expense	590	-	-	-
Total Expenditures	\$ 127,200	\$ 50,000	\$ 50,100	\$ 75,715
Ending Fund Balance	\$ 40,785	\$ 48,256	\$ 40,745	\$ 40,705

TAX INCREMENT FUND

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Beginning Fund Balance	\$ 5,501	\$ 24,546	\$ 22,489	\$ 53,489
Revenues				
Property Taxes	\$ 16,988	\$ 18,322	\$ 31,000	\$ 31,000
Total Fund Balance and Revenues	\$ 22,489	\$ 42,868	\$ 53,489	\$ 84,489
Expenditures				
Designated Expense	\$ -	\$ 42,868	\$ -	\$ 40,000
Total Expenditures	\$ -	\$ 42,868	\$ -	\$ 40,000
Ending Fund Balance	\$ 22,489	\$ -	\$ 53,489	\$ 44,489



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.



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)	\$ 5,000	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 2012-13 Adopted Budget and Plan of Municipal Services for Capital Outlay is \$5,406,842. This amount represents a decrease of \$1,967,626 or 26.7% in Capital Outlay from the prior year. The changes in Capital Outlay expenditures for operations by fund are as follows:

	FY 2011-12	FY 2012-13	Dollar Increase (Decrease)
General Fund	\$ 523,408	\$ 287,508	\$ (235,900)
Killeen-Fort Hood Regional Airport Fund	16,962	15,000	(1,962)
Skylark Field Fund	2,500	-	(2,500)
Solid Waste Fund	157,733	65,778	(91,955)
Water and Sewer Fund	2,355,888	1,102,547	(1,253,341)
Drainage Utility Fund	329,109	-	(329,109)
Other Funds	3,988,868	3,936,009	(52,859)
Total	\$ 7,374,468	\$5,406,842	\$ (1,967,626)



CAPITAL OUTLAY SUMMARY

	ADOPTED FY 2011-12	ADOPTED FY 2012-13
GENERAL FUND		
City Council	-	-
City Manager	-	-
Assistant City Manager	-	-
Downtown Revitalization	-	-
City Auditor/Compl Office	-	-
Municipal Court	-	-
Public Information Office	-	-
Volunteer Services	-	-
City Attorney	20,300	20,000
City Secretary	-	-
Finance	-	-
Accounting	-	-
Purchasing	18,500	-
Building Services	-	-
Custodial Services	-	25,920
Printing Services	34,995	-
Support Services	-	-
Human Resources	1,898	2,000
Employee Assistance Program	16,000	400
Information Technology	-	-
Library	209,406	205,000
Golf Course	-	-
Golf Course Food and Beverage	-	-
Community Center Operations	-	-
Parks	-	-
Lions Club Park Operations	-	-
Family Aquatics Center	18,938	-
Killeen Arts and Activities Center	-	-
Recreation	-	-
Athletics	-	-
Cemetery	3,252	-
Senior Citizens	-	-
Swimming Pools	-	-
Public Works	-	-
Engineering	-	-
Traffic	99,903	-
Street	36,369	11,968
Planning and Development	-	-
Building and Inspection	-	600
Code Enforcement	-	21,620
Community Development	-	-
Home Program	-	-
Police	18,747	-
Animal Control	-	-
Fire	-	-
Emergency Mgmt / Homeland Security	-	-
EMS Billing & Collection	-	-
Non-Departmental	45,100	-
TOTAL GENERAL FUND	523,408	287,508

CAPITAL OUTLAY SUMMARY

	ADOPTED FY 2011-12	ADOPTED FY 2012-13
KILLEEN-FORT HOOD REGIONAL AIRPORT		
Operations	-	-
Information Technology	-	-
Non-Departmental	16,962	15,000
TOTAL KILLEEN-FORT HOOD REGIONAL AIRPORT FUND	16,962	15,000
SKYLARK FIELD FUND		
Operations	-	-
Non-Departmental	2,500	-
TOTAL SKYLARK FIELD FUND	2,500	-
SOLID WASTE FUND		
Accounting	-	-
Residential	20,500	-
Commercial	126,333	-
Recycling Program	-	-
Transfer Station	-	-
Mowing	-	65,778
Non-Departmental	10,900	-
TOTAL SOLID WASTE FUND	157,733	65,778
WATER & SEWER FUND		
Fleet Services	138,577	42,967
Fleet Replacement Program	314,031	-
Utility Collections	19,975	-
Water Distribution	499,199	343,380
Sanitary Sewer	89,375	6,200
Operations	49,158	-
Engineering	6,000	-
Non-Departmental	1,239,573	710,000
TOTAL WATER & SEWER FUND	2,355,888	1,102,547
DRAINAGE UTILITY FUND		
Engineering	26,650	-
Drainage Maintenance	270,134	-
Non-Departmental	32,325	-
TOTAL DRAINAGE UTILITY FUND	329,109	-
OTHER FUNDS		
Law Enforcement Grant	47,360	842,284
Police State Seizure Fund	49,953	75,615
Police Federal Seizure Fund	20,000	20,000
Killeen Civic and Conference Center	14,001	-
Cablesystem Peg	197,375	-
Library Memorial	5,174	2,427
Community Development	-	-
Court Technology Fund	26,000	23,130
Court Security Fee Fund	-	-
Photo Red Light Enforcement	-	-
Killeen Arts and Activities Center	11,000	-
Fire Department Special Revenue	-	-
Aviation Capital Improvement	283,800	-

CAPITAL OUTLAY SUMMARY

	ADOPTED FY 2011-12	ADOPTED FY 2012-13
General Obligation Series 1993	7,056	-
General Obligation Series 1995	25,405	-
Certificate of Obligation 2004	330,682	-
General Obligation Series 2004	748,248	-
Golf Revenue C/O Const	-	-
General Obligation Series 2006	65,916	-
Comb G/O C/O 2007	37,984	20,752
Certificate of Obligation 2009	26,333	-
Pass Thru Fin Const Fund	35,760	-
Certificate of Obligation 2011	3,435	-
Fleet Internal Service Fund	2,053,386	2,951,801
TOTAL OTHER FUNDS	3,988,868	3,936,009
TOTAL CAPITAL OUTLAY	<u>\$ 7,374,468</u>	<u>\$ 5,406,842</u>



**CAPITAL OUTLAY BUDGET
FY 2012-13**

FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL
GENERAL FUND				
City Attorney	010-1005-416.61-20	New Books	20,000	20,000
Custodial Service	010-2032-415.61-10	Motor Vehicles	25,920	25,920
Human Resources	010-2305-418.61-20	New Books	2,000	2,000
Employee Assistance Program	010-2306-418.61-35	Equipment	400	400
Library	010-3015-423.61-20	New Books	205,000	205,000
Street Division	010-3445-434.61-35	Equipment	11,968	11,968
Building Inspection	010-4052-450.61-20	New Books	200	
	010-4052-450.61-50	Furniture & Fixtures	400	600
Code Enforcement	010-4053-450.61-10	Motor Vehicles	21,620	21,620
TOTAL GENERAL FUND				\$ 287,508
KILLEEN-FORT HOOD REGIONAL AIRPORT				
Non-Departmental	525-9508-521.61-40	Computer Hardware	15,000	15,000
TOTAL KILLEEN-FORT HOOD REGIONAL AIRPORT FUND				\$ 15,000
SKYLARK FIELD FUND				
There were no approved capital outlay items for the Skylark Field Fund for FY 2012-13				
TOTAL SKYLARK FIELD FUND				\$ -
SOLID WASTE FUND				
Mowing	540-3478-439.61-10	Motor Vehicles	59,428	
	540-3478-439.61-35	Equipment	6,350	65,778
TOTAL SOLID WASTE FUND				\$ 65,778
WATER & SEWER FUND				
Fleet Services	550-2033-415.61-35	Tech II Bosch Master Machine	5,500	
	550-2033-415.61-35	Mobile Lift System (4 Post Hydraulic Lift)	37,467	42,967
Water Distribution	550-3410-436.60-65	New Customer Services	250,000	
	550-3410-436.60-70	New Fire Hydrants	15,000	
	550-3410-436.60-75	New Customer Meters	78,380	343,380
Sanitary Sewer	550-3415-437.60-65	New Customer Services	1,000	
	550-3415-437.61-35	Equipment	5,200	6,200
Non-Departmental				
Information Technology	550-9508-492.61-40	Computer Hardware	10,000	
Water and Sewer Projects	550-9590-495.62-78	Waterline Ext. Participation	200,000	
	550-9590-495.62-79	Sewer line Ext. Participation	400,000	
	550-9590-495.62-98	Sewer Serv Extend Annexed	100,000	710,000
TOTAL WATER & SEWER FUND				\$ 1,102,547

**CAPITAL OUTLAY BUDGET
FY 2012-13**

FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL
DRAINAGE UTILITY FUND				
There were no approved capital outlay items for the Drainage Utility Fund for FY 2012-13				
TOTAL DRAINAGE UTILITY FUND			\$ -	
OTHER FUNDS				
Law Enforcement Grant	207-0000-495.61-46	Equipment -JAG 09 Recovery Grant	361	
	207-0000-495.61-49	Equipment -12 JAG Byrne Grant	841,923	842,284
Police State Seizure	208-0000-495.61-35	Equipment	75,615	75,615
Police Federal Seizure	209-0000-495.61-35	Equipment	20,000	20,000
Library Memorial	224-0000-580.61-20	New Books	2,427	2,427
Court Technology Fund	240-0000-417.61-35	Equipment	23,130	23,130
Comb GO & CO Bond 2007	337-3490-800.61-10	Motor Vehicles	10,116	
	337-3490-800.61-35	Equipment	10,275	
	337-3490-800.61-50	Furniture & Fixtures	361	20,752
Fleet Internal Service Fund	601-2033-415.61-10	1/2 Ton Reg Cab Truck	23,815	
	601-2033-415.61-10	1/2 Ton Reg Cab Truck L/W/B (Tool Box)	25,920	
	601-2033-415.61-10	1 Ton, Utility Body, Dual Axle	36,500	
	601-2033-415.61-10	1/2 Ton Reg Cab Truck L/W/B (Tool Box)	23,545	
	601-3020-424.61-35	Trailer Utility	2,900	
	601-3020-424.61-35	Utility Vehicle	9,800	
	601-3020-424.61-35	Utility Vehicle	9,800	
	601-3020-424.61-35	Sod Cutter	6,000	
	601-3410-436.61-10	Crane Service Truck	155,319	
	601-3410-436.61-35	Heavy Duty Air Compression	25,400	
	601-3415-427.61-35	Haul Trailer	18,500	
	601-3415-427.61-35	Backhoe	121,869	
	601-3435-432.61-10	Mid-Size SUV	33,690	
	601-3445-434.61-10	1 Ton Crew Cab, Flat Bed Utility Truck	39,180	
	601-3460-439.61-10	Side Loader	284,449	
	601-3460-439.61-10	Side Loader	284,449	
	601-3465-439.61-10	Front Loader	268,800	
	601-3475-439.61-10	1/2 Ton, Reg Cab L/W/B	22,795	
	601-3478-439.61-35	Clipper	44,000	
	601-3478-439.61-35	Utility Tractor with Implements	64,000	
	601-4053-450.61-35	Mid-Size Crew Cab Truck	21,620	
	601-6000-441.61-10	Lease - (7) Unmarked	68,400	
	601-6000-441.61-10	Patrol Units - 25	1,162,500	
	601-7070-442.61-10	Ambulance	198,550	2,951,801
TOTAL OTHER FUNDS			\$ 3,936,009	
TOTAL CAPITAL OUTLAY			\$ 5,406,842	



CAPITAL IMPROVEMENTS

A Capital Improvement project is a capital expenditure of public funds for the acquisition, construction, or improvement of a physical facility or infrastructure asset.



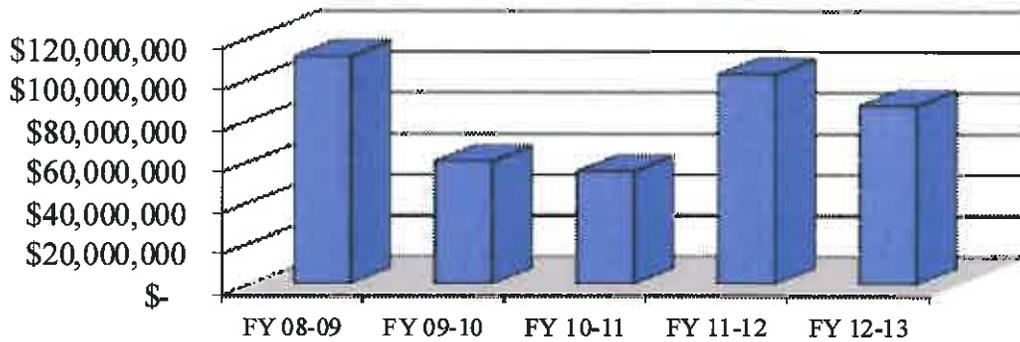
CAPITAL IMPROVEMENTS PROGRAM

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.



CAPITAL IMPROVEMENTS BUDGET COMPARISON



Total budgeted expenditures for the last five fiscal years

CIP Funding

Funding for the FY 2012-13 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.

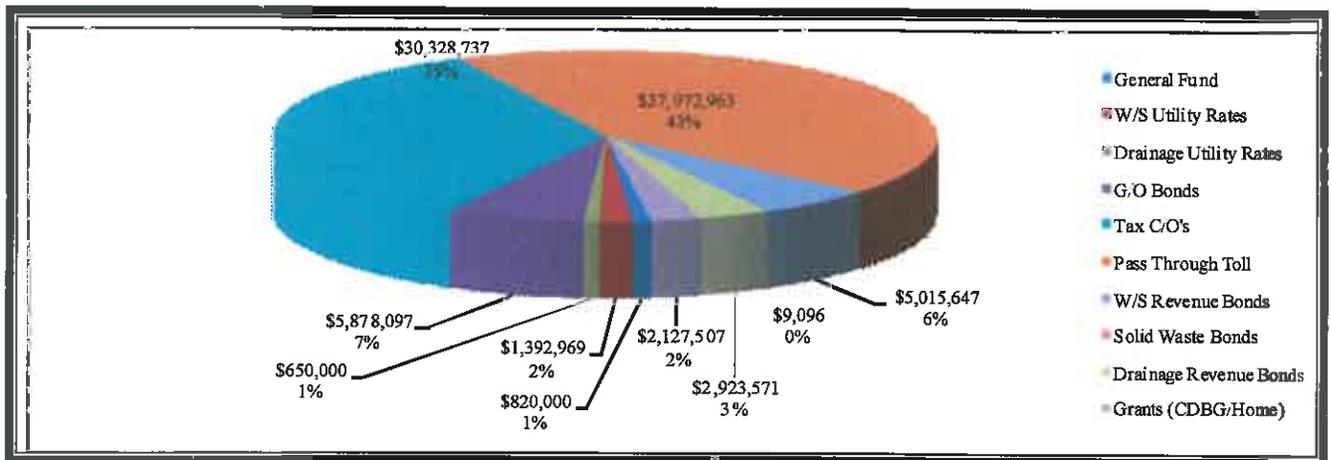
CAPITAL IMPROVEMENTS PROGRAM FY 2012-13 Funded Capital Improvement Projects

The FY 2012-13 Capital Improvements Program includes funding from the following sources.

Total of All Capital Improvement Projects: \$ 87,118,587

<u>Funding Source</u>	<u>Amount</u>
General Fund - Ad Valorem Taxes	\$ 820,000
Tax Supported General Obligation Bonds (G/O's)	\$ 5,878,097
Tax Supported Certificates of Obligation (C/O's)	\$ 30,328,737
Tax Supported Pass Through Tolls	\$ 37,972,963
Enterprise Revenue Supported Debt	\$ 7,948,314
Water and Sewer Bonds	\$ 5,015,647
Solid Waste Bonds	\$ 9,096
Drainage Utility	\$ 2,923,571
Enterprise Fund Operating Revenues	\$ 2,042,969
Water and Sewer	\$ 1,392,969
Drainage and Utility	\$ 650,000
Community Development Block Grant & Home Program Funds	\$ 2,127,507
Total budget amount for FY 2012-13 Capital Improvements Program	\$ 87,118,587

SOURCES OF FUNDING



Total FY 2012-13 Capital Improvements Budget - \$87,118,587

CIP Projects

The FY 2012-13 budget includes the appropriation of \$87,118,587 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 2012-13 capital improvement projects:

Aviation Projects

Project:	Continuing Improvements to Killeen-Fort Hood Regional Airport (KFHRA) –
Project Description:	This program will allow for the continuing of improvements to the Killeen-Fort Hood Regional Airport. The improvements include Pavement Rehabilitation, Charter Package, Phone System Migration, and other improvements to KFHRA.
Cost:	\$437,581
Funding Source:	2003 Airport Capital Improvement Funds
Budget Impact:	Will have minimal impact on operating costs.

Solid Waste Projects

Project:	Landfill Maintenance
Project Description:	This program will provide funding for the repair of areas in the landfill site that has subsided.
Cost:	\$16,702
Funding Source:	2009 Certificate of Obligation Bond Fund
Budget Impact:	Will have minimal impact on operating costs.
Project:	Transfer Station
Project Description:	This program will provide funding for repairs and improvement to the Transfer Station.
Cost:	\$9,096
Funding Source:	2005 Solid Waste Construction Fund
Budget Impact:	Will have minimal impact on operating costs.

Water and Sewer Projects

Project:	Customer Services, Hydrants, and Meters
Project Description:	The Water and Sewer Distribution department continues an aggressive schedule for maintenance of water meters and valve exercising. In addition, supplies and equipment are necessary for the estimated new service connections in FY 2012-13.

Cost: \$344,380

Funding Source: Water & Sewer operating fund

Budget Impact: This program is funded within the Water & Sewer operating fund; there will be no additional budget impact.

Project: Water and Sewer Line Extensions

Project Description: The budget includes funds for City participation in the cost of oversized water and sewer lines, as well as funding for the installation of Water and Sewer Infrastructure to areas undergoing annexation.

Cost: \$700,000

Funding Source: Water & Sewer operating fund

Budget Impact: Will increase maintenance cost.

Project: Water & Sewer Infrastructure Projects

Project Description: The City currently has numerous major water and sewer infrastructure improvement and capital addition projects in progress. These projects are primarily funded through debt issuances and are managed through the bond construction funds.

Cost: \$634,196

Funding Source: The majority of the current projects are being funded from the 2004-05 issuance of \$21,000,000 in Water & Sewer Revenue Bonds

Budget Impact: Costs will depend on improvements.

Project: Water & Sewer Infrastructure Maintenance

Project Description: The budget includes funds for maintenance and repair of existing Water and Sewer infrastructure.

Cost: \$348,589

Funding Source: Water & Sewer operating fund

Budget Impact: This program is funded within the Water & Sewer operating fund; there will be no additional budget impact.

Project: Master Plan Projects

Project Description: The budget includes funding for high priority projects as identified on the updated Water and Sewer Master plan. The updated Master Plan was approved by council on July 10, 2007 via Resolution 07-109R.

Cost: \$4,381,451

Funding Source: 2007 Water and Sewer Revenue Bond Fund

Budget Impact: Costs will depend on improvements.

Drainage Projects

Project: Drainage Projects (Minor)

Project Description: This program will provide funding for the improvements to minor drainage infrastructure inadequacies within the City of Killeen to ensure compliance with the Environmental Protection Agency (EPA) National Pollutant Discharge Elimination System (NPDES) Phase II Rule that regulates storm water discharge.

Cost: \$350,000

Funding Source: Drainage Utility operating fund

Budget Impact: Costs will depend on improvements.

Project: Roadway Drainage

Project Description: This program will provide funding for the maintenance and repair of streets damaged by water runoff and other drainage related issues.

Cost: \$300,000

Funding Source: Drainage Utility operating fund

Budget Impact: This program is funded within the Drainage operating fund; there will be no additional budget impact.

Project: Drainage Projects (Major)

Project Description: The City implemented a drainage capital improvements program and developed a Drainage Master Plan to address drainage infrastructure inadequacies and required system upgrades in FY 2005-06. The Master Plan identified major drainage infrastructure capital improvement projects, totaling in excess of \$8,000,000. Revenue Bonds were issued in FY2005-06 to fund these major CIPs. The major drainage projects identified in the FY 2008-09 budget are a continuation of the projects identified in the FY 2005-06 Drainage Master Plan.

Cost: \$2,923,571

Funding Source: Drainage Utility fund

Budget Impact: Costs will depend on improvements.

Transportation Projects

Project: Street Maintenance

Project Description: This program will provide funding for maintenance and repairs on existing city streets. Maintenance and reconstruction projects will be designed to ensure that vehicle and pedestrian safety concerns are addressed.

