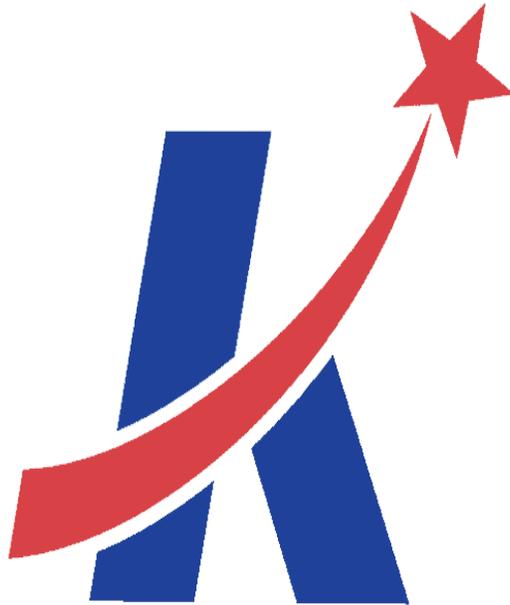


# FISCAL YEAR 2018



# ANNUAL BUDGET & PLAN of MUNICIPAL SERVICES



***Dedicated Service – Everyday, for Everyone!***

# CITY OF KILLEEN, TEXAS

## ANNUAL BUDGET FOR FISCAL YEAR 2018

This budget will raise more revenue from property taxes than last year's budget by an amount of \$2,998,107, which is a 7.50 percent increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$918,436.

### City Council Vote

These members of the governing body voted  
on the adoption of the budget as follows:

FOR:	Gregory Johnson Jonathan Okray Juan Rivera Jim Kilpatrick	Shirley Fleming Debbie Nash-King Steve Harris
AGAINST:	None	
PRESENT and not voting:	None	
ABSENT:	None	

These members of the governing body voted  
on setting of the property tax rate for fiscal year 2018 as follows:

FOR:	Gregory Johnson Jonathan Okray Juan Rivera Jim Kilpatrick	Shirley Fleming Debbie Nash-King Steve Harris
AGAINST:	None	
PRESENT and not voting:	None	
ABSENT:	None	

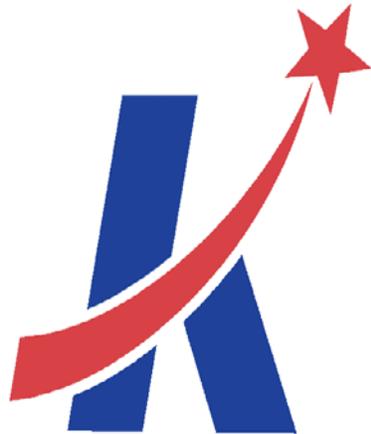
Tax Rate	Adopted FY 2018	Adopted FY 2017
Property Tax Rate	0.7498	0.7498
Effective Rate	0.7027	0.7368
Effective M&O Tax Rate	0.5564	0.6299
Rollback Tax Rate	0.7223	0.8425
Debt Rate	0.2565	0.3031

**The total amount of municipal debt obligation secured by property taxes for the City of Killeen is:**

Tax Supported	\$175,355,000
Self Supported	63,550,000
<b>TOTAL</b>	<b>\$238,905,000</b>



***Dedicated Service – Everyday, for Everyone!***



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***Dedicated Service – Everyday, for Everyone!***

## A MESSAGE FROM MAYOR JOSE SEGARRA



Dear Residents,

You expect and deserve the very best City services for the tax dollars you invest. While it is always challenging to balance revenues and expenditures, our staff continues to try to maximize every dollar to your benefit.

Throughout this issue, you will see your tax dollars at work. From public safety to public works and volunteers to recreation for people and pets, we strive daily to meet our mission to provide municipal services that improve your quality of life.

The annual budget and plan of municipal services is our foundation for providing services. It allocates resources and sets the course for what we will achieve in the coming fiscal year.

The Charter requires the City Manager to present a proposed budget to City Council each year at least 45 days prior to the October 1 start of the fiscal year. City Council then spends a number of weeks deliberating the proposal before adopting the budget by September 20.

In a series of workshops, the Council prioritized expectations for this year's budget for the City Manager. The proposed budget he presented August 1 addressed many of those priorities fully or partially.

Now it is your turn to weigh in on the proposed budget. You can view the entire document along with presentations, videos and more online. This is your budget, so please review it and give us your input.

A handwritten signature in black ink, appearing to read "Jose Segarra".

## FISCAL YEAR 2018 BUDGET IN BRIEF

City Manager Ron Olson presented the proposed budget and plan of municipal services to City Council at a special meeting August 1. The City Council is now deliberating the proposal in advance of the scheduled budget adoption September 19. Fiscal Year 2018 will begin October 1 and end September 30, 2018.

Olson began development of the financial plan in February upon taking the city manager post. His budgeting process first estimates revenue then allocates expenditures within the expected revenue. He utilizes assumptions, projections, trends and benchmarks in planning. He works with staff to achieve efficiencies and advancement, and he solicits

Council's short- and long-term priorities. The proposed budget is the result of this thorough process and is a thoughtful and measured plan for both the coming year and future sustainability.

The Fiscal Year 2018 Proposed Budget is balanced with \$181 million in revenues exceeding \$180 million in total expenditures. There is no proposed tax rate increase and no proposed fee increases. The fund balance in the General Fund is projected to end at 22.41%.

While the budget does make some reductions in spending and personnel, departmental budgets were planned to meet core missions and maintain service levels to the extent possible.

## BUDGET CALENDAR

### August 1

Proposed Budget Delivered

### August

Budget Workshops

### August 22

Budget Public Hearing  
Preliminary Tax Rate Set

### September

Budget Workshops

### September 5

Tax Rate Public Hearing

### September 12

Budget Public Hearing  
Tax Rate Public Hearing

### September 19

Budget Adoption

### October 1

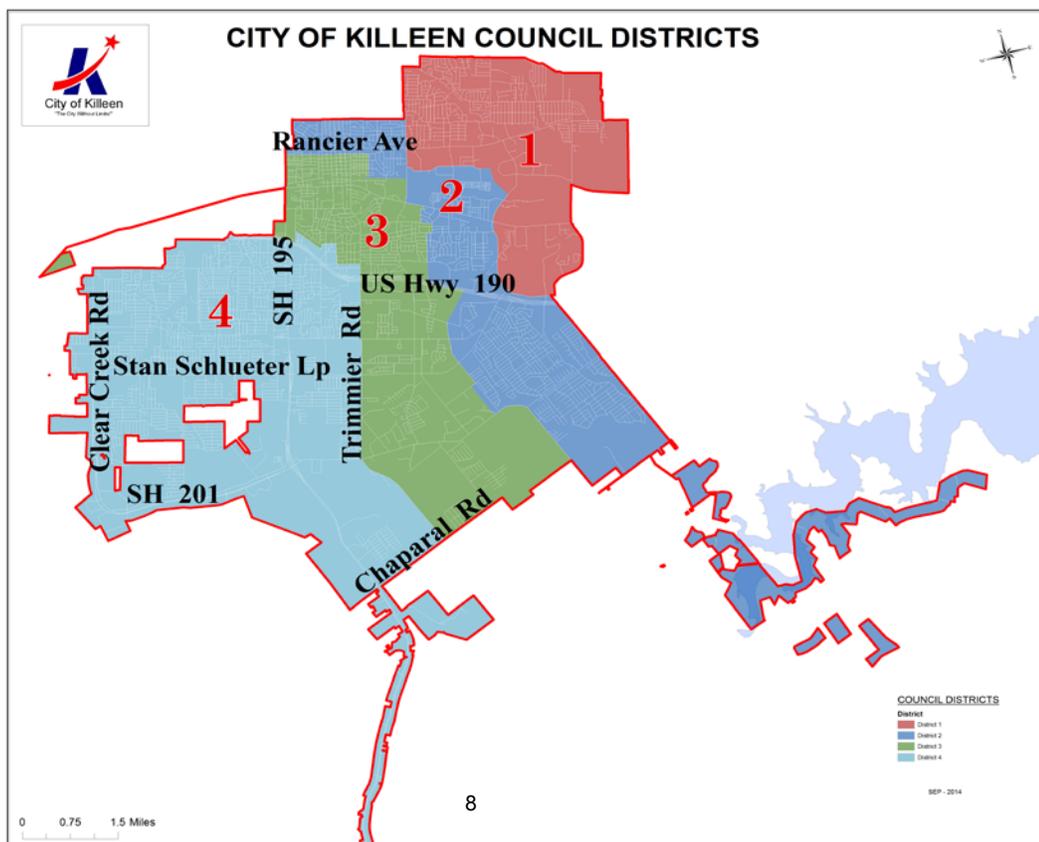
Fiscal Year 2018 Begins

The annual budget is a complicated document, and we have worked to provide it to the public in an understandable format. We have created a central budget webpage, [KilleenTexas.gov/Budget](http://KilleenTexas.gov/Budget), so that all of the documents, presentations, notices and updates are in one location. We will also be filming all of the budget meetings and workshops to give you a clear, transparent view of the process.

You will have opportunities to weigh in on the proposed budget at a series of public hearings. You can also email us at [citybudget@killeentexas.gov](mailto:citybudget@killeentexas.gov). Your input is important in this process so that the budget is one that the community supports.

# TEXAS MAP

Killeen123





The Mayor and seven Councilmembers serve two-year staggered terms with a three-consecutive-term limitation. The Mayor and three At Large Councilmembers are elected in even-numbered years by all voters in Killeen. The four District Councilmembers are elected in odd-numbered years by voters living in the same geographical districts. Pictured from left to right: Steve Harris, Juan Rivera, Debbie Nash-King, Jim Kilpatrick, Jose Segarra, Ronald Olson, Jonathan Okray, Gregory Johnson, and Shirley Fleming.

**Jose Segarra,  
Mayor**

Phone: 254-290-0548  
[mayor@killeentexas.gov](mailto:mayor@killeentexas.gov)  
 Term expires May 2018

**Gregory Johnson, At Large**

Phone: 254-702-5162  
[gjohnson@killeentexas.gov](mailto:gjohnson@killeentexas.gov)  
 Term expires May 2018

**Jonathan Okray, At Large**

Phone: 254-368-8966  
[jokray@killeentexas.gov](mailto:jokray@killeentexas.gov)  
 Term expires May 2018

**Juan Rivera, At Large**

Phone: 254-251-7149  
[jrivera@killeentexas.gov](mailto:jrivera@killeentexas.gov)  
 Term expires May 2018

**Jim Kilpatrick,  
Mayor Pro-Tem, District 3**

Phone: 254-526-2710  
[jkilpatrick@killeentexas.gov](mailto:jkilpatrick@killeentexas.gov)  
 Term expires May 2019

**Shirley Fleming, District 1**

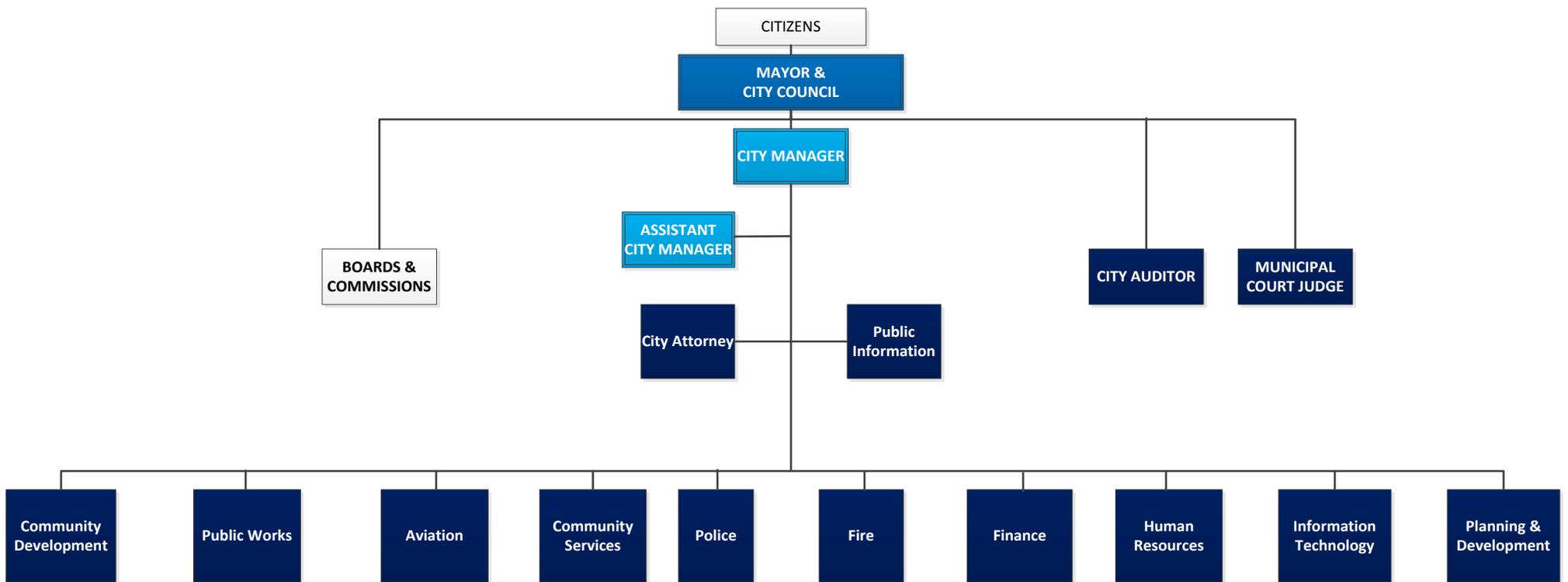
Phone: 254-392-2719  
[sfleming@killeentexas.gov](mailto:sfleming@killeentexas.gov)  
 Term expires May 2019

**Debbie Nash-King, District 2**

Phone: 254-290-1336  
[dnash-king@killeentexas.gov](mailto:dnash-king@killeentexas.gov)  
 Term expires May 2019

**Steve Harris, District 4**

Phone: 254-290-0052  
[stharris@killeentexas.gov](mailto:stharris@killeentexas.gov)  
 Term expires May 2019



- Elected Officials
- City Management
- Department Level



## City Staff

City Manager



Ronald L. Olson

## Department Heads

Municipal Court.....	Mark Kimball
City Auditor .....	Matthew Grady, CPA
Communications.....	Hilary Shine
City Attorney .....	Kathy Davis
Finance.....	Jonathan Locke, CPA
Human Resources.....	Eva Bark
Information Technology.....	Thomas Moore
Community Development.....	Leslie Hinkle
Community Services.....	Brett Williams
Planning & Development .....	Ray Shanaa
Interim Police.....	Margaret Young
Fire .....	Brian Brank
Public Works.....	David Olson
Aviation.....	Matt Van Valkenburgh A.A.E.

**City of Killeen, Texas**  
**Paid Personnel in Full Time Equivalent (FTE)**

	<u>FY 2016 Actual</u>	<u>FY 2017 Budget</u>	<u>FY 2017 Estimated Actual</u>	<u>FY 2018 Adopted Budget</u>	<u>% Change from FY 2016</u>
<b>General Fund</b>					
City Manager					
City Manager	2.00	2.00	2.00	2.00	0.00%
Assistant City Manager <sup>1</sup>	2.00	-	1.00	1.00	-50.00%
Deputy City Manager <sup>2</sup>	2.00	2.00	2.00	0.34	-83.00%
Total City Manager	<u>6.00</u>	<u>4.00</u>	<u>5.00</u>	<u>3.34</u>	<u>-44.33%</u>
City Auditor	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>0.00%</u>
Municipal Court <sup>1,2</sup>	<u>23.00</u>	<u>22.00</u>	<u>22.00</u>	<u>19.68</u>	<u>-14.43%</u>
Communications <sup>3</sup>					
Communications	2.50	2.50	2.50	4.90	96.00%
Printing Services <sup>4,5</sup>	3.00	3.00	2.00	2.00	-33.33%
Legislative Affairs	-	-	-	0.10	---
Total Communications	<u>5.50</u>	<u>5.50</u>	<u>4.50</u>	<u>7.00</u>	<u>27.27%</u>
City Attorney					
City Attorney <sup>4</sup>	8.00	7.00	7.00	7.00	-12.50%
City Secretary	1.00	1.00	1.00	1.00	0.00%
Total City Attorney	<u>9.00</u>	<u>8.00</u>	<u>8.00</u>	<u>8.00</u>	<u>-11.11%</u>
Finance					
Finance <sup>2,4</sup>	13.00	13.00	13.00	11.00	-15.38%
EMS Billing <sup>6</sup>	6.00	-	3.26	-	-100.00%
Purchasing <sup>5</sup>	5.00	5.00	5.00	5.00	0.00%
Lien Services <sup>18</sup>	-	-	-	2.00	---
Total Finance	<u>24.00</u>	<u>18.00</u>	<u>21.26</u>	<u>18.00</u>	<u>-25.00%</u>
Support Services					
Support Services <sup>5</sup>	2.00	2.00	-	-	-100.00%
Total Support Services	<u>2.00</u>	<u>2.00</u>	<u>-</u>	<u>-</u>	<u>-100.00%</u>
Human Resources <sup>7,17</sup>					
Human Resources	14.00	13.00	13.00	12.00	-14.29%
Total Human Resources	<u>14.00</u>	<u>13.00</u>	<u>13.00</u>	<u>12.00</u>	<u>-14.29%</u>
Information Technology <sup>2,8,17</sup>	<u>19.00</u>	<u>19.00</u>	<u>17.00</u>	<u>-</u>	<u>-100.00%</u>
Community Services					
Administration <sup>9</sup>	-	-	-	3.00	---
Volunteer Services	3.00	3.00	3.00	3.00	0.00%
Golf Course <sup>2,4</sup>	20.15	19.02	19.02	16.89	-16.18%
Community Center <sup>2</sup>	3.00	3.00	3.00	2.00	-33.33%
Parks <sup>2,4</sup>	37.00	37.99	32.99	31.99	-13.54%
Lions Club Park <sup>2,9,10</sup>	15.50	14.00	14.50	7.59	-51.03%
Family Aquatics Center <sup>2</sup>	15.26	16.35	16.35	14.25	-6.62%
Recreation <sup>10</sup>	2.00	2.00	2.00	3.00	50.00%
Athletics	3.00	3.00	3.00	3.00	0.00%

City of Killeen, Texas

**Paid Personnel in Full Time Equivalent (FTE)**

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated Actual</b>	<b>FY 2018 Adopted Budget</b>	<b>% Change from FY 2016</b>
Cemetery <sup>4</sup>	5.00	4.00	4.00	4.00	-20.00%
Senior Citizens <sup>10</sup>	4.00	3.00	3.00	3.50	-12.50%
<b>Total Community Services</b>	<b>107.91</b>	<b>105.36</b>	<b>100.86</b>	<b>92.22</b>	<b>-14.54%</b>
<b>Community Development</b>					
Library <sup>2,4</sup>	27.00	26.50	25.50	24.34	-9.85%
Arts/Activities Center	6.00	6.00	6.00	6.00	0.00%
Community Development <sup>11</sup>	4.00	4.00	4.00	0.98	-75.50%
HOME Program <sup>11</sup>	1.00	1.00	1.00	-	-100.00%
Lien Services	2.00	2.00	2.00	-	-100.00%
Building Services <sup>5</sup>	7.00	7.00	7.00	7.00	0.00%
Custodial Services <sup>2,5</sup>	18.00	18.00	18.00	16.00	-11.11%
<b>Total Community Development</b>	<b>65.00</b>	<b>64.50</b>	<b>63.50</b>	<b>54.32</b>	<b>-16.43%</b>
<b>Public Works <sup>15</sup></b>					
Public Works	0.10	0.10	0.10	0.13	30.00%
Street Operations <sup>12</sup>	57.00	54.00	54.00	54.00	-5.26%
Engineering <sup>13</sup>	-	2.30	2.30	3.04	---
<b>Total Public Works</b>	<b>57.10</b>	<b>56.40</b>	<b>56.40</b>	<b>57.17</b>	<b>0.12%</b>
<b>Planning &amp; Development</b>					
Planning & Development	7.00	6.00	6.00	8.00	14.29%
Building & Inspections	14.00	14.00	14.00	14.00	0.00%
Code Enforcement <sup>2</sup>	15.00	14.00	14.00	14.00	-6.67%
<b>Total Planning &amp; Development</b>	<b>36.00</b>	<b>34.00</b>	<b>34.00</b>	<b>36.00</b>	<b>0.00%</b>
<b>Police Department</b>					
Police <sup>2,4</sup>					
Civil Service	281.00	281.00	280.00	260.00	-7.47%
Non-Civil Service	87.00	87.00	85.00	82.00	-5.75%
Animal Services <sup>2</sup>	18.00	18.00	18.00	16.00	-11.11%
<b>Total Police Department</b>	<b>386.00</b>	<b>386.00</b>	<b>383.00</b>	<b>358.00</b>	<b>-7.25%</b>
<b>Fire Department</b>					
Fire <sup>4,19</sup>					
Civil Service	231.00	231.00	230.00	230.00	-0.43%
Non-Civil Service	6.00	6.00	6.00	6.00	0.00%
Emergency Management <sup>5</sup>	1.00	1.00	1.00	1.00	0.00%
<b>Total Fire Department</b>	<b>238.00</b>	<b>238.00</b>	<b>237.00</b>	<b>237.00</b>	<b>-0.42%</b>
<b>TOTAL GENERAL FUND</b>	<b>993.51</b>	<b>976.76</b>	<b>966.52</b>	<b>903.73</b>	<b>-9.04%</b>
<b>Water &amp; Sewer Fund <sup>15</sup></b>					
Finance					
Utility Collections	40.50	39.50	39.50	39.50	-2.47%
<b>Total Finance</b>	<b>40.50</b>	<b>39.50</b>	<b>39.50</b>	<b>39.50</b>	<b>-2.47%</b>
Public Works	1.20	1.20	1.20	1.56	30.00%

**City of Killeen, Texas**  
**Paid Personnel in Full Time Equivalent (FTE)**

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated Actual</b>	<b>FY 2018 Adopted Budget</b>	<b>% Change from FY 2016</b>
Fleet Services	27.00	-	-	-	-100.00%
Information Technology <sup>17</sup>	5.00	5.00	5.00	-	-100.00%
Water Distribution	19.00	19.00	19.00	19.00	0.00%
Sanitary Sewers	15.00	18.00	19.00	19.00	26.67%
Water & Sewer Operations	28.00	29.00	29.00	28.00	0.00%
Engineering (includes Trans.) <sup>13</sup>	13.80	12.20	12.20	11.68	-15.36%
Environmental Services	-	-	-	0.80	---
<b>TOTAL WATER &amp; SEWER FUND</b>	<b>149.50</b>	<b>123.90</b>	<b>124.90</b>	<b>119.54</b>	<b>-20.04%</b>
<b>Solid Waste Fund <sup>15</sup></b>					
Public Works	0.60	0.60	0.60	1.16	93.33%
Accounting	4.00	4.00	4.00	4.00	0.00%
Residential Services <sup>16</sup>	43.50	39.00	38.00	37.00	-14.94%
Commercial Services	23.00	23.00	23.00	23.00	0.00%
Recycling Program <sup>16</sup>	6.16	5.25	5.16	5.18	-15.91%
Transfer Station	15.50	15.50	15.50	15.50	0.00%
Mowing	21.50	20.50	20.50	16.50	-23.26%
<b>TOTAL SOLID WASTE FUND</b>	<b>114.26</b>	<b>107.85</b>	<b>106.76</b>	<b>102.34</b>	<b>-10.43%</b>
<b>Aviation Funds</b>					
Killeen-Fort Hood Regional Airport Aviation Operations <sup>2, 4</sup>	38.00	37.00	37.00	36.34	-4.37%
Information Technology <sup>17</sup>	1.00	1.00	1.00	-	-100.00%
Total Killeen-Fort Hood Regional Airport	39.00	38.00	38.00	36.34	-6.82%
Skylark Field <sup>2</sup>	4.00	4.00	4.00	3.34	-16.50%
<b>TOTAL AVIATION FUNDS</b>	<b>43.00</b>	<b>42.00</b>	<b>42.00</b>	<b>39.68</b>	<b>-7.72%</b>
<b>Drainage Utility Fund <sup>15</sup></b>					
Public Works	0.10	0.10	0.10	0.15	50.00%
Engineering (includes Trans.) <sup>13</sup>	4.00	3.30	3.30	1.28	-68.00%

**City of Killeen, Texas**  
**Paid Personnel in Full Time Equivalent (FTE)**

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated Actual</b>	<b>FY 2018 Adopted Budget</b>	<b>% Change from FY 2016</b>
Streets	-	-	-	2.00	---
Drainage Maintenance	35.20	35.95	35.95	34.14	-3.01%
Environmental Services	1.20	1.20	1.20	5.20	333.33%
Mowing	-	-	-	0.50	---
<b>TOTAL DRAINAGE UTILITY FUND</b>	<b>40.50</b>	<b>40.55</b>	<b>40.55</b>	<b>43.27</b>	<b>6.84%</b>
<b>Special Revenue Funds</b>					
Killeen Convention & Civic Center					
Conference Center	11.50	10.50	11.00	11.00	-4.35%
Convention & Visitors Bureau	2.50	2.50	2.50	2.50	0.00%
Total Killeen Convention & Civic Center	14.00	13.00	13.50	13.50	-3.57%
Community Development <sup>11</sup>					
Housing & Rehabilitation	1.00	1.00	1.00	1.39	39.00%
CDBG Program	-	-	-	2.14	---
HOME Program	-	-	-	0.49	---
Total Community Development	1.00	1.00	1.00	4.02	302.00%
Communications					
Public Education Gov't Channel	3.50	2.50	2.50	-	-100.00%
Total Communications	3.50	2.50	2.50	-	-100.00%
Municipal Court					
Court Security Fund	1.00	1.00	1.00	1.00	0.00%
Juvenile Case Manager Fund	2.00	2.00	2.00	2.00	0.00%
Total Municipal Court	3.00	3.00	3.00	3.00	0.00%
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>21.50</b>	<b>19.50</b>	<b>20.00</b>	<b>20.52</b>	<b>-4.56%</b>
<b>Internal Service Funds</b>					
Finance					
Fleet Services <sup>14</sup>	-	26.00	26.00	26.00	---
Total Finance	-	26.00	26.00	26.00	---
Human Resources <sup>17</sup>					
Risk Management	-	-	-	3.00	---
Total Human Resources	-	-	-	3.00	---
Information Technology <sup>2, 8, 17</sup>	-	-	-	24.00	---
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>-</b>	<b>26.00</b>	<b>26.00</b>	<b>53.00</b>	<b>---</b>
<b>Capital Projects Fund</b>					
2012 Pass Through Financing	4.00	-	-	-	-100.00%

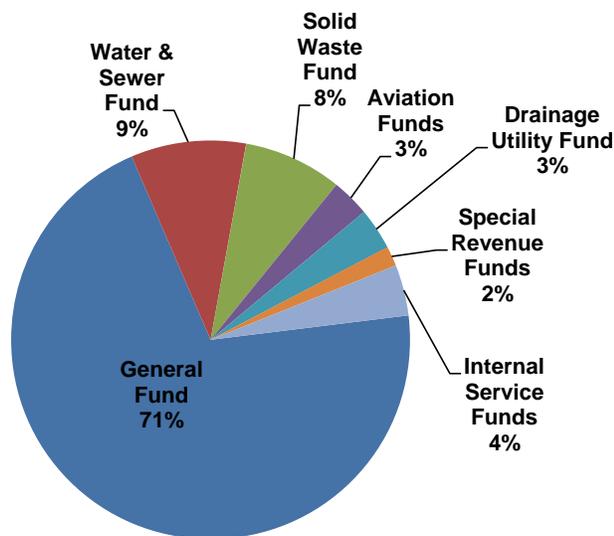
**City of Killeen, Texas**

**Paid Personnel in Full Time Equivalent (FTE)**

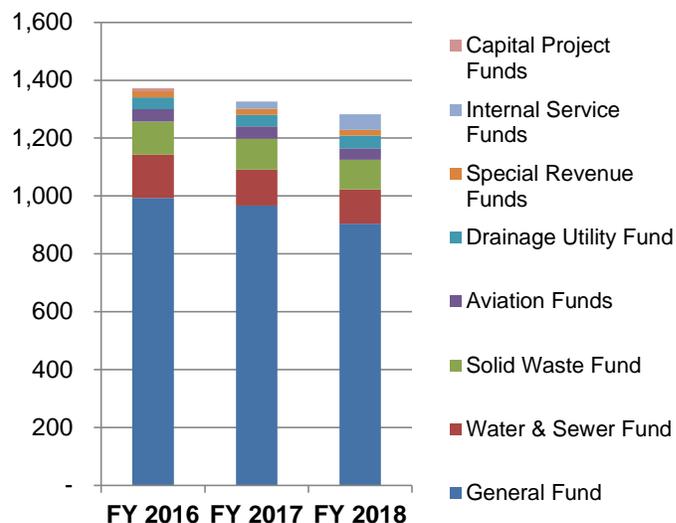
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated Actual</b>	<b>FY 2018 Adopted Budget</b>	<b>% Change from FY 2016</b>
2013 Water & Sewer Imprv Fund	4.00	-	-	-	-100.00%
<b>TOTAL CAPITAL PROJECTS FUND</b>	<b>8.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100.00%</b>
<b>TOTAL ALL FUNDS</b>	<b>1,370.27</b>	<b>1,336.56</b>	<b>1,326.73</b>	<b>1,282.08</b>	<b>-6.44%</b>

- <sup>1</sup> - Unfunded/frozen position in FY 2017 added back during fiscal year
- <sup>2</sup> - Positions are being eliminated in FY 2018 and any filled positions will be funded through 1/31/18
- <sup>3</sup> - Public Information Office was renamed Communications and a Legislative Affairs Division was added in FY 2018
- <sup>4</sup> - Positions unfunded and/or frozen in FY 2017
- <sup>5</sup> - Support Services Department was eliminated in FY 2017 - all divisions were moved to new departments except Support Services Division
- <sup>6</sup> - EMS billing outsourcing took longer to implement than originally intended, actual termination of division was in May 2017
- <sup>7</sup> - New Risk Management Division created within Human Resources in FY 2018
- <sup>8</sup> - Network, Computer & Help Desk Technician positions were frozen in FY 2017, Help Desk and Computer Technicians were restored during FY 2017
- <sup>9</sup> - In FY 2018, moved Community Services Administration staff from Lions Club Park Operations to a new division
- <sup>10</sup> - In FY 2018, moved Recreation Supervisor position from Lions Club Park Operations to Recreation division; moved part-time Recreation Assistant to Senior Citizens
- <sup>11</sup> - Transferring grant funded positions to the CDBG & HOME Grant Fund
- <sup>12</sup> - In FY 2018, combined Streets and Traffic into Street Operations Division
- <sup>13</sup> - In FY 2018, changed Transportation to Engineering and when applicable, combined the two divisions
- <sup>14</sup> - In FY 2017, set up Fleet Services as an Internal Service Fund and moved employees from Water & Sewer Fund
- <sup>15</sup> - In FY 2018, Public Works redistributed positions based on work assignments and responsibilities
- <sup>16</sup> - In FY 2017, eliminated curbside recycling program that eliminated 4 full-time Equipment Operator positions and 1 part-time Recycling Attendant
- <sup>17</sup> - In FY 2018, Human Resources new Risk Management Division and Information Technology Department were set up as Internal Service Funds
- <sup>18</sup> - In FY 2018, transferred Lien Services to the Finance Department
- <sup>19</sup> - In FY 2016, the Fire Department obtained a SAFER grant to hire 37 positions

**Personnel by Fund FY 2018**



**Personnel by Fund**





# ***Community Information***



***Dedicated Service – Everyday, for Everyone!***

## 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. 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 a 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 1,300 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 33,000 soldiers and more than 13,000 civilians and contractors. Fort Hood's total economic impact is estimated at \$25.3 billion statewide.

Killeen is served by Scott & White Health Care with one hospital, Metroplex Hospital and Pavilion, which offers a full range of medical services with 245 beds on a multi-campus facility, and 9 clinics 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 for the new Carl R. Darnall Army Medical Center began in December 2010 and was completed in April 2016.

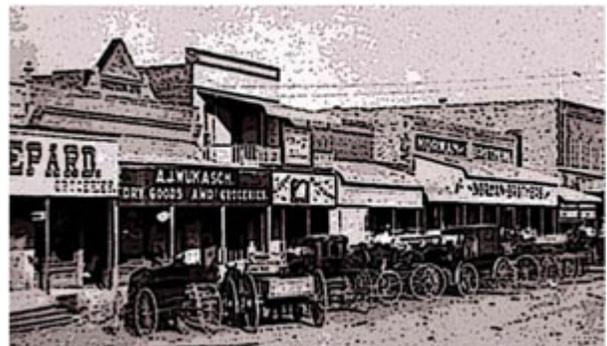
Killeen boasts a high quality education for students from kindergarten through graduate school. The Killeen Independent School District is the largest school district between Dallas and Austin and has grown from an enrollment of 20,413 students in 1986-87 to an estimated enrollment of over 44,000 for 2016-17. KISD employs over 6,200 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), two alternative schools, the KISD Career Center 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 2,500 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.

### Nomination to National Register of Historic Places

The Texas Historical Commission's State Board of Review has approved nine blocks of downtown Killeen for listing on the National Register of Historic Places, a nomination that should secure the area for the federal designation. It will be the first National Register District in the State of Texas that is heavily influenced by mid-century architecture. City staff worked with Preservation Central, Inc. to complete a National Register of Historic Places Nomination form for the Downtown District. The National Register of Historic Places (NRHP) is a federal program that provides national recognition to historically or architecturally significant properties and denotes it is worthy of preservation. A NRHP designation helps to increase awareness, within the community and outside the community of the city's historic resources.





# FY 2018 Budget & Tax Calendar

## Preliminary & Tentative

Date	Event
July 25 <sup>th</sup>	<ul style="list-style-type: none"> <li>• Deadline for Chief Appraiser to deliver Certified Tax Roll</li> </ul>
August 1 <sup>st</sup>	<ul style="list-style-type: none"> <li>• City Council Workshop &amp; Special City Council Meeting – Present Proposed Budget to Council</li> <li>• Budget Workshop 1 of 4 – Provide overview of FY 2018 Proposed Budget</li> <li>• Council announces public hearing on budget</li> </ul>
August 2 <sup>nd</sup>	<ul style="list-style-type: none"> <li>• File Budget with City Secretary</li> </ul>
August 8 <sup>th</sup>	<ul style="list-style-type: none"> <li>• City Council Meeting and Special City Council Workshop to receive feedback following initial budget presentation</li> <li>• Budget Workshop 2 of 4 – General Fund Departments</li> </ul>
August 15 <sup>th</sup>	<ul style="list-style-type: none"> <li>• Budget Workshop 3 of 4 – Follow-up to Budget Workshop #2; Aviation, Water &amp; Sewer, Solid Waste, &amp; Drainage Departments</li> </ul>
August 22 <sup>nd</sup>	<ul style="list-style-type: none"> <li>• Special City Council Budget Workshop 4 of 4 – Follow-up to Budget Workshop #3; Community Partners (Bell County Health District; HOP, KVI, Bell County Communications Center, &amp; KEDC/Chamber). Receive feedback on Community Partners from City Council.</li> <li>• City Council Meeting – <ul style="list-style-type: none"> <li>○ Budget public hearing 1 of 2</li> <li>○ Set tax rate by taking record vote and scheduling public hearing (set date, time, and place of public hearing)</li> </ul> </li> </ul>
August 29 <sup>th</sup>	<ul style="list-style-type: none"> <li>• Optional Day for Special City Council Meeting or Workshop</li> </ul>
End of August, beginning of September	<ul style="list-style-type: none"> <li>• City Manager – Citizen Engagement</li> </ul>
September 5 <sup>th</sup>	<ul style="list-style-type: none"> <li>• Special City Council Meeting – Tax increase public hearing 1 of 2</li> </ul>
September 12 <sup>th</sup>	<ul style="list-style-type: none"> <li>• City Council Meeting – <ul style="list-style-type: none"> <li>○ Budget public hearing 2 of 2</li> <li>○ Tax increase public hearing 2 of 2</li> </ul> </li> </ul>
September 19 <sup>th</sup>	<ul style="list-style-type: none"> <li>• Special City Council Meeting – Adoption of: <ul style="list-style-type: none"> <li>○ Budget</li> <li>○ Approve employee authorizations</li> <li>○ Fee increase approval</li> <li>○ Ratify tax increase</li> <li>○ Adopt I&amp;S and M&amp;O tax rates</li> <li>○ Set tax rate</li> </ul> </li> </ul>



## ***City Manager's Message***



***Dedicated Service – Everyday, for Everyone!***



CITY OF KILLEEN  
OFFICE OF THE CITY MANAGER

September 20, 2017

Honorable Mayor, City Council Members, and Residents of Killeen:

It is my pleasure to submit the City of Killeen's Fiscal Year 2017-18 budget and plan of municipal services. The City Council formally approved this document, which includes operating budgets and funding for the Capital Improvement Program on September 19, 2017. The budget establishes the framework the City will follow in providing for the delivery of services, facilities, and infrastructure to the citizens of Killeen.

This budget and plan of municipal services represents the combined efforts and input from citizens, City Council, and City staff. Essential components of our success are the development of priorities by City Council and adherence to the City's mission. Each department has a mission with corresponding mission elements that are aligned with the City's mission. With a clear view of the mission, the City Council and staff are able to position Killeen to be the best City in the State of Texas in delivering municipal services.

The budget was prepared by providing departments with budget targets. The budget targets were calculated based upon the estimated available resources the City will have for each respective fund. Departments submitted budgets that enabled them to best meet their mission. Department heads created decision packages for programs or services that could not be funded within their budget target. The decision packages were evaluated and approved or disapproved based on priorities and available resources by the Executive Team consisting of the City Manager, Assistant City Manager, and Deputy City Manager.

The budget document also provides an opportunity to evaluate the City's operations for four additional years. The four-year forecast is presented for all major funds and includes projections and assumptions for Fiscal Years 2019, 2020, 2021, and 2022. The forecast has been included, so that we can evaluate the impact of decisions made today on our future.

The combined operating revenue budget for FY 2017-18 totals \$180.5 million, which is \$8.8 million or 5.1% higher than the FY 2016-17 Adopted Budget and \$8.2 million or 4.8% higher than the FY 2016-17 end-of-year estimated actual amount. There are no proposed changes to the property tax rate or user fee rates. The increase in revenue is primarily attributed to ad valorem taxes due to higher reappraisal valuations and projected population growth that will increase water, wastewater, and solid waste revenues.

The Killeen City Council approved the FY 2017-18 budget with a total combined operating expenditure budget of \$180.2, which is a \$6.4 million or 3.7% increase from the FY 2016-17 Adopted Budget and a \$3.4 million or 1.9% increase from

the FY 2016-17 end-of-year estimated actual amount. The increase in expenditures is primarily due to employee salary and benefits and replacing fleet.

Expenditures for operating funds are budgeted to be \$346,211 less than revenues. With the exception of the Aviation Fund, the City of Killeen’s operating budgets are balanced for FY 2017-18. The Aviation Fund is budgeted to use \$257,204 of fund balance; of that amount, \$131,017 is capital outlay and represents the City’s match towards the construction of a \$1.3 million hangar at Skylark Field. The hangar is expected to generate an additional \$28,000 in rental revenue annually.

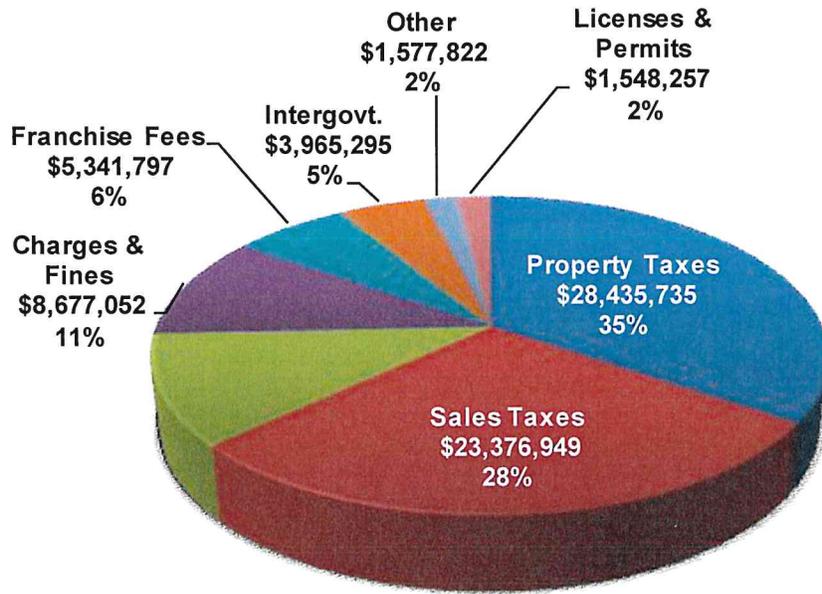
The Drainage Fund is budgeted to use \$750,000 of fund balance, all of which is for the drainage portion of the \$5.9 million budgeted for the Rosewood Extension capital improvement project.

Fund	Revenues FY 17-18	Expenditures FY 17-18
General	\$82,128,036	\$82,128,036
Water & Sewer	40,924,938	40,924,938
Solid Waste	18,058,725	17,413,996
Debt Service	16,417,853	15,736,661
Internal Service Funds	10,145,929	10,121,060
Special Revenue	5,695,634	5,693,009
Drainage	4,220,262	4,970,262
Aviation	2,957,410	3,214,614
<b>Total</b>	<b>\$180,548,787</b>	<b>\$180,202,576</b>

The citywide budget includes 1,282 full time equivalents (FTE), a decrease of 54 FTEs or 4.1% from the FY 2016-17 Adopted Budget and a decrease of 44 FTEs or 3.4% from the FY 2016-17 end-of-year estimated actual amount. The majority of the unfunded FTEs are vacant. Even though there will be a reduction in the number of funded FTEs, there will be no material service reductions.

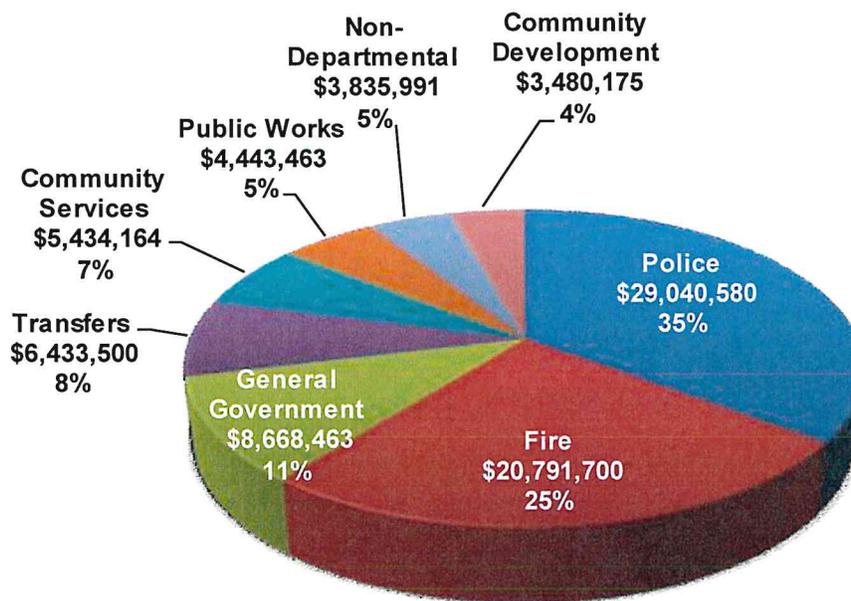
The General Fund is the general operating fund of the City. It accounts for all financial resources except those required to be accounted for in other funds. It is primarily supported by taxes. General Fund revenues are expected to total \$82.1 million, a \$3.1 million or 4.0% increase over the FY 2016-17 Adopted Budget and a \$2.0 million or 2.4% increase over the FY 2016-17 end-of-year estimated actual amount. The increase in revenue is attributable to higher reappraisal valuations and a shift in the tax rate from debt to operations due to the receipt of TxDot Pass Through Financing payments. The property tax rate will remain the same at 74.98¢ per \$100 of property valuation.

Fiscal Year 2017-18 General Fund Revenues: \$82,128,036



General Fund expenditures for Fiscal Year 2017-18 are budgeted at \$82.1 million, which is a \$1.7 million or 2.0% increase over the FY 2016-17 Adopted Budget and a \$2.2 million or 2.7% increase over the FY 2016-17 end-of-year estimated actual amount. This increase is primarily attributable to investment into the City's fleet and Capital Improvement Program. The General Fund will replace a total of \$2.4 million of fleet and will fund \$1.5 million in capital improvement projects.

Fiscal Year 2017-18 General Fund Expenditures: \$82,128,036



Killeen experienced growth in assessed property valuation. According to the Bell County Appraisal District, the 2017 certified adjusted taxable value for the City of Killeen is \$5.49 billion. This represents a \$389 million increase or 7.6% over the 2016 certified taxable value. Of that amount, \$122 million is from new property added to the roll.

The loss of taxable value as a result of the Disabled Veteran Exemption continues to be an area of concern. The taxable value of properties that qualify for the exemption increased \$123 million or 26.8% from the 2016 to 2017 certified tax roll. The total value of exempted properties under the program is now at \$583 million, which represents more than \$4.3 million in lost revenue or 7.3 cents on the tax rate.

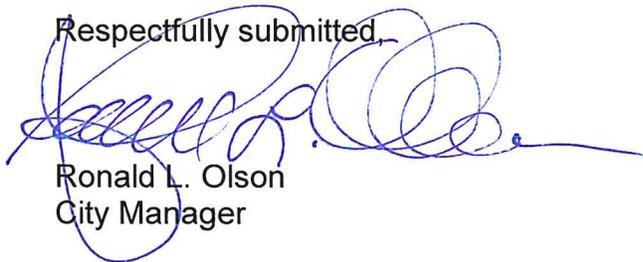
Water and wastewater rates will remain the same for all customers. The average residential household water rate is \$28.55 per month. The average residential wastewater rate is \$33.96 per month.

The solid waste rate will remain the same for all customers. The average residential solid waste rate is \$19.78 per month. This includes refuse collection, disposal, and up to 300 pounds of bulk waste disposal per month.

Storm water rates will also remain the same for all customers. The average residential storm water rate is \$6.00 per month. The combined average residential utility bill (water, wastewater, solid waste, and storm water) is \$88.29 per month.

The adopted Fiscal Year 2017-18 budget offers the citizens of Killeen a sound financial plan. As the City continues to grow, we must focus on our long-range financial planning to ensure the financial health and sustainability of Killeen. With final budget adoption, I want to thank the City Council, boards and commissions, citizens, and City staff for their time and effort throughout the budget process and for their continued commitment to the success of our City.

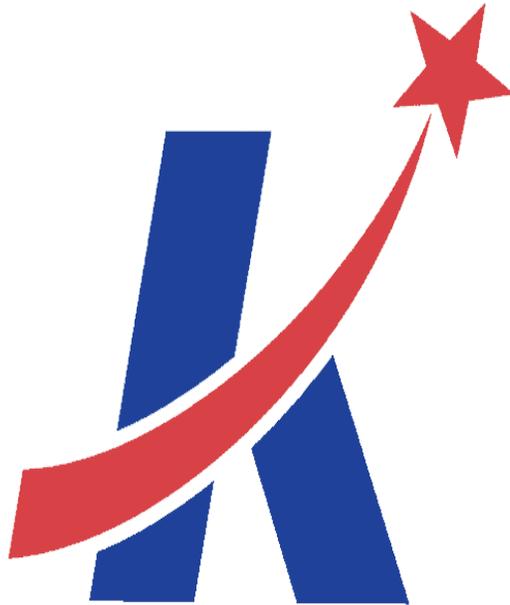
Respectfully submitted,



Ronald L. Olson  
City Manager



# ***Strategic Plan***



***Dedicated Service – Everyday, for Everyone!***



# FO *vision* FO

City of Killeen, Texas  
Strategic Plan



Scott Cospers  
Mayor

Elizabeth Blackstone  
Mayor Pro Tem

Jonathan Okray  
Councilmember At Large

Juan Rivera  
Councilmember At Large

Glenn Morrison  
City Manager

Wayne Gilmore  
Councilmember District 1

Jose Segarra  
Councilmember District 2

Terry Clark  
Councilmember District 3

Steve Harris  
Councilmember District 4

City Of Killeen Mission:

- ⊕ To ensure an exceptional quality of life and long-term success for Killeen.

Our Vision for Killeen in 2030:

- ⊕ The success center of Central Texas.

A community for:

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

## Goal #1: Quality Community Development and Revitalization

- ⊕ Maintain a balance of affordable and higher-end housing
- ⊕ Complete downtown redevelopment
- ⊕ Revitalize residential neighborhoods in older sections of city
- ⊕ Promote compliance with quality housing standards and codes
- ⊕ Maintain up-to-date land use and annexation plans that are targeted to achieve the vision for Killeen



## Goal #2: Preserving, Enhancing, and Leveraging Partnership with Fort Hood

- ⊕ Enhance the working relationship with Fort Hood as the model for military – civilian partnership
- ⊕ Ensure that Fort Hood retains and expands its leadership position in the US armed forces
- ⊕ Work in partnership with Fort Hood to enhance economic development opportunities
- ⊕ Work in partnership with Fort Hood to enhance cultural, quality of life, and medical services
- ⊕ Prevent encroachment into the training space required at Fort Hood



## Goal #3: Safety and Security

- ⊕ Provide effective and efficient police, fire and EMS to achieve lower response time and a lower crime rate
- ⊕ Maintain state-of-the-art public safety communications
- ⊕ Engage community in public safety programs and initiatives
- ⊕ Stay up with technology to improve effectiveness and efficiency of services
- ⊕ Maintain/Improve the city's ability to respond to all large scale emergencies
- ⊕ Maintain state-of-the-art public safety and courts facilities



## Goal #4: Financial Stability



- ⊕ Maintain a stable tax rate and predictable income stream
- ⊗ Maintain cash reserve policies
- ⊕ Maintain long-range financial plans and update them annually

## Goal #5: Improved Efficient and Effective Transportation System



- Continue to address congestion and street conditions as related to local traffic flow
- Expand air service to the area
- Address connectivity to I-35
- Support enhancements to a public transportation system to improve mobility

## Goal #6: Preserve and Promote a Positive City Image

- ⊗ Enhance public information initiatives
- ⊕ Maintain quality public facilities
- ⊕ Increase the ability of citizens and visitors to navigate in the city
- ⊕ Increase customer service levels to external customers
- ⊗ Increase customer service levels to internal customers



## Goal #7: Foster a Sense of Community and Provide an Exceptional Quality of Life

- ⊕ Encourage community involvement in volunteer activities that strengthen the city
- ⊕ Expand parks and recreation programs to meet the needs of a growing population
- ⊕ Make Killeen's diversity a strength in promoting activities for individuals and families
- ⊕ Promote health and social service programs to meet the needs of a diverse population
- ⊕ Increase cultural arts and library programs



## Goal #8: Targeted Economic Development



- Promote diversity in economic development
- Revitalize downtown as an economic development center for the city
- Expand economic opportunities for the airport
- Fully utilize the Killeen Civic & Conference Center as a tool to draw meetings, events, and visitors
- Establish Killeen as a partner to provide premier medical services in the region
- Establish Killeen as a host to the defense industry with a significant presence from companies that serve the military

## Goal #9: Quality Educational Opportunities

- ⊕ Support Killeen ISD in becoming a great learning organization where each student every day engages in interesting, challenging, and satisfying experiences that result in profound learning
- ⊕ Promote the opening of Texas A&M University – Central Texas and establish it as a preeminent university for research
- ⊕ Support Central Texas College as a valued resource for training a highly qualified labor force



## Goal #10: Sound Infrastructure



- ⊕ Update a master plan for Solid Waste every 5 years
- ⊕ Create and update master plans for water, sewer, and street maintenance
- ⊗ Develop sustainable solutions to drainage problems
- ⊕ Require proper engineering and planning for infrastructure in new development
- ⊗ Complete current 3-year planning cycle and bond plan
- ⊕ Preserve Killeen's access to water supplies

## Goal #11: Recruiting and Maintaining a Talented and Committed Workforce for the City of Killeen



- ⊕ Sustain a working environment that attracts and retains highly qualified and motivated people who appreciate the opportunity to do exciting work
- ⊕ Maintain a competitive salary and benefits program
- ⊗ Establish a reputation as the city that grows future leaders in municipal government
- ⊗ Promote a sense of urgency in the delivery of services
- ⊕ Maintain a commitment to ethics, integrity, and diversity in the delivery of services

## Goal #12: Local and Central Texas Regional Leadership

Promote Killeen's involvement and leadership on committees setting direction for the region

Build relationships that influence decisions in areas where we have an interest

Maintain leadership role on legislative issues at the state and federal levels



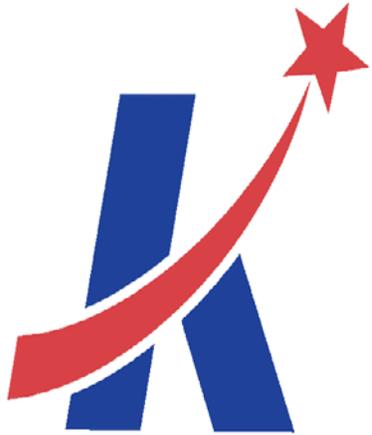


2030 Strategic Plan  
Adopted December 11, 2007

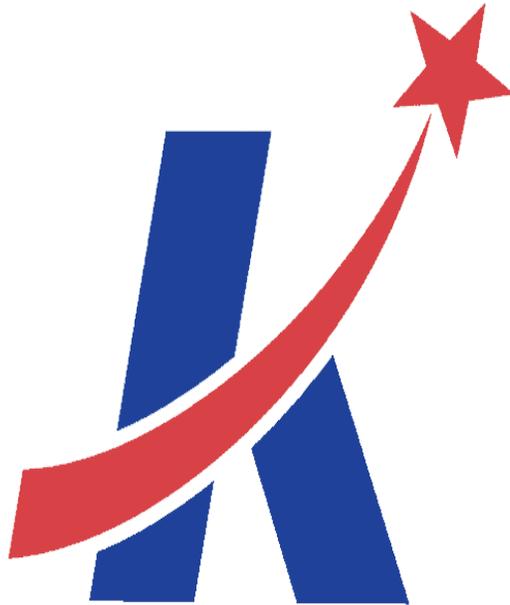


**City of Killeen**

[www.killeentexas.gov](http://www.killeentexas.gov) | 501-7600



## ***Budget Summary***



***Dedicated Service – Everyday, for Everyone!***

# Fund Structure

Governmental Fund Types				Proprietary Fund Types	
General Fund	Special Revenue Funds	Debt Service Fund	Capital Project Funds	Enterprise Funds	Internal Service Funds
<i>General Government:</i>	Hotel Occupancy Tax Fund	Debt Service	Pass Thru Finance Construction	Aviation Funds:	Fleet Services
City Council	Tax Increment Fund		2011 Certificates of Obligation	Killeen-Fort Hood Regional Airport	Information Technology
City Manager	Teen Court Program		2012 General Obligation Bonds	Skylark Field	
City Auditor	Court Technology Fund		Downtown Improvement Phase II	Water & Sewer Fund	Risk Management
Municipal Court	Court Security Fee Fund		2014 Certificate of Obligation		
Communications	Juvenile Case Manager Fund		2014 General Obligation Bonds	Solid Waste Fund	
City Attorney	Child Safety Fund		Governmental Capital Projects (non-bonds)		
Finance	Cable System PEG Improvements Fund		Golf Capital Projects	Drainage Utility Fund	
Human Resources	JLUS Grant Fund		Drainage Utility Fund Capital Projects		
Planning & Development	Parks Donations Fund		2013 Water & Sewer Improvement Bonds		
	Special Event Center Fountain Fund		Water & Sewer Capital Projects		
	Library Memorial Fund		Aviation Capital Projects Fund		
<i>Public Safety:</i>	Community Development Block Grant Fund		Aviation Airport Improvement Program (AIP) Grant		
Police	HOME Program Fund		Aviation Customer Facility Charge (CFC)		
Fire	Law Enforcement Grant Fund		Aviation DEAAG Grant		
<i>Community Development</i>	Police State Seizure Fund		Aviation Passenger Facility Charge (PFC)		
	Police Federal Seizure Fund				
<i>Community Services</i>	Photo Red Light Enforcement Fund				
	Animal Control Donations Fund				
<i>Public Works</i>	Police Donation Fund				
	Emergency Management Fund				
	Fire Department Special Revenue				



***Dedicated Service – Everyday, for Everyone!***

# Budget Policy and Guidelines

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## I. ANNUAL BUDGET

### A. FISCAL YEAR

The fiscal year of the City of Killeen shall begin the 1<sup>st</sup> day of October and shall end on the last day of September of each calendar year. Such fiscal year shall also constitute the accounting and budget year.

### B. BUDGET PROCESS

At the beginning of the budget process each year, the City Council will review the financial policies and have strategic discussions to determine the City Council's priorities. The City Council will provide the City Manager specific direction of their priorities by resolution.

Operating departments shall submit their annual budgets to the City Manager within fiscal parameters provided by the City Manager's Office. Departments will focus on accomplishing their core mission and stay within the budget parameters set by the City Manager. Expenditure requests outside of the parameters must be submitted as separate budget decision packages to the City Manager. The City Manager will determine which decision packages, if any, to include in the proposed budget. The City Manager will balance the operating budget against current revenue prior to submitting it to the City Council.

The City Manager shall prepare and submit to City Council a proposed budget in accordance with the guidelines set forth in the City Charter, Article V and the guidance set forth in the financial policies.

## Budget Policy and Guidelines

### C. BUDGET TIMELINE

Date	Event	Governing Source
January 31 <sup>st</sup>	Last day for City Council to begin the review of the financial policies.	<ul style="list-style-type: none"> <li>City of Killeen Financial Policies IV(B) requires review to begin no later than the end of January.</li> </ul>
July 25 <sup>th</sup>	Certified tax roll received from Appraisal District.	<ul style="list-style-type: none"> <li>Property Tax Code 26.01(a) requires Chief Appraiser to submit certified roll by July 25<sup>th</sup>.</li> </ul>
August 1 <sup>st</sup> – August 16 <sup>th</sup>	<p>City Manager submits proposed budget to City Council.</p> <p>City Council sets the time and place of the public hearing on the budget.</p>	<ul style="list-style-type: none"> <li>City of Killeen Financial Policies III(C) states City Manager will submit proposed budget after receipt of certified roll.</li> <li>City Charter V(50) requires budget to be submitted to City Council not less than forty-five days prior to the beginning of fiscal year.</li> <li>City Charter V(54) requires City Council to fix the time and place of a public hearing on the budget at the meeting it is submitted.</li> </ul>
August 7 <sup>th</sup>	Tax rates (rollback and effective rates) submitted to City Council.	<ul style="list-style-type: none"> <li>Property Tax Code 26.04(e) states rates must be submitted to City Council by August 7<sup>th</sup> or as soon thereafter as practicable.</li> </ul>
August 7 <sup>th</sup> – August 31 <sup>st</sup>	City Council sets preliminary tax rate.	<ul style="list-style-type: none"> <li>Local Government Code 140.010(f) requires a notice to be published not later than the later of September 1<sup>st</sup> or the 30<sup>th</sup> day after the City receives the certified tax roll if the preliminary rate exceeds the lower of the effective or rollback rate.</li> </ul>
September 1 <sup>st</sup> – September 20 <sup>th</sup>	Budget public hearing(s) held.	<ul style="list-style-type: none"> <li>Local Government Code 102.006(b) requires a public hearing to occur after the 15<sup>th</sup> day the proposed budget is filed with the municipal clerk.</li> <li>City Charter V(54)&amp;(55) requires a public hearing to be held on the budget. City Council may make changes to the proposed budget after the public hearing. If changes are made to the budget, a 2<sup>nd</sup> public hearing is required.</li> </ul>
September 1 <sup>st</sup> – September 20 <sup>th</sup>	Tax rate public hearings held.	<ul style="list-style-type: none"> <li>Property Tax Code Section 26.05(d) requires two public hearings if tax rate exceeds the lower of the rollback or effective rate.</li> </ul>
September 20 <sup>th</sup>	<p>Adopt the Budget.</p> <p>Set the tax rate.</p>	<ul style="list-style-type: none"> <li>City Charter V(59) requires the budget to be adopted by September 20<sup>th</sup> or the budget as submitted by the City Manager is deemed to be adopted.</li> <li>City of Killeen Financial Policies III(H)(2) states the City Council will adopt the tax rate by September 20<sup>th</sup>.</li> </ul>

# Budget Policy and Guidelines

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## D. BUDGET PRESENTATION

The City Manager shall present the budget in a manner that shows expenditures and revenues for the last completed fiscal year, the estimated amount for the current fiscal year, and the proposed amount for the ensuing fiscal year in accordance with the City Charter, Article V.

The City Manager shall submit the proposed budget after receipt of the certified tax roll, and no later than the forty-fifth (45) day before the start of the new fiscal year in accordance with the City Charter.

## E. BUDGET FILING

The budget and all supporting schedules shall be filed with the City Secretary when submitted to the City Council and shall be a public record for inspection by anyone.

Upon final adoption, the budget shall be in effect for the fiscal year. A copy of the budget, as finally adopted, shall be filed with the City Secretary, the Clerk of Bell County, and the State Comptroller of Public Accounts at Austin (Local Government Code §102.009(d)). The final budget will also be posted on the City website (Local Government Code §102.008(2)).

## F. PUBLIC HEARINGS

A public hearing shall be conducted by the City Council, allowing interested citizens to express their opinions concerning items of expenditures or revenues. The City Council shall set the hearing for a date occurring no earlier than the 16th day after the date the proposed budget is filed with the City Secretary but before the date the City Council makes its tax levy (Local Government Code §102.006).

The notice of hearing shall be published not less than 10 days nor more than 30 days before the hearing (Local Government Code §102.0065).

After conclusion of such public hearing, the City Council may insert new items or may increase or decrease the items of the Budget, except items in proposed expenditures fixed by law. Before inserting any additional item or increasing any item of appropriation, it must cause to be published a notice setting forth the nature of the proposed increases and fixing a place and time, not less than five days after publication, at which the City Council will hold a public hearing thereon (City Charter, Article V, Section 56).

After such further hearing, the City Council may insert the additional item or items, and make the increase or increases, to the amount in each case indicated by the

## Budget Policy and Guidelines

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published notice, or to a lesser amount, but where it shall increase the total proposed expenditures, it shall also provide for an increase in the total anticipated revenue to at least equal such total proposed expenditures (City Charter, Article V, Section 57).

### G. BUDGET ADOPTION

The budget shall be adopted by the favorable vote of a majority of the members of the whole City Council (City Charter, Article V, Section 58). The budget shall be finally adopted not later than the twentieth day of the last month of the fiscal year. Should the City Council take no action on or prior to such day, the budget as submitted by the City Manager shall be deemed to have been finally adopted by the City Council (City Charter, Article V, Section 59). If the City Council does not adopt a tax rate, the tax rate for that year will be the lower of the effective rate or the tax rate adopted the previous year (Texas Property Tax Code §26.05(b)(2)(c)).

From the effective date of the budget, the several amounts stated therein as proposed expenditures shall be and become appropriated to the several objects and purposes therein named. The City Council may only spend City funds in strict compliance with the budget, except in an emergency (Local Government Code §102.009(b)). This does not prevent the City Council from making changes in the budget for municipal purposes (Local Government Code §102.010).

From the effective date of the budget, the amount stated therein as the amount to be raised by property tax shall constitute a determination of the amount of the levy for the purposes of the City in the corresponding tax year. Upon adoption, the City may only levy taxes in accordance with the budget. (Local Government Code §102.009(a))

The total estimated expenditures of each fund shall not exceed the total estimated resources of the fund (prospective income plus cash on hand). The classification of revenue and expenditure accounts shall conform as nearly as local conditions will permit to the uniform classification as promulgated by the Governmental Accounting Standards Board (GASB).

### H. REVENUE PROJECTIONS

When developing the annual budget, the City Manager shall project revenues from each source based on actual collections from the preceding year and estimated collections of the current fiscal year, while considering known circumstances that will impact revenues for the new fiscal year. In order to maintain stability in service delivery, the City shall use a realistic, objective, and analytical approach when preparing revenue estimates. To protect the City

# Budget Policy and Guidelines

of Killeen’s financial integrity, the City will maintain a diversified and stable revenue system to shelter it from fluctuations in any one revenue source. The City of Killeen will consider market rates and charges levied by other public and private organizations for similar services in establishing tax rates, fees and charges.

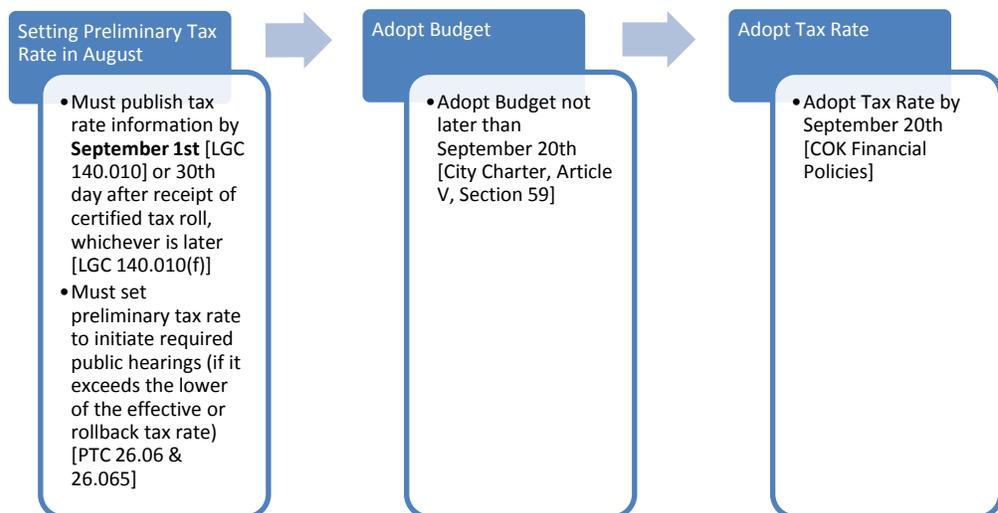
## I. PROPERTY TAXES

### 1. TAX RATE TYPES

For every annual budget, the City of Killeen shall levy two property tax rates: operation/maintenance and interest/sinking. The interest/sinking levy shall be sufficient for meeting all principal and interest payments associated with the City’s outstanding general obligation debt for that budget year. The interest/sinking levy and related expenditures shall be accounted for in the Debt Service Fund. The operation/maintenance levy shall have two components. The first for operation/maintenance expenditures that will be accounted for in the General Fund. The second for capital improvement projects that will be accounted for in the capital improvement program fund. The amount for capital improvement projects will be any portion of the tax levy in excess of the rollback rate.

### 2. SETTING TAX RATE

The City Council shall adopt a tax rate not later than the twentieth day of the last month of the fiscal year. The annual tax rate must be set by ordinance. All actions related to the setting of the tax rate must be in accordance with Texas Property Tax Code and Local Government Code.



# Budget Policy and Guidelines

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## 3. PROPERTY TAX POLICIES

The City of Killeen will levy the lowest tax rate on the broadest tax base to achieve its mission and goals. Mandated exemptions will be provided to homeowners, senior citizens, and disabled citizens. Minimal additional exemptions will be provided. The City may consider providing tax abatements or other incentives to encourage development.

## J. 20 YEAR FORECAST OF REVENUES AND EXPENDITURES

A 20-year forecast of revenues and expenditures, to include a discussion of major trends affecting the City's financial position, shall be prepared in conjunction with the annual budget process. The forecast shall also examine critical issues facing the City, economic conditions, and the outlook for the upcoming budget year.

## II. BASIS OF ACCOUNTING AND BUDGETING

### A. CONFORMANCE TO ACCOUNTING PRINCIPLES AND RECOMMENDED PRACTICES

The City's accounting practices and financial reporting shall conform to Generally Accepted Accounting Principles (GAAP) as promulgated by the Governmental Accounting Standards Board (GASB), the American Institute of Certified Public Accountants (AICPA), and the Government Finance Officers Association (GFOA).

### B. ORGANIZATION OF FUNDS AND ACCOUNTS

The financial transactions of the City of Killeen are accounted for and recorded in individual funds and account groups. In general, the City will maintain the minimum number of funds consistent with legal and managerial requirements.

#### **Governmental Fund Types –**

Governmental funds are those funds through which most governmental functions of the City are financed.

The acquisition, use and balances of the City's expendable financial resources and the related current liabilities (except those, if any, which should be accounted for in proprietary or fiduciary funds) are accounted for through governmental funds. The governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. The following governmental fund types are maintained by the City:

## Budget Policy and Guidelines

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- General Fund – The General Fund is the City’s primary operating fund. It accounts for all financial resources of the general government, except those accounted for in another fund.
- Special Revenue Funds – Special revenue funds are used to account for and report the proceeds of specific revenue sources (other than those listed below) that are legally restricted or committed to expenditures for specified purposes.
- Debt Service Fund – The Debt Service Fund is used to account for the accumulation of revenues that are restricted, committed, or assigned for the payment of principal and interest on long-term obligations of governmental funds.
- Capital Project Funds – Capital project funds account for the acquisition and construction of the City’s major capital facilities, improvements and infrastructure, other than those financed by proprietary funds.

### **Proprietary Fund Types –**

Proprietary funds are used to account for the City’s ongoing organizations and activities, which are similar to those found in the private sector. The proprietary funds are reported using the economic resources measurement focus and the accrual basis of accounting. The following proprietary fund type is maintained by the City:

- Enterprise Fund – Enterprise funds are used to account for the provision of services to the residents of the City. All activities necessary to provide such services are accounted for in these funds including, but not limited to, operations, maintenance, financing, and related debt service, billing, and collection. The City has five (5) enterprise funds, as follows:
  - Water & Wastewater Fund
  - Solid Waste Fund
  - Aviation – Killeen-Fort Hood Regional Airport Fund
  - Aviation – Skylark Field Fund
  - Drainage Utility Fund
- Internal Service Funds – Internal service funds account for services provided to other departments or agencies of the government on a cost-reimbursement basis.

## C. BUDGET BASIS

Budgets shall be prepared and adopted on a basis consistent with generally accepted accounting principles for all governmental funds and proprietary funds.

## Budget Policy and Guidelines

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### D. ENCUMBRANCES

Encumbrance accounting shall be used. Outstanding encumbrances are reported as assignments of fund balances and do not constitute expenditures or liabilities since the amounts will be expended the subsequent fiscal year.

### E. GASB STATEMENT 34

The issuance of Statement 34 by GASB has influenced the creation and reporting of individual funds. GASB 34 essentially mandates dual accounting systems: one for government-wide (i.e. the government as a single entity) reporting and another for individual fund reporting. Under GASB 34 for individual funds, the City will continue utilizing the accounting and budgeting processes as described above. However, because GASB 34 mandates the flow of economic resources measurement focus and accrual basis of accounting for the government-wide reporting, extensive reconciliation must be performed to present aggregated fund information in the government-wide reporting model. Therefore, operating funds will be created with the objective of minimizing the reconciliation necessary for government-wide reporting.

## III. BUDGET ADMINISTRATION

### A. LEVEL OF CONTROL

All expenditures of the City of Killeen shall be made in accordance with the annual budget. The legal level of control (the level at which expenditures may not legally exceed appropriations) is the fund. During the fiscal year, conditions may arise that require modifications to the budget.

### B. AMENDING THE BUDGET

Texas law provides for two types of expenditure budget amendments.

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#### 1. AMENDMENTS

The City Council may amend or change the budget by ordinance. Ordinances amending the budget must be filed with the City Secretary. The City Secretary will attach the amendment to the original budget (Local Government Code §102.009(c) and Local Government Code §102.010). All approved budget amendments must also be filed with the Clerk of Bell County (Local Government Code §102.009(d)).

## Budget Policy and Guidelines

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### 2. TRANSFERS

Transfers between expenditure accounts will be approved in accordance with City Charter, Article VII.