Cost: \$841,164

Funding Source: General Fund, Streets Division and 2001 Certificate of Obligation Construction Fund

Budget Impact: This program will reduce re-occurring repair costs on failing roadways

Project: Street Reconstruction and Widening Projects

Program Description: This program, which began in FY 2004-05, provides funding for the extension and widening of City streets to accommodate current and future growth. Specific streets included in this program are Elms Road, South Robinett, North Robinett, Trimmier, W.S. Young and the HWY 195-201 grade separation. These programs include curb, gutter, and drainage improvements.

Cost: \$58,691

Funding Source: 2004 and 1995 General Obligation Bond Construction Fund and 2001 Certificate of Obligation Construction Fund

Budget Impact: Costs will depend on improvements.

Project: Street Reconstruction – Trimmier Road/Watercrest Road/Downtown Streets

Program Description: This program, which began in FY 2005-06, provides funding for street improvements, to include the construction of Trimmer Road from Stan Schlueter Loop to Stagecoach Road and Watercrest Road reconstruction as well as Downtown Street projects. The program also includes curb, gutter, and drainage improvements.

Cost: \$2,406,598

Funding Source: 2009 General Obligation Bond Fund, 2009 Certificate of Obligation Construction Fund, 2011 Certificate of Obligation Construction Fund and 2011 Pass Through Financing Proceeds Fund

Budget Impact: This program will reduce re-occurring repair costs on failing roadways.

Project: City/Owner Agreements

Project Description: This program provides funding for the City to enter into City/Owner agreements for the over sizing of streets to bring them into conformance with the City's approved thoroughfare plan. This program will ensure that collector and arterials are adequately sized for future growth and traffic patterns.

Cost: \$2,988,267

Funding Source: 2001 and 2005 Certificate of Obligation Construction Funds and the 2009 General Obligation Bond Fund

Budget Impact: Costs will depend on improvements.

Project: US 190/Rosewood/FM 2410

Project Description: This program provides funding for the construction of an overpass at the intersection of US 190 and Rosewood Drive. It also provides funding for improvements to be made to FM 2410.

Cost: \$28,003,246

Funding Source: 2012 Pass Through Financing Proceeds Fund

Budget Impact: This program will reduce re-occurring repair costs on failing roadways.

Project: SH 195/ SH 201 Interchange

Project Description: This program provides funding for the construction of an overpass at the intersection of SH 195 and SH 201. It also provides funding for improvements to be made to SH 201.

Cost: \$8,766,915

Funding Source: 2011 Pass Through Financing Proceeds Fund

Budget Impact: This program will reduce re-occurring repair costs on failing roadways.

Project: High Priority Street Improvement Projects

Project Description: This program provides funding for the improvements of high priority streets within the city. It includes improvements to be made Stagecoach Rd, Bunny Trail, Elms Rd, Cunningham Rd, Lowes Boulevard and Rosewood Dr.

Cost: \$23,845,108

Funding Source: 2011 Certificate of Obligation Construction Funds and 2011 Pass Through Financing Proceeds Fund

Budget Impact: This program will reduce re-occurring repair costs on failing roadways.

Public Safety Projects

Project: Police Department Headquarters

Program Description: This program, which began in FY 2004-05, provides funding for the design, engineering, and construction of the new Police Department Headquarters building, as approved by voters in the 2002 capital improvements bond election.

Cost: \$12,836

Funding Source: 2007 General Obligation bond Construction Funds and the 2007 Certificate of Obligation Bond Fund

Budget Impact: Operational costs for electricity, water, mechanical system maintenance, and information technologies are estimated at \$415,000 a year.

Project: Fire Department A&E and Station Renovations

Program Description: This program, which began in FY 2004-05, provides funding for renovations and A&E to stations #8 and station #9, as approved by voters in the 2002 capital improvements bond election.

Cost: \$5,083

Funding Source: 2007 Certificate of Obligation Bond Fund

Budget Impact: The renovation of this project is completed and the remainder of the funds will provide additional minor equipment for the Fire Stations resulting in minimal operating costs.

Project: **Various Public Safety Equipment**

Program Description: This program will provide funding for the acquisition of additional fire engines for the Fire Department, brush trucks, the re-chassis of ambulances and other public safety equipment

Cost: \$2,614,740

Funding Source: 1995 General Obligation Bond Fund, 1994 General Obligation Bond Fund, 2004 General Obligation Bond Construction Fund, 2004 Certificate of Obligation Bond Fund, 2007 Combination General and Certificate of Obligation Bond Fund and 2012 Certificate of Obligation Construction Fund

Budget Impact: Will have minimal impact on operating cost.

Project: **Emergency Warning System**

Program Description: This program will provide funding for the acquisition and Citywide installation of a twenty-one unit Emergency Warning system.

Cost: \$1,728

Funding Source: 2007 Certificate of Obligation Bond Fund

Budget Impact: Operational costs are anticipated to be immaterial and will be absorbed in the current budget.

Community Service Projects

Project: **Family Aquatic Center**

Program Description: This program provides funding for the construction of the Lions Club Family Aquatic Center, as approved by voters in the 2002 capital improvements bond election.

Cost: \$1,271

Funding Source: 2007 Combination General and Certificate of Obligation Bond Fund and in the 2009 Certificate of Obligation Bond Fund

Budget Impact: The construction of this project is completed and the remainder of the funds will provide minor equipment for the Aquatic Center resulting in minimal operating costs.

Project: **Long Branch Skate Park**

Program Description: This program will provide funding for construction of a skate park at Long Branch Park.

Cost: \$24,705

Funding Source: 2009 Certificate of Obligation Bond Fund

Budget Impact: There will be minimal operational cost associated with these projects.

Project: **Lions Park Hike & Bike Trail**

Program Description: This program will provide funding for construction of a hike and bike trail at Lions Club Park.

Cost: \$13,311

Funding Source: 2009 Certificate of Obligation Bond Fund

Budget Impact: Operational costs are anticipated to be immaterial and will be absorbed in the current budget.

Project: **Gilmore and Community Center**

Program Description: This program will provide funding for architectural, engineering and construction services for renovation of the Bob Gilmore Senior Center and the Community Center.

Cost: \$1,280,735

Funding Source: 2009 Certificate of Obligation Bond Fund and 2012 General Obligation Bond Fund

Budget Impact: No operational budget impact is expected from this project.

Project: **Parks Equipment**

Program Description: This program will provide funding for parks equipment.

Cost: \$6,884

Funding Source: 2006 General Obligation Bonds and 2009 Certificate of Obligation Bond Fund

Budget Impact: No operational budget impact is expected from this project.

Community Development Block Grant & Home Program Projects
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Project: **Community Development Projects**

Program Description: The Community Development Block Grant program and the Home Program fund numerous improvements and rehabilitation projects to provide decent housing and a suitable living environment for low-income and moderate-income persons and areas. The City of Killeen is an "entitlement community," allowing the City to receive grant funds from the department of Housing and Urban Development (HUD) to fund qualifying projects.

Cost: \$2,127,507

Funding Source: CDBG and Home Program Funds

Budget Impact: Costs will depend on improvements.

General City Projects

- Project:** **Contract Management and Grants Administration Software**
- Program Description:** This program will provide funding for the purchase of software for Contracts Management and Grants Administration.
- Cost:** \$47,500
- Funding Source:** 2005 Certificate of Obligation Construction Fund, 2007 Certificates of Obligation Construction Fund and 2011 Certificate of Obligation Construction Fund
- Budget Impact:** No operational budget impact is expected from this project..
- Project:** **Downtown Improvements**
- Program Description:** This program will provide façade improvements, a farmers market, a playscape to the downtown area, a Historic Windshield Survey and other Community Projects.
- Cost:** \$725,441
- Funding Source:** 2007 Certificate of Obligation Construction Fund, 2007 General Obligation Bonds and 2011 Certificate of Obligation Construction Fund
- Budget Impact:** There will be minimal operational cost associated with these projects.
- Project:** **Street Department Building**
- Program Description:** This program will provide a new building for the Public Works department.
- Cost:** \$2,901,291
- Funding Source:** 2007 Certificate of Obligation Construction Fund, 2007 General Obligation Bonds and the 2009 Certificate of Obligation Construction Fund
- Budget Impact:** No operational impact is expected during the 2012-13 budget year.



GENERAL OBLIGATION BONDS 1994

	Project Authorizations	Actual through 2010-11	Estimated 2011-12	Adopted 2012-13
Beginning Fund Balance	\$ -	\$ -	\$ 7,057	\$ 7,064
Revenues				
Sale of Bonds	\$ 3,750,000	\$ 3,750,000	\$ -	\$ -
Interest Earned	759,043	759,036	7	-
Miscellaneous Receipts	32,770	32,770	-	-
Total Fund Balance and Revenues	\$ 4,541,813	\$ 4,541,806	\$ 7,064	\$ 7,064
Expenditures				
Bond Issue Costs	\$ 34,572	\$ 34,572	\$ -	\$ -
Library Expansion	829,721	829,721	-	-
Animal Control Facilities	188,617	188,617	-	-
Street and Traffic Projects	109,672	109,672	-	-
Drainage Master Plan & FEMA	15,065	15,065	-	-
Fire Station #6	32,000	32,000	-	-
Reconstruct Old 440	563,903	563,903	-	-
Reconstruct Westcliff	350,687	350,687	-	-
Reconstruct Hilliard	97,812	97,812	-	-
Reconstruct W.S. Young	512,296	512,296	-	-
Elms Road Construction	16,695	16,695	-	-
City Part - Elms/Stratford III	84,917	84,917	-	-
Mapping Center	117,646	117,646	-	-
Fire Dept. Training Facility	861,764	861,764	-	-
Pumper	145,636	145,636	-	-
Trimmier Road South	85,142	85,142	-	-
Municipal Court Building	248,928	248,928	-	-
Police Department Network	93,534	93,534	-	-
Drill Field Upgrade - Fire Dept	25,050	25,050	-	-
Land Acquisition - Fire Dept	1,100	1,100	-	-
Expense	854	854	-	-
Rancier Renovations	58,138	58,138	-	-
Community Center Roof	61,000	61,000	-	-
Equipment	7,056	-	-	7,056
Total Expenditures	\$ 4,541,805	\$ 4,534,749	\$ -	\$ 7,056
Ending Fund Balance	\$ 8	\$ 7,057	\$ 7,064	\$ 8

GENERAL OBLIGATION BONDS 1995

	Project Authorizations	Actual through 2010-11	Estimated 2011-12	Adopted 2012-13
Beginning Fund Balance	\$ -	\$ -	\$ 41,909	\$ 41,955
Revenues				
Sale of Bonds	\$ 6,745,000	\$ 6,745,000	\$ -	\$ -
Interest Earned	\$ 2,067,010	2,066,964	46	-
Miscellaneous Receipts	\$ 196,777	196,777	-	-
Total Fund Balance and Revenues	\$ 9,008,787	\$ 9,008,741	\$ 41,955	\$ 41,955
Expenditures				
Reconst. Trimmier (South)	\$ 763,973	\$ 763,973	\$ -	\$ -
Fire Station #6	463,611	463,611	-	-
Pumper	438,238	438,238	-	-
Booster	66,714	66,714	-	-
Bond Issuance Costs	90,875	90,875	-	-
City Participation	301,331	301,331	-	-
Reconst. Trimmier (North)	576,525	576,525	-	-
Fire Station #7	677,003	677,003	-	-
Elms Road	56,148	56,148	-	-
Clear Ck, Reese Ck Design	250,163	250,163	-	-
W.S Young / Elms - SS Loop	799,068	799,068	-	-
W.S. Young Design & R.O.W.	172,875	172,875	-	-
W.S. Young\CTE-B. Hwy190	1,267,264	1,267,264	-	-
W.S.Young Widening Project	235,147	235,147	-	-
W.S. Young Widening - LNR-BRR	48,750	32,250	-	16,500
W.S.Young Const-SSL Stagecoach	722,791	722,791	-	-
Reconstruct W/D Robinett	249,952	249,952	-	-
Trimmier-Public Improvements	206,097	206,097	-	-
Elms Road Construction	1,298,288	1,298,288	-	-
Parking Lot Repairs - Cmmty Center	99,874	99,874	-	-
Ramp Reversal - US190/Wal-Mart	100,000	100,000	-	-
Pass Through Funding App	98,646	98,646	-	-
Equipment	25,405	-	-	25,405
Total Expenditures	\$ 9,008,737	\$ 8,966,832	\$ -	\$ 41,905
Ending Fund Balance	\$ 50	\$ 41,909	\$ 41,955	\$ 50

GENERAL OBLIGATION BONDS 2004

	Project Authorizations	Actual through 2010-11	Estimated 2011-12	Adopted 2012-13
Beginning Fund Balance	\$ -	\$ -	\$ 787,478	\$ 783,216
Revenues				
Sale of Bonds	\$ 15,990,732	\$ 15,990,732	\$ -	\$ -
Interest Earned	2,152,850	2,151,960	890	-
Community Partnership Program	280,000	280,000	-	-
Total Fund Balance and Revenues	\$ 18,423,582	\$ 18,422,692	\$ 788,368	\$ 783,216
Expenditures				
Cost of Issuance	\$ 120,732	\$ 120,732	\$ -	\$ -
CS - Design/Eng LCP Projects	1,075,849	1,075,849	-	-
CS - Restroom & Lighting @ LCP	718,257	718,257	-	-
CS - Parks/Skateboard Parks	351,788	351,788	-	-
PW - Prelim Streets Eng Report	11,000	11,000	-	-
PW - Elms Road	2,030,766	2,030,766	-	-
PW - South Robinett Road	1,978,989	1,978,989	-	-
PW - North Robinett Road	2,227,453	2,227,453	-	-
PW - Major Street Rehabilitation	189,500	189,500	-	-
PW - Street Projects Management	186,984	186,984	-	-
PW - Operations	146,686	146,686	-	-
PW - HWY 195-201 grade separation	2,269,416	2,269,416	-	-
PW - Traffic Signals	836,527	833,477	3,050	-
PW - Traffic Synchronization	233,175	233,175	-	-
PW - Trimmer Reconstruction	71,300	53,800	-	17,500
PW - Dlowntown Street Eng Ph 1	2,095	-	2,095	-
PW - Comprehensive Plan	269,148	253,781	7	15,360
PD - Police HQ	2,895,557	2,895,557	-	-
PD - Trng Facility Imp & Equipment	37,800	37,800	-	-
FD - A&E Station #8	425,459	425,459	-	-
FD - Station #6	11,264	11,264	-	-
FD - Land Purchase - Station #8	81,297	81,297	-	-
FD - Construction - Station #8	918,663	918,663	-	-
FD - A&E Station #9	14,555	14,555	-	-
FD - Station Location Study	28,100	28,100	-	-
FD - Renovate Station #5	25,746	25,746	-	-
FD - Land Purchase Station #9	94,003	94,003	-	-
FD - Transfer to Fire SRF	421,117	421,117	-	-
FD - Vehicles	748,248	-	-	748,248
Total Expenditures	\$ 18,421,474	\$ 17,635,214	\$ 5,152	\$ 781,108
Ending Fund Balance	\$ 2,108	\$ 787,478	\$ 783,216	\$ 2,108

GENERAL OBLIGATION BONDS 2006

	Project Authorizations	Actual through 2010-11	Estimated 2011-12	Adopted 2012-13
Beginning Fund Balance	\$ -	\$ -	\$ 65,917	\$ 1,085
Revenues				
Sale of Bonds	\$ 10,000,000	\$ 10,000,000	\$ -	\$ -
Interest Earned	755,351	755,328	23	-
HUD Grant	96,224	96,224	-	-
Community Partnership Program	377,200	377,200	-	-
Total Fund Balance and Revenues	\$ 11,228,775	\$ 11,228,752	\$ 65,940	\$ 1,085
Expenditures				
Cost of Issuance	\$ 174,829	\$ 174,829	\$ -	\$ -
Senior and Recreation Center	10,346,459	10,346,459	-	-
HUD Grant - Admin	335	335	-	-
Rec & Snr Constr - Cmnty Partnersh	22,619	22,619	-	-
Equipment	314,301	314,301	-	-
Furniture/Fixtures	158,938	158,938	-	-
Machinery Repairs	1,122	1,122	-	-
Supplies	41,666	41,666	-	-
Motor Vehicles	78,475	13,620	64,855	-
Building Maintenance	20,000	20,000	-	-
Equipment	59,157	58,096	-	1,061
Minor Equipment	10,850	10,850	-	-
Total Expenditures	\$ 11,228,751	\$ 11,162,835	\$ 64,855	\$ 1,061
Ending Fund Balance	\$ 24	\$ 65,917	\$ 1,085	\$ 24

GENERAL OBLIGATION BONDS 2009

	Project Authorizations	Actual through 2010-11	Estimated 2011-12	Adopted 2012-13
Beginning Fund Balance	\$ -	\$ -	\$ 4,094,889	\$ 3,750,241
Revenues				
Sale of Bonds	\$ 13,175,000	\$ 13,175,000	\$ -	\$ -
Interest Earned	62,639	33,006	19,633	10,000
Investment Expense	(4,701)	-	(2,201)	(2,500)
JSL Spray Pad Donations	120,000	120,000	-	-
American Recovery Grant	231,167	229,340	1,827	-
TxDot Projects	2,628,718	-	70,821	2,557,897
Watercrest Road Improvements	8,141	8,141	-	-
Total Fund Balance and Revenues	\$ 16,220,964	\$ 13,565,487	\$ 4,184,969	\$ 6,315,638
Expenditures				
Cost of Issuance	\$ 73,900	\$ 73,900	\$ -	\$ -
City Owner Agreements	2,129,140	-	3,133	2,126,007
Community Projects	315,806	315,806	-	-
Downtown Street Eng Phase I	2,237,811	458,919	228,474	1,550,418
Traffic Synchronization	336,556	334,273	2,283	-
Walks & Drives	25,900	-	3,700	22,200
Trimmer Reconstruction	2,361,969	2,361,969	-	-
Watercrest Reconstruction	6,114,717	5,918,579	196,138	-
Welcome Sign Landscaping	8,152	7,152	1,000	-
Total Expenditures	\$ 13,603,951	\$ 9,470,598	\$ 434,728	\$ 3,698,625
Ending Fund Balance	\$ 2,617,013	\$ 4,094,889	\$ 3,750,241	\$ 2,617,013

COMBINATION GENERAL AND CERTIFICATE OF OBLIGATION BOND 2007

	Project Authorizations	Actual through 2010-11	Estimated 2011-12	Adopted 2012-13
Beginning Fund Balance	\$ -	\$ -	\$ 2,394,632	\$ 1,999,254
Revenues				
Sale of Bonds	41,279,000	\$ 41,279,000	\$ -	\$ -
Interest Earned	1,497,560	1,489,319	6,241	2,000
Investment Gain/Loss	(1,275)	(1,275)	-	-
Investment Expense	(1,104)	-	(604)	(500)
Grant Receipts	17,502	-	17,502	-
Miscellaneous Receipts	47,878	44,723	3,155	-
Total Fund Balance and Revenues	\$ 42,839,561	\$ 42,811,767	\$ 2,420,926	\$ 2,000,754
Expenditures				
Cost of Issuance	\$ 194,347	\$ 194,347	\$ -	\$ -
Family Aquatic Center A&E	483,000	483,000	-	-
Family Aquatic Center Construction	4,113,129	4,113,129	-	-
Family Aquatic Center Capital	32,817	31,546	-	1,271
Aquatic Center Security System	47,378	47,378	-	-
Building Maintenance	4,683	4,683	-	-
FD - Station #1 - A&E	351,125	351,125	-	-
FD - Station #1 - Construction	3,571,883	3,391,041	180,842	-
FD - Station #8	2,964,821	2,964,821	-	-
FD - Station #1 - Equipment	28,250	25,427	-	2,823
FD - Station #1 - Computer Hardware	15,500	14,092	-	1,408
FD - Station #1 - Computer Software	1,215	1,215	-	-
FD - Station #1 - Furniture & Fixtures	22,000	21,509	-	491
FD - Station #1 - Furniture & Fixtures	8,000	7,639	-	361
FD - Motor Vehicles	10,116	-	-	10,116
Transfer to Fire SRF	67,183	67,183	-	-
Street Department Building	1,994,877	77,188	43,346	1,874,343
Equipment Replacement	2,996,409	2,996,409	-	-
Emergency Warning System	398,383	396,655	-	1,728
Farmers Market	121,846	-	112,918	8,928
Playscape	62,942	-	62,916	26
Façade	92,681	3,840	21,650	67,191
Computer Software	17,732	-	-	17,732
Police Headquarters - Construction	22,862,101	22,860,417	-	1,684
Police Headquarters - A&E	888,781	888,781	-	-
Police Headquarters - Land	233,351	233,351	-	-
Police Headquarters - Network	65,280	65,280	-	-
Police Headquarters - Furniture	781,289	780,412	-	877
Police Headquarters - Equipment	63,673	53,398	-	10,275
PD - Motor Vehicles	42,011	42,011	-	-
Animal Control Shelter	301,258	301,258	-	-
Total Expenditures	\$ 42,838,061	\$ 40,417,135	\$ 421,672	\$ 1,999,254
Ending Fund Balance	\$ 1,500	\$ 2,394,632	\$ 1,999,254	\$ 1,500

CONTRACTUAL OBLIGATION CONSTRUCTION FUND SERIES 2001

	Project Authorizations	Actual through 2010-11	Estimated 2011-12	Adopted 2012-13
Beginning Fund Balance	\$ -	\$ -	\$ 1,436,372	\$ 219,932
Revenues				
Sale of Bonds	\$ 6,000,000	\$ 6,000,000	\$ -	\$ -
Interest Earned	350,541	349,334	1,007	200
Transfer from Aviation PFC	843,884	843,884	-	-
Transfer from RGAAF Aviation	2,063,425	2,063,425	-	-
Transfer from KEDC	252,829	252,829	-	-
Bell County Contributions	1,000,000	1,000,000	-	-
FAA Grants	1,779,575	1,779,575	-	-
Prior Period Adjustment	1,225,183	1,225,183	-	-
Total Fund Balance and Revenues	\$ 13,515,437	\$ 13,514,230	\$ 1,437,379	\$ 220,132
Expenditures				
Cost of Issuance	\$ 55,777	\$ 55,777	\$ -	\$ -
Professional Services	62,115	62,115	-	-
Skylark Project	43,023	43,023	-	-
RGAAF Project	10,651,063	10,651,063	-	-
Transfer to RGAAF	177,200	177,200	-	-
City Owner Agreements	1,233,667	1,045,439	-	188,228
Downtown Street Eng Ph 1	196,363	-	196,363	-
Street Maintenance	1,000,000	-	978,836	21,164
HWY 195-201 grade separation	-	-	-	-
Traffic Signals	79,960	43,241	33,248	3,471
Comprehensive Plan	5,860	-	-	5,860
Signal Trimmier/Stagecoach	-	-	-	-
Tiger Grant Application	9,000	-	9,000	-
Total Expenditures	\$ 13,514,028	\$ 12,077,858	\$ 1,217,447	\$ 218,723
Ending Fund Balance	\$ 1,409	\$ 1,436,372	\$ 219,932	\$ 1,409

AVIATION CAPITAL IMPROVEMENT FUND 2003

	Project Authorizations	Actual through 2010-11	Estimated 2011-12	Adopted 2012-13
Beginning Fund Balance	\$ -	\$ -	\$ 2,048,576	\$ 448,900
Revenues				
Sale of Bonds	\$ 9,000,000	\$ 9,000,000	\$ -	\$ -
FAA Grants	3,992,388	3,992,388	-	-
Interest Earned	629,585	628,005	1,280	300
Transfer from Aviation PFC	1,571,745	1,561,582	10,163	-
Prior Period Adjustments	(459,533)	(459,533)	-	-
Total Fund Balance and Revenues	\$ 14,734,185	\$ 14,722,442	\$ 2,060,019	\$ 449,200
Expenditures				
Cost of Issuance	\$ 106,122	\$ 106,122	\$ -	\$ -
ARFF Gear	72,001	72,001	-	-
Burnisher	15,032	15,032	-	-
Charter Package	226,420	42,780	177,045	6,595
Corporate Hangar	538,187	-	495,151	43,036
Equipment - ZTR for ILE	14,000	-	7,817	6,183
Fuel Truck	62,654	62,654	-	-
Ground Power Unit	60,000	-	-	60,000
Heavy Aircraft Tug	150,000	-	119,450	30,550
Pavement Rehabilitation	11,029	11,029	-	-
Phone System Migration	25,916	12,242	8,345	5,329
Computer Hardware-Check-In Eq	9,000	-	8,100	900
Computer Software-Check-In Eq	3,200	-	-	3,200
Professional Services	1,800	1,800	-	-
Ramp	13,731	13,731	-	-
RGAAF Project	9,337,653	9,080,454	35,211	221,988
Scrubber	13,461	13,461	-	-
SUV	38,049	38,049	-	-
Terminal Seating	72,050	12,250	-	59,800
T-Hangar	542,261	542,261	-	-
Transfer to RGAAF Operating Fund	1,400,000	1,400,000	-	-
Transfer to Debt Service Fund-446	393,000	-	393,000	-
Transfer to Debt Service Fund-431	1,617,000	1,250,000	367,000	-
Total Expenditures	\$ 14,722,566	\$ 12,673,866	\$ 1,611,119	\$ 437,581
Ending Fund Balance	\$ 11,619	\$ 2,048,576	\$ 448,900	\$ 11,619

CONTRACTUAL OBLIGATION CONSTRUCTION FUND SERIES 2004

	Project Authorizations	Actual through 2010-11	Estimated 2011-12	Adopted 2012-13
Beginning Fund Balance	\$ -	\$ -	\$ 330,771	\$ 60,163
Revenues				
Sale of Bonds	\$ 2,979,026	\$ 2,979,026	\$ -	\$ -
Interest Earned	126,953	126,761	192	-
Total Fund Balance and Revenues	\$ 3,105,979	\$ 3,105,787	\$ 330,963	\$ 60,163
Expenditures				
Cost of Issuance	\$ 27,444	\$ 27,444	\$ -	\$ -
Ambulances (4)	440,000	440,000	-	-
Quint Truck	564,276	564,276	-	-
Motor Vehicles/Heavy Equipment	728,625	728,625	-	-
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	-	-
FD Vehicles	330,682	-	270,800	59,882
Total Expenditures	\$ 3,105,698	\$ 2,775,016	\$ 270,800	\$ 59,882
Ending Fund Balance	\$ 281	\$ 330,771	\$ 60,163	\$ 281

CONTRACTUAL OBLIGATION CONSTRUCTION FUND SERIES 2005

	Project Authorizations	Actual through 2010-11	Estimated 2011-12	Adopted 2012-13
Beginning Fund Balance	\$ -	\$ -	\$ 793,509	\$ 724,419
Revenues				
Sale of Bonds	\$ 11,500,000	\$ 11,500,000	\$ -	\$ -
Milburn Academy	10,355	2,508	7,847	-
Miscellaneous Receipts	1,296	1,008	288	-
Grant-Misc Receipts	50,000	-	50,000	-
KAAC - Contributions	17,865	16,905	960	-
KAAC - Central Texas 4 C	119,982	101,606	18,376	-
Interest Earned	1,190,007	1,189,189	818	-
Total Fund Balance and Revenues	\$ 12,889,505	\$ 12,811,216	\$ 871,798	\$ 724,419
Expenditures				
Cost of Issuance	\$ 172,537	\$ 172,537	\$ -	\$ -
BCCC Tower	213,851	213,851	-	-
TXDOT / CTE Projects	988,900	988,900	-	-
City Owner Agreements	4,830,037	4,072,111	83,894	674,032
Building Purchase	4,363,725	4,300,240	63,485	-
Street Equipment - Paver	116,680	116,680	-	-
Fire - Ambulances	279,424	279,424	-	-
Street Maintenance Equipment	157,025	157,025	-	-
Trimmier - 3470 - Stagecoach	2,052	2,052	-	-
Trimmier Road - Design	299,284	299,284	-	-
Watercrest Road - Design	543,469	543,469	-	-
Elms, Cody Poe, & Robinett Roads	872,134	872,134	-	-
Total Expenditures	\$ 12,839,118	\$ 12,017,707	\$ 147,379	\$ 674,032
Ending Fund Balance	\$ 50,387	\$ 793,509	\$ 724,419	\$ 50,387

CONTRACTUAL OBLIGATION CONSTRUCTION FUND SERIES 2009

	Project Authorizations	Actual through 2010-11	Estimated 2011-12	Adopted 2012-13
Beginning Fund Balance	\$ -	\$ -	\$ 1,813,395	\$ 1,145,542
Revenues				
Sale of Bonds	\$ 8,500,000	\$ 8,500,000	\$ -	\$ -
Interest Earned	17,599	10,365	5,234	2,000
Investment Expense	(1,189)	-	(589)	(600)
Misc Receipts	15,984	-	15,984	-
Contribution & Donation	86,770	86,770	-	-
Total Fund Balance and Revenues	\$ 8,619,164	\$ 8,597,135	\$ 1,834,024	\$ 1,146,942
Expenditures				
Cost of Issuance	\$ 67,700	\$ 67,700	\$ -	\$ -
Landfill Maintenance	324,000	297,136	10,162	16,702
AS400 Replacement	87,433	87,433	-	-
Restrooms at Condor/Davis	56,135	6,696	49,439	-
Gilmore & Community Center	70,785	-	55,050	15,735
Long Branch Skate Park	171,434	146,475	254	24,705
Aquatic Facility	1,478,847	1,478,847	-	-
Aquatic Facility Sound System	16,398	16,398	-	-
Lions Park Hike & Bike	1,449,895	867,222	569,362	13,311
Building maintenance	4,215	-	4,215	-
Scoreboards at LCP	46,712	46,712	-	-
Street Dept. Equipment	1,190,281	1,190,281	-	-
Street Dept. Building	1,026,948	-	-	1,026,948
Solid Waste Equipment	1,350,575	1,350,575	-	-
Field Computers	39,265	39,265	-	-
SS Loop Improvements	1,168,500	1,168,500	-	-
Computer Software	26,333	-	-	26,333
Computer Software Purchase	20,500	20,500	-	-
Minor Capital - Equipment	5,823	-	-	5,823
Downtown Street Eng Ph 1	15,984	-	-	15,984
Total Expenditures	\$ 8,617,763	\$ 6,783,740	\$ 688,482	\$ 1,145,541
Ending Fund Balance	\$ 1,401	\$ 1,813,395	\$ 1,145,542	\$ 1,401

CONTRACTUAL OBLIGATION CONSTRUCTION FUND SERIES 2011

	Project Authorizations	Actual through 2010-11	Estimated 2011-12	Adopted 2012-13
Beginning Fund Balance	\$ -	\$ -	\$ 28,668,274	\$ 24,113,033
Revenues				
Sale of Bonds	\$ 32,040,000	\$ 32,040,000	\$ -	\$ -
Sale of Property	27,600	-	27,600	-
Interest Earned	123,214	6,897	88,817	27,500
Investment Expense	(19,285)	-	(9,285)	(10,000)
Premium on Bond	1,316,012	1,316,012	-	-
Total Fund Balance and Revenues	\$ 33,487,541	\$ 33,362,909	\$ 28,775,406	\$ 24,130,533
Expenditures				
Cost of Issuance	\$ 137,000	\$ 137,000	\$ -	\$ -
Underwriters Discount	215,710	215,710	-	-
Operations	186,079	49,511	136,568	-
Stagecoach Improvements	14,421,088	1,133,247	1,725,312	11,562,529
Bunny Trail	3,585,207	995,953	276,050	2,313,204
Elms Road	2,693,798	39,945	101,193	2,552,660
Cunningham Road	3,026,250	616,747	1,571,568	837,935
Lowe's Boulevard	2,208,700	-	7,500	2,201,200
Rosewood	3,803,050	-	-	3,803,050
1 Stop CTP - KAAC	1,301,871	718,459	583,412	-
KAAC - CO Fund Portion	583,152	322,382	260,770	-
Computer Software	3,435	-	-	3,435
Historic Windshield Survey	7,000	-	-	7,000
Land Acquisition	465,681	465,681	-	-
Community Projects	642,296	-	-	642,296
Downtown Street Construction	189,724	-	-	189,724
Total Expenditures	\$ 33,470,041	\$ 4,694,635	\$ 4,662,373	\$ 24,113,033
Ending Fund Balance	\$ 17,500	\$ 28,668,274	\$ 24,113,033	\$ 17,500

PASS THROUGH FINANCING PROCEEDS FUND 2012

	Project Authorizations	Actual through 2010-11	Estimated 2011-12	Adopted 2012-13
Beginning Fund Balance	\$ -	\$ -	\$ 8,256	\$ 28,003,246
Revenues				
Sale of Bonds	\$ 31,400,000	\$ -	\$ 31,400,000	\$ -
Transfer from General Fund	62,330	62,330	-	-
Premium on Bond	788,712	-	788,712	-
Interest Earned	90,957	2,010	67,947	21,000
Investment Expense	(9,708)	-	(6,208)	(3,500)
Total Fund Balance and Revenues	\$ 32,332,291	\$ 64,340	\$ 32,258,707	\$ 28,020,746
Expenditures				
Cost of Issuance	\$ 153,137	\$ 9,500	\$ 143,637	\$ -
Capitalized Interest	1,827,023	-	1,827,023	-
Underwriter's Discount	209,925	-	209,925	-
Transfer from General Fund	62,330	-	62,330	-
Operations	661,221	46,558	159,240	457,423
Motor Vehicles	35,760	-	35,760	-
US 190/Rosewood/FM 2410	29,365,395	26	1,817,546	27,545,823
Total Expenditures	\$ 32,314,791	\$ 56,084	\$ 4,255,461	\$ 28,003,246
Ending Fund Balance	\$ 17,500	\$ 8,256	\$ 28,003,246	\$ 17,500

PASS THROUGH FINANCING PROCEEDS FUND 2011

	Project Authorizations	Actual through 2010-11	Estimated 2011-12	Adopted 2012-13
Beginning Fund Balance	\$ -	\$ -	\$ 17,024,651	\$ 9,969,717
Revenues				
Interest Earned	\$ 54,391	\$ 3,649	\$ 38,742	\$ 12,000
Investment Expense	(6,288)	-	(3,288)	(3,000)
Sale of Bonds	18,060,000	18,060,000	-	-
Premium on Bond	1,059,415	1,059,415	-	-
Total Fund Balance and Revenues	\$ 19,167,518	\$ 19,123,064	\$ 17,060,105	\$ 9,978,717
Expenditures				
Cost of Issuance	\$ 112,500	\$ 112,500	\$ -	\$ -
Underwriters Discount	121,068	121,068	-	-
Capitalized Interest	1,383,425	1,383,425	-	-
Downtown Street Eng Ph 1	628,272	-	-	628,272
Bunny Trail	574,530	-	-	574,530
Operations	112,019	29,805	82,214	-
SH 195 / SH 201 Interchange	16,226,704	451,615	7,008,174	8,766,915
Total Expenditures	\$ 19,158,518	\$ 2,098,413	\$ 7,090,388	\$ 9,969,717
Ending Fund Balance	\$ 9,000	\$ 17,024,651	\$ 9,969,717	\$ 9,000

CONTRACTUAL OBLIGATION CONSTRUCTION FUND SERIES 2012

	Project Authorizations	Actual through 2010-11	Estimated 2011-12	Adopted 2012-13
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ 1,764,033
Revenues				
Sale of Bonds	\$ 6,765,000	\$ -	\$ 6,765,000	\$ -
Premiumn on Bond	4,999	-	4,999	-
Interest Earned	1,128	-	1,128	-
Total Fund Balance and Revenues	\$ 6,771,127	\$ -	\$ 6,771,127	\$ 1,764,033
Expenditures				
Cost of Issuance	\$ 64,500	\$ -	\$ 64,500	\$ -
US 190 Expansion	3,000,000	-	3,000,000	-
Motor Vehicles	1,531,570	-	1,470,712	60,858
Equipment	2,175,057	-	471,882	1,703,175
Total Expenditures	\$ 6,771,127	\$ -	\$ 5,007,094	\$ 1,764,033
Ending Fund Balance	\$ -	\$ -	\$ 1,764,033	\$ -

GENERAL OBLIGATION BONDS 2012

	Project Authorizations	Actual through 2010-11	Estimated 2011-12	Adopted 2012-13
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ 1,265,138
Revenues				
Sale of Bonds	\$ 1,265,000	\$ -	\$ 1,265,000	\$ -
Interest Earned	138	-	138	-
Total Fund Balance and Revenues	\$ 1,265,138	\$ -	\$ 1,265,138	\$ 1,265,138
Expenditures				
Community Center Renovation	\$ 1,265,000	\$ -	\$ -	\$ 1,265,000
Total Expenditures	\$ 1,265,000	\$ -	\$ -	\$ 1,265,000
Ending Fund Balance	\$ 138	\$ -	\$ 1,265,138	\$ 138

WATER & SEWER BOND 2001

	Project Authorizations	Actual through 2010-11	Estimated 2011-12	Adopted 2012-13
Beginning Fund Balance	\$ -	\$ -	\$ 534,844	\$ 66,281
Revenues				
Sale of Bonds	\$ 8,700,000	\$ 8,700,000	\$ -	\$ -
Interest Earned	560,410	560,112	238	60
Total Fund Balance and Revenues	\$ 9,260,410	\$ 9,260,112	\$ 535,082	\$ 66,341
Expenditures				
Cost of Issuance	\$ 90,000	\$ 90,000	\$ -	\$ -
Little Nolan Trib#1 Phase II	707,512	707,512	-	-
Little Nolan Trib#1 Phase III	205,652	205,652	-	-
Robinett Road Water Line	1,390,850	1,390,850	-	-
Airport Water Line	935,370	935,370	-	-
Airport Pump Station	419,142	419,142	-	-
Master Plan - WO18 I&I Program	997,433	997,433	-	-
WS Young South Water Line	440,719	440,719	-	-
South Trimmier Rd Water Line	105	105	-	-
Hwy 195 Water Line	219,682	219,682	-	-
Old FM 440 Water Line	1,207,810	1,207,810	-	-
McMillan Mt St Tank Design	127,533	127,533	-	-
Master Plan Update 2002	55,305	55,305	-	-
East Loop Waterline	1,653,200	1,653,200	-	-
Expenses	23,190	23,190	-	-
Wastewater Metering	95,741	72,982	11,141	11,618
Waterflow Meters	48,447	39,000	-	9,447
Professional Services	49,999	-	25,092	24,907
16" Waterline 38th Street	572,351	139,783	432,568	-
Total Expenditures	\$ 9,240,041	\$ 8,725,268	\$ 468,801	\$ 45,972
Ending Fund Balance	\$ 20,369	\$ 534,844	\$ 66,281	\$ 20,369

WATER & SEWER BOND 2004

	Project Authorizations	Actual through 2010-11	Estimated 2011-12	Adopted 2012-13
Beginning Fund Balance	\$ -	\$ -	\$ 1,306,170	\$ 589,581
Revenues				
Sale of Bonds	\$ 21,003,884	\$ 21,003,884	\$ -	\$ -
Interest Earned	1,666,648	1,665,258	910	480
Total Fund Balance and Revenues	\$ 22,670,532	\$ 22,669,142	\$ 1,307,080	\$ 590,061
Expenditures				
Cost of Issuance	\$ 118,377	\$ 118,377	\$ -	\$ -
McMillan Mtn Storage Tank	962,824	962,824	-	-
Downtown Infrastructure	2,427,601	2,427,601	-	-
City Part/Lift STNS & FMS	396,162	396,162	-	-
Utilities Building	1,300,224	1,300,224	-	-
Cunningham Rd Waterline	828,574	828,574	-	-
Nth Reece Crk Interc Phase I	522,271	522,271	-	-
Lift Stn #20 & Force Main	1,143,261	1,143,261	-	-
Hwy 195 Waterline Extension	1,755,740	1,755,740	-	-
Lift Stn #26 & F.M., CC Gravity	958,064	958,064	-	-
Reece Creek Loop Waterline	450,332	450,332	-	-
Lift Stn #2/Force Main	2,607,023	2,607,023	-	-
A - Diversion Interceptor Phase I	433,914	433,914	-	-
B - East Loop Waterline Ext Ph I	76,349	76,349	-	-
C - East Loop Waterline Ext Ph II	455	455	-	-
Constr (A-C) - Eastside Infrastr	5,545,341	5,545,341	-	-
E - Lift Stn #21 & Force Main	128,275	128,275	-	-
Constr (D-G) - Hwy195 WW Impr	1,639,322	1,639,322	-	-
Monte Carlo Sewer Line	68,863	68,863	-	-
Sewerline Rehab Phase 1	637,109	-	48,885	588,224
Water Reuse - Stonetree	37,891	-	37,891	-
16" Waterline 38th Street	630,723	-	630,723	-
Total Expenditures	\$ 22,668,695	\$ 21,362,972	\$ 717,499	\$ 588,224
Ending Fund Balance	\$ 1,837	\$ 1,306,170	\$ 589,581	\$ 1,837