**CITY OF KILLEEN**  
**Budget Summary - All Funds**  
**FY 2018**

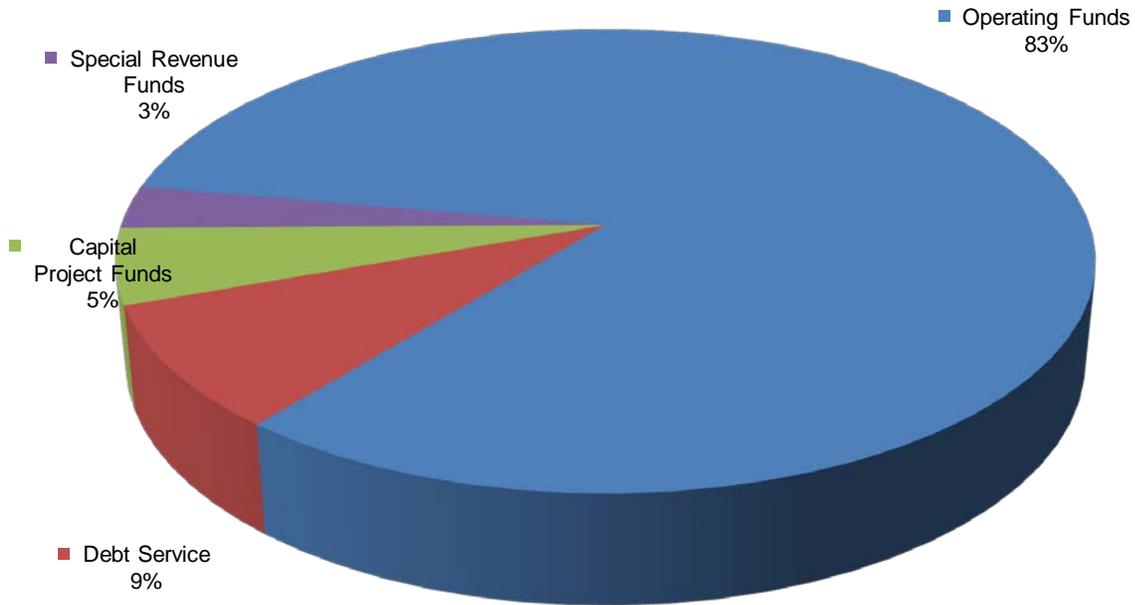
	Projected Beginning Fund Balance	FY 2018 Revenues	FY 2018 Expenditures	Change in Fund Balance	Projected Ending Fund Balance	Fund Balance Reserve
<b>Operating Funds</b>						
* General Fund	\$ 20,151,008	\$ 82,128,036	\$ 82,128,036	\$ -	\$ 20,151,008	26.16%
* Aviation Fund - Killeen-Fort Hood Regional Airpo	(157,448)	2,558,247	2,662,135	(103,888)	(261,336)	-9.82%
* Aviation Fund - Skylark Field	656,798	399,163	552,479	(153,316)	503,482	91.13%
* Solid Waste Fund	5,477,421	18,058,725	17,413,996	644,729	6,122,150	40.29%
* Water & Sewer Fund	14,380,572	40,924,938	40,924,938	-	14,380,572	42.74%
* Drainage Utility Fund	4,653,339	4,220,262	4,970,262	(750,000)	3,903,339	124.04%
* Internal Service Fund (FRP)	445,117	6,083,881	6,059,012	24,869	469,986	29.86%
* Internal Service Fund (Risk Management)	-	1,281,989	1,281,989	-	-	29.86%
* Internal Service Fund (Information Technology)	-	2,780,059	2,780,059	-	-	31.53%
<b>Subtotal Operating Funds</b>	<b>45,606,806</b>	<b>158,435,300</b>	<b>158,772,906</b>	<b>(337,606)</b>	<b>45,269,200</b>	<b>28.51%</b>
<b>Debt Service Fund *</b>	<b>4,056,860</b>	<b>16,417,853</b>	<b>15,736,661</b>	<b>681,192</b>	<b>4,738,052</b>	<b>30.11%</b>
<b>Special Revenue Funds</b>						
Law Enforcement Grant	3,563	138,303	138,303	-	3,563	
Police State Seizure	79,352	-	-	-	79,352	
Police Federal Seizure	350,366	-	-	-	350,366	
Emergency Management Fund	1,758	-	-	-	1,758	
Hotel Occupancy Tax	296,464	2,481,875	2,274,599	207,276	503,740	
KCCC Fountain	17,675	-	-	-	17,675	
Cablesystem PEG	845,178	209,800	350,000	(140,200)	704,978	
Library Memorial Fund	34,546	-	-	-	34,546	
Community Development Block Grant	(13,836)	1,215,457	1,229,395	(13,938)	(27,774)	
Community Development - Home Program	79,841	853,301	818,646	34,655	114,496	
Tax Increment Fund	525,733	229,533	-	229,533	755,266	
Parks Donations	81,237	280,000	280,000	-	81,237	
Teen Court	7,390	1,724	2,320	(596)	6,794	
Court Technology Fund	117,662	45,684	89,428	(43,744)	73,918	
Court Security Fee Fund	161,331	36,721	45,012	(8,291)	153,040	
Court Juvenile Case Manager Fund	563,661	68,775	98,508	(29,733)	533,928	
Photo Red Light Enforcement Fund	(34,390)	-	-	-	(34,390)	
Fire Department Special Revenue	386	-	-	-	386	
Animal Control Donations Fund	15,013	15,970	20,000	(4,030)	10,983	
Child Safety Fund	79,537	35,000	186,000	(151,000)	(71,463)	
Police Department Donations Fund	113,897	83,491	160,798	(77,307)	36,590	
Wellness Non-Assessment	109,674	-	-	-	109,674	
<b>Subtotal Special Revenue Funds</b>	<b>3,436,038</b>	<b>5,695,634</b>	<b>5,693,009</b>	<b>2,625</b>	<b>3,438,663</b>	<b>60.40%</b>
<b>Capital Projects Funds</b>						
PTF 190/2410 Construction Fund	109,546	-	2,000	(2,000)	107,546	
PTF 195/201 Construction Fund	-	-	1,600	(1,600)	(1,600)	
2011 C/O Construction Fund	(424,228)	-	1,100,000	(1,100,000)	(1,524,228)	
2012 G/O Construction Fund	136,060	-	-	-	136,060	
Downtown Improvements	78,468	-	-	-	78,468	
2014 C/O Construction Fund	34,859	-	353,000	(353,000)	(318,141)	
2014 G/O Construction Fund	1,210,326	1,639,594	2,986,619	(1,347,025)	(136,699)	
Governmental Capital Projects	1,489,832	7,083,783	7,083,783	-	1,489,832	
Golf Capital Project Fund	31,277	67,093	85,000	(17,907)	13,370	
Rosewood Extension Grant	(46,873)	-	-	-	(46,873)	
Aviation Customer Facility Charge	1,942,194	272,423	-	272,423	2,214,617-	
Aviation DEAAG	-	-	-	-	-	
Passenger Facility Charge Fund	1,066,271	673,000	12,000	661,000	1,727,271	
2013 Water & Sewer Improvement Bond	5,635,561	-	2,382,571	(2,382,571)	3,252,990	
W/S Capital Projects Fund	1,534	-	-	-	1,534	
2006 Drainage CO Bonds	1,057,521	-	822,420	(822,420)	235,101	
Drainage Utility Fund CIP	-	320,600	320,600	-	-	
<b>Subtotal Capital Projects Funds</b>	<b>12,322,349</b>	<b>10,056,493</b>	<b>15,149,593</b>	<b>(5,093,100)</b>	<b>7,229,249</b>	<b>47.72%</b>
<b>Total All Funds</b>	<b>\$ 65,422,053</b>	<b>\$ 190,605,280</b>	<b>\$ 195,352,169</b>	<b>\$ (4,746,889)</b>	<b>\$ 60,675,164</b>	<b>31.06%</b>

**CITY OF KILLEEN**  
**Combined Annual Budget Summary**  
**FY 2018**

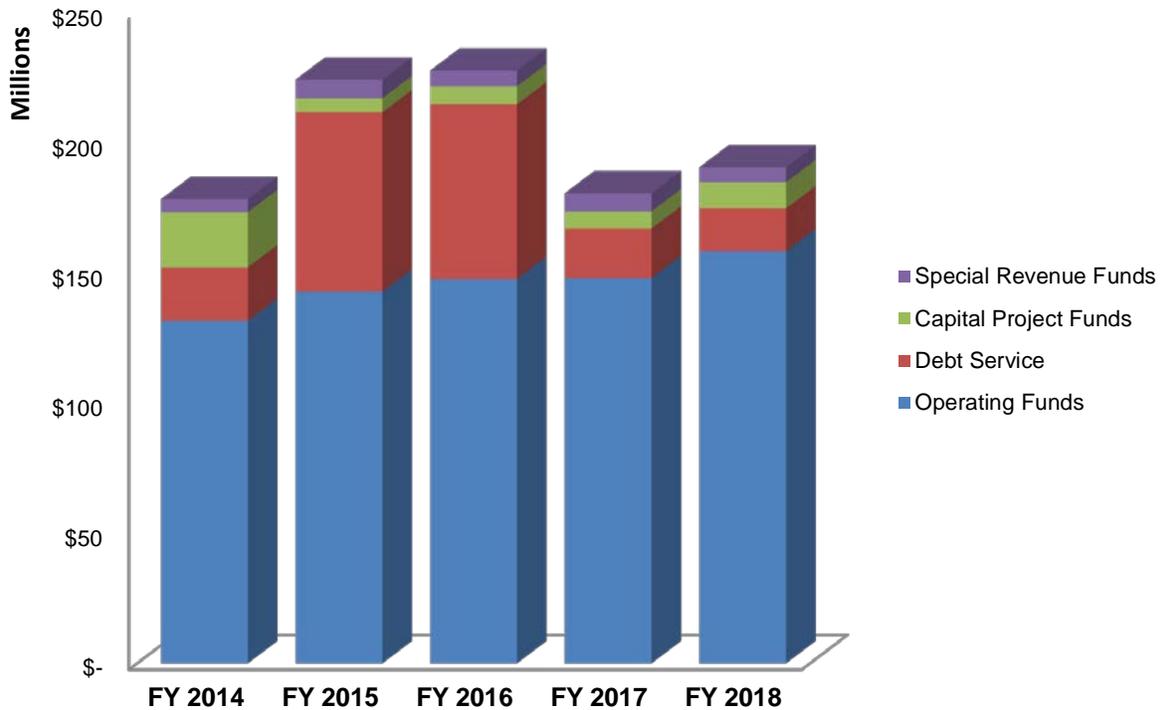
	<b>FY 2016 Actuals</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Budget</b>
<b>Revenues</b>				
General Fund	\$ 77,847,620	\$ 79,032,409	\$ 79,311,496	\$ 82,128,036
Aviation Funds	3,666,185	3,643,449	3,416,599	2,957,410
Solid Waste Fund	17,736,045	17,790,785	19,118,266	18,058,725
Water & Sewer Fund	38,925,079	39,508,750	40,782,242	40,924,938
Drainage Utility Fund	4,044,349	4,072,452	4,336,834	4,220,262
Internal Service Fund (FRP)	5,515,354	3,338,000	1,152,011	6,083,881
Internal Service Fund (Risk Management)	-	-	-	1,281,989
Internal Service Fund (Information Technology)	-	-	-	2,780,059
Debt Service Fund	67,060,811	17,625,099	19,003,299	16,417,853
Special Revenue Funds	6,021,886	6,773,135	6,917,585	5,695,634
Capital Projects Funds	6,991,797	8,674,253	6,594,009	10,056,493
<b>Total Revenues</b>	<b>227,809,126</b>	<b>180,458,332</b>	<b>180,632,340</b>	<b>190,605,280</b>
<b>Operating Expenditures</b>				
General Fund	75,420,126	78,344,083	74,709,907	77,028,512
Aviation Funds	3,031,008	3,579,797	3,049,028	3,214,614
Solid Waste Fund	13,935,331	16,620,863	16,308,017	15,193,933
Water & Sewer Fund	31,610,377	33,799,640	29,289,097	33,648,500
Drainage Utility Fund	2,482,797	3,369,502	2,644,113	3,146,925
Internal Service Fund (FRP)	-	1,439,842	1,352,044	1,490,716
Internal Service Fund (Risk Management)	-	-	-	1,281,989
Internal Service Fund (Information Technology)	-	-	-	2,526,076
Special Revenue Funds	4,151,245	4,685,049	5,264,977	4,458,075
<b>Total Operating Expenditures</b>	<b>130,630,884</b>	<b>141,838,776</b>	<b>132,617,183</b>	<b>141,989,340</b>
<b>Debt Service</b>				
Solid Waste Fund	723,984	719,960	721,446	719,643
Water & Sewer Fund	7,170,715	7,167,341	7,171,777	6,171,911
Drainage Utility Fund	550,537	550,741	552,502	541,341
Debt Service Fund	68,379,515	15,457,053	15,482,977	15,736,661
Special Revenue Funds	714,924	740,588	740,311	722,060
<b>Total Debt Service</b>	<b>77,539,675</b>	<b>24,635,683</b>	<b>24,669,013</b>	<b>23,891,616</b>
<b>Non-Operating Expenditures</b>				
General Fund	2,901,176	2,102,845	2,106,217	5,099,524
Aviation Funds	430,187	729,734	414,634	-
Solid Waste Fund	3,374,381	17,237	36,532	1,500,420
Water & Sewer Fund	4,623,449	804,819	756,327	1,104,527
Drainage Utility Fund	450,985	316,304	387,595	1,281,996
Internal Service Fund (FRP)	183,420	3,107,096	4,686,784	4,568,296
Internal Service Fund (Information Technology)	-	-	-	253,983
Special Revenue Funds	380,115	274,684	1,045,067	512,874
Capital Projects Funds	27,625,026	28,496,347	12,954,647	15,149,593
<b>Total Non-Operating Expenditures</b>	<b>39,968,739</b>	<b>35,849,066</b>	<b>22,387,803</b>	<b>29,471,213</b>
<b>Total Expenditures</b>	<b>248,139,298</b>	<b>202,323,525</b>	<b>179,673,999</b>	<b>195,352,169</b>
<b>Net Change in Fund Balance</b>	<b>(20,330,172)</b>	<b>(21,865,193)</b>	<b>958,342</b>	<b>(4,746,889)</b>
<b>Fund Balance, Beginning</b>				<b>65,422,053</b>
<b>Fund Balance, Ending</b>				<b>\$ 60,675,164</b>

# All Funds

## -Revenues by Fund FY 2018 Budget-

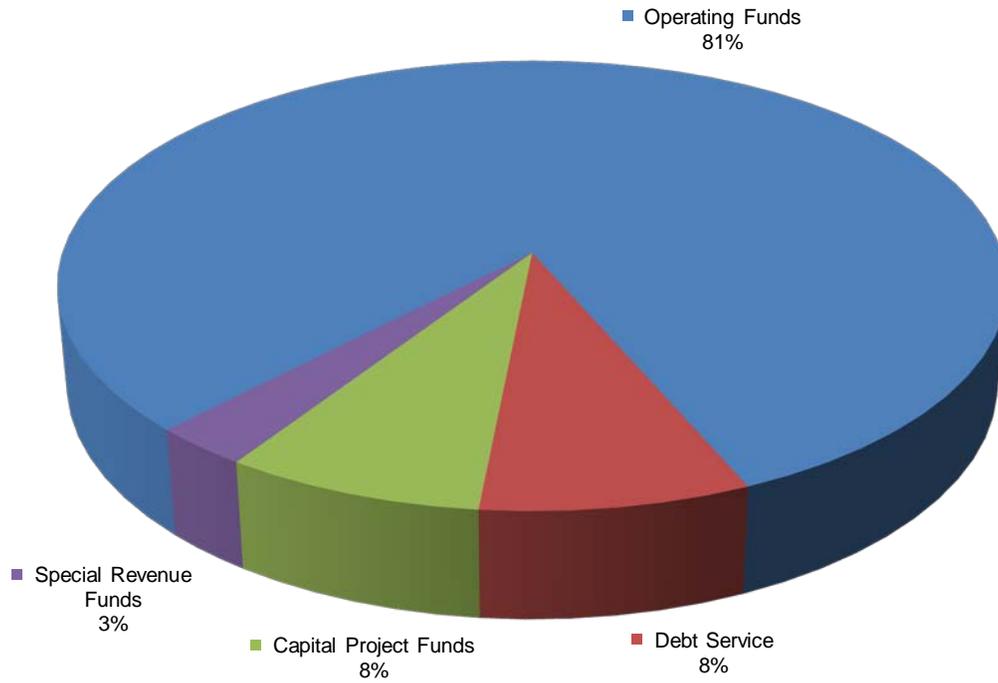


## -Revenues by Fund Last Five Years-

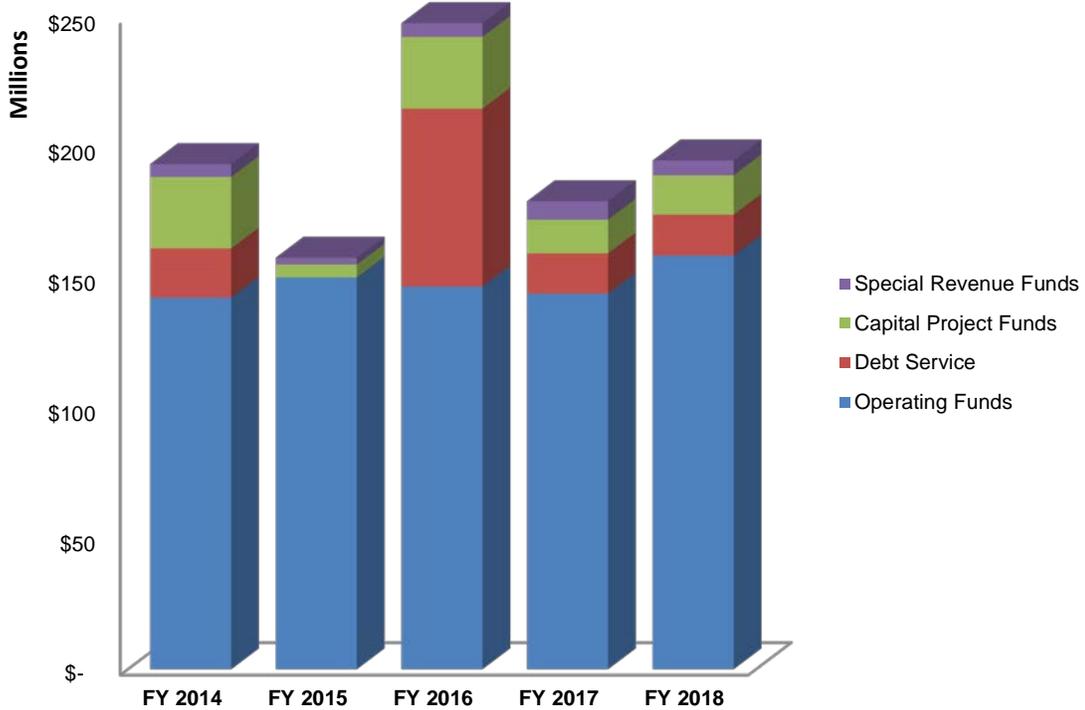


# All Funds

## -Expenditures by Fund FY 2018 Budget-



## -Expenditures by Fund Last Five Years-



**All Funds  
Annual Budget  
Summary of Sources and Uses  
FY 2018**

	General Fund	Aviation Funds	Solid Waste Fund	Water & Sewer Fund	Drainage Utility Fund	Debt Service Fund	Special Revenue Funds	Capital Projects Funds	Internal Service Funds	Total for All Funds
<b>Revenues</b>										
Property Taxes	\$28,435,735	\$ -	\$ -	\$ -	\$ -	\$14,688,478	\$ 227,433	\$ -	\$ -	43,351,646
Sales Taxes	23,376,949	-	-	-	-	-	1,785,000	-	-	25,161,949
Franchise Taxes	5,341,797	-	-	-	-	-	208,000	-	-	5,549,797
Charges for Services	6,111,445	2,912,807	17,964,316	37,885,923	4,189,986	-	22,785	944,423	-	70,031,685
Fines and Penalties	4,113,864	-	-	2,134,592	-	-	185,484	-	-	6,433,940
Intergovernmental Revenues	3,965,295	41,600	-	-	-	1,684,375	2,207,061	6,129,406	-	14,027,737
Bond Proceeds	-	-	-	-	-	-	-	-	-	-
Interest Income	177,580	1,489	7,567	50,122	16,423	45,000	8,195	1,000	18,000	325,376
Contributions and Donations	-	-	-	-	-	-	295,970	-	-	295,970
Other Revenues	1,400,242	1,514	86,842	854,301	13,853	-	755,706	67,093	-	3,179,551
Transfers from Other Funds	9,205,129	-	-	-	-	-	-	2,914,571	10,127,929	22,247,629
<b>Total Revenues</b>	<b>82,128,036</b>	<b>2,957,410</b>	<b>18,058,725</b>	<b>40,924,938</b>	<b>4,220,262</b>	<b>16,417,853</b>	<b>5,695,634</b>	<b>10,056,493</b>	<b>10,145,929</b>	<b>190,605,280</b>
<b>Operating Expenditures</b>										
Salary	47,685,317	1,539,763	3,663,651	4,105,700	1,424,515	-	795,868	-	2,363,032	61,577,846
Benefits	13,200,193	404,572	1,137,455	1,250,832	472,617	-	217,930	-	617,014	17,300,613
Supplies	3,207,745	69,410	939,899	641,156	185,969	-	51,522	-	69,021	5,164,722
Repairs and Maintenance	2,863,423	163,044	955,964	759,743	294,518	-	227,691	-	767,769	6,032,152
Support Services	4,607,077	396,524	2,990,974	7,706,613	379,806	-	338,570	-	1,297,039	17,716,603
Minor Capital Outlay	183,667	-	60,063	23,250	53,925	-	129,693	-	150,256	600,854
Professional Services	2,515,671	13,530	20,600	497,560	75,482	-	191,835	-	23,000	3,337,678
Designated Expenses	271,550	265,632	4,252,597	398,591	45,550	-	2,504,966	-	11,650	7,750,536
Sewer Payments	-	-	-	8,754,364	-	-	-	-	-	8,754,364
Water Payments	-	-	-	8,107,117	-	-	-	-	-	8,107,117
Operating Transfers	2,493,869	231,122	1,172,730	1,403,574	214,543	-	-	-	-	5,515,838
<b>Total Operating Expenditures</b>	<b>77,028,512</b>	<b>3,083,597</b>	<b>15,193,933</b>	<b>33,648,500</b>	<b>3,146,925</b>	<b>-</b>	<b>4,458,075</b>	<b>-</b>	<b>5,298,781</b>	<b>141,858,323</b>
<b>Non-Operating Expenditures</b>										
Capital Improvements	-	-	-	-	-	-	-	15,149,593	-	15,149,593
Capital Outlay	194,648	131,017	-	245,000	36,180	-	146,000	-	4,822,279	5,575,124
Debt Services	-	-	719,643	6,171,911	541,341	15,736,661	722,060	-	-	23,891,616
Contributions	965,245	-	-	362,527	-	-	-	-	-	1,327,772
Transfer to Other Funds	3,939,631	-	1,500,420	497,000	1,245,816	-	366,874	-	-	7,549,741
<b>Total Non-Operating Expenditures</b>	<b>5,099,524</b>	<b>131,017</b>	<b>2,220,063</b>	<b>7,276,438</b>	<b>1,823,337</b>	<b>15,736,661</b>	<b>1,234,934</b>	<b>15,149,593</b>	<b>4,822,279</b>	<b>53,493,846</b>
<b>Total Expenditures</b>	<b>82,128,036</b>	<b>3,214,614</b>	<b>17,413,996</b>	<b>40,924,938</b>	<b>4,970,262</b>	<b>15,736,661</b>	<b>5,693,009</b>	<b>15,149,593</b>	<b>10,121,060</b>	<b>195,352,169</b>
<b>Net Change in Fund Balance</b>	<b>-</b>	<b>(257,204)</b>	<b>644,729</b>	<b>-</b>	<b>(750,000)</b>	<b>681,192</b>	<b>2,625</b>	<b>(5,093,100)</b>	<b>24,869</b>	<b>(4,746,889)</b>
<b>Fund Balance, Beginning</b>	<b>20,151,008</b>	<b>499,350</b>	<b>5,477,421</b>	<b>14,380,572</b>	<b>4,653,339</b>	<b>4,056,860</b>	<b>3,436,038</b>	<b>12,322,349</b>	<b>445,117</b>	<b>65,422,053</b>
<b>Fund Balance, Ending</b>	<b>\$20,151,008</b>	<b>\$ 242,146</b>	<b>\$ 6,122,150</b>	<b>\$14,380,572</b>	<b>\$ 3,903,339</b>	<b>\$ 4,738,052</b>	<b>\$ 3,438,663</b>	<b>\$ 7,229,249</b>	<b>\$ 469,986</b>	<b>\$ 60,675,164</b>



# ***General Fund***



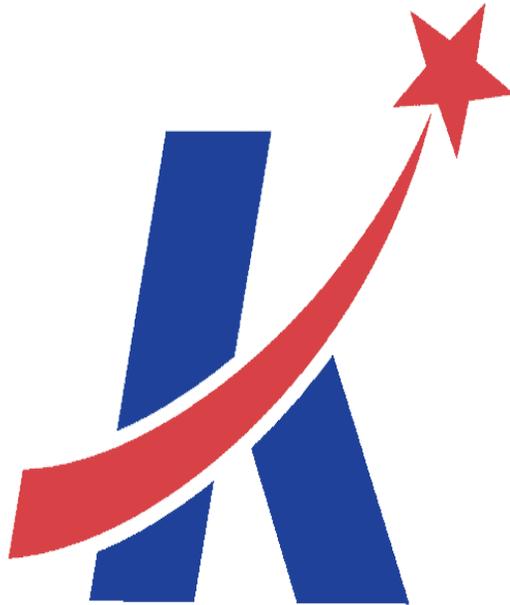
***Dedicated Service – Everyday, for Everyone!***

# 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.

General Fund is used to account for all the financial resources except for those required to be accounted for in another fund. The General Fund accounts for basic City services such as police, fire, street maintenance, and parks and leisure services. The three primary sources of revenue for this fund are sales tax, property tax, and franchise taxes.



***Dedicated Service – Everyday, for Everyone!***

**General Fund  
Budget Summary  
FY 2018**

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Budget</b>	<b>Percent of Budget</b>	<b>% Change from FY 2017 Budget</b>
<b>Revenues</b>						
<b>Taxes</b>						
Property Taxes	24,719,856	23,724,272	23,728,512	28,435,735	34.62%	19.86%
Sales Taxes	22,219,355	22,718,639	22,945,956	23,376,949	28.46%	2.90%
Franchise Taxes	5,051,318	5,344,500	5,279,080	5,341,797	6.50%	-0.05%
<b>Total Taxes</b>	<b>51,990,529</b>	<b>51,787,411</b>	<b>51,953,548</b>	<b>57,154,481</b>	<b>69.59%</b>	<b>10.36%</b>
<b>Charges for Services</b>						
Charges for Services	3,294,659	3,659,700	2,716,201	3,459,757	4.21%	-5.46%
Abatements	198,607	235,000	185,827	189,191	0.23%	-19.49%
Licenses, Permits and Fees	1,321,275	1,407,618	1,250,591	1,261,993	1.54%	-10.35%
Court Fines and Fees	3,250,021	2,944,418	3,052,125	2,851,871	3.47%	-3.14%
Recreation Fees	1,128,379	1,250,778	1,065,838	1,138,957	1.39%	-8.94%
Golf Fees	1,070,404	1,088,817	1,043,386	1,195,967	1.46%	9.84%
Library Fees	25,753	28,500	33,109	30,500	0.04%	7.02%
Animal Control Fees	95,752	102,000	89,037	97,073	0.12%	-4.83%
<b>Total Charges for Services</b>	<b>10,384,850</b>	<b>10,716,831</b>	<b>9,436,114</b>	<b>10,225,309</b>	<b>12.45%</b>	<b>-4.59%</b>
<b>Other</b>						
Investment Income	93,968	67,100	200,074	177,580	0.22%	164.65%
Contributions and Donations	50,000	-	5,110	-	0.00%	--
Miscellaneous Revenues	1,707,877	446,972	1,095,813	1,215,283	1.48%	171.89%
Designated Revenues	9,953	-	-	-	0.00%	--
Intergovernmental Revenues	3,454,897	6,102,644	4,990,222	3,965,295	4.83%	-35.02%
Lease Revenue	324,777	309,970	351,918	184,959	0.23%	-40.33%
<b>Total Other</b>	<b>5,641,472</b>	<b>6,926,686</b>	<b>6,643,137</b>	<b>5,543,117</b>	<b>6.75%</b>	<b>-19.97%</b>
<b>Transfers In</b>						
Transfers In From Aviation	-	-	-	23,079	0.03%	--
Transfers In From Water/Sewer	6,871,755	6,329,091	6,329,091	6,215,849	7.57%	-1.79%
Transfers In From Solid Waste	2,671,315	2,977,174	4,654,390	2,714,774	3.31%	-8.81%
Transfers In From Drainage	287,699	295,216	295,216	251,427	0.31%	-14.83%
Transfers In From Other Funds	-	-	-	-	0.00%	0.00%
<b>Total Transfers In</b>	<b>9,830,769</b>	<b>9,601,481</b>	<b>11,278,697</b>	<b>9,205,129</b>	<b>11.21%</b>	<b>-4.13%</b>
<b>Total Revenues</b>	<b>77,847,620</b>	<b>79,032,409</b>	<b>79,311,496</b>	<b>82,128,036</b>	<b>100.00%</b>	<b>3.92%</b>
<b>Operating Expenditures</b>						
<b>General Government</b>						
<b>City Council</b>	<b>40,989</b>	<b>67,676</b>	<b>52,936</b>	<b>54,379</b>	<b>0.07%</b>	<b>-19.65%</b>
<b>City Manager</b>						
City Manager	463,837	616,388	499,183	459,670	0.56%	-25.43%
Assistant City Manager	157,130	-	132,483	202,852	0.25%	--
Deputy City Manager	229,767	237,696	228,098	72,504	0.09%	-69.50%
City Auditor & Compliance Office	123,468	120,536	67,942	97,837	0.12%	-18.83%
<b>Total City Manager</b>	<b>974,202</b>	<b>974,620</b>	<b>927,706</b>	<b>832,863</b>	<b>1.02%</b>	<b>-14.54%</b>
<b>Municipal Court</b>	<b>939,162</b>	<b>931,913</b>	<b>931,057</b>	<b>952,783</b>	<b>1.16%</b>	<b>2.24%</b>
<b>Communications</b>						
Communications	236,797	218,319	173,655	492,949	0.60%	125.79%
Printing Services	183,835	211,556	204,772	165,843	0.20%	-21.61%
Legislative Affairs	-	-	-	133,874	0.16%	--
<b>Total Communications</b>	<b>420,632</b>	<b>429,875</b>	<b>378,427</b>	<b>792,666</b>	<b>0.97%</b>	<b>84.39%</b>
<b>City Attorney</b>						
City Attorney	825,470	847,338	833,273	863,985	1.05%	1.96%
City Secretary	132,807	137,294	104,668	113,952	0.14%	-17.00%
<b>Total City Attorney</b>	<b>958,277</b>	<b>984,632</b>	<b>937,941</b>	<b>977,937</b>	<b>1.19%</b>	<b>-0.68%</b>

**General Fund  
Budget Summary (continued)  
FY 2018**

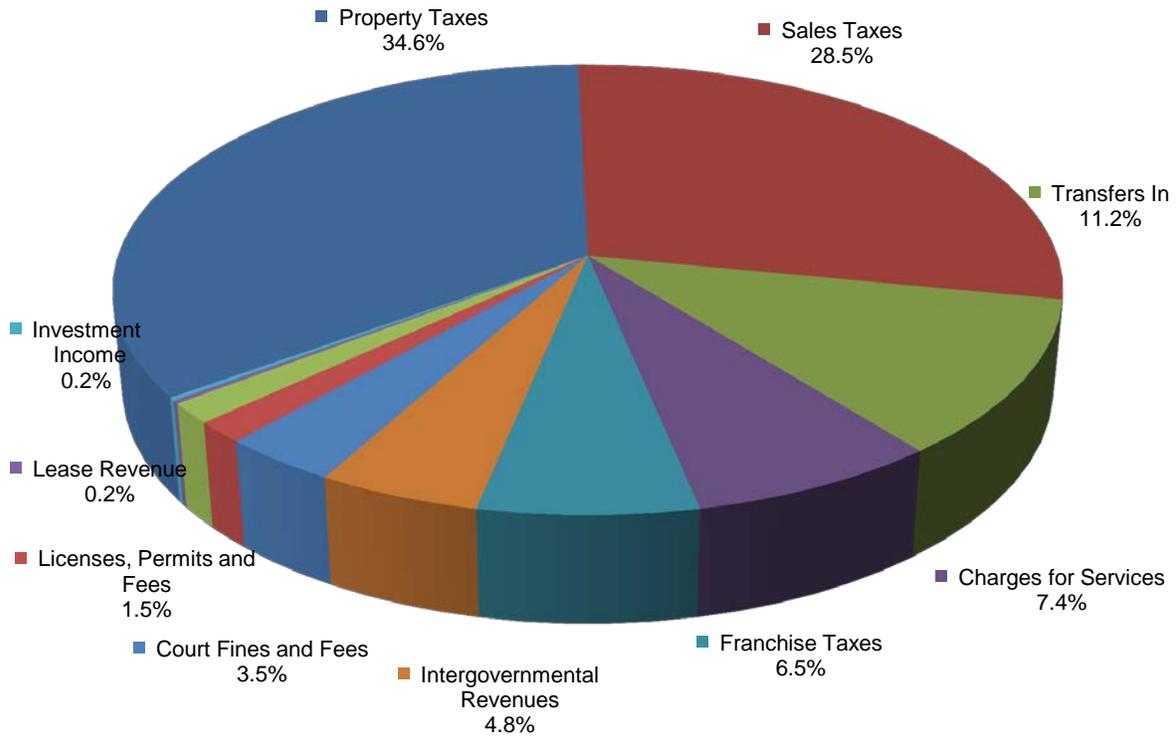
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Budget</b>	<b>Percent of Budget</b>	<b>% Change</b>
<b>Finance</b>						
Finance	1,213,399	1,612,435	1,411,016	1,155,235	1.41%	-28.35%
Purchasing	206,111	273,442	258,538	257,224	0.31%	-5.93%
Lien Services	131,629	138,478	132,182	143,661	0.17%	3.74%
EMS Billing & Collections	246,572	-	136,703	-	0.00%	--
<b>Total Finance</b>	<b>1,797,711</b>	<b>2,024,355</b>	<b>1,938,439</b>	<b>1,556,120</b>	<b>1.89%</b>	<b>-23.13%</b>
<b>Support Services</b>	<b>133,248</b>	<b>162,123</b>	<b>31,075</b>	<b>-</b>	<b>0.00%</b>	<b>-100.00%</b>
<b>Human Resources</b>						
Human Resources	854,377	1,136,841	1,032,676	1,072,945	1.31%	-5.62%
Employee Assistance Program	176,121	-	-	-	0.00%	--
<b>Total Human Resources</b>	<b>1,030,498</b>	<b>1,136,841</b>	<b>1,032,676</b>	<b>1,072,945</b>	<b>1.31%</b>	<b>-5.62%</b>
<b>Information Technology</b>	<b>1,703,481</b>	<b>1,627,385</b>	<b>1,536,195</b>	<b>-</b>	<b>0.00%</b>	<b>-100.00%</b>
<b>Planning &amp; Development</b>						
Planning & Development	570,472	587,882	496,298	721,731	0.88%	22.77%
Building & Inspection	900,832	875,796	850,301	887,005	1.08%	1.28%
Code Enforcement	810,136	789,642	729,652	800,034	0.97%	1.32%
<b>Total Planning &amp; Development</b>	<b>2,281,440</b>	<b>2,253,320</b>	<b>2,076,251</b>	<b>2,408,770</b>	<b>2.93%</b>	<b>6.90%</b>
<b>Non-Departmental</b>						
Consolidated	470,117	401,545	501,556	722,279	0.88%	79.87%
Municipal Annex	48,839	52,468	45,273	52,468	0.06%	0.00%
City Hall	290,405	259,591	188,486	164,591	0.20%	-36.60%
Bell County Communication Center	1,152,336	865,548	865,548	1,469,885	1.79%	69.82%
Bell County Appraisal District	-	-	-	461,523	0.56%	--
Designated Funds	-	-	-	-	0.00%	0.00%
<b>Total Non-Departmental</b>	<b>1,961,697</b>	<b>1,579,152</b>	<b>1,600,863</b>	<b>2,870,746</b>	<b>3.50%</b>	<b>81.79%</b>
<b>Total General Government</b>	<b>12,241,337</b>	<b>12,171,892</b>	<b>11,443,566</b>	<b>11,519,209</b>	<b>14.03%</b>	<b>-5.36%</b>
<b>Public Safety</b>						
<b>Police</b>						
Police	28,605,221	29,873,705	28,056,296	28,201,335	34.34%	-5.60%
Animal Services	877,647	892,432	799,860	839,245	1.02%	-5.96%
<b>Total Police</b>	<b>29,482,868</b>	<b>30,766,137</b>	<b>28,856,156</b>	<b>29,040,580</b>	<b>35.36%</b>	<b>-5.61%</b>
<b>Fire</b>						
Fire	19,640,262	21,660,067	21,071,672	20,677,908	25.18%	-4.53%
Emergency Mgmt / Homeland Security	150,492	120,824	62,167	113,792	0.14%	-5.82%
<b>Total Fire</b>	<b>19,790,754</b>	<b>21,780,891</b>	<b>21,133,839</b>	<b>20,791,700</b>	<b>25.32%</b>	<b>-4.54%</b>
<b>Total Public Safety</b>	<b>49,273,622</b>	<b>52,547,028</b>	<b>49,989,995</b>	<b>49,832,280</b>	<b>60.68%</b>	<b>-5.17%</b>
<b>Public Works</b>						
Public Works	1,693	11,444	9,074	11,451	0.01%	0.06%
Street Operations	4,559,201	3,744,543	4,203,522	4,232,079	5.15%	13.02%
Engineering	-	493,505	161,110	199,933	0.24%	-59.49%
<b>Total Public Works</b>	<b>4,560,894</b>	<b>4,249,492</b>	<b>4,373,706</b>	<b>4,443,463</b>	<b>5.41%</b>	<b>4.56%</b>

**General Fund  
Budget Summary (continued)  
FY 2018**

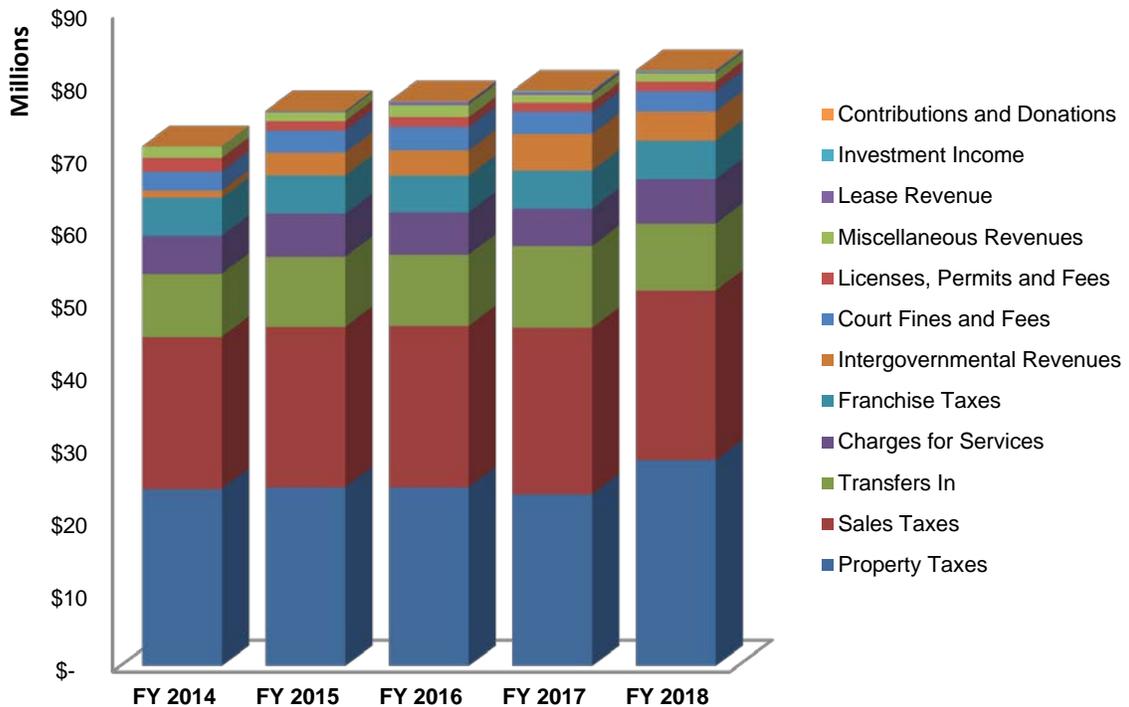
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Budget</b>	<b>Percent of Budget</b>	<b>% Change</b>
<b>Community Services</b>						
Community Center Administration	-	-	-	230,905	0.28%	--
Volunteer Services	133,222	150,748	156,831	161,848	0.20%	7.36%
Golf Course	1,444,371	1,397,057	1,451,161	1,240,000	1.51%	-11.24%
Community Center Operations	94,802	170,684	141,157	129,036	0.16%	-24.40%
Parks	1,894,584	1,743,883	1,744,348	1,818,301	2.21%	4.27%
Lions Club Park Operations	764,421	870,938	778,564	472,071	0.57%	-45.80%
Family Aquatics Center	477,790	476,624	455,408	451,792	0.55%	-5.21%
Recreation	196,300	204,228	191,791	232,807	0.28%	13.99%
Athletics	342,627	344,327	293,146	325,689	0.40%	-5.41%
Cemetery	266,997	200,999	198,433	189,263	0.23%	-5.84%
Senior Citizens	238,849	168,635	161,602	182,452	0.22%	8.19%
<b>Total Community Services</b>	<b>5,853,963</b>	<b>5,728,123</b>	<b>5,572,441</b>	<b>5,434,164</b>	<b>6.62%</b>	<b>-5.13%</b>
<b>Community Development</b>						
Library	1,338,370	1,320,010	1,293,705	1,247,746	1.52%	-5.47%
Killeen Arts and Activities Center	363,881	466,804	385,381	441,132	0.54%	-5.50%
Community Development	313,662	335,801	151,189	144,317	0.18%	-57.02%
HOME Program	49,380	51,933	30,728	-	0.00%	-100.00%
Building Services	814,163	767,437	818,504	807,082	0.98%	5.17%
Custodial Services	610,854	705,563	650,692	665,250	0.81%	-5.71%
<b>Total Community Development</b>	<b>3,490,310</b>	<b>3,647,548</b>	<b>3,330,199</b>	<b>3,305,527</b>	<b>4.02%</b>	<b>-9.38%</b>
<b>Operating Transfers</b>						
Transfers To Risk Management	-	-	-	781,808	0.95%	--
Transfers To Info Tech	-	-	-	1,039,263	1.27%	--
Transfers To Fleet Services	-	-	-	672,798	0.82%	--
<b>Total Operating Transfers</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,493,869</b>	<b>3.04%</b>	<b>--</b>
<b>Total Operating Expenditures</b>	<b>75,420,126</b>	<b>78,344,083</b>	<b>74,709,907</b>	<b>77,028,512</b>	<b>93.79%</b>	<b>-1.68%</b>
<b>Non-Operating Expenditures</b>						
<b>Contributions</b>						
KEDC/GKCC	712,729	362,527	362,527	362,527	0.44%	0.00%
Bell County Health District	308,293	308,293	308,293	331,368	0.40%	7.48%
Bell County Help Center Utilities	756	500	777	500	0.00%	0.00%
Elderly Transportation	49,389	50,000	19,674	50,000	0.06%	0.00%
HOP/KVI	332,820	295,981	295,981	220,850	0.27%	-25.38%
Homeless Shelter	(10,289)	-	-	-	0.00%	--
<b>Total Contributions</b>	<b>1,393,698</b>	<b>1,017,301</b>	<b>987,252</b>	<b>965,245</b>	<b>1.18%</b>	<b>-5.12%</b>
<b>Capital Outlay</b>						
Buildings	1,212,450	-	-	-	0.00%	--
Motor Vehicles	45,468	-	-	-	0.00%	--
Machinery & Equipment	12,619	805,495	672,508	20,000	0.02%	-97.52%
Computer Equipment/Software	10,700	117,337	303,307	-	0.00%	-100.00%
Furniture	-	-	-	-	0.00%	--
Book Collections	150,262	162,712	143,150	174,648	0.21%	7.34%
Sound System	35,113	-	-	-	0.00%	--
Canine	40,866	-	-	-	0.00%	--
<b>Total Capital Outlay</b>	<b>1,507,478</b>	<b>1,085,544</b>	<b>1,118,965</b>	<b>194,648</b>	<b>0.24%</b>	<b>-82.07%</b>
<b>Transfers Out</b>						
Transfers to CIP	-	-	-	1,543,971	1.88%	--
Transfers To Fleet Services	-	-	-	2,395,660	2.92%	--
<b>Total Transfers Out</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,939,631</b>	<b>4.80%</b>	<b>--</b>
<b>Total Non-Operating Expenditures</b>	<b>2,901,176</b>	<b>2,102,845</b>	<b>2,106,217</b>	<b>5,099,524</b>	<b>6.21%</b>	<b>142.51%</b>
<b>Total Expenditures</b>	<b>78,321,302</b>	<b>80,446,928</b>	<b>76,816,124</b>	<b>82,128,036</b>	<b>100.00%</b>	<b>2.09%</b>
<b>Net Change in Fund Balance</b>	<b>(473,682)</b>	<b>(1,414,519)</b>	<b>2,495,372</b>	<b>-</b>		
<b>Fund Balance, Beginning</b>				<b>20,151,008</b>		
<b>Fund Balance, Ending</b>				<b>\$20,151,008</b>		

# General Fund

## -Revenues by Source FY 2018 Budget-

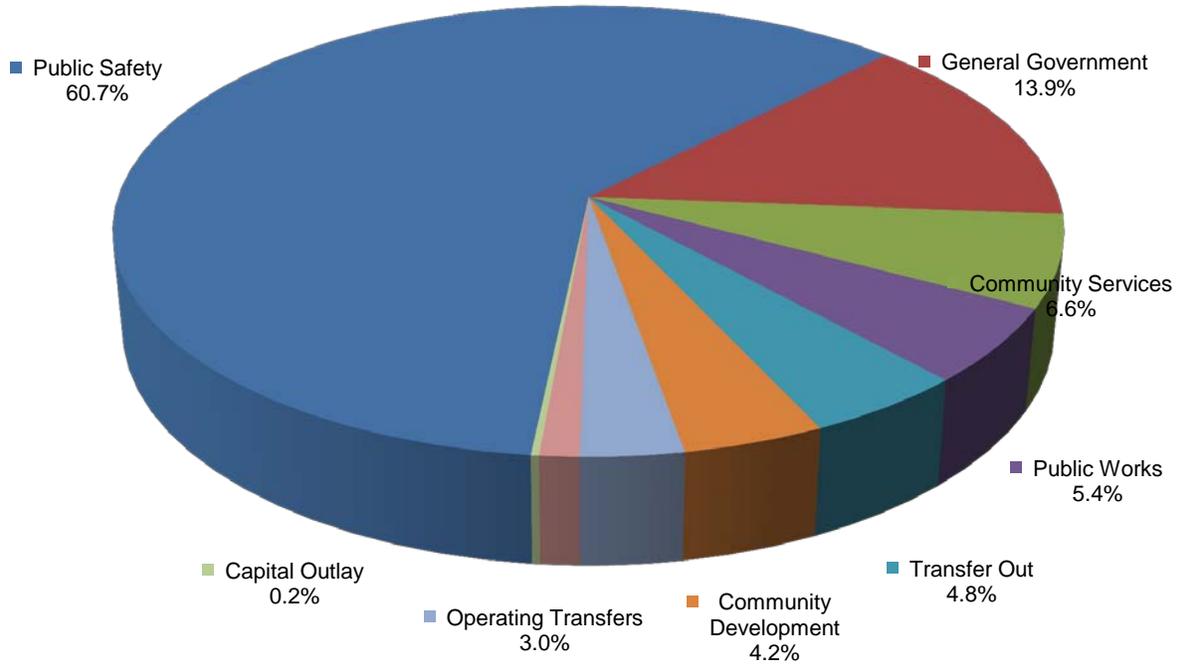


## -Revenues by Source Last Five Years-

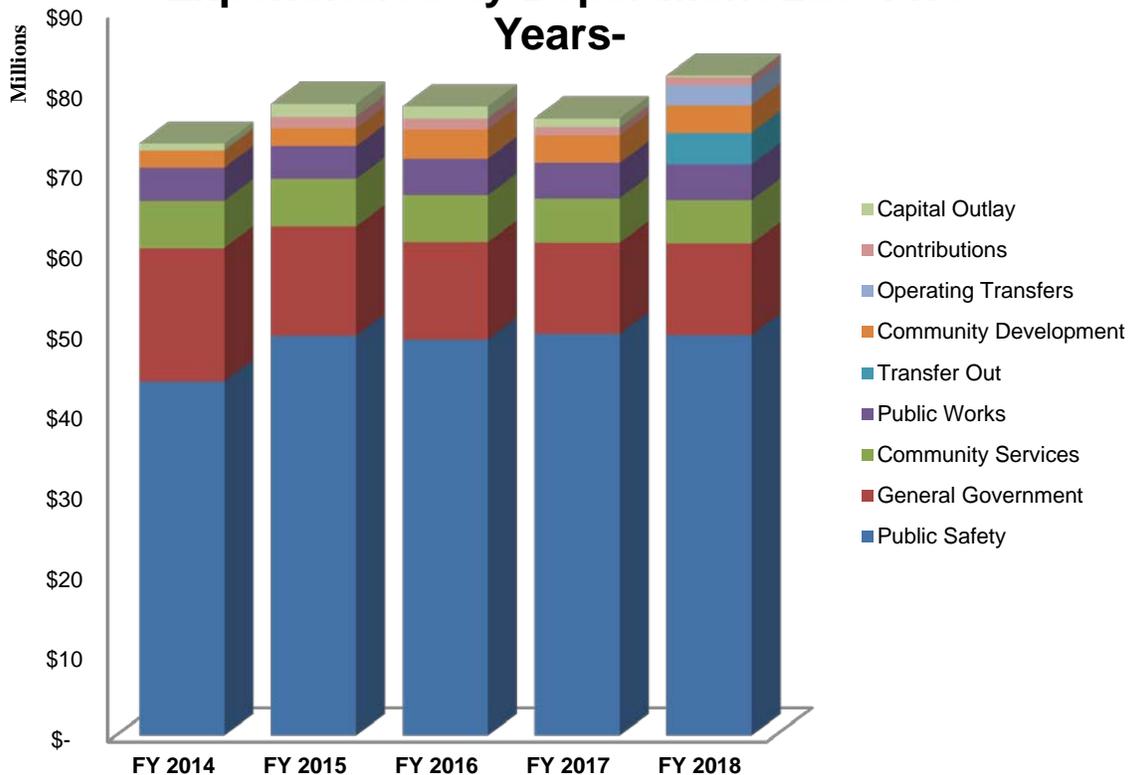


# General Fund

## -Expenditures by Department FY 2018-



## -Expenditures by Department Last Five Years-



**General Fund  
Revenues  
FY 2018**

	FY 2016 Actual	FY 2017 Budget	FY 2017 Estimated	FY 2018 Budget
<b>Charges for Services</b>				
<b>General Charges for Services</b>				
Miscellaneous Police Receipts	32,187	35,000	23,824	29,408
Police Background Checks	4,551	6,000	2,950	3,891
Police - False Alarm Fees	154	500	-	359
Police - 2nd Hand Deal Fees	125	200	125	137
Planning & Zoning Fees	48,662	40,000	53,420	46,953
EMS Revenue	3,200,100	3,575,000	2,635,882	3,376,033
Revenue Recovery Fees	8,880	3,000	-	2,976
<b>Total General Charges for Services</b>	<b>3,294,659</b>	<b>3,659,700</b>	<b>2,716,201</b>	<b>3,459,757</b>
<b>Recreation Revenues</b>				
Swimming Pool Receipts	-	17,578	14,920	20,000
Pool Season Passes	-	175	340	200
Pool Reservations	50	1,000	250	940
Recreation Revenue	25,755	25,000	29,566	25,000
Recreation Classes	-	-	3,248	1,622
Cemetery Lots	51,575	46,700	55,070	52,891
Athletic Revenue	147,131	170,200	116,985	135,000
Swimming Pool Lessons	43,275	55,000	47,205	45,500
Life Guard Instruction Receipts	7,025	5,721	2,665	5,000
Facilities Revenue	29,850	28,500	47,267	55,000
Concession Stand Revenue	15,000	15,000	15,000	15,000
Lions Park Memberships	426,417	494,572	402,406	400,000
Capital Replacement Fee	20,737	21,300	14,570	15,500
Aquatics Revenue	297,221	293,932	252,658	300,304
Aquatics Concessions	9,500	12,000	9,700	10,000
Aquatics Center Rentals	45,575	57,000	49,613	50,000
Aquatic Center Season Passes	9,268	7,100	4,375	7,000
<b>Total Recreation Revenue</b>	<b>1,128,379</b>	<b>1,250,778</b>	<b>1,065,838</b>	<b>1,138,957</b>
<b>Golf Course</b>				
Trail Fees	11,469	10,500	6,949	8,334
Green Fee	343,053	365,715	403,352	387,489
Capital Improvement Fee	16,368	-	-	46,903
Pro Shop	153,316	157,555	163,115	154,295
Carts	227,848	244,407	217,264	225,500
Clubs	2,686	3,000	2,262	2,549
Annual Pass	146,184	137,090	88,975	141,292
Snack Bar	13,480	13,650	1,925	20,000
Alcohol Sales	-	-	22,001	50,000
Cart Shed	82,406	80,000	62,812	80,634
Handicap Fees	1,450	1,500	1,300	1,200
Driving Range	69,584	69,600	72,771	75,771
Player Development	2,560	5,800	660	2,000
<b>Total Golf Course Revenue</b>	<b>1,070,404</b>	<b>1,088,817</b>	<b>1,043,386</b>	<b>1,195,967</b>
<b>Library</b>				
Library Xerox Charges	15,647	18,500	19,393	18,500
Library Fines and Contributions	10,106	10,000	13,716	12,000
<b>Total Library Revenue</b>	<b>25,753</b>	<b>28,500</b>	<b>33,109</b>	<b>30,500</b>
<b>Total Charges for Services</b>	<b>5,519,195</b>	<b>6,027,795</b>	<b>4,858,534</b>	<b>5,825,181</b>

**General Fund  
Revenues  
FY 2018**

	FY 2016 Actual	FY 2017 Budget	FY 2017 Estimated	FY 2018 Budget
<b>Revenues</b>				
<b>Taxes</b>				
<b>Property Taxes</b>				
Ad Valorem Taxes	\$ 25,086,341	\$ 23,363,926	\$ 23,463,200	\$ 27,695,079
Tax Discounts	(649,000)	-	899	-
Delinquent Ad Valorem Taxes	166,527	192,000	152,387	565,206
Delinquent Tax Penalties & Interest	144,247	200,000	143,551	175,450
Delinquent Tax Fees	7,604	7,604	8,186	-
Ad Valorem to TIRZ	(35,863)	(39,258)	(39,711)	-
<b>Total Property Taxes</b>	<u>24,719,856</u>	<u>23,724,272</u>	<u>23,728,512</u>	<u>28,435,735</u>
<b>Sales Taxes</b>				
Sales Tax	21,784,258	22,267,439	22,539,599	22,935,849
Bingo Tax	198,375	219,000	153,142	196,184
Mixed Beverage Tax	236,722	232,200	253,215	244,916
<b>Total Sales Taxes</b>	<u>22,219,355</u>	<u>22,718,639</u>	<u>22,945,956</u>	<u>23,376,949</u>
<b>Franchise Taxes</b>				
Telephone Franchise Fees	216,289	235,000	254,733	260,147
Gas Franchise Fees	276,967	320,000	308,258	305,992
Cable Television Franchise Fees	1,085,075	1,102,800	1,131,565	1,111,795
Taxi Cabs Franchise Fees	2,825	3,900	2,700	3,325
Electric Franchise Fees	3,470,162	3,682,800	3,581,824	3,660,538
<b>Total Franchise Taxes</b>	<u>5,051,318</u>	<u>5,344,500</u>	<u>5,279,080</u>	<u>5,341,797</u>
<b>Total Taxes</b>	<u>51,990,529</u>	<u>51,787,411</u>	<u>51,953,548</u>	<u>57,154,481</u>
<b>Licenses, Permits and Fees</b>				
Taxi Operators License	2,520	4,500	2,285	3,046
Code Enforcement - Abatement	198,607	235,000	185,827	189,191
Food Handlers Permits	24,745	25,000	25,400	25,673
Mechanical Inspection Permits	35,842	45,000	43,393	39,007
Building Plans Review Fees	181,484	133,313	147,146	134,565
Garage Sale Permits	9,575	10,500	8,625	9,251
Contractor License	83,190	75,000	81,610	80,730
Certificates of Occupancy	37,000	37,000	37,170	34,765
Trailer Court License/Permits	9,395	9,700	8,745	9,643
Building Permits & Inspections	605,784	700,000	551,767	592,931
Electrical Inspections/Permits	136,875	120,844	131,337	120,878
Plumbing Inspections/Permits	105,927	120,627	100,767	107,597
Inspection Fees	34,280	36,000	28,415	30,452
TABC Permits and Licenses	20,063	36,456	38,710	35,562
Subdivision Plan Review Fees	350	10,500	-	-
Infrastructure Inspection Fee	13,125	25,000	22,588	18,698
Credit Access Permit	550	1,000	550	-
Fire Marshall Inspection	20,570	17,178	22,083	19,195
Animal Control Fees	95,752	102,000	89,037	97,073
<b>Total Licenses, Permits and Fees</b>	<u>1,615,634</u>	<u>1,744,618</u>	<u>1,525,455</u>	<u>1,548,257</u>
<b>Fines</b>				
Municipal Court Receipts	3,101,345	2,793,707	2,937,517	2,851,871
Court Tax Service Fees	117,377	120,100	106,873	-
Commercial Motor Vehicle Fine	31,299	30,611	7,735	-
<b>Total Fines</b>	<u>3,250,021</u>	<u>2,944,418</u>	<u>3,052,125</u>	<u>2,851,871</u>

**General Fund  
Revenues  
FY 2018**

	FY 2016 Actual	FY 2017 Budget	FY 2017 Estimated	FY 2018 Budget
<b>Investment Income</b>				
Interest Earned	98,872	75,000	207,088	185,580
Inv-Market Value Adjust	(4,904)	(7,900)	(7,014)	(8,000)
<b>Total Investment Income</b>	<u>93,968</u>	<u>67,100</u>	<u>200,074</u>	<u>177,580</u>
<b>Contributions and Donations</b>	<u>50,000</u>	<u>-</u>	<u>5,110</u>	<u>-</u>
<b>Miscellaneous Revenues</b>				
Curb and Street Cuts	1,755	2,000	1,738	1,474
Processing Fee	458,521	15,000	515,718	470,817
Central Texas Trauma Council	3,338	3,257	3,183	-
Mixed Beverage Receipts	-	3,600	-	-
Lease Revenue	156,722	140,712	158,316	-
LEOSE Revenue	168,055	169,258	193,602	184,959
Event Revenue	90,269	91,915	60,385	78,518
Sale of City Property	43,253	-	25,664	12,276
Restitution Tech Receipts	215	-	354	251
Rebates	89,981	89,700	156,917	191,976
Flex Spending Forfeitures	121,319	165,000	-	56,433
Insurance Proceeds	795,893	-	295,067	351,977
Open Records Fees	2,493	1,500	2,026	2,843
Miscellaneous Receipts	110,793	75,000	34,761	48,718
<b>Total Miscellaneous Revenues</b>	<u>2,042,607</u>	<u>756,942</u>	<u>1,447,731</u>	<u>1,400,242</u>
<b>Intergovernmental Revenue</b>				
Intergovernmental Revenue	(1,265,130)	513,242	14,477	-
Police Dept Grant - COPS Grant	512,815	1,171,752	798,935	991,253
Joint Terrorism Task Force	3,295	-	5,327	2,000
TX Task Force	-	-	1,826	-
Safe Streets Task Force	3,414	-	3,291	-
Victims Crime Grant	6,015	117,291	25,950	-
Police Dept Grant - STEP Grant	100,247	117,291	114,604	100,000
Home Program	30,172	31,103	-	-
CDBG Administration	186,549	181,586	-	-
FEMA Grant	-	441,819	-	-
EMPG Grant	45,647	46,211	(814)	45,647
Fire Department AFG Grant	-	173,179	572,231	-
DHS-Safer Grant	769,678	2,153,083	2,217,180	1,499,070
TXDOT Annual Reimbursement	24,070	24,070	24,070	24,070
Fire Academy	158,983	186,992	159,408	135,000
DV Exemption Reimbursement	838,477	839,000	902,952	1,090,700
Airport Security Reimbursement	74,375	106,025	150,785	77,555
PTF 195/201	958,790	-	-	-
PTF 190/2410	1,007,500	-	-	-
<b>Total Intergovernmental Revenue</b>	<u>3,454,897</u>	<u>6,102,644</u>	<u>4,990,222</u>	<u>3,965,295</u>
<b>Transfers from Other Funds</b>				
Transfer from Water & Sewer	6,871,755	6,329,091	6,329,091	6,215,849
Transfer from Solid Waste	2,671,315	2,977,174	4,654,390	2,714,774
Transfer from Drainage Utility	287,699	295,216	295,216	251,427
Transfer from Aviation	-	-	-	23,079
<b>Total Transfers from Other Funds</b>	<u>9,830,769</u>	<u>9,601,481</u>	<u>11,278,697</u>	<u>9,205,129</u>
<b>Total Revenues</b>	<u>\$ 77,847,620</u>	<u>\$ 79,032,409</u>	<u>\$ 79,311,496</u>	<u>\$ 82,128,036</u>

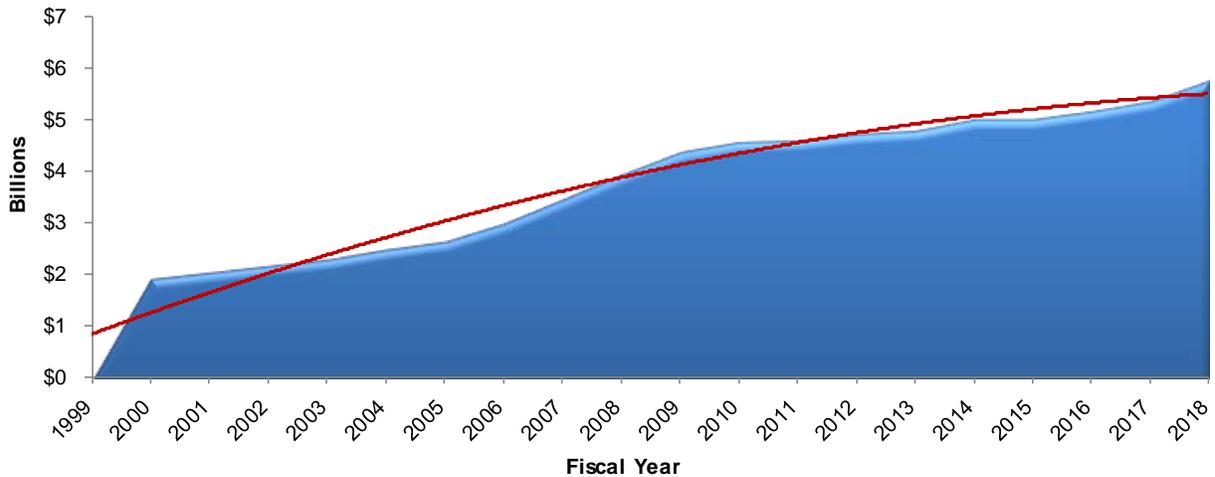
## - GENERAL FUND REVENUES - Revenue Assumptions

<b>Current Ad Valorem Taxes</b>	<b>\$27,695,079</b>
<b>Delinquent Ad Valorem Taxes</b>	<b>565,206</b>
<b>Penalty &amp; Interest</b>	<b>175,450</b>

Ad valorem tax revenues are estimated using a multi-step approach. The taxable values for properties within the City of Killeen are obtained from the Tax Appraisal District of Bell County (TADBC). TADBC appraises value for all property located within Bell County. The taxable values are applied to the tax rate set by the City Council to compute the tax levy. Historical collection experience results are applied to the current levy to calculate tax revenues.

The certified 2017 freeze adjusted taxable value less the Tax Increment Reinvestment Zone (TIRZ) value for taxation in FY 2018 per the Appraisal District is \$5,478,216,094, an increase of \$381,365,276 or 7.48% from the 2016 freeze adjusted taxable value (less TIRZ).

### Growth in AV Tax Values



Current tax revenue in the General Fund is calculated using the maintenance and operations tax rate of \$0.4933 per \$100 of taxable value and a collection rate of 98%. Delinquent tax revenues, and penalty and interest are calculated as a percentage of the estimated delinquent taxes receivable at the beginning of the fiscal year.

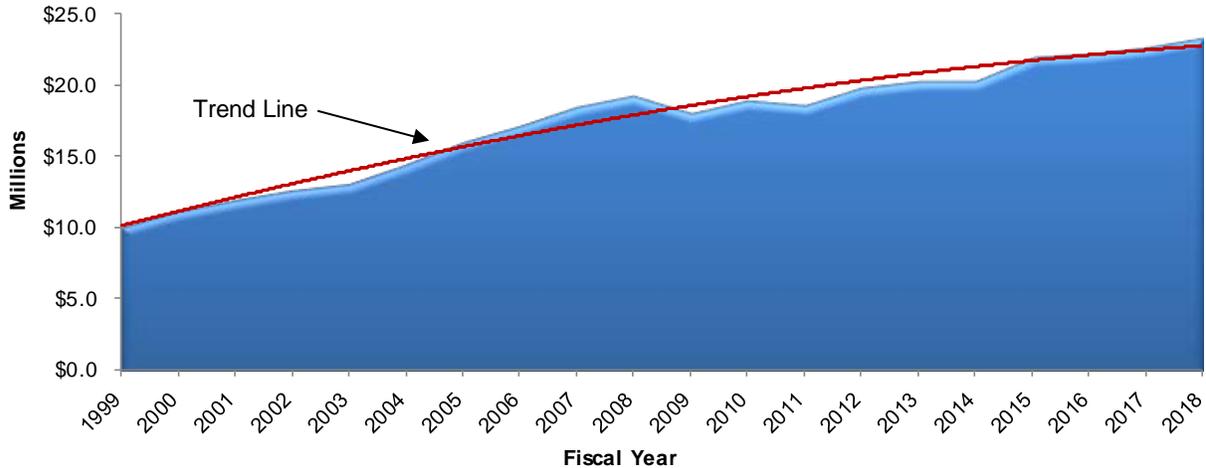
<b>Sales Tax</b>	<b>\$22,935,849</b>
<b>Mixed Beverage Tax</b>	<b>244,916</b>
<b>Bingo Tax</b>	<b>196,184</b>

Sales tax revenues are derived from the local sales tax which is 1.5% of taxable sales within the City. Mixed beverage tax revenue is derived from a state revenue sharing program for city and county mixed beverage tax allocations. State statutes levy a tax of 14% on the gross receipts from the sales of mixed beverages in Texas. Each city is entitled to receive an allocation of 10.7143% of the taxes collected within the city on a

quarterly basis. Bingo tax receipts are derived from a state tax levy of 5% of gross receipts from bingo games within the city. The state rebates 50% of the taxes to the city.

Sales tax revenues are projected using a multi-year trend analysis. Sales tax revenues have increased each year since 1999 with the exception of FY 2009 and FY 2011.

### Historical Sales Tax Collections



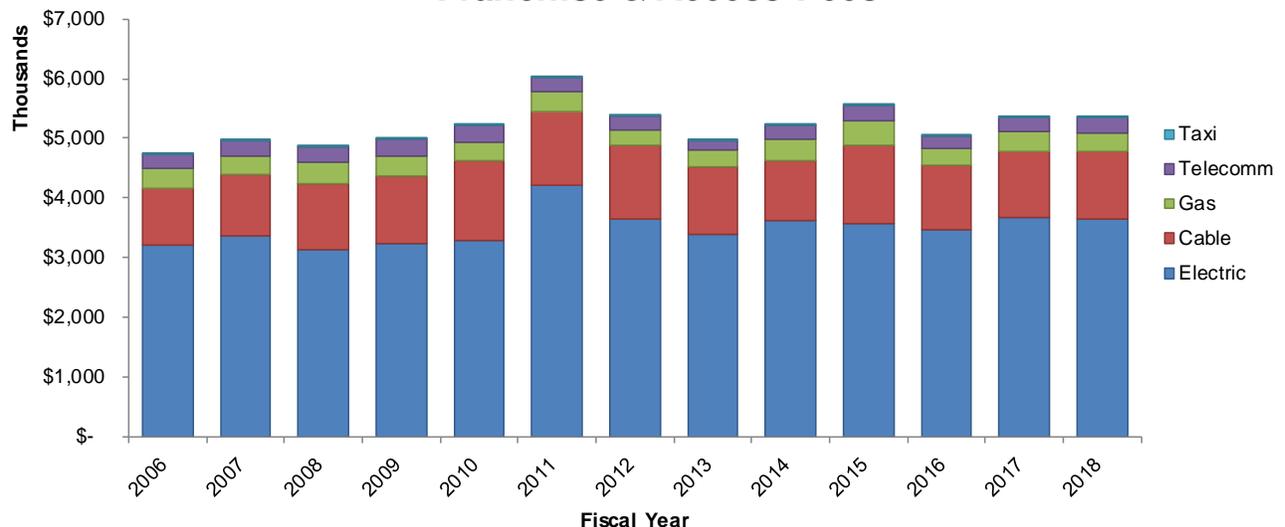

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<b>Electric Franchise</b>	<b>\$3,660,538</b>
<b>Cablevision Franchise</b>	<b>1,111,795</b>
<b>Gas Franchise</b>	<b>305,992</b>
<b>Telecomm Line Access Fees</b>	<b>260,147</b>
<b>Taxi Franchise</b>	<b>3,325</b>

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Utility companies that use the City’s streets and rights-of-way in the course of conducting their business pay fees to the City for that use. Franchise and access fees are paid by these companies as a percentage of gross receipts collected from their customers within the City of Killeen. FY 2018 revenues are projected using FY 2017 receipts as a benchmark.

### Franchise & Access Fees



The chart above shows that the bulk of these revenues are generated from electric franchise fees.

<b>Permits</b>	<b>\$930,899</b>
<b>Inspections &amp; Review</b>	<b>202,910</b>
<b>Code Enforcement Abatements</b>	<b>189,191</b>
<b>License</b>	<b>128,184</b>
<b>Animal Control Fees</b>	<b>97,073</b>

Permits, Inspections and License revenue streams are elastic in nature and are directly related to the level of construction activity in the community. The Central Texas area has not experienced housing market difficulties as significantly as other areas of the country. Construction activity has continued, as evidenced by permit numbers and revenues. The FY 2018 budget is projected based on FY 2017 levels.

In FY 2013, the Lien Services Division was created to collect outstanding payments for code enforcement abatements. The revenues exceeded \$200,000 for multiple fiscal years. The Lien Services Division caught up the back log and now the annual revenue for code enforcement abatements is starting to decline.

Animal Control Fees include adoption, redemption and other services. The average collection for the past three (3) years has been \$91,464.

<b>Municipal Court Fines</b>	<b>\$2,851,871</b>
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Court fines and fees are levied by the Municipal Judge for violations of State laws and City ordinances. The State also levies fees on municipal fines, which are collected by the City and remitted to the State. The City is allowed to retain 10% of State fees as an administrative fee for collecting and processing the fees.

Court fines and fees are projected using multi-year trend analysis with ticket level and collection activity taken into account. There was a 23% decrease in the number of violations filed in FY 2017. FY 2018 revenues are projected to be less than the FY 2017 year-end projected levels. Approval of Senate Bill 1913 regarding the financial status of defendants and their ability to pay was also a factor in lowering the revenue projection for FY 2018.

<b>Ambulance Revenues</b>	<b>\$3,376,033</b>
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This revenue is dependent on the number of ambulance runs made each year. Ambulance revenue is projected using a multi-year trend analysis, with consideration given for the level of ambulance runs, collection activity, and rate changes. FY 2018 revenues are projected to be higher than the FY 2017 year-end projected levels.

<b>Inter-fund Transfers</b>	<b>\$9,205,129</b>
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Transfers from the Water and Sewer, Solid Waste, Aviation and Drainage Funds are for reimbursement of administrative costs and franchise fees. The FY 2018 Budget includes:

- Franchise fee transfers to the General Fund calculated as 9% of budgeted operating revenues. Franchise fees are paid from the Water and Sewer and Solid Waste funds.

- Reimbursement transfers to the General Fund for each fund's respective portion of administrative costs. Reimbursement transfers are paid from the Water and Sewer, Solid Waste, Aviation, and Drainage funds.

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**Interest Income****\$177,580**

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Interest income is projected using a cash flow analysis to estimate investable cash balances. Interest rate trends for the current year are also taken into account in developing the projection. The City will invest all idle cash in order to maximize earnings. All of the City's idle cash funds are invested in the depository bank, TexStar, money market accounts, or certificates of deposit. While investable cash balances are fairly stable from prior years, interest rates declined sharply in 2009; however, rates began to rebound in FY 2017 and are continuing to rise. Another factor taken into consideration for projecting interest income is investible cash balances that have decreased due to the paying down of Capital Improvement Program (CIP) projects.

The projected interest earnings for FY 2018 are \$177,580.

**Revenue Summary**

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
General Resources	\$ 40,990	\$ 55,676	\$ 40,936	\$ 54,379
<b>Total</b>	<b>\$ 40,990</b>	<b>\$ 55,676</b>	<b>\$ 40,936</b>	<b>\$ 54,379</b>

**Expenditure Summary**

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Personnel Services	\$ 11,237	\$ 11,644	\$ 10,996	\$ 11,642
Supplies	2,899	5,500	3,171	3,547
Support Services	25,645	38,532	26,826	39,190
Minor Capital	1,209	-	-	-
Capital Outlay	-	-	(57)	-
<b>Total Expenditures</b>	<b>\$ 40,990</b>	<b>\$ 55,676</b>	<b>\$ 40,936</b>	<b>\$ 54,379</b>

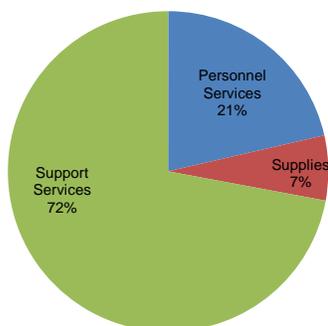
**Staffing**

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Mayor	1.00	1.00	1.00
At Large	3.00	3.00	3.00
District #1	1.00	1.00	1.00
District #2	1.00	1.00	1.00
District #3	1.00	1.00	1.00
District #4	1.00	1.00	1.00
<b>Total Staffing</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>

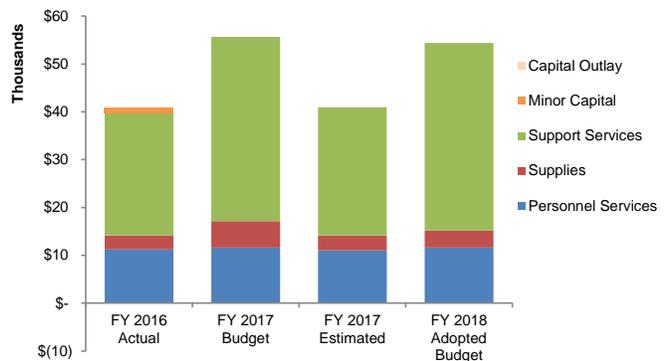
**Workload/Demand Measures**

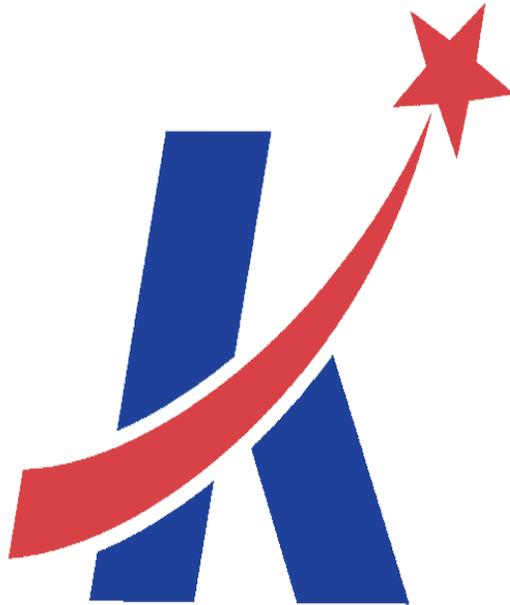
	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Ordinances / Resolutions passed	159	137	150
Strategic plan adopted	Yes	Yes	Yes

**Department Expenditures**



**Department Expenditure History**





***Dedicated Service – Everyday, for Everyone!***

**Description:**

The City Manager department is comprised of three divisions:  
 1. City Manager  
 2. Assistant City Manager  
 3. Deputy City Manager

**Mission:**

The City Manager's office mission statement is to build a High Performing Organization to support a Highly Effective City Council.

**Mission Elements:**

- Provide leadership to the organization.
- Advise the City Council.
- Manage city operations.
- Conduct stakeholder engagement and externally represent the City.

**Goals:**

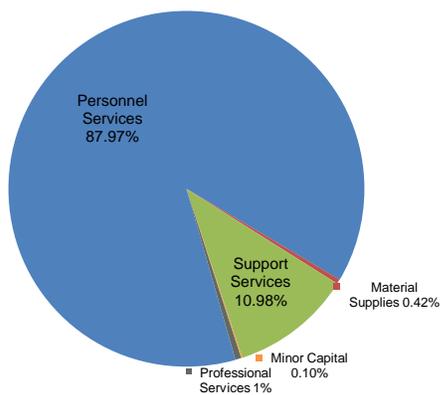
- Deliver a balanced FY 18/19 budget to City Council.
- Begin developing a new comprehensive plan that includes management goals.
- Create a capital projects plan.
- Create a plan to centralize the purchasing process.
- Make a plan to reduce the number of P-card users and transactions.
- Create and begin to execute a communications plan, including a new website.
- Assist the City Council to fulfill its policy-making role.
- Create a plan to address deficiencies of the TMRS contributions.
- Create a plan to address the deficiencies of the classification system.
- Make a plan to evaluate and possibly implement a self-funded health insurance program.
- Create a comprehensive IT plan.
- Ready the EOC, train key personnel, and prepare an all-hazards manual.

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ 750,733	\$ 599,084	\$ 696,745	\$ 735,026
<b>Total</b>	<b>\$ 750,733</b>	<b>\$ 599,084</b>	<b>\$ 696,745</b>	<b>\$ 735,026</b>

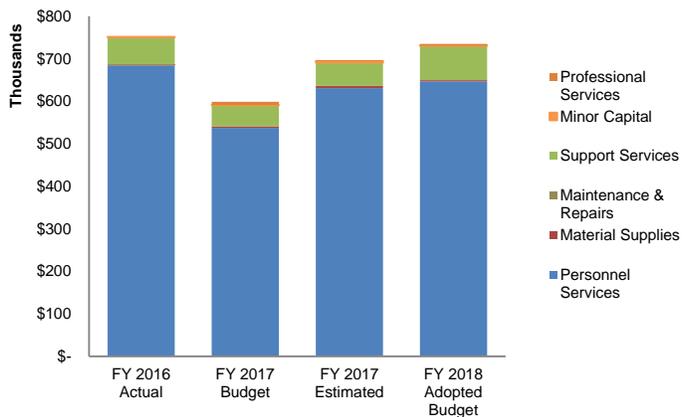
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ 684,062	\$ 537,315	\$ 631,146	\$ 646,592
Material Supplies	2,551	3,590	4,802	3,102
Maintenance & Repairs	150	-	-	-
Support Services	63,956	49,929	54,945	80,682
Minor Capital	14	750	3,831	750
Professional Services	-	7,500	2,020	3,900
<b>Total</b>	<b>\$ 750,733</b>	<b>\$ 599,084</b>	<b>\$ 696,745</b>	<b>\$ 735,026</b>

	FY 2016 Actual	FY 2017 Estimated	FY 2018 Adopted Budget
Staffing			
Total Staffing	6.00	5.00	3.34

Department Expenditures



Department Expenditure History



**GENERAL FUND  
CITY MANAGER**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ 363,836	\$ 361,388	\$ 336,164	\$ 459,670
<b>Total</b>	<b>\$ 363,836</b>	<b>\$ 361,388</b>	<b>\$ 336,164</b>	<b>\$ 459,670</b>

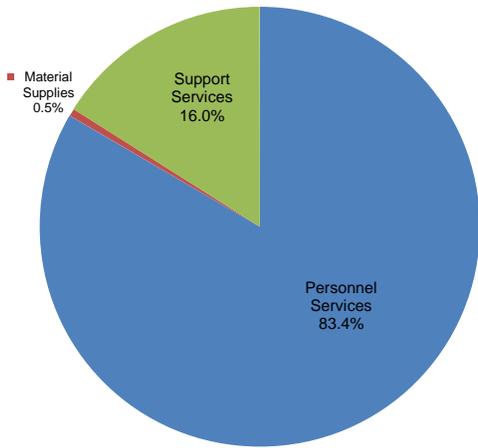
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ 301,546	\$ 311,221	\$ 282,428	\$ 383,465
Material Supplies	1,623	2,990	4,677	2,522
Maintenance & Repairs	150	-	-	-
Support Services	60,517	47,177	45,896	73,683
Minor Capital	-	-	1,142	-
Professional Services	-	-	2,020	-
<b>Total</b>	<b>\$ 363,836</b>	<b>\$ 361,388</b>	<b>\$ 336,164</b>	<b>\$ 459,670</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
City Manager	1.00	1.00	1.00
Administrative Assistant II	1.00	1.00	1.00
<b>Total Staffing</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

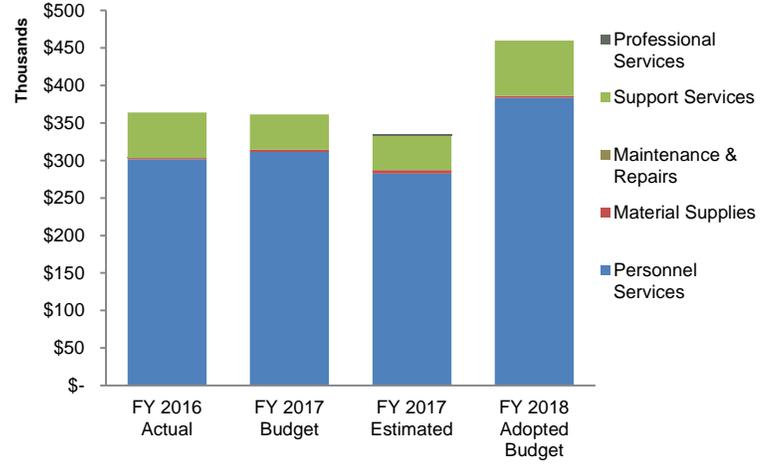
	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Workload/Demand Measures</b>			
Presented monthly/quarterly operating, legislative, and business reports to city council	37	33	35

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Performance Measures</b>			
General Fund balance reserve, target 22%	22.7%	25.66%	25.01%
Bond Ratings:			
Standard & poor's	AA	AA	AA-
Fitch	AA	AA-	AA-

**Department Expenditures**



**Department Expenditure History**



	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ 157,131	\$ -	\$ 132,483	\$ 202,852
<b>Total</b>	<b>\$ 157,131</b>	<b>\$ -</b>	<b>\$ 132,483</b>	<b>\$ 202,852</b>

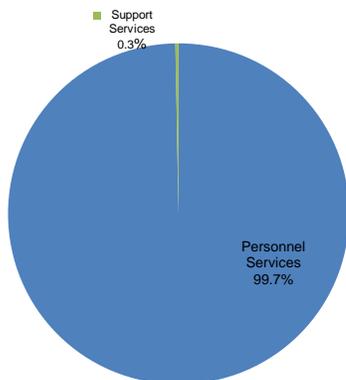
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ 156,431	\$ -	\$ 130,985	\$ 202,225
Material Supplies	373	-	-	-
Support Services	327	-	1,352	627
Minor Capital	-	-	146	-
<b>Total</b>	<b>\$ 157,131</b>	<b>\$ -</b>	<b>\$ 132,483</b>	<b>\$ 202,852</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Administrative Assistant	1.00	-	-
Assistant City Manager	1.00	1.00	1.00
<b>Total Staffing</b>	<b>2.00</b>	<b>1.00</b>	<b>1.00</b>

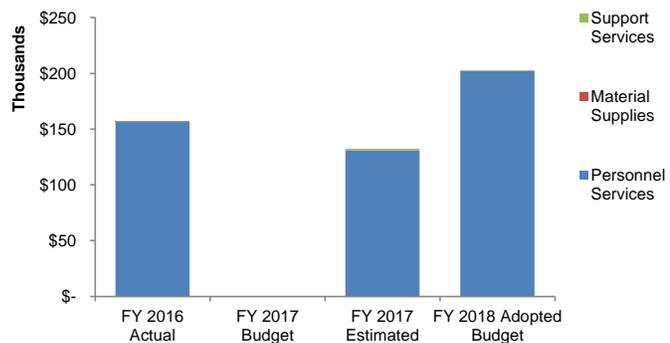
	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Workload/Demand Measures</b>			
Meetings attended by ACM	132	150	150

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Performance Measures</b>			
Citizen requests resolved per week	390	400	400

**Department Expenditures**



**Department Expenditure History**



**Revenue Summary**

General Resources

**Total**

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
General Resources	\$ 229,766	\$ 237,696	\$ 228,098	\$ 72,504
<b>Total</b>	<b>\$ 229,766</b>	<b>\$ 237,696</b>	<b>\$ 228,098</b>	<b>\$ 72,504</b>

**Expenditure Summary**

Personnel Services

Material Supplies

Support Services

Minor Capital

Professional Services

**Total**

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Personnel Services	\$ 226,085	\$ 226,094	\$ 217,732	\$ 60,902
Material Supplies	555	600	125	580
Support Services	3,112	2,752	7,697	6,372
Minor Capital	14	750	2,543	750
Professional Services	-	7,500	-	3,900
<b>Total</b>	<b>\$ 229,766</b>	<b>\$ 237,696</b>	<b>\$ 228,098</b>	<b>\$ 72,504</b>

**Staffing**

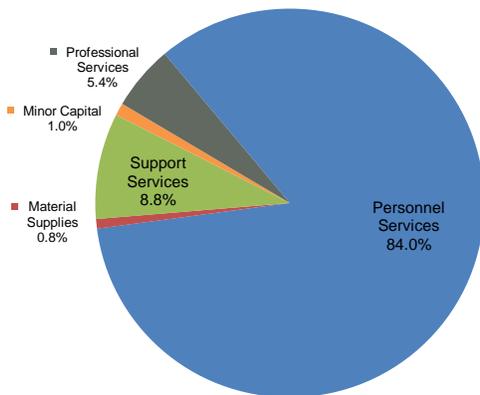
Administrative Assistant

Deputy City Manager

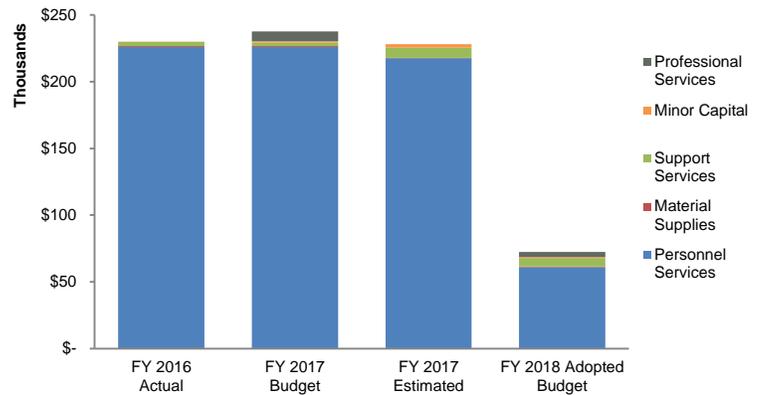
**Total Staffing**

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Administrative Assistant	1.00	1.00	-
Deputy City Manager	1.00	1.00	0.34
<b>Total Staffing</b>	<b>2.00</b>	<b>2.00</b>	<b>0.34</b>

**Department Expenditures**



**Department Expenditure History**



**Mission:**

The City Auditor Department's mission is to provide independent analyses of City programs and activities to ensure a properly functioning system of internal controls, promote efficiency and effectiveness in City operations, and enhance transparency of the City government.

**Mission Elements:**

- Create audit plans.
- Conduct audits.
- Issue reports.

**Goals:**

- The Audit Plan for Fiscal Year 2017/18 includes:
  - City's Planning and Funding Process for Vehicle Replacement.
  - City's Policies Governing the Authorization and Use of Compensatory Time.
  - Police Department's State Seizure Fund.
  - KCCC Liquor Operation.

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ 123,469	\$ 120,536	\$ 67,942	\$ 97,837
<b>Total</b>	<b>\$ 123,469</b>	<b>\$ 120,536</b>	<b>\$ 67,942</b>	<b>\$ 97,837</b>

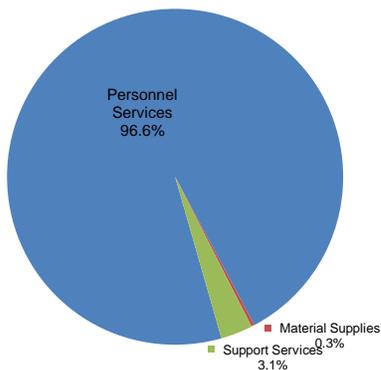
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ 120,583	\$ 117,236	\$ 64,795	\$ 94,537
Material Supplies	165	300	107	300
Support Services	2,721	3,000	2,546	3,000
Minor Capital	-	-	494	-
<b>Total</b>	<b>\$ 123,469</b>	<b>\$ 120,536</b>	<b>\$ 67,942</b>	<b>\$ 97,837</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
City Auditor	1.00	1.00	1.00
<b>Total Staffing</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

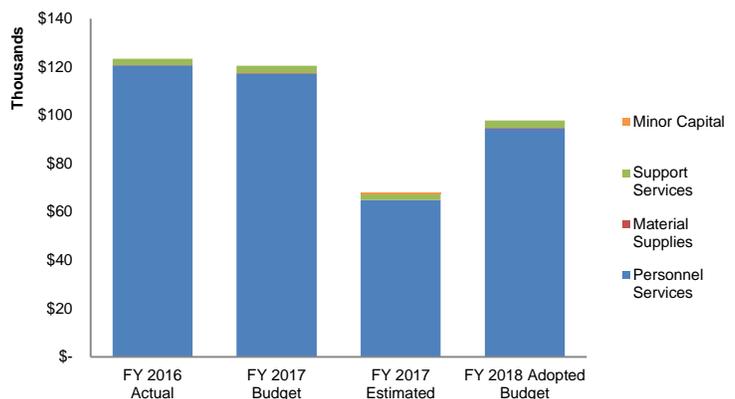
<b>Workload/Demand Measures</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Oversee CAFR	Yes	No	No
Audits:			
-Confidential Expense Audit	Issued December 2015	N/A	N/A
-Federal Seizure Audit	Issued December 2015	N/A	N/A
-State Seizure Audit	Issued December 2015	N/A	N/A
-ITS Expenditure Allocation Audit	Issued August 2016	N/A	N/A
-McConnell and Jones Management Audit (Audit Liaison)	N/A	Issued 8/13/2017	N/A
-City's P-Card Program	N/A	In Progress	Issued 11/21/2018
-KCCC Liquor Operation	Issued August 2016	In Progress	Est. issue March 2018
-Vehicle Replacement	N/A	N/A	Est. issue July 2018
-Compensatory Time	N/A	N/A	Est. issue October 2018

<b>Performance Measures</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Violations of city compliance issues investigated/audited within 12 months of discovery	100%	100%	100%
Audit recommendations that management agrees to implement	100%	100%	100%
Audits/reviews completed	43%	71%	80%

**Department Expenditures**



**Department Expenditure History**



**GENERAL FUND  
CITY COUNCIL  
MUNICIPAL COURT**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Mission:**

The Municipal Court Department's mission is to provide citizens with a fair and impartial Court for the adjudication of all cases brought before the Court.

**Mission Elements:**

- The Judges shall uphold the integrity and independence of the Judiciary (Canon 1 of Judicial Conduct).
- The Judges shall preside over and rule on cases in Municipal Court and dispose of all judicial matters promptly, efficiently, and fairly (Canon 9 of Judicial Conduct).
- The Judges shall magistrate defendants arrested by City police, set bonds, issues warrants, Emergency Protective Orders, impartially and diligently.
- Manage the administration of the Court including dockets, records, fine collections, service of warrants, court room safety.
- Juvenile Case management.

**Goals:**

- Continuously improve the efficiency of the Court in the resolution of cases and enforcement of compliance.
- Continue to develop relationships with community organizations willing to supervise juvenile and adult court ordered community service.
- Community outreach to reduce crime and improve traffic safety.
- Manage the juvenile docket to provide for positive reinforcement for reformation of delinquency, to seek social services for troubled teens, and to provide for a Teen Court with well-trained teen participants.

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenues Summary</b>				
Municipal Court Fines	\$ 3,091,392	\$ 2,793,707	\$ 2,793,707	\$ 2,851,871
Court Admin Fees	117,377	120,100	92,250	-
Commercial Motor Vehicle Fine	31,299	30,611	5,602	-
General Resources	(2,300,906)	(2,012,505)	(1,960,502)	(1,899,088)
<b>Total</b>	<b>\$ 939,162</b>	<b>\$ 931,913</b>	<b>\$ 931,057</b>	<b>\$ 952,783</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ 869,672	\$ 852,896	\$ 859,223	\$ 869,564
Material Supplies	16,842	18,270	14,706	18,949
Maintenance & Repairs	2,218	4,500	3,851	3,850
Support Services	48,932	52,057	52,398	57,730
Minor Capital	1,498	1,500	-	-
Professional Services	-	2,690	880	2,690
<b>Total</b>	<b>\$ 939,162</b>	<b>\$ 931,913</b>	<b>\$ 931,057</b>	<b>\$ 952,783</b>

**GENERAL FUND  
CITY COUNCIL  
MUNICIPAL COURT**

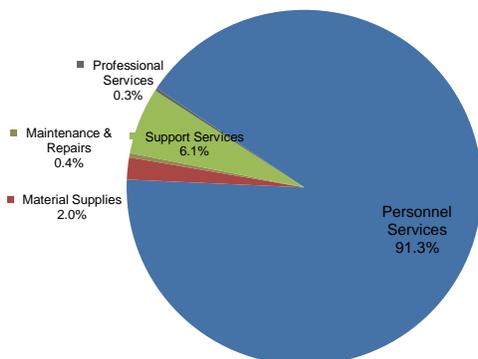
**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Presiding Judge	1.00	1.00	1.00
Associate Judge	1.00	1.00	1.00
Court Administrator	1.00	1.00	1.00
Assistant Clerk of the Court	1.00	1.00	1.00
Compliance/Collections Manager	1.00	1.00	0.34
Compliance/Collections Enforce	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00
City Marshal	1.00	1.00	1.00
Deputy City Marshal	2.00	2.00	1.34
Accounting Clerk	1.00	-	-
Files Clerk	1.00	-	-
Senior Collections Clerk	1.00	2.00	2.00
Deputy Court Clerk	10.00	10.00	9.00
<b>Total</b>	<b>23.00</b>	<b>22.00</b>	<b>19.68</b>
<b>Special Revenue Funds</b>			
Bailiff	1.00	1.00	1.00
Juvenile Case Manager	2.00	2.00	2.00
<b>Total Special Revenue Funds Staffing</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Total Staffing</b>	<b>26.00</b>	<b>25.00</b>	<b>22.68</b>

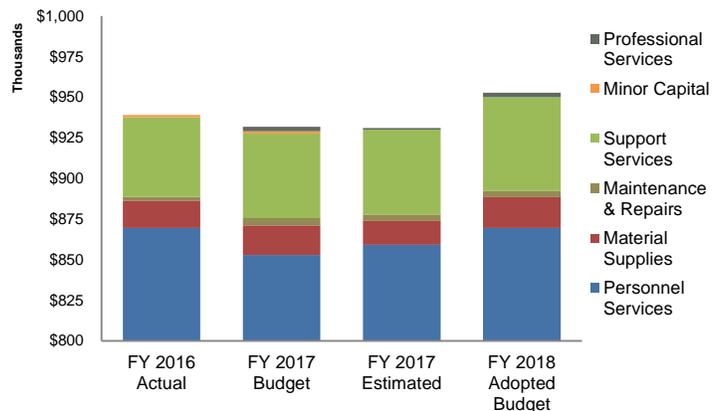
	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Workload/Demand Measures</b>			
Uphold the integrity and independence of the Judiciary (Canon 1 of Judicial Conduct):			
-Valid complaints filed	0	0	0
Dispose of all judicial matters promptly, efficiently, and fairly (Canon 9 of Judicial Conduct):			
-Age of disposed cases			
-Less than 30 days	19%	19%	24%
-Less than 90 days	12%	12%	19%
-Less than 180 days	26%	26%	23%
-180 days or more	43%	43%	35%
Magistrate defendants:			
-Number of magistrate search warrants issued (other than Class C misdemeanors)	745	858	846
-Number of Emergency Protective Orders issued	3	3	3

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Workload/Demand Measures</b>			
Manage the administration of the Court including dockets, records, fine collections, service of warrants, court room safety:			
-Post dockets online or in the court lobby every day	100%	100%	100%
-Perform quality control of case files to ensure accuracy	100%	100%	100%
-Reports to state agencies timely in accordance with statutory requirements	100%	100%	100%
-Process notices, summons, and warrants for judicial review within 90 days on cases out of compliance	Not available	75%	75%
-Number of Class C misdemeanor warrants issues and served or recalled			
-Issued:	3,941	3,960	3,960
-Recalled/served	2,024	3,980	3,980
-Report all security breaches to the Office of Court Administration within three days			
-Number of incidents	1	0	0
-Provide quarterly training to staff	4	4	4
Juvenile case management:			
-Intake evaluation on all juvenile penal violations	100%	100%	100%
-Docket all cases within 30 days of filing	98%	100%	100%
-Success rate for completion of Teen Court	85%	90%	100%
	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Performance Measures</b>			
Percentage of warrants cleared	73%	73%	73%

**Department Expenditures**



**Department Expenditure History**





***Dedicated Service – Everyday, for Everyone!***

**GENERAL FUND  
COMMUNICATIONS**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Description**

The Communications department is comprised of three divisions:

- 1. Communications
- 2: Printing Services
- 3: Legislative Affairs

**Revenue Summary**

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Reimbursement	\$ 5,980	\$ 5,980	\$ 5,980	\$ 5,980
General Resources	526,615	560,895	484,447	806,686
<b>Total</b>	<b>\$ 532,595</b>	<b>\$ 566,875</b>	<b>\$ 490,427</b>	<b>\$ 812,666</b>

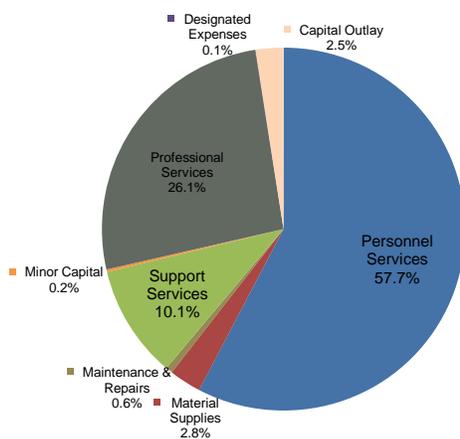
**Expenditure Summary**

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Personnel Services	\$ 302,922	\$ 311,439	\$ 251,783	\$ 468,783
Material Supplies	21,966	25,148	19,281	23,114
Maintenance & Repairs	5,861	6,000	19,440	5,000
Support Services	89,342	83,318	86,553	81,703
Minor Capital	540	540	295	1,856
Professional Services	111,964	120,000	112,750	211,760
Designated Expenses	-	430	324	450
Capital Outlay	-	20,000	-	20,000
<b>Total</b>	<b>\$ 532,595</b>	<b>\$ 566,875</b>	<b>\$ 490,427</b>	<b>\$ 812,666</b>

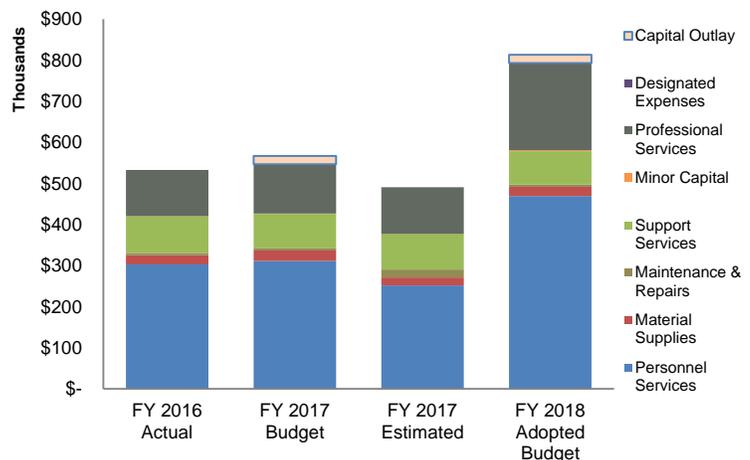
**Staffing**

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Total Staffing</b>	<b>9.00</b>	<b>7.00</b>	<b>7.00</b>

**Department Expenditures**



**Department Expenditure History**



**GENERAL FUND  
COMMUNICATIONS**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Mission:**

The Communications Department's mission is to promote a well informed public about City issues, programs, and services.

**Mission Elements:**

- Disseminate information to external audiences.
- Disseminate information to internal audiences.
- Support media relations.

**Goals:**

- Implement at Strategic Communications Plan.
- Substantially complete KilleenTexas.gov redesign.
- Install broadcasting and web streaming for City Council workshops.
- Establish a tracking system for support rendered to departments.

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ 236,795	\$ 218,319	\$ 173,655	\$ 492,949
<b>Total</b>	<b>\$ 236,795</b>	<b>\$ 218,319</b>	<b>\$ 173,655</b>	<b>\$ 492,949</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ 181,895	\$ 180,777	\$ 144,389	\$ 350,858
Material Supplies	17,184	19,978	15,440	18,261
Maintenance & Repairs	-	-	-	1,000
Support Services	37,716	14,564	13,076	16,070
Professional Services	-	3,000	750	106,760
<b>Total</b>	<b>\$ 236,795</b>	<b>\$ 218,319</b>	<b>\$ 173,655</b>	<b>\$ 492,949</b>

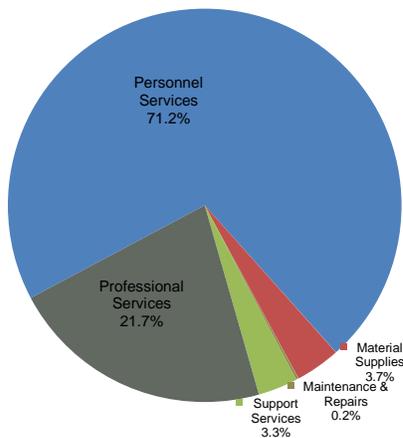
	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Executive Director of Communications	0.50	0.50	0.90
Public Information Officer	0.70	0.70	1.00
Executive Assistant	0.60	0.60	1.00
Community Engagement Coordinator	0.70	0.70	1.00
Government Channel Producer	-	-	1.00
<b>Total</b>	<b>2.50</b>	<b>2.50</b>	<b>4.90</b>
<b>Special Revenue Fund</b>			
Executive Director of Communications	0.50	0.50	-
Public Information Officer	0.30	0.30	-
Executive Assistant	0.40	0.40	-
Community Engagement Coordinator	0.30	0.30	-
Government Channel Producer	2.00	1.00	-
<b>Total Special Revenue Fund Staffing</b>	<b>3.50</b>	<b>2.50</b>	<b>-</b>
<b>Total Staffing</b>	<b>6.00</b>	<b>5.00</b>	<b>4.90</b>

**GENERAL FUND  
COMMUNICATIONS**

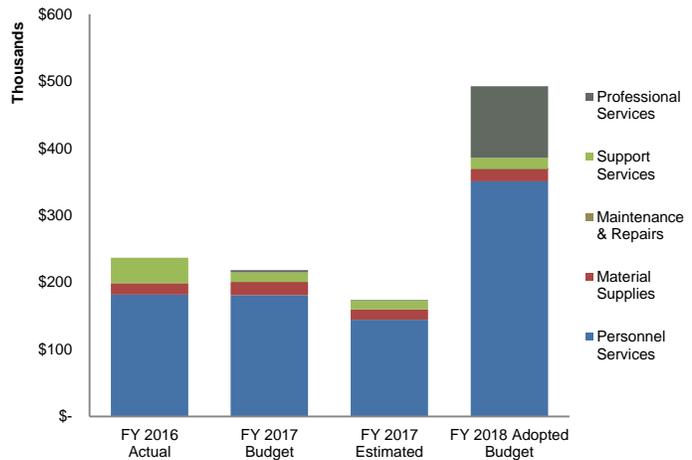
**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Workload/Demand Measures</b>			
Disseminate information to external audiences:			
-News Releases issued	202	217	220
-Killeentexas.gov web hits	1,003,979	912,878	1,000,000
-Facebook fans	11,209	12,989	14,500
-City Council meetings produced	28	33	48
-Program videos	42	41	38
-City Insight issues	3	3	3
-Mayoral correspondence	106	91	100
Disseminate information to internal audiences:			
-City Beat issues	12	12	12
-Employee awards	24	24	24
	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Performance Measures</b>			
Return of news stories to news releases	138%	127%	130%
Increase in Facebook followers	64%	16%	12%
Return of reach to Facebook posts	7659%	2644%	3000%

**Department Expenditures**



**Department Expenditure History**



**GENERAL FUND  
COMMUNICATIONS  
PRINTING SERVICES**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Mission:**

The Printing Services Division's mission is to produce high quality printed materials in support of organizational missions.

**Mission Elements:**

- Print materials used by City departments.
- Coordinate and manage contracted printing.

**Goals:**

- Complete Print Shop move to KAAC.
- Evaluate pricing structure and propose changes.
- Establish and implement performance standards.

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ 183,836	\$ 231,556	\$ 204,772	\$ 185,843
<b>Total</b>	<b>\$ 183,836</b>	<b>\$ 231,556</b>	<b>\$ 204,772</b>	<b>\$ 185,843</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ 121,027	\$ 130,662	\$ 107,395	\$ 103,651
Material Supplies	4,782	5,170	3,841	4,753
Maintenance & Repairs	5,861	6,000	19,440	4,000
Support Services	51,626	68,754	73,477	51,133
Minor Capital	540	540	295	1,856
Designated Expenses	-	430	324	450
Capital Outlay	-	20,000	-	20,000
<b>Total</b>	<b>\$ 183,836</b>	<b>\$ 231,556</b>	<b>\$ 204,772</b>	<b>\$ 185,843</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Printing Services Supervisor	1.00	1.00	1.00
Press Operator	1.00	1.00	1.00
Secretary	1.00	-	-
<b>Total Staffing</b>	<b>3.00</b>	<b>2.00</b>	<b>2.00</b>

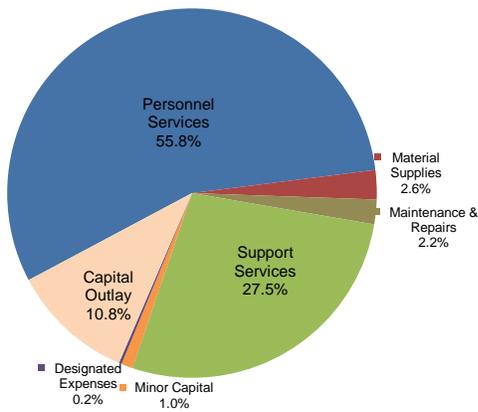
	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Workload/Demand Measures</b>			
Print materials used by City departments:			
-Work orders completed	1200	1001	950
-Print impressions produced	5,000,000	4,574,300	4,200,000

**GENERAL FUND  
COMMUNICATIONS  
PRINTING SERVICES**

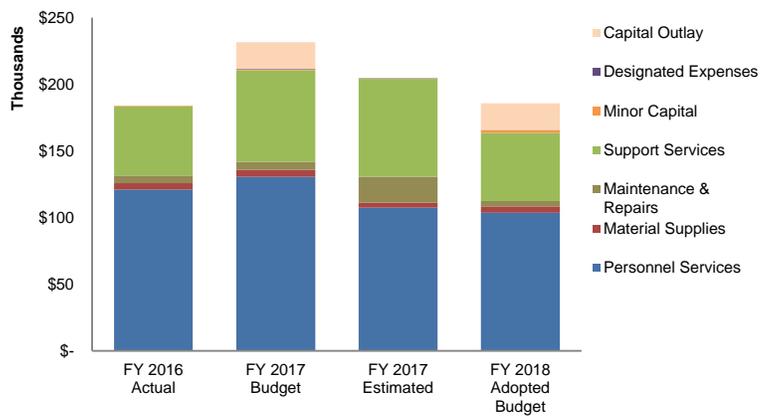
**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

<b>Performance Measures</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Work orders processed within two weeks	99%	100%	95%
Survey responses rating service as excellent	98%	99%	100%
Jobs completed in house	99%	99%	99%

**Department Expenditures**



**Department Expenditure History**



**GENERAL FUND  
COMMUNICATIONS  
LEGISLATIVE AFFAIRS**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Mission:**

Legislative Affairs' mission is to advocate City interests to state and federal legislators and agencies.

**Mission Elements:**

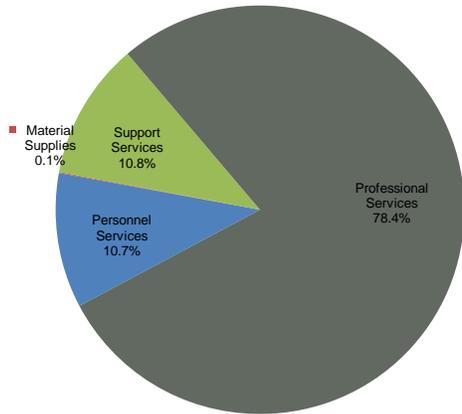
- Assist City Council in developing legislative principles.
- Establish and maintain relationships with state and federal elected officials and agencies.
- Advocate the City's interests to state and federal legislators and agencies directly and through lobbyists.

**Goals:**

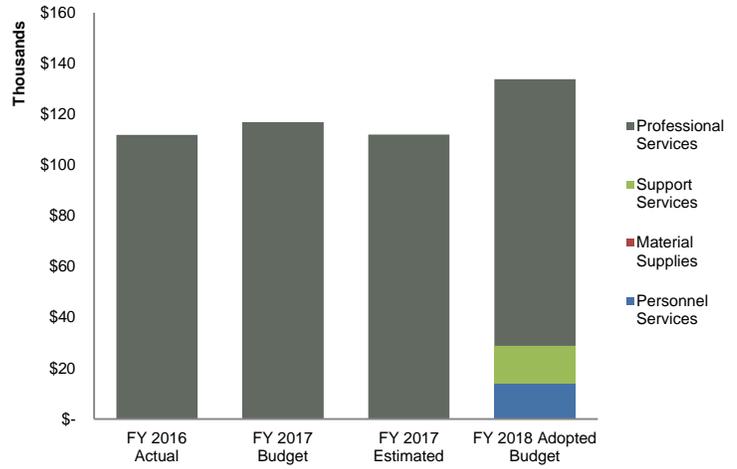
- Develop state and federal legislative agendas.
- Support interim state legislative efforts.
- Strengthen federal legislative efforts.

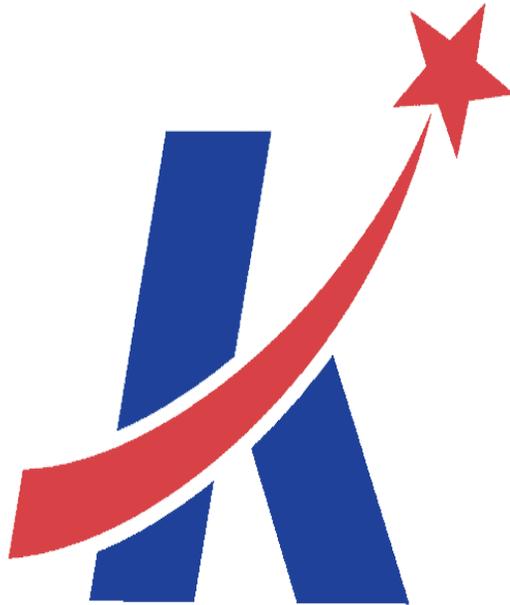
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
Reimbursement	\$ 5,980	\$ 5,980	\$ 5,980	\$ 5,980
General Resources	105,984	111,020	106,020	127,894
<b>Total</b>	<b>\$ 111,964</b>	<b>\$ 117,000</b>	<b>\$ 112,000</b>	<b>\$ 133,874</b>
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ -	\$ -	\$ -	\$ 14,274
Material Supplies	-	-	-	100
Support Services	-	-	-	14,500
Professional Services	111,964	117,000	112,000	105,000
<b>Total</b>	<b>\$ 111,964</b>	<b>\$ 117,000</b>	<b>\$ 112,000</b>	<b>\$ 133,874</b>
	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>	
<b>Staffing</b>				
Executive Director of Communications	-	-	0.10	
<b>Total Staffing</b>	<b>-</b>	<b>-</b>	<b>0.10</b>	

**Department Expenditures**



**Department Expenditure History**





***Dedicated Service – Everyday, for Everyone!***

**GENERAL FUND  
LEGAL  
CITY ATTORNEY**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Description**

The City Attorney department is comprised of two divisions:

1. City Attorney
2. City Secretary

**Revenue Summary**

Open Records Request Fees	
Alcohol Permits	
Taxi Cab Franchise Fees	
General Resources	
<b>Total</b>	

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
	\$ 2,493	\$ 1,500	\$ 1,500	\$ 2,843
	20,063	36,456	36,456	35,562
	2,825	3,900	3,900	3,325
	932,896	942,776	896,085	936,207
<b>Total</b>	<b>\$ 958,277</b>	<b>\$ 984,632</b>	<b>\$ 937,941</b>	<b>\$ 977,937</b>

**Expenditure Summary**

Personnel Services	
Material Supplies	
Support Services	
Minor Capital	
Professional Services	
Designated Expenses	
<b>Total</b>	

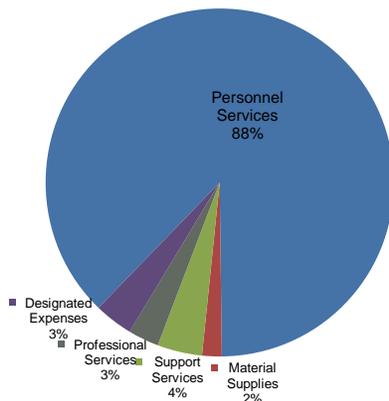
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
	\$ 833,975	\$ 822,249	\$ 859,147	\$ 856,498
	8,275	22,442	17,982	17,840
	49,588	41,941	35,639	40,680
	3,567	-	5,301	-
	6	37,000	9,441	27,919
	62,866	61,000	10,431	35,000
<b>Total</b>	<b>\$ 958,277</b>	<b>\$ 984,632</b>	<b>\$ 937,941</b>	<b>\$ 977,937</b>

**Staffing**

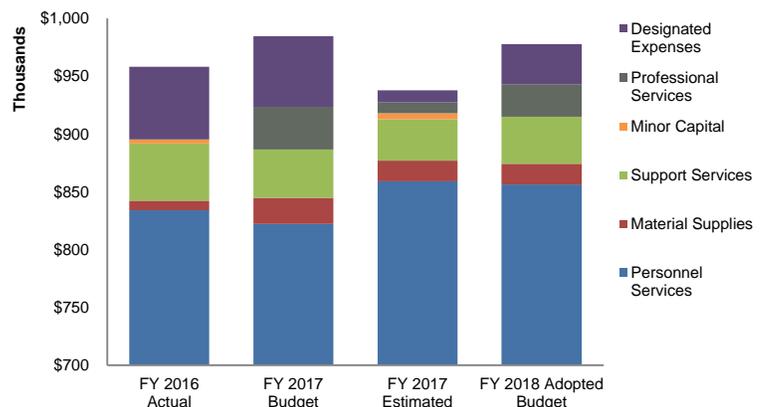
**Total Staffing**

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
	9.00	8.00	8.00

**Department Expenditures**



**Department Expenditure History**



**GENERAL FUND  
LEGAL  
CITY ATTORNEY**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Mission:**

The mission of the City Attorney's Office is to advance, support, and defend the city's interest by providing efficient and effective legal services to the City of Killeen.

**Mission Elements:**

- Provide ongoing advice to city officials.
- Prepare and review legal documents.
- Process public information requests and appeals to Attorney General.
- Prosecute persons accused of violating state laws and city ordinances.
- Process Claims.

**Goals:**

- Research and respond to Franchise needs.
- Review and revise court documents, including complaints, as necessary.
- Revise and update City's standard engineering and construction contracts.
- Draft and review ordinances supporting the City's goals for future development.
- Provide support for updating City's comprehensive plan, and implementation of a strategic growth plan.

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ 825,471	\$ 847,338	\$ 833,273	\$ 863,985
<b>Total</b>	<b>\$ 825,471</b>	<b>\$ 847,338</b>	<b>\$ 833,273</b>	<b>\$ 863,985</b>

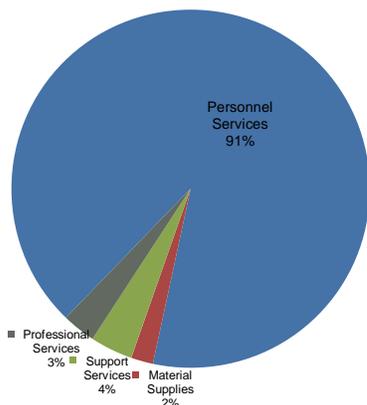
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ 768,220	\$ 756,343	\$ 775,862	\$ 787,588
Material Supplies	7,746	21,835	17,090	17,249
Support Services	45,938	33,160	28,294	33,229
Minor Capital	3,567	-	5,301	-
Professional Services	-	33,000	6,727	25,919
Designated Expenses	-	3,000	-	-
<b>Total</b>	<b>\$ 825,471</b>	<b>\$ 847,338</b>	<b>\$ 833,273</b>	<b>\$ 863,985</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
City Attorney	1.00	1.00	1.00
Deputy City Attorney	1.00	1.00	1.00
Deputy City Attorney II/Public Works	1.00	1.00	1.00
Assistant City Attorney II/Police	1.00	1.00	1.00
Assistant City Attorney I/Courts	1.00	1.00	1.00
Paralegal	1.00	1.00	1.00
Social Worker	1.00	-	-
Executive Assistant	1.00	1.00	1.00
<b>Total Staffing</b>	<b>8.00</b>	<b>7.00</b>	<b>7.00</b>

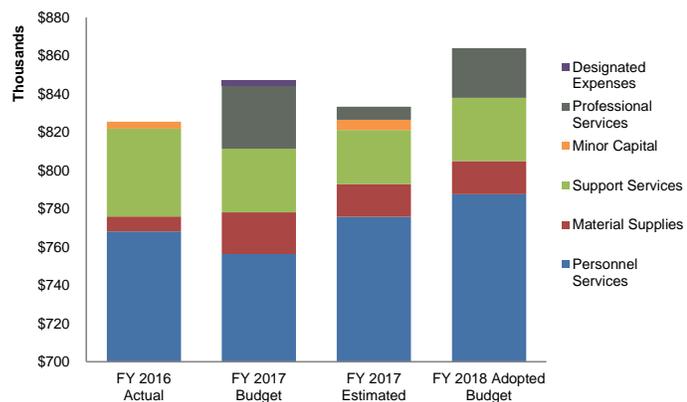
	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Workload/Demand Measures</b>			
Provide Ongoing Advice to City Officials: -Time spent providing legal advice	N/A	21%	50%
Prepare and Review Legal Documents: -Time spent preparing and reviewing documents	N/A	14%	34%
Process Public Information Requests and Appeals to Attorney General:			
-Number of PIA requests received	2,988	3,144	3,054
-Number of Appeals to the Attorney General	693	548	477
-Percentage of requests responded to within 10 days	100%	100%	100%
Prosecute Persons Accused of Violating State Laws and City Ordinances: -Conviction rate on all cases tried in Municipal Court	100%	100%	100%

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Performance Measures</b>			
Oral opinions provided on routine matters within 48 hours	93%	96%	96%
Oral opinions provided on nonroutine matters within 2 weeks	95%	93%	93%
Written opinions provided on routine matters within 1 week	90%	93%	93%
Written opinions provided on nonroutine matters within 30 days	94%	91%	91%
Contracts reviewed within 2 days	95%	95%	95%
Public information requests handled within 10 working days	100%	100%	100%

**Department Expenditures**



**Department Expenditure History**



**GENERAL FUND  
LEGAL  
CITY SECRETARY**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Mission:**

The mission of the City Attorney's Office is to advance, support, and defend the city's interest by providing efficient and effective legal services to the City of Killeen.

**Mission Elements:**

- Conduct election of City Officials.
- Take minutes at Council meetings.
- Record retention.

**Goals:**

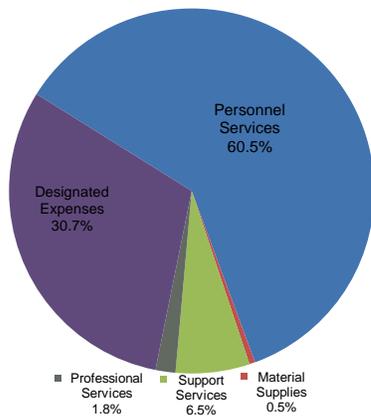
- Facilitate the review and revision of Council's Rules of Protocol and Procedure.
- Assist with the creation of City Council's policies.
- Create and distribute regular training bulletin to Police Department.

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
Open Records Request Fees	\$ 2,493	\$ 1,500	\$ 1,500	\$ 2,843
Alcohol Permits	20,063	36,456	36,456	35,562
Taxi Cab Franchise Fees	2,825	3,900	3,900	3,325
General Resources	107,425	95,438	62,812	72,222
<b>Total</b>	<b>\$ 132,806</b>	<b>\$ 137,294</b>	<b>\$ 104,668</b>	<b>\$ 113,952</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ 65,755	\$ 65,906	\$ 83,285	\$ 68,910
Material Supplies	529	607	892	591
Support Services	3,650	8,781	7,345	7,451
Professional Services	6	4,000	2,715	2,000
Designated Expenses	62,866	58,000	10,431	35,000
<b>Total</b>	<b>\$ 132,806</b>	<b>\$ 137,294</b>	<b>\$ 104,668</b>	<b>\$ 113,952</b>
<b>Staffing</b>				
City Secretary	1.00	1.00	1.00	
<b>Total Staffing</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	

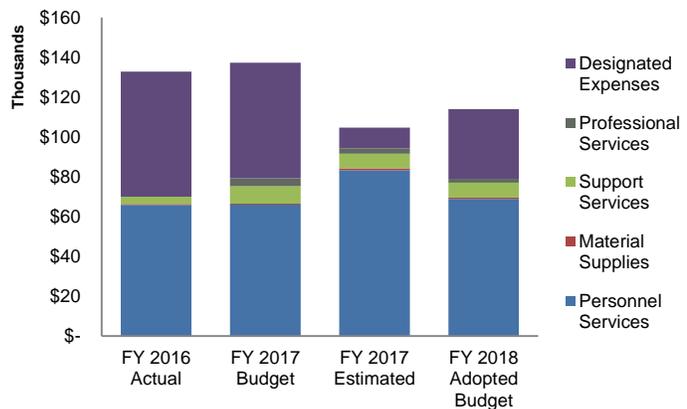
<b>Workload/Demand Measures</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Conduct Election of City Officials:			
-Number of elections	1	1	1
Take Minutes at Council Meetings:			
-Number of minutes taken	26	26	26
Record Retention:			
-Number of shredding days	2	2	2
-Number of records retention training	1	1	1

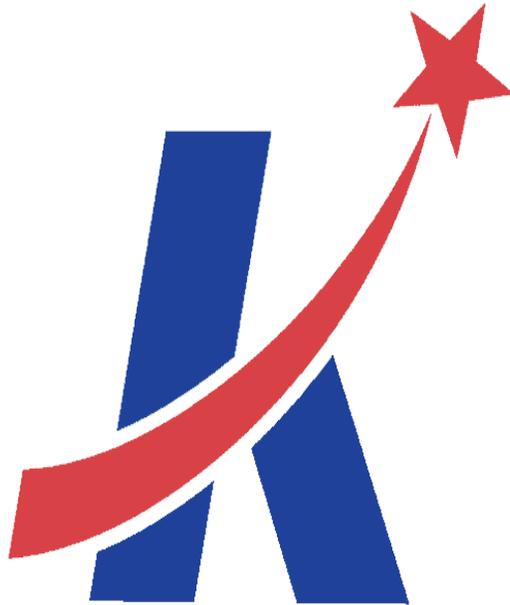
<b>Performance Measures</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Ordinances and resolutions indexed within 2 days of adoption	100%	100%	100%
Council minutes completed within 1 day of Meeting	100%	100%	100%
Application for titles for city vehicles processed within 5 days of receipt	90%	90%	90%
License plates processed within 1 week of receipt	90%	90%	90%
Ordinances codified within 3 days of passage	100%	100%	100%
Permits issued within 21 days of receipt (Assembly)	100%	100%	100%
Permits issued within 5 days of receipt (Alcohol)	100%	100%	100%
Permits issued within 5 days of receipt (Taxi)	100%	100%	100%

**Department Expenditures**



**Department Expenditure History**





***Dedicated Service – Everyday, for Everyone!***

**Description**

The Finance department is comprised of three divisions:

1. Finance Operations    2. Purchasing    3. Lien Services    4. EMS Billing/Collections <sup>1</sup>

**Revenue Summary**

Procurement Card Rebates

General Resources

**Total**

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Procurement Card Rebates	\$ 68,275	\$ 68,000	\$ 68,000	\$ 175,000
General Resources	1,729,439	1,956,355	1,733,736	1,381,120
<b>Total</b>	<b>\$ 1,797,714</b>	<b>\$ 2,024,355</b>	<b>\$ 1,801,736</b>	<b>\$ 1,556,120</b>

**Expenditure Summary**

Personnel Services

Material Supplies

Maintenance & Repairs

Support Services

Minor Capital

Professional Services

Designated Expenses

**Total**

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Personnel Services	\$ 1,264,427	\$ 1,210,887	\$ 1,218,965	\$ 1,130,020
Material Supplies	32,428	19,101	29,407	26,489
Maintenance & Repairs	1,386	7,205	9,766	5,905
Support Services	56,526	86,998	65,208	85,608
Minor Capital	5,608	12,636	5,215	15,000
Professional Services	1,205	60,632	134,026	108,200
Designated Expenses	436,135	626,896	475,853	184,898
<b>Total</b>	<b>\$ 1,797,714</b>	<b>\$ 2,024,355</b>	<b>\$ 1,938,439</b>	<b>\$ 1,556,120</b>

**Staffing**

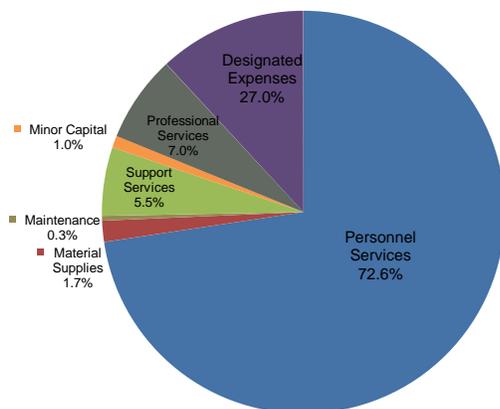
**Total Staffing**

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Total Staffing</b>	<b>26.00</b>	<b>23.26</b>	<b>18.00</b>

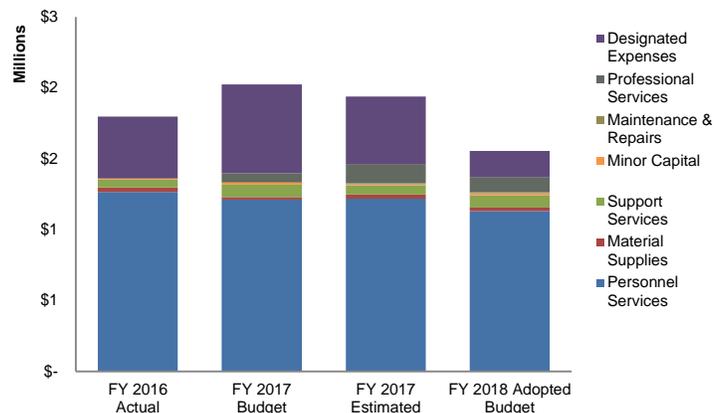
<sup>1</sup> - EMS Billing/Collections outsourced during FY 2017

<sup>2</sup> - Lien Services transferred from Community Development in FY 2018

**Department Expenditures**



**Department Expenditure History**



**Mission:**

The Finance Department's mission is to support City departments by providing financial services which maintains the fiscal integrity of the City in a transparent manner.

**Mission Elements:**

- Maintain accounting records for receipts, disbursements, and inventories.
- Prepare financial reports.
- Monitor fiscal and performance compliance.
- Administer centralized treasury for debt, cash, and investment management.
- Administer the purchasing and procurement system.

**Goals:**

- Establish financial management policies.
- Build account structure that facilitates financial reporting by mission element.
- Create funds to help City achieve long-term goals (i.e. CIP transportation, etc.).
- Automate the purchase order and budget transfer process in conjunction with IT.
- Achieve the Texas Transparency Star.
- Provide timely financial reports for departments.

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ 1,213,399	\$ 1,612,435	\$ 1,411,016	\$ 1,155,235
<b>Total</b>	<u>\$ 1,213,399</u>	<u>\$ 1,612,435</u>	<u>\$ 1,411,016</u>	<u>\$ 1,155,235</u>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ 743,306	\$ 864,577	\$ 759,099	\$ 776,413
Material Supplies	13,913	12,924	17,137	19,319
Maintenance & Repairs	912	5,005	6,489	5,405
Support Services	23,732	29,765	22,328	46,000
Minor Capital	3,069	12,636	3,006	15,000
Professional Services	1,205	60,632	134,026	108,200
Designated Expenses	427,262	626,896	468,931	184,898
<b>Total</b>	<u>\$ 1,213,399</u>	<u>\$ 1,612,435</u>	<u>\$ 1,411,016</u>	<u>\$ 1,155,235</u>

**GENERAL FUND  
FINANCE**

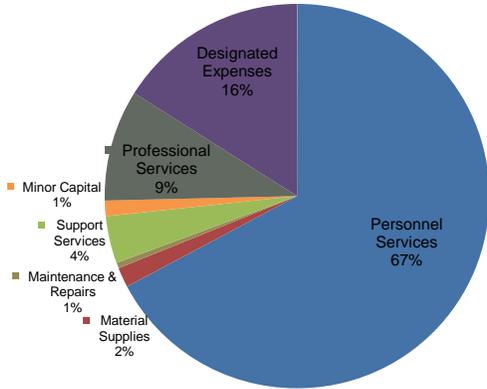
**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Executive Director of Finance	1.00	1.00	1.00
Assistant Director of Finance	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00
Director of Budget and Research	1.00	1.00	1.00
Accountant	2.00	2.00	2.00
Budget Analyst	1.00	1.00	1.00
Accounting Supervisor	1.00	1.00	1.00
Accounting Specialist	4.00	4.00	3.00
Financial Analyst - Grants	1.00	-	-
EMS Business Analyst	-	1.00	-
<b>Total Staffing</b>	<b>13.00</b>	<b>13.00</b>	<b>11.00</b>

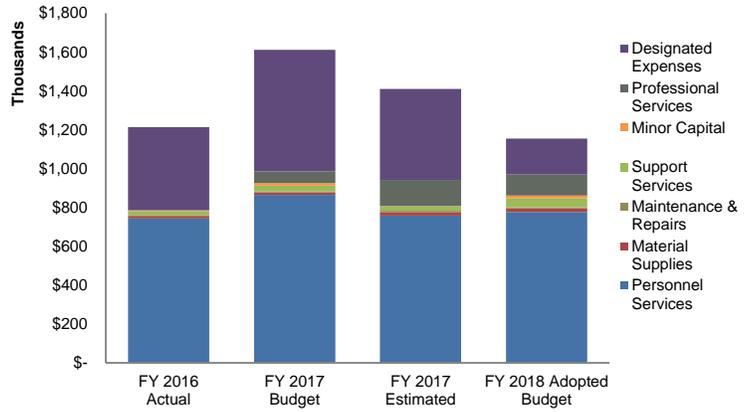
	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Workload/Demand Measures</b>			
Maintain accounting records for receipts, disbursements, and inventories:			
-Number of vendor payments	11,443	10,203	8,935
-Number of P-card transactions	19,262	16,074	3,663
Prepare financial reports:			
-Created a financial transparency portal for citizens to gain easy access to the financial operations of the City	N/A	Implemented	N/A
-Successfully transitioned the compilation of the FY 2016 CAFR to Finance	Yes	Yes	Yes
Monitor fiscal and performance compliance	Yes	Yes	Yes
Administer centralized treasury for debt, cash, and investment management:			
-Total rate of return	0.48%	0.93%	1.35%
-Benchmark - TexPool	0.31%	0.74%	1.18%
Administer the purchasing and procurement system:			
-Implemented virtual card accounts payable program	N/A	Implemented	N/A

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Performance Measures</b>			
Annual investment yield	0.48%	0.93%	1%
Publish budget document within 90 days of adoption	Yes	Yes	Yes
Gov't Finance Officers Assoc budget award	Yes	Yes	Yes
Investment report certification	Yes	Yes	Yes

**Department Expenditures**



**Department Expenditure History**



**GENERAL FUND  
FINANCE  
PURCHASING**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Mission:**

The Finance Department's mission is to support City departments by providing financial services which maintains the fiscal integrity of the City in a transparent manner.

**Mission Elements:**

- Maintain accounting records for receipts, disbursements, and inventories.
- Administer the purchasing and procurement system.

**Goals:**

- Automate the purchase order and budget transfer process in conjunction with IT.

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
Procurement Card Rebate	\$ 68,275	\$ 68,000	\$ 68,000	\$ 175,000
General Resources	137,837	205,442	190,538	82,224
<b>Total</b>	<b>\$ 206,112</b>	<b>\$ 273,442</b>	<b>\$ 258,538</b>	<b>\$ 257,224</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ 193,243	\$ 230,870	\$ 226,001	\$ 235,791
Material Supplies	942	3,519	2,505	5,830
Maintenance & Repairs	474	2,200	2,861	500
Support Services	8,914	36,853	24,962	15,103
Minor Capital	2,539	-	2,209	-
<b>Total</b>	<b>\$ 206,112</b>	<b>\$ 273,442</b>	<b>\$ 258,538</b>	<b>\$ 257,224</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Purchasing Manager	1.00	1.00	1.00
Senior Purchasing Specialist	1.00	1.00	1.00
Purchasing Specialist	1.00	1.00	1.00
Procurement Card Administrator	1.00	1.00	1.00
Supply Specialist	1.00	1.00	1.00
<b>Total</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>

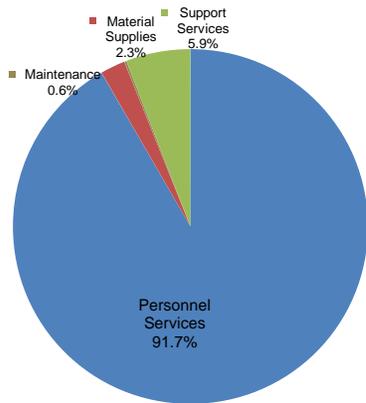
**GENERAL FUND  
FINANCE  
PURCHASING**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

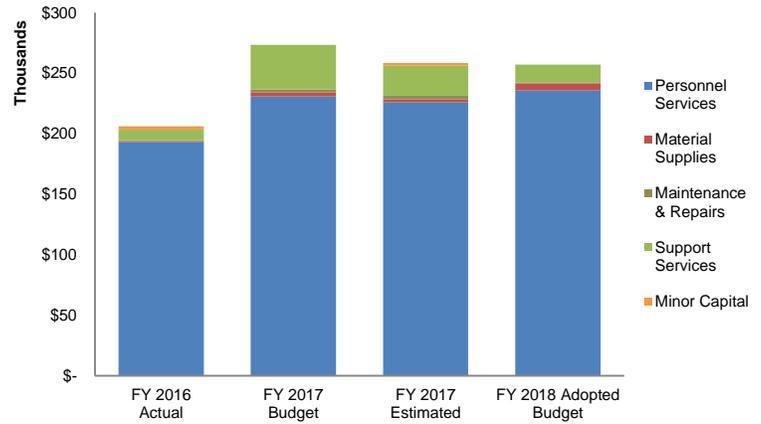
<b>Workload/Demand Measures</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Purchase orders	3,739	2,387	2,500
Procurement cards	280	245	80
Auctions	3	3	5
Asset accountability	200	200	N/A
Procurement card transactions	16,158	12,647	10,000
Manual purchase orders	236	295	200

<b>Performance Measures</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Purchase orders processed within 48 hours	3,739	2,387	2,500
P-Cards issued within 7 working days	33	54	20
Manual purchase orders processed within 48 hours	236	295	200

**Department Expenditures**



**Department Expenditure History**



**GENERAL FUND  
FINANCE  
LIEN SERVICES**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Mission:**

The mission of Lien Services is to bill and collect code enforcement abatements.

**Mission Elements:**

- Bill for code enforcement actions.
- Collect for code enforcement actions.

**Goals:**

- Increase the collection of liens to increase revenues.
- Locate and notify property owners of liens.
- Attend tax sales and provide lien information.
- Educate property owners on the importance of property maintenance and city ordinances.
- Reduce the amount of uncollectible liens.

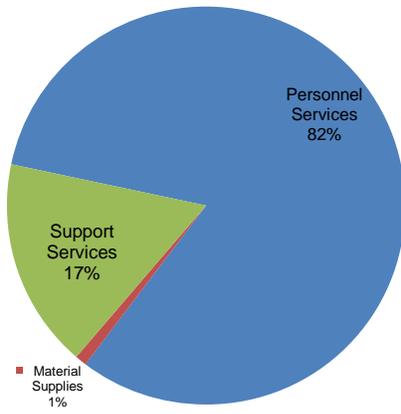
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ 131,629	\$ 138,478	\$ 132,182	\$ 143,661
<b>Total</b>	<u>\$ 131,629</u>	<u>\$ 138,478</u>	<u>\$ 132,182</u>	<u>\$ 143,661</u>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ 113,623	\$ 115,440	\$ 116,345	\$ 117,816
Material Supplies	1,777	2,658	1,455	1,340
Support Services	16,230	20,380	14,382	24,505
<b>Total</b>	<u>\$ 131,629</u>	<u>\$ 138,478</u>	<u>\$ 132,182</u>	<u>\$ 143,661</u>

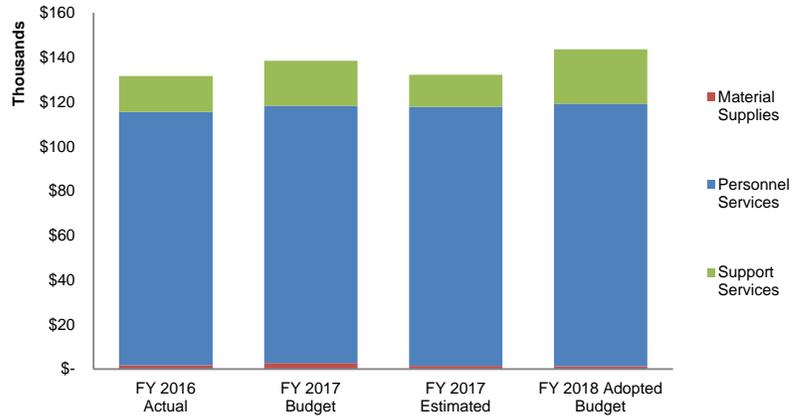
	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Lien Specialist	2.00	2.00	2.00
<b>Total Staffing</b>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Workload/Demand Measures</b>			
Bill for code enforcement actions:			
-Number of billing statements generated	787	729	750
Collect for code enforcement actions:			
-Number of liens recorded	586	559	615
-Number of liens collected/released	775	665	732

**Department Expenditures**



**Department Expenditure History**



**GENERAL FUND  
EMS BILLING AND COLLECTIONS <sup>1</sup>**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ 246,574	\$ -	\$ 136,703	\$ -
<b>Total</b>	<b>\$ 246,574</b>	<b>\$ -</b>	<b>\$ 136,703</b>	<b>\$ -</b>

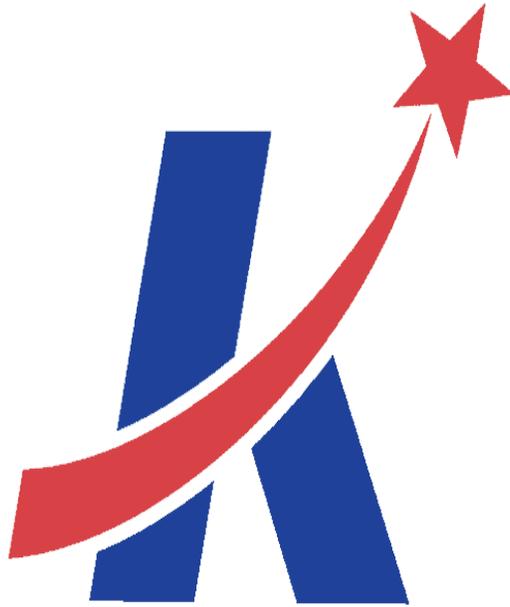
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenses Summary</b>				
Personnel Services	\$ 214,255	\$ -	\$ 117,520	\$ -
Material Supplies	15,796	-	8,311	-
Maintenance & Repairs	-	-	417	-
Support Services	7,650	-	3,535	-
Designated Expenses	8,873	-	6,921	-
<b>Total</b>	<b>\$ 246,574</b>	<b>\$ -</b>	<b>\$ 136,703</b>	<b>\$ -</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
EMS Billing Supervisor <sup>1</sup>	1.00	0.62	-
EMS Billing Specialist <sup>1</sup>	1.00	0.66	-
EMS Billing Clerks <sup>1</sup>	4.00	1.98	-
<b>Total</b>	<b>6.00</b>	<b>3.26</b>	<b>-</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Workload/Demand Measures</b>			
Calls entered	16,311	17,940	-
Payments Posted	12,539	13,790	-
Delinquent letters mailed	6,300	6,300	-
Insurance claims processed	5,231	5,800	-
Appeals processed	67	75	-
Calls Revenue Rescue	564	0	-
Payments Posted Revenue Rescue	282	100	-
Invoices mailed	3,821	2,865	-

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Performance Measures</b>			
Increase delinquency collections by 5%	Yes	Yes	-
Increase electronic claims submitted by 15%	Yes	Yes	-

<sup>1</sup> - EMS Billing/Collections outsourced during FY 2017



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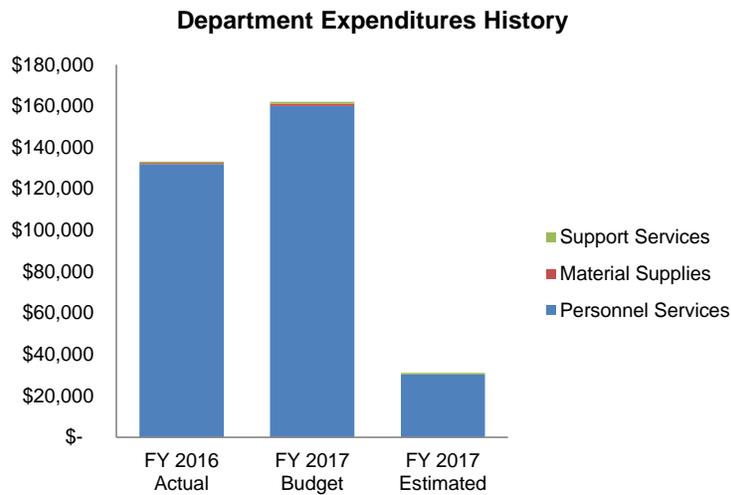
**GENERAL FUND  
SUPPORT SERVICES**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ 131,990	\$ 160,157	\$ 30,318	\$ -
Supplies	646	1,070	7	-
Support Services	613	896	750	-
<b>Total</b>	<b>\$ 133,249</b>	<b>\$ 162,123</b>	<b>\$ 31,075</b>	<b>\$ -</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Executive Director	1.00	-	-
Executive Assistant	1.00	-	-
<b>Total Staffing</b>	<b>2.00</b>	<b>-</b>	<b>-</b>

*This department was dissolved during FY 2017.*





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**GENERAL FUND  
HUMAN RESOURCES**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Description**

The Human Resources department is comprised of two divisions:

1. Human Resources Operations
2. Employee Assistance Program

**Revenue Summary**

General Resources

**Total**

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
General Resources	\$ 1,030,498	\$ 1,136,841	\$ 1,032,676	\$ 1,072,945
<b>Total</b>	<b>\$ 1,030,498</b>	<b>\$ 1,136,841</b>	<b>\$ 1,032,676</b>	<b>\$ 1,072,945</b>

**Expenditure Summary**

Personnel Services

Material Supplies

Support Services

Minor Capital

Professional Services

Designated Expenses

**Total**

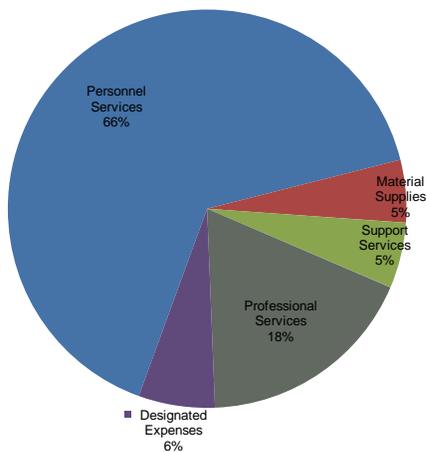
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Personnel Services	\$ 689,833	\$ 751,511	\$ 698,648	\$ 702,745
Material Supplies	78,377	84,812	17,222	54,402
Support Services	230,639	83,228	38,574	57,144
Minor Capital	446	-	14,959	-
Professional Services	-	172,290	232,255	192,375
Designated Expenses	31,203	45,000	31,018	66,279
<b>Total</b>	<b>\$ 1,030,498</b>	<b>\$ 1,136,841</b>	<b>\$ 1,032,676</b>	<b>\$ 1,072,945</b>

**Staffing**

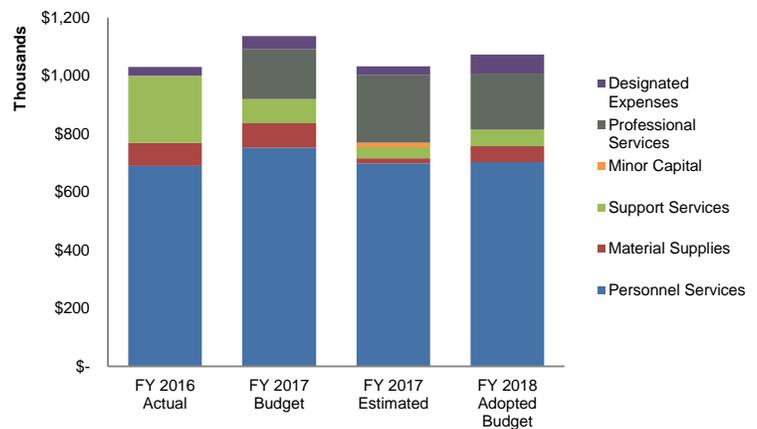
**Total Staffing**

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Total Staffing</b>	<b>14.00</b>	<b>13.00</b>	<b>12.00</b>

**Department Expenditures**



**Department Expenditure History**



**GENERAL FUND  
HUMAN RESOURCES  
OPERATIONS**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Mission:**

The Human Resources mission is to recruit, train, engage, and retain a diverse, valuable, and safe workforce.

**Mission Elements:**

- Manage recruitment, testing, and selection process.
- Train and develop the workforce.
- Manage a fair classification and compensation plan.
- Manage employee benefit programs.
- Manage employee performance appraisals and recognition programs.
- Manage employee records.
- Oversee the disciplinary process and compliance with employment policy.

**Goals:**

- Compensation System.
- Study the self-funding option for healthcare.
- Address appraisal system redesigned to support performance plans.
- Continued focus on wellness to include:
  - Smoking cessation.
  - Obesity.

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ 854,377	\$ 1,136,841	\$ 1,032,676	\$ 1,072,945
<b>Total</b>	<b>\$ 854,377</b>	<b>\$ 1,136,841</b>	<b>\$ 1,032,676</b>	<b>\$ 1,072,945</b>
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ 689,833	\$ 751,511	\$ 698,648	\$ 702,745
Material Supplies	75,717	84,812	17,222	54,402
Support Services	57,178	83,228	38,574	57,144
Minor Capital	446	-	14,959	-
Professional Services	-	172,290	232,255	192,375
Designated Expenses	31,203	45,000	31,018	66,279
<b>Total</b>	<b>\$ 854,377</b>	<b>\$ 1,136,841</b>	<b>\$ 1,032,676</b>	<b>\$ 1,072,945</b>

**GENERAL FUND  
HUMAN RESOURCES  
OPERATIONS**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Executive Director of Human Resources	1.00	1.00	1.00
Assistant Director of Human Resources	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00
Risk Manager	1.00	-	-
Workers Compensation Specialist <sup>1</sup>	-	1.00	-
Compensation & Benefits Manager	1.00	1.00	1.00
Professional Development & Training Coordinator	1.00	1.00	1.00
Senior Human Resources Specialist	1.00	-	-
Human Resources Generalist	3.00	3.00	3.00
Benefits Specialist	1.00	1.00	1.00
Payroll Specialist	1.00	1.00	1.00
Human Resources Assistant I	1.00	1.00	1.00
Receptionist	1.00	1.00	1.00
<b>Total Staffing</b>	<b>14.00</b>	<b>13.00</b>	<b>12.00</b>

<sup>1</sup> - Transferred Workers Compensation Specialist to the Risk Management Division

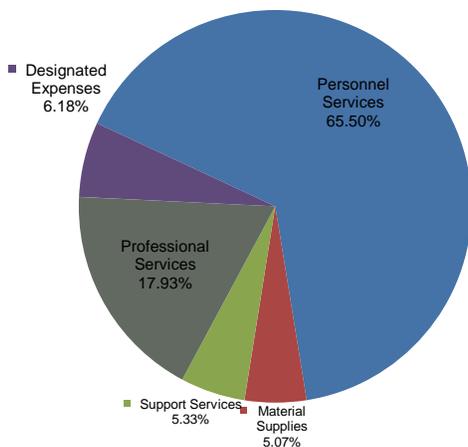
	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Workload/Demand Measures</b>			
Manage recruitment, testing, and selection process:			
-Application intake (6,176 application screened per HRG)	6,135	4,279	4,330
-Hires (15% of workforce)	194	148	200
Train and develop the workforce:			
-Employees attended various training opportunities	2,073	678	7,500
-Employees completed discipline documentation training	237	31	21
Manage employee benefit programs:			
-Employees who completed biometric screening/physical	245	742	780
-Employees who completed the Wellness Assessment	189	742	780
-Healthcare non-members participated in biometrics/wellness assessments	N/A	N/A	N/A
-Flu shots administered at work (employees and family)	131	60	100
-Employees participated in boot camp	192	104	104
-Employees signed up for City gym membership	119	142	170

**GENERAL FUND  
HUMAN RESOURCES  
OPERATIONS**

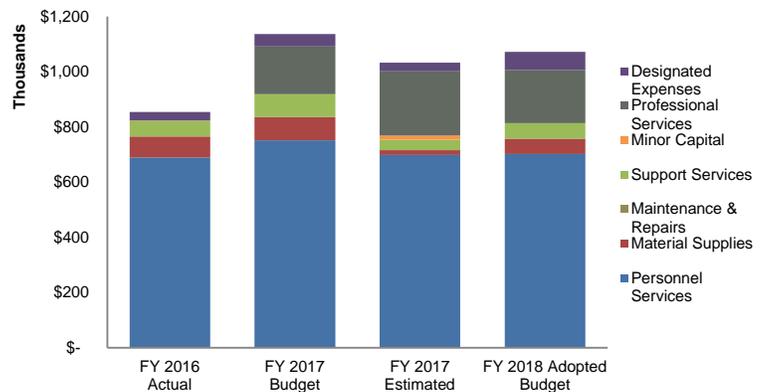
**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

<b>Performance Measures</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Employee turnover (Non-Civil Service)	21%	19%	15%
Employee turnover (Civil Service):			
-Employee turnover (Fire)	6%	12%	8%
-Employee turnover (Police)	6%	11%	9%
Employee turnover (Total)	16%	16%	11%
Average Number of Applications per Job Posting	1202	852	800
Ratio of City Positions/authorizations to HRG (3)	1:465	1:437	1:420

**Department Expenditures**



**Department Expenditure History**



**HUMAN RESOURCES  
EMPLOYEE ASSISTANCE  
PROGRAM**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

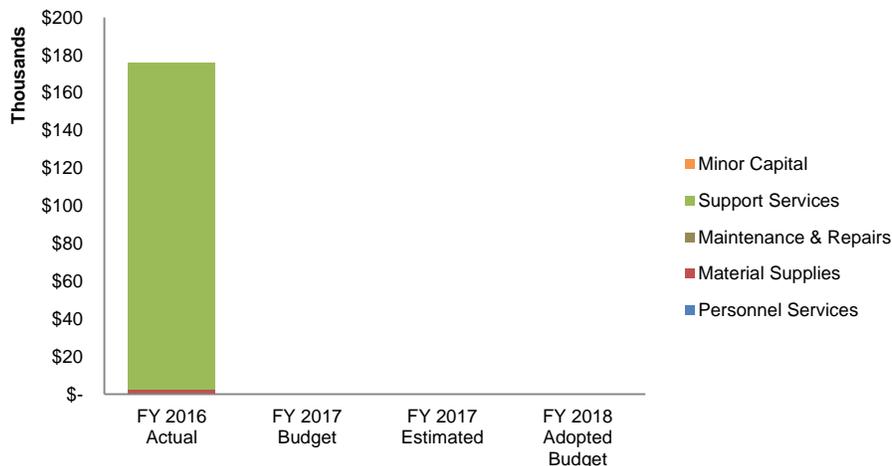
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ 176,121	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 176,121</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

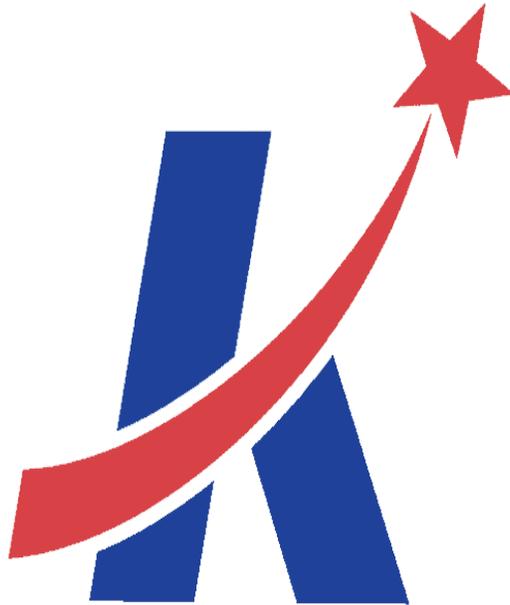
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Material Supplies	\$ 2,660	\$ -	\$ -	\$ -
Support Services	173,461	-	-	-
<b>Total</b>	<b>\$ 176,121</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Workload/Demand Measures</b>			
Lunch and Learns	8	6	17
Health risk assessments	189	742	780
Vitality Coordinator contacts	810	785	800
Bootcamp classes	192	104	104

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Performance Measures</b>			
Employees who receive flu shot	131	60	100
Employees who perform biometric screening	245	742	780

**Department Expenditure History**





***Dedicated Service – Everyday, for Everyone!***

**GENERAL FUND  
INFORMATION TECHNOLOGY**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Mission:**

To improve operational efficiencies and employee productivity through the use of technology, innovative solutions, and quality IT services.

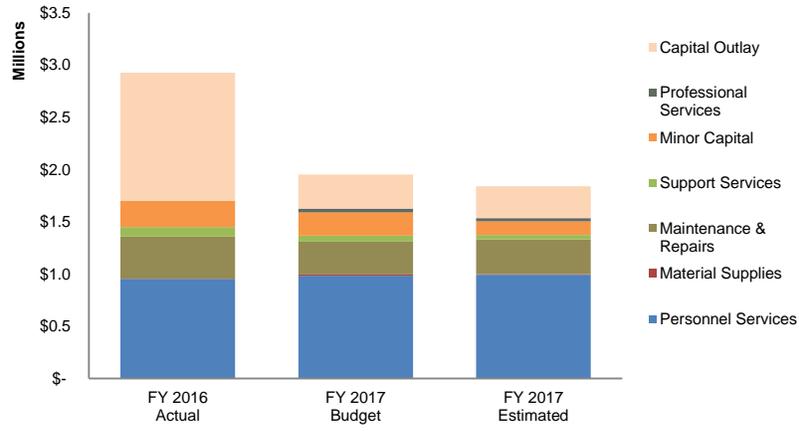
<b>Revenue Summary</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
General Resources	\$ 2,926,632	\$ 1,951,030	\$ 1,839,501	\$ -
<b>Total</b>	<b>\$ 2,926,632</b>	<b>\$ 1,951,030</b>	<b>\$ 1,839,501</b>	<b>\$ -</b>

<b>Expenditure Summary</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Personnel Services	\$ 953,804	\$ 985,266	\$ 993,663	\$ -
Material Supplies	3,951	11,261	5,165	-
Maintenance & Repairs	400,277	315,077	333,137	-
Support Services	92,681	55,104	42,840	-
Minor Capital	252,769	222,677	131,025	-
Professional Services	-	38,000	30,365	-
Capital Outlay	1,223,150	323,645	303,307	-
<b>Total</b>	<b>\$ 2,926,632</b>	<b>\$ 1,951,030</b>	<b>\$ 1,839,501</b>	<b>\$ -</b>

<b>Staffing <sup>1</sup></b>	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Executive Director	1.00	1.00	-
Executive Assistant	1.00	1.00	-
Applications Support Manager	1.00	1.00	-
Project Coordinator	1.00	1.00	-
Software Specialist	1.00	1.00	-
Computer Operator	1.00	1.00	-
Enterprise Operations Manager	1.00	1.00	-
Computer Technician	2.00	1.00	-
Systems Administrator II	1.00	1.00	-
Help Desk Technician	1.00	1.00	-
Network Manager	1.00	1.00	-
Network Administrator	1.00	1.00	-
Network Technician	4.00	3.00	-
CAD GIS Technician	2.00	2.00	-
<b>Total Staffing</b>	<b>19.00</b>	<b>17.00</b>	<b>-</b>

<sup>1</sup> - Realigned positions to Information Technology Internal Service Fund  
***The Information Technology Department was moved to an Internal Service Fund in FY 2018.***

**Department Expenditure History**



**GENERAL FUND  
COMMUNITY SERVICES**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Description**

The Community Services department is comprised of twelve divisions:

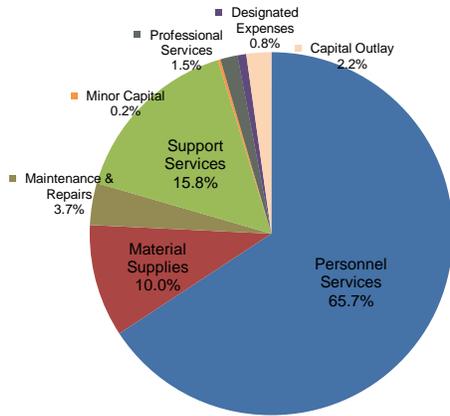
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|---------------------|---------------------------|------------------------|
| 1. Administration   | 5. Lions Club Park        | 9. Cemetery            |
| 2. Golf             | 6. Family Aquatics Center | 10. Senior Citizens    |
| 3. Community Center | 7. Recreation             | 11. Volunteer Services |
| 4. Parks            | 8. Athletics              |                        |

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
Golf Course Revenues	\$ 1,070,404	\$ 1,088,817	\$ 1,108,817	\$ 1,195,967
Community Center Revenues	29,850	28,500	50,000	55,000
Lions Club Park Revenues	447,154	515,872	515,872	415,500
Aquatics Revenue	411,914	449,506	429,257	438,944
Recreation Revenue	25,755	25,000	26,600	26,622
Athletic Revenue	162,131	185,200	155,000	150,000
Cemetery Revenue	51,575	46,700	35,000	52,891
General Resources	3,655,188	3,388,528	3,251,895	3,099,240
<b>Total</b>	<b>\$ 5,853,971</b>	<b>\$ 5,728,123</b>	<b>\$ 5,572,441</b>	<b>\$ 5,434,164</b>

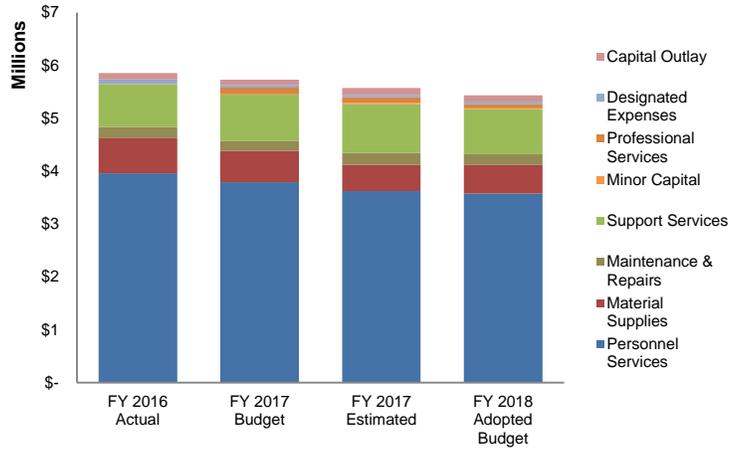
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ 3,959,312	\$ 3,792,843	\$ 3,623,067	\$ 3,572,816
Material Supplies	662,540	585,735	499,390	544,178
Maintenance & Repairs	206,840	192,219	223,693	202,167
Support Services	806,818	873,443	918,871	856,054
Minor Capital	15,939	7,100	21,016	13,469
Professional Services	-	128,180	109,483	82,832
Designated Expenses	83,344	48,103	46,296	42,648
Capital Outlay	119,178	100,500	130,625	120,000
<b>Total</b>	<b>\$ 5,853,971</b>	<b>\$ 5,728,123</b>	<b>\$ 5,572,441</b>	<b>\$ 5,434,164</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
<b>Total Staffing</b>	<b>107.91</b>	<b>100.86</b>	<b>92.22</b>

**Department Expenditures**



**Department Expenditure History**



**GENERAL FUND  
COMMUNITY SERVICES  
ADMINISTRATION**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Mission:**

The Community Services Department's mission is to enhance the quality of life for all citizens by providing parks, recreation facilities, and programs.

**Mission Elements:**

- Maintain parks grounds and facilities.
- Provide recreation programming.
- Provide aquatics programming.
- Provide senior programming.

**Goals:**

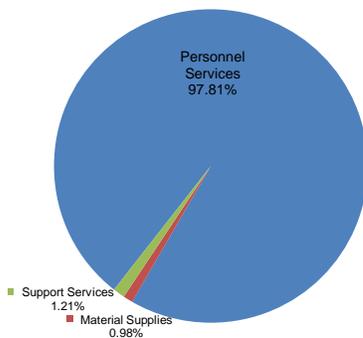
- Re-organization of Athletics, Golf, Recreation, Parks and Public Grounds, and Aquatics.
- Audit programs to determine areas for increased financial and operational efficiencies.
  - Audit of youth and adult sports.

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ -	\$ -	\$ -	\$ 230,905
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 230,905</b>

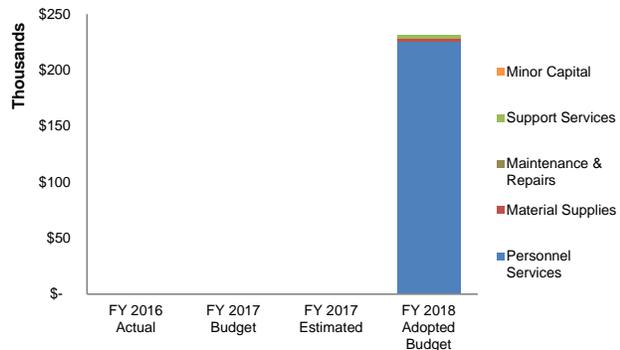
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ -	\$ -	\$ -	\$ 225,838
Material Supplies	-	-	-	2,267
Support Services	-	-	-	2,800
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 230,905</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Accounting Specialist	-	-	1.00
Executive Assistant	-	-	1.00
Executive Director Community Services	-	-	1.00
<b>Total Staffing</b>	<b>-</b>	<b>-</b>	<b>3.00</b>

**Department Expenditures**



**Department Expenditure History**



**GENERAL FUND  
COMMUNITY SERVICES  
GOLF COURSE**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Mission:**

The Golf Course's mission is to manage and maintain an 18-hole public golf course.

**Mission Elements:**

- Manage and maintain the golf course.
- Youth instruction.
- Adult instruction.
- Tournaments.

**Goals:**

- Re-train staff to adjust and maintain efficiencies related to the consolidation of the general manager and greens superintendent positions.
- Audit programs to determine areas for increased financial and operational efficiencies.
  - Identify potential for increased revenue via concession operations.

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
Trail Fees	\$ 11,469	\$ 10,500	\$ 10,500	\$ 8,334
Green Fees	343,053	365,715	365,715	387,489
Capital Improvement Fee	16,368	-	-	46,903
Pro Shop	153,316	157,555	157,555	154,295
Carts	227,848	244,407	244,407	225,500
Clubs	2,686	3,000	3,000	2,549
Annual Pass	146,184	137,090	137,090	141,292
Snack Bar	13,480	13,650	13,650	20,000
Alcohol Sales	-	-	20,000	50,000
Cart Shed	82,406	80,000	80,000	80,634
Handicap Fees	1,450	1,500	1,500	1,200
Driving Range	69,584	69,600	69,600	75,771
Player Development	2,560	5,800	5,800	2,000
General Resources	373,967	308,240	342,344	44,033
<b>Total</b>	<b>\$ 1,444,371</b>	<b>\$ 1,397,057</b>	<b>\$ 1,451,161</b>	<b>\$ 1,240,000</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ 854,283	\$ 847,298	\$ 859,089	\$ 711,749
Material Supplies	165,932	144,723	147,356	134,937
Maintenance & Repairs	26,247	36,800	41,101	35,375
Support Services	227,256	256,033	261,464	228,322
Minor Capital	1,216	600	825	3,969
Designated Expenses	50,259	11,103	10,702	5,648
Cost of Good Sold	119,178	100,500	130,625	120,000
<b>Total</b>	<b>\$ 1,444,371</b>	<b>\$ 1,397,057</b>	<b>\$ 1,451,161</b>	<b>\$ 1,240,000</b>

**GENERAL FUND  
COMMUNITY SERVICES  
GOLF COURSE**

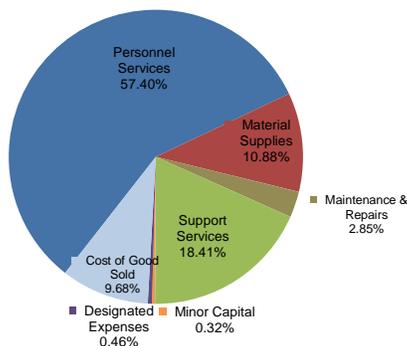
**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Accounting Specialist	1.00	-	-
Agronomy Supervisor	-	-	1.00
Cart Fleet & Range Attendant	2.00	2.00	2.00
Golf Shop Attendant	2.00	2.00	2.00
Golf Shop Attendant - part-time	0.50	0.50	0.50
Equipment Services Technician	1.00	1.00	1.00
General Manager	1.00	1.00	1.00
Golf Course Maintenance Technician	2.00	2.00	1.00
Golf Course Superintendent	1.00	1.00	-
Golf Professional	1.00	1.00	0.34
Golf Shop Manager	1.00	1.00	1.00
Greenskeeper	6.00	6.00	6.00
Seasonal Cart/Range Attendant	0.49	0.57	0.38
Seasonal Greenskeeper	1.16	0.95	0.67
<b>Total Staffing</b>	<b>20.15</b>	<b>19.02</b>	<b>16.89</b>

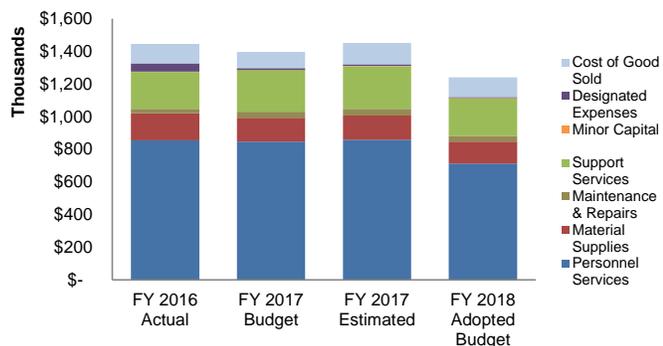
	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Workload/Demand Measures</b>			
Manage and maintain an 18 hole public golf course:			
-Number of rounds of golf played annually	41,858	38,361	36,000
-Number of turf grass acres maintained	120	120	120
-Number of tournaments hosted	30	40	35

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Performance Measures</b>			
Players indicating satisfaction with course	100.0%	100.0%	100%
Tournaments in 2nd year or more	20	20	20

**Department Expenditures**



**Department Expenditure History**



**GENERAL FUND  
COMMUNITY SERVICES  
COMMUNITY CENTER**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Mission:**

The Community Center's mission is to enhance the quality of life by providing a facility and programs for recreation, special services, education, and self-help courses for citizens of all ages.