WATER & SEWER BOND 2007

	Project Authorizations	Actual through 2010-11	Estimated 2011-12	Adopted 2012-13
Beginning Fund Balance	\$ -	\$ -	\$ 6,174,892	\$ 4,381,451
Revenues				
Sale of Bonds	\$ 21,096,978	\$ 21,096,978	\$ -	\$ -
Grant Receipts	478,000	-	478,000	-
Interest Earned	902,116	859,005	23,111	20,000
Investment Expense	(5,459)	-	(2,459)	(3,000)
Investment Gain/Loss	(2,124)	(2,124)	-	-
Total Fund Balance and Revenues	\$ 22,469,511	\$ 21,953,859	\$ 6,673,544	\$ 4,398,451
Expenditures				
Cost of Issuance	\$ 115,963	\$ 115,963	\$ -	\$ -
PRJ 1W - Reece Creek Road	681,265	681,265	-	-
PRJ 2W - Bundrant Expansion	2,693,111	2,693,111	-	-
PRJ 3W - Southeast Loop	2,181,333	2,181,333	-	-
PRJ 4W - Pump Station 3 Upgrade	1,495,422	1,380,563	114,859	-
PRJ 1S - Lift Station #8	1,071,460	1,071,460	-	-
PRJ 2S - Trimmier Creek	1,570,428	1,570,428	-	-
PRJ 3S - Trimmier Creek	16,000	16,000	-	-
PRJ 4S - Lift Station 20/FM/SH195	1,749,280	1,749,280	-	-
PRJ 5S - Lift Station 22 and FM	669,546	669,546	-	-
Lake Road Waterline	767,006	767,006	-	-
Eastside Phase 2	641,901	641,901	-	-
Family Aquatic Center Construction	240,416	240,416	-	-
SH 195 Gravity Intcpt	613,861	510,203	82,143	21,515
LNC Interceptor Phase 1 A	491,460	483,052	8,408	-
LNC Interceptor Phase 1 B	880,117	-	880,117	-
Force Main Repair & Realignment	127,448	4,213	123,235	-
W&S Master Plan Update	115,094	85,652	6,349	23,093
W&WW Design Standards	44,540	-	13,600	30,940
LSI Diversion & Gravity	48,715	-	20,269	28,446
Manhole Rehab Phase 2	1,825,677	-	391,741	1,433,936
Sewerline Rehab Phase 1	1,208,386	-	-	1,208,386
Water & Sewer Rate Study	44,950	-	-	44,950
South Plant Diffusers	893,020	893,020	-	-
16" Waterline 38th Street	20,000	-	20,000	-
Stagecoach W&WW Improvements	1,652,460	6,218	115,782	1,530,460
Master Plan Update	275,497	18,337	200,022	57,138
Manhole Rehab Phase 1&2	318,155	-	315,568	2,587
Total Expenditures	\$ 22,452,511	\$ 15,778,967	\$ 2,292,093	\$ 4,381,451
Ending Fund Balance	\$ 17,000	\$ 6,174,892	\$ 4,381,451	\$ 17,000

SOLID WASTE BOND 2005

	Project Authorizations	Actual through 2010-11	Estimated 2011-12	Adopted 2012-13
Beginning Fund Balance	\$ -	\$ -	\$ 260,559	\$ 9,230
Revenues				
Sale of Bonds	\$ 9,100,000	\$ 9,100,000	\$ -	\$ -
Interest Earned	518,544	518,448	96	-
Total Fund Balance and Revenues	\$ 9,618,544	\$ 9,618,448	\$ 260,655	\$ 9,230
Expenditures				
Cost of Issuance	\$ 131,137	\$ 131,137	\$ -	\$ -
Solid Waste Admin Facility	1,595,820	1,595,820	-	-
Transfer Station & Compost Site	7,173,559	7,173,559	-	-
Heavy Equipment Solid Waste	402,574	402,574	-	-
Furniture & Fixtures	54,799	54,799	-	-
Transfer Station	260,521	-	251,425	9,096
Total Expenditures	\$ 9,618,410	\$ 9,357,889	\$ 251,425	\$ 9,096
Ending Fund Balance	\$ 134	\$ 260,559	\$ 9,230	\$ 134

AVIATION PFC FUND

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Beginning Fund Balance	\$ 923,786	\$ 1,245,928	\$ 1,518,283	\$ 979,348
Revenues				
Passenger Facility Charges	\$ 833,127	\$ 946,352	\$ 705,342	\$ 704,989
Interest Earned	1,384	1,560	1,232	1,080
Total Fund Balance and Revenues	\$ 1,758,297	\$ 2,193,840	\$ 2,224,857	\$ 1,685,417
Expenditures				
PFC Projects	\$ 235,984	\$ 2,193,840	\$ 1,224,445	\$ 1,117,312
Transfer to AV Fund - RGAAF Fund	-	-	10,901	-
Transfer to Construction Fund	4,030	-	10,163	-
Total Expenditures	\$ 240,014	\$ 2,193,840	\$ 1,245,509	\$ 1,117,312
Ending Fund Balance	\$ 1,518,283	\$ -	\$ 979,348	\$ 568,105

SPECIAL EVENTS CENTER

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Beginning Fund Balance	\$ 78,354	\$ 71,725	\$ 71,759	\$ 71,959
Revenues				
Interest Earned	\$ 244	\$ -	\$ 200	\$ -
Total Fund Balance and Revenues	\$ 78,598	\$ 71,725	\$ 71,959	\$ 71,959
Expenditures				
Expense Christmas Ornaments	\$ - 6,839	\$ 71,725 -	\$ - -	\$ 71,959 -
Total Expenditures	\$ 6,839	\$ 71,725	\$ -	\$ 71,959
Ending Fund Balance	\$ 71,759	\$ -	\$ 71,959	\$ -

FIVE YEAR FORECAST



The Financial Forecast presents a five-year forecast 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.

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 2012-13 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 2012-13 and FY 2016-17.

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 are based on various statistical methods and are not representation of fact.



**CITY OF KILLEEN
GENERAL FUND
FIVE YEAR FORECAST**

Description and Purpose:

Following is a five year financial forecast for the General Fund. The City of Killeen uses the General Fund to revenues and expenditures applicable to the general operations of city government which are not properly accounted for in another fund. General Fund revenues include sales taxes, property taxes, licenses and permits, local franchise taxes, and other types of revenues. This fund includes most of the basic operating services such as fire and police protection, finance, parks and recreation, libraries and general administration.

Methodology:

A statement of revenues, expenses, and changes in fund balance has been prepared for the General Fund. The City utilized an interactive financial modeling tool for the General Fund during the FY 2012-13 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 4%. The model reflects a stable tax rate of 74.28 cents per \$100 valuation in all years. Sales tax revenue is projected at a steady growth rate of 4% per year. The model shows conservative growth projections in all other revenue categories based upon historical trends.

Expenses:

Due to the current state of the economy, salaries and benefits are projected at a 3% annual increase to cover annual step increases in the General Fund. Additional personnel are not reflected in the model, as staff additions will be evaluated each year based on availability of resources and the needs of the City. Operating expenses, which include supplies, maintenance, repairs, and professional services, reflect level funding. Inflationary impacts in each year will be expected to be absorbed through savings and efficiencies. Debt service payments are projected using the existing debt service schedules. Any other estimated future debt service obligations are not included in this forecast. Capital Outlay is projected using a tentative five year fleet replacement schedule prepared by the Fleet Services division.

The assumptions applied are conservative. Forecasts for staffing and other operating expenses are based on current program authorizations, with moderate annual increases as noted above, with the exception of the fleet replacement forecasts. Rate increases and new programs and services will require future City Council approval and are not included in this financial forecast.

Conclusions:

This forecast attempts to provide the reader, along with City staff, a look into the future as to the financial stability of the General Fund. It is important for the user of this forecast to understand that these numbers are estimates based on various statistical methods and are not representation of fact. The static picture reflected in this forecast, in all likelihood, portrays a "least likely" scenario. The importance of the forecast lies not in the numbers, but in the discussion it encourages on the policy issues and strategies that can be implemented in the event these scenarios become reality.

**CITY OF KILLEEN
FIVE YEAR FORECAST
GENERAL FUND**

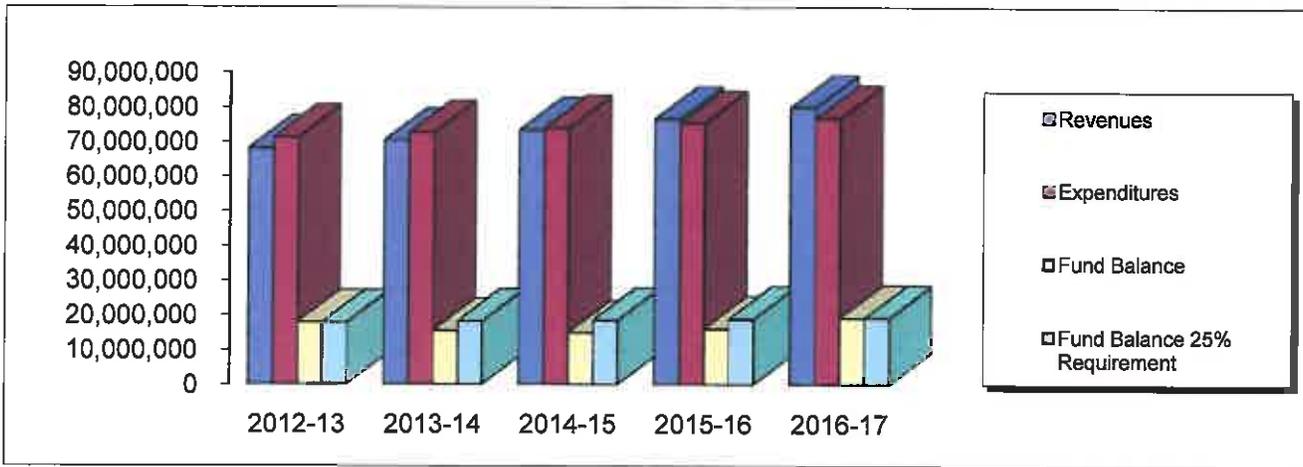
	2012-13 Budget	2013-14 Forecast	2014-15 Forecast	2015-16 Forecast	2016-17 Forecast	% Change 2012-2017
Beginning Fund Balance	20,930,739	17,843,686	15,520,222	14,895,177	16,082,232	(23.2%)
Revenues						
Property Taxes	22,684,148	23,591,514	24,535,174	25,516,581	26,537,245	17.0%
Total Property Taxes Previous	535,000	561,750	589,838	619,329	650,296	21.6%
Sales and Occup. Taxes	20,553,251	21,580,914	22,659,959	23,792,957	24,982,605	21.6%
Franchise Taxes	5,606,582	5,830,845	6,064,079	6,306,642	6,558,908	17.0%
Miscellaneous Revenues	3,823,400	3,976,336	4,135,389	4,300,805	4,472,837	17.0%
Permits and Licenses	1,231,245	1,267,232	1,304,280	1,342,420	1,381,685	12.2%
Court Fines and Fees	2,685,892	2,740,308	2,795,834	2,852,491	2,910,304	8.4%
Recreation Revenue	1,102,450	1,132,949	1,166,937	1,201,945	1,238,003	12.3%
Interest Earned	140,000	142,800	145,656	148,569	151,541	8.2%
Golf Course Revenues	1,213,974	1,224,128	1,260,852	1,298,678	1,337,638	10.2%
Intergovernmental	1,072,784	275,414	280,923	286,541	292,272	(72.8%)
Transfers from Other Funds	7,588,166	8,043,456	8,526,063	9,037,627	9,579,885	26.2%
Total Revenues	68,236,892	70,367,646	73,464,985	76,704,586	80,093,219	17.4%
Expenditures						
City Council	63,288	64,554	65,845	67,162	68,505	8.2%
City Manager	408,538	416,436	424,493	432,710	441,092	8.0%
External Assistant City Manager	247,627	252,398	257,264	262,228	267,291	7.9%
Internal Assistant City Manager	220,399	224,676	229,039	233,492	238,035	8.0%
City Auditor & Compliance Office	109,469	111,568	113,708	115,892	118,119	7.9%
Municipal Court	936,009	952,812	969,951	987,432	1,005,264	7.4%
Public Information Officer	204,526	208,440	212,432	216,504	220,658	7.9%
Volunteer Services	174,164	177,400	180,701	184,068	187,502	7.7%
City Attorney	837,662	854,024	870,720	887,755	905,138	8.1%
City Secretary	99,242	101,136	103,068	105,039	107,049	7.9%
Finance	692,821	706,073	719,590	733,378	747,441	7.9%
Accounting	403,699	411,223	418,898	426,727	434,712	7.7%
Support Services	128,927	131,368	133,859	136,399	138,989	7.8%
Building Services	332,132	338,235	344,460	350,809	357,285	7.6%
Custodial Services	724,810	737,949	751,359	765,045	779,012	7.5%
Printing Services	182,046	185,485	188,993	192,571	196,221	7.8%
Purchasing	204,897	208,613	212,403	216,269	220,213	7.5%
Human Resources	818,975	834,414	850,162	866,225	882,611	7.8%
Information Systems	1,076,805	1,096,909	1,117,415	1,138,332	1,159,668	7.7%
Library	1,504,926	1,535,422	1,566,590	1,598,445	1,631,004	8.4%
Golf	1,410,677	1,437,301	1,464,458	1,492,157	1,520,411	7.8%
Community Center Operations	190,248	193,825	197,473	201,194	204,989	7.7%
Parks	1,744,736	1,776,711	1,809,325	1,842,592	1,876,524	7.6%
Lions Club Park Operations	709,413	722,835	736,525	750,489	764,732	7.8%
Family Aquatics	402,486	410,354	418,380	426,566	434,916	8.1%
Killeen Arts and Activities Center	182,502	186,074	189,724	193,451	197,259	8.1%
Recreation	197,492	201,260	205,104	209,025	213,023	7.9%
Athletics	386,524	394,007	401,640	409,426	417,367	8.0%

**CITY OF KILLEEN
FIVE YEAR FORECAST
GENERAL FUND**

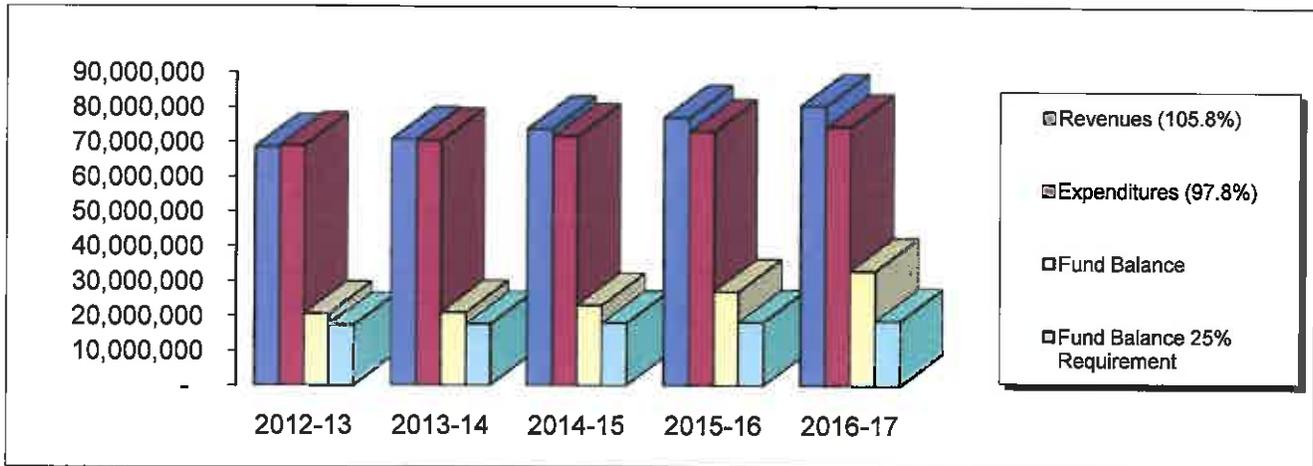
	2012-13 Budget	2013-14 Forecast	2014-15 Forecast	2015-16 Forecast	2016-17 Forecast	% Change 2012-2017
Cemetery	333,576	339,703	346,414	353,272	360,282	8.0%
Senior Citizens	267,201	272,220	277,340	282,562	287,889	7.7%
Swimming Pools	116,642	118,975	121,354	123,781	126,257	8.2%
Public Works	220,637	224,868	229,184	233,586	238,076	7.9%
Traffic	485,754	494,722	503,869	513,199	522,716	7.6%
Streets	3,442,688	3,507,361	3,573,331	3,640,624	3,709,266	7.7%
Planning and Development	663,516	676,243	689,227	702,473	715,986	7.9%
Building and Inspection	918,779	935,875	953,312	971,099	989,242	7.7%
Code Enforcement	963,725	982,107	1,000,866	1,020,009	1,039,545	7.9%
Community Development	257,460	262,373	267,385	272,497	277,712	7.9%
Home Program	50,380	51,297	52,232	53,186	54,159	7.5%
Police	24,384,224	24,841,907	25,308,685	25,784,738	26,270,249	7.7%
Animal Control	596,723	607,655	618,805	630,178	641,779	7.6%
Fire	16,761,484	17,079,064	17,402,995	17,733,405	18,070,423	7.8%
Emergency Management	121,817	124,163	126,555	128,995	131,484	7.9%
EMS Billing & Collections	249,904	254,433	259,053	263,765	268,571	7.5%
Non-Departmental	6,894,395	7,046,642	7,205,844	7,368,780	7,535,540	9.3%
Total Expenditures	71,323,945	72,691,110	74,090,030	75,517,531	76,974,206	7.9%
Ending Fund Balance	17,843,686	15,520,222	14,895,177	16,082,232	19,201,244	7.6%

**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





Annual Budget &
Plan of Municipal
Services

**CITY OF KILLEEN
KILLEEN-FORT HOOD REGIONAL AIRPORT FUND
FIVE YEAR FORECAST**

Description and Purpose:

Following is a five year financial forecast for the Killeen-Fort Hood Regional Airport Fund. The City of Killeen uses the Killeen-Fort Hood Regional Airport Fund to account for operations and maintaining expenses of the City's portion of the joint use airport. 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 the basic operating revenues and expenses relating to the operation of the air carrier terminal area and the cost of performing in kind services to the Army in lieu of rental payments. 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 increased variably each year based on historical trends. Parking Lot Fees increase variably each year based on historical trends and activity forecasts. The model shows growth in all other revenue categories based upon historical trends and activity forecasts.

Expenses:

Expenses are projected at a .05% annual increase for operating expenses which include supplies, maintenance, repairs, and professional services. Salaries and benefits are projected at a 2% annual increase to cover annual step increases in the Killeen-Fort Hood Regional Fund.

The assumptions applied are conservative. Forecasts for staffing and other operating expenses are based on current program authorizations, with moderate annual increases as noted above, with the exception of the fleet replacement forecasts. Rate increases and new programs and services will require future City Council approval and are not included in this financial forecast.