**Mission Elements:**

- Provide public access to gym space free of charge.
- Provide affordable public access to meeting rooms.

**Goals:**

- Determine staffing methods that will enable the Community Center to accommodate citizens with a reduced staff.
- Audit programs to determine areas for increased financial and operational efficiencies.
  - Review instructor contracts for increased revenue opportunities.

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
Facilities Revenue	\$ 29,850	\$ 28,500	\$ 50,000	\$ 55,000
General Resources	64,953	142,184	91,157	74,036
<b>Total</b>	<b>\$ 94,803</b>	<b>\$ 170,684</b>	<b>\$ 141,157</b>	<b>\$ 129,036</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ 72,075	\$ 90,806	\$ 84,080	\$ 59,468
Material Supplies	3,979	5,450	3,896	5,140
Support Services	18,749	69,428	47,389	59,428
Minor Capital	-	5,000	5,792	5,000
<b>Total</b>	<b>\$ 94,803</b>	<b>\$ 170,684</b>	<b>\$ 141,157</b>	<b>\$ 129,036</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Recreation Assistant	3.00	3.00	2.00
<b>Total Staffing</b>	<b>3.00</b>	<b>3.00</b>	<b>2.00</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Workload/Demand Measures</b>			
Provide public access to gym space free of charge:			
-Open gym available (hours per week)	30	30	30
Provide affordable public access to meeting rooms:			
-Paid reservations	359	500	1,292

**GENERAL FUND  
COMMUNITY SERVICES  
COMMUNITY CENTER**

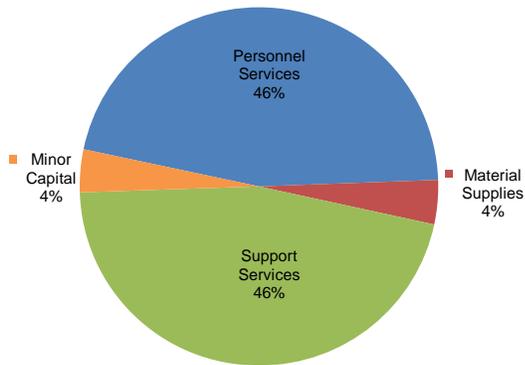
**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Performance Measures**

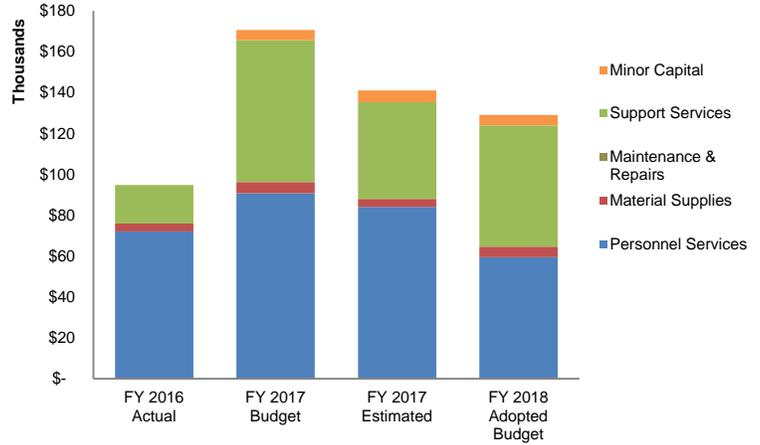
Change in reservations

<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
120%	167%	646%

**Department Expenditures**



**Department Expenditure History**



**GENERAL FUND  
COMMUNITY SERVICES  
PARKS**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Mission:**

The Park's and Public Groundsmission is to maintain parks, public grounds, and athletics fields to enhance quality of life for our citizens.

**Mission Elements:**

- Mow grass in parks and public grounds.
- Mow and maintain public grounds.
- Maintain athletic fields.

**Goals:**

- Consolidate crews to allow for the timely completion of work with the reduction of staff.

<b>Revenue Summary</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
General Resources	\$ 1,894,584	\$ 1,743,883	\$ 1,744,348	\$ 1,818,301
<b>Total</b>	<b>\$ 1,894,584</b>	<b>\$ 1,743,883</b>	<b>\$ 1,744,348</b>	<b>\$ 1,818,301</b>

<b>Expenditure Summary</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Personnel Services	\$ 1,332,852	\$ 1,192,264	\$ 1,147,298	\$ 1,241,348
Material Supplies	225,732	149,811	118,312	149,869
Maintenance & Repairs	147,552	125,200	149,662	133,200
Support Services	185,523	276,608	318,915	290,884
Minor Capital	2,925	-	10,160	3,000
<b>Total</b>	<b>\$ 1,894,584</b>	<b>\$ 1,743,883</b>	<b>\$ 1,744,348</b>	<b>\$ 1,818,301</b>

<b>Staffing</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Equipment Service Technician	1.00	1.00	1.00
Graffiti Removal Specialist	1.00	1.00	1.00
Grounds Maintenance Crew Leaders	5.00	5.00	5.00
Grounds Maintenance Workers	26.00	20.00	19.00
Seasonal Grounds Maintenance Workers	-	1.99	1.99
Superintendent	1.00	1.00	1.00
Supervisor	3.00	3.00	3.00
<b>Total Staffing</b>	<b>37.00</b>	<b>32.99</b>	<b>31.99</b>

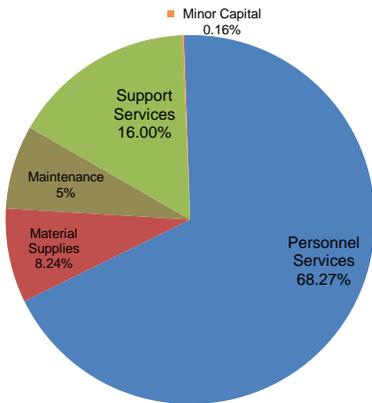
**GENERAL FUND  
COMMUNITY SERVICES  
PARKS**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

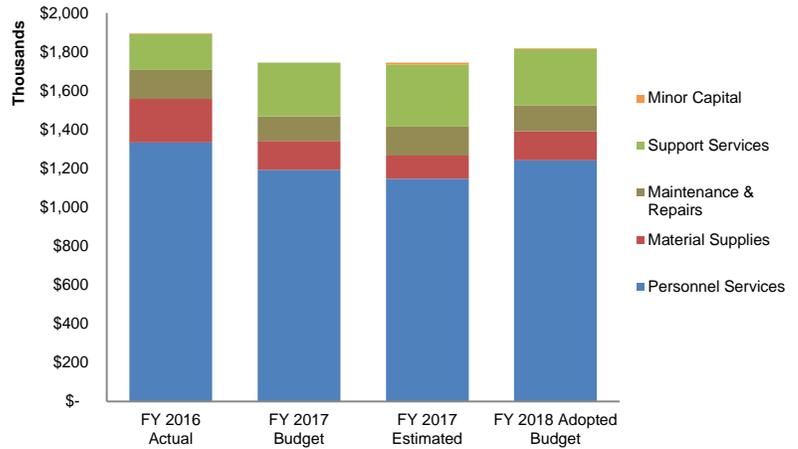
	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Workload/Demand Measures</b>			
Maintain parks, public grounds, and athletic fields:			
-Number of acres maintained	953	953	953
-Number of acres mowed weekly	611	611	611
-Number of acres mowed bi-weekly	953	953	953
-Number of athletic fields maintained	21	21	21
-Number of parks maintained	22	23	23
-Number of trails maintained	2	3	3

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Performance Measures</b>			
Achieved park/landscape target maintenance standard	100%	100%	100%

**Department Expenditures**



**Department Expenditure History**



**GENERAL FUND  
COMMUNITY SERVICES  
LIONS CLUB PARK OPERATIONS**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Mission:**

Lions Club Park Operations' mission is to operate the Family Recreation Center (FRC).

**Mission Elements:**

- Fitness Center.
- Recreation programs.

**Goals:**

- Leverage supervision resources of athletics and recreation to accomplish 100% on site supervisor at the Family Recreation Center.
- Audit programs to determine areas for increased financial and operations efficiencies.
  - Explore offering indoor soccer, youth basketball tournaments, and day camp programs.

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
Recreation Center Memberships	\$ 426,417	\$ 494,572	\$ 494,572	\$ 400,000
Capital Replacement Fee	20,737	21,300	21,300	15,500
General Resources	317,267	355,066	262,692	56,571
<b>Total</b>	<b>\$ 764,421</b>	<b>\$ 870,938</b>	<b>\$ 778,564</b>	<b>\$ 472,071</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ 528,604	\$ 649,615	\$ 537,043	\$ 265,905
Material Supplies	45,219	35,895	36,419	37,161
Maintenance & Repairs	12,089	6,000	9,097	8,542
Support Services	142,249	104,428	125,498	103,706
Minor Capital	-	-	2,725	-
Professional Services	-	38,000	32,300	19,757
Designated Expenses	36,260	37,000	35,483	37,000
<b>Total</b>	<b>\$ 764,421</b>	<b>\$ 870,938</b>	<b>\$ 778,564</b>	<b>\$ 472,071</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Accounting Specialist <sup>1</sup>	1.00	1.00	-
Asst. Director of Parks and Recreation	1.00	-	-
Custodian	3.00	3.00	2.00
Executive Assistant <sup>1</sup>	1.00	1.00	-
Executive Director Community Services <sup>1</sup>	1.00	1.00	-
Recreation Assistant	6.00	6.00	4.00
Recreation Assistant - part-time	1.50	1.50	1.59
Supervisor (Recreation Center)	1.00	1.00	-
<b>Total Staffing</b>	<b>15.50</b>	<b>14.50</b>	<b>7.59</b>

<sup>1</sup> - Transferred 3 administrative positions to new Administration Division in FY 2018

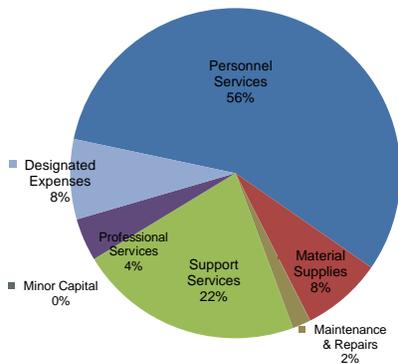
<sup>2</sup> - Transferred Recreation Supervisor to Recreation in FY 2018

**GENERAL FUND  
COMMUNITY SERVICES  
LIONS CLUB PARK OPERATIONS**

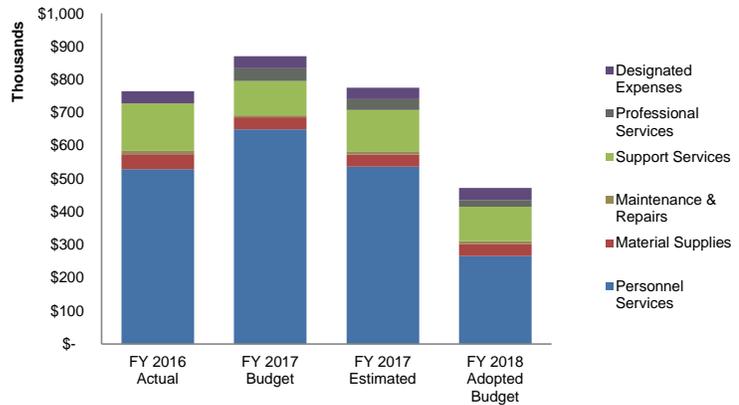
**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Workload/Demand Measures</b>			
Fitness Center:			
-Number of annual pass holders	441	356	400
-Number of day passes sold	17,890	19,089	18,300
-Number of fitness membership visits	130,812	104,077	108,297
-Number of cardio equipment pieces	40	42	42
-Number of free-weight stations	27	27	27
-Number of pin-weight stations	18	20	20
Recreation programs:			
-Number of fitness classes offered	25/week	25/week	13/week
-Number of athletic league visits	71,448	51,420	76,816
-Number of total foot traffic	202,260	155,497	185,113
	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Performance Measures</b>			
Increase in number of memberships	1,878	-1,483	1,200
Percentage increase in memberships	12.92%	-11.21%	8.03%

**Department Expenditures**



**Department Expenditure History**



**GENERAL FUND  
COMMUNITY SERVICES  
FAMILY AQUATICS CENTER**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Mission:**

The Aquatic's mission is to provide aquatics programming for the citizens of Killeen.

**Mission Elements:**

- Provide aquatic activities.

**Goals:**

- Reclassify positions to provide adequate supervision of the Family Aquatic Center.
- Audit programs to determine areas for increased financial and operational efficiencies.
  - Explore options for offering American Red Cross Swim Lessons in the late summer and early fall.

<b>Revenue Summary</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Swimming Pool Receipts	\$ -	\$ 17,578	\$ 18,000	\$ 20,000
Pool Season Passes	-	175	175	200
Pool Reservations	50	1,000	500	940
Swimming Pool Lessons	43,275	55,000	41,000	45,500
Lifeguard Instruction Receipts	7,025	5,721	1,800	5,000
Aquatics Revenues	297,221	293,932	293,932	300,304
Aquatics Concession Revenue	9,500	12,000	9,750	10,000
Aquatics Center Rentals	45,575	57,000	57,000	50,000
Aquatics Center Season Passes	9,268	7,100	7,100	7,000
General Resources	65,875	27,118	26,151	12,848
<b>Total</b>	<b>\$ 477,789</b>	<b>\$ 476,624</b>	<b>\$ 455,408</b>	<b>\$ 451,792</b>

<b>Expenditure Summary<sup>1</sup></b>	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Personnel Services	\$ 364,970	\$ 343,881	\$ 330,359	\$ 319,084
Material Supplies	53,336	56,147	45,413	45,757
Maintenance & Repairs	7,145	11,120	16,161	14,120
Support Services	42,363	61,976	60,908	68,531
Minor Capital	9,975	1,500	1,451	1,500
Professional Services	-	2,000	1,115	2,800
<b>Total</b>	<b>\$ 477,789</b>	<b>\$ 476,624</b>	<b>\$ 455,408</b>	<b>\$ 451,792</b>

**GENERAL FUND  
COMMUNITY SERVICES  
FAMILY AQUATICS CENTER**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

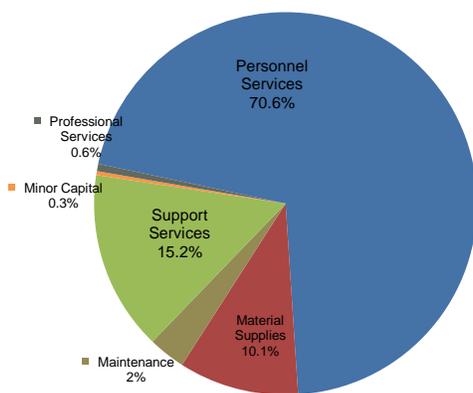
	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Supervisor	1.00	1.00	1.00
Seasonal Lifeguard	9.48	9.48	9.44
Seasonal Pool Cashier	1.55	2.10	1.59
Seasonal Pool Manager	1.15	1.55	1.21
Seasonal Water Safety Instructor	2.08	2.22	1.01
<b>Total Staffing</b>	<b>15.26</b>	<b>16.35</b>	<b>14.25</b>

<sup>1</sup> - Combined Swimming Pool Division with Aquatics

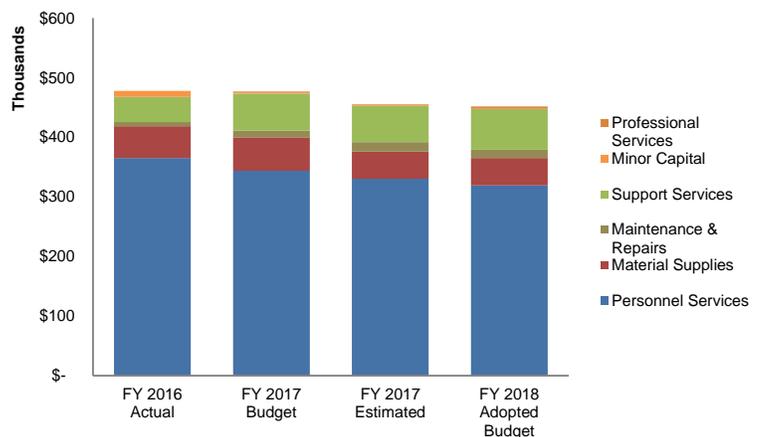
	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Workload/Demand Measures</b>			
Provide aquatic activities:			
-Number of admission tickets sold	51,151	50,000	52,000
-Number of swim lesson registrations	1,281	1,200	1,200
Inventory:			
-Family Aquatic Center	1	1	1
-Swim Pools			
-Long Branch	0	1	1
-Pershing	0	0	0

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Performance Measures</b>			
Swim lessons filled	80%	80%	80%
Family aquatic center reservations filled	70%	70%	70%
Daily attendance filled	60%	60%	60%

**Department Expenditures**



**Department Expenditure History**



**GENERAL FUND  
COMMUNITY SERVICES  
RECREATION**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Mission:**

Recreation's mission is to provide diverse and inclusive recreational events and programs for the community.

**Mission Elements:**

- Provide recreation events.
- Provide recreation programs.

**Goals:**

- Explore the consolidation of Athletics and Recreation.
- Audit programs to determine areas for increased financial and operational efficiencies.
  - Review the fee structure/costs for special events to determine fiscal soundness.

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
Recreation Revenue	\$ 25,755	\$ 25,000	\$ 25,000	\$ 25,000
Recreational Classes	-	-	1,600	1,622
General Resources	170,547	179,228	165,191	206,185
<b>Total</b>	<b>\$ 196,302</b>	<b>\$ 204,228</b>	<b>\$ 191,791</b>	<b>\$ 232,807</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ 97,917	\$ 101,651	\$ 88,108	\$ 152,466
Material Supplies	57,840	59,333	58,598	42,386
Support Services	43,688	36,244	39,918	31,955
Minor Capital	32	-	-	-
Professional Services	-	7,000	5,055	6,000
Designated Expenses	(3,175)	-	112	-
<b>Total</b>	<b>\$ 196,302</b>	<b>\$ 204,228</b>	<b>\$ 191,791</b>	<b>\$ 232,807</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Superintendent	1.00	1.00	1.00
Recreation Supervisor <sup>1</sup>	1.00	1.00	2.00
<b>Total Staffing</b>	<b>2.00</b>	<b>2.00</b>	<b>3.00</b>

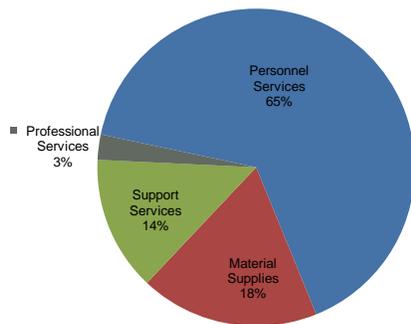
<sup>1</sup> - Transferred Recreation Supervisor from Lions Club Park in FY 2018

**GENERAL FUND  
COMMUNITY SERVICES  
RECREATION**

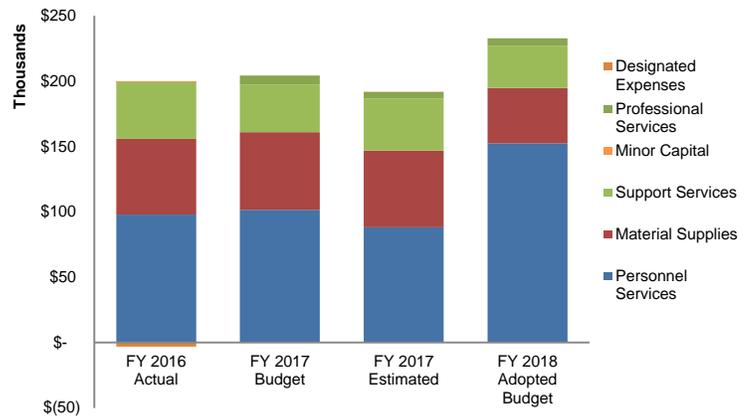
**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Workload/Demand Measures</b>			
Provide recreation events and programs:			
-Number of special events	8	8	8
-Number of community celebrations	7	7	5
<b>Performance Measures</b>			
Decrease in programs offered	0	1	2
Increase participation in the four Centex race series runs hosted in Killeen	305	-751	61
Increase in events supported	2	2	2

**Department Expenditures**



**Department Expenditure History**



**GENERAL FUND  
COMMUNITY SERVICES  
ATHLETICS**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Mission:**

The Athletics' mission is to provide athletic programming primarily to youth.

**Mission Elements:**

- Provide league administration for sports.

**Goals:**

- Explore consolidating the Athletics and Recreation divisions.
- Audit programs to determine areas for increased financial and operational efficiencies.
  - Explore affiliations with sports associations to increase programs via partnerships.

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
Athletic Revenue	\$ 147,131	\$ 170,200	\$ 140,000	\$ 135,000
Concession Stand Revenue	15,000	15,000	15,000	15,000
General Resources	180,498	159,127	138,146	175,689
<b>Total</b>	<b>\$ 342,629</b>	<b>\$ 344,327</b>	<b>\$ 293,146</b>	<b>\$ 325,689</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ 142,044	\$ 138,239	\$ 132,422	\$ 150,836
Material Supplies	87,844	104,151	65,002	95,953
Support Services	112,741	37,596	41,104	41,464
Minor Capital	-	-	62	-
Professional Services	-	64,341	54,557	37,436
<b>Total</b>	<b>\$ 342,629</b>	<b>\$ 344,327</b>	<b>\$ 293,146</b>	<b>\$ 325,689</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Athletic Superintendent	1.00	1.00	1.00
Recreation Supervisor	2.00	2.00	2.00
<b>Total Staffing</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

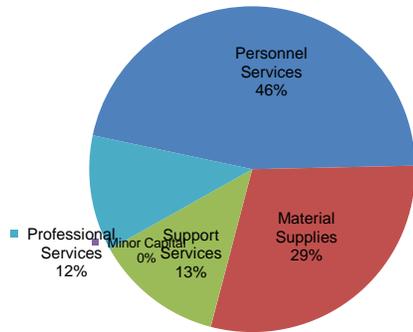
	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Workload/Demand Measures</b>			
Provide league administration:			
-Number of youth participants	2,262	2,253	2,411
-Number of adult team participants	127	117	60
-Number of tournaments hosted	7	6	4

**GENERAL FUND  
COMMUNITY SERVICES  
ATHLETICS**

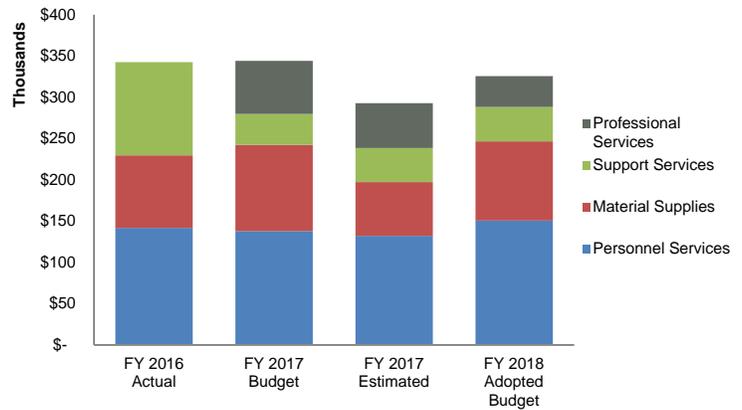
**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

<b>Performance Measures</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
% of supervision @ KPR athletic events	100%	100%	100%
Invitational, regional, state & national tournaments hosted	7	6	4
Volunteer coach recruiting success	100%	100%	100%
Games cancelled due to failure to have adequate referees/umpires	0	0	0
Deadlines met for league start dates, coaches meetings, team formation and state registrations.	97%	100%	100%

**Department Expenditures**



**Department Expenditure History**



**GENERAL FUND  
COMMUNITY SERVICES  
CEMETERY**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Mission:**

The Cemetery's mission is to maintain the cemetery.

**Mission Elements:**

- Mow and maintain cemetery.

**Goals:**

- Consolidate crews to allow for the timely completion of work with the reduction of staff.

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
Cemetery Lots	\$ 51,575	\$ 46,700	\$ 35,000	\$ 52,891
General Resrouces	215,424	154,299	163,433	136,372
<b>Total</b>	<b>\$ 266,999</b>	<b>\$ 200,999</b>	<b>\$ 198,433</b>	<b>\$ 189,263</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ 240,695	\$ 170,980	\$ 181,977	\$ 161,677
Material Supplies	10,115	8,304	5,541	9,159
Maintenance & Repairs	11,786	10,934	3,860	7,746
Support Services	4,104	10,781	7,054	10,681
Minor Capital	299	-	-	-
<b>Total</b>	<b>\$ 266,999</b>	<b>\$ 200,999</b>	<b>\$ 198,433</b>	<b>\$ 189,263</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Crew Leader	1.00	1.00	1.00
Grounds Maintenance Worker	3.00	3.00	3.00
Superintendent	1.00	-	-
<b>Total Staffing</b>	<b>5.00</b>	<b>4.00</b>	<b>4.00</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Workload/Demand Measures</b>			
Acreage mowed & trimmed	1,362	1,362	1,362
Occupied lots serviced	9,703	9,800	9,897
Interments/Disinterments	97	101	101
Spaces sold (Adults/Infants)	89	53	65
Customers served (Telephone/Visitors)	7,872	6,312	6,500
Monuments in-house repairs	25	2	0

**GENERAL FUND  
COMMUNITY SERVICES  
CEMETERY**

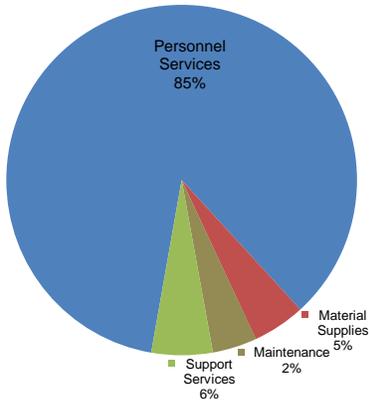
**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Performance Measures**

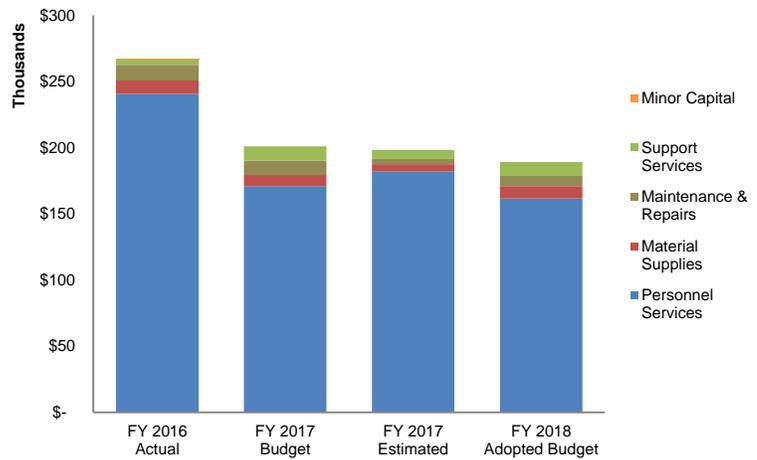
Annual operating cost per person per resident  
Annual cost to mow/trim Acre  
Annual cost to service occupied lots  
Service satisfaction of patrons per occupied lots

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Annual operating cost per person per resident	\$2.19	\$2.19	\$2.15
Annual cost to mow/trim Acre	\$223	\$223	\$220
Annual cost to service occupied lots	\$30	\$30	\$29
Service satisfaction of patrons per occupied lots	99%	99%	99%

**Department Expenditures**



**Department Expenditure History**



**GENERAL FUND  
COMMUNITY SERVICES  
SENIOR CITIZENS**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Mission:**

The Senior Center's mission is to provide facilities that offer wellness, education, and social classes to seniors.

**Mission Elements:**

- Senior social programs.
- Senior wellness programs.
- Senior education programs.

**Goals:**

- Increase volunteer participation of oversight of programs to ensure programs remain cost effective.
- Audit programs to determine areas for increased financial and operational efficiencies.
  - Leverage resources of Senior Council and Senior Advisory Board to increase programs with minimal impact on staff resources and funds.

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ 238,851	\$ 168,635	\$ 161,602	\$ 182,452
<b>Total</b>	<b>\$ 238,851</b>	<b>\$ 168,635</b>	<b>\$ 161,602</b>	<b>\$ 182,452</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ 195,471	\$ 111,725	\$ 109,149	\$ 126,870
Material Supplies	11,550	19,691	17,069	19,410
Maintenance & Repairs	2,321	2,165	3,811	3,184
Support Services	28,017	18,215	15,117	16,149
Minor Capital	1,492	-	-	-
Professional Services	-	16,839	16,456	16,839
<b>Total</b>	<b>\$ 238,851</b>	<b>\$ 168,635</b>	<b>\$ 161,602</b>	<b>\$ 182,452</b>

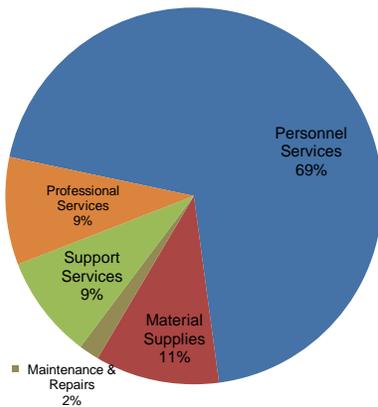
	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Office Assistant	1.00	1.00	1.00
Program Assistant	1.00	1.00	1.00
Program Coordinator	1.00	1.00	1.00
Recreation Assistant - part-time	-	-	0.50
Senior Centers Manager	1.00	-	-
<b>Total Staffing</b>	<b>4.00</b>	<b>3.00</b>	<b>3.50</b>

**GENERAL FUND  
COMMUNITY SERVICES  
SENIOR CITIZENS**

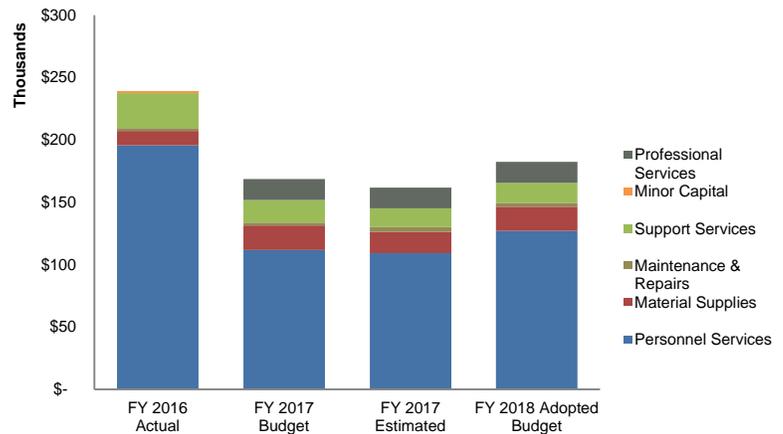
**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Workload/Demand Measures</b>			
Senior social and education programs:			
-Number of annual events hosted	62	71	110
Senior wellness programs:			
-Number of meals served	14,398	14,899	16135
<b>Performance Measures</b>			
Operational costs per attendee	\$3.57	\$2.44	\$2.42
Operational costs per member	\$43.29	\$29.80	\$29.01
Per capita operational cost	\$1.82	\$1.18	\$1.18
City population served	5%	5%	5%
City senior citizen population served	3%	2%	3%

**Department Expenditures**



**Department Expenditure History**

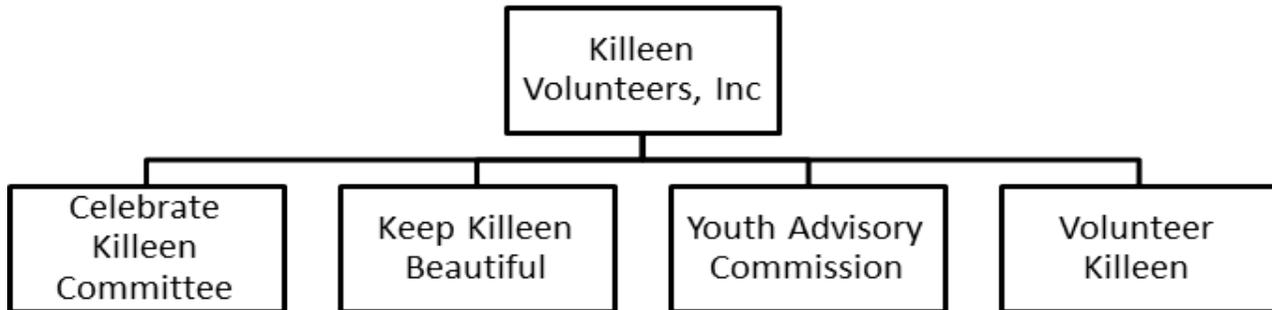


**GENERAL FUND  
COMMUNITY SERVICES  
VOLUNTEER SERVICES**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Mission:**

The Volunteer Service's mission is to mobilize people and resources to address community needs through volunteerism.



**Mission Elements:**

- Recruit volunteers.
- Constructively use volunteers.
- Celebrate volunteer contributions.

**Goals:**

- Program committees will play an increased role in accomplishing events with reductions in manpower.
- Audit programs to determine areas for increased financial and operational efficiencies.
  - Programs will grow through partnerships with civic agencies.

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ 133,222	\$ 150,748	\$ 156,831	\$ 161,848
<b>Total</b>	<b>\$ 133,222</b>	<b>\$ 150,748</b>	<b>\$ 156,831</b>	<b>\$ 161,848</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ 130,401	\$ 146,384	\$ 153,543	\$ 157,575
Material Supplies	993	2,230	1,784	2,139
Maintenance & Repairs	(300)	-	-	-
Support Services	2,128	2,134	1,505	2,134
<b>Total</b>	<b>\$ 133,222</b>	<b>\$ 150,748</b>	<b>\$ 156,831</b>	<b>\$ 161,848</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Director of Volunteer Services	1.00	1.00	1.00
Senior Secretary	1.00	1.00	1.00
Youth Program Specialist	1.00	1.00	1.00
<b>Total Staffing</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

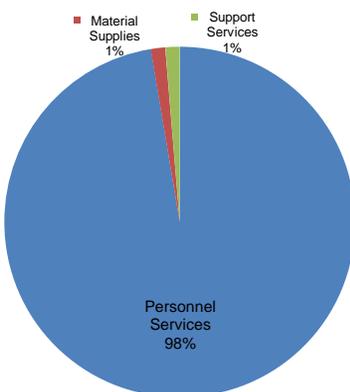
**GENERAL FUND  
COMMUNITY SERVICES  
VOLUNTEER SERVICES**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

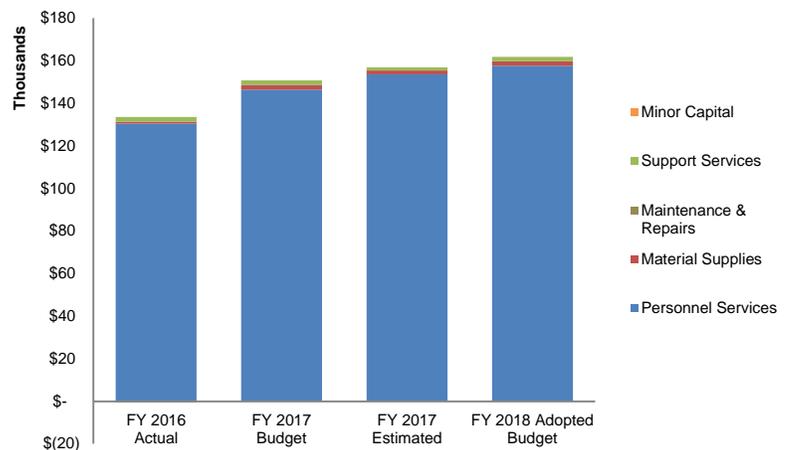
<b>Workload/Demand Measures</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Recruit volunteers:			
-Number of volunteers recruited	261	265	265
-Number of service hours	81,310	81,450	81,451
-Monetary savings in volunteer hours	\$2,696,206	\$2,841,501	\$2,841,501
Constructively use volunteers:			
-Number of community service events	139	148	150
-Some of the community events hosted:			
-Holiday Under the Stars	132	144	145
-Celebrate Killeen	222	241	245
-Make a Difference Day	3,845	4,125	4,120
-Don't Mess with Texas Trash Off	2,801	2,874	2,870
Celebrate volunteer contributions:			
-Appreciation events	394	457	350
-Including an event to present the President's Volunteer Service Awards	1,741	1,987	1,750

<b>Performance Measures</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
# of hours performed in relation to projects	933	934	934
% of filled volunteer service projects	100%	100%	100%

**Department Expenditures**



**Department Expenditure History**





***Dedicated Service – Everyday, for Everyone!***

**GENERAL FUND  
COMMUNITY DEVELOPMENT**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Description**

The Community Development department is comprised of six divisions:

- 1. Library
- 2. Killeen Arts & Activity Center
- 3. Community Development Operations
- 4. Home Program
- 5. Building Services
- 6. Custodial Services

**Revenue Summary**

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Library Revenue	\$ 25,753	\$ 28,500	\$ 29,750	\$ 30,500
Event Revenue	83,605	86,000	86,000	78,518
CDBG Grant Revenue	186,549	181,586	181,586	-
HOME Grant Revenue	30,172	31,103	31,128	-
General Resources	3,349,620	3,483,071	3,328,172	3,371,157
<b>Total</b>	<b>\$ 3,675,699</b>	<b>\$ 3,810,260</b>	<b>\$ 3,656,636</b>	<b>\$ 3,480,175</b>

**Expenditure Summary**

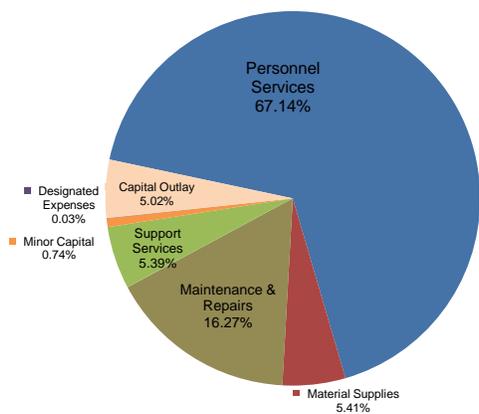
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Personnel Services	\$ 2,606,386	\$ 2,674,560	\$ 2,567,548	\$ 2,336,468
Material Supplies	143,169	164,917	149,734	188,170
Maintenance & Repairs	544,051	517,688	566,603	566,261
Support Services	154,689	211,151	171,446	187,728
Minor Capital	41,089	66,696	49,288	25,900
Professional Services	557	10,536	8,471	-
Designated Expenses	383	2,000	397	1,000
Capital Outlay	185,375	162,712	143,150	174,648
<b>Total</b>	<b>\$ 3,675,699</b>	<b>\$ 3,810,260</b>	<b>\$ 3,656,636</b>	<b>\$ 3,480,175</b>

**Staffing**

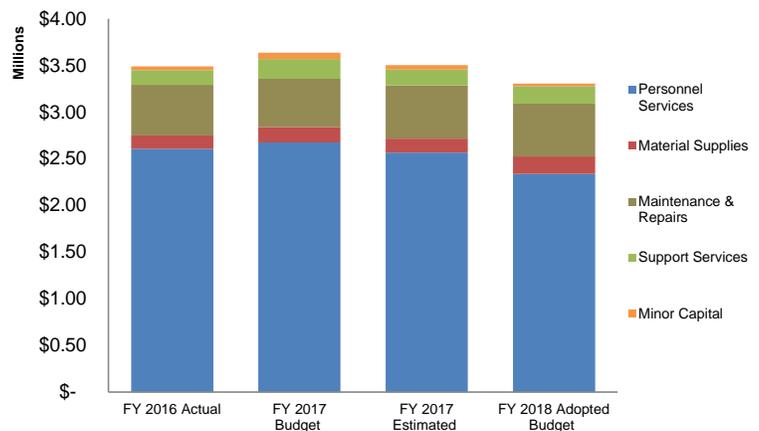
	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Total Staffing</b> <sup>1</sup>	<b>63.00</b>	<b>61.50</b>	<b>54.32</b>

<sup>1</sup> - Realigned Lien Services to Finance Department in FY 2018

**Department Expenditures**



**Department Expenditure History**



**GENERAL FUND  
COMMUNITY DEVELOPMENT  
LIBRARY SERVICES**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Mission:**

The mission of the Killeen Public Library System is to enrich lives by fostering literacy and community engagement, supporting reading for pleasure and for research, and connecting people to information and ideas.

**Mission Elements:**

- Provide access to books and materials.
- Provide access to electronic media.
- Provide access to research and materials.
- Provide learning activities.

**Goals:**

- Expand programming for all ages to foster lifelong learning and community engagement.
  - Rearrange the Branch Library layout for more efficient use of space and improved security.
  - Reorganize staffing to create leaner management structure and to respond to the shift of some service to the online environment.
  - Continue to increase visibility in the community and market programming more aggressively.
  - Build partnerships with local business leaders.

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
Library Copier Charges	\$ 15,647	\$ 18,500	\$ 18,500	\$ 18,500
Library Fees & Contributions	10,106	10,000	11,250	12,000
General Resources	1,462,885	1,454,222	1,407,105	1,391,894
<b>Total</b>	<b>\$ 1,488,638</b>	<b>\$ 1,482,722</b>	<b>\$ 1,436,855</b>	<b>\$ 1,422,394</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ 1,173,014	\$ 1,136,931	\$ 1,112,330	\$ 1,032,161
Material Supplies	64,486	71,437	64,374	104,847
Maintenance & Repairs	26,095	6,550	28,105	29,850
Support Services	47,416	65,092	50,492	68,388
Minor Capital	27,365	40,000	38,405	12,500
Capital Outlay	150,262	162,712	143,150	174,648
<b>Total</b>	<b>\$ 1,488,638</b>	<b>\$ 1,482,722</b>	<b>\$ 1,436,855</b>	<b>\$ 1,422,394</b>

**GENERAL FUND  
COMMUNITY DEVELOPMENT  
LIBRARY SERVICES**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Administrative Clerk, part-time	-	0.50	0.50
Assistant Director of Library Services	2.00	1.00	1.00
Adult Services Librarian	-	1.00	-
Cataloger	1.00	-	-
Cataloging Librarian	-	1.00	1.00
Children's Services Assistant	-	1.00	0.50
Children's Services Clerk, part-time	-	0.50	0.50
Children's Services Librarian	-	1.00	1.00
Circulation Clerk, full-time	-	7.00	7.00
Circulation Clerk, part-time	-	1.50	2.00
Director of Library Services	1.00	1.00	1.00
Inter-Library Loan Librarian	1.00	1.00	1.00
Library Assistant	1.00	-	-
Library Clerk, full-time	8.00	-	-
Library Clerk, part-time	4.00	-	-
Library Program Coordinator	-	1.00	-
Library Supervisor	4.00	2.00	2.00
Principal Secretary	1.00	1.00	1.00
Reference Clerk	-	2.00	1.00
Reference Clerk, part-time	-	-	0.50
Reference Librarian	2.00	-	-
Reference Manager	-	1.00	0.34
Senior Library Assistant	2.00	2.00	4.00
<b>Total Staffing</b>	<b>27.00</b>	<b>25.50</b>	<b>24.34</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Workload/Demand Measures</b>			
Provide access to books and materials			
-Supporting reading for pleasure & research:			
-Number of library materials owned	148,295	146,357	144,500
-Number of items checked out	282,971	255,669	254,391
-Number of library visitors	227,411	242,223	247,067
-Number of hours open to the public:			
-Main Library	52	54	54
-Branch Library	52	52	52
Provide access to electronic media			
-Connecting people to information & ideas:			
-Number of patron computer sessions	56,308	57,921	58,211
-Number of online database searches	26,816	32,071	34,636
-Number of books downloaded	16,298	16,999	17,084
Provide access to research materials			
-Connecting people to information & ideas:			
-Number of library card holders	78,194	81,786	82,195
-Number of informational assistance transactions	20,995	25,895	26,024

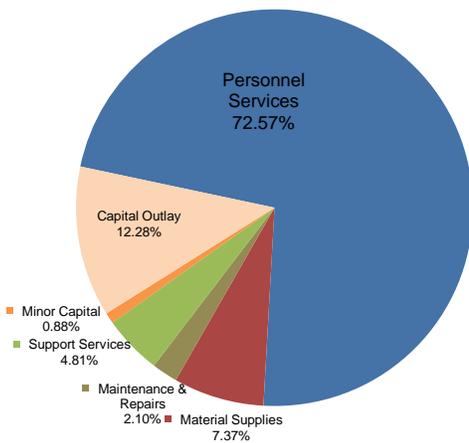
**GENERAL FUND  
COMMUNITY DEVELOPMENT  
LIBRARY SERVICES**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

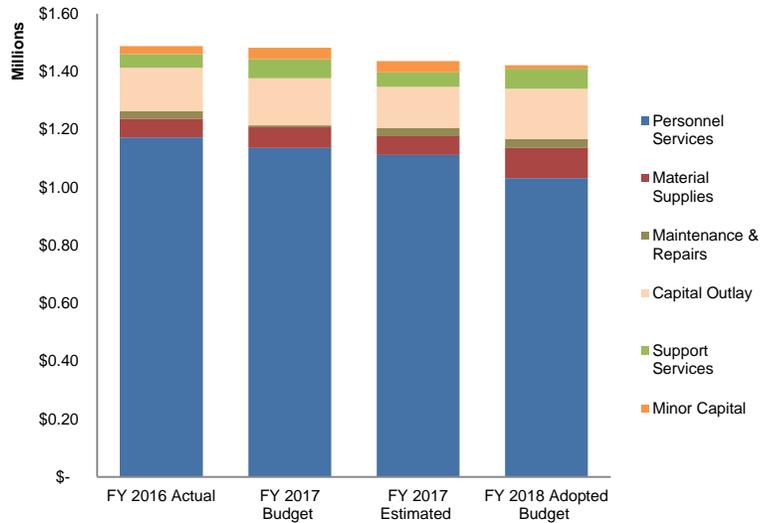
<b>Workload/Demand Measures</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Provide learning activities			
-Fostering literacy & community engagement:			
-Preschool emergent literacy story times attendance	8,621	9,840	10,223
-Preschool/elementary summer reading club registrations	892	779	802
-Teen summer craft & movie time attendance	98	158	165
-Senior center book club & discover sessions (started in FY2017)	N/A	341	359
-Adult spelling bee	N/A	4	N/A
-Family game day	N/A	N/A	585

<b>Performance Measures</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Change in circulation of materials	-4.85%	-9.65%	-0.50%
Change in library visits	-13.73%	6.51%	2.00%
Change in children's program attendance	-10.86%	14.14%	4.00%
Change in Public Computer Users	-31.25%	2.86%	0.50%
Change in downloadable materials checked out	14.29%	4.30%	0.50%

**Department Expenditures**



**Department Expenditure History**



**GENERAL FUND  
COMMUNITY DEVELOPMENT  
KILLEEN ARTS & ACTIVITIES CENTER**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Mission:**

The mission of the Killeen Arts & Activities Center is to manage the public event space available at the KAAC.

**Mission Elements:**

- Market and book events.
- Event planning and coordination.
- Event set-up and support.
- Facility cleaning and maintenance.

**Goals:**

- Maintain customer service levels at City event facilities.
- Continue to improve on audio/visual/sound equipment.
- Provide a public entertainment venue with exceptional service and pricing for all citizens to utilize.
- Continue to expand advertising and promotions through social media, website, publications, and participating in special events.

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
Event Revenue	\$ 83,605	\$ 86,000	\$ 86,000	\$ 78,518
General Resources	315,389	380,804	299,381	362,614
<b>Total</b>	<b>\$ 398,994</b>	<b>\$ 466,804</b>	<b>\$ 385,381</b>	<b>\$ 441,132</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ 188,673	\$ 208,299	\$ 197,992	\$ 215,942
Material Supplies	16,769	11,550	8,745	9,946
Maintenance & Repairs	63,094	109,000	81,588	98,417
Support Services	85,838	112,424	89,969	105,827
Minor Capital	9,124	23,531	6,689	10,000
Designated Expenses	383	2,000	397	1,000
Capital Outlay	35,113	-	-	-
<b>Total</b>	<b>\$ 398,994</b>	<b>\$ 466,804</b>	<b>\$ 385,381</b>	<b>\$ 441,132</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Event Assistant <sup>1</sup>	3.00	3.00	3.00
Event Coordinator	1.00	1.00	1.00
Office Assistant	1.00	1.00	1.00
Operations Supervisor	1.00	1.00	1.00
<b>Total Staffing</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>

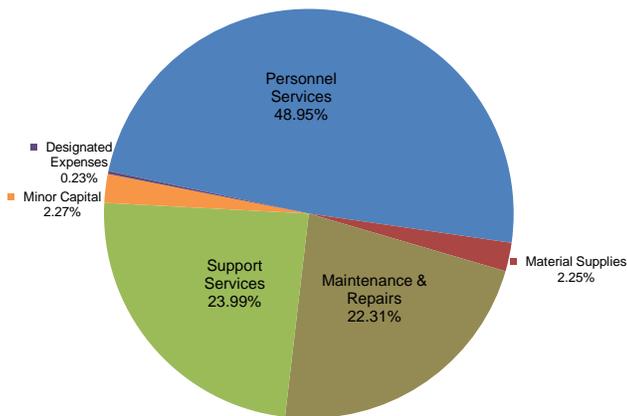
<sup>1</sup> - Position title changed from Custodian to Event Assistant during FY 2017

**GENERAL FUND  
COMMUNITY DEVELOPMENT  
KILLEEN ARTS & ACTIVITIES CENTER**

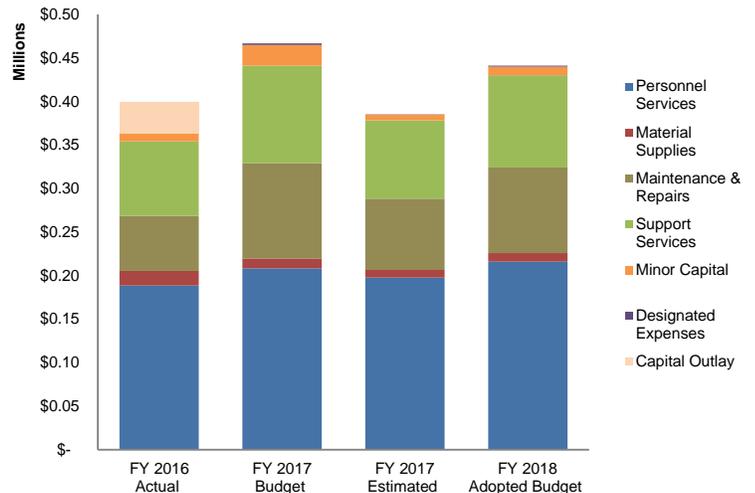
**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Workload/Demand Measures</b>			
Market and book events:			
-Number of events booked at KAAC	295	151	180
-Number of persons attending events at KAAC	27,170	18,407	25,808
-Increased advertising through movie screen ads and creation of billboard signage	N/A	\$3,195.00	N/A
-Implemented Facebook page to increase promotion of facility and public events	No Cost	No Cost	No cost
Event set-up and support:			
-Installed new audio/visual components	\$347,808.00	\$3,763.23	\$3,000.00
Facility cleaning and maintenance:			
-Number of square feet cleaned and maintained	70469.5	723460	73839.5
-Number of work orders completed	97	76	62
	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Performance Measures</b>	<b>\$5,969.00</b>	<b>\$21,165.00</b>	<b>\$7,000.00</b>
Decrease in event revenues	-80	-136	29
Increase in events booked			
* Decrease due to the loss of two weekly church events			

**Department Expenditures**



**Department Expenditure History**



**GENERAL FUND  
COMMUNITY DEVELOPMENT  
ADMINISTRATION**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Mission:**

The Community Development Administration Division's mission is to implement the Community Development Block Grant (CDBG) and HOME programs.

**Mission Elements:**

- Provide oversight, reporting, and compliance for CDBG program.
- Provide oversight, reporting, and compliance for HOME program.

**Goals:**

- Maintain CDBG and HOME Program grant requirements.
- Complete all grant reporting.
- Complete program monitoring of all subrecipients.

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
CDBG Administration	\$ 186,549	\$ 181,586	\$ 181,586	\$ -
General Resources	127,117	154,215	152,891	144,317
<b>Total</b>	<b>\$ 313,666</b>	<b>\$ 335,801</b>	<b>\$ 334,477</b>	<b>\$ 144,317</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ 302,820	\$ 304,746	\$ 305,591	\$ 144,317
Material Supplies	2,407	6,641	6,931	-
Maintenance & Repairs	727	1,425	1,171	-
Support Services	6,272	12,983	14,983	-
Minor Capital	1,440	-	-	-
Professional Services	-	10,006	5,801	-
<b>Total</b>	<b>\$ 313,666</b>	<b>\$ 335,801</b>	<b>\$ 334,477</b>	<b>\$ 144,317</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Executive Director of Community Development	1.00	1.00	0.98
Executive Assistant <sup>1</sup>	1.00	1.00	-
Community Development Programs Administrator <sup>1</sup>	1.00	1.00	-
Community Development Specialist <sup>1</sup>	1.00	1.00	-
<b>Total Staffing</b>	<b>4.00</b>	<b>4.00</b>	<b>0.98</b>

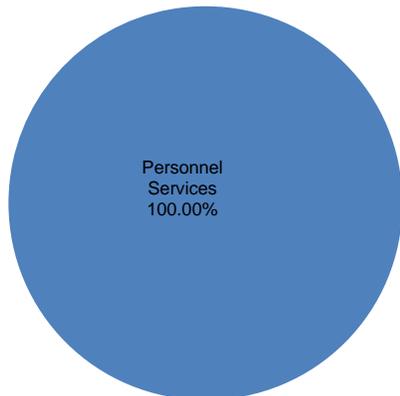
<sup>1</sup> - Realigned staff to CDBG and HOME Program Grant Fund

**GENERAL FUND  
COMMUNITY DEVELOPMENT  
ADMINISTRATION**

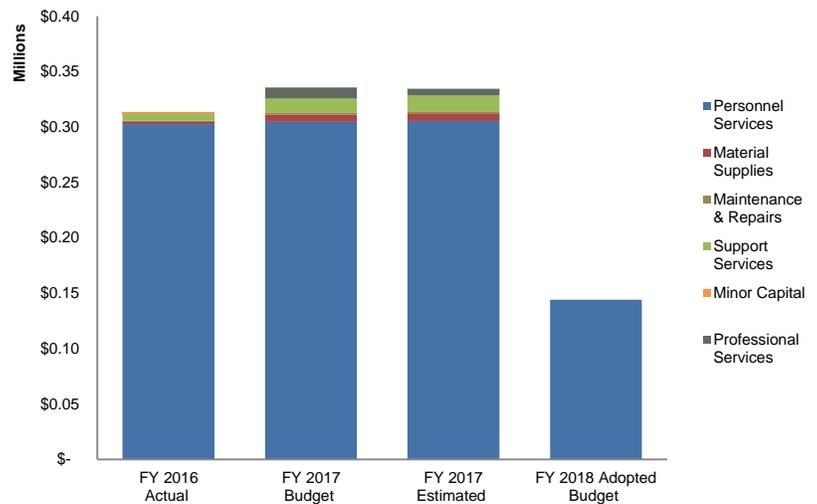
**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Workload/Demand Measures</b>			
Provide oversight, reporting, and compliance for CDBG and HOME program:			
-Reports submitted on time to U.S. Dept of Housing and Urban Development (HUD)	11	11	11
-Grant agreements successfully administered	13	12	12
-Persons receiving technical assistance	26	28	21
-Community meetings held for citizen participation	2	2	2
<b>Performance Measures</b>			
Public services - persons	3,547	3,686	3,125
Decent and affordable housing	12	2	12
Public facilities and improvements - LMA persons	935	935	4,449
Homeless shelters	1	0	0
Persons assisted with Elderly Transportation	214	176	166

**Department Expenditures**



**Department Expenditure History**



**GENERAL FUND  
COMMUNITY DEVELOPMENT  
HOME PROGRAM**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Mission:**

The mission of the Community Development Department is to administer sub-grants to qualifying agencies.

**Mission Elements:**

- Provide technical assistance for selecting sub-grantees.
- Compliance monitoring for sub-grantee's performance.
- Required reporting for grantees.

**Goals:**

- Maintain CDBG and HOME Program grant requirements with reduced staffing levels.
- Provide housing rehabilitation to eligible households.
- Provide first time homebuyer benefits to eligible households.
- Provide elderly transportation services to eligible persons.

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
CDBG Administration - HOME Program	\$ 30,172	\$ 31,103	\$ 31,128	\$ -
General Resources	19,210	20,830	(400)	-
<b>Total</b>	<b>\$ 49,382</b>	<b>\$ 51,933</b>	<b>\$ 30,728</b>	<b>\$ -</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ 46,647	\$ 46,667	\$ 25,876	\$ -
Material Supplies	936	1,000	535	-
Support Services	1,242	3,736	1,647	-
Professional Services	557	530	2,670	-
<b>Total</b>	<b>\$ 49,382</b>	<b>\$ 51,933</b>	<b>\$ 30,728</b>	<b>\$ -</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Home Program Coordinator	1.00	1.00	-
<b>Total Staffing</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>

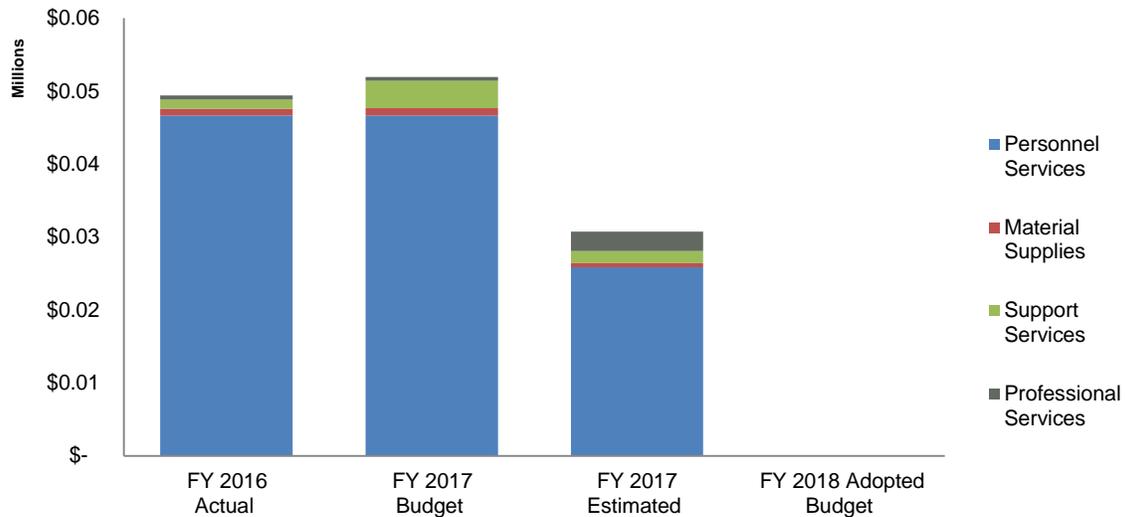
**GENERAL FUND  
COMMUNITY DEVELOPMENT  
HOME PROGRAM**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

<b>Workload/Demand Measures</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Persons assisted with HOME Program	31	23	10
Homes purchased - HOME Program	12	7	10
Homes rehabilitated - HOME Program	12	7	10
Tenant Based Rental units assisted - HOME Program	19	16	0

<b>Performance Measures</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
First time homebuyer funds expended	\$167,107	\$114,959	\$303,003
FIC tenant based rental funds expended	\$174,954	\$87,093	\$147,038
Elderly TBRA funds expended	\$184,383	\$133,292	\$0

**Department Expenditure History**



**GENERAL FUND  
COMMUNITY DEVELOPMENT  
BUILDING SERVICES**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Mission:**

The mission of the Building Services Division is to repair and maintain plumbing, electrical, and HVAC systems for the City's facilities.

**Mission Elements:**

Repair and maintain life safety components:

- Plumbing systems.
- Electrical systems.
- HVAC systems.

**Goals:**

- Implement an HVAC replacement plan with regards to R22 refrigerant phase out.
- Maintain City facilities.
- Respond to work orders in a timely manner to satisfy end-users.
- Maintain elevators, fire alarm systems, and safety equipment.

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ 814,165	\$ 767,437	\$ 818,504	\$ 807,082
<b>Total</b>	<b>\$ 814,165</b>	<b>\$ 767,437</b>	<b>\$ 818,504</b>	<b>\$ 807,082</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ 349,851	\$ 347,867	\$ 347,223	\$ 364,827
Material Supplies	8,269	12,723	11,789	6,757
Maintenance & Repairs	446,917	394,213	448,470	426,947
Support Services	8,453	11,954	9,197	8,551
Minor Capital	675	680	1,825	-
<b>Total</b>	<b>\$ 814,165</b>	<b>\$ 767,437</b>	<b>\$ 818,504</b>	<b>\$ 807,082</b>

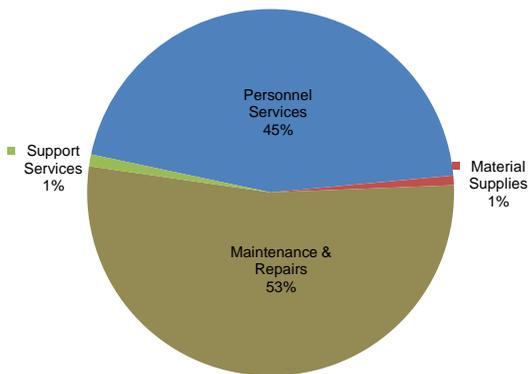
	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Facilities Manager	1.00	1.00	1.00
Facilities Maintenance Specialist	3.00	3.00	3.00
Senior Secretary	1.00	1.00	1.00
Electrical Maintenance Technician	1.00	1.00	1.00
HVAC Technician	1.00	1.00	1.00
<b>Total Staffing</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>

**GENERAL FUND  
COMMUNITY DEVELOPMENT  
BUILDING SERVICES**

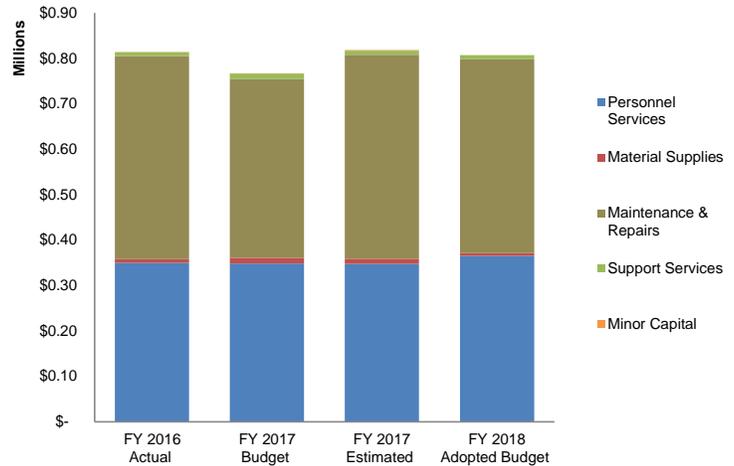
**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Workload/Demand Measures</b>			
Building Services Routine/Emergency Maintenance:			
-Square footage of major buildings maintained	921,393	921,393	921,393
-Square footage of minor buildings maintained	136,908	136,908	136,908
-Maintenance budget	\$444,750	\$386,913	\$404,847
-Work order requests	893	940	1,050
-Elevators maintained	8	8	8
-Fire Alarms maintained	17	17	17
-Fire sprinkler systems	8	8	8
-Fire safety equipment maintained	450	450	450
	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Performance Measures</b>			
Number of work orders processed within allocated response time	85%	87%	90%
Number of work orders processed within allocated response time outsourced.	85%	87%	90%

**Department Expenditures**



**Department Expenditure History**



**GENERAL FUND  
COMMUNITY DEVELOPMENT  
CUSTODIAL SERVICES**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Mission:**

Custodial Services' mission is to provide clean, safe, and healthy City facilities for the City employees and Killeen residents.

**Mission Elements:**

- Clean carpets, floors, and restrooms.
- Dispose of trash; collect recyclables.

**Goals:**

- Increase employee retention in Custodial Services.
- Maintain customer service levels at City facilities.
- Provide more team building opportunities for the staff.

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ 610,854	\$ 705,563	\$ 650,692	\$ 665,250
<b>Total</b>	<b>\$ 610,854</b>	<b>\$ 705,563</b>	<b>\$ 650,692</b>	<b>\$ 665,250</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ 545,381	\$ 630,050	\$ 578,536	\$ 579,221
Material Supplies	50,302	61,566	57,361	66,620
Maintenance & Repairs	7,218	6,500	7,269	11,047
Support Services	5,468	4,962	5,157	4,962
Minor Capital	2,485	2,485	2,369	3,400
<b>Total</b>	<b>\$ 610,854</b>	<b>\$ 705,563</b>	<b>\$ 650,692</b>	<b>\$ 665,250</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Custodial Supervisor	1.00	1.00	1.00
Custodial Crew Leader	2.00	2.00	2.00
Custodian	15.00	15.00	13.00
<b>Total Staffing</b>	<b>18.00</b>	<b>18.00</b>	<b>16.00</b>

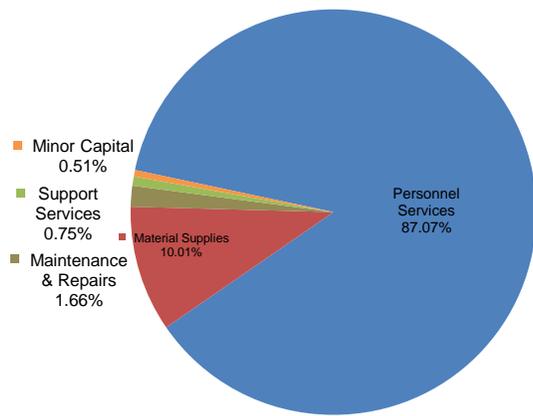
	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Workload/Demand Measures</b>			
Square footage cleaned (does not include Custodial Supervisor):			
-Per custodian (13)	18,533	20,866	24,553
-Per crew leader (2)	139,000	156,493	159,593
Cost per square foot:			
-Salaries & benefits	\$1.96	\$2.01	\$1.81
-All other costs	\$0.24	\$0.24	\$0.27
-Total costs	\$2.20	\$2.25	\$2.08

**Performance Measures**

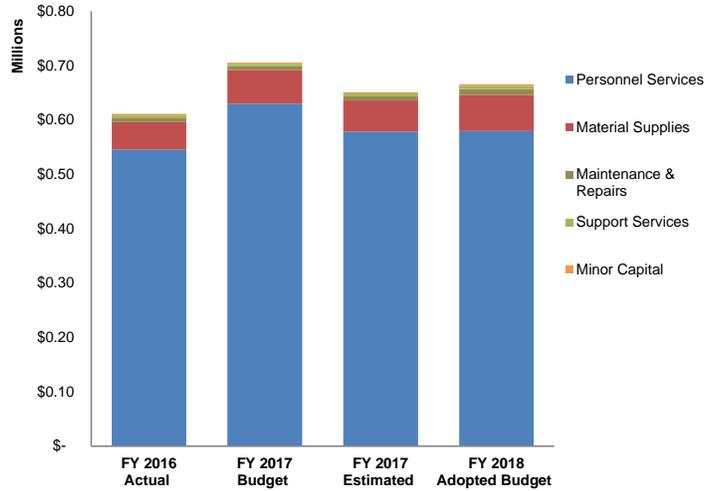
Increase in square footage cleaned

<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
-5.22%	12.58%	1.98%

**Department Expenditures**



**Department Expenditure History**



**GENERAL FUND  
PUBLIC WORKS**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Description**

The Public Works department is comprised of three divisions:

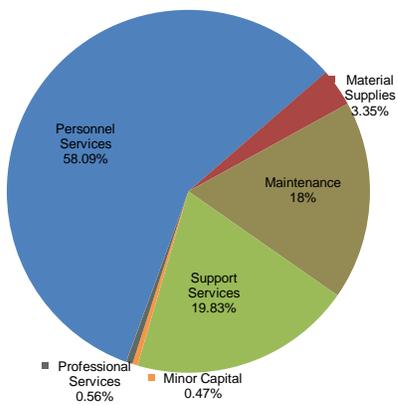
1. Public Works
2. Street Operations
3. Engineering (formerly Transportation)

<b>Revenue Summary</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
General Resources	\$ 4,560,893	\$ 4,249,492	\$ 4,373,707	\$ 4,443,463
<b>Total</b>	<b>\$ 4,560,893</b>	<b>\$ 4,249,492</b>	<b>\$ 4,373,707</b>	<b>\$ 4,443,463</b>

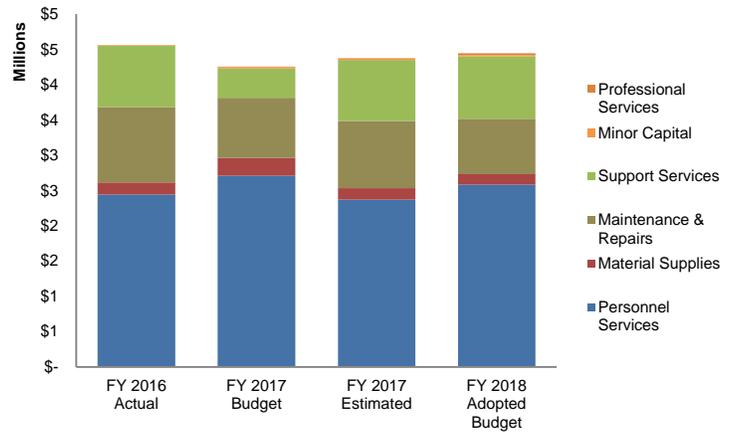
<b>Expenditure Summary</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Personnel Services	\$ 2,439,932	\$ 2,706,114	\$ 2,368,235	\$ 2,581,223
Material Supplies	173,065	254,302	165,766	148,828
Maintenance & Repairs	1,070,514	854,419	951,575	786,361
Support Services	866,865	412,641	865,624	881,135
Minor Capital	10,517	20,916	22,257	20,916
Professional Services	-	1,100	249	25,000
<b>Total</b>	<b>\$ 4,560,893</b>	<b>\$ 4,249,492</b>	<b>\$ 4,373,707</b>	<b>\$ 4,443,463</b>

<b>Staffing</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Director	1.05	1.45	1.43
Assistant Director of Public Works	-	-	0.03
Executive Assistant	0.05	0.05	0.05
Electrical Maintenance Technician	1.00	-	-
Traffic Signal Supervisor	1.00	1.00	1.00
Senior Traffic Technician	1.00	1.00	1.00
Traffic Technician	1.00	2.00	2.00
Superintendent	2.00	2.00	2.00
Equipment Operator	8.00	8.00	8.00
Principal Secretary	1.00	1.40	1.38
Secretary	1.00	1.00	1.00
Street Maintenance Supervisor	6.00	5.00	5.00
Sign Crew Supervisor	1.00	1.00	1.00
Street Service Worker	13.00	12.00	12.00
Truck Driver	17.00	16.00	16.00
Sign Technician	1.00	1.00	1.00
Project Manager	-	1.50	1.52
Equipment Services Technician	1.00	1.00	1.00
Construction Inspector	-	-	0.38
Contract Specialist	-	-	0.38
<b>Total Staffing</b>	<b>57.10</b>	<b>56.40</b>	<b>57.17</b>

**Department Expenditures**



**Department Expenditures History**



**GENERAL FUND  
PUBLIC WORKS  
ADMINISTRATION**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Mission:**

Public Works Administration's mission is to provide the citizens of Killeen with superior utility services, quality infrastructure, and orderly standards of development to protect their health, safety, and general welfare.

**Mission Elements:**

- Divisional Oversight:
  - Plan
  - Execute
  - Evaluate

**Goals:**

- Implement improvement plans for Engineering, Environmental Services, Street Operations, and Water & Sewer using the Solid Waste model.
- Complete Impact Fee studies as directed by City Council.
- Continue implementation of various master plans.
- Develop an overall capital improvement plan for public works.

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ 1,692	\$ 11,444	\$ 9,074	\$ 11,451
<b>Total</b>	<u>\$ 1,692</u>	<u>\$ 11,444</u>	<u>\$ 9,074</u>	<u>\$ 11,451</u>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ 1,591	\$ 9,542	\$ 6,999	\$ 11,451
Material Supplies	3	116	438	-
Maintenance & Repairs	-	35	-	-
Support Services	102	651	1,387	-
Minor Capital	(4)	-	-	-
Professional Services	-	1,100	249	-
<b>Total</b>	<u>\$ 1,692</u>	<u>\$ 11,444</u>	<u>\$ 9,074</u>	<u>\$ 11,451</u>

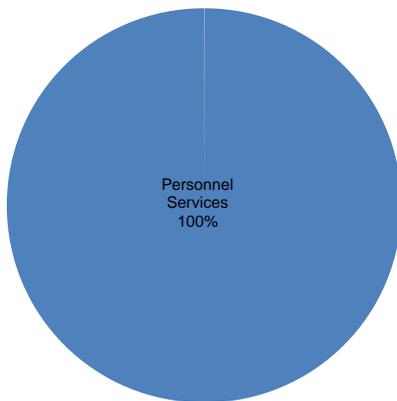
	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Executive Director of Public Works	0.05	0.05	0.05
Assistant Director of Public Works	-	-	0.03
Executive Assistant	0.05	0.05	0.05
<b>Total Staffing</b>	<u>0.10</u>	<u>0.10</u>	<u>0.13</u>

**GENERAL FUND  
PUBLIC WORKS  
ADMINISTRATION**

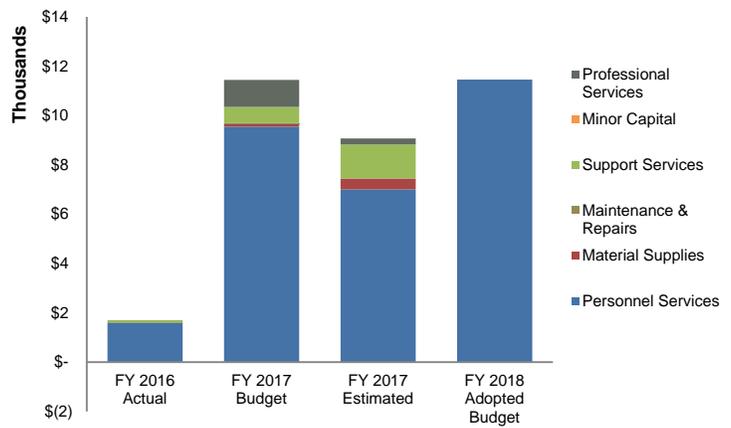
**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

<b>Workload/Demand Measures</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Divisional Oversight:			
-Number of Authorized PW Employees	301	278.5	282.82
-City Council Discussion Items	63	42	52
-City Council Action Items	49	31	40
-Bond related construction contracts	5	5	3

**Department Expenditures**



**Department Expenditure History**



**GENERAL FUND  
PUBLIC WORKS  
STREET OPERATIONS**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Mission:**

The Street Operations Division's mission is to:

- Maintain the existing transportation network including streets, sidewalks, drive approaches, trails, curb & gutter, and valley gutters.
- Maintain and install traffic control devices (traffic signals, signs, etc.).
- Maintain pavement markings.
- Provide emergency response for malfunctions related to streets or traffic signals.

**Mission Elements:**

- Maintain streets.
- Maintain concrete infrastructure.
- Maintain & install traffic control devices.
- Maintain pavement markings.
- Maintain signalized intersections.
- Maintain 65 school flashers.
- Operate traffic management center.
- Provide emergency services for traffic signal malfunctions.

**Goals:**

- Continue to apply surface treatments based on approved funding levels.
- Implement a pavement marking program based on the funding available.
- Adopt standard specifications and details for new traffic signal construction.
- Increase signalized intersections from 97 to 104.
- Upgrade cabinet components at 10 signalized intersections to allow communication with the TMC. 70 intersections currently communicate.
- Implement a maintenance contract for the Traffic Management Center that will allow for an outside engineer to conduct traffic studies that will continue to reduce congestion and increase safety.

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ 4,559,201	\$ 3,744,543	\$ 4,203,522	\$ 4,232,079
<b>Total</b>	<b>\$ 4,559,201</b>	<b>\$ 3,744,543</b>	<b>\$ 4,203,522</b>	<b>\$ 4,232,079</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ 2,438,341	\$ 2,488,992	\$ 2,208,545	\$ 2,375,290
Material Supplies	173,062	251,860	163,581	146,502
Maintenance & Repairs	1,070,514	854,384	950,928	786,361
Support Services	866,763	128,391	858,212	878,010
Minor Capital	10,521	20,916	22,257	20,916
Professional Services	-	-	-	25,000
<b>Total</b>	<b>\$ 4,559,201</b>	<b>\$ 3,744,543</b>	<b>\$ 4,203,522</b>	<b>\$ 4,232,079</b>

**GENERAL FUND  
PUBLIC WORKS  
STREET OPERATIONS**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Director of Street Services	1.00	1.00	1.00
Street Services Superintendent	2.00	2.00	2.00
Equipment Operator	8.00	8.00	8.00
Principal Secretary	1.00	1.00	1.00
Secretary	1.00	1.00	1.00
Street Maintenance Supervisor	6.00	5.00	5.00
Sign Crew Supervisor	1.00	1.00	1.00
Street Service Worker	13.00	12.00	12.00
Truck Driver	17.00	16.00	16.00
Sign Technician	1.00	1.00	1.00
Equipment Services Technician	1.00	1.00	1.00
Electrical Maintenance Technician	1.00	-	-
Traffic Signal Supervisor	1.00	1.00	1.00
Senior Traffic Technician	1.00	1.00	1.00
Traffic Technician	1.00	2.00	2.00
Superintendent	1.00	1.00	1.00
<b>Total Staffing</b>	<b>57.00</b>	<b>54.00</b>	<b>54.00</b>

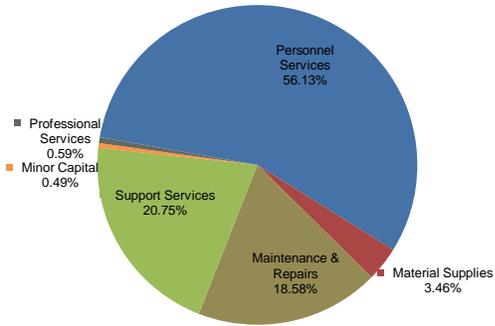
	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Workload/Demand Measures</b>			
Maintain streets:			
-Lane miles of slurry seal	28	18	0
-Work orders for potholes/utility cuts	490	250	250
Maintain concrete infrastructure:			
-Concrete work orders	199	150	150
Street sweeping:			
-Curb miles swept	8,500	10,000	12,000
Maintain & install traffic control devices:			
-Work orders signage	1,127	1,050	1,050
-Work orders pavement markings	126	75	75
-Work orders traffic signals/school flashers	951	1,100	1,100

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Performance Measures</b>			
Pothole and utility cut requests repaired within 48 hours	100%	100%	100%
Work orders completed within 3 days	N/A	80%	80%

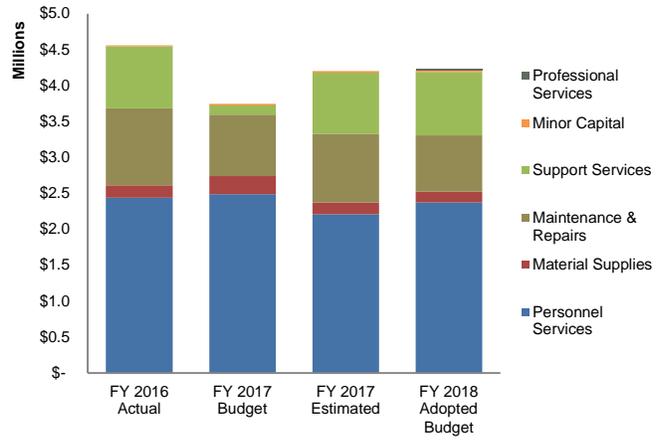
**GENERAL FUND  
PUBLIC WORKS  
STREET OPERATIONS**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Department Expenditures**



**Department Expenditure History**



**GENERAL FUND  
PUBLIC WORKS  
ENGINEERING**

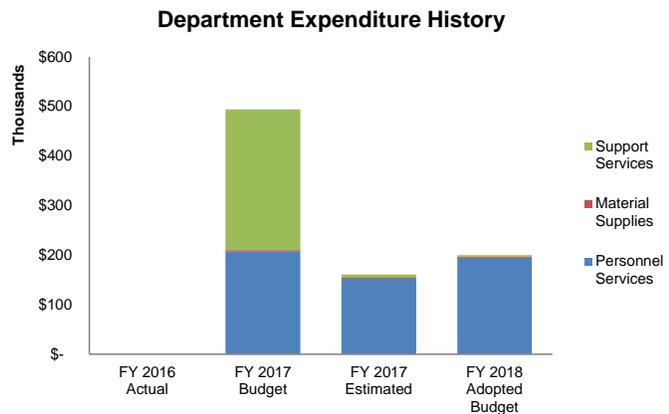
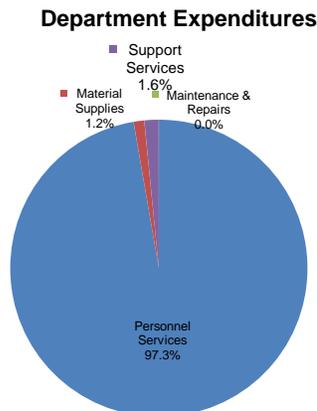
**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ -	\$ 493,505	\$ 161,110	\$ 199,933
<b>Total</b>	<b>\$ -</b>	<b>\$ 493,505</b>	<b>\$ 161,110</b>	<b>\$ 199,933</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ -	\$ 207,580	\$ 152,691	\$ 194,482
Material Supplies	-	2,326	1,747	2,326
Maintenance & Repairs	-	-	648	-
Support Services	-	283,599	6,024	3,125
<b>Total</b>	<b>\$ -</b>	<b>\$ 493,505</b>	<b>\$ 161,110</b>	<b>\$ 199,933</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Director of Transportation	-	0.40	0.38
Principle Secretary	-	0.40	0.38
Project Manager	-	1.50	1.52
Construction Inspector	-	-	0.38
Contract Specialist	-	-	0.38
<b>Total Staffing</b>	<b>-</b>	<b>2.30</b>	<b>3.04</b>

	<b>FY 2016 Estimated</b>	<b>FY 2017 Budget</b>	<b>FY 2018 Adopted Budget</b>
<b>Workload/Demand Measures</b>			
Transportation CIP Projects	5	5	3
Transportation CIP Project Value	\$9.1M	\$3.9M	\$6.8M
Plan Reviews:			
-Subdivision	8	10	10
-Commercial	42	38	40
Construction Inspections performed	1,128	1,142	1,000



**GENERAL FUND  
PLANNING AND DEVELOPMENT**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Description**

The Planning and Development department is comprised of three divisions:

1. Planning and Development
2. Building Inspections
3. Code Enforcement

**Expenditure Summary**

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Planning & Development Revenue	\$ 48,662	\$ 40,000	\$ 50,000	\$ 46,953
Building & Inspections Revenue	1,278,122	1,349,484	1,208,607	1,204,190
Code Enforcement Revenue	198,607	235,000	144,000	189,191
General Resources	756,050	628,836	673,644	968,436
<b>Total</b>	<b>\$ 2,281,441</b>	<b>\$ 2,253,320</b>	<b>\$ 2,076,251</b>	<b>\$ 2,408,770</b>

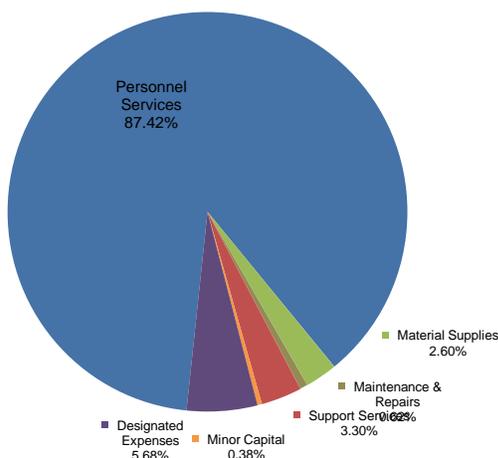
**Expenditure Summary**

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Personnel Services	\$ 1,978,554	\$ 1,945,309	\$ 1,838,585	\$ 2,105,826
Material Supplies	49,661	66,865	54,168	62,588
Maintenance & Repairs	13,444	18,000	20,036	14,960
Support Services	94,463	78,916	73,174	79,466
Minor Capital	18,011	7,400	4,912	9,100
Designated Expenses	127,308	136,830	85,376	136,830
<b>Total</b>	<b>\$ 2,281,441</b>	<b>\$ 2,253,320</b>	<b>\$ 2,076,251</b>	<b>\$ 2,408,770</b>

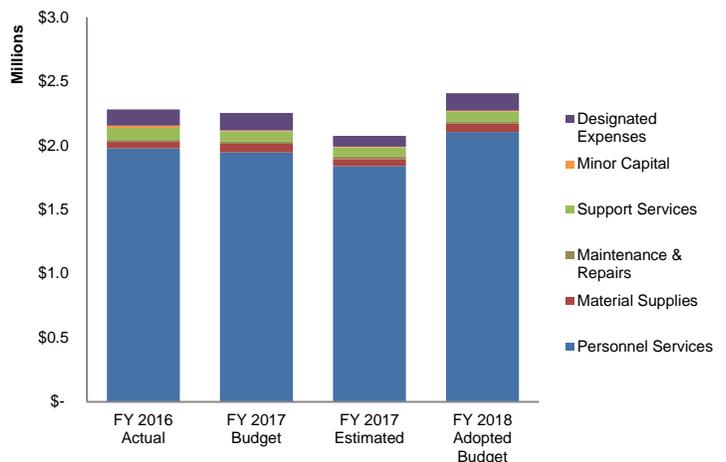
**Staffing**

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Total Staffing</b>	<b>36.00</b>	<b>34.00</b>	<b>36.00</b>

**Department Expenditures**



**Department Expenditure History**



**GENERAL FUND  
PLANNING AND DEVELOPMENT**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Mission:**

The mission of the Planning and Development Services Department is to conduct short and long-term planning, to administer the building and development codes, and to facilitate orderly development of the City.

**Mission Elements:**

- Conduct long-term comprehensive planning.
- Conduct current planning.
- Conduct plan review, permitting, and construction inspections.
- Provide support to boards, commissions, and technical committees.

**Goals:**

- Update the comprehensive plan.
- Update development regulations.
- Develop annexation plan.
- Update building codes.

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
Planning & Zoning Fees	\$ 48,662	\$ 40,000	\$ 50,000	\$ 46,953
General Resources	521,811	547,882	446,298	674,778
<b>Total</b>	<b>\$ 570,473</b>	<b>\$ 587,882</b>	<b>\$ 496,298</b>	<b>\$ 721,731</b>

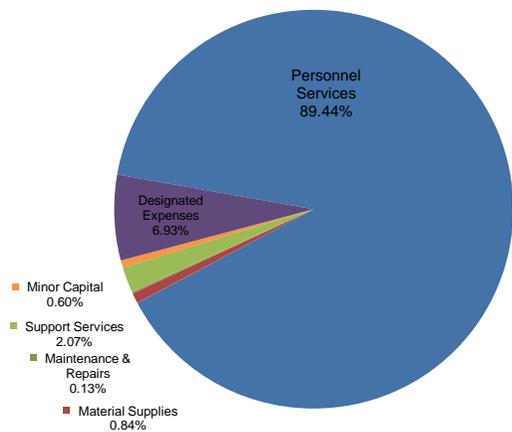
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ 525,733	\$ 514,537	\$ 479,533	\$ 645,486
Material Supplies	4,884	7,790	5,114	6,030
Maintenance & Repairs	233	-	960	960
Support Services	27,945	13,955	10,692	14,955
Minor Capital	1,678	1,600	-	4,300
Designated Expenses	10,000	50,000	-	50,000
<b>Total</b>	<b>\$ 570,473</b>	<b>\$ 587,882</b>	<b>\$ 496,298</b>	<b>\$ 721,731</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Exec Dir of Planning & Development Svcs	1.00	1.00	1.00
City Planner	1.00	1.00	1.00
Senior Planner	1.00	1.00	2.00
Project Manager (Downtown Revitalization)	1.00	1.00	1.00
Planning Assistant	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00
Principal Secretary	1.00	-	1.00
<b>Total Staffing</b>	<b>7.00</b>	<b>6.00</b>	<b>8.00</b>

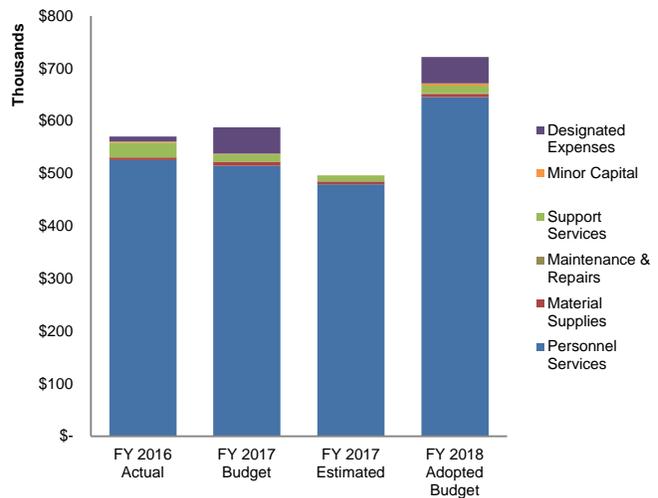
<b>Workload/Demand Measures</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Implement long-term comprehensive planning and current planning (Administer land use and project development processes, i.e. zoning, subdivision, and commercial development):	100	100	100
-Number of plats processed	55	62	55
-Number of zoning cases etc. processed	31	37	30
Keep codes, ordinances, and systems updated.	1	2	3
Provide support to boards, commissions, and technical committees.	21 Meetings	17 Meetings	20 Meetings

<b>Performance Measures</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Average days to process plat cases	45	45	45
Average days to process zoning cases	45	45	45
Plat cases processed to completion within state mandated timelines	100%	100%	100%
Zoning cases processed to completion without error	100%	100%	100%

**Department Expenditures**



**Department Expenditures History**



**GENERAL FUND  
PLANNING AND DEVELOPMENT  
BUILDING INSPECTIONS**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
Food Handlers Permits	\$ 24,745	\$ 25,000	\$ 25,000	\$ 25,673
Mechanical Inspection Permits	35,842	45,000	35,800	39,007
Building Plan Review Fees	181,484	133,313	133,313	134,565
Garage Sale Permits	9,575	10,500	10,500	9,251
Contractor License	83,190	75,000	75,000	80,730
Certificate of Occupancy	37,000	37,000	37,000	34,765
Trailer Court License & Permits	9,395	9,700	9,700	9,643
Building Permits & Inspections	605,784	700,000	600,000	592,931
Electrical Inspections & Permits	136,875	120,844	120,844	120,878
Plumbing Inspections & Permits	105,927	120,627	100,000	107,597
Inspection Fees	34,280	36,000	36,000	30,452
Subdivision Plan Review Fees	350	10,500	-	-
Infrastructure Inspection Fees	13,125	25,000	25,000	18,698
Credit Access Permit	550	1,000	450	-
General Resources	(377,290)	(473,688)	(358,306)	(317,185)
<b>Total</b>	<b>\$ 900,832</b>	<b>\$ 875,796</b>	<b>\$ 850,301</b>	<b>\$ 887,005</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ 835,803	\$ 807,405	\$ 787,527	\$ 821,926
Material Supplies	13,492	18,008	15,262	16,586
Maintenance & Repairs	4,438	7,000	5,192	5,500
Support Services	40,842	42,583	42,030	42,193
Minor Capital	6,257	800	290	800
<b>Total</b>	<b>\$ 900,832</b>	<b>\$ 875,796</b>	<b>\$ 850,301</b>	<b>\$ 887,005</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Building Official	1.00	1.00	1.00
Chief Building Inspector	1.00	1.00	1.00
Building Inspector	6.00	6.00	6.00
Plans Examiner	2.00	2.00	2.00
Building Permit Clerk	2.00	2.00	2.00
Office Assistant	1.00	1.00	1.00
Permit Clerk Supervisor	1.00	1.00	1.00
<b>Total Staffing</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>

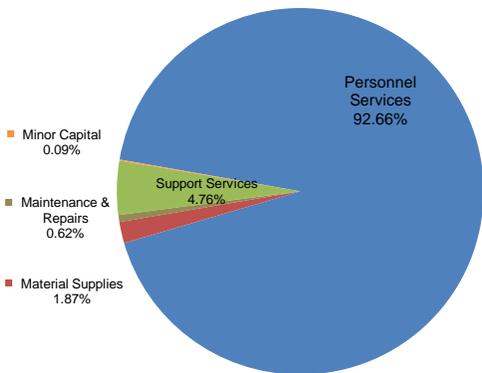
**GENERAL FUND  
PLANNING AND DEVELOPMENT  
BUILDING INSPECTIONS**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

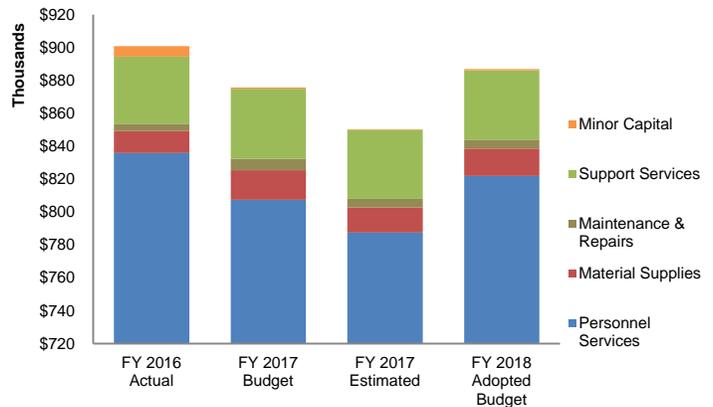
	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Workload/Demand Measures</b>			
Inspections performed	24,560	22,875	21,000
Permits issued	7,465	7,333	7,200

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Performance Measures</b>			
Average number of minutes per inspection	18.8	20.0	21.5
Permit applicant favorable ratings	100%	100%	100%

**Department Expenditures**



**Department Expenditure History**



**GENERAL FUND  
PLANNING AND DEVELOPMENT  
CODE ENFORCEMENT**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Mission:**

The mission of Code Enforcement is to strengthen the community by protecting property rights and property values in neighborhoods and commercial districts.

**Mission Elements:**

- Enforce housing, zoning, nuisance codes, etc.
- Educate the public about property maintenance to keep our community free from public health and safety risks.

**Goals:**

- Develop education materials for public.

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
Code Enforcement Abatements	\$ 198,607	\$ 235,000	\$ 144,000	\$ 189,191
General Resources	611,529	554,642	585,652	610,843
<b>Total</b>	<b>\$ 810,136</b>	<b>\$ 789,642</b>	<b>\$ 729,652</b>	<b>\$ 800,034</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ 617,018	\$ 623,367	\$ 571,525	\$ 638,414
Material Supplies	31,285	41,067	33,792	39,972
Maintenance & Repairs	8,773	11,000	13,885	8,500
Support Services	25,676	22,378	20,453	22,318
Minor Capital	10,076	5,000	4,622	4,000
Designated Expenses	117,308	86,830	85,376	86,830
<b>Total</b>	<b>\$ 810,136</b>	<b>\$ 789,642</b>	<b>\$ 729,652</b>	<b>\$ 800,034</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Supervisor II	1.00	1.00	1.00
Supervisor I	1.00	1.00	1.00
Code Enforcement Clerk	3.00	3.00	3.00
Code Enforcement Officer	9.00	8.00	8.00
Senior Secretary	1.00	1.00	1.00
<b>Total Staffing</b>	<b>15.00</b>	<b>14.00</b>	<b>14.00</b>

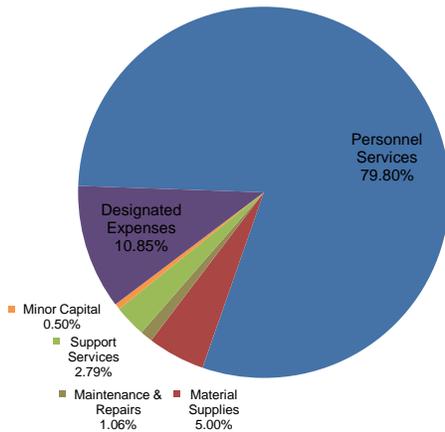
**GENERAL FUND  
PLANNING AND DEVELOPMENT  
CODE ENFORCEMENT**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

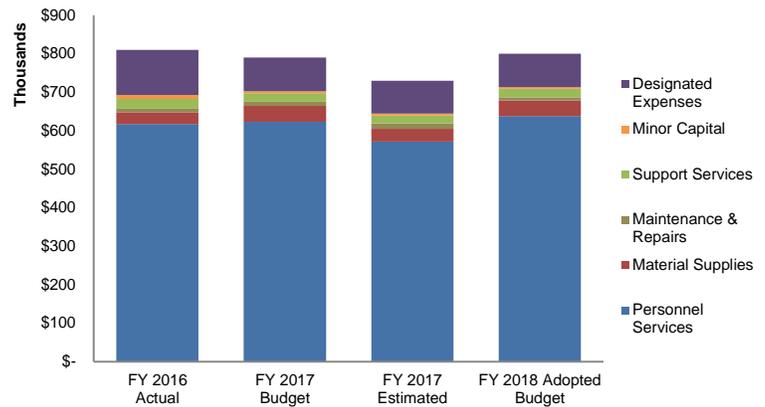
	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Workload/Demand Measures</b>			
Enforce housing, zoning, nuisance codes, etc.:			
-Number of violation inspections performed	20,778	21,501	21,000
-Number of complaints investigated	10,174	10,548	10,000
-Number of violations abated by Code Enforcement	847	798	750
-Number of violations abated by violators	9,327	9,750	9,250
-Number of dangerous buildings abated	5	2	1
Educate the public about property maintenance to keep our community free from public health and safety risks.	Yes	Yes	Yes

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Performance Measures</b>			
Cost per inspection / complaint	\$42.50	\$43.00	\$45.00
Voluntary compliance	91%	92%	92%

**Department Expenditures**



**Department Expenditure History**





***Dedicated Service – Everyday, for Everyone!***

**Description**

The Police department is comprised of two divisions:

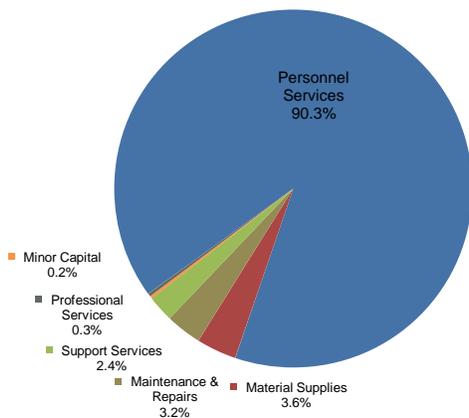
- 1. Police
- 2. Animal Services

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
Police Revenues	\$ 36,917	\$ 41,700	\$ 34,582	\$ 33,795
Police Grants	625,785	1,406,334	1,136,600	1,093,253
Animal Services Revenues	95,752	102,000	92,248	97,073
General Resources	28,823,363	29,216,103	27,592,726	27,816,459
<b>Total</b>	<b>\$ 29,581,817</b>	<b>\$ 30,766,137</b>	<b>\$ 28,856,156</b>	<b>\$ 29,040,580</b>

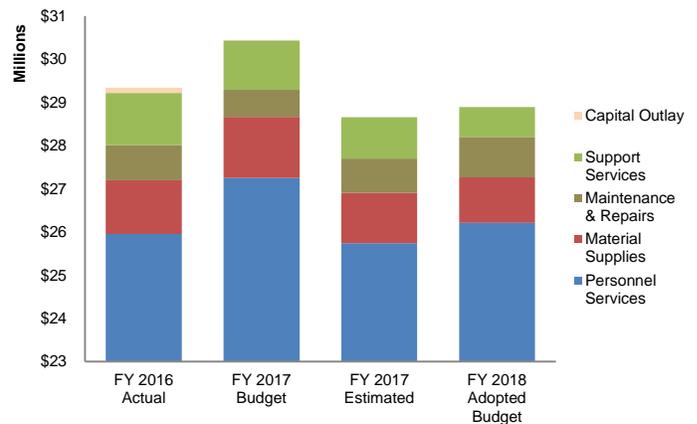
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ 25,957,006	\$ 27,248,578	\$ 25,742,651	\$ 26,212,127
Material Supplies	1,244,548	1,414,640	1,164,178	1,050,670
Maintenance & Repairs	806,264	630,293	790,508	937,415
Support Services	1,211,172	1,140,715	960,445	695,032
Minor Capital	263,874	165,991	120,144	66,676
Professional Services	-	165,920	78,231	78,660
Capital Outlay	98,953	-	-	-
<b>Total</b>	<b>\$ 29,581,817</b>	<b>\$ 30,766,137</b>	<b>\$ 28,856,156</b>	<b>\$ 29,040,580</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
<b>Total Staffing</b>	<b>386</b>	<b>383</b>	<b>358</b>

**Department Expenditures**



**Department Expenditure History**



**GENERAL FUND  
POLICE  
OPERATIONS**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Mission:**

The mission of the Police Department is to reduce crime, the fear of crime, and enhance public safety.

**Mission Elements:**

- Conduct crime prevention activities.
- Investigate crime and enforce the Law.
- Enforce traffic laws.
- Respond to calls for service.

**Goals:**

- Reduce crime through increased staffing in Patrol; eliminate Special Investigation Division.
- Re-evaluate staffing in Criminal Investigations; move Organized Crime Unit under Criminal Investigation Division.
- Utilize Data Driven Approaches to Crime & Traffic Safety (DDACTS) concept in patrol assignment based on crime ma

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
Miscellaneous Police Receipts	\$ 32,187	\$ 35,000	\$ 29,742	\$ 29,408
Background Checks	4,551	6,000	4,440	3,891
False Alarm Fees	154	500	300	359
2nd Hand Deal Fees	25	200	100	137
Police Grants	625,785	1,406,334	1,136,600	1,093,253
General Resources	27,996,003	28,425,671	26,885,114	27,074,287
<b>Total</b>	<b>\$ 28,658,705</b>	<b>\$ 29,873,705</b>	<b>\$ 28,056,296</b>	<b>\$ 28,201,335</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ 25,301,130	\$ 26,566,431	\$ 25,200,086	\$ 25,564,756
Material Supplies	1,127,206	1,292,027	1,036,398	941,936
Maintenance & Repairs	784,348	606,267	745,060	916,972
Support Services	1,145,238	1,084,204	908,165	644,030
Minor Capital	247,298	165,991	113,848	65,116
Professional Services	-	158,785	52,740	68,525
Capital Outlay	53,485	-	-	-
<b>Total</b>	<b>\$ 28,658,705</b>	<b>\$ 29,873,705</b>	<b>\$ 28,056,296</b>	<b>\$ 28,201,335</b>

**GENERAL FUND  
POLICE  
OPERATIONS**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

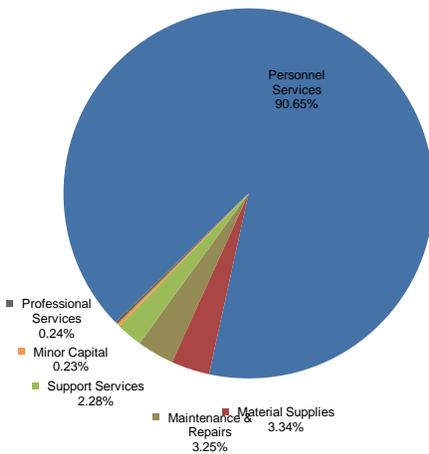
	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
<b>Civil Service</b>			
Chief of Police	1.00	1.00	1.00
Assistant Chief of Police	2.00	1.00	1.00
Police Captain	5.00	5.00	4.00
Police Lieutenant	10.00	10.00	10.00
Police Sergeant	24.00	24.00	24.00
Police Officer	239.00	239.00	220.00
<b>Total Civil Service</b>	<b>281.00</b>	<b>280.00</b>	<b>260.00</b>
<b>Civilian</b>			
Accounting Specialist	3.00	2.00	2.00
Child Safety Coordinator	1.00	1.00	1.00
Communications Specialist	2.00	12.00	12.00
Compliance Coordinator	-	-	1.00
Crime Prevention Coordinator	1.00	1.00	1.00
Crime Statistical Analyst	1.00	2.00	2.00
Crime Victim Liaison	1.00	1.00	1.00
Evidence Manager	1.00	1.00	1.00
Evidence Technician I	2.00	2.00	2.00
Evidence Technician II	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00
Facility Supervisor	1.00	1.00	1.00
Finance Manager	1.00	1.00	1.00
Latent Print Technician	1.00	1.00	1.00
Intelligence Manager	1.00	1.00	1.00
Jailer	-	24.00	24.00
Police Clerk	13.00	12.00	10.00
Police Crime Analyst	1.00	-	-
Police Human Resources Manager	1.00	1.00	1.00
Police Personnel & Equipment Specialist	1.00	1.00	1.00
Police Training Administrator	1.00	1.00	1.00
Principal Secretary	2.00	1.00	1.00
Public Service Supervisor	-	6.00	6.00
Public Service Officer	40.00	-	-
Records Manager	1.00	1.00	1.00
Sex Offender Coordinator	1.00	1.00	1.00
Special Projects Coordinator	1.00	1.00	1.00
Sr. Secretary	5.00	5.00	3.00
Records Manager	2.00	-	-
Technology Unit Technician	-	2.00	2.00
Video Evidence Technician	-	1.00	1.00
<b>Total Civilian</b>	<b>87.00</b>	<b>85.00</b>	<b>82.00</b>
<b>Total Staffing</b>	<b>368.00</b>	<b>365.00</b>	<b>342.00</b>

**GENERAL FUND  
POLICE  
OPERATIONS**

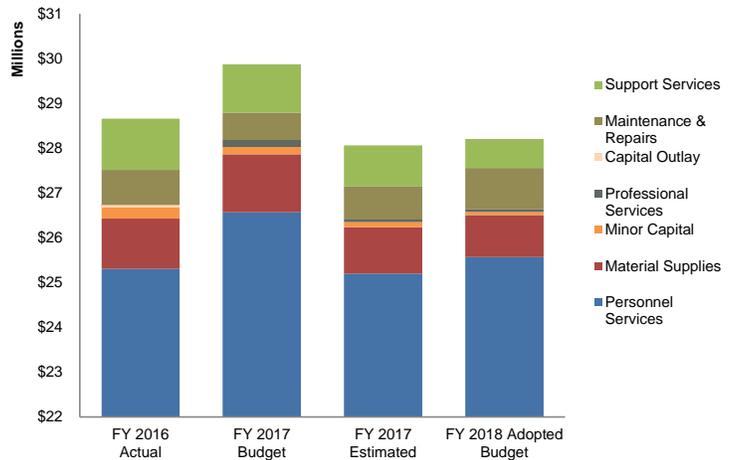
**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Workload/Demand Measures</b>			
Calls for service:			
-Number of calls for service	\$149,738	\$155,738	\$162,118
-Response time Priority 1 calls	8:05	8:48	8:40
Investigate Crimes:			
-UCR Part 1 crime rate	3,443	3,762	3,069
-UCR Part 1 clearance rate	18%	15%	17%
Crime Prevention Activities:			
-Presentations	461	477	490
Enforce Traffic Laws:			
-Reduce DWIs	364	371	370
-Alcohol-related traffic deaths	1	9	5
*Numbers are reported by calendar year			
<b>Performance Measures</b>			
UCR part 1 crimes cleared (calendar year)	18%	15%	17%
*Numbers are reported by calendar year			

**Department Expenditures**



**Department Expenditure History**



**GENERAL FUNDS  
POLICE  
ANIMAL SERVICES**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Mission:**

The mission of Animal Services is to administer animal regulations and promote responsible pet ownership.

**Mission Elements:**

- Administer animal code compliance.
- ▣Pick-up stray animals.
- ▣Care for in-custody animals.
- Promote pet adoption.
- Control stray animal population.

**Goals:**

- Maintain a live release rate of 80%.
- Expand partnerships with local businesses to promote adoptions.
- Increase education of public regarding responsible pet ownership.
- Increase volunteer participation.

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
Animal Control Fees	\$ 95,752	\$ 102,000	\$ 92,248	\$ 97,073
General Resources	827,360	790,432	707,612	742,172
<b>Total</b>	<b>\$ 923,112</b>	<b>\$ 892,432</b>	<b>\$ 799,860</b>	<b>\$ 839,245</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ 655,876	\$ 682,147	\$ 542,565	\$ 647,371
Material Supplies	117,342	122,613	127,780	108,734
Maintenance & Repairs	21,916	24,026	45,449	20,443
Support Services	65,934	56,511	52,280	51,002
Minor Capital	16,576	-	6,296	1,560
Professional Services	-	7,135	25,491	10,135
Capital Outlay	45,468	-	-	-
<b>Total</b>	<b>\$ 923,112</b>	<b>\$ 892,432</b>	<b>\$ 799,860</b>	<b>\$ 839,245</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Animal Services Assistant	3.00	3.00	3.00
Animal Services Attendant	5.00	5.00	5.00
Animal Services Manager	1.00	1.00	1.00
Animal Services Officer	7.00	7.00	5.00
Animal Services Field Supervisor	1.00	1.00	1.00
Veterinary Technician	1.00	1.00	1.00
<b>Total Staffing</b>	<b>18.00</b>	<b>18.00</b>	<b>16.00</b>

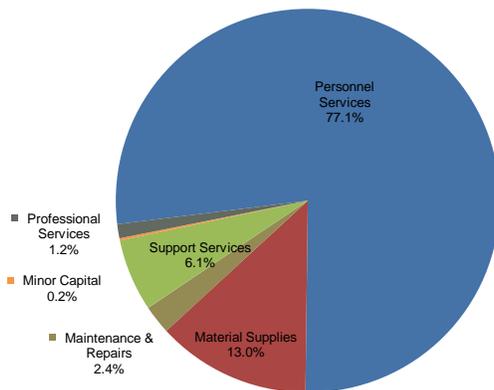
**GENERAL FUNDS  
POLICE  
ANIMAL SERVICES**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

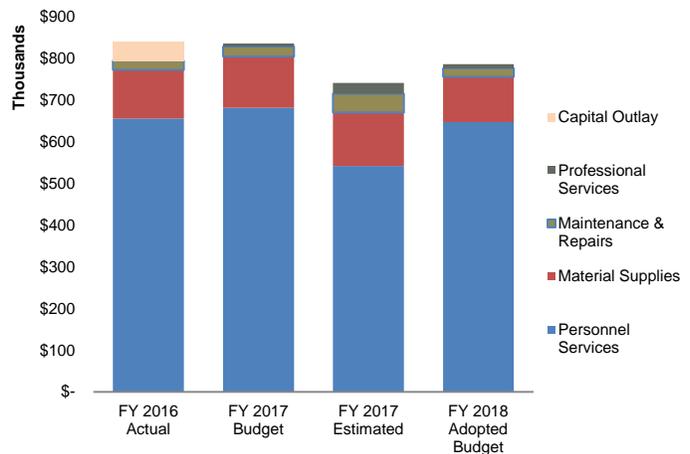
<b>Workload/Demand Measures</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Animal Code Compliance:			
-Number of citations	1,706	1,427	1,700
-Number of calls for service	9,639	5,457	8,300
-Number spay/neuter	240	1,326	1,300
Stray Animals:			
-Number of animals picked up	4,580	4,290	4,800
In-Custody Animals:			
-Number of animals	5,479	5,205	5,900
Pet Adoption:			
-Number of adoptions	2,358	2,029	2,400
-Live release rate	82%	83%	85%

<b>Performance Measures</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Animals adopted	2,357	2,030	2,100
Animals transferred	819	1,168	1,000
Animals returned	1,118	1,116	1,100

**Department Expenditures**



**Department Expenditure History**



**GENERAL FUND  
FIRE**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Description**

The Fire department is comprised of two divisions:

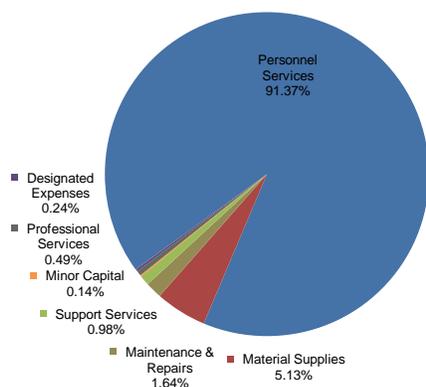
1. Fire
2. Emergency Management and Homeland Security

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
Fire Revenue	\$ 3,379,563	\$ 3,779,170	\$ 3,416,131	\$ 3,530,228
Fire Grants	948,453	2,814,292	2,770,560	1,544,717
General Resources	15,462,737	15,972,924	15,594,802	15,716,755
<b>Total</b>	<b>\$ 19,790,753</b>	<b>\$ 22,566,386</b>	<b>\$ 21,781,493</b>	<b>\$ 20,791,700</b>

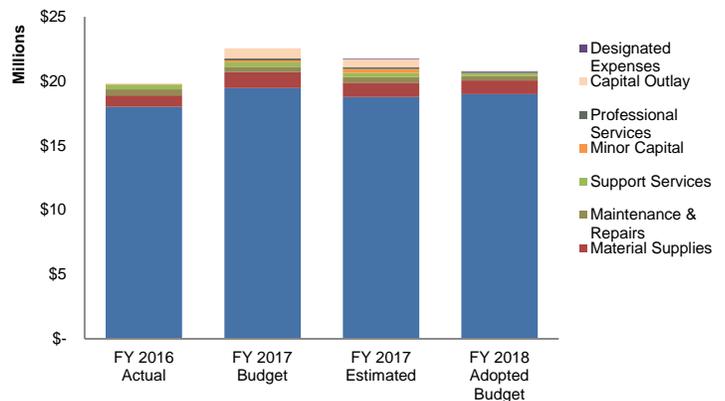
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ 18,015,478	\$ 19,477,062	\$ 18,781,746	\$ 18,996,669
Material Supplies	885,408	1,243,223	1,122,831	1,066,868
Maintenance & Repairs	469,083	421,624	443,351	341,504
Support Services	376,467	332,100	322,133	203,321
Minor Capital	44,316	157,533	276,730	30,000
Professional Services	-	149,349	136,160	102,450
Designated Expenses	-	-	50,888	50,888
Capital Outlay	-	785,495	647,654	-
<b>Total</b>	<b>\$ 19,790,753</b>	<b>\$ 22,566,386</b>	<b>\$ 21,781,493</b>	<b>\$ 20,791,700</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Total Staffing	238.00	237.00	237.00

**Department Expenditures**



**Department Expenditure History**



**GENERAL FUND  
FIRE  
OPERATIONS**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Mission:**

The Killeen Fire Department's mission is to save lives and property through fire protection, emergency medical services, and rescue services.

**Mission Elements:**

- Respond to Fire, EMS, and calls for service.
- Conduct fire prevention, education, investigations, and inspections.
- Review plans for fire code compliance.
- Conduct emergency management planning, response, mitigation, and recovery.

**Goals:**

- Replace 2 ambulances.
- Replace 2 emergency response staff units.
- Complete an Emergency Services Master Plan.
- Conducted an ISO Study.

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
EMS Revenue	\$ 3,200,100	\$ 3,575,000	\$ 3,261,241	\$ 3,376,033
Fire Marshal Inspections	20,570	17,178	19,827	19,195
Fire Training Academy	158,893	186,992	135,063	135,000
Fire Grants	948,453	2,814,292	2,770,560	1,544,717
General Resources	15,312,244	15,852,100	15,532,635	15,602,963
<b>Total</b>	<b>\$ 19,640,260</b>	<b>\$ 22,445,562</b>	<b>\$ 21,719,326</b>	<b>\$ 20,677,908</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ 17,897,966	\$ 19,368,761	\$ 18,732,987	\$ 18,920,182
Material Supplies	883,684	1,234,634	1,120,228	1,054,341
Maintenance & Repairs	448,174	421,624	442,348	327,347
Support Services	366,410	328,166	312,397	192,700
Minor Capital	44,026	157,533	276,665	30,000
Professional Services	-	149,349	136,160	102,450
Designated Expenses	-	-	50,888	50,888
Capital Outlay	-	785,495	647,654	-
<b>Total</b>	<b>\$ 19,640,260</b>	<b>\$ 22,445,562</b>	<b>\$ 21,719,326</b>	<b>\$ 20,677,908</b>

**GENERAL FUND  
FIRE  
OPERATIONS**

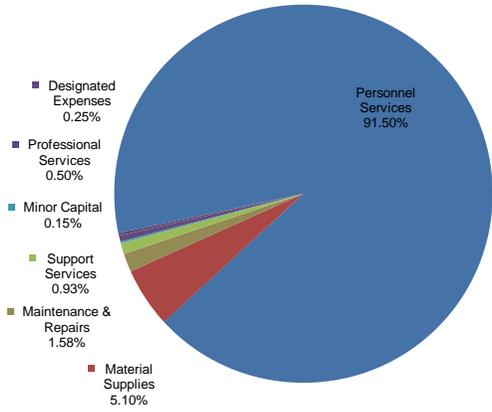
**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
<b>Civil Service</b>			
Fire Chief	1.00	1.00	1.00
Deputy Chief	4.00	3.00	3.00
Deputy Chief - Fire Marshal	1.00	1.00	1.00
Battalion Chief	6.00	6.00	6.00
Captains	33.00	36.00	36.00
Fire Rescue Officer	183.00	183.00	183.00
Fire Prevention Officer	3.00	-	-
<b>Total Civil Service</b>	<b>231.00</b>	<b>230.00</b>	<b>230.00</b>
<b>Civilian</b>			
Executive Assistant	1.00	1.00	1.00
Principal Secretary	2.00	2.00	2.00
Fire Clerk	2.00	2.00	2.00
Finance Manager	1.00	1.00	1.00
<b>Total Civilian</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
<b>Total Staffing</b>	<b>237.00</b>	<b>236.00</b>	<b>236.00</b>

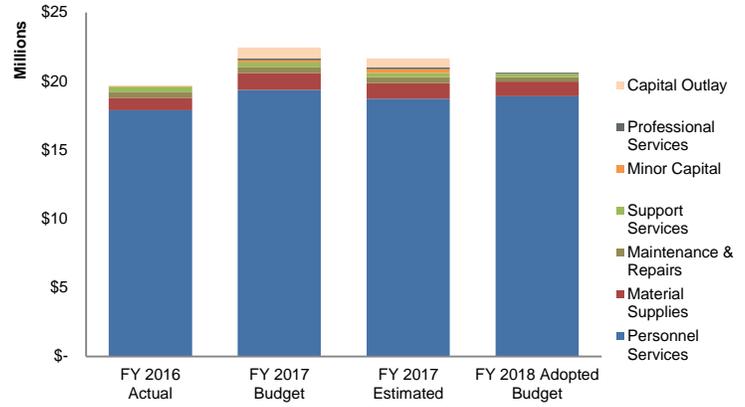
	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Workload/Demand Measures</b>			
Calls for Service:			
-Fire	8,849	8,643	11,388
-EMS	17,700	18,448	19,452

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Performance Measures</b>			
Fire & emergency medical responses by station (average)	3,086	3,386	3,855
Citizens reached through fire education	18,812	14,967	15,116
Investigations:			
-Arson	118	33	40
-Fire	120	122	130
Businesses inspected	1,028	960	1,000
Review plans for fire code compliance:			
-Plan reviews	256	270	290
Cadets passing Fire Academy	62	53	55

**Department Expenditures**



**Department Expenditure History**



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

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ 150,493	\$ 120,824	\$ 62,167	\$ 113,792
<b>Total</b>	<b>\$ 150,493</b>	<b>\$ 120,824</b>	<b>\$ 62,167</b>	<b>\$ 113,792</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ 117,512	\$ 108,301	\$ 48,759	\$ 76,487
Material Supplies	1,724	8,589	2,603	12,527
Maintenance & Repairs	20,909	-	1,003	14,157
Support Services	10,057	3,934	9,737	10,621
Minor Capital	290	-	65	-
<b>Total</b>	<b>\$ 150,493</b>	<b>\$ 120,824</b>	<b>\$ 62,167</b>	<b>\$ 113,792</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Coordinator	1.00	1.00	1.00
<b>Total Staffing</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Workload/Demand Measures</b>			
Citizens reached- Emergency management preparedness	500	122,980	125,439
City officials and staff trained - NIMS	50	26	20
Exercises conducted ***			
-EOC activation	1	1	2
CERT training sessions	24	11	10
Active CERT volunteers	75	16	20
ICS 300/400 classes conducted	4	3	1

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

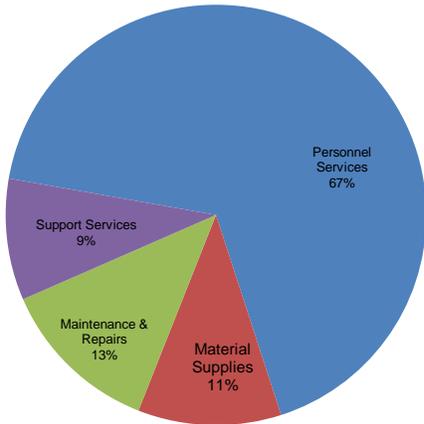
\*\*\* Targeted methods include: Tabletop, Functional and Full Scale

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Performance Measures</b>			
Emergency warning device coverage	90%	90%	90%

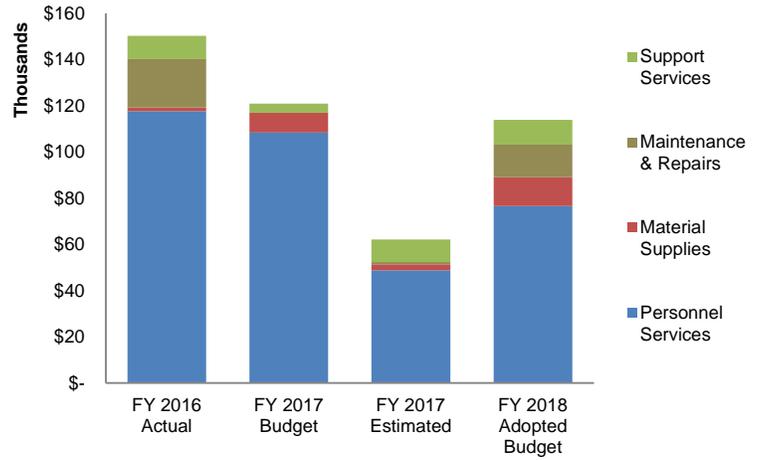
**GENERAL FUND  
FIRE  
EMERGENCY MANAGEMENT AND  
HOMELAND SECURITY**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Department Expenditures**



**Department Expenditure History**



**GENERAL FUND  
NON- DEPARTMENTAL**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**CONSOLIDATED**

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ 1,182,837	\$ 914,072	\$ 927,102	\$ 1,546,329
<b>Total</b>	<b>\$ 1,182,837</b>	<b>\$ 914,072</b>	<b>\$ 927,102</b>	<b>\$ 1,546,329</b>
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expense Summary</b>				
Separation Pay	\$ -	\$ -	\$ -	\$ 300,000
Supplies	12,769	-	-	-
Maintenance & Repairs	54,641	-	-	-
Support Services	277,567	278,113	230,947	75,000
Industrial Development	712,729	362,527	362,527	362,527
Professional Services	57,190	209,432	337,641	210,000
Designated Expenses	67,941	64,000	(4,013)	598,802
<b>Total</b>	<b>\$ 1,182,837</b>	<b>\$ 914,072</b>	<b>\$ 927,102</b>	<b>\$ 1,546,329</b>

**AVENUE D BUILDING - MUNICIPAL ANNEX**

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ 48,840	\$ 52,468	\$ 45,273	\$ 52,468
<b>Total</b>	<b>\$ 48,840</b>	<b>\$ 52,468</b>	<b>\$ 45,273</b>	<b>\$ 52,468</b>
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expense Summary</b>				
Supplies	\$ 4,004	\$ 1,200	\$ 266	\$ 1,200
Support Services	44,836	51,268	45,006	51,268
<b>Total</b>	<b>\$ 48,840</b>	<b>\$ 52,468</b>	<b>\$ 45,273</b>	<b>\$ 52,468</b>

**PUBLIC SERVICES**

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ 680,969	\$ 654,774	\$ 624,725	\$ 602,718
<b>Total</b>	<b>\$ 680,969</b>	<b>\$ 654,774</b>	<b>\$ 624,725</b>	<b>\$ 602,718</b>

**GENERAL FUND  
NON- DEPARTMENTAL**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expense Summary</b>				
Bell County Health District	\$ 308,293	\$ 308,293	\$ 308,293	\$ 331,368
Help Center - Utilities	756	500	777	500
Elderly Transportation	49,389	50,000	19,674	50,000
Hill Country Transit District (HOP)	172,820	195,981	195,981	120,850
Killeen Volunteer, Inc. (KVI)	160,000	100,000	100,000	100,000
Homeless Shelter	(10,289)	-	-	-
<b>Total</b>	<b>\$ 680,969</b>	<b>\$ 654,774</b>	<b>\$ 624,725</b>	<b>\$ 602,718</b>

**CITY HALL**

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ 290,404	\$ 259,591	\$ 188,486	\$ 164,591
<b>Total</b>	<b>\$ 290,404</b>	<b>\$ 259,591</b>	<b>\$ 188,486</b>	<b>\$ 164,591</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expense Summary</b>				
Supplies	\$ 1,221	\$ -	\$ -	\$ -
Support Services	245,333	259,591	188,486	164,591
Professional Services	43,850	-	-	-
<b>Total</b>	<b>\$ 290,404</b>	<b>\$ 259,591</b>	<b>\$ 188,486</b>	<b>\$ 164,591</b>

**BELL COUNTY COMMUNICATION CENTER**

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ 1,152,336	\$ 865,548	\$ 865,548	\$ 1,469,885
<b>Total</b>	<b>\$ 1,152,336</b>	<b>\$ 865,548</b>	<b>\$ 865,548</b>	<b>\$ 1,469,885</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expense Summary</b>				
Professional Services	\$ 1,152,336	\$ 865,548	\$ 865,548	\$ 1,469,885
<b>Total</b>	<b>\$ 1,152,336</b>	<b>\$ 865,548</b>	<b>\$ 865,548</b>	<b>\$ 1,469,885</b>

**DESIGNATED FUNDS**

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ -	\$ -	\$ -	\$ 6,433,500
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,433,500</b>

**GENERAL FUND  
NON- DEPARTMENTAL**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

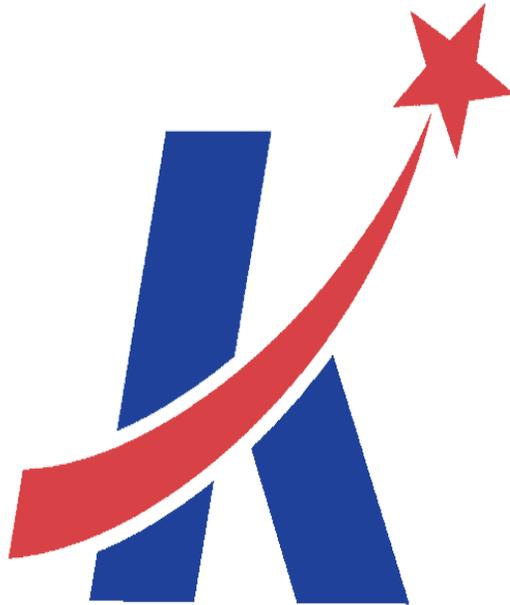
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expense Summary</b>				
Transfer to General Fund CIP	\$ -	\$ -	\$ -	\$ 1,543,971
Transfer to Fleet Services ISF- Service	-	-	-	672,798
Transfer to Fleet Services ISF- Capital	-	-	-	2,395,660
Transfer to Risk Management ISF	-	-	-	781,808
Transfer to Information Technology ISF	-	-	-	1,039,263
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,433,500</b>
<b>Total Revenues</b>	<b>\$ 3,355,386</b>	<b>\$ 2,746,453</b>	<b>\$ 2,651,133</b>	<b>\$ 10,269,491</b>
<b>Total Expenses</b>	<b>\$ 3,355,386</b>	<b>\$ 2,746,453</b>	<b>\$ 2,651,133</b>	<b>\$ 10,269,491</b>



***Dedicated Service – Everyday, for Everyone!***



## ***Water and Sewer Fund***



***Dedicated Service – Everyday, for Everyone!***

# 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.

Water and Sewer Fund – Accounts for the provision of water and sewer services to the residents of the City. All activities necessary to provide such services are accounted for in this fund, including, but not limited to administration, operations, maintenance, billing, and collection.



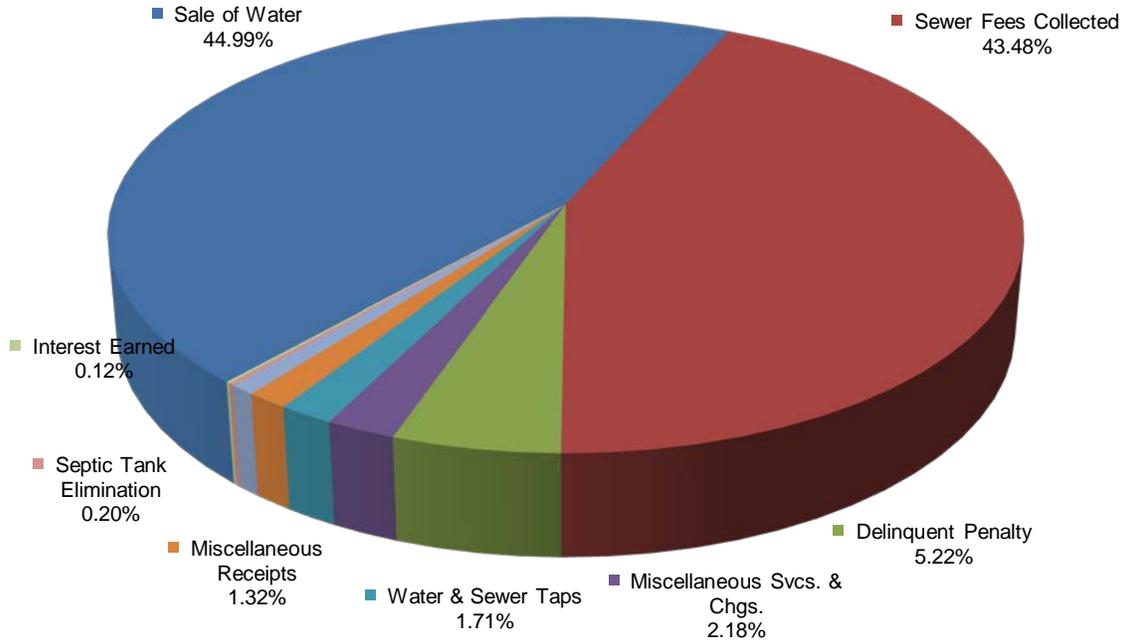
***Dedicated Service – Everyday, for Everyone!***

**Water & Sewer Fund  
Budget Summary  
FY 2018**

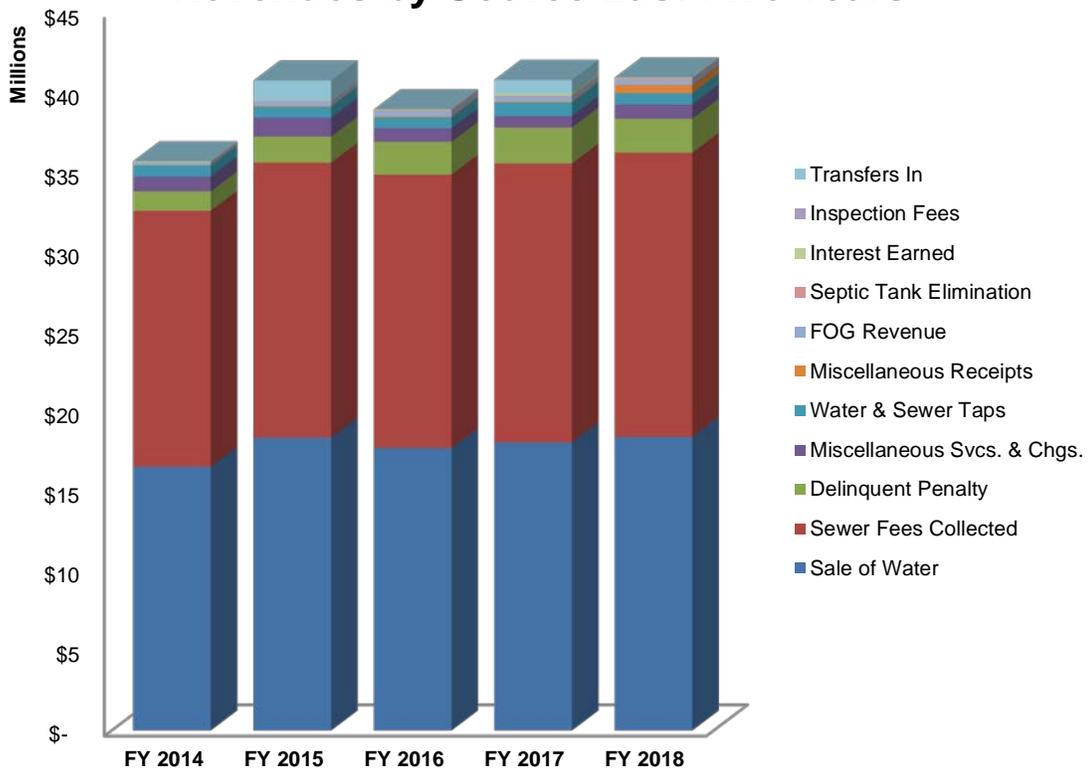
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Budget</b>	<b>Percent of Budget</b>	<b>% Change from FY 2017 Budget</b>
<b>Revenues</b>						
Sale of Water	17,713,883	18,371,545	18,073,950	18,413,262	45.00%	0.23%
Water & Sewer Taps	674,161	700,000	841,807	700,778	1.71%	0.11%
Septic Tank Elimination	80,547	30,000	74,803	83,727	0.20%	179.09%
Sewer Fees Collected	17,119,433	17,379,205	17,459,200	17,795,342	43.48%	2.39%
Miscellaneous Svcs. & Chgs.	858,903	1,048,000	728,113	892,814	2.18%	-14.81%
Delinquent Penalty	2,053,515	1,308,000	2,252,503	2,134,592	5.22%	63.20%
Inspection Fees	-	-	-	-	0.00%	0.00%
Investment Revenue	48,216	45,000	107,830	50,122	0.12%	11.38%
Miscellaneous Receipts	72,893	352,000	58,712	538,790	1.32%	53.07%
FOG Revenue	303,528	275,000	299,485	315,511	0.77%	14.73%
<b>Total Revenues</b>	<b>38,925,079</b>	<b>39,508,750</b>	<b>40,782,242</b>	<b>40,924,938</b>	<b>100.00%</b>	<b>3.58%</b>
<b>Operating Expenses</b>						
Utility Collections	2,381,867	2,521,123	2,412,739	2,524,508	6.17%	0.13%
Building Services	58,771	66,100	41,049	-	0.00%	-100.00%
Fleet Services	1,014,287	-	-	-	0.00%	--
Human Resources	13,447	18,000	81,637	-	0.00%	-100.00%
Information Technology	835,424	700,121	653,656	-	0.00%	-100.00%
Water and Sewer Contracts	15,047,284	16,549,440	14,114,228	16,961,481	41.45%	2.49%
Water Distribution	954,696	1,253,313	976,443	1,020,969	2.49%	-18.54%
Sanitary Sewers	639,383	1,283,935	831,641	993,185	2.43%	-22.65%
Water and Sewer Operations	2,623,434	2,686,421	2,577,194	2,749,926	6.72%	2.36%
Water and Sewer Engineering	813,385	1,679,268	644,371	1,182,746	2.89%	-29.57%
Non-Departmental	394,301	573,236	534,169	435,880	1.07%	-23.96%
Cost Allocation	3,229,355	2,833,783	2,833,783	2,585,606	6.32%	-8.76%
Franchise Fee	3,463,818	3,495,308	3,495,308	3,630,243	8.87%	3.86%
Public Works	140,925	139,592	92,879	160,382	0.39%	0.00%
Transfer To Fleet Service	-	-	-	95,087	0.23%	0.00%
Transfer To Risk Management	-	-	-	158,723	0.39%	0.00%
Transfer To Information Technology	-	-	-	1,149,764	2.81%	0.00%
<b>Total Operating Expenses</b>	<b>31,610,377</b>	<b>33,799,640</b>	<b>29,289,097</b>	<b>33,648,500</b>	<b>82.23%</b>	<b>-0.45%</b>
<b>Debt Service</b>	<b>7,170,715</b>	<b>7,167,341</b>	<b>7,171,777</b>	<b>6,171,911</b>	<b>15.08%</b>	<b>-13.89%</b>
<b>Non-Operating Expenses</b>						
<b>Capital Projects</b>						
Buildings	192,107	-	-	-	0.00%	--
Computer Equipment/Software	9,625	127,292	176,648	-	0.00%	-100.00%
Customer Services	109,232	150,000	81,035	75,000	0.18%	-50.00%
Fire Hydrants	22,141	15,000	0	15,000	0.04%	0.00%
Customer Meters	120,883	150,000	126,446	155,000	0.38%	3.33%
Fleet Funding Program	2,800,000	-	-	497,000	1.21%	0.00%
<b>Total Capital Projects</b>	<b>3,253,988</b>	<b>442,292</b>	<b>384,129</b>	<b>742,000</b>	<b>0.60%</b>	<b>67.76%</b>
<b>Infrastructure Projects</b>						
Waterline Extension	55,120	-	475	-	0.00%	--
Sewerline Extension	590,184	-	-	-	0.00%	--
Sewer Service Extension - Annexation	11,375	-	9,196	-	0.00%	--
<b>Total Infrastructure Projects</b>	<b>656,679</b>	<b>-</b>	<b>9,671</b>	<b>-</b>	<b>0.00%</b>	<b>--</b>
<b>Other</b>						
Contributions - KEDC/GKCC	712,782	362,527	362,527	362,527	0.89%	0.00%
<b>Total Other</b>	<b>712,782</b>	<b>362,527</b>	<b>362,527</b>	<b>362,527</b>	<b>0.89%</b>	<b>0.00%</b>
<b>Total Non-Operating Expenses</b>	<b>4,623,449</b>	<b>804,819</b>	<b>756,327</b>	<b>1,104,527</b>	<b>1.49%</b>	<b>37.24%</b>
<b>Total Expenses</b>	<b>43,404,541</b>	<b>41,771,800</b>	<b>37,217,201</b>	<b>40,924,938</b>	<b>98.80%</b>	<b>-2.03%</b>
<b>Net Change In Working Capital</b>	<b>(4,479,462)</b>	<b>(2,263,050)</b>	<b>3,565,041</b>	<b>-</b>		
<b>Working Capital Balance, Beginning</b>				<b>14,380,572</b>		
<b>Working Capital Balance, Ending</b>				<b>\$ 14,380,572</b>		

# Water & Sewer Fund

## -Revenues by Source FY 2018-

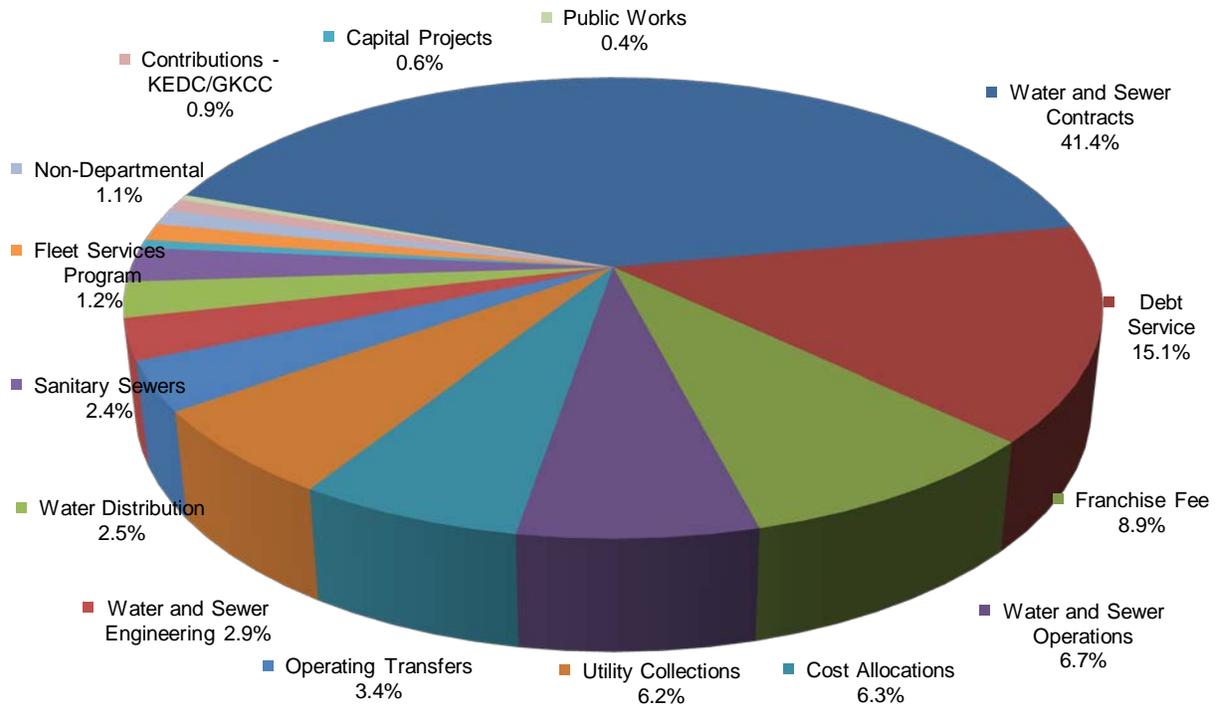


## -Revenues by Source Last Five Years-

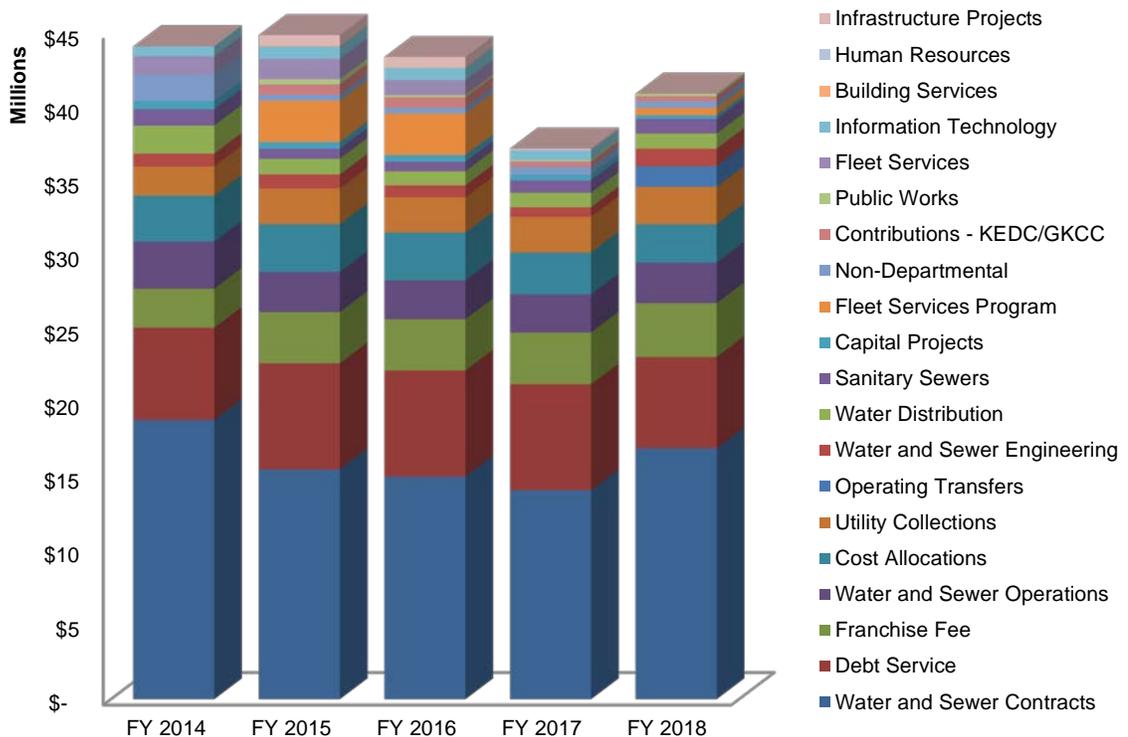


# Water & Sewer Fund

## -Expenses by Character FY 2018-



## -Expenses by Character Last Five Years-



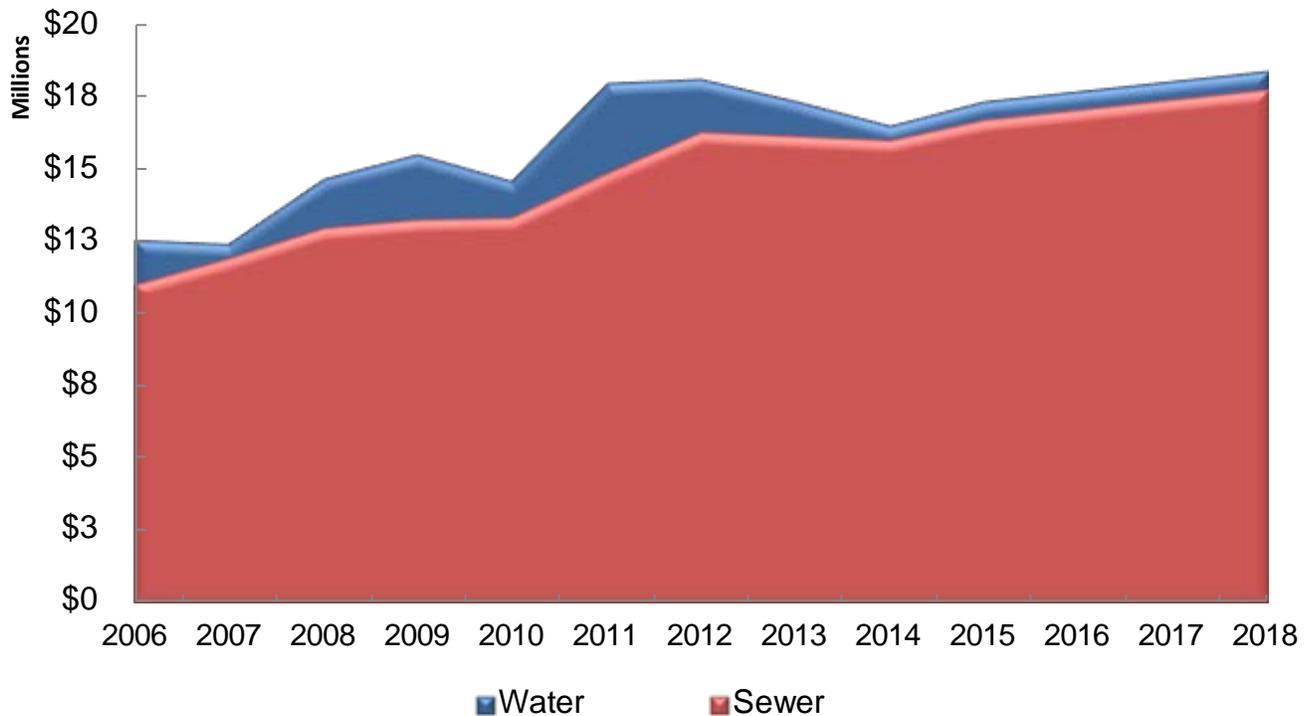
## - WATER AND SEWER REVENUES – Revenue Assumptions

<b>Water Revenue</b>	<b>\$18,371,545</b>
<b>Sewer Revenue</b>	<b>\$17,379,205</b>

In FY 2009, the City contracted with an outside firm to perform a water and sewer rate study, using information from Killeen’s water and sewer customer base. The City implemented the proposed rate increases in FY 2011 and FY 2012. The City chose to defer utility rate increases scheduled for FY 2013 and FY 2014. A 3% rate increase was implemented in FY 2015, and a 2.5% water only rate increase was implemented in FY 2016. Water and sewer rates appear in the reference section of this document.

Water sales hit record highs in FY 2012, due to extremely hot and dry conditions. Conditions were more temperate in FY 2014 resulting in lower water sales.

### Water & Sewer Revenues



The above chart shows the elasticity of **water revenues** which are highly dependent on the weather – the hotter and dryer the weather, the more water is consumed. The chart shows a flatter trend for **sewer revenues**, because not all sewer charges are billed on total water consumption. Residential customers are billed for sewer based on their water consumption, but the maximum sewer consumption is capped at 10,000 gallons per month. Non-residential customers are billed for sewer service based on 100% of their water consumption. The general upward trend of this graph also illustrates growth in the number of customers, as well as rate increases over the years.

---

**Delinquent Penalties****\$2,134,592**

---

This revenue is generated by a \$10 late penalty assessed on past due utility payments and a \$25 delinquent account fee assessed prior to disconnection for non-payment. FY 2018 budget projections are based on current average monthly late fees at budget development.

---

**Water Services and Charges****\$ 892,814**

---

These revenue sources are generated from the connection and transfer of utility accounts, after hours service fees, and meter checks. The amount of revenue generated by these fees normally remains stable. FY 2018 revenues are budgeted at a slight decrease from the FY 2017 budget, based on year-end projected levels.

---

**Tap Fees****\$700,778**

---

Tap fees are charged to new customers who "tap" into the City's water and sewer systems. This revenue is highly dependent on building and construction activity within the City that is difficult to forecast. The revenue projection is based on trend analysis, taking into account predicted construction levels. FY 2018 budgeted revenues are projected at the FY 2017 budget level, in anticipation of a leveling of housing activity.

---

**Interest Income****\$50,122**

---

Interest income is projected using a cash flow analysis to estimate investable cash balances. Interest rate trends for the current year are also taken into account in developing the projection. The City will invest all idle cash in order to maximize earnings. All of the city's idle cash funds are invested in the depository bank, TexStar, money market accounts, or certificates of deposit.

The projected interest earnings for FY 2018 are \$50,122.



***Dedicated Service – Everyday, for Everyone!***

**WATER/SEWER FUND  
FINANCE  
UTILITY COLLECTIONS**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Mission:**

The mission of the Utility Collection division is to accurately bill and collect on a timely basis for all City utility services.

**Mission Elements:**

- Read meters.
- Bill for service.
- Collect accounts.

**Goals:**

- Implement Selectron outbound Interactive Voice Response (IVR) call out system for delinquent notifications.
- Improve online services offered to our customers.

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ 2,573,974	\$ 2,521,123	\$ 2,412,739	\$ 2,524,508
<b>Total</b>	<b>\$ 2,573,974</b>	<b>\$ 2,521,123</b>	<b>\$ 2,412,739</b>	<b>\$ 2,524,508</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenses Summary</b>				
Personnel Services	\$ 1,438,442	\$ 1,439,627	\$ 1,437,362	\$ 1,485,623
Material Supplies	343,593	372,964	354,462	373,320
Maintenance & Repairs	70,603	64,055	30,827	26,305
Support Services	495,736	588,792	573,794	552,940
Minor Capital	-	2,583	1,700	-
Professional Services	-	4,320	5,500	51,320
Designated Expenses	33,493	48,782	9,094	35,000
Capital Outlay	192,107	-	-	-
<b>Total</b>	<b>\$ 2,573,974</b>	<b>\$ 2,521,123</b>	<b>\$ 2,412,739</b>	<b>\$ 2,524,508</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Clerk	1.50	1.50	1.50
Code Enforcement Officer	1.00	1.00	1.00
Customer Service Representative	4.00	4.00	4.00
Customer Service Supervisor	1.00	1.00	1.00
Meter Reader	9.00	8.00	8.00
Principal Secretary	1.00	1.00	1.00
Senior Meter Reader	1.00	1.00	1.00

**WATER/SEWER FUND  
FINANCE  
UTILITY COLLECTIONS**

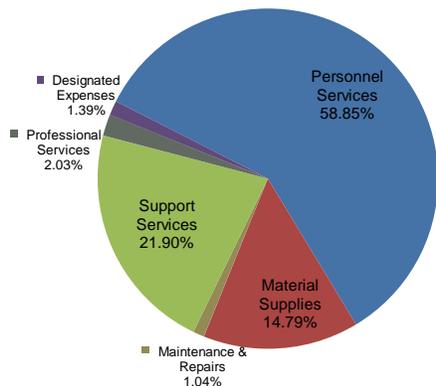
**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Senior Utility Clerk	4.00	4.00	4.00
Utility Clerk	4.00	3.00	3.00
Utility Accounting Specialist	1.00	2.00	2.00
Utility Cashier	4.00	4.00	4.00
Utility Collections Manager	1.00	1.00	1.00
Utility Collections Supervisor	1.00	1.00	1.00
Utility Service Supervisor	1.00	1.00	1.00
Utility Service Worker	6.00	6.00	6.00
<b>Total Staffing</b>	<b>40.50</b>	<b>39.50</b>	<b>39.50</b>

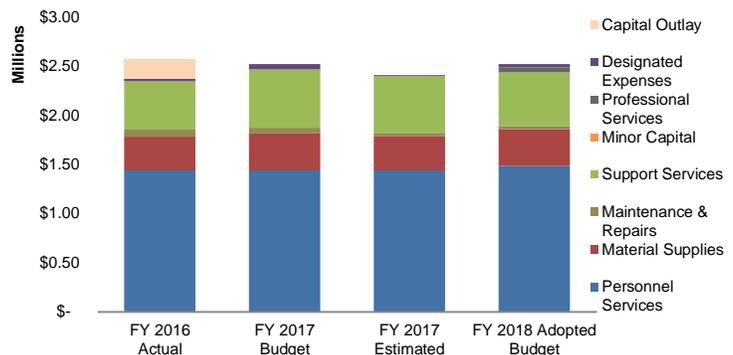
	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Workload/Demand Measures</b>			
Read meters:			
-Active water accounts	50,898	51,787	52,822
-Meters read monthly for billing	47,384	48,536	49,506
Bill for service:			
-Customers serviced by 38.5 FTE's	47,384	48,536	49,506
-Average number of customers per employee	1,199	1,228	1,253
Collect:			
-Collection rate	98%	98%	98%
-Delinquency rate	2%	2%	2%

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Performance Measures</b>			
Meter reading error rate	1%	1%	1%

**Department Expenses**



**Department Expense History**



**WATER/SEWER FUND  
SUPPORT SERVICES  
FLEET SERVICES**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

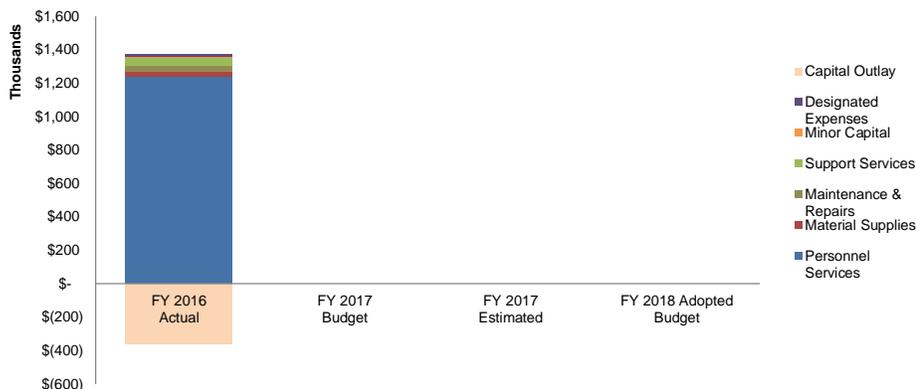
<b>Expenses Summary</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
General Resources	\$ 1,014,287	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 1,014,287</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

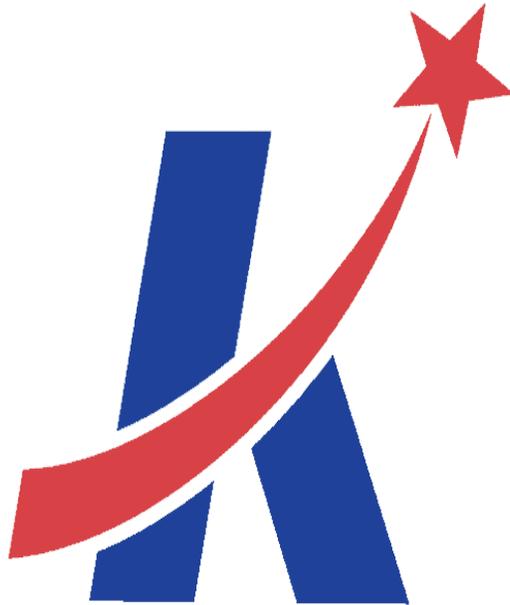
<b>Expenses Summary</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Personnel Services	\$ 1,237,403	\$ -	\$ -	\$ -
Material Supplies	29,608	-	-	-
Maintenance & Repairs	36,884	-	-	-
Support Services	49,630	-	-	-
Minor Capital	6,387	-	-	-
Designated Expenses	14,768	-	-	-
Miscellaneous Expenses	(360,393)	-	-	-
<b>Total</b>	<b>\$ 1,014,287</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Staffing <sup>1</sup></b>	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Accounting Specialist	1.00	-	-
Director of Fleet Services	1.00	-	-
FRP Coordinator	1.00	-	-
Fleet Service Supervisor	2.00	-	-
Fleet Services Parts Supervisor	1.00	-	-
Fleet Services Shop Foreman	1.00	-	-
Fleet Services Technicians	13.00	-	-
Lube Technicians	3.00	-	-
Parts Assistant	3.00	-	-
Principal Secretary	1.00	-	-
<b>Total Staffing</b>	<b>27.00</b>	<b>-</b>	<b>-</b>

<sup>1</sup> - In FY 2017, set up Fleet Services as an Internal Service Fund

**Department Expense History**





***Dedicated Service – Everyday, for Everyone!***

**WATER & SEWER FUND  
INFORMATION TECHNOLOGY  
GIS**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

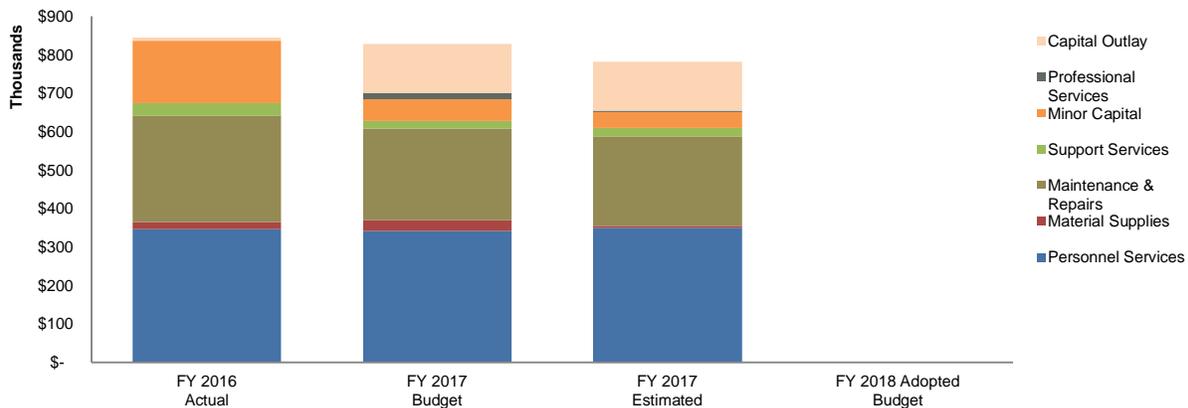
<b>Revenue Summary</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
General Resources	\$ 845,049	\$ 827,413	\$ 780,948	\$ -
<b>Total</b>	<b>\$ 845,049</b>	<b>\$ 827,413</b>	<b>\$ 780,948</b>	<b>\$ -</b>

<b>Expenses Summary</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Personnel Services	\$ 346,294	\$ 341,551	\$ 349,735	\$ -
Material Supplies	18,229	27,726	5,073	-
Maintenance & Repairs	276,341	238,772	230,739	-
Support Services	33,508	20,300	23,103	-
Minor Capital	161,052	54,772	42,205	-
Professional Services	-	17,000	2,800	-
Capital Outlay	9,625	127,292	127,292	-
<b>Total</b>	<b>\$ 845,049</b>	<b>\$ 827,413</b>	<b>\$ 780,948</b>	<b>\$ -</b>

<b>Staffing <sup>1</sup></b>	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
GIS Manager	1.00	1.00	-
Senior CAD/GIS Technician	1.00	1.00	-
GIS Analyst	3.00	3.00	-
<b>Total Staffing</b>	<b>5.00</b>	<b>5.00</b>	<b>-</b>

<sup>1</sup> - In FY 2018, set up Information Technology as an Internal Service Fund

**Department Expense History**





***Dedicated Service – Everyday, for Everyone!***

**WATER & SEWER FUND  
PUBLIC WORKS**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Mission:**

Public Works Administration's mission is to provide the citizens of Killeen with superior utility services, quality infrastructure, and orderly standards of development to protect their health, safety, and general welfare.

**Mission Elements:**

- Divisional Oversight:
  - Plan
  - Execute
  - Evaluate

**Goals:**

- Implement improvement plans for Engineering, Environmental Services, Street Operations, and Water & Sewer using the Solid Waste model.
- Complete Impact Fee studies as directed by City Council.
- Continue implementation of various master plans.
- Develop an overall capital improvement plan for public works.