Conclusions:

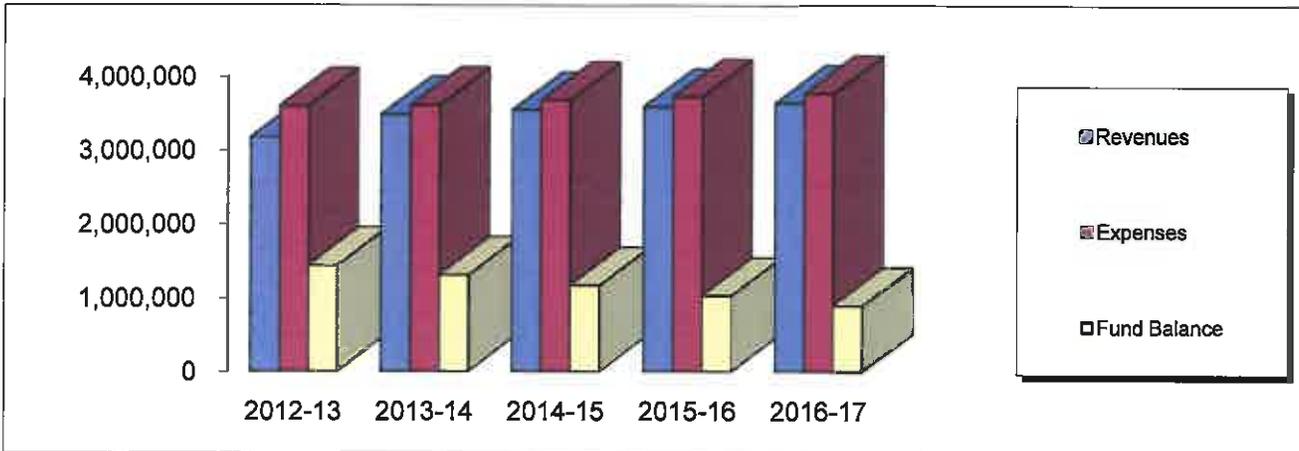
This forecast attempts to provide the reader, along with City staff, a look into the future as to the financial stability of the Killeen-Fort Hood Regional Fund. It is important for the user of this forecast to understand that these numbers are estimates based on various statistical methods and are not 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**

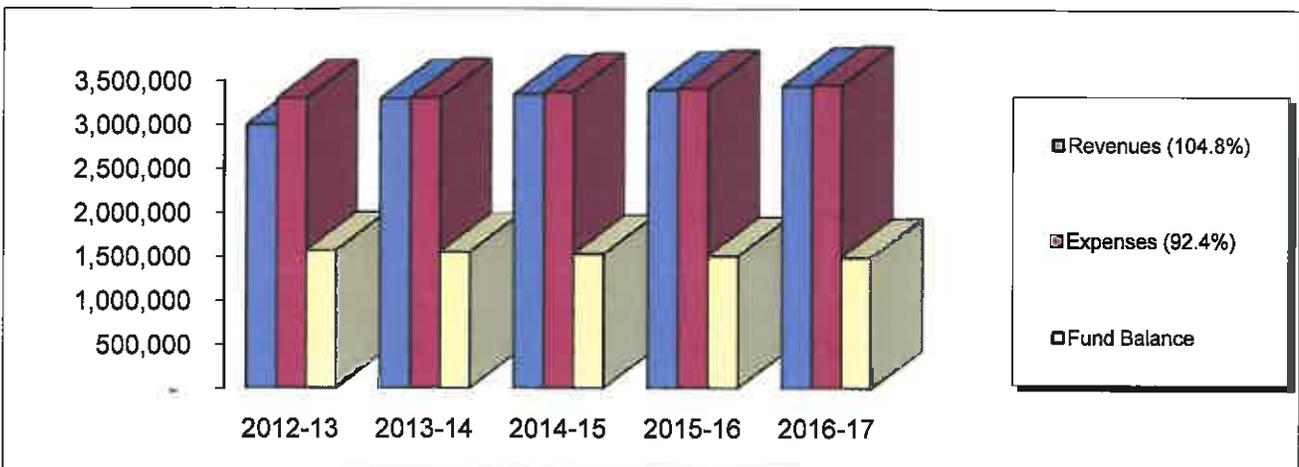
	2012-13 Budget	2013-14 Forecast	2014-15 Forecast	2015-16 Forecast	2016-17 Forecast	% Change 2012-2017
Beginning Fund Balance	1,862,297	1,434,306	1,305,202	1,164,722	1,026,866	(44.9%)
Revenues						
Airport Rent & Concessions	1,033,125	1,101,429	1,127,245	1,139,360	1,159,154	12.2%
Air Carrier Operations	285,967	298,987	309,284	324,241	332,172	16.2%
Airport Use Fees	156,336	173,375	178,004	180,918	184,194	17.8%
Airport Parking Lot Fees	721,243	758,085	762,181	767,301	772,524	7.1%
Fuel Sales	370,050	372,400	376,768	377,297	378,547	2.3%
Operating Supplies	60	60	60	60	60	0.0%
Into Plane Fees	204,122	342,000	345,428	348,882	352,371	72.6%
CIP Recovery Fees	348,682	384,000	388,082	395,528	403,123	15.6%
Miscellaneous Receipts	2,000	2,100	2,219	2,274	2,332	16.6%
Interest Earned	804	840	960	1,020	1,080	34.3%
Grants	50,000	50,000	50,000	50,000	50,000	0.0%
Total Revenues	3,172,389	3,483,276	3,540,231	3,586,881	3,635,557	14.6%
Expenses						
Salaries	1,616,610	1,648,194	1,680,410	1,713,271	1,746,788	8.1%
Supplies	143,705	123,670	124,863	124,925	124,987	(13.0%)
Maintenance	126,354	113,397	113,450	113,503	113,555	(10.1%)
Repairs	167,900	167,984	169,265	169,350	169,434	0.9%
Support Services	610,583	611,574	612,584	613,612	614,659	0.7%
Benefits	466,284	475,610	485,122	494,824	504,721	8.2%
Cost of Goods Sold	355,242	358,194	361,206	361,386	361,567	1.8%
Capital Outlay	0	0	20,000	20,000	20,000	0.0%
Non-Departmental	113,702	113,757	113,811	113,866	113,920	0.2%
Total Expenses	3,600,380	3,612,380	3,680,711	3,724,737	3,769,631	4.7%
Ending Fund Balance	1,434,306	1,305,202	1,164,722	1,026,866	892,792	(37.8%)

**CITY OF KILLEEN
FIVE YEAR FORECAST
KILLEEN-FORT HOOD REGIONAL AIRPORT**

STATIC FORECAST - REVENUES AND EXPENDITURES REALIZED AT 100% OF BUDGET

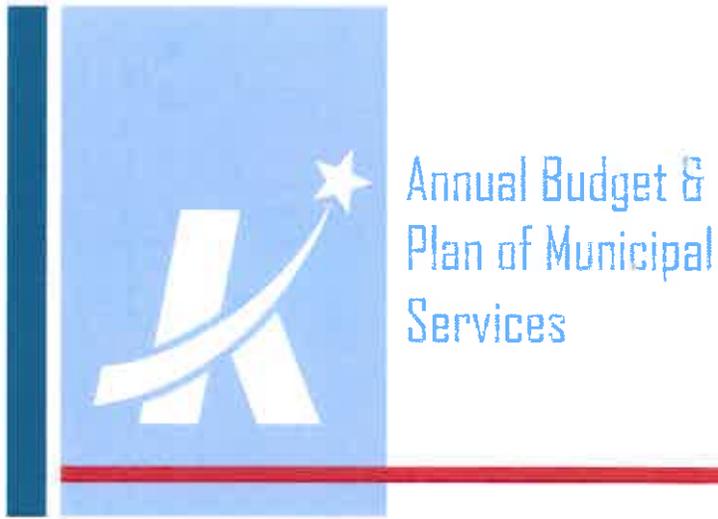


ADJUSTED FORECAST - REVENUES AND EXPENSES BASED UPON HISTORICAL TRENDS



The KFRA fund is not required by City ordinance to maintain the 25% Fund Balance Reserve applicable to the City's other major operating funds.

The financial forecast presented herein represents operating revenues and expenditures only. FAA grant revenues and major capital improvement project expenditures related to the construction of the new airport have been excluded for the purposes of this evaluation



**CITY OF KILLEEN
SKYLARK FIELD FUND
FIVE YEAR FORECAST**

Description and Purpose:

Following is a five year financial forecast for the Skylark Field Fund. The City of Killeen uses the Skylark Field Fund to account for general aviation activities. Skylark Field Fund revenues include fixed based operations, hangars and tie-downs, fuel sales and other types of miscellaneous revenues. This fund includes 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. Hangars & Tiedowns are estimated to increase by 2% annually based on historical trends. Fuel Sales reflect a conservative increase of 3% annually due to the volatility of the fuel market. The forecast shows growth in all other revenue categories based upon historical trends and considers new revenues from an FBO hangar currently under construction.

Expenses:

Expenses are projected at a 1% annual increase for operating expenses which include supplies, maintenance, repairs, and professional services. Salaries and benefits are projected at a 2% annual increase to cover annual step increases in the Skylark Field Fund.

The assumptions applied are conservative. Forecasts for staffing and other operating expenses are based on current program authorizations, with moderate annual increases as noted above, with the exception of the fleet replacement forecasts. Rate increases and new programs and services will require future City Council approval and are not included in this financial forecast.

Conclusions:

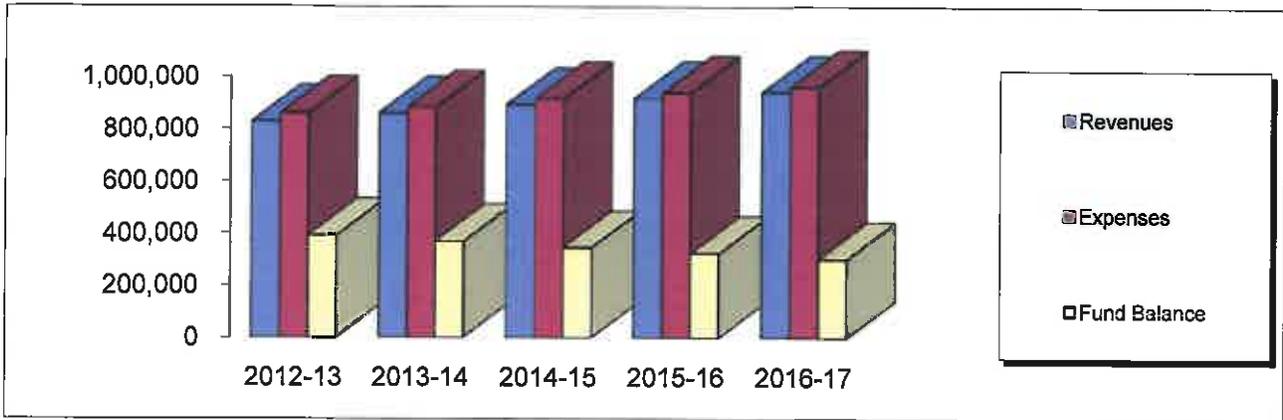
This forecast attempts to provide the reader, along with City staff, a look into the future as to the financial stability of the Skylark Field Fund. It is important for the user of this forecast to understand that these numbers are estimates based on various statistical methods and are not representation of fact. The static picture reflected in this forecast, in all likelihood, portrays a "least likely" scenario. The importance of the forecast lies not in the numbers, but in the discussion it encourages on the policy issues and strategies that can be implemented in the event these scenarios become reality.

**CITY OF KILLEEN
FIVE YEAR FORECAST
SKYLARK FIELD**

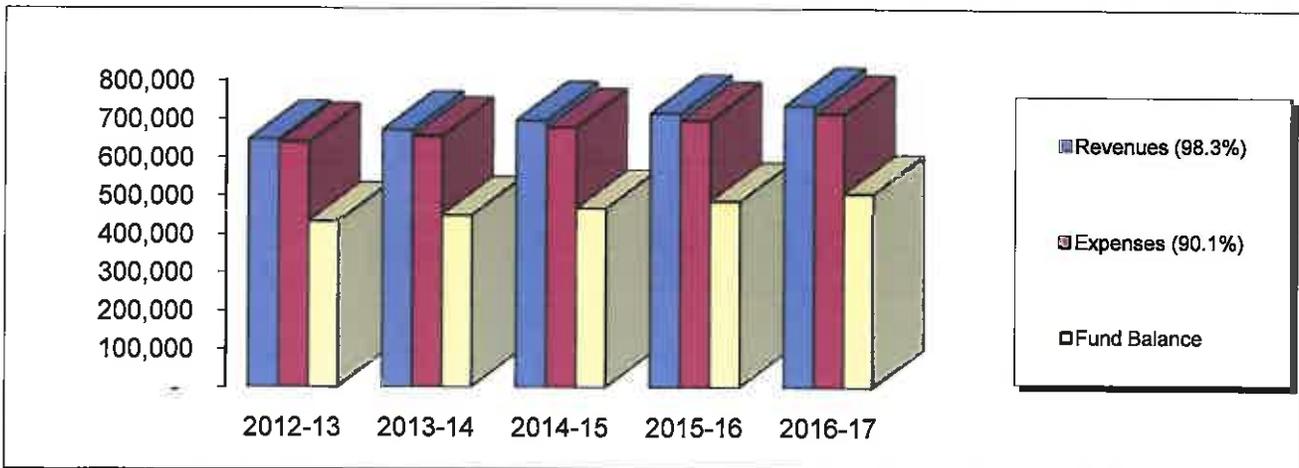
	2012-13 Budget	2013-14 Forecast	2014-15 Forecast	2015-16 Forecast	2016-17 Forecast	% Change 2012-2017
Beginning Fund Balance	423,995	390,982	367,756	345,021	322,817	(23.9%)
Revenues						
Fixed Base Operations	36,888	45,600	45,828	46,057	46,287	25.5%
Hangars & Tiedowns	111,829	114,066	116,347	118,674	121,047	8.2%
Airport Use Fees	7,425	7,648	7,877	8,113	8,357	12.6%
Fuel Sales	660,600	680,418	700,831	721,855	743,511	12.6%
Operating Supplies	2,000	2,040	2,081	2,122	2,165	8.3%
Interest Earned	500	510	520	531	541	8.2%
Miscellaneous Receipts	250	255	260	265	271	8.4%
State Grants-TXDOT Projects	9,150	10,000	20,000	20,000	20,000	118.6%
Total Revenues	828,642	860,537	893,744	917,617	942,179	13.7%
Expenses						
Salaries	133,832	136,509	139,239	142,024	144,864	8.2%
Supplies	16,071	16,232	16,394	16,558	16,724	4.1%
Maintenance	12,349	12,472	12,597	12,723	12,850	4.1%
Repairs	11,974	12,094	12,215	12,337	12,460	4.1%
Support Services	59,123	59,714	60,311	60,914	61,524	4.1%
Benefits	41,306	42,132	42,975	43,834	44,711	8.2%
Cost of Goods Sold	587,000	604,610	622,748	641,431	660,674	12.6%
Capital Outlay	0	0	10,000	10,000	10,000	100.0%
Total Expenses	861,655	883,763	916,479	939,821	963,807	11.9%
Ending Fund Balance	390,982	367,756	345,021	322,817	301,189	(23.0%)

**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



Annual Budget &
Plan of Municipal
Services

**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 2012-13 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. Interest earnings are projected at a rate of return of 1% 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 balance

Expenses:

Expenses are projected at a 3% annual increase for operating expenses, which include supplies, maintenance, repairs, and professional services. Salaries and benefits are projected at a 3% annual increase to cover annual step increases in the Solid Waste divisions. Transport and disposal costs are projected using a 3% 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 3% due to an average increase across all Solid Waste expenses. Debt service payments are projected using the existing debt service schedules. Any other estimated future debt service obligations are not included in this forecast. Capital Outlay is projected using a tentative five year fleet replacement schedule prepared by the Fleet Services division.

The assumptions applied 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:

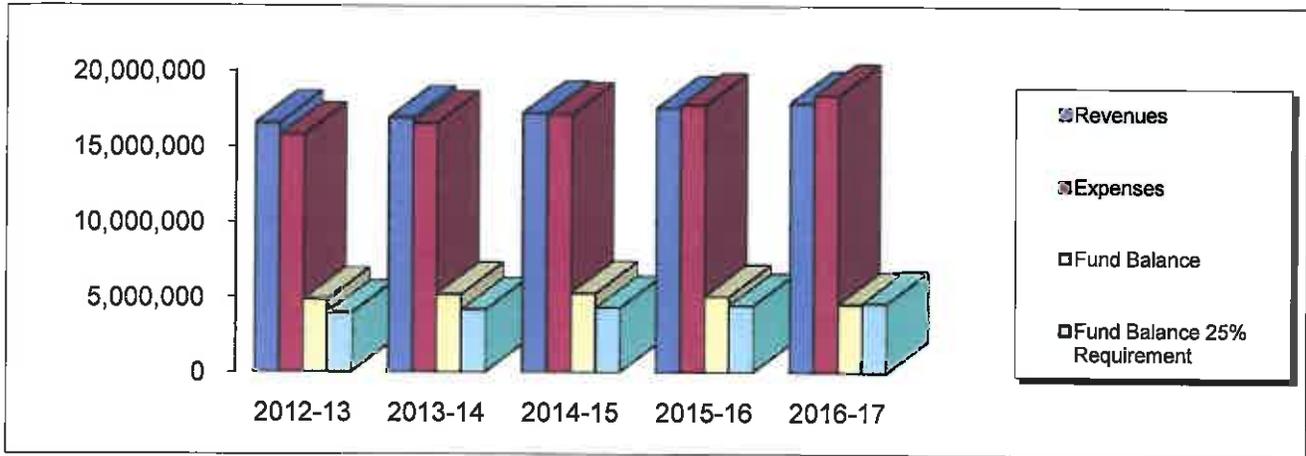
This forecast attempts to provide the reader, along with City staff, a look into the future as to the financial stability of the Solid Waste Fund. It is important for the user of this forecast to understand that these numbers are estimates based on various statistical methods and are not representation 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**

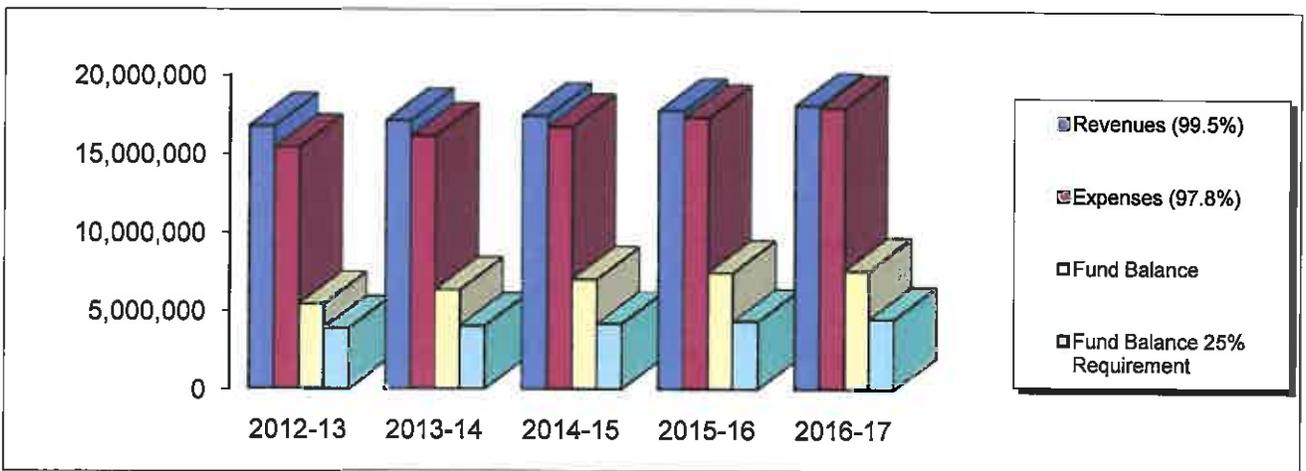
	2012-13 Budget	2013-14 Forecast	2014-15 Forecast	2015-16 Forecast	2016-17 Forecast	% Change 2012-2017
Beginning Fund Balance	4,045,458	4,827,845	5,170,751	5,246,654	5,038,252	24.5%
Revenues						
Transfer Station Fees	405,281	407,307	409,344	411,391	413,448	2.0%
Container Rentals	104,336	104,336	104,336	104,336	104,336	0.0%
Sale of Equipment	7,000	7,000	7,000	7,000	7,000	0.0%
Tire Disposal Fees	7,500	7,500	7,500	7,500	7,500	0.0%
Sale of Metals - Recycling	54,220	54,220	54,220	54,220	54,220	0.0%
Paper Products - Recycling	73,000	73,000	73,000	73,000	73,000	0.0%
Public Scale Fees	8,200	8,200	8,200	8,200	8,200	0.0%
Other Recycling Fees	4,700	4,700	4,700	4,700	4,700	0.0%
Customer Recycling Fees	91,227	91,683	92,142	92,602	93,065	2.0%
Commercial Sanitation Fees	5,679,475	5,793,065	5,908,926	6,027,104	6,147,646	8.2%
Residential Sanitation Fees	10,086,724	10,288,458	10,494,228	10,704,112	10,918,194	8.2%
Interest Earned	8,400	10,000	10,000	10,000	10,000	19.0%
Miscellaneous Receipts	48,500	66,500	66,500	66,500	66,500	37.1%
Total Revenues	16,578,563	16,915,969	17,240,095	17,570,666	17,907,810	8.0%
Expenses						
Residential Services	3,311,725	3,563,947	3,670,865	3,780,991	3,894,421	17.6%
Commercial Services	1,678,663	1,791,867	1,845,623	1,900,991	1,958,021	16.6%
Recycling	404,251	415,397	427,859	440,694	453,915	12.3%
Transfer Station	4,964,315	5,113,244	5,266,642	5,424,641	5,587,380	12.6%
Mowing	961,411	990,253	1,019,961	1,050,560	1,082,077	12.6%
Accounting	193,276	199,074	205,047	211,198	217,534	12.6%
Information Technology	105,039	108,190	111,436	114,779	118,222	12.6%
Non-Departmental	180,635	184,248	187,933	191,691	195,525	8.2%
Debt Service	745,744	760,659	775,872	791,389	807,217	8.2%
Transfers	3,251,117	3,446,184	3,652,955	3,872,132	4,104,460	26.2%
Total Expenses	15,796,176	16,573,063	17,164,193	17,779,067	18,418,773	16.6%
Ending Fund Balance	4,827,845	5,170,751	5,246,654	5,038,252	4,527,289	(6.2%)

**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 & 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 2012-13 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 1% annual citywide growth in Water and Sewer residential and commercial customers. Interest earnings are projected at a rate of return of 1% of the average fund balance. Sale of Water will increase by 1% and Sewer Fees Collected will increase by 5% from 2011-2012 to 2012-2013. The model does not include rate increases; however, 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 2% 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 2% 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 3% due to an average increase across all Water and Sewer expenses. Debt service payments are projected using the existing debt service schedules. At this time, there are no anticipated debt issuances in the near future for the Water and Sewer Fund. Capital Outlay is projected using a tentative five-year fleet replacement schedule prepared by the Fleet Services division.

The assumptions applied are conservative. Forecasts for staffing and other operating expenses are based on current program authorizations, with moderate annual increases as noted above, with the exception of the fleet replacement forecasts. Rate increases and new programs and services will require future City Council approval and are not included in this financial forecast.