<b>Revenue Summary</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
General Resources	\$ 140,925	\$ 139,592	\$ 92,879	\$ 160,382
<b>Total</b>	<b>\$ 140,925</b>	<b>\$ 139,592</b>	<b>\$ 92,879</b>	<b>\$ 160,382</b>

<b>Expenses Summary</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Personnel Services	\$ 126,387	\$ 116,412	\$ 85,586	\$ 137,435
Material Supplies	831	1,404	364	1,174
Maintenance & Repairs	-	425	-	-
Support Services	14,668	7,931	6,928	8,273
Minor Capital	(961)	-	-	-
Professional Services	-	13,420	-	13,500
<b>Total</b>	<b>\$ 140,925</b>	<b>\$ 139,592</b>	<b>\$ 92,879</b>	<b>\$ 160,382</b>

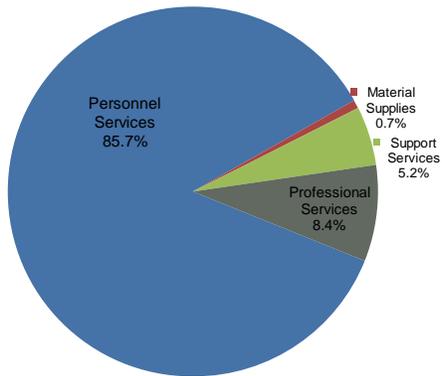
<b>Staffing</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Director of Public Works	0.60	0.60	0.61
Assistant Director of Public Works	-	-	0.34
Executive Assistant	0.60	0.60	0.61
<b>Total Staffing</b>	<b>1.20</b>	<b>1.20</b>	<b>1.56</b>

**WATER & SEWER FUND  
PUBLIC WORKS**

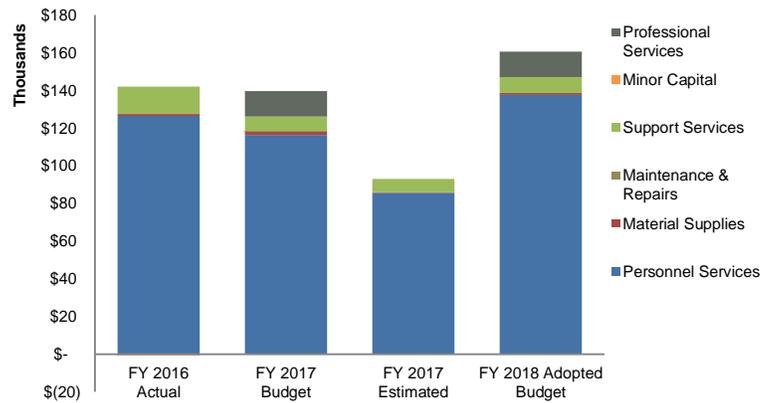
**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

<b>Workload/Demand Measures</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Water Samples	20,180	20,984	21,500
Sewer Samples	312	312	312
BPAT/FOG/CSI Inspections	856	885	950

**Department Expenses**



**Department Expense History**



**WATER/SEWER FUND  
PUBLIC WORKS  
WATER DISTRIBUTION**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Mission:**

The Water and Sewer Division's mission is to deliver reliable and safe water supplies to customers and efficiently collect and dispose of wastewater.

**Mission Elements:**

- Maintain water mains and water service lines.
- Install new water service taps/meters and replace meters as needed.
- Mitigate water loss.
- Maintain water appurtenances including fire hydrants, valves, fittings, etc.
- Flush fire hydrants and dead end water mains.

**Goals:**

- Reduce total water loss from 20% to 18%.
- Complete the Water Line Rehabilitation Phase 2 Project.
- Flow test and maintain 50% of the fire hydrants.
- Flush dead-end water mains per TCEQ regulations.
- Complete service taps and meter sets within 3 weeks of posting.
- Replace 20% of meters that have registered over 1 million gallons.

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ 1,206,950	\$ 1,568,313	\$ 1,183,924	\$ 1,265,969
<b>Total</b>	<b>\$ 1,206,950</b>	<b>\$ 1,568,313</b>	<b>\$ 1,183,924</b>	<b>\$ 1,265,969</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenses Summary</b>				
Personnel Services	\$ 725,209	\$ 723,831	\$ 633,325	\$ 738,469
Material Supplies	40,870	65,099	34,786	51,500
Maintenance & Repairs	176,762	213,000	266,831	212,000
Support Services	10,487	239,383	34,157	12,000
Minor Capital	1,366	12,000	7,344	7,000
Capital Outlay	252,256	315,000	207,481	245,000
<b>Total</b>	<b>\$ 1,206,950</b>	<b>\$ 1,568,313</b>	<b>\$ 1,183,924</b>	<b>\$ 1,265,969</b>

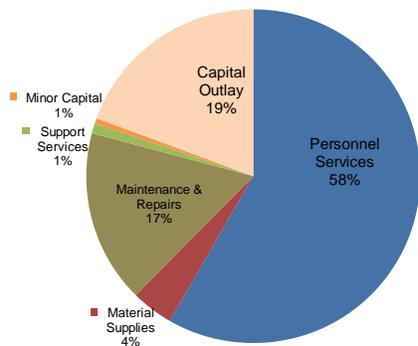
	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Operator III	1.00	1.00	1.00
Operator II	1.00	1.00	1.00
Operator I	5.00	5.00	5.00
Operator/Apprentice	12.00	12.00	12.00
<b>Total Staffing</b>	<b>19.00</b>	<b>19.00</b>	<b>19.00</b>

**WATER/SEWER FUND  
PUBLIC WORKS  
WATER DISTRIBUTION**

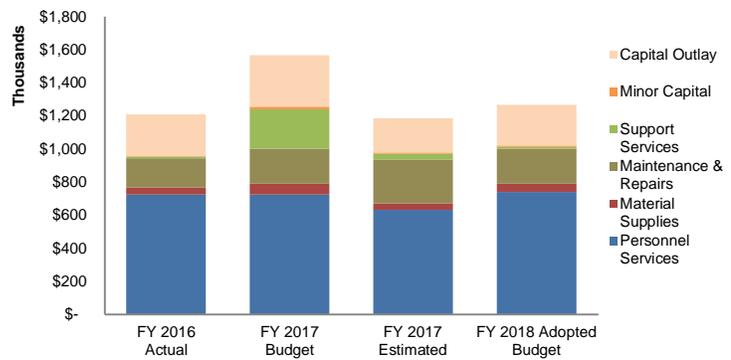
**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Workload/Demand Measures</b>			
Water taps	550	1,005	1,100
Water main repairs	312	312	312
Appurtenance repairs	856	885	950
<b>Performance Measures</b>			
Maintenance cost per 100 miles of water piping system	\$22,497	\$22,056	\$22,700
Unaccounted water loss %	13%	12%	11%

**Department Expenses**



**Department Expense History**



**WATER/SEWER FUND  
PUBLIC WORKS  
SANITARY SEWERS**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Mission:**

The Water and Sewer Division's mission is to deliver reliable and safe water supplies to customers and efficiently collect and dispose of wastewater.

**Mission Elements:**

- Monitor, report, and prevent sanitary sewer overflows (SSO).
- Service manhole monitors.
- Maintain sewer mains.
- Line locates.

**Goals:**

- Maintain SSOs below 4.0 per 100 miles of sewer main.
- Evaluate 25% and clean 15% of sewer main.
- Complete Sewer Line Rehab Ph. 3 Project.
- Complete STEP 10 Project.

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ 639,383	\$ 1,283,935	\$ 831,641	\$ 993,185
<b>Total</b>	<b>\$ 639,383</b>	<b>\$ 1,283,935</b>	<b>\$ 831,641</b>	<b>\$ 993,185</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenses Summary</b>				
Personnel Services	\$ 484,018	\$ 776,765	\$ 634,031	\$ 702,685
Material Supplies	51,369	94,054	55,300	64,000
Maintenance & Repairs	97,790	101,246	79,524	213,500
Support Services	6,206	310,870	46,492	12,000
Minor Capital	-	1,000	960	1,000
Professional Services	-	-	15,334	-
<b>Total</b>	<b>\$ 639,383</b>	<b>\$ 1,283,935</b>	<b>\$ 831,641</b>	<b>\$ 993,185</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Operator III (Inflow and Infiltration)	1.00	-	-
Operator III (Sanitary Sewer Supervisor)	1.00	1.00	1.00
Operator II (Senior Water & Sewer Worker)	1.00	1.00	1.00
Operator I (Equipment)	3.00	4.00	4.00
Operator Apprentice	9.00	13.00	13.00
<b>Total Staffing</b>	<b>15.00</b>	<b>19.00</b>	<b>19.00</b>

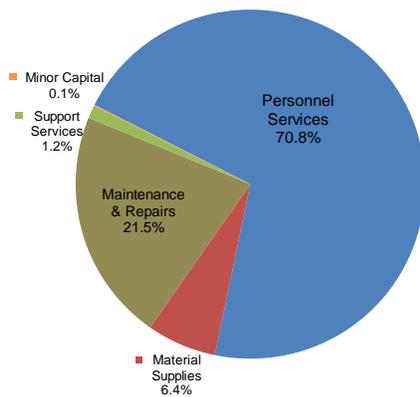
**WATER/SEWER FUND  
PUBLIC WORKS  
SANITARY SEWERS**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

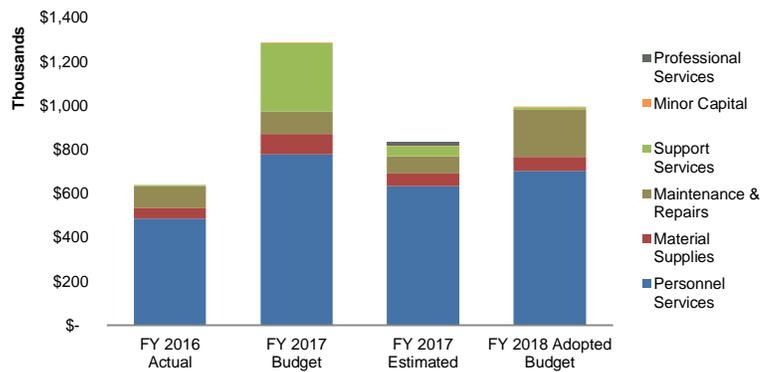
<b>Workload/Demand Measures</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Sanitary sewer overflows	21	23	24
Feet of sanitary sewer main flushed	1,142,782	1,256,226	1,300,000
Sewer main spot repairs	96	108	110

<b>Performance Measures</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Maintenance cost per 100 miles of wastewater piping system	\$7,610.00	\$7,323.00	\$7,500.00
Gallons per minute (GPM) per mile of inflow and infiltration	2	2	2
Reduced sanitary sewer overflow	19%	-10%	5%

**Department Expenses**



**Department Expense History**



**WATER/SEWER FUND  
PUBLIC WORKS  
WATER AND SEWER OPERATIONS**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ 2,623,434	\$ 2,686,421	\$ 2,577,194	\$ 2,749,926
<b>Total</b>	<b>\$ 2,623,434</b>	<b>\$ 2,686,421</b>	<b>\$ 2,577,194</b>	<b>\$ 2,749,926</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenses Summary</b>				
Personnel Services	\$ 1,392,054	\$ 1,231,263	\$ 1,314,703	\$ 1,417,426
Material Supplies	100,703	133,420	96,767	119,900
Maintenance & Repairs	153,653	189,981	189,186	192,500
Support Services	965,787	981,257	793,482	865,600
Minor Capital	11,237	15,500	45,475	14,500
Professional Services	-	135,000	137,582	140,000
<b>Total</b>	<b>\$ 2,623,434</b>	<b>\$ 2,686,421</b>	<b>\$ 2,577,194</b>	<b>\$ 2,749,926</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Accounting Specialist	1.00	1.00	1.00
Chief Operator	1.00	1.00	1.00
Director of Water & Sewer Services	1.00	1.00	1.00
Director of Water & Sewer Utilities	1.00	1.00	1.00
FOG Enforcement Specialist	2.00	2.00	2.00
Operator Apprentice (Water & Sewer)	1.00	2.00	2.00
Operator I	5.00	5.00	4.00
Operator II	1.00	1.00	1.00
Operator II (Backflow Prevention Assembly)	3.00	3.00	3.00
Operator III (BPAT)	1.00	1.00	1.00
Principal Secretary	1.00	1.00	1.00
Secretary (BPAT/FOG)	1.00	1.00	1.00
Water & Sewer Materials Manager	1.00	1.00	1.00
Water & Sewer Service Worker (Opr/Appr)	7.00	7.00	7.00
Water & Sewer Superintendent	1.00	-	-
Technology Technician	-	1.00	1.00
<b>Total Staffing</b>	<b>28.00</b>	<b>29.00</b>	<b>28.00</b>

**WATER/SEWER FUND  
PUBLIC WORKS  
WATER AND SEWER OPERATIONS**

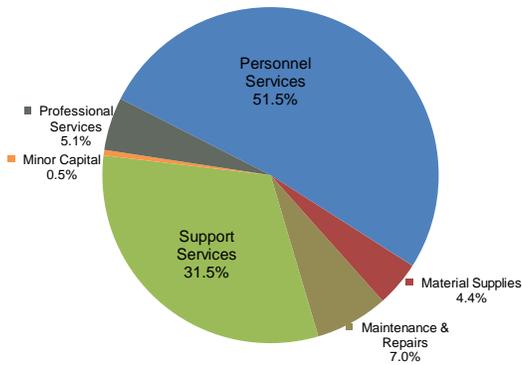
**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

<b>Workload/Demand Measures</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Pump station water pumpage (Gallons)	5,311,914,000	5,346,194,000	5,750,000,000
Lift station sewage collection (Gallons)	4,797,801,000	4,078,289,000	4,700,000,000
Water quality tests	4,015	4,015	4,015
Bacteriological tests	1,550	1,550	1,550
Water and sewer facility inspections	13,529	13,602	13,700
BPAT accounts managed	18,021	18,765	19,500

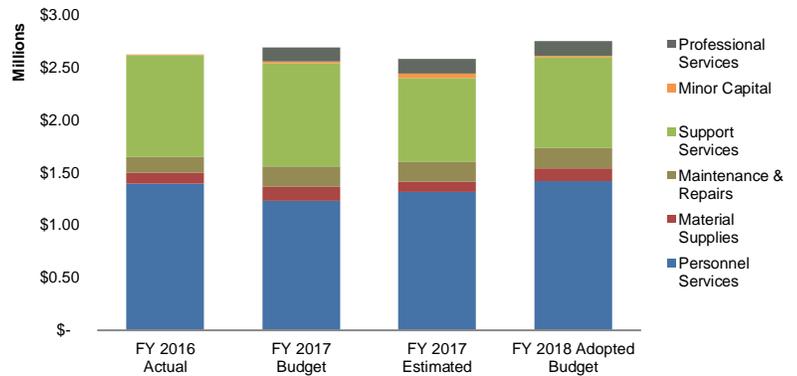
<b>Performance Measures</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Water delivered cost per 1,000 gallons	\$1.52	\$1.55	\$1.57
Average of all disinfectant residuals	1.87	1.94	2.00
Lowest disinfectant residual	0.5	0.5	0.5

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.

**Department Expenses**



**Department Expense History**



**WATER & SEWER FUND  
PUBLIC WORKS  
ENGINEERING**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Mission:**

The Engineering Division's mission is to plan and develop the transportation network of the City, and to provide construction management and/or inspection for all public infrastructure projects.

**Mission Elements:**

- Transportation Planning:
  - Manage and implement the Transportation Master Plan.
  - Manage federal funding opportunities for transportation projects.
- CIP Project Management:
  - Provide project management to all PW CIP projects.
  - Provide construction inspection for all PW CIP projects.
- CIP Project Management:
  - Review platting, subdivision improvements, capital improvements, and commercial construction plans and specifications for conformance with federal, state, and local regulations.
- Construction Inspection:
  - Provide inspection services for infrastructure installation in new subdivisions, capital improvement projects, and commercial construction.

**Goals:**

- Perform all plan reviews within established timelines.
- Enhance and improve Infrastructure Development and Design Standards Manual.
- Develop construction inspection work reporting system.
- Begin construction on Rosewood Drive Extension and Heritage Oaks Hike & Bike Trail, STEP X, Liberty Ditch, and South Water Supply Projects.
- Complete construction on Trimmier Road Widening and South Nolan Creek Bank Stabilization projects.

<b>Revenue Summary</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
General Resources	\$ 813,385	\$ 1,025,172	\$ 644,371	\$ 1,182,746
<b>Total</b>	<b>\$ 813,385</b>	<b>\$ 1,025,172</b>	<b>\$ 644,371</b>	<b>\$ 1,182,746</b>

<b>Expenses Summary</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Personnel Services	\$ 676,786	\$ 586,492	\$ 590,458	\$ 844,828
Material Supplies	18,939	28,003	15,618	31,262
Maintenance & Repairs	15,778	14,538	14,156	15,438
Support Services	98,313	62,406	18,046	17,728
Minor Capital	3,569	4,399	361	750
Professional Services	-	329,334	5,731	272,740
<b>Total</b>	<b>\$ 813,385</b>	<b>\$ 1,025,172</b>	<b>\$ 644,371</b>	<b>\$ 1,182,746</b>

**WATER & SEWER FUND  
PUBLIC WORKS  
ENGINEERING**

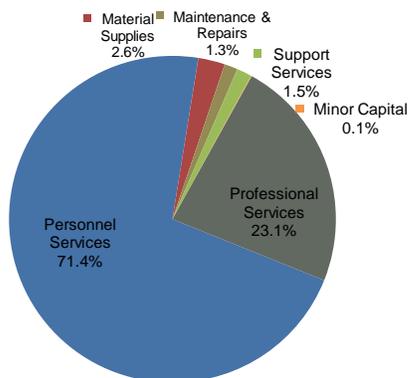
**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Accounting Specialist	1.00	-	-
Chief Construction Inspector	1.00	1.00	1.00
City Engineer	1.00	1.00	1.00
Construction Inspector	2.00	1.00	0.46
Contract Specialist	-	-	0.46
Director of Environmental Services	0.80	0.80	0.80
Director of Transportation	-	0.50	0.46
Engineer-In-Training	1.00	-	1.00
Principal Secretary	1.00	1.50	1.46
Project Engineer	1.00	1.00	1.00
Project Manager	2.00	2.40	1.84
Senior Construction Inspector	3.00	3.00	3.00
<b>Total Staffing</b>	<b>13.80</b>	<b>12.20</b>	<b>12.48</b>

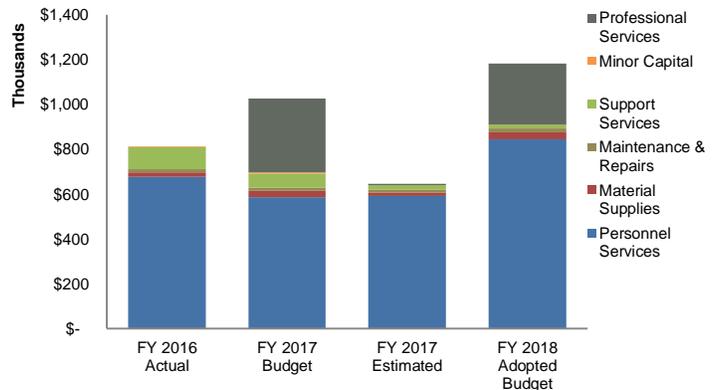
	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Water & Sewer CIP Projects	Not available	Not available	10
Water & Sewer CIP Projects value	Not available	Not available	\$ 7,117,571

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Performance Measures</b>			
Average number of projects per PW senior construction inspector	6	12	10
Average number of CIPs per PW resident project representative	2	3	3

**Department Expenses**



**Department Expense History**



**Mission:**

The Water and Sewer Division's mission is to deliver reliable and safe water supplies to customers and efficiently collect and dispose of wastewater.

**Mission Elements:**

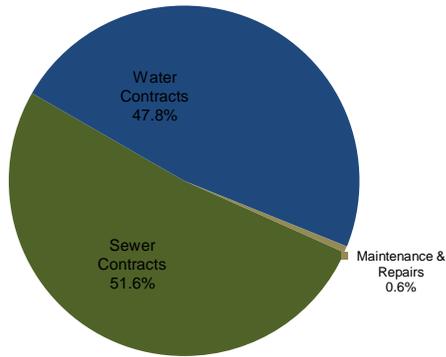
- Work with IT to complete Supervisory Control and Data Acquisition (SCADA) room and security system upgrade.
- Complete final phase of FOG program by implementing a grit trap ordinance.
- Complete an electrical consumption analysis of pump stations.
- Zero time-loss accidents and Notice of Violations from TCEQ.

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
Sale of Water	\$ 17,713,883	\$ 18,371,545	\$ 18,371,545	\$ 18,413,262
Tap Fees	674,161	700,000	700,000	700,778
Septic Tank Elimination	80,547	30,000	30,000	83,727
Sewer Fees	17,119,433	17,379,205	17,379,205	17,795,342
Water Services & Charges	858,903	1,048,000	1,048,000	892,814
Delinquent Penalties	2,053,515	1,308,000	1,308,000	2,134,592
General Resources	(23,453,158)	(22,287,310)	(24,722,522)	(23,059,034)
<b>Total</b>	<b>\$ 15,047,284</b>	<b>\$ 16,549,440</b>	<b>\$ 14,114,228</b>	<b>\$ 16,961,481</b>

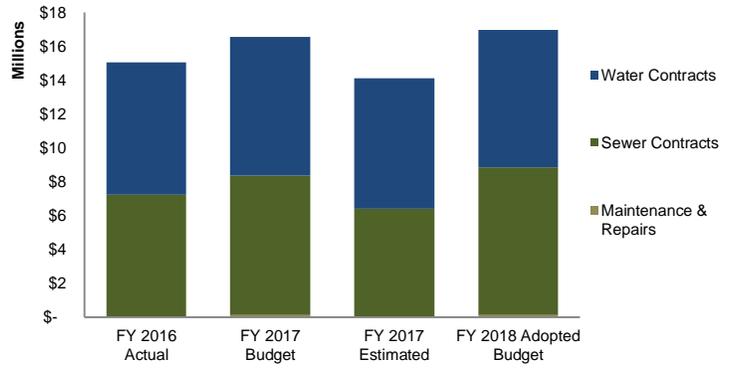
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenses Summary</b>				
Maintenance & Repairs	\$ 53,436	\$ 100,000	\$ 40,477	\$ 100,000
Sewer Contracts	7,183,054	8,259,281	6,366,159	8,754,364
Water Contracts	7,810,794	8,190,159	7,707,593	8,107,117
<b>Total</b>	<b>\$ 15,047,284</b>	<b>\$ 16,549,440</b>	<b>\$ 14,114,228</b>	<b>\$ 16,961,481</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Director of Public Works	0.05	0.05	-
Assistant Director of Public Works	-	-	-
Executive Assistant	0.05	0.05	-
<b>Total Staffing</b>	<b>0.10</b>	<b>0.10</b>	<b>-</b>

**Department Expenses**



**Department Expense History**



**DEBT SERVICE**

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ 7,170,715	\$ 7,167,341	\$ 7,171,777	\$ 6,171,911
<b>Total</b>	<b>\$ 7,170,715</b>	<b>\$ 7,167,341</b>	<b>\$ 7,171,777</b>	<b>\$ 6,171,911</b>
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expense Summary</b>				
Bond Interest	\$ 2,088,175	\$ 1,956,301	\$ 1,956,287	\$ 1,830,871
Bond Principal Payment	5,075,000	5,205,000	5,205,000	4,335,000
Arbitrage Calculation Fees	5,040	5,040	5,490	5,040
Paying Agent Fees	2,500	1,000	5,000	1,000
<b>Total</b>	<b>\$ 7,170,715</b>	<b>\$ 7,167,341</b>	<b>\$ 7,171,777</b>	<b>\$ 6,171,911</b>

**HUMAN RESOURCES**

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ 13,447	\$ 18,000	\$ 1,892	\$ -
<b>Total</b>	<b>\$ 13,447</b>	<b>\$ 18,000</b>	<b>\$ 1,892</b>	<b>\$ -</b>
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expense Summary</b>				
Supplies	\$ 3,026	\$ 6,000	\$ -	\$ -
Support Services	-	3,500	1,892	-
Designated Expenses	10,421	8,500	-	-
<b>Total</b>	<b>\$ 13,447</b>	<b>\$ 18,000</b>	<b>\$ 1,892</b>	<b>\$ -</b>

**GENERAL ADMINISTRATION**

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ 58,771	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 58,771</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expense Summary</b>				
Maintenance & Repairs	\$ 58,771	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 58,771</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**NON-DEPARTMENTAL**

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ 10,600,255	\$ 7,264,854	\$ 8,191,371	\$ 8,914,830
<b>Total</b>	<b>\$ 10,600,255</b>	<b>\$ 7,264,854</b>	<b>\$ 8,191,371</b>	<b>\$ 8,914,830</b>
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expense Summary</b>				
Separation Pay	\$ -	\$ -	\$ 79,745	\$ 30,066
Supplies	3,163	-	-	-
Support Services	111,867	156,532	118,051	22,223
Direct Cost Allocation [HR & Building Services]	-	-	-	82,082
Franchise Fees	3,463,818	3,495,308	3,495,308	3,630,243
Indirect Cost Allocation	3,229,355	2,833,783	2,833,783	2,503,524
Industrial Development	712,729	362,527	362,527	362,527
Professional Services	26,659	27,704	94,141	20,000
Designated Expenses	252,664	389,000	321,977	363,591
Transfer to Fleet Services ISF- Service	-	-	885,839	95,087
Transfer to Fleet Services ISF- Capital	2,800,000	-	-	497,000
Transfer to Risk Management ISF	-	-	-	158,723
Transfer to Information Technology ISF	-	-	-	1,149,764
<b>Total</b>	<b>\$ 10,600,255</b>	<b>\$ 7,264,854</b>	<b>\$ 8,191,371</b>	<b>\$ 8,914,830</b>
<b>TOTAL OTHER APPROPRIATIONS REVENUES</b>	\$ 17,843,188	\$ 14,450,195	\$ 15,365,040	\$ 15,086,741
<b>TOTAL OTHER APPROPRIATIONS EXPENSES</b>	<b>\$ 17,843,188</b>	<b>\$ 14,450,195</b>	<b>\$ 15,365,040</b>	<b>\$ 15,086,741</b>



## ***Solid Waste Fund***



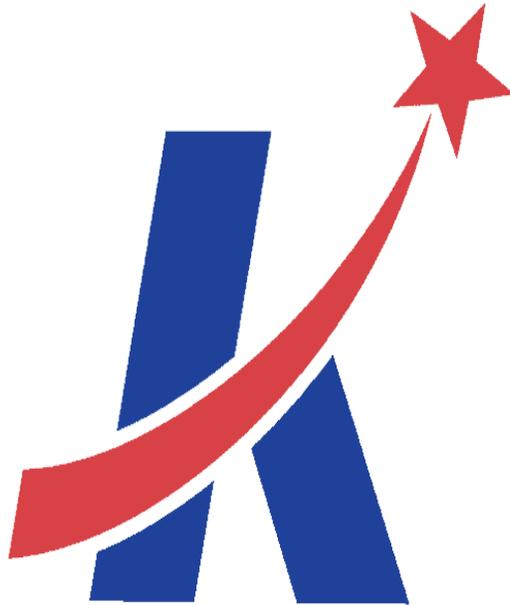
***Dedicated Service – Everyday, for Everyone!***

# SOLID WASTE FUND



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

Solid Waste Fund – Accounts for the provision of solid waste collection and disposal services to customers who are billed monthly at a rate sufficient to cover the cost of providing the service.



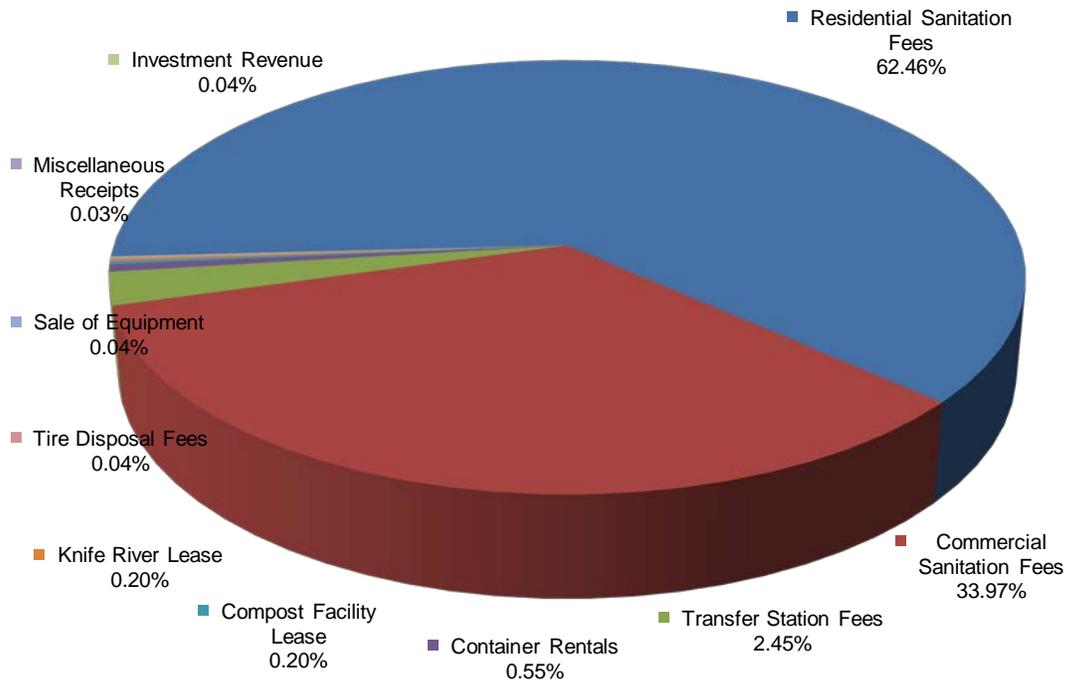
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**Solid Waste Fund  
Budget Summary  
FY 2018**

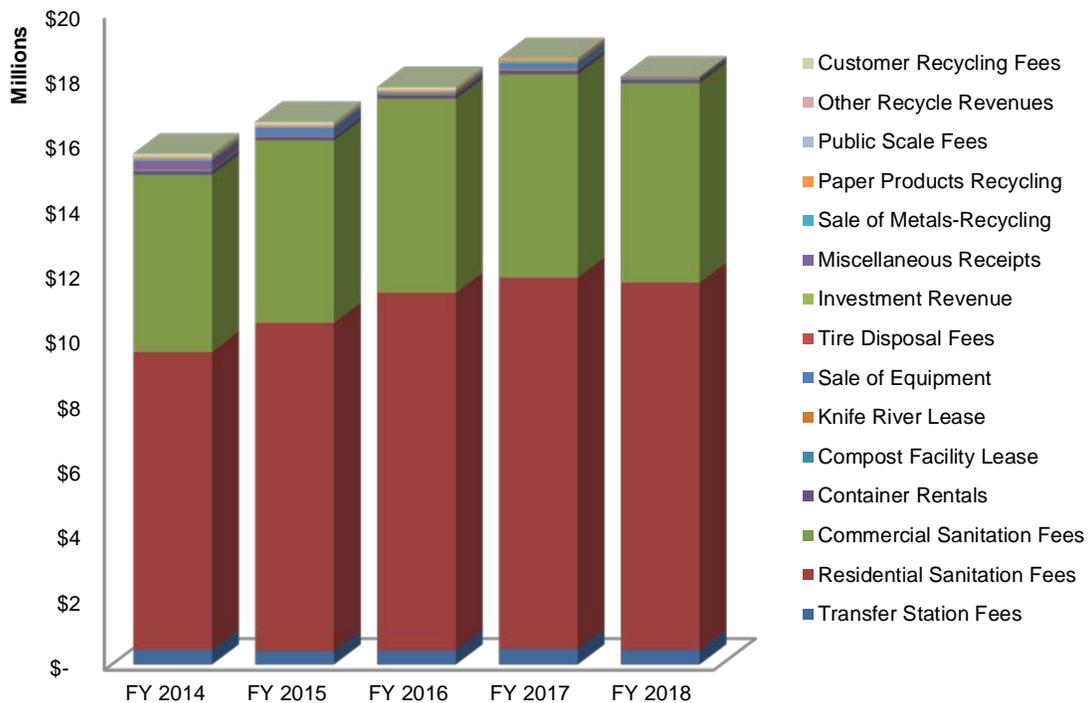
	FY 2016 Actual	FY 2017 Budget	FY 2017 Estimated	FY 2018 Budget	Percent of Budget	% Change from FY 2017 Budget
<b>Revenues</b>						
<b>Charges for Services</b>						
Transfer Station Fees	431,249	430,500	468,518	443,065	2.45%	2.92%
Container Rentals	97,223	90,300	111,713	99,887	0.55%	10.62%
Tire Disposal Fees	7,427	7,250	8,982	7,631	0.04%	5.26%
Sale of Metals-Recycling	22,594	26,363	25,650	-	0.00%	-100.00%
Paper Products Recycling	42,584	32,887	64,244	-	0.00%	-100.00%
Public Scale Fees	7,127	6,200	6,935	-	0.00%	-100.00%
Other Recycling Fees	8,163	9,500	8,815	-	0.00%	-100.00%
Customer Recycling Fees	78,465	84,300	6,697	-	0.00%	-100.00%
Commercial Sanitation Fees	5,970,732	6,151,871	6,251,292	6,134,330	33.96%	-0.29%
Residential Sanitation Fees	10,978,590	10,885,015	11,410,149	11,279,403	62.46%	3.62%
<b>Total Charges for Services</b>	<b>17,644,154</b>	<b>17,724,186</b>	<b>18,362,995</b>	<b>17,964,316</b>	<b>99.46%</b>	<b>1.35%</b>
<b>Other</b>						
Investment Revenue	7,365	9,399	27,569	7,567	0.04%	-19.49%
Compost Facility Lease	36,000	18,000	18,000	36,986	0.20%	105.48%
Knife River Lease	35,500	30,000	36,000	36,473	0.20%	21.58%
Sale of Equipment	7,623	9,000	174,578	7,832	0.04%	-12.98%
Miscellaneous Receipts	5,403	200	7,298	5,551	0.03%	100.00%
Transfers	-	-	491,826	-	0.00%	100.00%
<b>Total Other</b>	<b>91,891</b>	<b>66,599</b>	<b>755,271</b>	<b>94,409</b>	<b>0.51%</b>	<b>41.76%</b>
<b>Total Revenues</b>	<b>17,736,045</b>	<b>17,790,785</b>	<b>19,118,266</b>	<b>18,058,725</b>	<b>99.97%</b>	<b>1.51%</b>
<b>Operating Expenses</b>						
Human Resources	5,479	14,000	24,544	-	0.00%	-100.00%
Information Technology	64,561	92,125	50,302	-	0.00%	-100.00%
Building Services	21,358	19,500	19,705	-	0.00%	-100.00%
Accounting	201,793	212,226	198,699	210,967	1.21%	-0.59%
Residential Operations	2,898,016	4,082,241	3,056,598	2,791,049	16.03%	-31.63%
Commercial Operations	1,661,328	2,633,034	1,946,048	1,793,784	10.30%	-31.87%
Recycling Program	341,921	325,451	315,473	365,537	2.10%	12.32%
Transfer Station	4,911,880	5,122,721	4,949,180	5,221,301	29.98%	1.92%
Mowing	809,534	902,271	791,312	782,120	4.49%	-13.32%
Non-Departmental	283,459	176,046	259,734	34,956	0.20%	-80.14%
Franchise Fee	1,504,485	1,603,869	1,603,869	1,616,789	9.28%	0.81%
Cost Allocations	1,166,830	1,373,305	1,373,305	1,097,985	6.31%	-20.05%
Public Works	64,687	64,074	42,032	106,715	0.61%	0.00%
Transfer To Fleet Services	-	-	-	709,785	4.08%	0.00%
Transfer to Risk Management	-	-	-	196,129	1.13%	0.00%
Transfer to Information Technology	-	-	-	266,816	1.53%	0.00%
Transfer to General Fund	-	-	1,677,216	-	0.00%	100.00%
<b>Total Operating Expenses</b>	<b>13,935,331</b>	<b>16,620,863</b>	<b>16,308,017</b>	<b>15,193,933</b>	<b>87.25%</b>	<b>-8.59%</b>
<b>Debt Service</b>	<b>723,984</b>	<b>719,960</b>	<b>721,446</b>	<b>719,643</b>	<b>4.13%</b>	<b>-0.04%</b>
<b>Non-Operating Expenses</b>						
<b>Capital Outlay</b>						
Motor Vehicles	1,380,099	-	-	-	0.02%	0.00%
Machinery & Equipment	19,371	-	-	-	0.02%	0.00%
Computer Equipment/Software	274,911	17,237	36,532	-	0.02%	0.00%
Fleet Funding Program	1,700,000	-	-	1,500,420	8.64%	0.00%
<b>Total Capital Outlay</b>	<b>3,374,381</b>	<b>17,237</b>	<b>36,532</b>	<b>1,500,420</b>	<b>8.70%</b>	<b>8604.65%</b>
<b>Total Non-Operating Expenses</b>	<b>3,374,381</b>	<b>17,237</b>	<b>36,532</b>	<b>1,500,420</b>	<b>8.70%</b>	<b>8604.65%</b>
<b>Total Expenses</b>	<b>18,033,696</b>	<b>17,358,060</b>	<b>17,065,995</b>	<b>17,413,996</b>	<b>100.08%</b>	<b>0.32%</b>
<b>Net Change In Working Capital</b>	<b>(297,651)</b>	<b>432,725</b>	<b>2,052,271</b>	<b>644,729</b>		
<b>Working Capital Balance, Beginning</b>				<b>5,477,421</b>		
<b>Working Capital Balance, Ending</b>				<b>\$ 6,122,150</b>		

# Solid Waste Fund

## -Revenues by Source FY 2018-

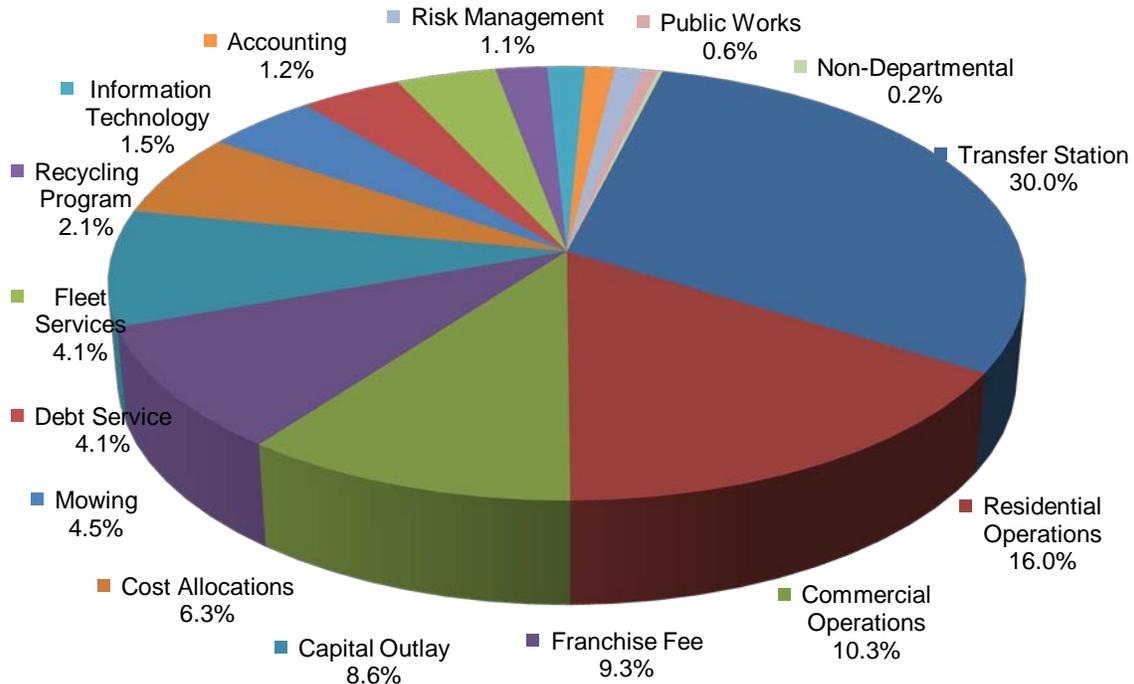


## -Revenues by Source Last Five Years-

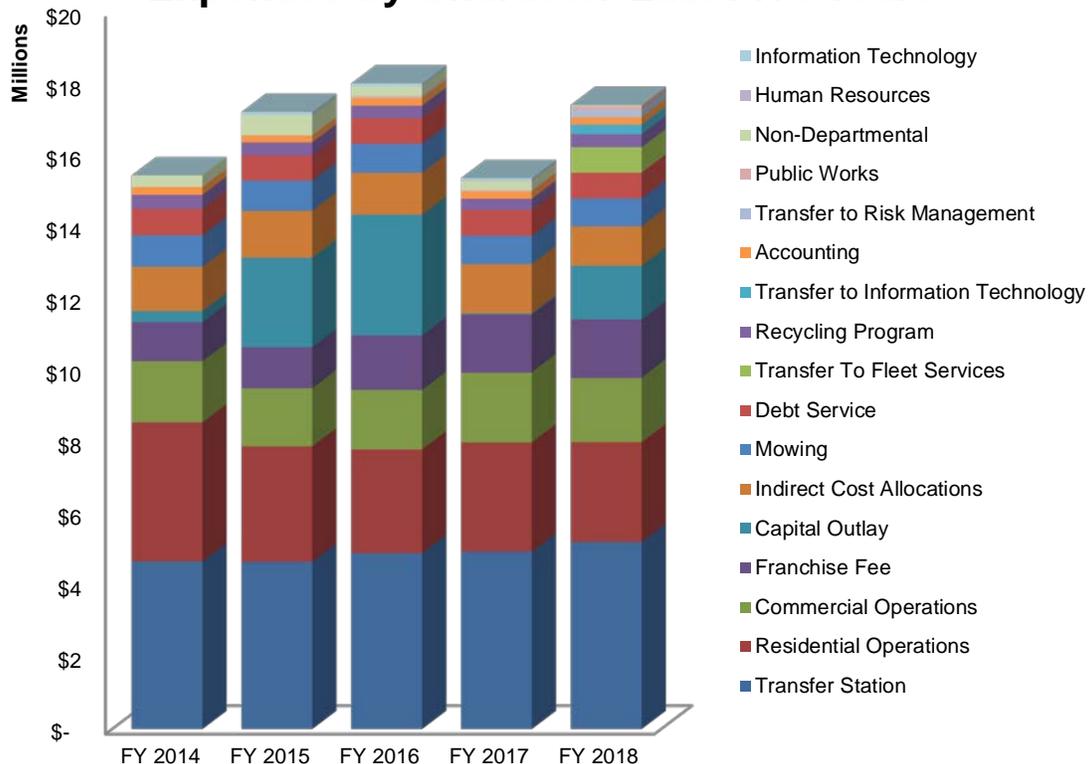


# Solid Waste Fund

## -Expenses by Character FY 2018-



## -Expenses by Character Last Five Years-

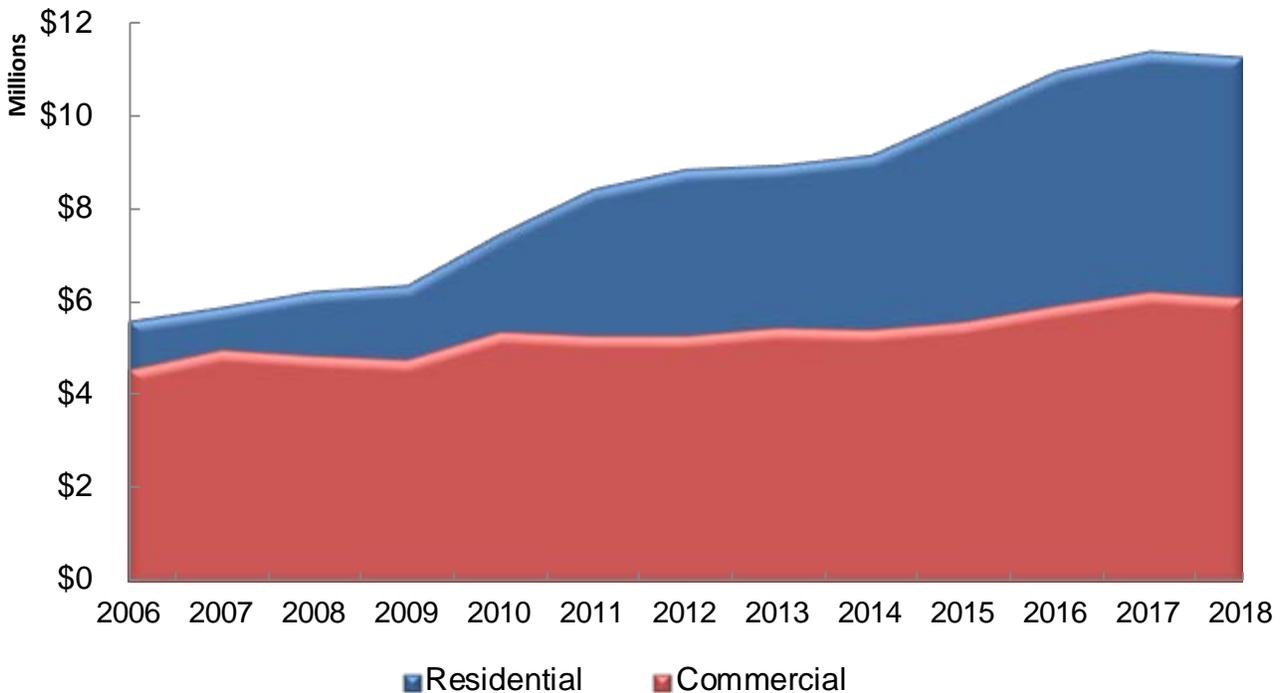


## - SOLID WASTE REVENUES - Revenue Assumptions

<b>Residential Sanitation Revenue</b>	<b>\$11,279,403</b>
<b>Commercial Sanitation Revenue</b>	<b>\$6,134,330</b>

In FY 2015, the City contracted with an outside firm to perform a solid waste rate study, using information from Killeen’s customer base. The City implemented the proposed rate increases in FY 2015. The City chose to defer utility rate increases scheduled for FY 2016, 2017 and 2018. Solid Waste rates appear in the reference section of this document.

### Solid Waste Revenues



The general upward trend of the chart above illustrates growth in the number of customers, as well as rate increases over the years.

<b>Transfer Station Revenue</b>	<b>\$443,065</b>
---------------------------------	------------------

Revenues are generated at the Transfer Station from tipping fees for the disposal of waste materials. Tipping fees are applied at the current rate of \$61.64 per ton or \$3.08 per 100lbs for customers that use the facility.

<b>Interest Income</b>	<b>\$7,567</b>
------------------------	----------------

Interest income is projected using a cash flow analysis to estimate investable cash balances.

Interest rate trends for the current year are also taken into account in developing the projection. The City will invest all idle cash in order to maximize earnings. All of the City's idle cash funds are invested in the depository bank, TexStar, money market accounts, or certificates of deposit. While investable cash balances are fairly stable from prior years, interest rates declined sharply in 2009; however, rates began to rebound in FY 2017 and are continuing to rise.

The projected interest earnings for FY 2018 are \$7,567.



***Dedicated Service – Everyday, for Everyone!***

**SOLID WASTE FUND  
PUBLIC WORKS**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Mission:**

Public Works Administration's mission is to provide the citizens of Killeen with superior utility services, quality infrastructure, and orderly standards of development to protect their health, safety, and general welfare.

**Mission Elements:**

- Divisional Oversight:
  - Plan
  - Execute
  - Evaluate

**Goals:**

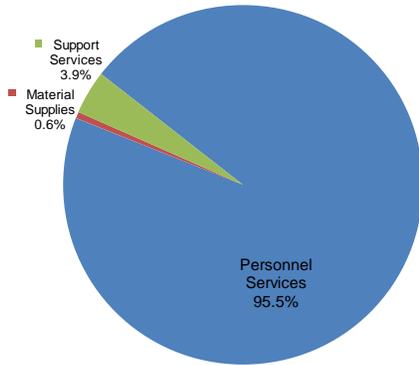
- Complete Solid Waste Improvement Plan.
- Implement improvement plans for Engineering, Environmental Services, Street Operations, and Water & Sewer using the Solid Waste model.
- Complete Impact Fee studies as directed by City Council.
- Continue implementation of various master plans.
- Develop an overall capital improvement plan for public works.

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ 64,687	\$ 64,074	\$ 42,032	\$ 106,715
<b>Total</b>	<b>\$ 64,687</b>	<b>\$ 64,074</b>	<b>\$ 42,032</b>	<b>\$ 106,715</b>

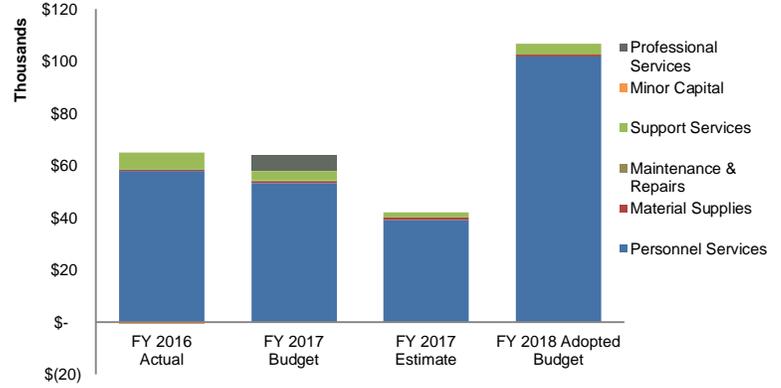
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenses Summary</b>				
Personnel Services	\$ 58,013	\$ 53,434	\$ 39,285	\$ 101,921
Material Supplies	382	644	1,005	602
Maintenance & Repairs	-	195	-	-
Support Services	6,733	3,641	1,742	4,192
Minor Capital	(441)	-	-	-
Professional Services	-	6,160	-	-
<b>Total</b>	<b>\$ 64,687</b>	<b>\$ 64,074</b>	<b>\$ 42,032</b>	<b>\$ 106,715</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Director of Public Works	0.30	0.30	0.28
Assistant Director of Public Works	-	-	0.60
Executive Assistant	0.30	0.30	0.28
<b>Total Staffing</b>	<b>0.60</b>	<b>0.60</b>	<b>1.16</b>

**Department Expenses**



**Department Expense History**



**SOLID WASTE FUND  
PUBLIC WORKS  
ACCOUNTING**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Mission:**

The Solid Waste Division's mission is to collect and dispose of solid waste.

**Mission Elements:**

- Provide customer service for residential and commercial customers.
- Process all financial transactions and maintain financial records for the division.

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenses Summary</b>				
General Resources	\$ 201,793	\$ 212,226	\$ 198,699	\$ 210,967
<b>Total</b>	<b>\$ 201,793</b>	<b>\$ 212,226</b>	<b>\$ 198,699</b>	<b>\$ 210,967</b>

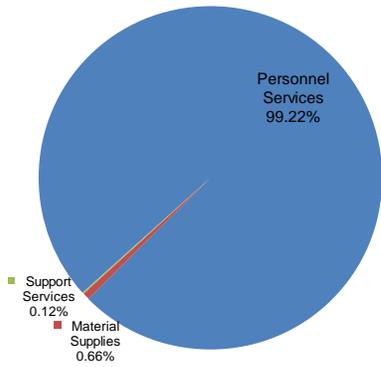
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenses Summary</b>				
Personnel Services	\$ 200,467	\$ 210,576	\$ 196,806	\$ 209,317
Material Supplies	1,239	1,400	820	1,400
Support Services	87	250	58	250
Minor Capital	-	-	1,014	-
<b>Total</b>	<b>\$ 201,793</b>	<b>\$ 212,226</b>	<b>\$ 198,699</b>	<b>\$ 210,967</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Accounting Supervisor	1.00	1.00	1.00
Accounting Specialist	3.00	3.00	3.00
<b>Total Staffing</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

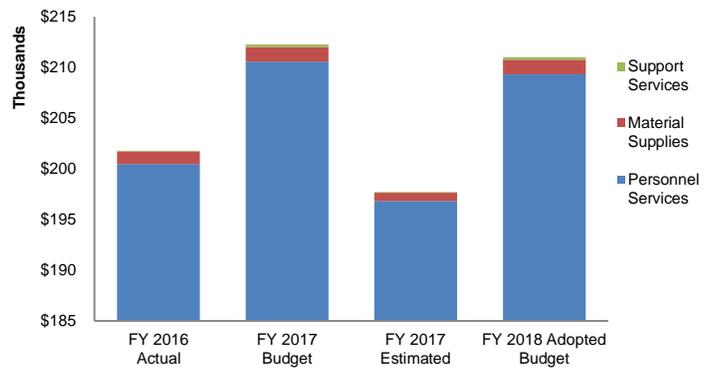
	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Workload/Demand Measures</b>			
Customer Service Contacts	114,950	115,950	117,000

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Performance Measures</b>			
Requisitions returned with valid error	0%	0%	0%
Charges billed in error to customer account	0%	0%	0%

**Department Expenses**



**Department Expense History**



**SOLID WASTE FUND  
PUBLIC WORKS  
RESIDENTIAL OPERATIONS**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Mission:**

The Solid Waste Division's mission is to collect and dispose of solid waste.

**Mission Elements:**

- Efficiently collect garbage, brush, and bulk waste on schedule.
- Conduct annual spring clean up event.
- Plan and develop expansion of the solid waste enterprise.

**Goals:**

- Perform ongoing route analysis to allow for the most efficient use of resources while encompassing the growth of the City.
- Improve our fleet by replacing six aging vehicles with newer more environmentally friendly vehicles.
- Reduce preventable accidents by 50% through the use of an aggressive safety training program.

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
Residential Sanitation Fee	\$ 10,978,590	\$ 10,885,015	\$ 10,885,015	\$ 11,279,403
General Resources	(6,916,213)	(6,802,774)	(7,828,417)	(8,488,354)
<b>Total</b>	<b>\$ 4,062,377</b>	<b>\$ 4,082,241</b>	<b>\$ 3,056,598</b>	<b>\$ 2,791,049</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenses Summary</b>				
Personnel Services	\$ 1,786,867	\$ 1,746,448	\$ 1,615,471	\$ 1,714,621
Material Supplies	463,091	621,703	430,940	602,627
Maintenance & Repairs	607,813	357,103	547,496	381,801
Support Services	40,244	1,356,987	453,535	38,987
Minor Capital	-	-	9,156	53,013
Capital Outlay	1,164,362	-	-	-
<b>Total</b>	<b>\$ 4,062,377</b>	<b>\$ 4,082,241</b>	<b>\$ 3,056,598</b>	<b>\$ 2,791,049</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Director of Solid Waste & Drainage Services	1.00	1.00	-
Equipment Operator	6.00	6.00	6.00
Principal Secretary	1.00	1.00	1.00
Residential Equipment Operator (Sideload)	15.00	15.00	15.00
Residential Equipment Operator (Recycling)	4.00	-	-

**SOLID WASTE FUND  
PUBLIC WORKS  
RESIDENTIAL OPERATIONS**

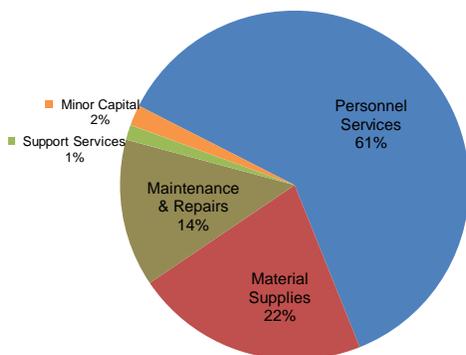
**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Residential Operations Superintendent	1.00	1.00	1.00
Residential Operations Supervisor	4.00	3.00	3.00
Solid Waste Crew Chief	4.00	4.00	4.00
Solid Waste Specialist	3.00	3.00	3.00
Solid Waste Worker	4.50	4.00	4.00
<b>Total Staffing</b>	<b>43.50</b>	<b>38.00</b>	<b>37.00</b>

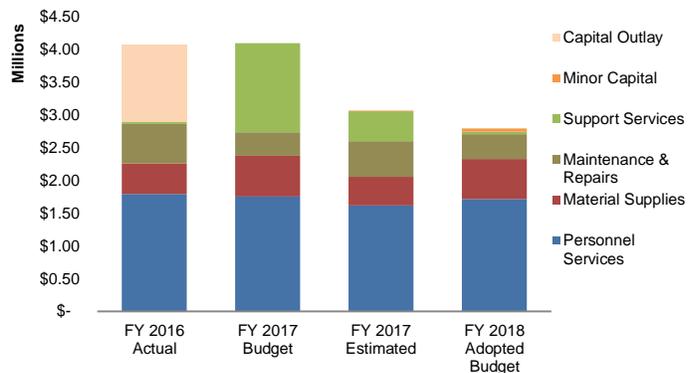
	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Workload/Demand Measures</b>			
New residential containers	1,371	1,363	1,471
Special Collections/Reloads	558,021	618,925	648,850
Residential Customers	44,191	45,335	45,849

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Performance Measures</b>			
Cost to collect one ton of residential garbage (daily operation costs only)	\$72.34	\$70.30	\$47.23

**Department Expenses**



**Department Expense History**



**SOLID WASTE FUND  
PUBLIC WORKS  
COMMERCIAL OPERATIONS**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Mission:**

The Solid Waste Division's mission is to collect and dispose of solid waste.

**Mission Elements:**

- Efficiently operate garbage collection routes 7 days per week.
- Provide roll off services to businesses for construction projects.

**Goals:**

- Perform ongoing route analysis to allow for the most efficient use of resources while encompassing the growth of the City.
- Improve our fleet by replacing six aging vehicles with newer more environmentally friendly vehicles.
- Reduce preventable accidents by 50% through the use of an aggressive safety training program.

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
Commercial Sanitation Fee	\$ 5,970,732	\$ 6,151,871	\$ 6,151,871	\$ 6,134,330
Container Rentals	97,223	90,300	90,300	99,887
General Resources	(4,133,776)	(3,609,137)	(4,296,123)	(4,440,433)
<b>Total</b>	<b>\$ 1,934,179</b>	<b>\$ 2,633,034</b>	<b>\$ 1,946,048</b>	<b>\$ 1,793,784</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenses Summary</b>				
Personnel Services	\$ 1,092,595	\$ 1,155,923	\$ 1,079,478	\$ 1,168,373
Material Supplies	142,703	217,446	160,330	218,246
Maintenance & Repairs	405,851	354,668	409,202	381,168
Support Services	19,913	904,347	295,305	25,347
Minor Capital	268	650	1,734	650
Capital Outlay	272,849	-	-	-
<b>Total</b>	<b>\$ 1,934,179</b>	<b>\$ 2,633,034</b>	<b>\$ 1,946,048</b>	<b>\$ 1,793,784</b>

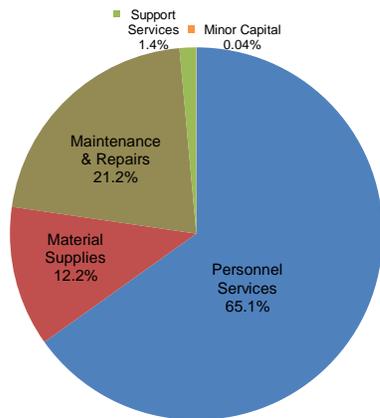
	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Commercial Operations Superintendent	1.00	1.00	1.00
Commercial Equipment Operator	11.00	11.00	11.00
Commercial Operations Supervisor	2.00	2.00	2.00
Container Operations Supervisor	1.00	1.00	1.00
Code Enforcement Supervisor	1.00	1.00	1.00
Solid Waste Specialist	1.00	1.00	1.00
Welder	3.00	3.00	3.00
Welder's Assistant	3.00	3.00	3.00
<b>Total Staffing</b>	<b>23.00</b>	<b>23.00</b>	<b>23.00</b>

**SOLID WASTE FUND  
PUBLIC WORKS  
COMMERCIAL OPERATIONS**

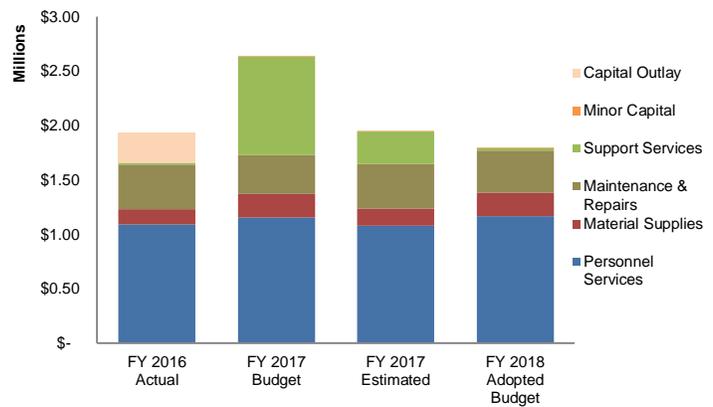
**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Workload/Demand Measures</b>			
Commercial Customers	2,473	2,492	2,544
	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Performance Measures</b>			
Operating cost to collect one ton of commercial garbage	\$47.94	\$63.24	\$43.76
Change in dumpsters issued to commercial customers	1,756	1,749	1,766
Change in roll-off collections from commercial customers	2,014	23	2,354
Change in roll-off of recycling material transported to market	235	142	144

**Department Expenses**



**Department Expense History**



**SOLID WASTE FUND  
PUBLIC WORKS  
RECYCLING**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Mission:**

The Solid Waste Division's mission is to collect and dispose of solid waste.

**Mission Elements:**

- Administer programs to increase recycling and reduce litter.
- Collect recyclables.
- Conduct at least one Household Hazardous Waste Collection Event each year.

**Goals:**

- Perform ongoing route analysis to allow for the most efficient use of resources while encompassing the growth of the City.
- Improve our fleet by replacing six aging vehicles with newer more environmentally friendly vehicles.
- Reduce preventable accidents by 50% through the use of an aggressive safety training program.

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
Tire Disposal Fees	\$ 7,427	\$ 7,250	\$ 7,250	\$ 7,631
Sale of Metals - Recycling	22,594	26,363	26,363	-
Paper Products Recycling	42,584	32,887	32,887	-
Public Scale Fees	7,127	6,200	6,200	-
Other Recycle Revenues	8,163	9,500	9,500	-
Customer Recycling Fees	78,466	84,300	84,300	-
General Resources	175,562	158,951	148,973	357,906
<b>Total</b>	<b>\$ 341,923</b>	<b>\$ 325,451</b>	<b>\$ 315,473</b>	<b>\$ 365,537</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenses Summary</b>				
Personnel Services	\$ 290,115	\$ 241,195	\$ 258,319	\$ 270,681
Material Supplies	7,578	15,402	9,914	15,152
Maintenance & Repairs	3,152	10,300	6,582	10,300
Support Services	10,852	16,154	13,792	17,604
Minor Capital	-	400	384	400
Designated Expenses	30,226	42,000	26,481	51,400
<b>Total</b>	<b>\$ 341,923</b>	<b>\$ 325,451</b>	<b>\$ 315,473</b>	<b>\$ 365,537</b>

**SOLID WASTE FUND  
PUBLIC WORKS  
RECYCLING**

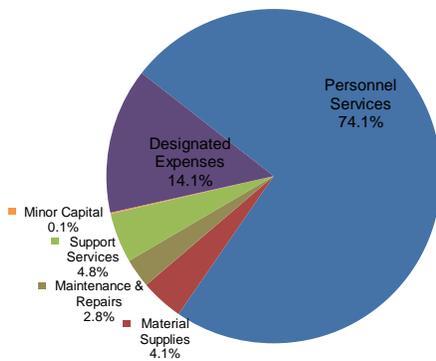
**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Recycling Attendant	3.00	3.00	3.00
Recycling Attendant - part-time	1.16	0.16	0.18
Recycling Manager	1.00	1.00	1.00
Recycling Operations Supervisor	1.00	1.00	1.00
<b>Total Staffing</b>	<b>6.16</b>	<b>5.16</b>	<b>5.18</b>

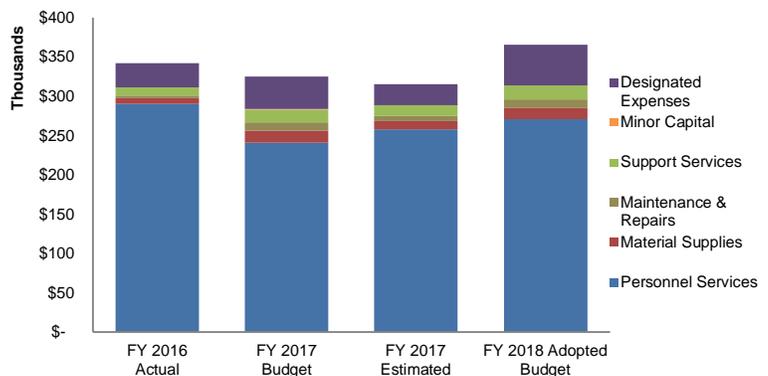
	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Workload/Demand Measures</b>			
Tons of Recyclables	1,106	850	850

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Performance Measures</b>			
Cost per ton to process materials through the facility (daily operation costs only)	\$224.00	\$291.00	\$291.00
Recyclables diverted from the landfill	1,106	850	850

**Department Expenses**



**Department Expense History**



**SOLID WASTE FUND  
PUBLIC WORKS  
TRANSFER STATION**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Mission:**

The Solid Waste Division's mission is to collect and dispose of solid waste.

**Mission Elements:**

- Manage disposal and transfer station facilities.
- Maintain the closed landfill.

**Goals:**

- Perform ongoing route analysis to allow for the most efficient use of resources while encompassing the growth of the City.
- Improve our fleet by replacing six aging vehicles with newer more environmentally friendly vehicles.
- Reduce preventable accidents by 50% through the use of an aggressive safety training program.

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ 5,146,305	\$ 5,122,721	\$ 4,949,180	\$ 5,221,301
<b>Total</b>	<b>\$ 5,146,305</b>	<b>\$ 5,122,721</b>	<b>\$ 4,949,180</b>	<b>\$ 5,221,301</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenses Summary</b>				
Personnel Services	\$ 701,255	\$ 659,170	\$ 640,384	\$ 670,427
Material Supplies	53,088	46,232	39,526	46,232
Maintenance & Repairs	132,697	127,595	131,161	132,595
Support Services	180,279	159,550	130,272	159,550
Minor Capital	-	-	1,454	-
Professional Services	-	14,300	3,025	14,300
Designated Expenses	3,844,566	4,115,874	4,003,359	4,198,197
Capital Outlay	234,420	-	-	-
<b>Total</b>	<b>\$ 5,146,305</b>	<b>\$ 5,122,721</b>	<b>\$ 4,949,180</b>	<b>\$ 5,221,301</b>

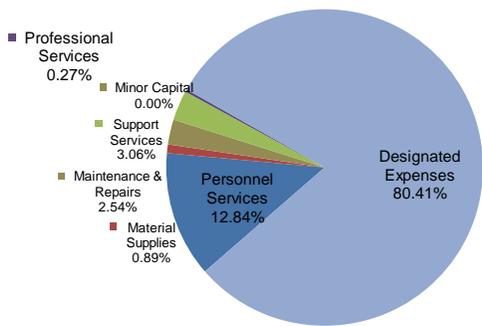
	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Building/Grounds Service Worker	3.00	3.00	3.00
Building/Grounds Service Worker - PT	0.50	0.50	0.50
Equipment Operator	4.00	5.00	5.00
Crew Leader	1.00	-	-
Scale Attendant	3.00	3.00	3.00
Senior Secretary	1.00	1.00	1.00
Superintendent	1.00	1.00	1.00
Supervisor	2.00	2.00	2.00
<b>Total</b>	<b>15.50</b>	<b>15.50</b>	<b>15.50</b>

**SOLID WASTE FUND  
PUBLIC WORKS  
TRANSFER STATION**

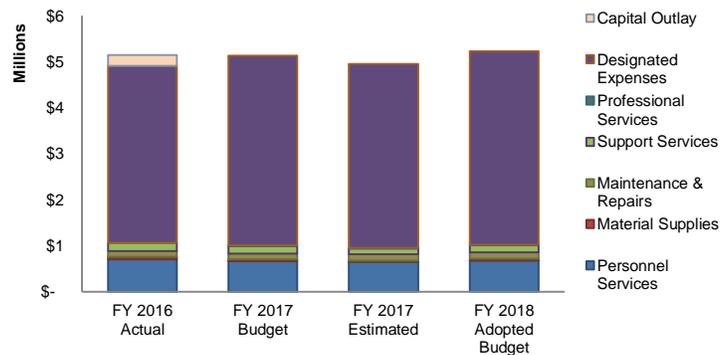
**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Workload/Demand Measures</b>			
Tons of refuse processed	103,588	106,803	107,614
<b>Performance Measures</b>			
Cost per ton to transport and landfill	\$38.18	\$39.17	\$39.63
Cost per ton for operation of facility (daily operation costs only)	\$12.38	\$9.43	\$9.52
Number of violations/warnings from TCEQ	0	0	0

**Department Expenses**



**Department Expense History**



**SOLID WASTE FUND  
PUBLIC WORKS  
MOWING**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ 809,536	\$ 902,271	\$ 791,312	\$ 782,120
<b>Total</b>	<b>\$ 809,536</b>	<b>\$ 902,271</b>	<b>\$ 791,312</b>	<b>\$ 782,120</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenses Summary</b>				
Personnel Services	\$ 700,697	\$ 753,478	\$ 678,551	\$ 638,110
Material Supplies	46,809	62,482	39,972	55,640
Maintenance & Repairs	39,460	48,750	48,689	50,100
Support Services	18,350	28,261	15,623	29,270
Minor Capital	3,020	6,300	6,151	6,000
Designated Expenses	1,200	3,000	2,325	3,000
<b>Total</b>	<b>\$ 809,536</b>	<b>\$ 902,271</b>	<b>\$ 791,312</b>	<b>\$ 782,120</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Equipment Services Technician	0.50	0.50	0.50
Equipment Operator	1.00	-	-
Mowing Supervisor	1.00	1.00	1.00
Mowing Crew Leader	3.00	3.00	3.00
Mowing Service Worker	16.00	16.00	12.00
<b>Total Staffing</b>	<b>21.50</b>	<b>20.50</b>	<b>16.50</b>

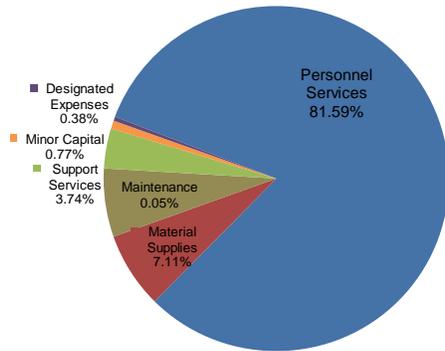
	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Workload/Demand Measures</b>			
Lane miles mowed	1,881	1,773	1,583
Acreage mowed	8,986	8,718	8,460

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Performance Measures</b>			
Mow all high visibility areas every 3 weeks	10	9	8
Complete Mowing rotation every 6-8 weeks	7	6	6
83 Lane miles maintained per field employee (19)	9	93	105
436 Acres per field employee(19)	472	458	564

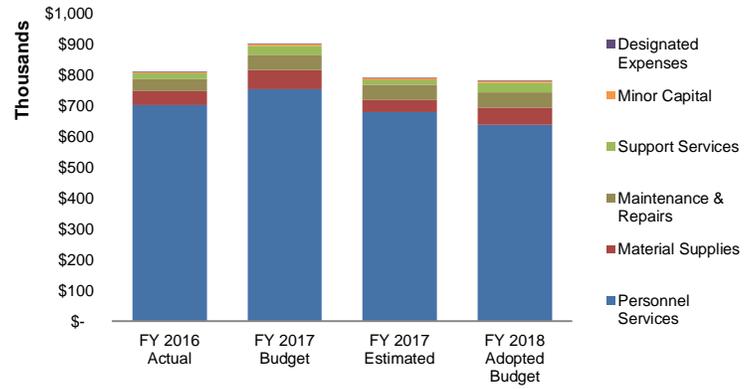
**SOLID WASTE FUND  
PUBLIC WORKS  
MOWING**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Department Expenses**



**Department Expense History**



**DEBT SERVICE**

	<b>FY 2016 Adopted</b>	<b>FY 2017 Adopted</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ 723,984	\$ 719,960	\$ 721,446	\$ 719,643
<b>Total</b>	<b>\$ 723,984</b>	<b>\$ 719,960</b>	<b>\$ 721,446</b>	<b>\$ 719,643</b>
<b>Expense Summary</b>				
Bond Interest	\$ 317,861	\$ 319,140	\$ 400,000	\$ 303,823
Bond Principal Payment	390,000	400,000	319,140	415,000
Arbitrage Calculation Fees	319	320	1,888	320
Paying Agent Fees	192	500	419	500
Issuance Costs	15,612	-	-	-
<b>Total</b>	<b>\$ 723,984</b>	<b>\$ 719,960</b>	<b>\$ 721,446</b>	<b>\$ 719,643</b>

**HUMAN RESOURCES**

	<b>FY 2016 Adopted</b>	<b>FY 2017 Adopted</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ 5,478	\$ 14,000	\$ 24,544	\$ -
<b>Total</b>	<b>\$ 5,478</b>	<b>\$ 14,000</b>	<b>\$ 24,544</b>	<b>\$ -</b>
<b>Expense Summary</b>				
Supplies	\$ 2,930	\$ 5,000	\$ (125)	\$ -
Support Services	2,548	2,700	-	-
Professional Services	-	-	2,609	-
Designated Expenses	-	6,300	22,060	-
<b>Total</b>	<b>\$ 5,478</b>	<b>\$ 14,000</b>	<b>\$ 24,544</b>	<b>\$ -</b>

**INFORMATION TECHNOLOGY**

	<b>FY 2016 Adopted</b>	<b>FY 2017 Adopted</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ 67,311	\$ 109,362	\$ 86,834	\$ -
<b>Total</b>	<b>\$ 67,311</b>	<b>\$ 109,362</b>	<b>\$ 86,834</b>	<b>\$ -</b>

	<b>FY 2016 Adopted</b>	<b>FY 2017 Adopted</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expense Summary</b>				
Maintenance	\$ 41,538	\$ 63,362	\$ 42,015	\$ -
Minor Capital Outlay	23,023	23,763	8,287	-
Professional Services	-	5,000	-	-
Capital Outlay	2,750	17,237	36,532	-
<b>Total</b>	<b>\$ 67,311</b>	<b>\$ 109,362</b>	<b>\$ 86,834</b>	<b>\$ -</b>

**GENERAL ADMINISTRATION**

	<b>FY 2016 Adopted</b>	<b>FY 2017 Adopted</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ 21,358	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 21,358</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

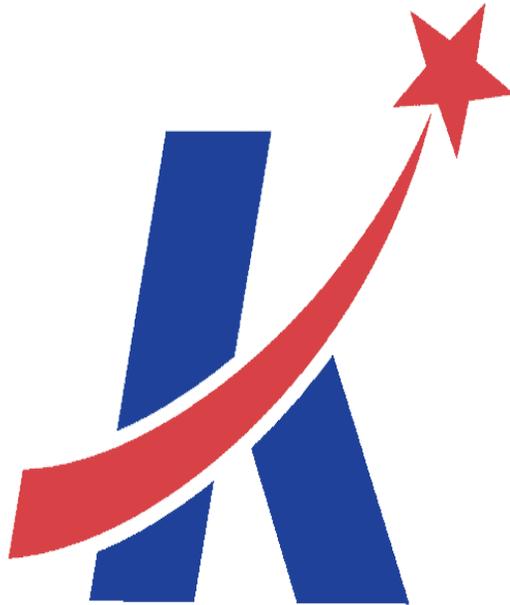
	<b>FY 2016 Adopted</b>	<b>FY 2017 Adopted</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expense Summary</b>				
Maintenance	\$ 10,635	\$ -	\$ -	\$ -
Repairs	10,723	-	-	-
<b>Total</b>	<b>\$ 21,358</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**SOLID WASTE FUND  
OTHER APPROPRIATIONS**

**CITY OF KILLEEN  
FY2018 ADOPTED**

**NON-DEPARTMENTAL**

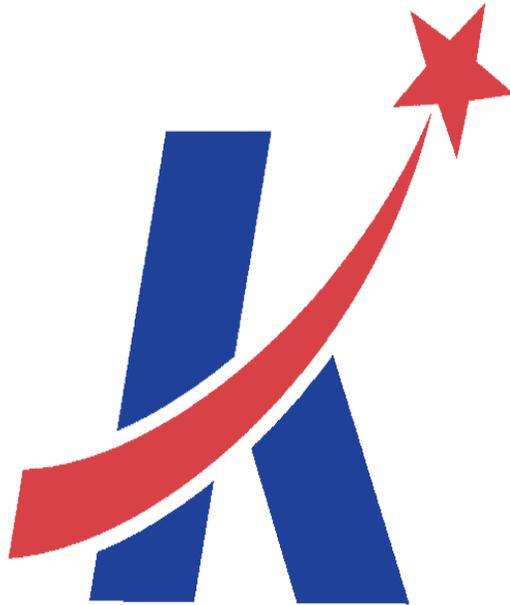
	<b>FY 2016 Adopted</b>	<b>FY 2017 Adopted</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ 4,654,775	\$ 3,153,220	\$ 5,405,950	\$ 5,422,880
<b>Total</b>	<b>\$ 4,654,775</b>	<b>\$ 3,153,220</b>	<b>\$ 5,405,950</b>	<b>\$ 5,422,880</b>
<b>Expense Summary</b>				
Separation Pay	\$ -	\$ -	\$ -	\$ 27,656
Support Services	126,603	166,961	142,460	1,000
Direct Cost Allocation [HR & Building Services]	-	-	-	31,068
Franchise Fees	1,504,485	1,603,869	1,603,869	1,616,789
Indirect Cost Allocation	1,166,830	1,373,305	1,373,305	1,066,917
Professional Services	8,742	9,085	45,209	6,300
Designated Expenses	148,115	-	72,065	-
Transfer to General Fund	-	-	1,677,216	-
Transfer to Fleet Services ISF- Service	-	-	491,826	709,785
Transfer to Fleet Services ISF- Capital	1,700,000	-	-	1,500,420
Transfer to Risk Management ISF	-	-	-	196,129
Transfer to Information Technology ISF	-	-	-	266,816
<b>Total</b>	<b>\$ 4,654,775</b>	<b>\$ 3,153,220</b>	<b>\$ 5,405,950</b>	<b>\$ 5,422,880</b>
<b>TOTAL OTHER APPROPRIATIONS REVENUES</b>	<b>\$ 5,472,906</b>	<b>\$ 3,996,542</b>	<b>\$ 6,238,775</b>	<b>\$ 6,142,523</b>
<b>TOTAL OTHER APPROPRIATIONS EXPENSES</b>	<b>\$ 5,472,906</b>	<b>\$ 3,996,542</b>	<b>\$ 6,238,775</b>	<b>\$ 6,142,523</b>



***Dedicated Service – Everyday, for Everyone!***



# ***Aviation Funds***



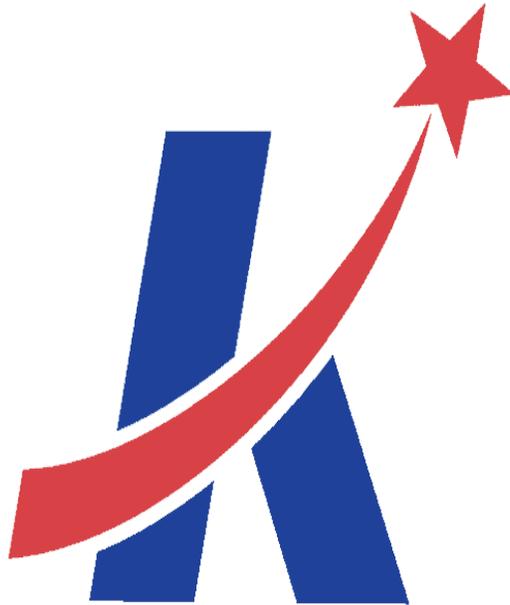
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# AVIATION FUNDS



The Aviation Funds are two 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.

Aviation Funds – Accounts for the provision of airport facilities. All activities necessary to provide such services are accounted for in this fund.



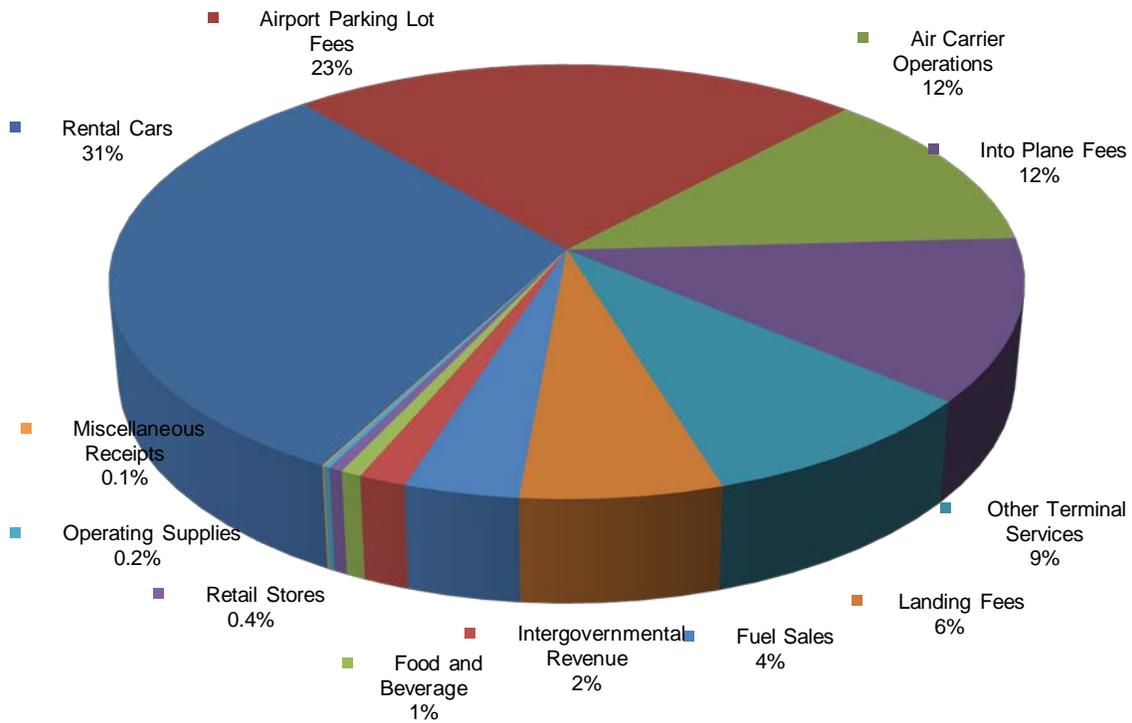
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**Killeen-Fort Hood Regional Airport  
Budget Summary  
FY 2018**

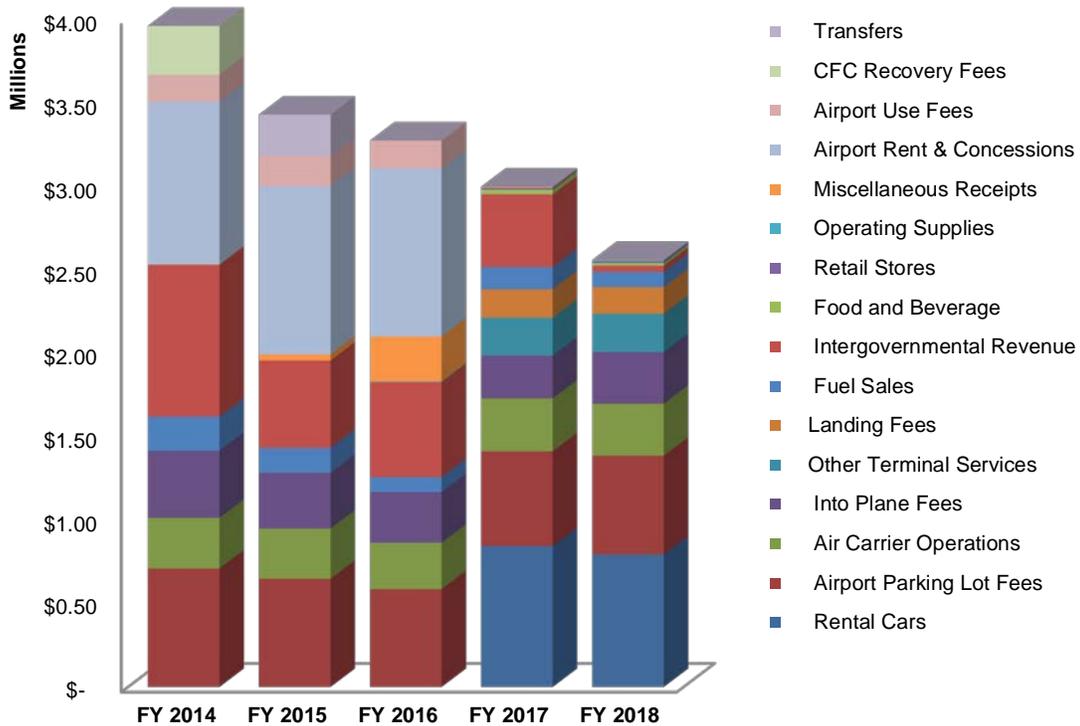
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Budget</b>	<b>% Change from FY 2017 Budget</b>
<b>Revenues</b>					
Rental Cars	-	-	843,106	793,257	--
Airport Parking Lot Fees	586,477	562,055	568,587	592,342	5.39%
Air Carrier Operations	277,655	278,882	316,735	311,648	11.75%
Into Plane Fees	304,011	286,000	256,695	309,051	8.06%
Other Terminal Services	-	-	227,859	230,774	--
Landing Fees	-	-	170,177	158,922	--
Fuel Sales - Motor Gas	81,194	100,450	122,506	84,176	-16.20%
Intergovernmental Revenue	569,229	765,349	436,031	37,500	100.00%
Food and Beverage	-	-	27,784	16,226	--
Retail Stores	-	-	11,344	11,257	--
Fuel Sales - Jet	8,637	9,575	9,948	6,553	-31.56%
Operating Supplies	3,962	4,060	590	5,202	28.13%
Miscellaneous Receipts	269,070	2,510	4,667	1,339	-46.65%
Airport Rent & Concessions	1,006,488	993,111	-	-	-100.00%
Airport Use Fees	167,463	163,997	-	-	-100.00%
<b>Total Revenues</b>	<b>3,274,186</b>	<b>3,165,989</b>	<b>2,997,005</b>	<b>2,558,247</b>	<b>-19.20%</b>
<b>Operating Expenses</b>					
Airport Operations	2,366,341	2,694,662	2,342,554	2,360,549	-12.40%
Cost of Goods Sold - Motor Gas	70,067	114,169	90,559	75,700	-33.69%
Information Technology	121,425	139,697	107,570	-	-100.00%
Human Resources	718	4,000	404	-	-100.00%
Non-Departmental	51,233	79,160	60,599	9,872	-87.53%
Transfer To General Fund	-	-	-	23,079	
Transfer To Risk Management	-	-	-	78,785	0.00%
Transfer To Information Technology	-	-	-	114,150	0.00%
<b>Total Operating Expenses</b>	<b>2,609,784</b>	<b>3,031,688</b>	<b>2,601,686</b>	<b>2,662,135</b>	<b>-12.19%</b>
<b>Non-Operating Expenses</b>					
<b>Capital Outlay</b>					
Computer Equipment/Software	1,375	14,385	29,002	-	-100.00%
<b>Total Capital Outlay</b>	<b>1,375</b>	<b>14,385</b>	<b>29,002</b>	<b>-</b>	<b>-100.00%</b>
<b>Infrastructure Projects</b>					
Projects	13,713	-	-	-	0.00%
Passenger Boarding Bridge	148,371	-	6,210	-	0.00%
Security System Upgrades	2,104	-	-	-	0.00%
Airport Master Plan	264,282	715,349	247,000	-	0.00%
Wildlife Hazard Reduction	342	-	132,422	-	0.00%
<b>Total Infrastructure Projects</b>	<b>428,812</b>	<b>715,349</b>	<b>385,632</b>	<b>-</b>	<b>100.00%</b>
<b>Total Non-Operating Expenses</b>	<b>430,187</b>	<b>729,734</b>	<b>414,634</b>	<b>-</b>	<b>100.00%</b>
<b>Total Expenses</b>	<b>3,039,971</b>	<b>3,761,422</b>	<b>3,016,320</b>	<b>2,662,135</b>	<b>-29.23%</b>
<b>Net Change in Working Capital</b>	<b>234,215</b>	<b>(595,433)</b>	<b>(19,315)</b>	<b>(103,888)</b>	
<b>Working Capital Balance, Beginning</b>				<b>(157,448)</b>	
<b>Working Capital Balance, Ending</b>				<b>(261,336)</b>	

# Killeen-Fort Hood Regional Airport

## -Revenues by Source FY 2018-

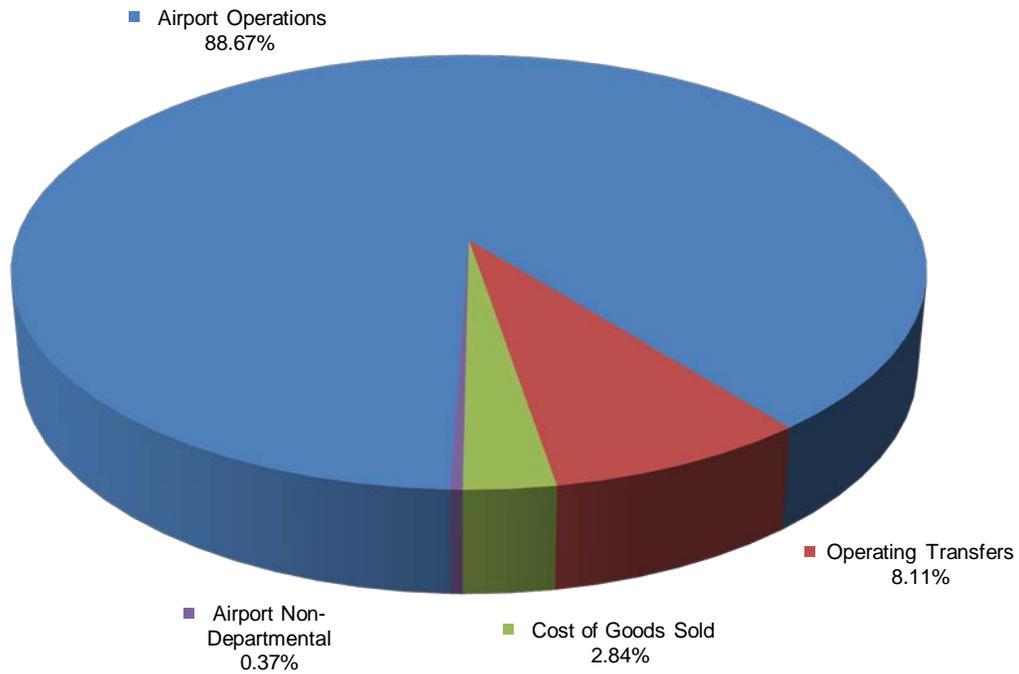


## -Revenues by Source Last Five Years-

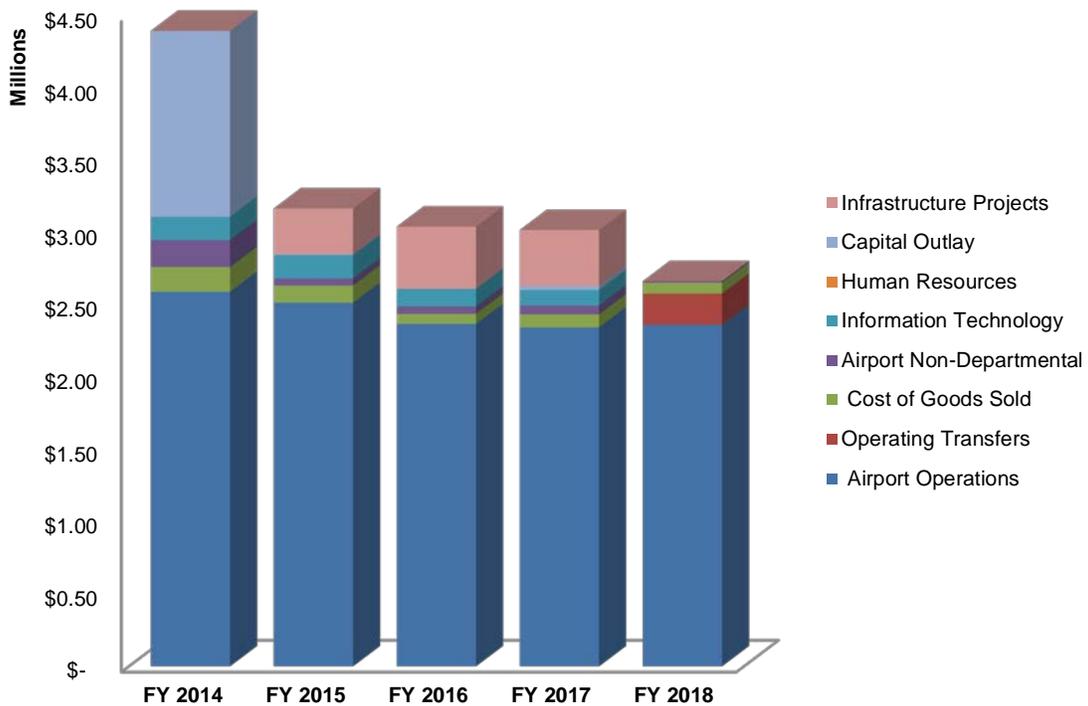


# Killeen-Fort Hood Regional Airport

## -Expenses by Character FY 2018-



## -Expenses by Character Last Five Years-



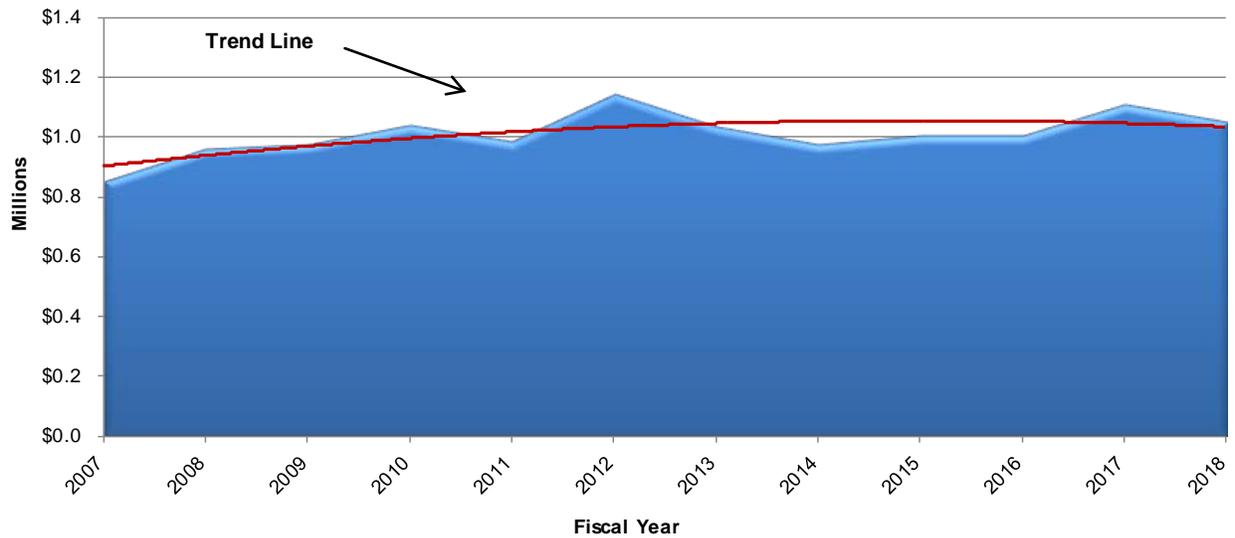
## - KILLEEN-FORT HOOD REGIONAL AIRPORT FUND REVENUES – Revenue Assumptions

**Rents and Concessions**

**\$1,051,514**

Rents revenue is generated by leasing airport space and concession fees are generated from rental car companies and retail vendors. FY 2018 revenue forecast assumes continued rents and fees from five rental car agencies, a gift shop, restaurant, bar, GSA, advertising, two cellular services, ATM, and others. Rental car and most concession business activity levels are expected to remain relatively unchanged during FY 2018.

### Historical Rents & Concessions



**Air Carrier Operations**

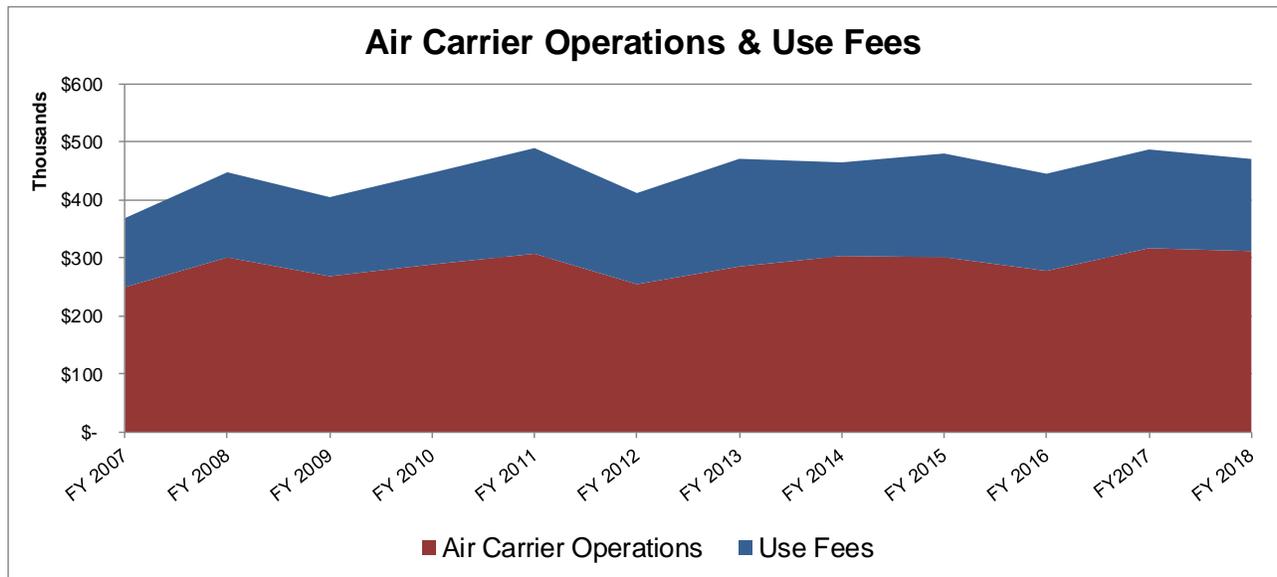
**\$311,648**

**Airport Use Fees**

**\$159,030**

Air carrier operations revenue is received from the leasing of airport space to airline companies that provide flight services to customers. It includes basic rental rates, passenger holding area rent, baggage claim rent, telephone and information technology service charges, and other sundry charges to the air carriers. A portion of the rental is at a fixed rate and the remainder is activity level based using enplanements during the month as the measure of activity. FY 2018 revenue estimates assume the continued presence and activity of three airline companies operating at the same level as the previous year.

Airport Use fees include airline landing fees and fuel flow fees for general aviation fuel sales. The landing fee is based on the anticipated airline activity rate with a landing fee of \$0.80 per 1,000 pounds of the certified landing weights of the signatory airline aircraft landed. No significant change in airline activity is expected in FY 2018. Fuel flow fee rate is set at \$0.055 per gallon. Anticipated sale of Jet fuel for general aviation use is approximately 1,964 gallons.

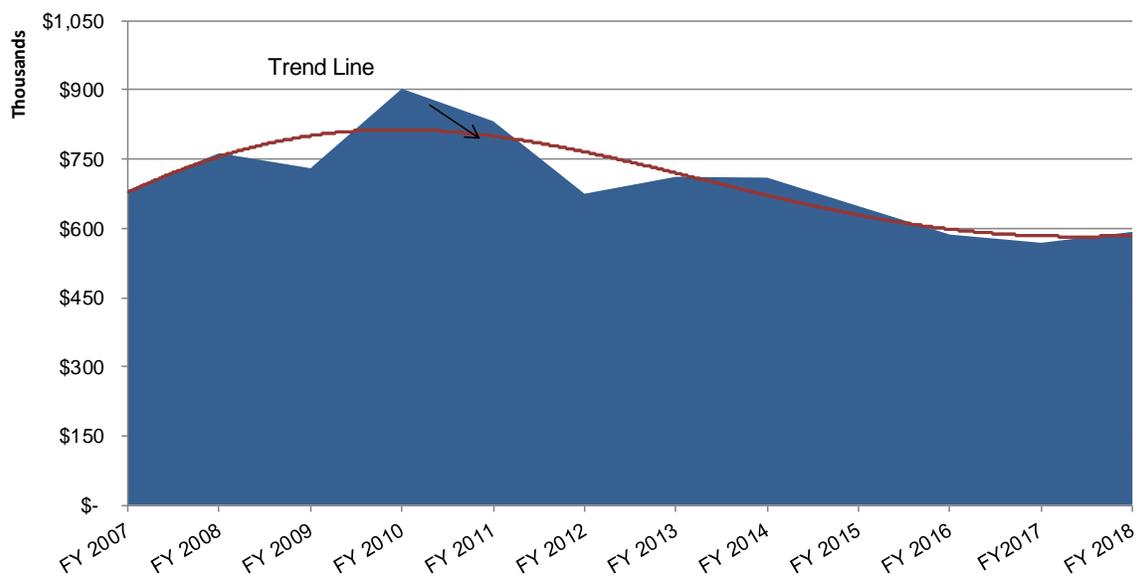


## Parking Lot Fees

**\$592,342**

Parking lot fees are the City's share of parking lot charges collected by the parking lot company for use of the airport parking lot. The City's share of the total gate fees collected are based upon a tiered formula whereby the city receives 74% of the first \$125,000 gross revenue per quarter and 85% of quarterly revenue between \$125,000 and \$250,000, minus contracted deductions for capital escrow, maintenance escrow, and credit card fees. Parking lot fees charged to customers are based on a maximum of \$8.00 per day or \$48.00 per week for long-term parking and \$10.00 a day or \$60.00 per week for short-term parking. Parking lot fees peaked in FY 2010, and have steadily declined in subsequent years. Revenue forecast assumptions contributing to the decline include the airport's corresponding decline in passenger enplanements and the continued increase in parking fee exemptions provided to certain veterans according to the provisions in the City's current code of ordinances. The FY 2018 budget is based upon FY 2017 forecast year end actuals.

### Historical Parking Lot Fees



**Into Plane Fees**  
**Motor Gas Sales**  
**Jet Fuel Sales**

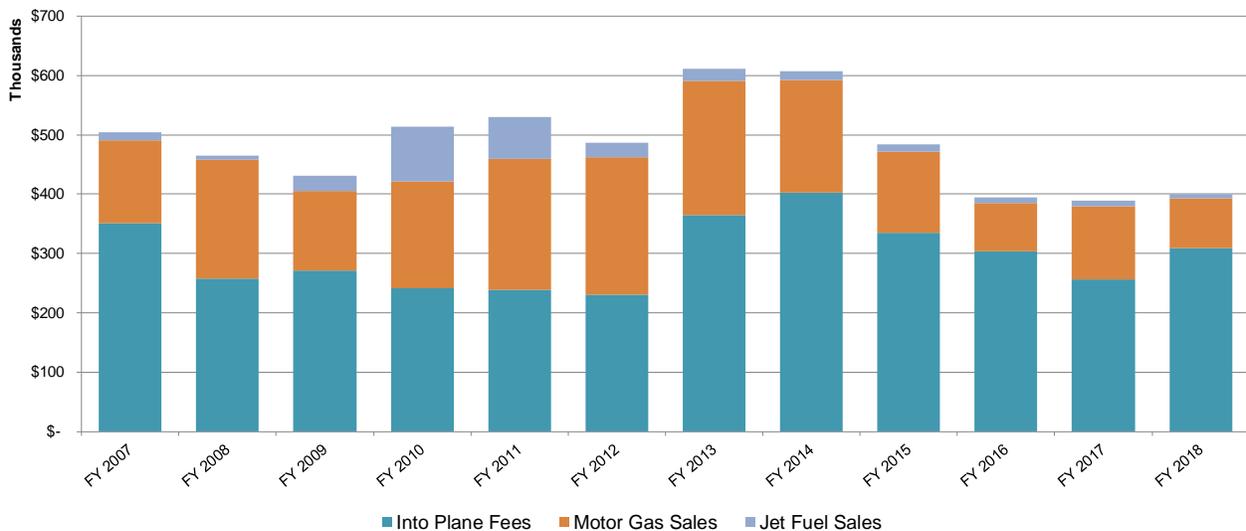
**\$309,051**  
**84,176**  
**6,553**

Jet fuel sale revenues are fuel sales to corporate aviation customers (non-airline activity). A market based retail price is set based upon obtaining an average gross profit margin of \$0.50 per gallon over cost of goods. Estimating the wholesale price of fuel per gallon (cost of goods) for a full year ahead is extremely difficult given the historical volatility of the fuel market, however for budget purposes the current actual wholesale fuel prices were used to determine the FY 2018 budget. Estimating the quantity of fuel to be sold is also extremely difficult as the history is extremely varied from year to year. For budget purposes the airport used an estimated forecast sale of 1,964 gallons for FY 2018.

Motor fuel sales are the sale of gasoline to rental car agencies and airlines. The selling price is set based upon an approximate \$0.15 mark up from the local market average with the goal of obtaining a gross profit margin of \$0.05 per gallon over cost of goods. Estimating the wholesale price of fuel per gallon (cost of goods) for a full year ahead is extremely difficult given the historical volatility of the fuel market, however for budget purposes the current actual wholesale fuel prices were used to determine the FY 2018 budget. The airport estimated that it will sell approximately 32,000 gallons in FY 2018.

Into plane fees are for the storage and retail delivery of jet fuel to airlines and other commercial customers who hold a fuel purchase contract with the airport's bulk fuel supplier. The rates for this service vary based upon the customer category, but range from \$0.35 per gallon with a minimum of \$35.00 per transaction for airlines to \$0.65 per gallon for corporate aircraft. The revenue assumption for FY 2018 is based upon the continued presence and activity of three airline companies operating at the same level as the previous year for an estimated delivery of 1,270,426 gallons of jet fuel via 3,004 annual transactions.

**Historical Fuel Revenue & Into Plane Fees**



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

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Mission:**

The Killeen-Fort Hood Regional Airport's mission is to provide a safe, responsive, and efficient Airport System.

**Mission Elements:**

- Maintain airport-owned facilities and equipment.
- Manage airport operations.
- Plan and develop airport.

**Goals:**

- Complete the Airport Master Plan.
- Complete Final Design for the Passenger Boarding Bridge project.
- Bid Passenger Boarding Bridge project.
- Procure and install upgraded Flight Information Display System (FIDS) and common-use computer system and counter.
- Design/build rental car quick-turn facility car wash improvements.

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
Operations Fees	\$ 2,435,887	\$ 2,398,130	\$ 2,452,972	\$ 2,519,408
Miscellaneous Revenue	5,357	2,510	3,086	1,339
Grants	569,229	765,349	818,535	37,500
General Resources	(574,066)	(357,158)	(841,480)	(121,998)
<b>Total</b>	<b>\$ 2,436,407</b>	<b>\$ 2,808,831</b>	<b>\$ 2,433,113</b>	<b>\$ 2,436,249</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expense Summary</b>				
Personnel Services	\$ 1,718,302	\$ 1,833,838	\$ 1,677,342	\$ 1,771,689
Material Supplies	60,095	92,417	71,842	65,660
Maintenance & Repairs	74,680	157,243	74,329	69,714
Support Services	510,422	570,674	494,191	441,226
Minor Capital	1,236	13,500	6,613	-
Professional Services	1,605	26,990	18,237	12,260
Designated Expenses	70,067	114,169	90,559	75,700
<b>Total</b>	<b>\$ 2,436,407</b>	<b>\$ 2,808,831</b>	<b>\$ 2,433,113</b>	<b>\$ 2,436,249</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Accounting Specialist	2.00	2.00	2.00
Aircraft Fuel Handler	5.00	5.00	5.00
Manager (Airport Facilities)	1.00	1.00	1.00

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

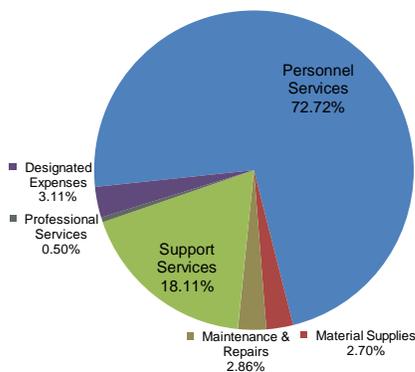
**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing (cont'd)</b>			
Airport Maintenance Crew Leader	1.00	1.00	1.00
Manager (Airport Operations)	1.00	1.00	1.00
Airport Service Worker	10.00	10.00	9.34
Airport Specialist	4.00	4.00	4.00
Aviation Assistant Director	1.00	1.00	1.00
Executive Director of Aviation	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00
Flightline Service Crew Leader	1.00	1.00	1.00
Operations Specialist	6.00	6.00	6.00
Operations Supervisor	1.00	1.00	1.00
Principal Secretary	1.00	-	-
Senior Aircraft Fuel Handler	2.00	2.00	2.00
<b>Total Staffing</b>	<b>38.00</b>	<b>37.00</b>	<b>36.34</b>

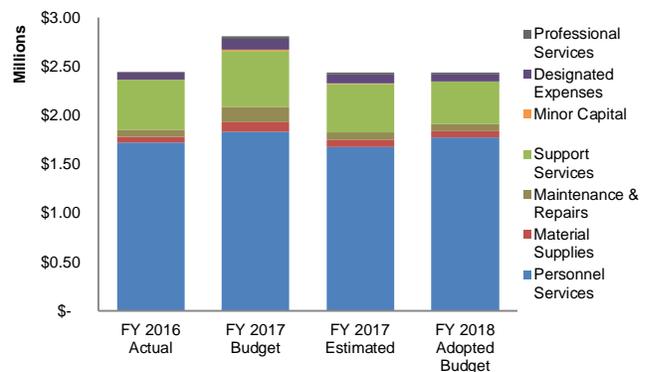
	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Workload/Demand Measures</b>			
Maintain airport-owned facilities and equipment:			
-Time to respond to tenant work orders:	N/A	N/A	N/A
Manage airport operations			
-Number of daily airport inspections	2	4	4
Plan and develop airport:			
-Initiation of projects identified in the annual CIP	100%	100%	100%

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Performance Measures</b>			
Avg operational cost per enplanement	\$19.15	\$15.49	\$16.22
Avg operational revenue per enplanement	\$17.50	\$15.07	\$16.79

**Department Expenses**



**Department Expense History**



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

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

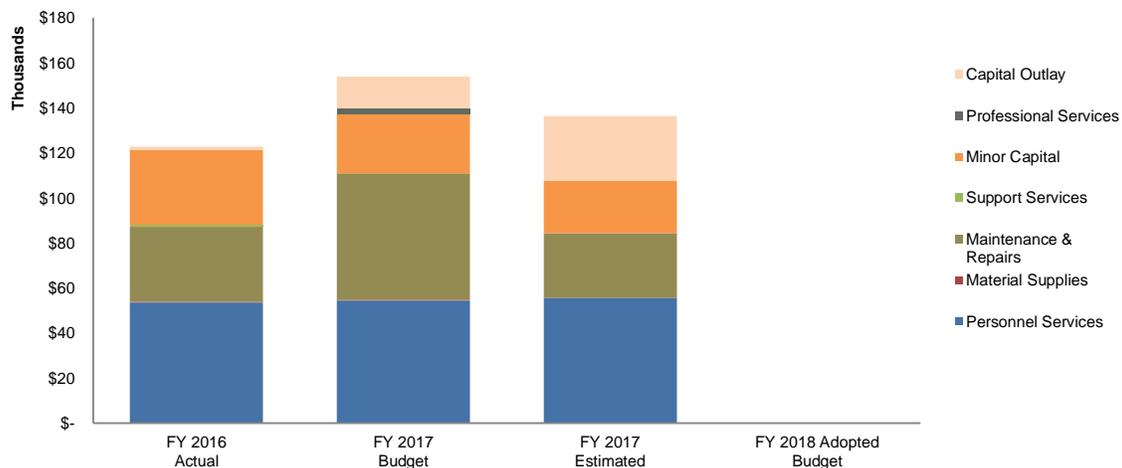
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ 122,800	\$ 154,082	\$ 136,573	\$ -
<b>Total</b>	<b>\$ 122,800</b>	<b>\$ 154,082</b>	<b>\$ 136,573</b>	<b>\$ -</b>

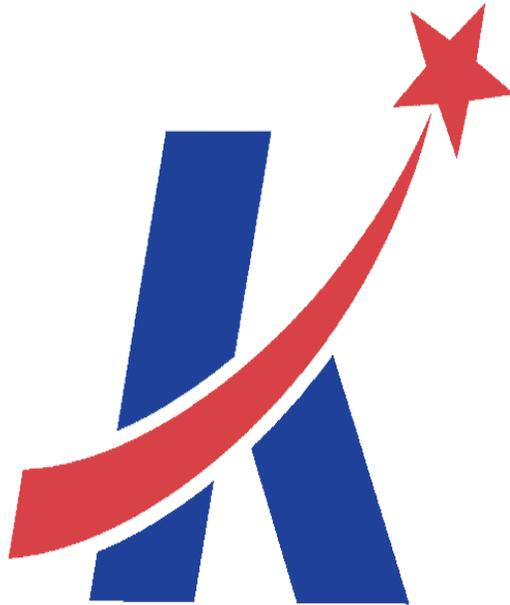
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expense Summary</b>				
Personnel Services	\$ 53,785	\$ 54,385	\$ 55,534	\$ -
Material Supplies	247	500	-	-
Maintenance & Repairs	33,328	56,197	29,039	-
Support Services	900	-	-	-
Minor Capital	33,165	26,615	22,997	-
Professional Services	-	2,000	-	-
Capital Outlay	1,375	14,385	29,002	-
<b>Total</b>	<b>\$ 122,800</b>	<b>\$ 154,082</b>	<b>\$ 136,573</b>	<b>\$ -</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Network Technician <sup>1</sup>	1.00	1.00	-
<b>Total</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>

<sup>1</sup> - Realigned position to Information Technology Internal Service Fund

**Department Expense History**





***Dedicated Service – Everyday, for Everyone!***

AVIATION FUND  
 KILLEEN-FORT HOOD REGIONAL  
 AIRPORT  
 OTHER APPROPRIATIONS

CITY OF KILLEEN  
 FY2018 ADOPTED BUDGET

**HUMAN RESOURCES**

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ 718	\$ 4,000	\$ 404	\$ -
<b>Total Airport Human Resources Revenue</b>	<u>\$ 718</u>	<u>\$ 4,000</u>	<u>\$ 404</u>	<u>\$ -</u>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expense Summary</b>				
Supplies	\$ 718	\$ 1,000	\$ -	\$ -
Support Services	-	900	404	-
Designated Expenses	-	2,100	-	-
<b>Total Airport Human Resources Expense</b>	<u>\$ 718</u>	<u>\$ 4,000</u>	<u>\$ 404</u>	<u>\$ -</u>

**NON-DEPARTMENTAL**

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ 51,233	\$ 79,160	\$ 60,599	\$ 225,886
<b>Total Airport Human Resources Revenue</b>	<u>\$ 51,233</u>	<u>\$ 79,160</u>	<u>\$ 60,599</u>	<u>\$ 225,886</u>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expense Summary</b>				
Separation Pay	\$ -	\$ -	\$ 834	\$ 9,872
Support Services	51,233	79,160	59,765	-
Direct Cost Allocation [Human Resources]	-	-	-	23,079
Transfer to Risk Management ISF	-	-	-	78,785
Transfer to Information Technology ISF	-	-	-	114,150
<b>Total Airport Non-Departmental Expense</b>	<u>\$ 51,233</u>	<u>\$ 79,160</u>	<u>\$ 60,599</u>	<u>\$ 225,886</u>

<b>TOTAL OTHER APROPRIATIONS REVENUE</b>	<u>\$ 51,951</u>	<u>\$ 83,160</u>	<u>\$ 61,003</u>	<u>\$ 225,886</u>
<b>TOTAL OTHER APROPRIATIONS EXPENSES</b>	<u>\$ 51,951</u>	<u>\$ 83,160</u>	<u>\$ 61,003</u>	<u>\$ 225,886</u>



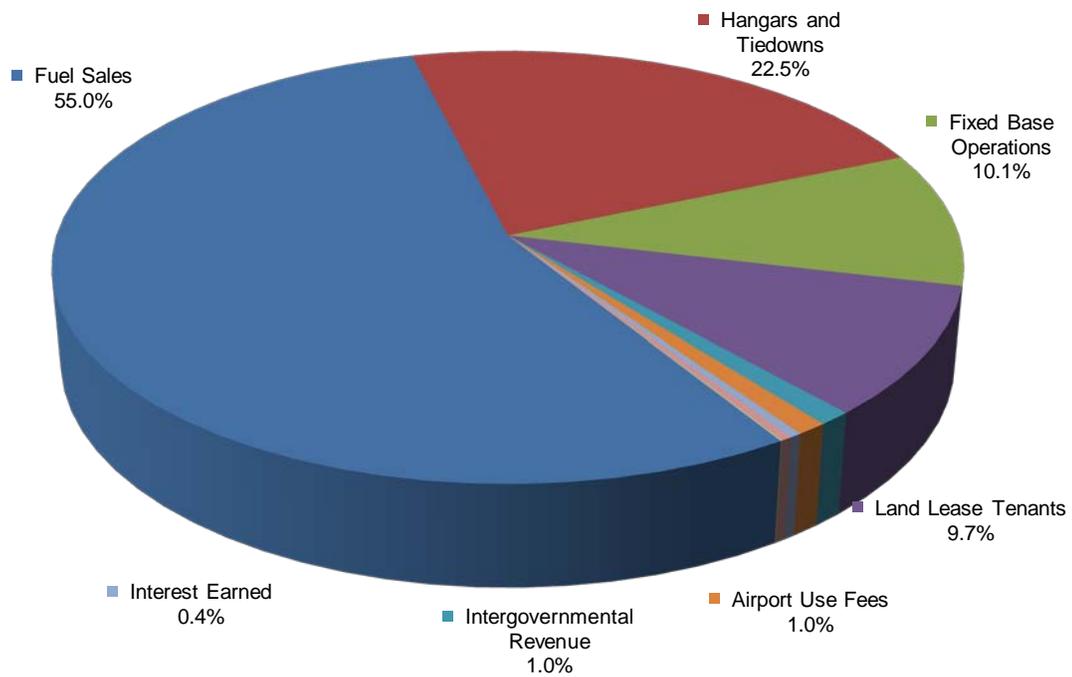
***Dedicated Service – Everyday, for Everyone!***

**Skylark Field  
Budget Summary  
FY 2018**

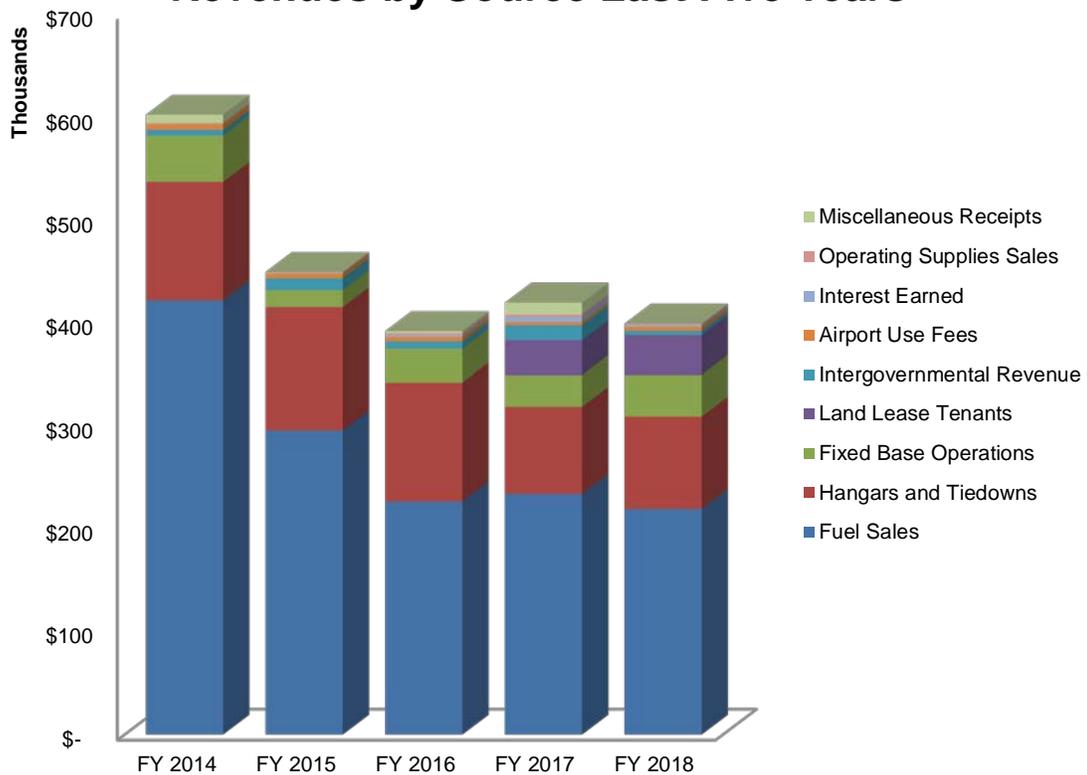
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Budget</b>	<b>Percent of Budget</b>	<b>% Change from FY 2017 Budget</b>
<b>Revenues</b>						
Fixed Base Operations	32,695	47,337	30,660	40,251	10.08%	-14.97%
Hangars and Tiedowns	115,404	116,728	84,571	89,853	22.51%	-23.02%
Land Lease Tenants	-	-	33,765	38,537	9.65%	--
Airport Use Fees	4,084	4,895	3,037	3,825	0.96%	-21.86%
Fuel Sales - Jet	55,932	98,600	63,821	43,043	10.78%	-56.35%
Fuel Sales - 100LL	170,977	200,000	170,415	176,490	44.22%	-11.76%
Operating Supplies Sales	1,910	1,400	2,398	1,400	0.35%	0.00%
Interest Earned	1,805	1,500	5,241	1,625	0.41%	8.33%
Investment Expense	(151)	(150)	(337)	(136)	-0.03%	0.00%
Miscellaneous Receipts	2,239	500	11,573	175	0.04%	-65.00%
Intergovernmental Revenue	7,104	6,650	14,450	4,100	1.03%	-38.35%
<b>Total Revenues</b>	<b>391,999</b>	<b>477,460</b>	<b>419,594</b>	<b>399,163</b>	<b>100.00%</b>	<b>-16.40%</b>
<b>Operating Expenses</b>						
Airport Operations	236,648	251,643	261,474	215,118	38.94%	-14.51%
Cost of Goods Sold	173,385	281,200	173,215	189,832	34.36%	-32.49%
Airport Non-Departmental	11,191	15,266	12,653	132,421	23.97%	767.42%
Transfer To Risk Management	-	-	-	15,108		
<b>Total Expenses</b>	<b>421,224</b>	<b>548,109</b>	<b>447,342</b>	<b>552,479</b>	<b>138.41%</b>	<b>0.80%</b>
<b>Net Change in Working Capital</b>	<b>(29,225)</b>	<b>(70,649)</b>	<b>(27,748)</b>	<b>(153,316)</b>		
<b>Working Capital Balance, Beginning</b>				<b>656,798</b>		
<b>Working Capital Balance, Ending</b>				<b>\$ 503,482</b>		

# Skylark Field

## -Revenues by Source FY 2018-

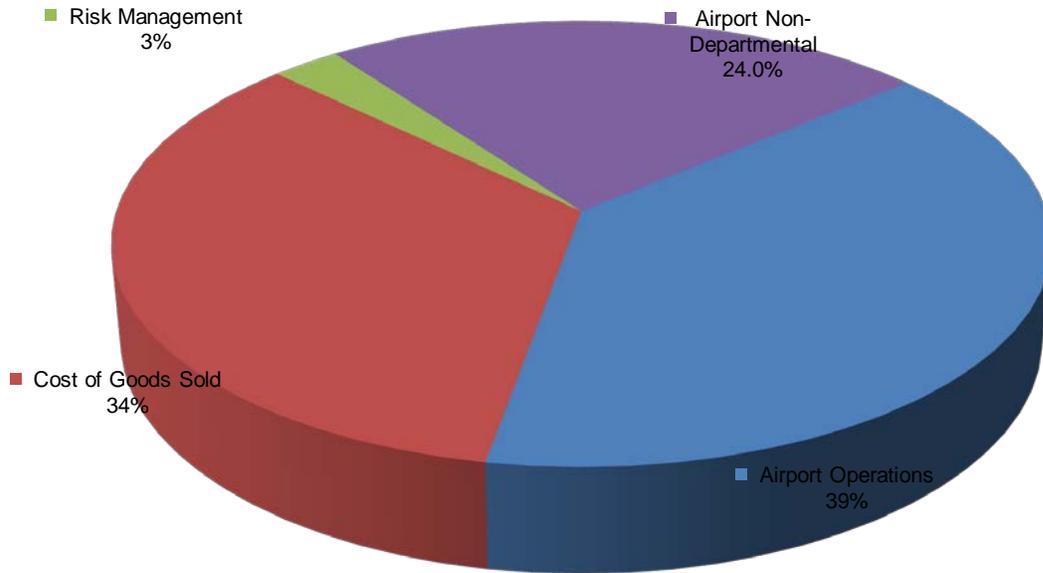


## -Revenues by Source Last Five Years-

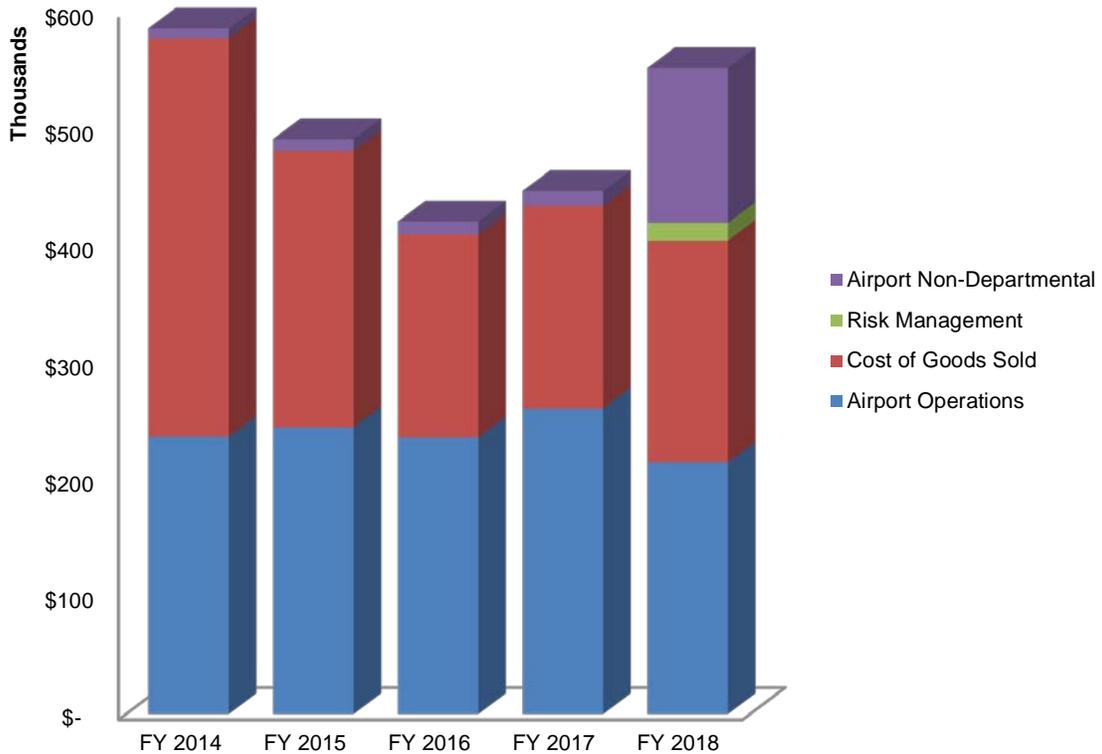


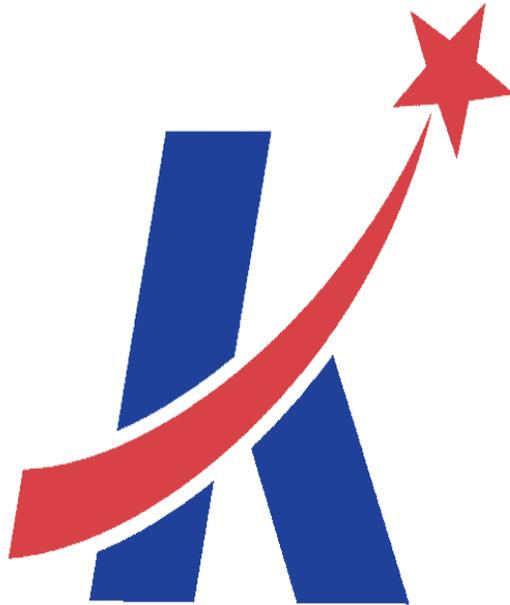
# Skylark Field

## -Expenses by Character FY 2018-



## -Expenses by Character Last Five Years-





***Dedicated Service – Everyday, for Everyone!***

# - SKYLARK AIRPORT FUND REVENUES -

## Revenue Assumptions

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<b>Fixed Base Operations</b>	<b>\$40,251</b>
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Revenue received from fixed base operators. These are commercial companies utilizing airport facilities that provide various aviation business services to the public on a for profit basis. FY 2018 budget was based on a historical trend analysis adjusted to consider expiring lease agreements and anticipated terms of lease extensions or rental to new business tenants.

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<b>Hangers and Tie-downs</b>	<b>\$89,853</b>
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Hanger and tie-down revenues are received from customers that lease T-hangar units (individual aircraft storage units) and those who utilize ramp space at the airport for parking and tying down their aircraft. The FY 2018 budget was based upon 100% rental of the airport's 40 T-hangar and covered tie-down units and an average of 4 tie downs spaces utilized.

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<b>Land Lease</b>	<b>\$38,537</b>
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Land lease revenue is generated by renting land to tenants for the purpose of building and operating aviation businesses on the airport. Land leases are based upon a land lease rate of \$0.046 per sq ft per month. The FY 2018 budget was based upon a long term land lease agreement for a 60,030 sq. ft. tract. The airport also expects continued revenue through FY 2018 for a small area temporarily leased to a construction company.

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<b>Airport Use Fees</b>	<b>\$3,825</b>
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Airport Use fees are assessed as a fuel flow fee for each gallon of aviation fuel sold at the rate of \$0.055 per gallon of fuel sold. The FY 2018 budget is based upon the anticipated sale of 69,555 gallons of fuel.

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<b>Jet Fuel Sales</b>	<b>\$43,043</b>
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Jet Fuel sale revenue is generated by the sale of Jet A fuel to general aviation, corporate, and military customers. Retail price is set based on an average gross profit margin of \$0.65 per gallon over cost of goods. Estimating the wholesale price of fuel per gallon (cost of goods) for a full year ahead is extremely difficult given the historical volatility of the fuel market, however for budget purposes the approximate current wholesale price was used to determine the FY 2018 budget. The airport estimated that it will sell approximately 16,555 gallons for FY 2018.

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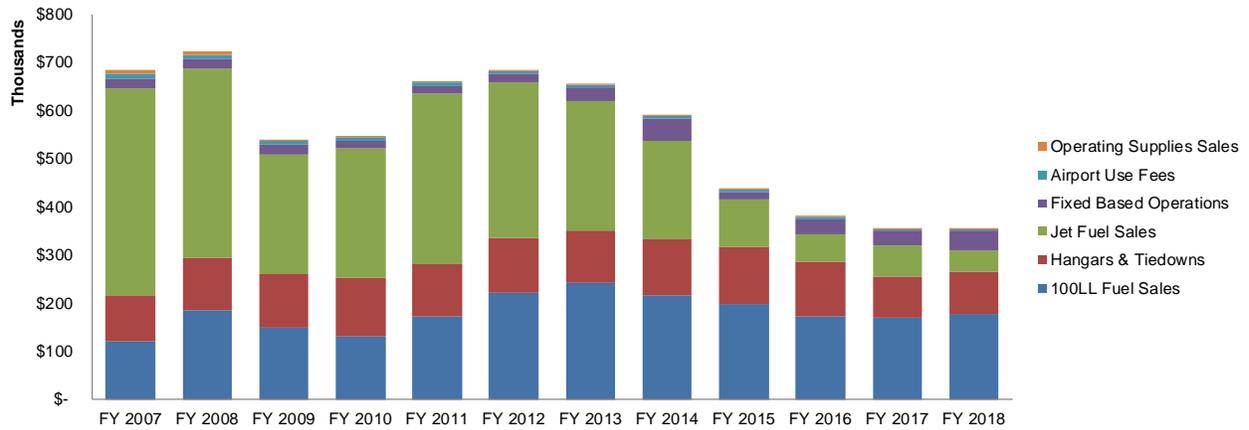
<b>100LL Fuel Sales</b>	<b>\$176,490</b>
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100LL fuel sale revenue is generated by the sale of 100LL fuel to general aviation customers. Retail price is set based on an average gross profit margin of \$0.38 per gallon over cost of goods. Estimating the wholesale price of fuel per gallon (cost of goods) for a full year ahead is extremely difficult given the historical volatility of the fuel market, however for budget purposes the approximate current wholesale price was used to determine the FY 2018 budget. Based upon historical demand, the airport estimated that it will sell approximately 53,000 gallons for FY 2018.

Operating supplies revenue is generated from the sale of aviation oil and miscellaneous pilot supplies. Estimated revenue is based upon an average mark up of approximately 17% over cost of goods. Operating supplies revenue for FY 2018 is based on a multi-year trend analysis.

**Historical Skylark Revenue**



**AVIATION FUND  
SKYLARK FIELD  
OPERATIONS**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Mission:**

Skylark Field's mission is to provide a safe, responsive, and efficient Airport System.

**Mission Elements:**

- Maintain airport-owned facilities and equipment.
- Maintain airport operations.
- Manage leased property within the airport.
- Plan and develop airport.

**Goals:**

- Market business opportunities.
- Complete design and commence construction of T-hangar facility.

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
Operations Fees	\$ 381,002	\$ 468,960	\$ 410,399	\$ 393,399
Miscellaneous Revenue	3,895	1,850	13,306	1,664
Grants	7,104	6,650	8,300	4,100
General Resources	18,033	55,383	2,150	136,804
<b>Total</b>	<b>\$ 410,034</b>	<b>\$ 532,843</b>	<b>\$ 434,155</b>	<b>\$ 535,967</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expense Summary</b>				
Personnel Services	\$ 176,488	\$ 175,583	\$ 179,679	\$ 161,470
Material Supplies	5,429	7,257	4,221	3,750
Maintenance & Repairs	20,793	26,299	27,216	13,200
Support Services	33,690	39,745	36,304	35,428
Minor Capital	-	250	-	-
Professional Services	249	2,509	1,670	1,270
Cost of Goods Sold	173,385	281,200	173,215	189,832
Capital Outlay	-	-	11,850	131,017
<b>Total</b>	<b>\$ 410,034</b>	<b>\$ 532,843</b>	<b>\$ 434,155</b>	<b>\$ 535,967</b>

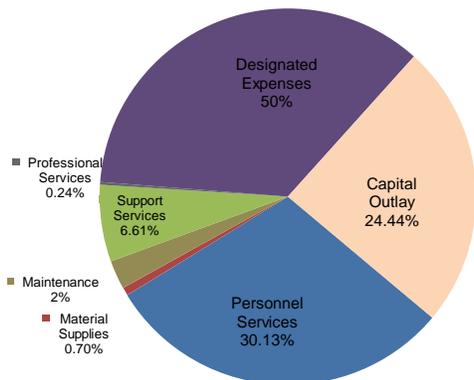
	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Accounting Specialist	1.00	1.00	1.00
Aircraft Fuel Handler	2.00	2.00	1.34
Airport Operations Maint. Crew Leader	1.00	1.00	1.00
<b>Total Staffing</b>	<b>4.00</b>	<b>4.00</b>	<b>3.34</b>

**AVIATION FUND  
SKYLARK FIELD  
OPERATIONS**

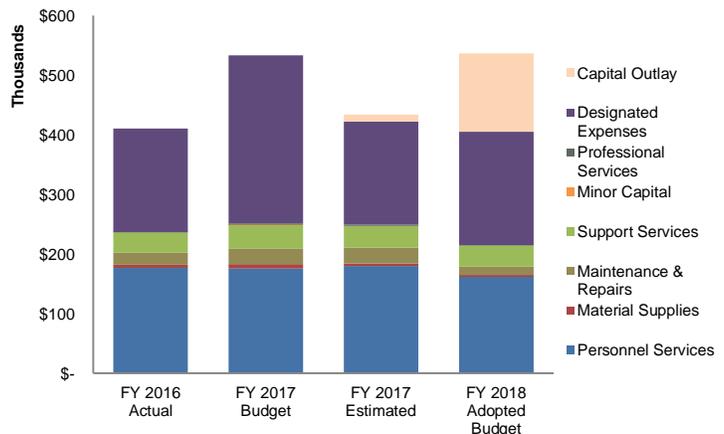
**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Workload/Demand Measures</b>			
Maintain airport-owned facilities and equipment:			
-Maintenance costs spent on preventative maintenance	53%	48%	77%
Manage airport operations:			
-Number of daily airport inspections	1	1	1
Manage leased property within the airport:			
-Time to respond to tenant work orders	N/A	N/A	N/A
Plan and develop airport			
-Initiation of projects identified in the annual CIP	N/A	N/A	N/A
	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Performance Measures</b>			
Avg amount of fuel sold per based aircraft	1,057	1,027	1,023
Avg gross margin per gallon sold	\$0.74	\$0.95	\$0.43
Aircraft hangars leased	100%	100%	100%

**Department Expenses**



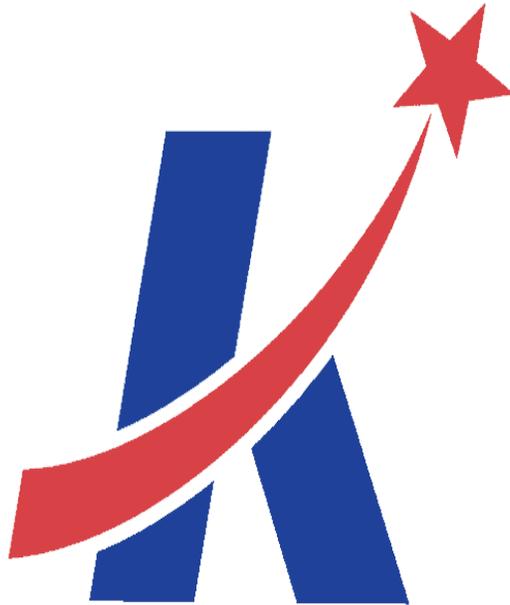
**Department Expense History**



AVIATION FUND  
 SKYLARK FIELD  
 NON-DEPARTMENTAL

CITY OF KILLEEN  
 FY2018 ADOPTED

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ 11,190	\$ 15,266	\$ 13,187	\$ 16,512
<b>Total Non-Departmental Revenue</b>	<b>\$ 11,190</b>	<b>\$ 15,266</b>	<b>\$ 13,187</b>	<b>\$ 16,512</b>
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expense Summary</b>				
Separation Pay	\$ -	\$ -	\$ -	\$ 1,304
Support Services	11,290	15,166	12,653	-
Designated Expenses	(100)	100	-	100
Information Technology	-	-	534	-
Transfer to Risk Management ISF	-	-	-	15,108
<b>Total Non-Departmental Expenses</b>	<b>\$ 11,190</b>	<b>\$ 15,266</b>	<b>\$ 13,187</b>	<b>\$ 16,512</b>



***Dedicated Service – Everyday, for Everyone!***



## ***Drainage Utility Fund***



***Dedicated Service – Everyday, for Everyone!***

# 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.

Drainage Fund – Accounts for operations related to providing storm drainage service to the citizens of Killeen. All activities necessary to provide such services are accounted for in this fund including, but not limited to, administration, operations, maintenance, billing, and collection.



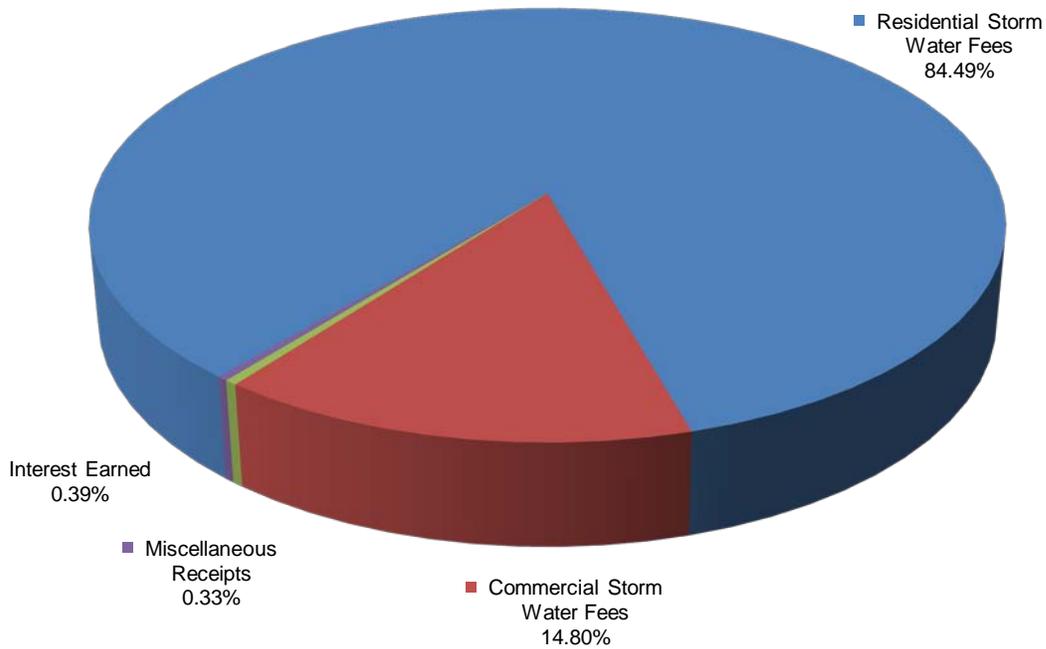
***Dedicated Service – Everyday, for Everyone!***

**Drainage Utility Fund  
Budget Summary  
FY 2018**

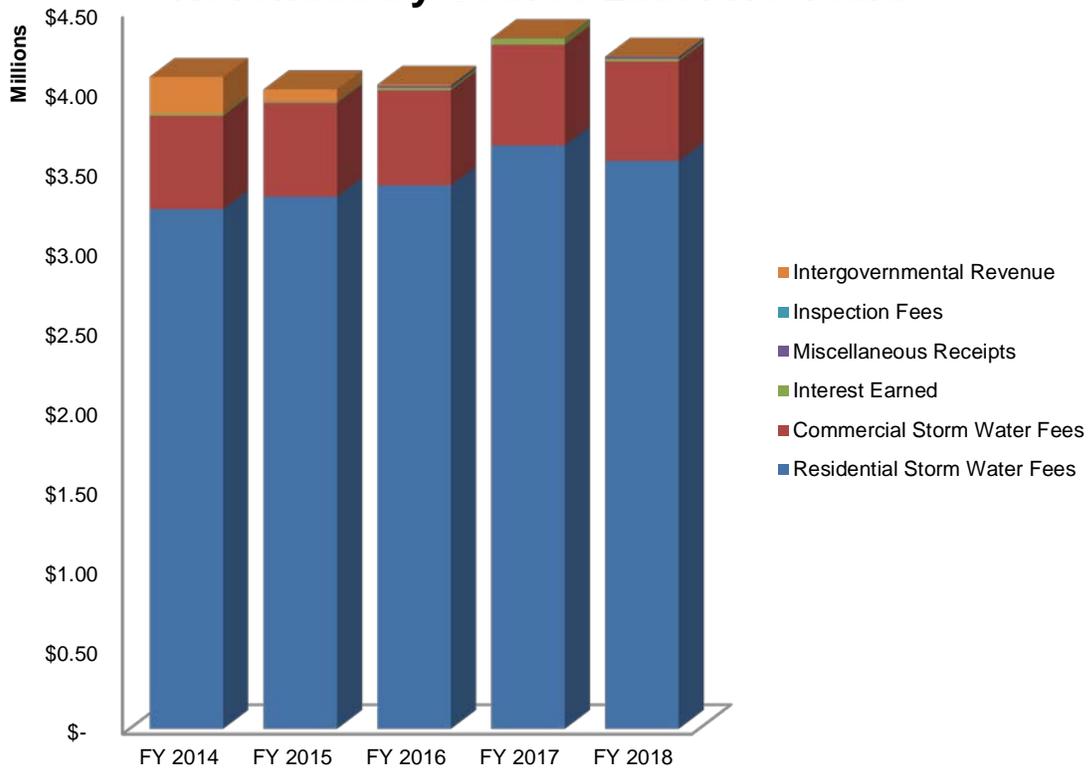
	<u>FY 2016 Actual</u>	<u>FY 2017 Budget</u>	<u>FY 2017 Estimated</u>	<u>FY 2018 Budget</u>	<u>Percent of Budget</u>	<u>% Change from FY 2017 Budget</u>
<b>Revenues</b>						
Residential Storm Water Fees	3,411,392	3,463,852	3,662,333	3,565,567	84.49%	2.94%
Commercial Storm Water Fees	597,419	595,000	634,358	624,419	14.80%	4.94%
Inspection Fees	-	1,000	-	-	0.00%	0.00%
Interest Earned	15,714	12,600	37,869	16,423	0.39%	30.34%
Intergovernmental Revenue	6,570	-	-	-	0.00%	0.00%
Miscellaneous Receipts	13,254	-	2,274	13,853	0.33%	--
<b>Total Revenues</b>	<u>4,044,349</u>	<u>4,072,452</u>	<u>4,336,834</u>	<u>4,220,262</u>	<u>84.91%</u>	<u>3.63%</u>
<b>Operating Expenses</b>						
Human Resources	13,340	6,000	564	-	0.00%	-100.00%
Information Technology	50,596	91,577	49,535	-	0.00%	-100.00%
Engineering	308,027	491,151	309,476	97,243	1.96%	-80.20%
Streets	133,703	230,620	81,730	250,085	5.03%	8.44%
Drainage Maintenance	1,502,225	1,976,679	1,597,677	1,794,230	36.11%	-9.23%
Environmental Services	130,497	198,911	254,877	475,149	9.56%	138.88%
Non-Departmental	42,849	65,618	45,955	49,524	1.00%	-24.53%
Indirect Cost Allocation	287,699	295,216	295,216	251,427	5.06%	-14.83%
Public Works	13,861	13,730	9,083	14,724	0.30%	0.00%
Transfer To Fleet Services	-	-	-	19,017	0.38%	--
Transfer To Risk Management	-	-	-	27,660	0.56%	--
Transfer To Information Technology	-	-	-	167,866	3.38%	--
<b>Total Operating Expenses</b>	<u>2,482,797</u>	<u>3,369,502</u>	<u>2,644,113</u>	<u>3,146,925</u>	<u>63.32%</u>	<u>-6.61%</u>
<b>Debt Service</b>	<u>550,537</u>	<u>550,741</u>	<u>552,502</u>	<u>541,341</u>	<u>10.89%</u>	<u>-1.71%</u>
<b>Non-Operating Expenses</b>						
<b>Capital Projects</b>						
Motor Vehicles	299,399	-	241,145	-	0.00%	--
Machinery & Equipment	18,764	-	-	36,180	0.73%	0.00%
Computer Equipment/Software	1,375	16,304	26,210	-	0.00%	-100.00%
Transfer To Fleet Services	-	-	-	175,216	3.53%	--
Transfer To General Fund CIP	-	-	-	750,000	15.09%	--
Transfer To Drainage CIP	-	-	-	320,600	6.45%	--
<b>Total Capital Projects</b>	<u>319,538</u>	<u>16,304</u>	<u>267,355</u>	<u>1,281,996</u>	<u>25.79%</u>	<u>7763.08%</u>
<b>Infrastructure Projects</b>						
Minor Drainage Projects	131,447	300,000	120,240	-	0.00%	-100.00%
<b>Total Infrastructure Projects</b>	<u>131,447</u>	<u>300,000</u>	<u>120,240</u>	<u>-</u>	<u>0.00%</u>	<u>-100.00%</u>
<b>Total Non-Operating Expenses</b>	<u>450,985</u>	<u>316,304</u>	<u>387,595</u>	<u>1,281,996</u>	<u>25.79%</u>	<u>305.31%</u>
<b>Total Expenses</b>	<u>3,484,319</u>	<u>4,236,547</u>	<u>3,584,210</u>	<u>4,970,262</u>	<u>100.00%</u>	<u>17.32%</u>
<b>Net Change In Working Capital</b>	<u>560,030</u>	<u>(164,095)</u>	<u>752,624</u>	<u>(750,000)</u>		
<b>Working Capital Balance, Beginning</b>				<u>4,653,339</u>		
<b>Working Capital Balance, Ending</b>				<u>\$ 3,903,339</u>		

# Drainage Utility Fund

## -Revenues by Source FY 2018-

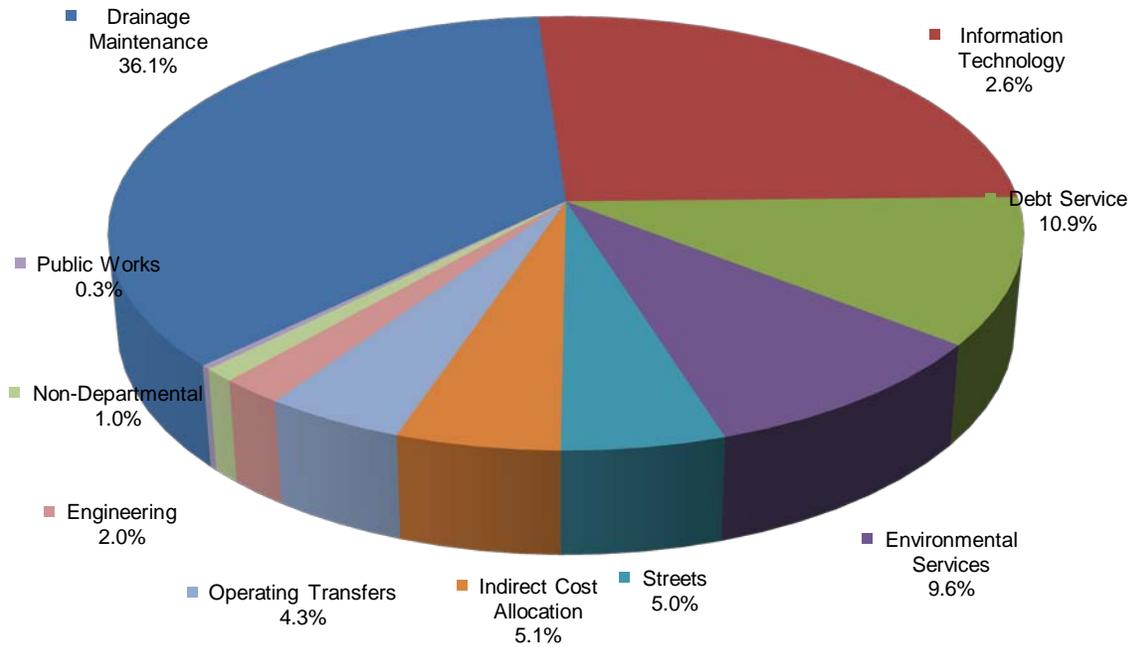


## -Revenues by Source Last Five Years-

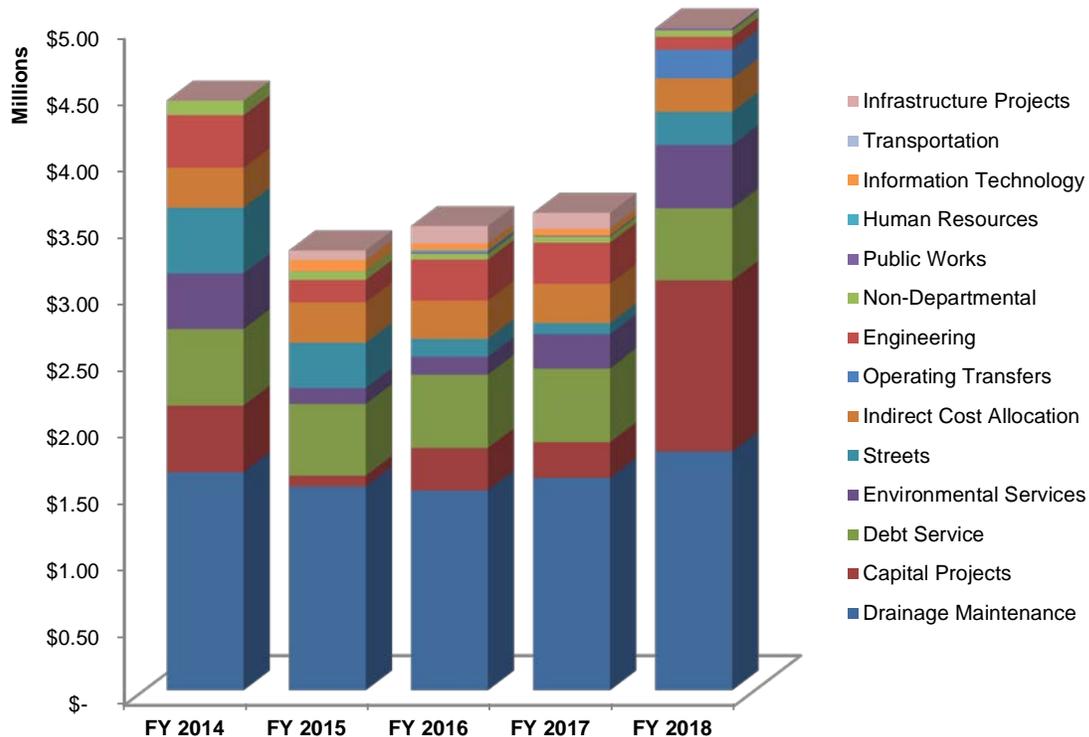


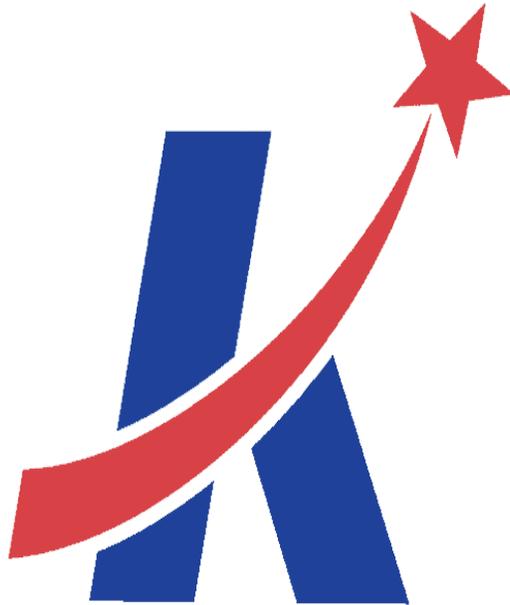
# Drainage Utility Fund

## -Expenses by Character FY 2018-



## -Expenses by Character Last Five Years-





***Dedicated Service – Everyday, for Everyone!***

**Mission:**

Public Works Administration's mission is to provide the citizens of Killeen with superior utility services, quality infrastructure, and orderly standards of development to protect their health, safety, and general welfare.

**Mission Elements:**

- Divisional Oversight:
  - Plan
  - Execute
  - Evaluate

**Goals:**

- Implement improvement plans for Engineering, Environmental Services, Street Operations, and Water & Sewer using the Solid Waste model.
- Complete Impact Fee studies as directed by City Council.
- Continue implementation of various master plans.
- Develop an overall capital improvement plan for public works.

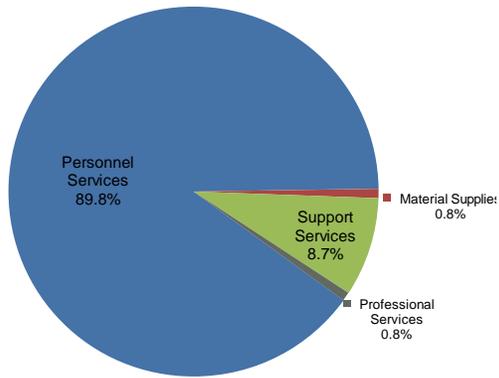
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ 13,860	\$ 13,730	\$ 9,083	\$ 14,724
<b>Total</b>	<b>\$ 13,860</b>	<b>\$ 13,730</b>	<b>\$ 9,083</b>	<b>\$ 14,724</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenses Summary</b>				
Personnel Services	\$ 12,431	\$ 11,450	\$ 8,418	\$ 13,217
Material Supplies	81	138	48	118
Maintenance & Repairs	-	42	-	-
Support Services	1,443	780	617	1,275
Minor Capital	(95)	-	-	-
Professional Services	-	1,320	-	114
<b>Total</b>	<b>\$ 13,860</b>	<b>\$ 13,730</b>	<b>\$ 9,083</b>	<b>\$ 14,724</b>

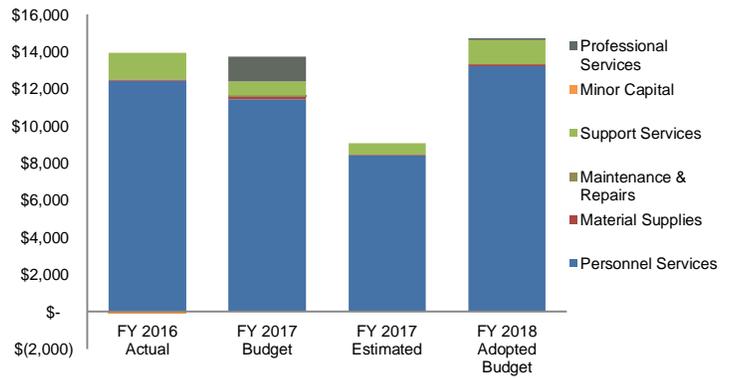
	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Executive Director of Public Works	0.05	0.05	0.06
Assistant Director of Public Works	-	-	0.03
Executive Assistant	0.05	0.05	0.06
<b>Total</b>	<b>0.10</b>	<b>0.10</b>	<b>0.15</b>

<b>Workload/Demand Measures</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Grants awarded and approved by City Council	0	1	0
Grant application submitted but not awarded	1	0	0

**Department Expenses**



**Department Expense History**



**DRAINAGE FUND  
PUBLIC WORKS  
ENGINEERING**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Mission:**

The Engineering Division's mission is to plan and develop the transportation network of the City, and to provide construction management and/or inspection for all public infrastructure projects.

**Mission Elements:**

- Transportation Planning:
  - Manage and implement the Transportation Master Plan.
  - Manage federal funding opportunities for transportation projects.
- CIP Project Management:
  - Provide project management to all PW CIP projects.
  - Provide construction inspection for all PW CIP projects.
- CIP Project Management:
  - Review platting, subdivision improvements, capital improvements, and commercial construction plans and specifications for conformance with federal, state, and local regulations.
- Construction Inspection:
  - Provide inspection services for infrastructure installation in new subdivisions, capital improvement projects, and commercial construction.

**Goals:**

- Perform all plan reviews within established timelines.
- Enhance and improve Infrastructure Development and Design Standards Manual.
- Develop construction inspection work reporting system.
- Begin construction on Rosewood Drive Extension and Heritage Oaks Hike & Bike Trail, STEP X, Liberty Ditch, and South Water Supply Projects.
- Complete construction on Trimmier Road Widening and South Nolan Creek Bank Stabilization projects.

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ 439,474	\$ 791,151	\$ 429,716	\$ 97,243
<b>Total</b>	<b>\$ 439,474</b>	<b>\$ 791,151</b>	<b>\$ 429,716</b>	<b>\$ 97,243</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenses Summary</b>				
Personnel Services	\$ 211,783	\$ 267,066	\$ 247,062	\$ 81,884
Material Supplies	32,411	53,647	28,607	2,372
Maintenance & Repairs	1,660	4,682	3,068	2,169
Support Services	57,677	157,190	25,501	10,818
Minor Capital	4,496	3,570	5,238	-
Professional Services	-	4,996	-	-
Capital Outlay	131,447	300,000	120,240	-
<b>Total</b>	<b>\$ 439,474</b>	<b>\$ 791,151</b>	<b>\$ 429,716</b>	<b>\$ 97,243</b>

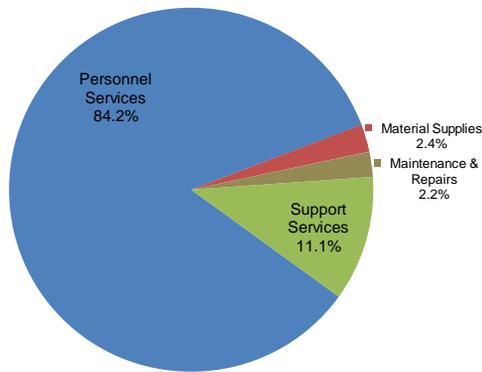
**DRAINAGE FUND  
PUBLIC WORKS  
ENGINEERING**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

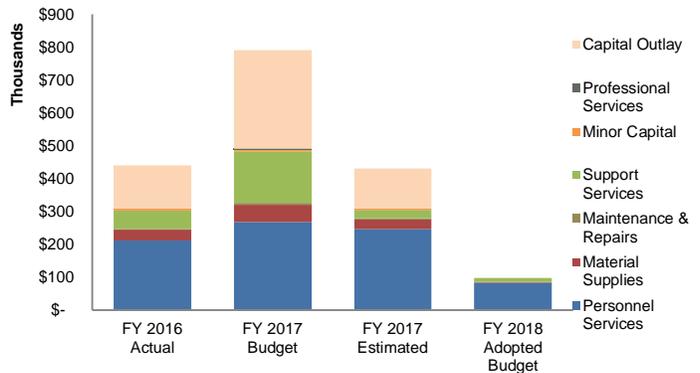
	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Project Manager	1.00	1.10	0.64
Drainage Technician (Storm Water)	1.00	1.00	-
Environmental Specialist I	1.00	1.00	-
Construction Inspector			0.16
Contract Specialist	1.00	-	0.16
Director of Transportation	-	0.10	0.16
Principal Secretary	-	0.10	0.16
<b>Total Staffing</b>	<b>4.00</b>	<b>3.30</b>	<b>1.28</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Workload/Demand Measures</b>			
Drainage CIP Projects	Not available	Not available	5
Drainage CIP Projects value	Not available	Not available	\$ 1,598,118

**Department Expenses**



**Department Expense History**



**DRAINAGE FUND  
PUBLIC WORKS  
STREETS**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Mission:**

The Street Operations Division's mission is to:

- Provide street sweeping in conjunction with the approved MS4 permit.