Conclusions:

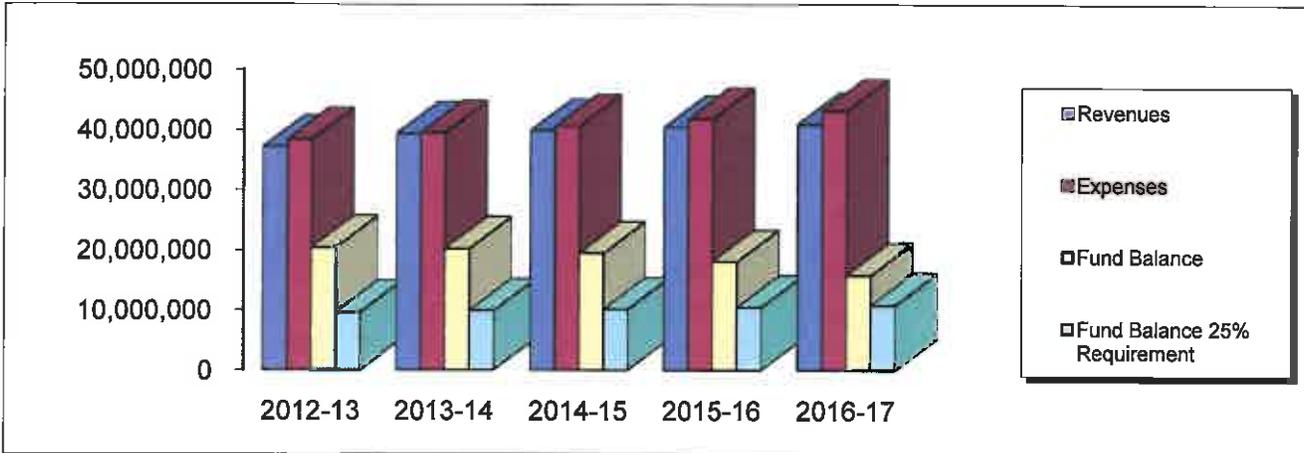
This forecast attempts to provide the reader, along with City staff, a look into the future as to the financial stability of the Water and Sewer Fund. It is important for the user of this forecast to understand that these numbers are estimates based on various statistical methods and are not representation of fact. The static picture reflected in this forecast, in all likelihood, portrays a "least likely" scenario. The importance of the forecast lies not in the numbers, but in the discussion, it encourages on the policy issues and strategies that can be implemented in the event these scenarios become reality.

**CITY OF KILLEEN
FIVE YEAR FORECAST
WATER & SEWER FUND**

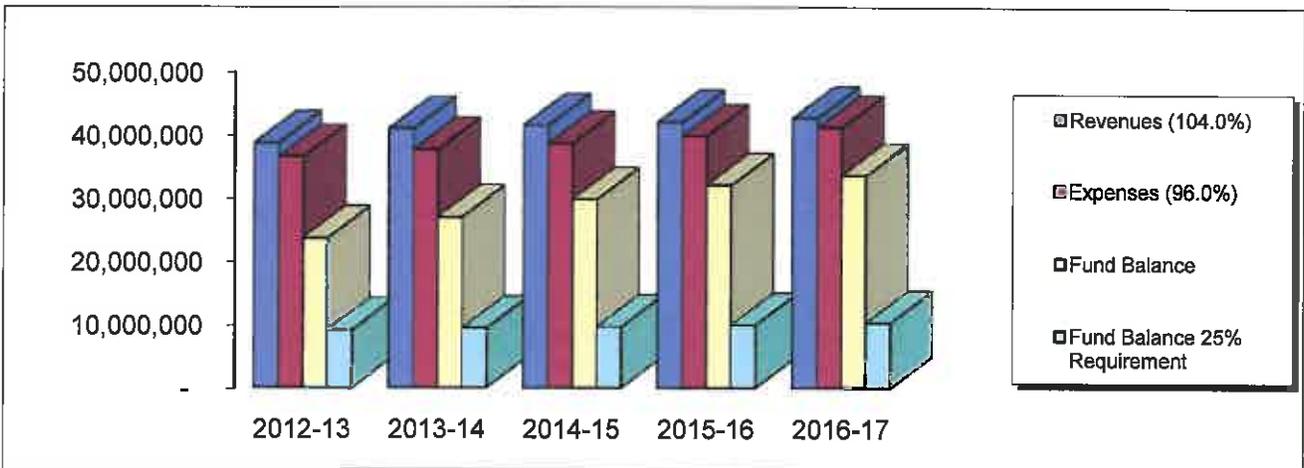
	2012-13 Budget	2013-14 Forecast	2014-15 Forecast	2015-16 Forecast	2016-17 Forecast	% Change 2012-2017
Beginning Fund Balance	21,584,523	20,358,198	20,177,281	19,437,576	18,024,833	(16.5%)
Revenues						
Sale of Water	17,651,642	17,828,158	18,006,440	18,186,504	18,368,369	4.1%
Water & Sewer Taps	869,377	886,765	904,500	922,590	941,042	8.2%
Sewer Fees Collected	16,077,434	16,238,208	16,400,590	16,564,596	16,730,242	4.1%
Misc Services & Charges	974,216	2,019,650	2,060,043	2,101,244	2,143,268	120.0%
Delinquent Penalty	1,250,969	1,275,988	1,301,508	1,327,538	1,354,089	8.2%
Interest Earned	70,000	851,495	937,121	1,039,900	1,147,398	1,539.1%
Miscellaneous Receipts	212,000	216,240	220,565	224,976	229,476	8.2%
Total Revenues	37,105,638	39,316,505	39,830,767	40,367,349	40,913,885	10.3%
Expenses						
Fleet Services	1,406,545	1,438,206	1,466,900	1,496,167	1,526,020	8.5%
Utility Billing & Collection	1,945,464	1,984,373	2,024,061	2,064,542	2,105,833	8.2%
Water Distribution	1,469,375	1,498,763	1,528,738	1,559,313	1,590,499	8.2%
Sanitary Sewers	813,435	829,704	846,298	863,224	880,488	8.2%
Water and Sewer Operations	2,989,434	3,049,223	3,110,207	3,172,411	3,235,860	8.2%
Water and Sewer Engineering	1,232,433	1,257,082	1,282,223	1,307,868	1,334,025	8.2%
Information Technology	105,039	107,140	109,283	111,468	113,698	8.2%
Water and Sewer Projects	700,000	778,400	728,280	773,346	951,953	36.0%
Water Purchase	6,866,910	7,072,917	7,285,105	7,503,658	7,728,768	12.6%
Wastewater Treatment	6,096,330	6,279,220	6,467,596	6,661,624	6,861,473	12.6%
Non-Departmental	3,101,225	3,225,274	3,354,285	3,488,456	3,627,995	17.0%
Debt Service	6,500,000	6,565,000	6,630,650	6,696,957	6,763,926	4.1%
Transfers	5,105,773	5,412,119	5,736,847	6,081,057	6,445,921	26.2%
Total Expenses	38,331,963	39,497,421	40,570,472	41,780,092	43,166,458	12.6%
Ending Fund Balance	20,358,198	20,177,281	19,437,576	18,024,833	15,772,260	(22.5%)

**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 2012-13 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 1% 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 2% 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 2% 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.

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:

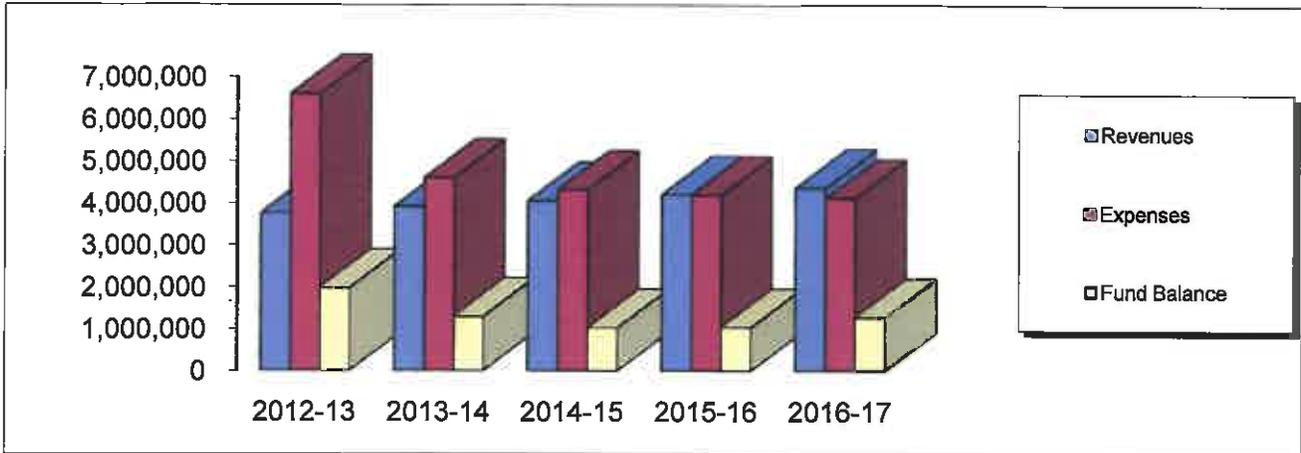
This forecast attempts to provide the reader, along with City staff, a look into the future as to the financial stability of the Drainage Utility Fund. It is important for the user of this forecast to understand that these numbers are estimates based on various statistical methods and are not representation 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**

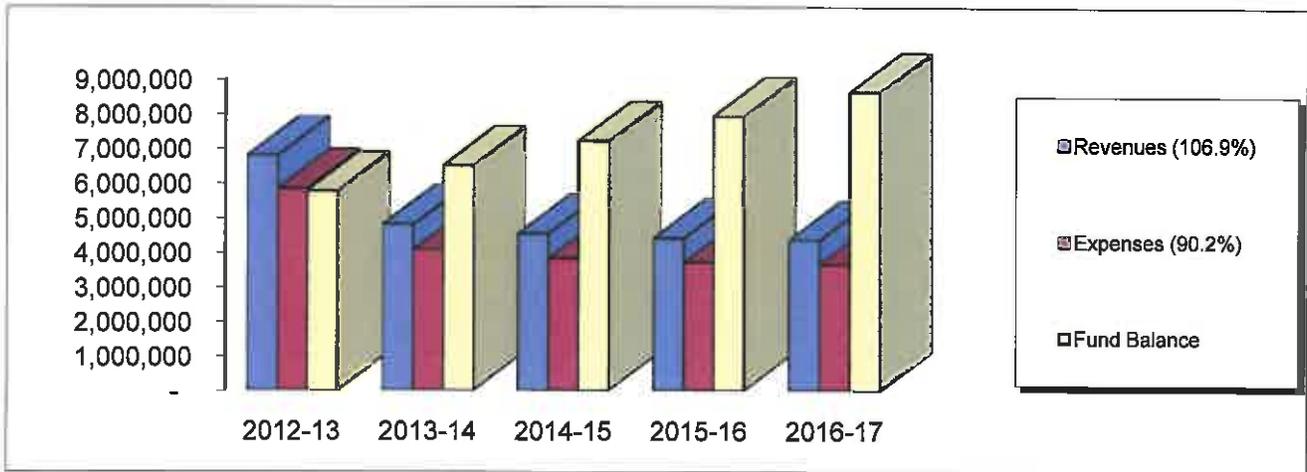
	2012-13 Budget	2013-14 Forecast	2014-15 Forecast	2015-16 Forecast	2016-17 Forecast	% Change 2012-2017
Beginning Fund Balance	4,823,766	1,977,373	1,294,448	1,026,906	1,036,414	(78.5%)
Revenues						
Residential Storm Water Fees	3,116,866	3,210,372	3,306,683	3,405,884	3,508,060	12.6%
Commercial Storm Water Fees	599,429	617,412	635,934	655,012	674,663	12.6%
Interest Earned	28,000	79,185	103,664	130,571	165,913	492.5%
Miscellaneous Receipts	5,500	5,610	5,722	5,837	5,953	8.2%
Total Revenues	3,749,795	3,912,579	4,052,003	4,197,304	4,354,589	16.1%
Expenses						
Drainage Engineering	260,011	265,211	270,515	275,926	281,444	8.2%
Streets	300,000	300,000	300,000	300,000	300,000	0.0%
Drainage Maintenance	1,591,024	1,272,819	1,145,537	1,088,260	1,033,847	(35.0%)
Environmental Services	208,084	212,246	216,491	220,820	225,237	8.2%
Information Technology	88,477	90,247	92,051	93,893	95,770	8.2%
Minor Drainage Projects	300,000	357,000	364,140	371,423	378,851	26.3%
Major Drainage Projects	2,923,571	1,169,428	994,014	894,613	849,882	(70.9%)
Non-Departmental	77,716	78,493	79,278	80,071	80,872	4.1%
Debt Service	583,608	581,088	583,169	582,952	582,950	(0.1%)
Transfers	263,697	268,971	274,350	279,837	285,434	8.2%
Total Expenses	6,596,188	4,595,504	4,319,546	4,187,795	4,114,287	(37.6%)
Ending Fund Balance	1,977,373	1,294,448	1,026,906	1,036,414	1,276,716	(35.4%)

**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



Capital Improvement Program (CIP) is not included in this financial forecast.





APPENDIX



APPENDIX

Full Time/Permanent Part-Time Employee Schedule: This appendix provides a detailed schedule of full time and permanent part-time employees over the last four years.

City of Killeen Position Classification and Pay Plan and Schedule of Incentives: This appendix provides detailed listings and schedules of how and what the City's pay plan is designed.

City of Killeen Water, Sewer and Solid Waste Rates: This section provides a detailed presentation of the City of Killeen's Water & Sewer & Solid Waste rates as they appear in the City of Killeen's Code of Ordinance.

Glossary: The glossary provides a listing of terminology pertaining to the governmental fund accounting, and municipal government.

Photograph Acknowledgements and Descriptions: Description of photographs presented in this book.





**FULL TIME AND REGULAR PART-TIME
EMPLOYEES SCHEDULE**



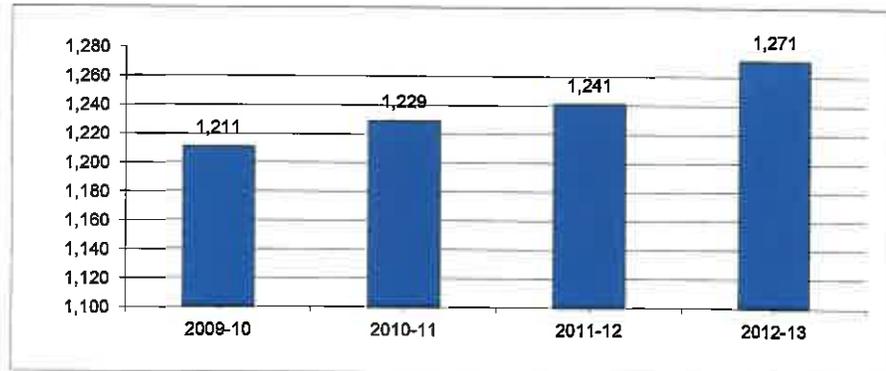
FULL TIME AND REGULAR PART-TIME EMPLOYEES

	2009-10	2010-11	2011-12	2012-13
General Fund				
City Manager	4	4	3	3
Assistant City Manager-External	3	3	2	2
Assistant City Manager-Internal	0	0	0	2
Downtown Revitalization	0	0	1	0
City Auditor and Compliance Office	1	1	1	1
Grant Administration	1	1	0	0
Municipal Court	24	24	24	24
Public Information	1.95	1.95	2.5	2.5
Killeen Volunteer Services	3	3	3	3
City Attorney	7	8	8	7
City Secretary	1	1	1	1
Finance	5	6	6	7
Accounting	7	7	7	8
Purchasing	4	5	2	5
Building Services	3.5	3.5	3.5	6
Custodial Services	13	13	12	18
Printing Services	2.5	2.5	2.5	3
Purchasing - General Administration	0	0	3	0
Support Services	0	0	0	1
Human Resources	12	12	12	13
Information Technology	15	15	14	17
Library Services	32	32	32	29
Golf Course	19	19	19	20
Golf Course Food & Beverage	5	5	0	0
Community Center Operations	6	6	6	3
Parks	33	33	33	33
Lions Club Park	14	14	14	13
Family Aquatics Center	2	2	2	2
Killeen Arts and Activities Center	0	0	4	4
Recreation	2	2	2	2
Athletics	3	3	3	3
Cemetery	6	6	6	6
Senior Citizens	6	6	6	4
Public Works	2	2	2	2
** Engineering	2	2	0	0
Traffic	10	10	10	7
Streets	47	47	48	52
Planning & Development	10	10	10	7
Building Inspections	15	15	15	15
Code Enforcement	9	11	11	13
Community Development	3	3	3	4
Home Program	1	1	1	1
Police	314	316	327	341
Animal Control	11	11	11	12
Fire	200	200	200	200
Emergency Management & Homeland Security	1	1	1	1
* EMS Billing & Collections	5	0	6	6
Total General Fund	865.95	867.95	879.5	903.5
Killeen-Fort Hood Regional Airport				
Killeen-Fort Hood Regional Airport	41	41	41	41
Total Killeen-Fort Hood Regional Airport Fund	41	41	41	41
Skylark Field				
Skylark Field	4	4	4	4
Total Skylark Field Fund	4	4	4	4
Solid Waste				
Custodial	1	1	1	0
Accounting	4	4	4	4
Residential Services	41.2	42.2	44	44
Commercial Services	20	20	20	20
Recycle Center	7	7	7	7

FULL TIME AND REGULAR PART-TIME EMPLOYEES

	2009-10	2010-11	2011-12	2012-13
Transfer Station	15	16	16	16
Mowing	22	22	17.5	22.5
Total Solid Waste Fund	110.2	112.2	109.5	113.5
Water and Sewer				
Fleet Services	23	23	26	26
Utility Collections	38	38	40	40
GIS	5	5	5	5
Water Distribution	19	19	19	19
Sanitary Sewer	15	15	15	15
Water and Sewer Operations	24	26	27	28
Engineering	9.6	10.6	11.8	10.8
Total Water and Sewer Fund	133.6	136.6	143.8	143.8
Drainage Utility Fund				
Engineering	3.2	4.2	4.2	3
Environmental Services	0	0	0	1.2
Maintenance	30	31	32.5	32.5
Total Drainage Utility Fund	33.2	35.2	36.7	36.7
Special Revenue Fund				
Cablesystem PEG	3.05	3.05	3.5	3.5
Civic and Conference Center	14	14	14	14
Community Development Block Grant	4	2	2	2
Home Program	1	1	1	1
Fire Department Special Revenue Fund	0	6	0	0
Total Special Revenue Fund	22.05	26.05	20.5	20.5
Capital Improvement				
Bond Construction	1	1	1	1
Pass Thru Finance Construction Fund	0	5	5	7
Total Capital Improvement Fund	1	6	6	8
TOTAL ALL FUNDS	1,211	1,229	1,241	1,271

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.



* EMS Division was moved from the Fire Department Special Revenue Fund to the General Fund under the Fire Department



**CITY OF KILLEEN
POSITION CLASSIFICATION
PAY PLAN
AND
SCHEDULE OF INCENTIVES**





Annual Budget &
Plan of Municipal
Services

**City of Killeen
Position Classification and Pay Plan
Effective October 1, 2012**

<u>Grade</u>	<u>Classified Positions</u>	<u>Salary Schedule (monthly)</u>	
		<u>Minimum</u>	<u>Maximum</u>
<u>51</u>	Clerk	\$1,497	\$2,181
	Clerk (Court Files)	\$1,497	\$2,181
	Clerk (Utility Collections Mail)	\$1,497	\$2,181
	Utility Cashier	\$1,497	\$2,181
<u>52</u>	Aircraft Fuel Handler	\$1,641	\$2,393
	Animal Control Assistant	\$1,641	\$2,393
	Animal Control Attendant	\$1,641	\$2,393
	Cart Fleet & Range Attendant	\$1,641	\$2,393
	Code Enforcement Clerk	\$1,641	\$2,393
	Communications Specialist	\$1,641	\$2,393
	Community Center Coordinator	\$1,641	\$2,393
	Court Citation Specialist	\$1,641	\$2,393
	Court Collections Clerk	\$1,641	\$2,393
	Custodian	\$1,641	\$2,393
	Customer Svc Representative	\$1,641	\$2,393
	Fire Clerk	\$1,641	\$2,393
	Golf Shop Attendant	\$1,641	\$2,393
	Greenskeeper	\$1,641	\$2,393
	Grounds Maintenance Worker	\$1,641	\$2,393
	Juvenile Coordinator/Accounting Clerk	\$1,641	\$2,393
	Lien Clerk	\$1,641	\$2,393
	Meter Reader	\$1,641	\$2,393
	Office Assistant	\$1,641	\$2,393
	Operator/Apprentice	\$1,641	\$2,393
	Police Clerk	\$1,641	\$2,393
	Press Operator	\$1,641	\$2,393
	Receptionist	\$1,641	\$2,393
	Recycling Attendant	\$1,641	\$2,393
	Scale Attendant	\$1,641	\$2,393
	Secretary	\$1,641	\$2,393
	Secretary (BPAT/FOG)	\$1,641	\$2,393
	Service Worker (Airport)	\$1,641	\$2,393
	Service Worker (Bldgs & Grounds)	\$1,641	\$2,393
	Service Worker (Drainage)	\$1,641	\$2,393
	Service Worker (Mowing)	\$1,641	\$2,393
	Service Worker (Street)	\$1,641	\$2,393
	Solid Waste Worker	\$1,641	\$2,393
Utility Clerk	\$1,641	\$2,393	
Warrants Clerk	\$1,641	\$2,393	
Warrants Coordinator (Court)	\$1,641	\$2,393	
Welder's Assistant	\$1,641	\$2,393	

**City of Killeen
Position Classification and Pay Plan
Effective October 1, 2012**

<u>53</u>	Accounting Clerk	\$1,840	\$2,680
	Bailiff	\$1,840	\$2,680
	Building Permit Clerk	\$1,840	\$2,680
	Community Development Program Assistant	\$1,840	\$2,680
	EMS Billing Clerk	\$1,840	\$2,680
	Golf Course Maintenance Technician	\$1,840	\$2,680
	Graffiti Removal Specialist	\$1,840	\$2,680
	Human Resources Assistant I	\$1,840	\$2,680
	Jailer	\$1,840	\$2,680
	Library Assistant	\$1,840	\$2,680
	Lube Technician	\$1,840	\$2,680
	Parts Assistant	\$1,840	\$2,680
	Police Fiscal Specialist	\$1,840	\$2,680
	Program Assistant	\$1,840	\$2,680
	Recreation Specialist	\$1,840	\$2,680
	Sign Technician	\$1,840	\$2,680
	Solid Waste Crew Chief	\$1,840	\$2,680
	Sr Meter Reader	\$1,840	\$2,680
	Sr Secretary	\$1,840	\$2,680
	Sr Utility Clerk	\$1,840	\$2,680
	Truck Driver	\$1,840	\$2,680
	Utility Service Worker	\$1,840	\$2,680
<u>54</u>	Accounting Specialist	\$2,059	\$3,000
	Animal Control Officer	\$2,059	\$3,000
	Compliance/Collections Enforcement Asst	\$2,059	\$3,000
	Construction Inspector	\$2,059	\$3,000
	Criminal Victims Liaison	\$2,059	\$3,000
	Electrical Maintenance Technician	\$2,059	\$3,000
	Equipment Operator	\$2,059	\$3,000
	Equipment Operator (Commercial)	\$2,059	\$3,000
	Equipment Operator (Residential)	\$2,059	\$3,000
	Evidence Technician	\$2,059	\$3,000
	Human Resources Assistant II	\$2,059	\$3,000
	Juvenile Case Manager	\$2,059	\$3,000
	Operator I	\$2,059	\$3,000
	Payroll Coordinator	\$2,059	\$3,000
	Police Crime Analyst	\$2,059	\$3,000
	Police Personnel & Equipment Specialist	\$2,059	\$3,000
	Police Training Assistant	\$2,059	\$3,000
	Principal Secretary	\$2,059	\$3,000
	Sr Collections Clerk	\$2,059	\$3,000
	Sr Reference Assistant	\$2,059	\$3,000

**City of Killeen
Position Classification and Pay Plan
Effective October 1, 2012**

<u>55</u>	Airport Specialist	\$2,306	\$3,361
	Assistant Clerk of the Court	\$2,306	\$3,361
	Asset Technician	\$2,306	\$3,361
	Buyer	\$2,306	\$3,361
	Crew Leader	\$2,306	\$3,361
	EMS Billing Specialist	\$2,306	\$3,361
	Equipment Services Technician	\$2,306	\$3,361
	Event Coordinator	\$2,306	\$3,361
	Evidence Technician II	\$2,306	\$3,361
	Executive Assistant	\$2,306	\$3,361
	Facilities Maintenance Specialist	\$2,306	\$3,361
	Fleet Services Technician	\$2,306	\$3,361
	FOG Enforcement Program Specialist	\$2,306	\$3,361
	Library Supervisor	\$2,306	\$3,361
	Operator II	\$2,306	\$3,361
	Permits Clerk Supervisor	\$2,306	\$3,361
	Planning Assistant	\$2,306	\$3,361
	Program Coordinator	\$2,306	\$3,361
	Public Service Officer	\$2,306	\$3,361
	Recreation Supervisor	\$2,306	\$3,361
	Sr Aircraft Fuel Handler	\$2,306	\$3,361
	Technology Unit Technician	\$2,306	\$3,361
	Traffic Technician	\$2,306	\$3,361
	Welder	\$2,306	\$3,361
<u>56</u>	Association Sales Manager	\$2,584	\$3,765
	CAD/GIS Technician	\$2,584	\$3,765
	Code Enforcement Officer	\$2,584	\$3,765
	Community Development Housing Specialist	\$2,584	\$3,765
	Computer Operator	\$2,584	\$3,765
	Computer Technician	\$2,584	\$3,765
	Convention Services Manager	\$2,584	\$3,765
	Crime Statistical Analyst	\$2,584	\$3,765
	Customer Svc Supervisor	\$2,584	\$3,765
	Deputy City Marshal	\$2,584	\$3,765
	Home Program Coordinator	\$2,584	\$3,765
	Information Technology Training Specialist	\$2,584	\$3,765
	Operations Specialist	\$2,584	\$3,765
	Paralegal	\$2,584	\$3,765
	Police Records Supervisor	\$2,584	\$3,765
	Procurement Card Administrator	\$2,584	\$3,765
	Solid Waste Specialist	\$2,584	\$3,765
	Sr Construction Inspector	\$2,584	\$3,765
	Sr Traffic Technician	\$2,584	\$3,765
	Utility Collections Supervisor	\$2,584	\$3,765
	Water & Sewer Materials Manager	\$2,584	\$3,765
	Youth Program Specialist	\$2,584	\$3,765

**City of Killeen
Position Classification and Pay Plan
Effective October 1, 2012**

<u>57</u>	Administrative Assistant	\$2,893	\$4,475
	Airport Maintenance Crew Leader	\$2,893	\$4,475
	Airport Operations & Maintenance Crew Leader (ILE)	\$2,893	\$4,475
	Building Inspector	\$2,893	\$4,475
	Cataloguer	\$2,584	\$4,475
	Chief Operator	\$2,893	\$4,475
	Child Safety Coordinator	\$2,893	\$4,475
	City Marshal	\$2,893	\$4,475
	Code Enforcement Supervisor I	\$2,893	\$4,475
	Community Development Prg/Manager	\$2,893	\$4,475
	Community Development Specialist	\$2,893	\$4,475
	Computer Mainframe Specialist	\$2,893	\$4,475
	Construction Record Keeper	\$2,893	\$4,475
	Crime Prevention Coordinator	\$2,893	\$4,475
	Employee Benefits Specialist	\$2,893	\$4,475
	Environmental Specialist	\$2,893	\$4,475
	Flightline Service Crew Leader	\$2,893	\$4,475
	GIS Data Technician	\$2,893	\$4,475
	Government Channel Producer	\$2,893	\$4,475
	Maintenance Technician	\$2,893	\$4,475
	Network Technician	\$2,893	\$4,475
	Network Technician (Airport)	\$2,893	\$4,475
	Operator III	\$2,893	\$4,475
	Reference Librarian	\$2,893	\$4,475
	Sex Offender Coordinator	\$2,893	\$4,475
	Storm Water Drainage Technician	\$2,893	\$4,475
	Supervisor (Animal Control)	\$2,893	\$4,475
	Supervisor (Aquatics)	\$2,893	\$4,475
	Supervisor (Commercial Operations)	\$2,893	\$4,475
	Supervisor (Container Operations)	\$2,893	\$4,475
	Supervisor (Drainage Maintenance)	\$2,893	\$4,475
	Supervisor (Maintenance)	\$2,893	\$4,475
	Supervisor (Mowing Operations)	\$2,893	\$4,475
	Supervisor (Parks)	\$2,893	\$4,475
	Supervisor (Print Services)	\$2,893	\$4,475
	Supervisor (Recreation Center)	\$2,893	\$4,475
	Supervisor (Recycling Operations)	\$2,893	\$4,475
	Supervisor (Residential Operations)	\$2,893	\$4,475
	Supervisor (Scale Operations)	\$2,893	\$4,475
	Supervisor (Sign Crew)	\$2,893	\$4,475
	Supervisor (Street Maintenance)	\$2,893	\$4,475
	Supervisor (Traffic Signal)	\$2,893	\$4,475
	Supervisor (Transfer Station)	\$2,893	\$4,475
	Supervisor (Utility Service)	\$2,893	\$4,475

City of Killeen
Position Classification and Pay Plan
Effective October 1, 2012

<u>58</u>	Administrative Assistant II	\$3,241	\$5,011
	Building Plans Examiner	\$3,241	\$5,011
	Clerk of the Court	\$3,241	\$5,011
	Code Enforcement Supervisor II	\$3,241	\$5,011
	Compliance/Collections Manager	\$3,241	\$5,011
	EMS Billing Supervisor	\$3,241	\$5,011
	Fleet Services Parts Supervisor	\$3,241	\$5,011
	Fleet Services Supervisor	\$3,241	\$5,011
	GIS Analyst	\$3,241	\$5,011
	Information Technology Software Specialist	\$3,241	\$5,011
	IT Airport Technology Supervisor	\$3,241	\$5,011
	Network Exchange Administrator	\$3,241	\$5,011
	Operations Supervisor	\$3,241	\$5,011
	Special Projects Coordinator	\$3,241	\$5,011
	Webmaster	\$3,241	\$5,011
	Custodian Supervisor	\$3,241	\$5,011
 <u>59</u>	Accounting Supervisor	 \$3,631	 \$5,612
	Animal Control Manager	\$3,631	\$5,612
	Assistant Director of Library Services	\$3,631	\$5,612
	Chief Building Inspector	\$3,631	\$5,612
	City Secretary	\$3,631	\$5,612
	Engineer in Training	\$3,631	\$5,612
	Evidence Manager	\$3,631	\$5,612
	Facilities Manager	\$3,631	\$5,612
	Finance Manager	\$3,631	\$5,612
	Fleet Services Shop Foreman	\$3,631	\$5,612
	Golf Shop Manager	\$3,631	\$5,612
	Grants Administrator	\$3,631	\$5,612
	Human Resources Generalist	\$3,631	\$5,612
	Human Resources Manager	\$3,631	\$5,612
	Intelligence Manager	\$3,631	\$5,612
	Operations Manager	\$3,631	\$5,612
	Public Information Officer	\$3,631	\$5,612
	Risk Manager	\$3,631	\$5,612
	Senior Center Manager	\$3,631	\$5,612
	Staff Accountant	\$3,631	\$5,612
	Superintendent (Cemetery)	\$3,631	\$5,612
	Superintendent (Commercial Operations)	\$3,631	\$5,612
	Superintendent (Parks/Pub Grds)	\$3,631	\$5,612
	Superintendent (Recreation)	\$3,631	\$5,612
	Superintendent (Residential Operations)	\$3,631	\$5,612
	Superintendent (Street Services)	\$3,631	\$5,612
	Superintendent (Traffic)	\$3,631	\$5,612
	Superintendent (Transfer Station)	\$3,631	\$5,612
	Superintendent (Water & Sewer)	\$3,631	\$5,612
	Training & Development Coordinator	\$3,631	\$5,612

City of Killeen
Position Classification and Pay Plan
Effective October 1, 2012

<u>60</u>	Director of Code Enforcement	\$4,066	\$6,285
	Director of Mowing & Drainage Services	\$4,066	\$6,285
	Director of Volunteer Services	\$4,066	\$6,285
	Golf Course Superintendent	\$4,066	\$6,285
	Golf Professional	\$4,066	\$6,285
	Manager (Accounting)	\$4,066	\$6,285
	Manager (Airport Facilities)	\$4,066	\$6,285
	Manager (Airport Operations)	\$4,066	\$6,285
	Manager (Conference Center)	\$4,066	\$6,285
	Manager (Purchasing)	\$4,066	\$6,285
	Manager (Recycling)	\$4,066	\$6,285
	Manager (Utility Collections)	\$4,066	\$6,285
	Project Manager	\$4,066	\$6,285
	Resident Project Representative	\$4,066	\$6,285
	Sr. Human Resources Generalist	\$4,066	\$6,285
<u>61</u>	Assistant City Attorney I	\$4,554	\$7,040
	Assistant Director of Human Resources	\$4,554	\$7,040
	Development Serv Mgr (Downtown Revitalization)	\$4,554	\$7,040
	Director of Fleet Services	\$4,554	\$7,040
	Director of Street Services	\$4,554	\$7,040
	Director of Water & Sewer Services	\$4,554	\$7,040
	Emergency Mgmt/Homeland Security Coordinator	\$4,554	\$7,040
	GIS Technical Project Manager	\$4,554	\$7,040
	Information Technology Network Manager	\$4,554	\$7,040
	Information Technology Operations Manager	\$4,554	\$7,040
	Management Analyst	\$4,554	\$7,040
	Sr. Planner	\$4,554	\$7,040
<u>62</u>	Assistant City Attorney II	\$5,100	\$7,885
	Assistant Director of Aviation	\$5,100	\$7,885
	Building Official	\$5,100	\$7,885
	City Planner	\$5,100	\$7,885
	Director of Civic & Conference Center	\$5,100	\$7,885
	Director of Community Development	\$5,100	\$7,885
	Director of Library Services	\$5,100	\$7,885
	Director of Parks & Recreation	\$5,100	\$7,885
	Director of Solid Waste Services	\$5,100	\$7,885
	General Manager (Golf Course)	\$5,100	\$7,885
	Management Accountant	\$5,100	\$7,885
<u>63</u>	Assistant Director of Finance	\$5,712	\$9,371
	City Auditor	\$5,712	\$9,371
	City Engineer	\$5,712	\$9,371
	Deputy City Attorney	\$5,712	\$9,371
	Director of Environmental Services	\$5,712	\$9,371
	Director of Support Services	\$5,712	\$9,371
	Director of Transportation	\$5,712	\$9,371
	Director of Water & Sewer Utilities	\$5,712	\$9,371

**City of Killeen
Position Classification and Pay Plan
Effective October 1, 2012**

Unclassified Positions

<u>4</u>	Executive Director of Aviation	\$6,397	\$10,496
	Executive Director of Community Services	\$6,397	\$10,496
	Executive Director of Human Resources	\$6,397	\$10,496
	Executive Director of Information Technology	\$6,397	\$10,496
	Executive Director of Planning & Eco Development	\$6,397	\$10,496
	Executive Director of Public Information	\$6,397	\$10,496
	Executive Director of Public Works	\$6,397	\$10,496
	Fire Chief	\$6,397	\$10,496
<u>5</u>	Assistant City Manager	\$7,166	\$11,755
	Chief of Police	\$7,166	\$11,755
	City Attorney	\$7,166	\$11,755
	Executive Director of Finance	\$7,166	\$11,755
<u>99</u>	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, 2010

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
	PROBATIONARY											
\$3,299	\$3,588	\$3,704	\$3,820	\$3,935	\$4,051	\$4,167	\$4,283	\$4,398	\$4,514	\$4,631	\$4,746	\$4,862
\$39,589	\$43,054	\$44,453	\$45,839	\$47,225	\$48,611	\$50,009	\$51,395	\$52,781	\$54,167	\$55,566	\$56,952	\$58,338

YEAR	YEAR	YEAR
1-2	3-4	5-9
		10+

POLICE SERGEANT

\$5,130	\$5,303	\$5,475	\$5,646
\$61,564	\$63,636	\$65,695	\$67,754

POLICE LIEUTENANT

\$5,961	\$6,134	\$6,306	\$6,478
\$71,535	\$73,607	\$75,666	\$77,738

POLICE CAPTAIN

\$6,764	\$6,937	\$7,108	\$7,280
\$81,170	\$83,242	\$85,301	\$87,360

ASSIST CHIEF OF POLICE

\$7,768	\$7,939	\$8,111	\$8,284
\$93,213	\$95,272	\$97,332	\$99,403

Police Incentive Pay

- Associate Degree or, \$100
- Bachelor Degree or, \$200
- Master's Degree \$300
- AND
- Intermediate Certificate or, \$60
- Advanced Certificate or, \$75
- Master Peace Officer \$100

(Officers may receive education in conjunction with Police Officer certification pay)

Hiring Incentive:

Individuals with a TCLEOSE license are offered the incentive in two stages:

Stage one: \$2,000 paid on the first regular payday after the licensed officer is hired by the department and begins the FTO (field training) program.

Stage two: \$1,000 paid when the Police department affirms that the Probationary Police Officer has successfully completed the first year of service with the department; payment of this incentive will be made during the last pay period during the first year of service.

Police Assignment Pay

- Bilingual Certification(Level II) \$75
- Clothing \$50
- Field Training Officer \$75
- Hostage Negotiation Team \$75
- Investigator \$50
- SWAT \$75
- HAZMAT Certification \$100
- Shift Differential (Patrol personnel only) 3% of Base Pay

FIRE/EMS PAY PLAN

EFFECTIVE OCTOBER 1, 2010 (Revised October 1, 2012)

Individuals with a only a TCFP structural fire certification are offered the incentive in two stages:

- Stage one: \$500 paid on the first regular payday after the TCFP certified Firefighter is hired by the department and begins the duties of a Probationary Fire Rescue Officer.
- Stage two: \$500 paid when the Fire department affirms that the Probationary Fire Rescue Officer has successfully completed the first year of service with the department; payment of this incentive will be made during the last pay period of the first year of service.

Or

Individuals with only a TDSHS paramedic license or certification are offered the incentive in two stages:

- Stage one: \$1000 paid on the first regular pay day after the TDSHS certified or licensed Paramedic is hired by the department and begins the paramedic duties of a Probationary Fire & Rescue Officer with the Killeen Fire Department.
- Stage two: \$1000 paid when the Fire department affirms that the Probationary Fire Rescue Officer has successfully completed the first year of service with the department; payment of this incentive will be made prior to the last pay period of the first year of service.

An alternative incentive pay is offered for individuals with a TCFP structural fire certification which includes a TDSHS emergency medical technician certification (EMT) - basic or intermediate, in two stages

- Stage one: \$1000 paid on the first regular pay day after the certified Firefighter/Emergency Medical Technician is hired by the department and begins the firefighter/EMT duties of a Probationary Fire & Rescue Officer with the Killeen Fire Department.
- Stage two: \$1000 when the Fire department affirms that the Probationary Fire Rescue Officer has successfully completed the first year of service with the department; payment of this incentive will be made prior to the last pay period of the first year of service.

An alternative incentive pay is offered for individuals with a TCFP structural fire certification and a TDSHS paramedic license/certification in two stages

- Stage one: \$2000 paid on the first regular payday after the TCFP certified Firefighter is hired by the department and begins the duties of a Probationary Fire Rescue Officer.
- Stage two: \$1000 paid when the Fire department affirms that the Probationary Fire Rescue Officer has successfully completed the first year of service with the department; payment of this incentive will be made during the last pay period of the first year of service.

**City of Killeen
Incentive Pay Schedule
(Non Civil Service) **
Effective October 1, 2012**

Incentive Title	Per Month
Animal Control Administrative	\$40
Animal Control Advanced	\$30
Animal Control Basic	\$20
Applicator License	\$30
Automotive Service Excellence (ASE) Technician - Master	\$60
Backflow Tester-Certified	\$25
Bilingual Certification (Level I)	\$50
Bilingual Certification (Level II)	\$75
Building Code Official	\$25
Building Inspector	\$20
Building Inspector - Commercial	\$10
Building Inspector - Residential	\$10
Building Official- Certified	\$50
Building Plans Examiner	\$20
Construction Inspector-Certified	\$25
Chemical Insecticide	\$15
City Marshal - Associates Degree	\$100
City Marshal - Bachelor's Degree	\$200
City Marshal - Master's Degree	\$300
Code Enforcement Officer State Certified or Code Enforcement Officer I	\$50
Code Enforcement Officer Intermediate or Code Enforcement Officer II	\$50
Code Enforcement Officer - Professional	\$50
Code Professional-Master	\$25
Commercial Driver's License (CDL) Class A License	\$90
Commercial Driver's License (CDL) Class B License - I (Authorized to drive 2 types of collection vehicles)	\$45
Commercial Driver's License (CDL) Class B License - II (Authorized to drive 3 or more types of collection vehicles)	\$95
Commercial Energy Inspector	\$10
Commercial Energy Plans Examiner	\$20
Court Clerk Management Certified	\$50
Dumpster Operator (Night Shift)	\$100
Electrical Code Official	\$25

**City of Killeen
Incentive Pay Schedule
(Non Civil Service) **
Effective October 1, 2012**

Incentive Title	Per Month
Electrical Inspector	\$20
Electrical Inspector - Commercial	\$10
Electrical Inspector - Residential	\$10
Electrical Plans Examiner	\$20
Electrician Journeyman	\$60
Electrician-Master	\$120
Energy Manager	\$300
Erosion Inspector	\$25
Erosion , Sediment and Storm Water Inspector-Certified	\$50
Floodplain Manager-Certified	\$25
General Pesticide	\$15
Herbicide License	\$15
Historical Preservation Officer	\$250
Housing Code Official	\$25
Insecticide General/Basic	\$15
Irrigation License	\$25
Lead Risk Assessor Certification	\$50
Longevity - Less that 20 years of service	\$4 per year of service
Longevity - 20+ years of service	\$6 per year of service
Mechanical Code Official	\$25
Mechanical Inspector	\$20
Mechanical Inspector - Commercial	\$10
Mechanical Inspector - Residential	\$10
Mechanical Plans Examiner	\$20
Municipal Court Clerk Level I Certification	\$25
Municipal Court Clerk Level II Certification	\$35
Municipal Court Clerk Level III Certification	\$45
National Air Transportation Association (NATA) Line Certification	\$75
On Call - Scheduled/Non-Exempt Only	\$10/per day \$20/per holiday
Peace Officer Advanced Certificate	\$75
Peace Officer Intermediate Certificate	\$60
Peace Officer Master Certificate	\$100
Permit Technician (for permit clerks)	\$15

**City of Killeen
Incentive Pay Schedule
(Non Civil Service) **
Effective October 1, 2012**

Incentive Title	Per Month
Pest Control /Weed Control	\$15
Pest Control General/Basic	\$15
Pest Control/Lawn & Ornamental	\$15
Plumber-Journeyman	\$60
Plumber-Master	\$120
Plumbing Code Official	\$25
Plumbing Inspector	\$20
Plumbing Inspector - Commercial	\$10
Plumbing Inspector - Residential	\$10
Plumbing Plans Examiner	\$20
Pool Operator-Certified	\$15
Professional in Erosion and Sediment Control-Certified	\$50
Professional in Storm Water Quality-Certified	\$50
Property Maintenance & Housing Inspector	\$10
Refrigeration and Recovery Recycling License	\$10
Residential Energy Plans Examiner / Inspector	\$15
Sanitary Sewers Type I License	\$25
Sanitary Sewers Type II License	\$35
Signs and Markings Level I	\$50
Signs and Markings Level II	\$70
Signs and Markings Level III	\$90
Solid Waste Class A	\$60
Solid Waste Class B	\$45
Solid Waste Class C	\$32
Solid Waste Class D	\$25
State Code Enforcement Officer-Certified	\$50
State Licensed Plumbing Inspector-Certified	\$50
Stormwater Inspector-Certified	\$25
Texas Master Naturalist-Certified	\$25
Texas Motor Vehicle Inspection License	\$15
Traffic Signal Certification Level I	\$50
Traffic Signal Certification Level II	\$70
Traffic Signal Certification Level III	\$90

**City of Killeen
Incentive Pay Schedule
(Non Civil Service) **
Effective October 1, 2012**

Incentive Title	Per Month
Utility Class D Water License	\$40
Vacation Buyback - Employees with 10 + years of service	The lesser of \$600 or the equivalent of 40 hours (gross)
Wastewater Collection Grade A or Wastewater Treatment Operator A	\$160
Wastewater Collection Grade B or Wastewater Treatment Operator B	\$120
Wastewater Collections Class I or Wastewater Treatment Operator D	\$40
Wastewater Collections Class II or Wastewater Treatment Operator C	\$80
Wastewater Collections Class III or Wastewater Treatment Operator B	\$120
Water Distribution Grade A or Water Treatment Operator A	\$160
Water Distribution Grade B or Water Treatment Operator B	\$120
Water Distribution Grade C or Water Treatment Operator C	\$80
Water Distribution Grade D or Water Treatment Operator D	\$40
Water Production C License	\$80
Water Production D License	\$40
Zoning Inspector	\$10

***All incentive pays are authorized for payment only if required for the position as per the job description on file in the Human Resources Department.*

**CITY OF KILLEEN
WATER, SEWER, DRAINAGE
AND SOLID WASTE
RATES**





Annual Budget &
Plan of Municipal
Services

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	\$12.03	\$13.32	\$16.54	\$20.41	\$29.45	\$42.38	\$75.61	\$113.36	\$158.56	
Applicable to all meter sizes										
2,001 to 25,000 gallons, per 1,000 gallons							\$3.00			
Over 25,000 gallons, per 1,000 gallons							\$3.58			

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	\$12.46	\$13.83	\$17.17	\$21.19	\$30.59	\$44.04	\$78.60	\$117.98	\$164.86	
Applicable to all meter sizes										
All over 2,000 gallons, per 1,000 gallons							\$3.11			

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	\$12.03	\$13.32	\$16.54	\$20.41	\$29.45	\$42.38	\$75.61	\$113.36	\$158.56	
Applicable to all meter sizes										
All over 2,000 gallons, per 1,000 gallons							\$3.00			

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	\$23.06	\$25.64	\$32.09	\$39.82	\$57.90	\$83.76	\$150.22	\$225.73	\$316.12	
Applicable to all meter sizes										
2,001 to 25,000 gallons, per 1,000 gallons							\$6.00			
Over 25,000 gallons, per 1,000 gallons							\$7.15			

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	\$23.93	\$26.65	\$33.34	\$41.38	\$60.19	\$87.07	\$156.20	\$234.96	\$328.72	
Applicable to all meter sizes										
All over 2,000 gallons, per 1,000 gallons							\$6.22			

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	\$23.06	\$25.64	\$32.09	\$39.82	\$57.90	\$83.76	\$150.22	\$225.73	\$316.12	
Applicable to all meter sizes										
All over 2,000 gallons, per 1,000 gallons							\$6.00			

The water rates for city-owned fireplugs are as follows:

0 to 2,000 gallons	\$28.45
All over 2,000 gallons, per 1,000 gallons	3.11

Wastewater Rates:

Single family residential	\$18.21 minimum charge for the first 3,000 gallons, plus \$3.69 per 1,000 gallons thereafter, not to exceed 10,000 gallons
Commercial customers	\$18.59 minimum charge for the first 3,000 gallons, plus \$3.69 per 1,000 gallons in excess of minimum
Motels, two-family & multifamily residential	\$18.59 minimum charge for the first 3,000 gallons, plus \$3.69 per 1,000 gallons thereafter.
Mobile home parks	\$18.59 per unit, minimum charge for the first 3,000 gallons per unit, plus \$3.69 per 1,000 gallons thereafter minimum, not to exceed 10,000 gallons per unit.

WATER AND SEWER TAPS

Water Base Tap	3/4" Tap	\$350.00
	1" Tap	477.00
	1 1/2" Tap	862.00
	2" Tap	1,375.00
Sewer Base Tap		350.00

WATER DEPOSITS

Residential Meters	3/4" meters	\$ 60.00
	1" meters	60.00
	1 1/2" meters	150.00
	2" meters	200.00
Commercial Meters	3/4" meters	75.00
	1" meters	150.00
	1 1/2" meters	200.00
	2" meters	300.00
	3" meters	400.00
	4" meters	500.00
	6" meters	700.00
8" meters	900.00	

DRAINAGE UTILITY RATES

Residential Property:

Single family	\$6.00 per month
Duplex	\$9.89 per month
Multi-family (three or more units)	\$4.88 per month per unit - maximum \$300.00 per month.

Non-Residential Property:

Based on Lot or Parcel Size:

Less than 10,001 square feet	\$ 8.30 per month
10,001 to 50,000 square feet	\$ 17.51 per month
50,001 to 100,000 square feet	\$ 26.28 per month
100,001 to 200,000 square feet	\$ 52.56 per month
200,001 to 350,000 square feet	\$ 96.36 per month
350,001 to 700,000 square feet	\$140.16 per month
700,001 to 1,000,000 square feet	\$192.72 per month
More than 1,000,000 square feet	\$306.59 per month

SOLID WASTE RATES

RESIDENTIAL RATES:

96-gallon container	\$17.50/month
64-gallon container	15.60/month
32-gallon container	14.38/month

Container Exchange Fee:

\$10.00 to change to a larger container or to add an additional container

Brush Collection:

\$7.00 per cubic yard in excess of 6 cubic yards on scheduled collection day

Special Collection Service Fee:

\$20.00 minimum for a volume up to three (3) cubic yards

\$7.00 per cubic yard in excess of three (3) cubic yards

Replacement of Container (lost, stolen, or damaged through customer abuse or neglect):

\$19.00 service fee, plus the cost of replacement part(s) or cost to purchase the replacement container

Missed Service Fee:

\$7.00 for return trip

Automated Container Reload for Excess garbage placed in plastic bags:

\$6.00 per reload; maximum of two (2) reloads

Fee charged for an overloaded container: \$6.00

Fee to remove roll-out container from curb by city employee: \$6.00

COMMERCIAL RATES:

96-gallon container	\$17.50/month
300-gallon container	52.97/month

MONTHLY CHARGES – CITY OWNED DUMPSTERS

Dumpster Size	Scheduled Number of Pickups Per Week						
	1	2	3	4	5	6	7
2 cu. yd.	\$ 73.02	\$ 111.37	\$ 155.76	\$ 200.15	\$ 245.48	\$ 288.92	\$333.31
3 cu. yd.	89.12	138.24	194.70	251.18	307.65	364.12	420.59
4 cu. yd.	104.24	164.19	232.74	301.27	369.85	438.41	506.96
6 cu. yd.	136.47	217.92	310.64	403.35	496.07	588.78	681.49
8 cu. yd.	168.69	271.51	388.51	505.40	622.27	739.17	856.05

CHARGES FOR EXTRA PICKUPS

Size of Container	For Call-In Service	For Customer Reload on Site
2 cu. yd.	\$ 25.65 each	\$ 11.38 each
3 cu. yd.	28.76 each	14.51 each
4 cu. yd.	31.86 each	17.60 each
6 cu. yd.	38.07 each	23.82 each
8 cu. yd.	44.28 each	30.02 each

MONTHLY CHARGES – PRIVATELY OWNED COMPACTORS

Compactor Size	Scheduled Number of Pickups Per Week						
	1	2	3	4	5	6	7
4 cu. yd.	\$138.25	\$271.42	\$404.59	\$537.73	\$670.93	\$804.10	\$937.27
6 cu. yd.	185.48	365.56	545.65	725.74	905.82	1,085.90	1,265.97
8 cu. yd.	232.76	459.68	686.84	913.91	1,140.95	1,368.00	1,595.04

RATES FOR ROLL-OFF CONTAINER SERVICE

Size of Container	Rental Fee	Service + Tax
20 yard open top	\$123.89	\$ 126.81 + weight*
30 yard open top	146.34	126.81 + weight*
40 yard open top	167.81	126.81 + weight*
20 yard compactor	Must own	126.81 + weight*
30 yard compactor	Must own	126.81 + weight*
42 yard compactor	Must own	126.81 + 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	\$399.00	\$695.40	\$991.80	\$1,288.20	\$1,584.60	\$1,881.00	\$2,177.40	\$2,473.80
30yd open top	484.50	839.04	1,194.72	1,550.40	1,906.08	2,261.76	2,575.26	2,929.80
40yd open top	558.60	974.70	1,390.80	1,803.48	2,217.30	2,631.12	3,047.22	3,463.32

Installation of locking bar device on containers: \$31.38 installation fee plus \$3.14 monthly rental

Dumpster cleaning \$ 65.00 per wash

Dumpster cleaning and painting \$230.00

Mechanical assistance to customer to unload unauthorized items in container \$50.50

MANUAL COLLECTION FOR A COMMERCIAL ESTABLISHMENT

\$138.37 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

\$20.00 minimum for a volume up to three cubic yards

\$7.00 per cubic yard in excess of three cubic yards

Waiting Time (blocked dumpster asked to wait)	128.27/hr 2.15/min
After hours special pickup of dumpsters (under two hours)	50.50
Deposit at Utility Collections for recurring use of transfer station in order to be able to charge disposal costs	125.00
Installation of dumpster	50.50

Relocation of dumpster 50.50
 RECYCLING RATES:

Subscription to residential curbside recycling service	\$2.48 per month
Additional 22-gallon recycling bin	City's current cost to purchase container
Lid cover for the 22-gallon recycling bin	City's current cost to purchase lid
Public scale fee	9.00 per weigh
Public scale fee – copy of ticket	6.00
Roll-off rental for special purposes or events	65.00 per service
CFC evacuation and disposal of appliance – Received at Recycling Center	20.00 per appliance
CFC evacuation and disposal of appliance – Pickup at curbside	40.00 per appliance

TRANSFER STATION RATES:

Weight	<u>Disposal Fee</u>	Fee
0-100 pounds		\$ 2.93 (minimum fee)
		.0293 cents per pound
2,000 pounds (one ton)		58.70 per ton
Surcharge for unsecured load		25.00
Tire Disposal Fees:		
Passenger/light truck tires up to a 12" rim size		2.50/each
Passenger/light truck tires greater than a 12" rim size up to a 22" rim size		3.00/each
Commercial tires, but not larger than a 2" bead		6.00/each

MISCELLANEOUS UTILITY CHARGES

Cutting off for repairs & turning back on 8:00 a.m. to 5:00 p.m. Monday - Friday	25.00
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	10.00
Delinquent account late charge/reconnection fee	25.00
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	25.00
After hours service	40.00
When water service is turned on by anyone other than an authorized water department personnel	75.00
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	10.00
New account fee	15.00
Meter check	15.00
Meter check (pull and test)	50.00
Annual itemized bill, per account	3.00
Alphabetical listing of accounts	35.00
Broken lock fee – Assessed if a customer breaks or damages the meter lock installed by city personnel	100.00



GLOSSARY





BUDGET GLOSSARY

To assist the reader of the Annual Budget document in understanding various terms, a budget glossary has been included.

Accrual Accounting: A basis of accounting in which debits and credits are recorded at the time they are incurred as opposed to when cash is actually received or spent. For example, in accrual accounting, revenue which was earned between April 1 and July 31, but for which payment was not received until August 10, is recorded as being received on July 31 rather than on August 10.

Ad Valorem Taxes: Commonly referred to as property taxes are the charges levied on all real and certain personal property according to the property's assessed valuation and the tax rate, in compliance with the State Property Tax Code.

Appropriation: An authorization made by the City Council which permits the City to incur obligations and to make expenditures of resources.

Appropriation Ordinance: The official enactment by the City Council to establish legal authority for City official to obligate and expend resources.

Assessed Valuation: A value that is established for real or personal property for use as a basis for levying property taxes. (Note: Property values are established by the Bell County Appraisal District.)

Attrition: Savings which occur when personnel vacancies are not immediately filled on positions which are fully funded for the year.

Authorized Positions: Personnel slots which are budgeted in the adopted budget to be filled during the year, sometimes referred to as FTE's (Full-Time Equivalents).

Balance Sheet: A financial statement that discloses the asset liabilities, reserves and balances of a specific governmental fund as of a specific date.

Base Budget: Cost of continuing the existing levels of service in the current budget year.

Beginning Fund Balance: Cash available in a fund from the prior year after payment of the prior year's expenses and deductions for prior year's encumbrances.

Bond: A written promise to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance. The most common types of bonds are general obligation and revenues bonds. These are most frequently used for construction of large capital projects, such as buildings, streets, and bridges.

Bond Fund: A fund used to account for the proceeds of general obligation bond issues.

Bond Refinancing/Refunding: The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

Budget: A financial plan for a specified period of time (fiscal year) that matches all planned revenues and expenditures with various municipal services.

Capital Improvement Project: The specific projects that make up the Capital Improvements Program. The projects involve construction, purchase, or renovation of City facilities or property.

Capital Improvements Program (CIP): A management tool used to assist in the scheduling, planning, and execution of a series of capital improvements over a period of time. The CIP is updated annually. It sets forth the estimated expenditures by year and specifies the resources estimated to be available to finance the project expenditures. Capital improvements refer to additional investment in basic facilities owned by the City with life expectancy greater than five years.

Capital Outlay: Expenditures for fixed assets, such as equipment, remodeling, minor improvements and vehicles, that are funded from the operation budget. Since long-term financing is not necessary and expenditures of this type are of such recurring character, these items are not part of the Capital Improvements Program.

Cost Center: An administrative branch of a department.

Debt Service Fund: The Debt Service Fund, also known as Interest and Sinking Fund, was established to account for funds needed to make principal and interest payments on outstanding bonds when due. The fund also reflects paying agent fees and a reserve of not less than 30 days principal and interest obligations for the next fiscal year.

Department: The basic organizational unit of government which is functionally unique in its delivery of services.

Depreciation: The process of estimating and recording the lost usefulness, expired useful life or diminution of service from a fixed asset that cannot or will not be restored by repair and will be replaced. The cost of the fixed asset's lost usefulness is the depreciation or the cost to reserve in order to replace the item at the end of its useful life.

Division: A major administrative division of the City which indicates overall management responsibility for an operation or a group of related operations within a functional area.

Efficiency Measure: Performance measure that tracks a ratio of inputs to outputs. The number of units of service delivered (output) per Full Time Equivalent (FTE) or total cost per unit (input.)

Effectiveness Measure: Performance measure that tracks the degree to which city services achieve an impact on a problem or need in the city, satisfy service expectations or citizens, or improve the quality of life in the community.

Effective Tax Rate: Enables the public to evaluate the relationship between taxes for the preceding year and for the current year, based on a tax rate that would produce the same amount of taxes if applied to the same properties taxed in both years.

Encumbrance: The commitment of appropriated funds related to unfilled contracts for goods and services including purchase orders. The purpose of encumbrance accounting is to prevent further expenditure of funds in light of obligations and commitments already made.

Enterprise Fund: A governmental accounting fund in which the services provided are financed and operated in the same manner as those of a private business. The rate schedules for these services are established to insure that revenues are adequate to meet all necessary expenditures. Enterprise funds are established for services such as water, wastewater, airport, drainage utilities and solid waste.

Estimated Revenue: The amount of projected revenue to be collected during the fiscal year.

Expenditure: The outflow of funds paid or to be paid for an asset obtained or goods or services obtained regardless of when the expense is actually paid. This Term applies to all funds. (Note: An encumbrance is not an expenditure. An encumbrance reserves funds to be expended.)

Expense: Charges incurred (whether paid immediately or unpaid for operation, maintenance, interest and other charges.)

Fiscal Year: The time period designated by the City signifying the beginning and ending period for recording financial transactions. The City of Killeen has specified October 1 - September 30 as its fiscal year.

Fixed Assets: Assets of long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

Full Faith and Credit: A pledge of the City's taxing power to repay debt obligations (typically used in reference to General Obligation Bonds or tax supported debt.)

Full-Time Equivalent (FTE): A measure of authorized personnel calculated by equating 2,080 hours of work per year with the full-time equivalent of 1 position.

Function: A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible.

Fund: An accounting entity that has a set of self-balancing accounts and that records all financial transactions for specific activities or government functions. Commonly used funds in public accounting are: General fund, capital projects funds, special revenue funds, debt service funds, and enterprise funds.

GAAP: Generally Accepted Accounting Principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules and procedures that define accepted accounting principles.

General Fund: The largest fund within the City, the General Fund accounts for most of the financial resources of the government. General Fund revenues include property taxes, licenses and permits, local taxes, service charges, and other types of revenue. This fund includes most of the basic operating services, such as fire and police protection, finance, sanitation, parks and recreation, libraries, general administration.

General Obligation Bonds: Bonds whose principal and interest is backed by the full faith, credit and taxing powers of the government.

Goal: A goal is a long-term, attainable target for an organization.

Infrastructure: Structures and equipment such as highways, bridges, buildings and public utilities such as water and sewer systems.

Input Measures: Performance measure that tracks resources like Full Time Equivalents (FTEs) and Funding.

Interfund Transfers: The movement of monies between funds of the same governmental entity.

Intergovernmental Revenue: Revenue received from other governments in the form of grants, shared revenues or payments in lieu of taxes.

Modified Accrual Basis: The basis of accounting under which expenditures (other than accrued interest on general long-term debt and certain compensated absences) are recorded at the time liabilities are incurred and under which revenues are recorded when measurable and available. "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to pay liabilities of the current period.

Operating Budget: A plan of financial operation embodying an estimate of proposed expenditures for a given period (typically a fiscal year) and the proposed means of financing them (revenue estimates). The term usually indicates a financial plan for a single fiscal year.

Output Measure: Performance measure that tracks the quantity of service(s) delivered, work performed, or the number of clients served

Policy: A policy is a plan, course of action 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

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Appendix



2011-2012 Team Spirit Award Recipients

Finance Department

Budget Staff

Martie Simpson, CPA
Interim Director of Finance

Jerry Sparks, CPA
Management Accountant

Dedra Aker, CIA
Staff Accountant

Carolyn Scott
Staff Accountant

Dianne Morrow
Executive Assistant

Whitney Pfaltzgraff
Accounting Specialist





FISCAL YEAR 2012 -2013 Annual Budget and Plan of Municipal Services

AS ADOPTED BY THE CITY COUNCIL ON SEPTEMBER 12, 2012
WWW.KILLEENTEXAS.GOV