**Mission Elements:**

- Street sweeping.

**Goals:**

- Increase curb miles of street sweeping to 10,000 based on new equipment and operator as mandated by the MS4 permit.

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ 133,703	\$ 230,620	\$ 81,730	\$ 250,085
<b>Total</b>	<b>\$ 133,703</b>	<b>\$ 230,620</b>	<b>\$ 81,730</b>	<b>\$ 250,085</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenses Summary</b>				
Personnel Services	\$ -	\$ -	\$ -	\$ 75,409
Material Supplies	-	-	-	15,002
Maintenance & Repairs	133,703	230,620	81,730	159,018
Support Services	-	-	-	656
<b>Total</b>	<b>\$ 133,703</b>	<b>\$ 230,620</b>	<b>\$ 81,730</b>	<b>\$ 250,085</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Equipment Operator	-	-	2.00
<b>Total Staffing</b>	<b>-</b>	<b>-</b>	<b>2.00</b>

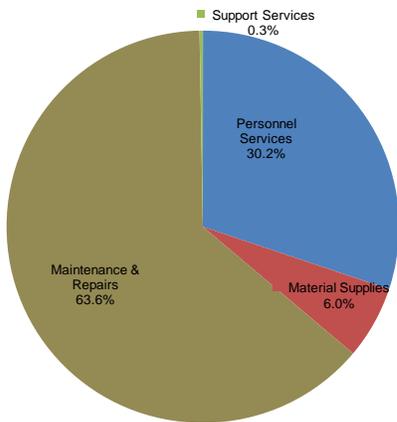
	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Workload/Demand Measures</b>			
Roadway drainage projects completed	30	20	48
Areas of failed curb & valley gutter repaired	30	15	40
Street Sweeping Completed (Lane Miles)			
*Permit requires 5,000 lane miles, however goal is 12,000 lane miles	7940	10000	5000

**DRAINAGE FUND  
PUBLIC WORKS  
STREETS**

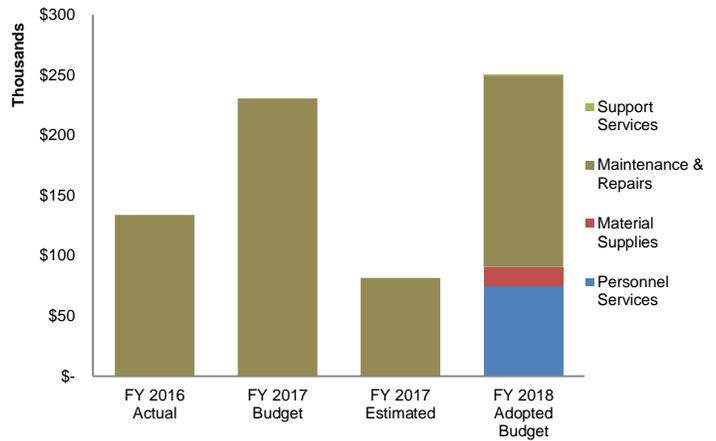
**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

<b>Performance Measures</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Average roadway project completion time (days)	5	5	5
Roadway projects completed	100%	100%	100%
Phase II Street sweeping permit completion	140%	140%	100%

**Department Expenses**



**Department Expense History**



**DRAINAGE FUND  
PUBLIC WORKS  
DRAINAGE MAINTENANCE**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Mission:**

The Environmental Services Division's mission is to manage and maintain the storm water drainage system.

**Mission Elements:**

- Manage the City's Storm Water Management Plan and Industrial Storm Water permits.
- Mow and maintain drainage infrastructure system including surface drainage and storm drain pipes.
- Implement the City's Drainage Capital Improvement Program and Master Plans.
- Develop and ensure compliance with the City's Drainage Design Manual and drainage standards.

**Goals:**

- Meet all of the Mission Elements and Performance Indicators.
- Purchase of a Vacuum unit with trailer per the MS4 permit.
- Update Drainage Design Manual and Infrastructure Design and Development Standards Manual.

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
Storm Water Fees - Residential	\$ 3,411,392	\$ 3,463,852	\$ 3,463,852	\$ 3,565,567
Storm Water Fees - Commercial	597,419	595,000	595,000	624,419
Inspection Fees	-	1,000	1,000	-
General Resources	(2,194,968)	(2,083,173)	(2,221,030)	(2,365,606)
<b>Total</b>	<b>\$ 1,813,843</b>	<b>\$ 1,976,679</b>	<b>\$ 1,838,822</b>	<b>\$ 1,824,380</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenses Summary</b>				
Personnel Services	\$ 1,250,357	\$ 1,376,893	\$ 1,360,335	\$ 1,419,936
Material Supplies	75,009	114,870	74,597	122,770
Maintenance & Repairs	107,267	104,095	105,412	127,784
Support Services	45,482	355,896	32,922	69,265
Minor Capital	20,659	19,375	21,052	48,925
Designated Expenses	3,450	5,550	3,360	5,550
Capital Outlay	311,619	-	241,145	30,150
<b>Total</b>	<b>\$ 1,813,843</b>	<b>\$ 1,976,679</b>	<b>\$ 1,838,822</b>	<b>\$ 1,824,380</b>

**DRAINAGE FUND  
PUBLIC WORKS  
DRAINAGE MAINTENANCE**

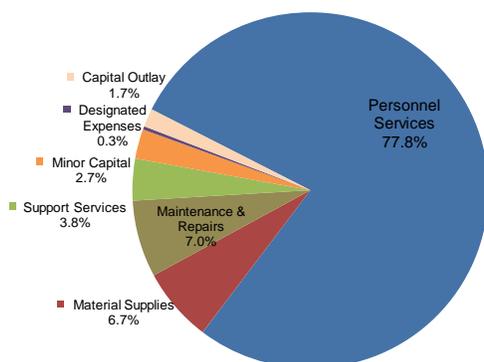
**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Supervisor	3.00	3.00	3.00
Crew Leader	4.00	4.00	4.00
Equipment Operator	10.00	11.00	9.00
Manager of Mowing & Drainage Maintenance	1.00	1.00	1.00
Secretary	1.00	1.00	1.00
Equipment Services Technician	0.50	0.50	-
Service Worker	15.00	14.00	14.00
Seasonal Drainage Service Workers	0.70	1.45	2.14
<b>Total Staffing</b>	<b>35.20</b>	<b>35.95</b>	<b>34.14</b>

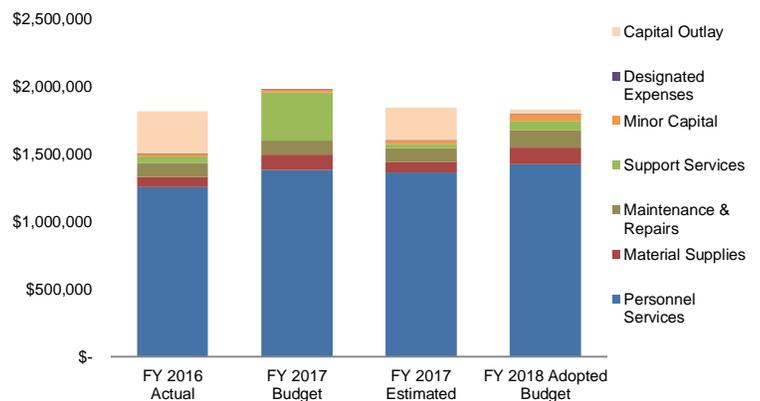
	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Workload/Demand Measures</b>			
Maintain Drainage Infrastructure:			
-Acres maintained	1,129	1,391	914
-Minor Capital Projects	51	47	40
-Emergency Response Incidents	39	32	25

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Performance Measures</b>			
% of Drainage Channels Maintained (miles) versus Target	131	140	123
50 Minor Capital Projects Completed	51	47	40
6 Miles of Drainage Channels Maintained Per Full Time Employee (22 assigned)	5.99	6.38	5.59
7 Minor Construction Projects Completed Per Full Time Employee (7 assigned)	7.29	6.71	5.71

**Department Expenses**



**Department Expense History**



**DRAINAGE FUND  
PUBLIC WORKS  
ENVIRONMENTAL SERVICES**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Mission:**

The Environmental Services Division's mission is to manage and maintain the storm water drainage system.

**Mission Elements:**

- Manage the City's Storm Water Management Plan and Industrial Storm Water permits.
- Mow and maintain drainage infrastructure system including surface drainage and storm drain pipes.
- Implement the City's Drainage Capital Improvement Program and Master Plans.
- Develop and ensure compliance with the City's Drainage Design Manual and drainage standards.

**Goals:**

- Meet all of the Mission Elements and Performance Indicators.
- Purchase of a Vacuum unit with trailer per the MS4 permit.
- Update Drainage Design Manual and Infrastructure Design and Development Standards Manual.

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ 137,041	\$ 198,911	\$ 254,877	\$ 481,179
<b>Total</b>	<b>\$ 137,041</b>	<b>\$ 198,911</b>	<b>\$ 254,877</b>	<b>\$ 481,179</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenses Summary</b>				
Personnel Services	\$ 53,876	\$ 59,645	\$ 59,914	\$ 299,762
Material Supplies	615	2,779	1,618	45,707
Maintenance & Repairs	-	-	-	5,547
Support Services	73,532	8,753	19,238	45,365
Minor Capital	2,474	-	1,431	5,000
Professional Services	-	127,734	172,676	73,768
Capital Outlay	6,544	-	-	6,030
<b>Total</b>	<b>\$ 137,041</b>	<b>\$ 198,911</b>	<b>\$ 254,877</b>	<b>\$ 481,179</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Director of Environmental Services	0.20	0.20	0.20
Principal Secretary	1.00	1.00	1.00
Emergency Response & Reg Coordinator	-	-	1.00
Environmental Specialist <sup>1</sup>	-	-	1.00
Project Manager (Drainage) <sup>1</sup>	-	-	1.00
Storm Water Drainage Technician <sup>1</sup>	-	-	1.00
<b>Total</b>	<b>1.20</b>	<b>1.20</b>	<b>5.20</b>

<sup>1</sup> - Realigned positions from Engineering Division

**DRAINAGE FUND  
PUBLIC WORKS  
ENVIRONMENTAL SERVICES**

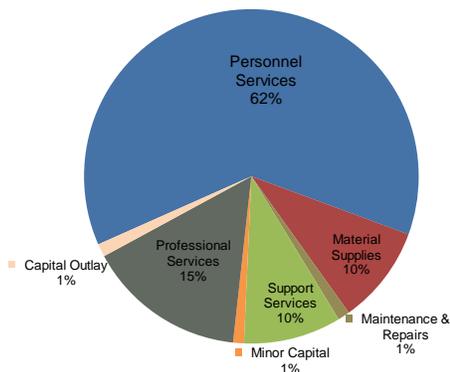
**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

<b>Workload/Demand Measures</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Master Plan/CIP:			
-Professional Services Contracts Managed	5	5	6
-Stakeholder meetings	1	4	6
Storm Water Management Plan/MS4:			
-Dry Weather Water Quality Tests	193	221	240
-Storm Water Training Classes	64	39	39
Permit Reviews:			
-Plats	52	40	50
-Storm Water Management Plans	11	58	40
-Construction Plans	88	58	75
-Land Disturbance Permits	28	52	30
Inspections:			
-Construction	50	70	50
-Storm Water Compliance	72	194	150
-Field Investigations	78	117	100

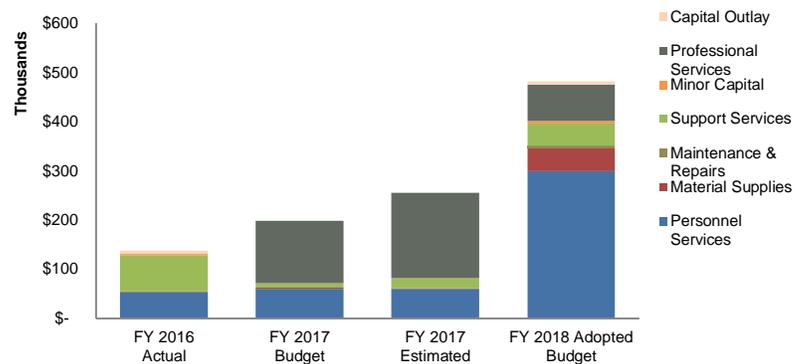
<b>Performance Measures</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Total Phase II objectives for permit completion	60%	80%	95%
Phase II water quality testing for permit completed	100%	100%	100%
City update of "storm" geodata set	20%	25%	25%

*Low numbers are a direct result of combining drainage projects with transportation projects and delays with easement*

**Department Expenses**



**Department Expense History**



**DEBT SERVICE**

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ 550,537	\$ 550,741	\$ 552,502	\$ 541,341
<b>Total</b>	<b>\$ 550,537</b>	<b>\$ 550,741</b>	<b>\$ 552,502</b>	<b>\$ 541,341</b>
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expense Summary</b>				
Bond Interest	\$ 200,000	\$ 189,500	\$ 189,500	\$ 175,100
Bond Principal Payment	350,000	360,000	360,000	365,000
Arbitrage Calculation Fees	490	491	2,907	491
Paying Agent Fees	47	750	95	750
<b>Total</b>	<b>\$ 550,537</b>	<b>\$ 550,741</b>	<b>\$ 552,502</b>	<b>\$ 541,341</b>

**HUMAN RESOURCES**

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ 13,340	\$ 6,000	\$ 564	\$ -
<b>Total</b>	<b>\$ 13,340</b>	<b>\$ 6,000</b>	<b>\$ 564</b>	<b>\$ -</b>
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expense Summary</b>				
Supplies	\$ 779	\$ 2,000	\$ -	\$ -
Support Services	-	1,200	564	-
Designated Expenses	12,561	2,800	-	-
<b>Total</b>	<b>\$ 13,340</b>	<b>\$ 6,000</b>	<b>\$ 564</b>	<b>\$ -</b>

**INFORMATION TECHNOLOGY**

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ 51,971	\$ 107,881	\$ 49,535	\$ -
<b>Total</b>	<b>\$ 51,971</b>	<b>\$ 107,881</b>	<b>\$ 49,535</b>	<b>\$ -</b>

**DRAINAGE FUND  
OTHER APPROPRIATIONS**

**CITY OF KILLEEN  
FY2018 ADOPTED**

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expense Summary</b>				
Maintenance & Repairs	\$ 27,787	\$ 58,162	\$ 41,248	\$ -
Support Services	15	-	-	-
Minor Capital Outlay	22,794	28,415	8,287	-
Professional Services	-	5,000	-	-
Capital Outlay	1,375	16,304	-	-
<b>Total</b>	<b>\$ 51,971</b>	<b>\$ 107,881</b>	<b>\$ 49,535</b>	<b>\$ -</b>

**NON-DEPARTMENTAL**

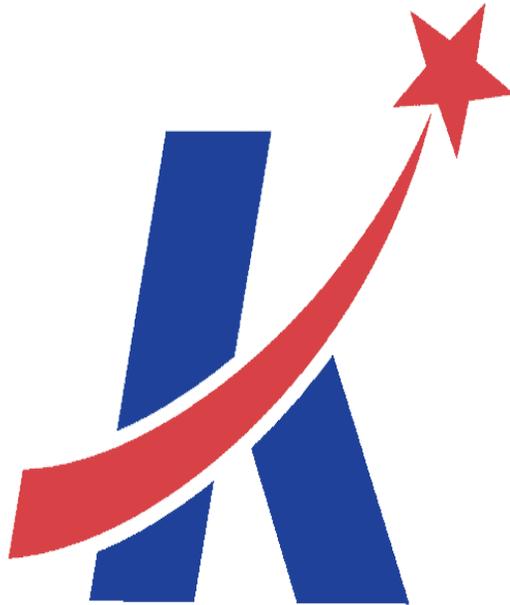
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ 330,548	\$ 360,834	\$ 341,171	\$ 1,761,310
<b>Total</b>	<b>\$ 330,548</b>	<b>\$ 360,834</b>	<b>\$ 341,171</b>	<b>\$ 1,761,310</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expense Summary</b>				
Separation Pay	\$ -	\$ -	\$ -	\$ 7,924
Support Services	16,884	23,430	18,732	-
Direct Cost Allocation [Human Resources]	-	-	-	5,775
Indirect Cost Allocation	287,699	295,216	295,216	245,652
Professional Services	2,105	2,188	1,480	1,600
Designated Expenses	23,860	40,000	25,743	40,000
Transfer to General Fund CIP [Rosewood]	-	-	-	750,000
Transfer to Drainage CIP	-	-	-	320,600
Transfer to Fleet Services ISF- Service	-	-	-	19,017
Transfer to Fleet Services ISF- Capital	-	-	-	175,216
Transfer to Risk Management ISF	-	-	-	27,660
Transfer to Information Technology ISF	-	-	-	167,866
<b>Total</b>	<b>\$ 330,548</b>	<b>\$ 360,834</b>	<b>\$ 341,171</b>	<b>\$ 1,761,310</b>

<b>TOTAL OTHER APPROPRIATIONS REVENUES</b>	<b>\$ 946,396</b>	<b>\$ 1,025,456</b>	<b>\$ 943,772</b>	<b>\$ 2,302,651</b>
<b>TOTAL OTHER APPROPRIATIONS EXPENSES</b>	<b>\$ 946,396</b>	<b>\$ 1,025,456</b>	<b>\$ 943,772</b>	<b>\$ 2,302,651</b>



## ***Special Revenue Funds***



***Dedicated Service – Everyday, for Everyone!***

# SPECIAL REVENUE FUNDS

Special Revenue Funds are used to account for specific revenue that is legally restricted to expenditure for particular purposes. The City of Killeen has the following Special Revenue Funds:

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

**Tax Increment Fund:** To account for economic development projects in the City's tax increment and reinvestment zone. Financing is provided by certain tax revenues collected within the City's tax increment and reinvestment zone pursuant to state tax code statutes and County contributions.

**Teen Court Program:** To account for revenues and expenditures related to the court proceedings held by teens.

**Court Technology Fund:** To account for court technology fees collected in connection with citations issued by the City. State law requires that revenue from these fees be used for technological enhancements of the Municipal Court.

**Court Security Fee Fund:** To account for court security fees collected in connection with citations issued by the City. State law requires that revenue from these fees be used for security enhancements of the Municipal Court and/or the building that houses the court.

**Juvenile Case Manager Fund:** To account for fees assessed and collected from defendants upon conviction of a fine-only misdemeanor offense. Funds are used for 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.

**Child Safety Fund:** To account for child safety fees collected in connection with citations issued by the City. State law requires that revenue from these fees be used for child safety infrastructure projects.

**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.

**JLUS Grant Fund:** A Joint Land Use Study (JLUS) is a cooperative planning effort conducted as a joint venture between City of Killeen, Fort Hood, and other affected stakeholders.

**Parks Donations Funds:** To account for monetary donations and expenditures related to community parks.

**Special Event Center Fountain Fund:** To account for revenues and expenditures related to the Killeen CCC fountain.

**Library Memorial Fund:** To account for revenue that is restricted to the Killeen Public Library.

**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 Fund:** 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.

**Law Enforcement Grant Fund:** 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.

**Police State Seizure Fund:** To account for revenues and expenditures that is restricted by state seizure requirements.

# SPECIAL REVENUE FUNDS

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

**Photo Red Light Enforcement Fund:** To account for fees received from the photo red light ticket violation enforcement program and applicable authorized expenditures.

**Animal Control Donations Fund:** To account for receipts and expenditures related to animal control.

**Police Donation Fund:** To account for receipts and expenditures related to police activities.

**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:** To account for revenue restricted to the Fire Department.



**SPECIAL REVENUE FUND  
LAW ENFORCEMENT GRANT FUND**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

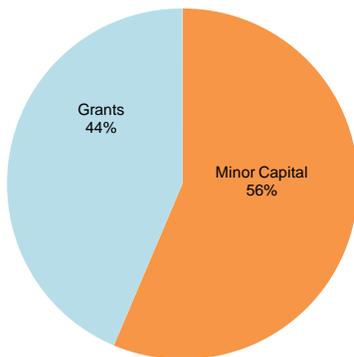
**Revenue Summary**

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Jag Grant	\$ 4,145	\$ 74,170	\$ 47,324	\$ 138,303
Interest Earned	188	100	436	-
Pcard Rebate	48	40	-	-
General Resources	(235)	-	(435)	-
<b>Total</b>	<b>\$ 4,146</b>	<b>\$ 74,310</b>	<b>\$ 47,325</b>	<b>\$ 138,303</b>

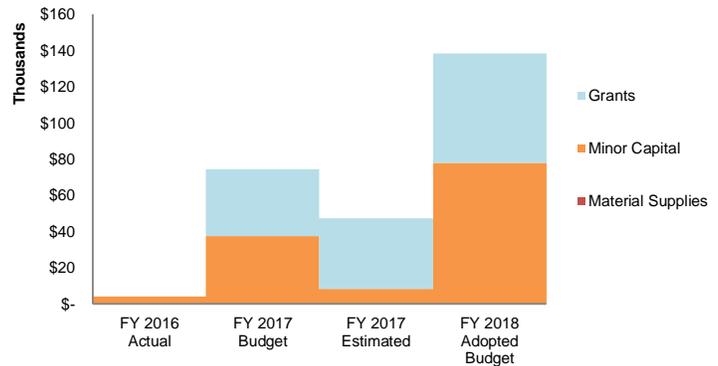
**Expenditure Summary**

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Personnel Services				
Material Supplies	\$ 1	\$ -	\$ -	\$ -
Minor Capital	4,145	37,596	8,371	77,993
Grants	-	36,714	38,954	60,310
Debt	-	-	-	-
<b>Total</b>	<b>\$ 4,146</b>	<b>\$ 74,310</b>	<b>\$ 47,325</b>	<b>\$ 138,303</b>

**Department Expenditures**



**Department Expenditures History**



**SPECIAL REVENUE FUND  
POLICE STATE SEIZURE FUND**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
State Seizure Receipts	\$ 20,531	\$ -	\$ 40,924	\$ -
Interest Earned	246	-	1,263	-
General Resources	(20,777)	-	96,348	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 138,535</b>	<b>\$ -</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	-	-	-	-
Minor Capital	-	-	-	-
Grants	-	-	138,535	-
Debt	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 138,535</b>	<b>\$ -</b>

**SPECIAL REVENUE FUND  
POLICE FEDERAL SEIZURE FUND**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
Federal Seizure Receipts	\$ 22,660	\$ -	\$ -	\$ -
Forfeitures	-	-	300,759	-
Interest Earned	78	-	1,378	-
General Resources	(22,738)	-	(302,137)	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	-	-	-	-
Minor Capital	-	-	-	-
Grants	-	-	-	-
Debt	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**SPECIAL REVENUE FUND  
EMERGENCY MANAGEMENT FUND**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
Sale of City Property	\$ 1,526	\$ -	\$ -	\$ -
Interest Earned	1	-	13	-
General Resources	(1,527)	-	(13)	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	-	-	-	-
Minor Capital	-	-	-	-
Grants	-	-	-	-
Debt	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## HOTEL OCCUPANCY TAX FUND

CITY OF KILLEEN  
FY2018 ADOPTED BUDGET

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenues Summary</b>				
Hotel Occup Tax Receipts	\$ 1,941,564	\$ 1,687,000	\$ 1,687,000	\$ 1,785,000
Interest Earned	324	400	400	2,000
Investment Expense	(103)	(40)	(40)	(125)
Catering Revenues	41,525	37,000	12,786	38,000
Mixed Beverage Receipts	163,759	238,500	132,192	250,000
Event Revenue	403,143	404,000	150,245	407,000
Bell County Hot	-	80,000	80,000	-
General Resources	(24,298)	(14,647)	286,286	(207,276)
<b>Total</b>	<b>\$ 2,525,914</b>	<b>\$ 2,432,213</b>	<b>\$ 2,348,869</b>	<b>\$ 2,274,599</b>

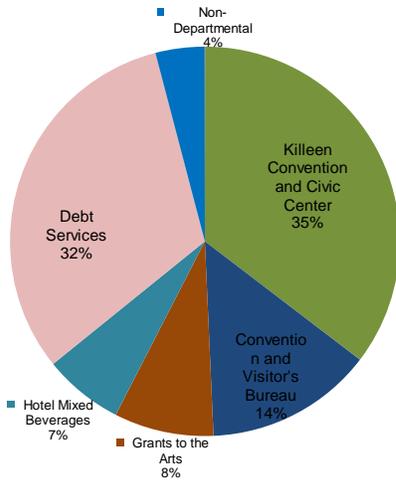
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditures Summary</b>				
Killeen Convention and Civic Center	\$ 1,065,260	\$ 883,182	\$ 830,848	\$ 804,786
Convention and Visitor's Bureau	361,402	338,596	316,528	316,431
Grants to the Arts	175,975	187,737	187,737	187,737
Hotel Mixed Beverages	124,451	161,000	161,000	150,946
Information Technology	68,908	76,174	76,174	-
Debt Services	714,924	740,588	740,588	722,060
Non-Departmental	14,994	44,936	35,994	92,639
<b>Total</b>	<b>\$ 2,525,914</b>	<b>\$ 2,432,213</b>	<b>\$ 2,348,869</b>	<b>\$ 2,274,599</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
<b>Total</b>	<b>14.00</b>	<b>13.50</b>	<b>13.50</b>

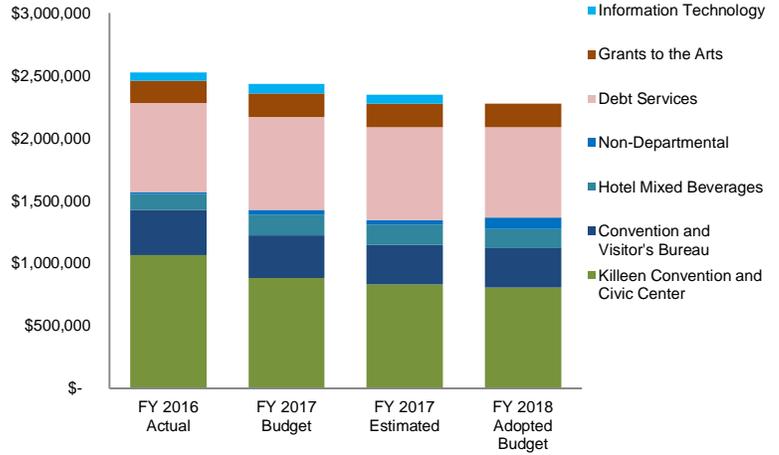
	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Workload/Demand Measures</b>			
Events days booked	896	681	900

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Performance Measures</b>			
Change in event revenues	3%	5%	2%
Change in HOT revenues	-1%	0%	-1%

Department Expenditures



Department Expenditures History



**Mission:**

The mission of the Killeen Convention and Civic Center is to manage the public event space available at the convention and exhibition facilities.

**Mission Elements:**

- Market and book events.
- Event planning and coordination.
- Event set-up and support.
- Facility cleaning and maintenance.

**Mission Elements:**

- Improve marketing efforts to promote Killeen through interactive websites and social media outlets and collecting analytics for all advertising opportunities.
- Develop strategies to promote Killeen as the premier city for conventions, conferences, reunions, and meetings.
- Continue to conduct Texas hospitality training to the hospitality and service industry.
- Build relationships with local hoteliers to share ideas and keep up-to-date visitor/conference information.
- Encourage staff to utilize Convention Visitors Bureau services and recruit municipal government organizations to host annual conferences and trainings in Killeen.
- Market the city as a tourist destination.
- Develop new client rate brochures and facility information.

<b>Expenditures Summary</b>	<b>FY 2016 Budget</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Personnel Services	\$ 519,887	\$ 466,494	\$ 472,213	\$ 491,888
Material Supplies	27,471	20,538	19,639	20,200
Maintenance & Repairs	101,279	104,700	74,735	88,752
Support Services	219,384	225,450	202,231	183,946
Minor Capital	531	-	4,938	-
Professional Services	-	18,000	13,711	10,000
Designated Expenses	-	20,000	18,460	5,000
Advertising and Marketing	14,750	28,000	24,922	5,000
Capital Outlay	181,958	-	-	-
<b>Total</b>	<b>\$ 1,065,260</b>	<b>\$ 883,182</b>	<b>\$ 830,848</b>	<b>\$ 804,786</b>

<b>Staffing</b>	<b>FY 2016 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Director KCCC	0.50	0.50	0.50
Conference Center Manager	1.00	-	-
Operations Manager	1.00	1.00	1.00
Event Coordinator	2.00	2.00	2.00
Principal Secretary	1.00	1.00	1.00
Crew Leader	1.00	1.00	1.00
Event Assistant <sup>1</sup>	5.00	5.00	5.00
Event Assistant - part-time	-	0.50	0.50
<b>Total Staffing</b>	<b>11.50</b>	<b>11.00</b>	<b>11.00</b>

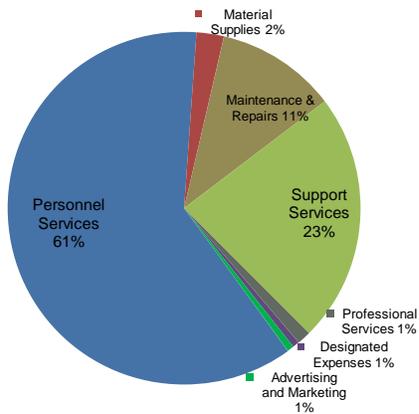
<sup>1</sup> - Position title changed from Custodian to Event Assistant during FY 2017

<b>Workload/Demand Measures</b>	<b>FY 2016 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Market and book events:			
-Amount of catering fees collected	\$41,525	\$37,599	\$38,000
-Amount of alcohol sales	\$163,758	\$183,461	\$250,000
-Amount of room rental and equipment usage fees	\$403,142	\$378,411	\$407,000
-Number of hotel-motel rooms/38 hotels	2400	2,400	2500
		rooms/38 hotels	rooms/39 hotels*
-Number of conventions contracted	11	12	17
-Hotel rooms occupied during conventions	14,500**	11,085	12,500
Event set-up and support:			
-Replaced a new sound system in the ballrooms	\$95,289	-	-
-Replaced 14 year old electronic marquee located outside the facility to advertise events	\$47,625	-	-
Facility cleaning and maintenance:			
-Made electrical upgrades at the rodeo arena and installed a gate near the concession stand	\$3,870	\$8,500	\$5,000
-Installed new carpet in meeting rooms	\$16,295	-	-

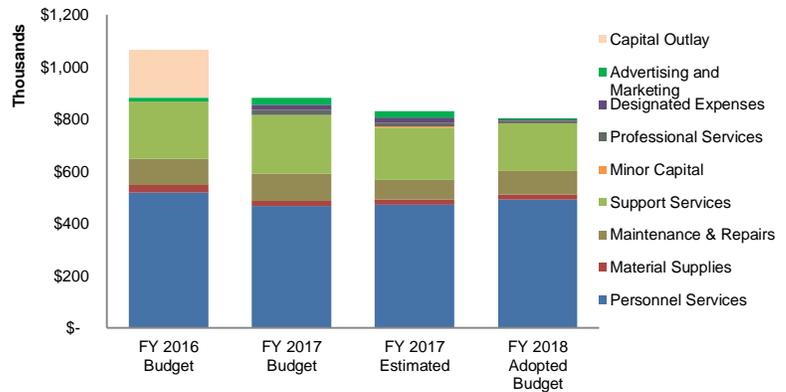
\*Red Lion Hotel will be opening Summer 2018

\*\*Hosted World Powerlifting Competition for 9 days

**Department Expenditures**



**Department Expenditures History**



**HOTEL OCCUPANCY TAX FUND  
CONVENTION & VISITOR'S  
BUREAU**

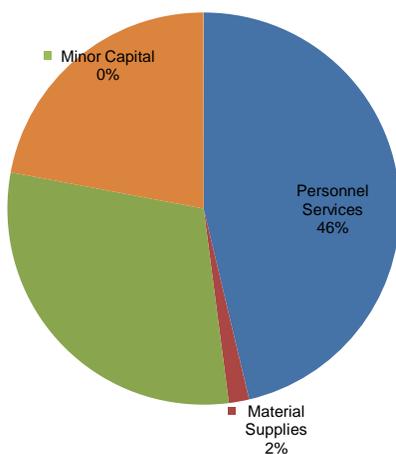
**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

<b>Expenditures Summary</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Personnel Services	\$ 158,378	\$ 141,775	\$ 142,978	\$ 146,445
Material Supplies	7,983	5,230	3,864	5,230
Support Services	89,410	89,091	85,408	95,000
Minor Capital	-	-	62	-
Designated Expenses	29,963	25,000	20,292	-
Advertising and Marketing	75,668	77,500	63,924	69,756
<b>Total</b>	<b>\$ 361,402</b>	<b>\$ 338,596</b>	<b>\$ 316,528</b>	<b>\$ 316,431</b>

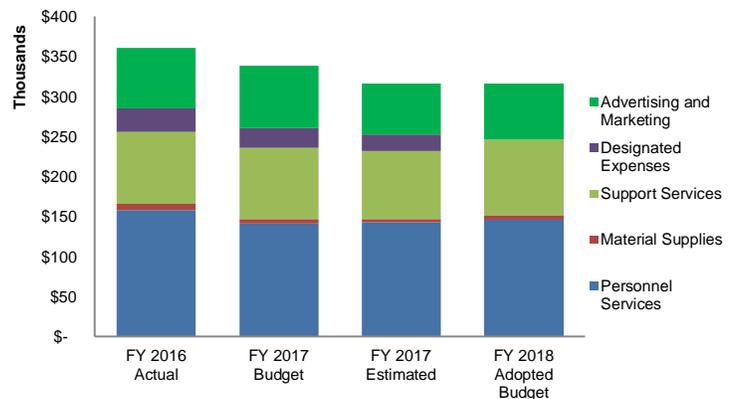
<b>Staffing</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Director KCCC	0.50	0.50	0.50
Convention Services Manager	1.00	1.00	1.00
Association Sales Manager	1.00	1.00	1.00
<b>Total Staffing</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>

<b>Workload/Demand Measures</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Conventions booked (room nights)	14,500	11,085	12,500

**Department Expenditures**



**Department Expenditures History**



**DEBT SERVICE**

	FY 2016 Actual	FY 2017 Budget	FY 2017 Estimated	FY 2018 Adopted Budget
<b>Revenue Summary</b>				
General Resources	\$ 714,924	\$ 740,588	\$ 740,588	\$ 722,060
<b>Total</b>	<b>\$ 714,924</b>	<b>\$ 740,588</b>	<b>\$ 740,588</b>	<b>\$ 722,060</b>

	FY 2016 Actual	FY 2017 Budget	FY 2017 Estimated	FY 2018 Adopted Budget
<b>Expense Summary</b>				
Bond Interest	\$ 318,554	\$ 334,128	\$ 334,128	\$ 295,600
Bond Principal Payment	395,000	405,000	405,000	425,000
Arbitrage Calculation Fees	859	860	860	860
Paying Agent Fees	511	600	600	600
<b>Total</b>	<b>\$ 714,924</b>	<b>\$ 740,588</b>	<b>\$ 740,588</b>	<b>\$ 722,060</b>

**GRANTS TO THE ARTS**

	FY 2016 Actual	FY 2017 Budget	FY 2017 Estimated	FY 2018 Adopted Budget
<b>Revenue Summary</b>				
General Resources	\$ 175,975	\$ 187,737	\$ 187,737	\$ 187,737
<b>Total</b>	<b>\$ 175,975</b>	<b>\$ 187,737</b>	<b>\$ 187,737</b>	<b>\$ 187,737</b>

	FY 2016 Actual	FY 2017 Budget	FY 2017 Estimated	FY 2018 Adopted Budget
<b>Expense Summary</b>				
Supplies	\$ 176	\$ 210	\$ 210	\$ 210
Support Services	349	360	360	360
Grants to the Arts	170,898	185,167	185,167	185,167
Historical Restoration	4,552	-	-	-
KAC Administrative Expenses	-	2,000	2,000	2,000
<b>Total</b>	<b>\$ 175,975</b>	<b>\$ 187,737</b>	<b>\$ 187,737</b>	<b>\$ 187,737</b>

**HOTEL MIXED BEVERAGE**

	FY 2016 Actual	FY 2017 Budget	FY 2017 Estimated	FY 2018 Adopted Budget
<b>Revenue Summary</b>				
General Resources	\$ 124,451	\$ 161,000	\$ 161,000	\$ 150,946
<b>Total</b>	<b>\$ 124,451</b>	<b>\$ 161,000</b>	<b>\$ 161,000</b>	<b>\$ 150,946</b>

**HOTEL OCCUPANCY TAX  
OTHER APPROPRIATIONS**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expense Summary</b>				
Supplies	\$ 1,479	\$ 2,500	\$ 2,500	\$ 5,500
Support Services	81,112	80,500	80,500	13,500
Special Services	-	-	-	76,446
Cost of Goods Sold	41,860	49,000	49,000	55,500
Mixed Beverage Tax	-	29,000	29,000	-
<b>Total</b>	<b>\$ 124,451</b>	<b>\$ 161,000</b>	<b>\$ 161,000</b>	<b>\$ 150,946</b>

**INFORMATION TECHNOLOGY**

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ 68,908	\$ 76,174	\$ 76,174	\$ -
<b>Total</b>	<b>\$ 68,908</b>	<b>\$ 76,174</b>	<b>\$ 76,174</b>	<b>\$ -</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expense Summary</b>				
Maintenance	\$ 52,098	\$ 48,340	\$ 48,340	\$ -
Minor Capital	15,435	3,150	3,150	-
Capital Outlay	1,375	24,684	24,684	-
<b>Total</b>	<b>\$ 68,908</b>	<b>\$ 76,174</b>	<b>\$ 76,174</b>	<b>\$ -</b>

**NON-DEPARTMENTAL**

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
General Resources	\$ 14,994	\$ 44,936	\$ 35,994	\$ 92,639
<b>Total</b>	<b>\$ 14,994</b>	<b>\$ 44,936</b>	<b>\$ 35,994</b>	<b>\$ 92,639</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expense Summary</b>				
Separation Pay	\$ -	\$ -	\$ -	\$ 4,765
Support Services	14,994	23,936	14,994	-
Professional Services	-	21,000	21,000	21,000
Transfer to Fleet Services ISF- Service	-	-	-	898
Transfer to Risk Management ISF	-	-	-	23,776
Transfer to Information Technology ISF	-	-	-	42,200
<b>Total</b>	<b>\$ 14,994</b>	<b>\$ 44,936</b>	<b>\$ 35,994</b>	<b>\$ 92,639</b>

<b>TOTAL OTHER APPROPRIATIONS REVENUES</b>	\$ 1,099,252	\$ 1,210,435	\$ 1,201,493	\$ 1,153,382
<b>TOTAL OTHER APPROPRIATIONS EXPENSES</b>	<b>\$ 1,099,252</b>	<b>\$ 1,210,435</b>	<b>\$ 1,201,493</b>	<b>\$ 1,153,382</b>

**SPECIAL REVENUE FUND  
SPECIAL EVENTS CENTER FUND**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
Interest Earned	\$ 30	\$ 20	\$ 103	\$ -
General Resources	(30)	(20)	(103)	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ -	\$ -	\$ -	\$ -
Material Supplies	-	-	-	-
Other Charges	-	-	-	-
Capital Outlay	-	-	-	-
Debt	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

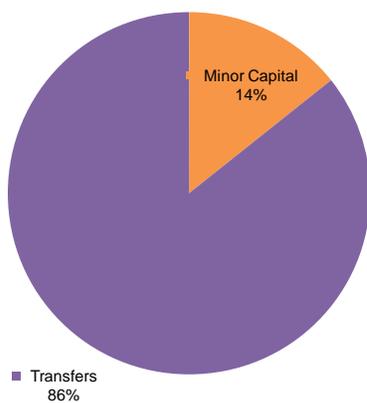
**SPECIAL REVENUE FUND  
CABLE SYSTEM PEG  
IMPROVEMENTS FUND**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

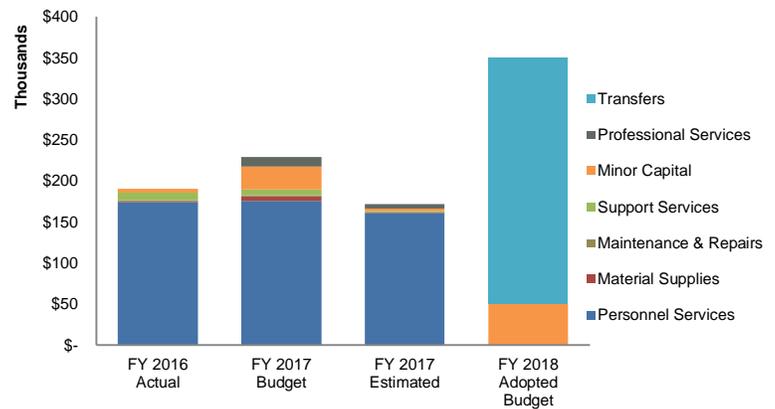
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
Cable Franchise Fee	\$ 217,015	\$ 208,000	\$ 225,552	\$ 208,000
Interest Earned	1,768	1,800	6,047	1,800
General Resources	(28,735)	19,560	(50,926)	140,200
<b>Total</b>	<b>\$ 190,048</b>	<b>\$ 229,360</b>	<b>\$ 180,673</b>	<b>\$ 350,000</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ 174,363	\$ 175,721	\$ 160,577	\$ -
Material Supplies	814	5,139	1,255	-
Maintenance & Repairs	935	1,500	122	-
Support Services	9,561	7,500	1,030	-
Minor Capital	4,375	27,500	3,139	50,000
Professional Services	-	12,000	5,810	-
Capital Outlay	-	-	8,740	-
Transfers	-	-	-	300,000
<b>Total</b>	<b>\$ 190,048</b>	<b>\$ 229,360</b>	<b>\$ 180,673</b>	<b>\$ 350,000</b>

**Department Expenditures**



**Department Expenditures History**



**SPECIAL REVENUE FUND  
LIBRARY MEMORIAL FUND**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
Memorials Collected	\$ 10,658	\$ 11,000	\$ 9,477	\$ -
Interest Earned	45	50	239	-
General Resources	(10,703)	(11,050)	(9,717)	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ -	\$ -	\$ -	\$ -
Material Supplies	-	-	-	-
Other Charges	-	-	-	-
Capital Outlay	-	-	-	-
Debt	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**SPECIAL REVENUE FUND  
COMMUNITY DEVELOPMENT BLOCK  
GRANT FUND**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

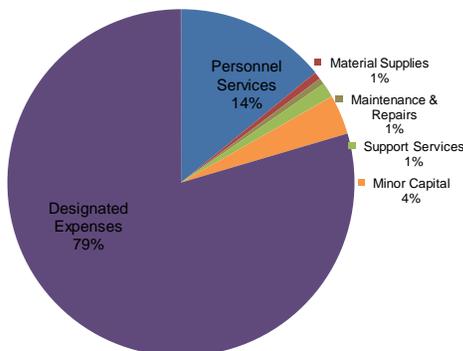
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
Intergovernmental Revenue	\$ 957,156	\$ 1,103,346	\$ 1,065,021	\$ 1,208,084
Program Income	10,829	8,200	12,875	7,373
Miscellaneous Receipts	437	400	195	-
General Resources	(35,089)	(868,752)	13,952	6,762
<b>Total</b>	<b>\$ 933,333</b>	<b>\$ 243,194</b>	<b>\$ 1,092,044</b>	<b>\$ 1,222,219</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ 33,441	\$ 33,527	\$ 222,173	\$ 172,111
Material Supplies	1,823	2,974	3,919	8,290
Maintenance & Repairs	519	4,840	3,329	7,111
Support Services	3,964	5,338	8,716	17,068
Minor Capital	10,350	10,737	-	45,247
Professional Services	2,350	-	2,810	-
Designated Expenses	933,344	185,778	851,097	972,392
Reimbursable Expenses	(52,458)	-	-	-
<b>Total</b>	<b>\$ 933,333</b>	<b>\$ 243,194</b>	<b>\$ 1,092,044</b>	<b>\$ 1,222,219</b>

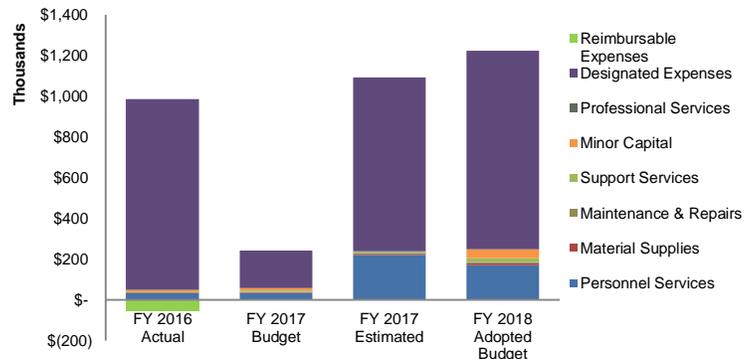
	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Executive Director of Community Dev.	-	-	0.02
Executive Assistant <sup>1</sup>	-	-	0.61
Community Dev. Programs Administrator <sup>1</sup>	-	-	0.90
Community Dev. Specialist <sup>1</sup>	-	-	1.00
Community Dev. Housing Specialist	1.00	1.00	1.00
<b>Total Staffing</b>	<b>1.00</b>	<b>1.00</b>	<b>3.53</b>

<sup>1</sup> - Realigned staff to CDBG and HOME Program Grant Fund

**Department Expenditures**



**Department Expenditures History**



**SPECIAL REVENUE FUND  
HOME PROGRAM FUND**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

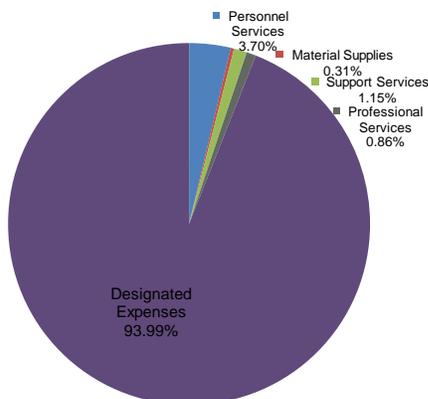
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
Intergovernmental Revenue	\$ 347,439	\$ 900,678	\$ 354,987	\$ 803,479
Program Income	209,178	49,822	53,792	49,822
Miscellaneous Receipts	319	390	390	-
General Resources	(319)	(577,202)	(73,824)	(34,655)
<b>Total</b>	<b>\$ 556,617</b>	<b>\$ 373,688</b>	<b>\$ 335,344</b>	<b>\$ 818,646</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ -	\$ -	\$ -	\$ 30,273
Material Supplies	-	-	-	2,500
Support Services	-	-	-	9,417
Professional Services	-	-	-	7,000
Designated Expenses	556,617	373,688	335,344	769,456
<b>Total</b>	<b>\$ 556,617</b>	<b>\$ 373,688</b>	<b>\$ 335,344</b>	<b>\$ 818,646</b>

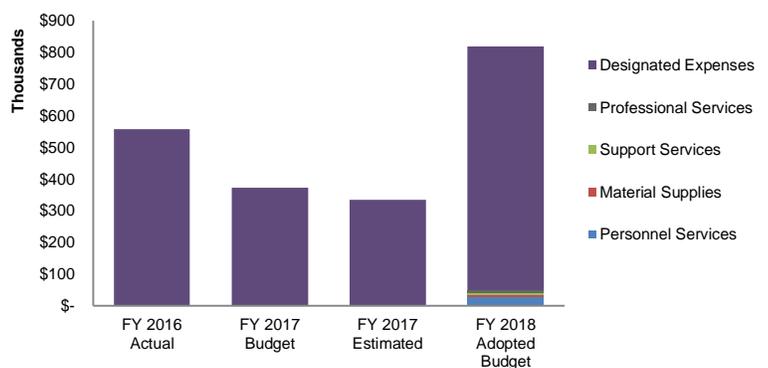
	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Executive Assistant <sup>1</sup>	-	-	0.39
Community Dev. Programs Administrator <sup>1</sup>	-	-	0.10
<b>Total Staffing</b>	<b>-</b>	<b>-</b>	<b>0.49</b>

<sup>1</sup> - Realigned staff to CDBG and HOME Program Grant Fund

**Department Expenditures**



**Department Expenditures History**



**SPECIAL REVENUE FUND  
TAX INCREMENT FUND**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
City Of Killeen	\$ 54,455	\$ 65,442	\$ 66,656	\$ 127,499
Bell County	30,591	31,000	37,444	76,706
Central Texas College	10,111	10,150	12,144	23,228
Interest Earned	827	1,000	3,803	2,100
General Resources	(95,984)	(107,592)	(120,046)	(229,533)
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ -	\$ -	\$ -	\$ -
Material Supplies	-	-	-	-
Other Charges	-	-	-	-
Capital Outlay	-	-	-	-
Debt	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

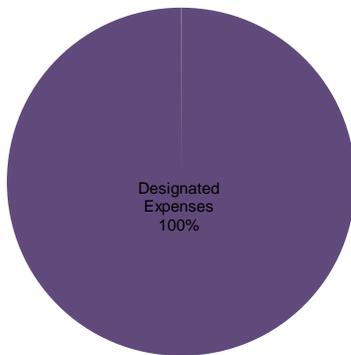
**SPECIAL REVENUE FUND  
PARKS DONATIONS FUND**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

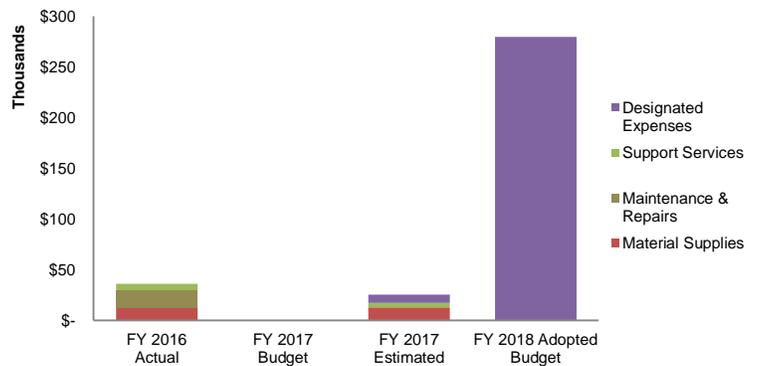
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
Parks	\$ -	\$ -	\$ 14,240	\$ 100,000
Recreation	11,845	15,000	14,901	75,000
TAMUCT Golf	-	-	17,000	50,000
Athletics	22,884	15,000	17,780	45,000
Senior Center	-	-	-	10,000
Interest Earned	105	100	588	-
Miscellaneous Receipts	-	-	1,195	-
General Resources	1,089	(30,100)	(40,321)	-
<b>Total</b>	<b>\$ 35,923</b>	<b>\$ -</b>	<b>\$ 25,384</b>	<b>\$ 280,000</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Material Supplies	\$ 12,056	\$ -	\$ 12,917	\$ -
Maintenance & Repairs	18,093	-	-	-
Support Services	5,774	-	4,474	-
Designated Expenses	-	-	7,993	280,000
<b>Total</b>	<b>\$ 35,923</b>	<b>\$ -</b>	<b>\$ 25,384</b>	<b>\$ 280,000</b>

**Department Expenditures**



**Department Expenditures History**



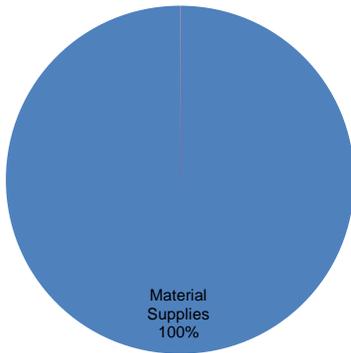
**SPECIAL REVENUE FUND  
TEEN COURT PROGRAM**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

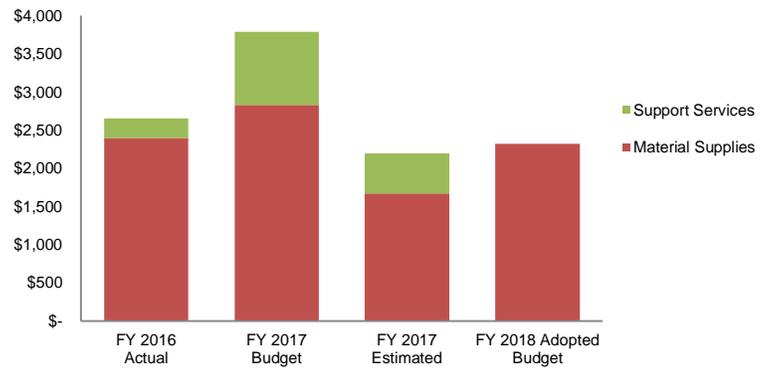
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
Court Fees	\$ 3,008	\$ 3,500	\$ 2,310	\$ 1,704
Interest Earned	15	20	61	20
General Resources	(370)	269	(178)	596
<b>Total</b>	<b>\$ 2,653</b>	<b>\$ 3,789</b>	<b>\$ 2,193</b>	<b>\$ 2,320</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Material Supplies	\$ 2,395	\$ 2,830	\$ 1,669	\$ 2,320
Support Services	258	959	525	-
<b>Total</b>	<b>\$ 2,653</b>	<b>\$ 3,789</b>	<b>\$ 2,193</b>	<b>\$ 2,320</b>

**Department Expenditures**



**Department Expenditures History**



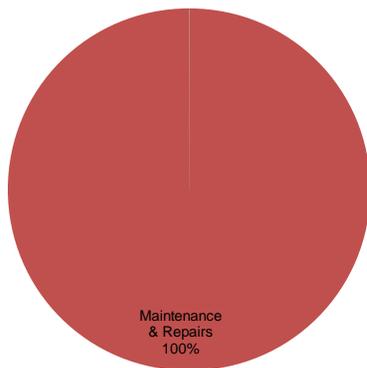
**SPECIAL REVENUE FUND  
COURT TECHNOLOGY FUND**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

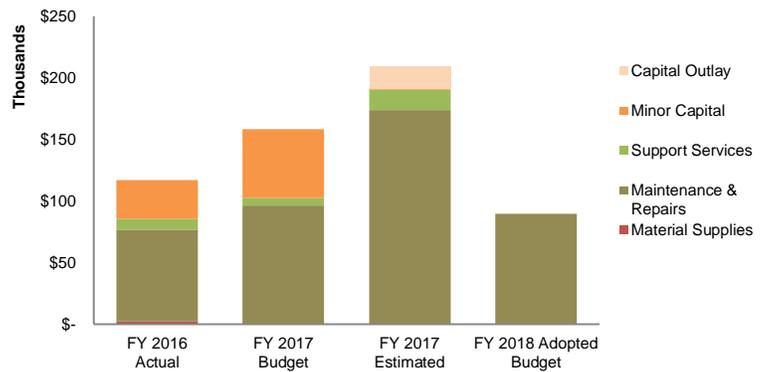
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
Technology Fund Receipts	\$ 75,194	\$ 81,078	\$ 67,026	\$ 45,184
Interest Earned	379	500	1,012	500
General Resources	41,229	76,622	141,531	43,744
<b>Total</b>	<b>\$ 116,802</b>	<b>\$ 158,200</b>	<b>\$ 209,568</b>	<b>\$ 89,428</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Material Supplies	\$ 2,207	\$ 500	\$ -	\$ -
Maintenance & Repairs	74,598	96,000	173,737	89,428
Support Services	8,519	6,000	16,663	-
Minor Capital	31,478	55,700	840	-
Capital Outlay	-	-	18,327	-
<b>Total</b>	<b>\$ 116,802</b>	<b>\$ 158,200</b>	<b>\$ 209,568</b>	<b>\$ 89,428</b>

**Department Expenditures**



**Department Expenditures History**



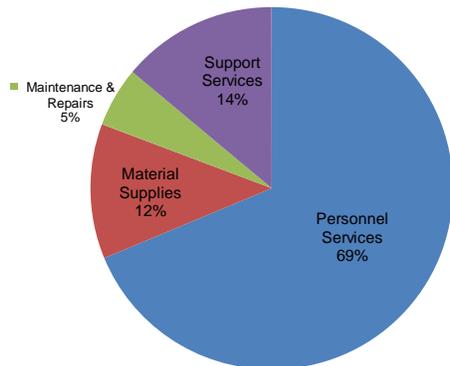
**SPECIAL REVENUE FUND  
COURT SECURITY FEE FUND**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

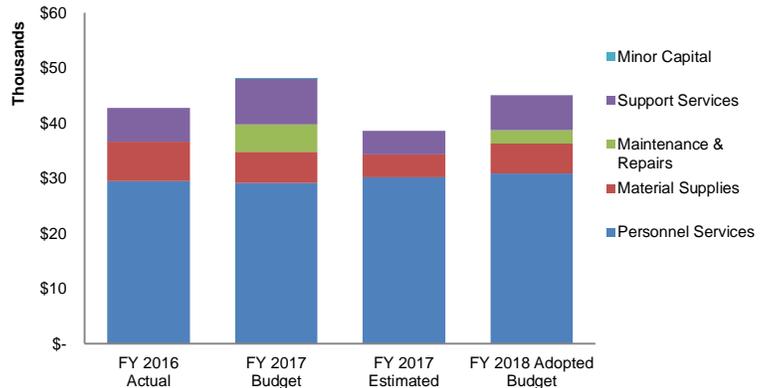
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
Court Fees	\$ 56,443	\$ 62,899	\$ 50,310	\$ 36,321
Peace Officer Allocation	787	785	800	-
Interest Earned	303	400	1,208	400
General Resources	(14,804)	(15,962)	(13,700)	8,291
<b>Total</b>	<b>\$ 42,729</b>	<b>\$ 48,122</b>	<b>\$ 38,618</b>	<b>\$ 45,012</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ 29,502	\$ 29,134	\$ 30,143	\$ 30,924
Material Supplies	7,182	5,672	4,163	5,422
Maintenance & Repairs	-	5,000	-	2,400
Support Services	6,045	8,266	4,312	6,266
Minor Capital	-	50	-	-
<b>Total</b>	<b>\$ 42,729</b>	<b>\$ 48,122</b>	<b>\$ 38,618</b>	<b>\$ 45,012</b>

**Department Expenditures**



**Department Expenditures History**



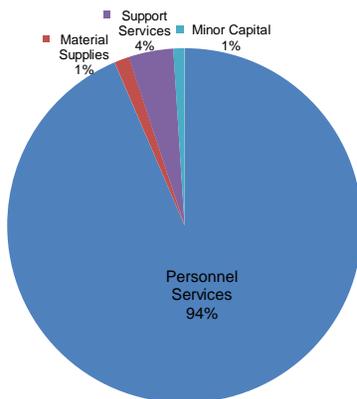
**SPECIAL REVENUE FUND  
JUVENILE CASE MANAGER FUND**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

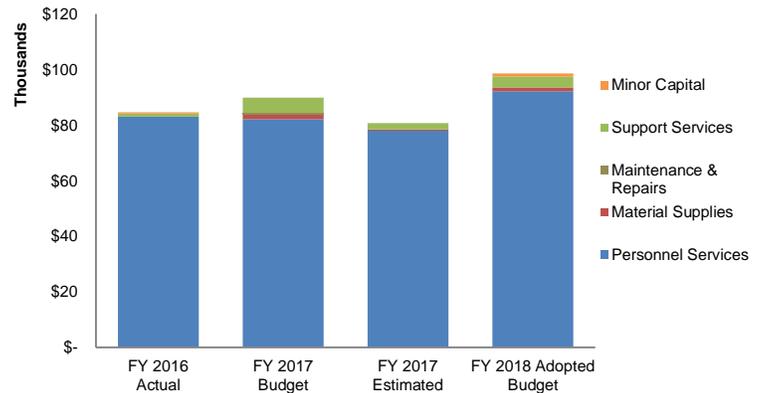
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
Juvenile Case Manager Receipts	\$ 93,538	\$ 100,137	\$ 84,229	\$ 56,702
Truancy Prevention	17,582	19,600	15,825	10,573
Interest Earned	1,141	1,500	4,357	1,500
General Resources	(27,591)	(31,272)	(23,737)	29,733
<b>Total</b>	<b>\$ 84,670</b>	<b>\$ 89,965</b>	<b>\$ 80,674</b>	<b>\$ 98,508</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ 82,973	\$ 82,210	\$ 77,942	\$ 92,145
Material Supplies	-	1,850	582	1,350
Maintenance & Repairs	-	400	-	-
Support Services	1,266	5,505	2,150	4,013
Minor Capital	431	-	-	1,000
<b>Total</b>	<b>\$ 84,670</b>	<b>\$ 89,965</b>	<b>\$ 80,674</b>	<b>\$ 98,508</b>

**Department Expenditures**



**Department Expenditures History**



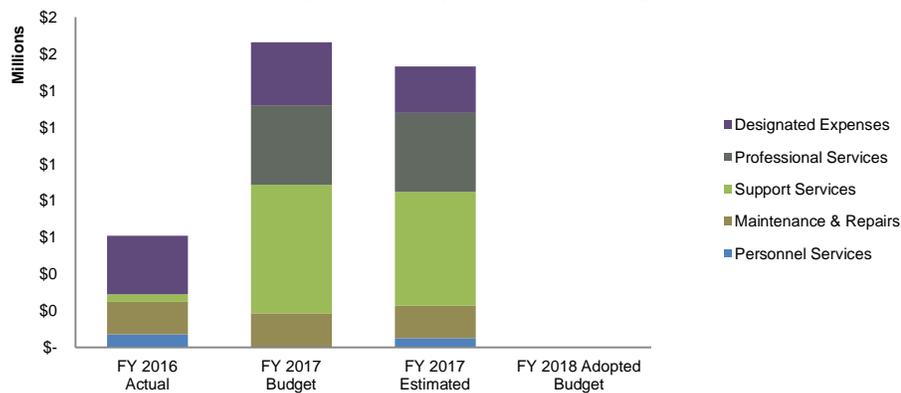
**SPECIAL REVENUE FUND  
PHOTO RED LIGHT ENFORCEMENT  
FUND**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
Photo Red Line Violation	\$ 754,470	\$ 1,300,000	\$ 1,178,950	\$ -
Interest Earned	855	1,000	3,003	-
General Resources	(145,643)	364,544	355,216	-
<b>Total</b>	<b>\$ 609,682</b>	<b>\$ 1,665,544</b>	<b>\$ 1,537,169</b>	<b>\$ -</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ 69,244	\$ -	\$ 49,169	\$ -
Maintenance & Repairs	176,138	184,300	176,237	-
Support Services	43,374	701,605	620,827	-
Minor Capital	-	-	3,750	-
Professional Services	-	432,709	432,709	-
Designated Expenses	320,926	346,930	254,477	-
<b>Total</b>	<b>\$ 609,682</b>	<b>\$ 1,665,544</b>	<b>\$ 1,537,169</b>	<b>\$ -</b>

**Department Expenditures History**



**SPECIAL REVENUE FUND  
FIRE DEPARTMENT SPECIAL  
REVENUE**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

<b>Revenue Summary</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Intergovernmental Revenue	\$ 848	\$ -	\$ -	\$ -
Interest Earned	4	-	-	-
General Resources	(852)	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Expenditure Summary</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Personnel Services	\$ -	\$ -	\$ -	\$ -
Material Supplies	-	-	-	-
Other Charges	-	-	-	-
Capital Outlay	-	-	-	-
Debt	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

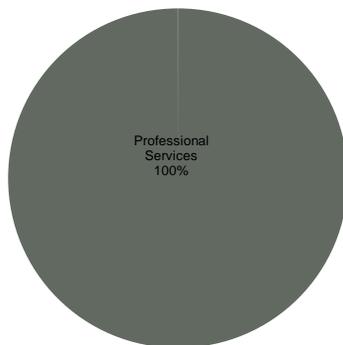
**SPECIAL REVENUE FUND  
ANIMAL CONTROL DONATION  
FUND**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

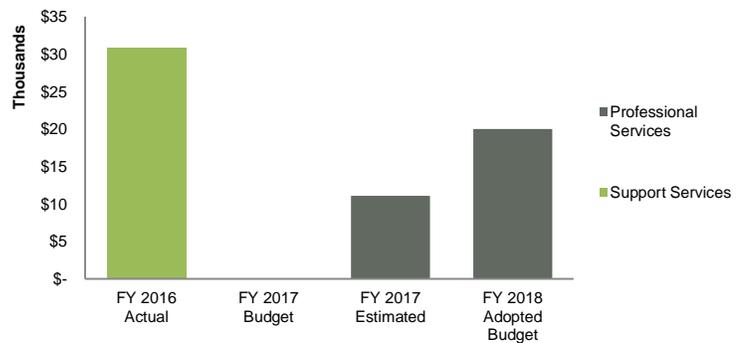
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
Animal Control Donations	\$ 17,460	\$ 20,000	\$ 10,585	\$ 15,970
Interest Earned	48	70	125	-
General Resources	13,252	(20,070)	391	4,030
<b>Total</b>	<b>\$ 30,760</b>	<b>\$ -</b>	<b>\$ 11,101</b>	<b>\$ 20,000</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Support Services	\$ 30,760	\$ -	\$ -	\$ -
Professional Services	-	-	11,101	20,000
<b>Total</b>	<b>\$ 30,760</b>	<b>\$ -</b>	<b>\$ 11,101</b>	<b>\$ 20,000</b>

**Department Expenditures**



**Department Expenditures History**



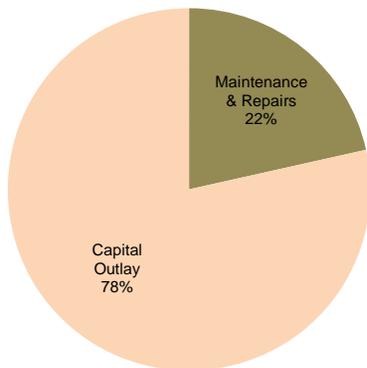
**SPECIAL REVENUE FUND  
CHILD SAFETY FUND**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

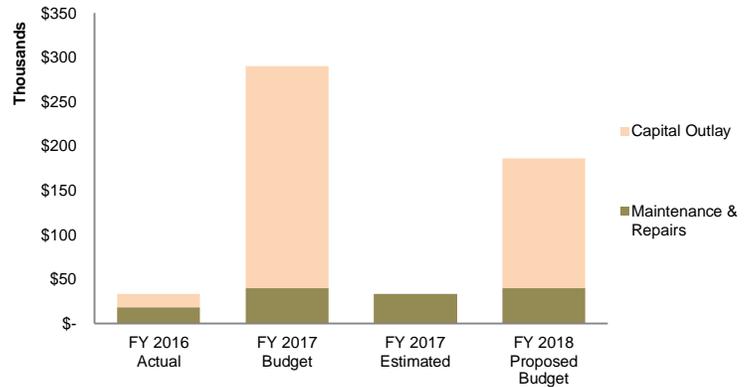
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
Intergovernmental Revenue	\$ 149,937	\$ 150,000	\$ 409,014	\$ -
Child Safety Fees	37,621	35,000	22,116	35,000
Interest Earned	789	1,000	1,824	-
Miscellaneous Receipts	-	-	255	-
General Resources	(154,837)	104,000	(399,229)	151,000
<b>Total</b>	<b>\$ 33,510</b>	<b>\$ 290,000</b>	<b>\$ 33,979</b>	<b>\$ 186,000</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Maintenance & Repairs	\$ 18,485	\$ 40,000	\$ 33,724	\$ 40,000
Capital Outlay	15,025	250,000	-	146,000
<b>Total</b>	<b>\$ 33,510</b>	<b>\$ 290,000</b>	<b>\$ 33,724</b>	<b>\$ 186,000</b>

**Department Expenditures**



**Department Expenditures History**



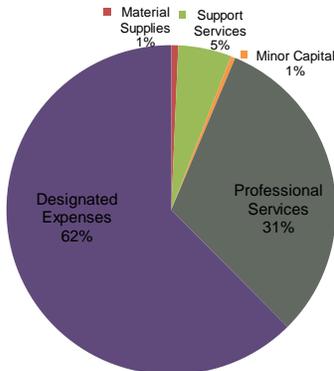
**SPECIAL REVENUE FUND  
POLICE DONATIONS FUND**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

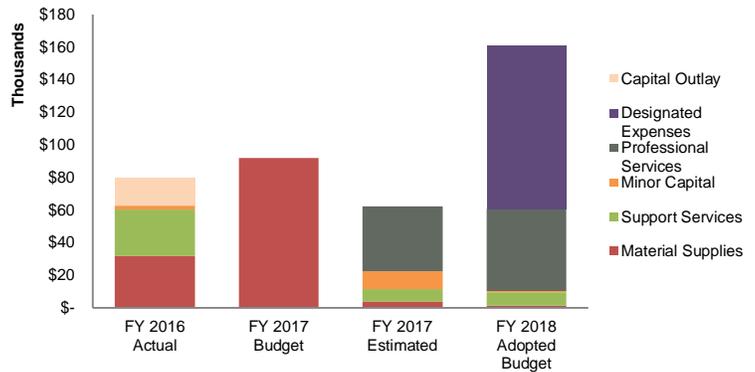
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
Sale Of City Property	\$ 43,756	\$ 4,600	\$ 7,483	\$ 29,696
Evidence Cash	-	2,000	-	23,776
Vehicle Abandonment Fee	14,635	10,000	19,160	10,858
Jail Phone Fee	15,485	10,800	6,902	11,927
National Night Out	3,276	3,175	2,138	3,810
Police Explorers	3,910	5,000	2,684	3,424
PETCO Grant	-	-	45,000	-
Intergovernmental Revenue	17,031	17,303	19,540	-
Miscellaneous Receipts	9,173	200	940	-
Interest Income	-	-	971	-
General Resources	(27,769)	38,858	(42,840)	77,307
<b>Total</b>	<b>\$ 79,497</b>	<b>\$ 91,936</b>	<b>\$ 61,976</b>	<b>\$ 160,798</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Material Supplies	\$ 31,536	\$ 91,936	\$ 3,799	\$ 1,100
Support Services	28,626	-	7,522	8,400
Minor Capital	2,245	-	10,934	700
Professional Services	-	-	39,721	50,213
Designated Expenses	-	-	-	100,385
Capital Outlay	17,090	-	-	-
<b>Total</b>	<b>\$ 79,497</b>	<b>\$ 91,936</b>	<b>\$ 61,976</b>	<b>\$ 160,798</b>

**Department Expenditures**



**Department Expenditures History**

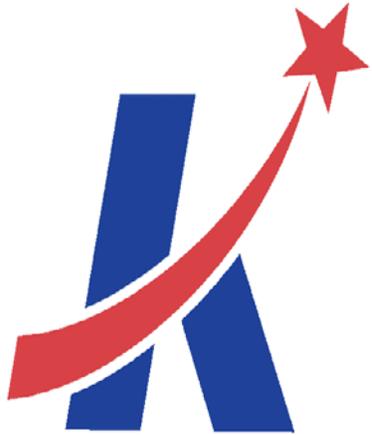


**SPECIAL REVENUE FUND  
JLUS GRANT**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
Jlus Grant	\$ 218,871	\$ -	\$ 37,789	\$ -
General Resources	(1)	-	-	-
<b>Total</b>	<b>\$ 218,870</b>	<b>\$ -</b>	<b>\$ 37,789</b>	<b>\$ -</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Material Supplies	\$ 510	\$ -	\$ 2,753	\$ -
Support Services	1,235	-	-	-
Project Expense	217,125	-	35,035	-
Transfers	-	-	1	-
<b>Total</b>	<b>\$ 218,870</b>	<b>\$ -</b>	<b>\$ 37,789</b>	<b>\$ -</b>



## ***Internal Service Funds***



***Dedicated Service – Everyday, for Everyone!***

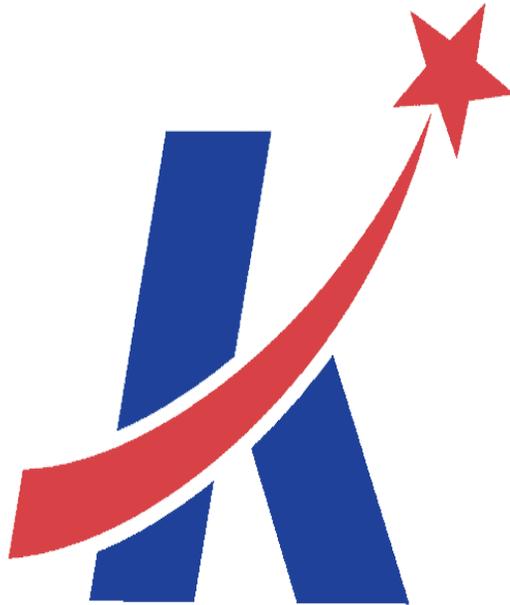
# INTERNAL SERVICE FUND



Fleet Internal Service Fund is used to account for the acquisition of vehicles/rolling stock and fleet maintenance services provided to other funds on a cost-reimbursement basis.

Risk Management Internal Service Fund is used to account for the liability insurance of the City and provide a loss prevention program to mitigate risk.

Information Technology Internal Service Fund provides for the management of the City's hardware, software and telecommunications equipment and services.



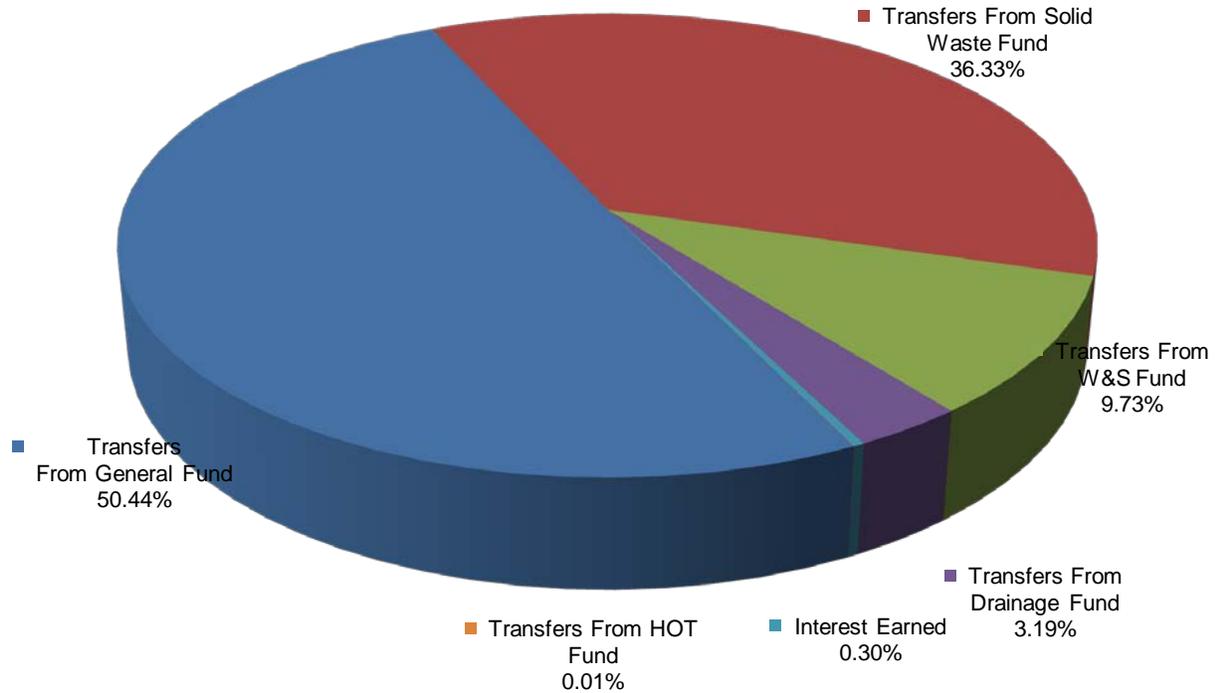
***Dedicated Service – Everyday, for Everyone!***

**Internal Service Fund (Fleet Replacement Program)**  
**Budget Summary**  
**FY 2018**

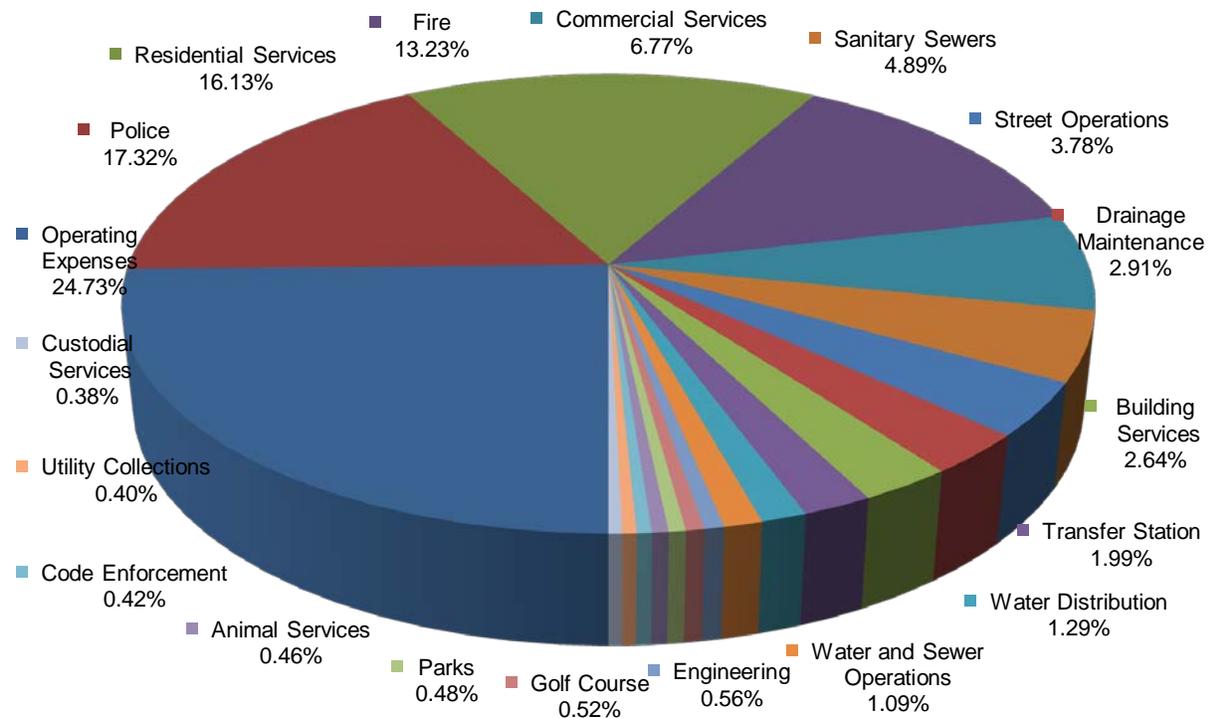
	FY 2016 Actual	FY 2017 Budget	FY 2017 Estimated	FY 2018 Budget	Percent of Budget	% Change from FY 2017 Budget
<b>Revenues</b>						
Interest Earned	15,354	18,000	12,204	18,000	0.30%	0.00%
Fleet Maintenance	-	-	334,066	-	0.00%	0.00%
Miscellaneous Receipts	-	-	12,676	-	0.00%	0.00%
Transfers From General Fund	-	-	-	3,068,458	50.44%	0.00%
Transfers From HOT Fund	-	20,000	864	898	0.01%	0.00%
Transfers From CIP Fund	1,000,000	-	-	-	0.00%	0.00%
Transfers From Solid Waste Fund	1,700,000	2,200,000	682,485	2,210,205	36.33%	0.00%
Transfers From Water & Sewer	2,800,000	800,000	91,430	592,087	9.73%	0.00%
Transfers From Drainage Fund	-	300,000	18,286	194,233	3.19%	0.00%
<b>Total Revenues</b>	<b>5,515,354</b>	<b>3,338,000</b>	<b>1,152,011</b>	<b>6,083,881</b>	<b>100.00%</b>	<b>0.00%</b>
<b>Operating Expenses</b>						
Fleet Services Operations	-	1,439,842	1,352,044	1,490,716	24.60%	0.00%
<b>Total Operating Expenses</b>	<b>-</b>	<b>1,439,842</b>	<b>1,352,044</b>	<b>1,490,716</b>	<b>24.60%</b>	<b>0.00%</b>
<b>Non-Operating Expenses</b>						
<b>Governmental</b>						
Purchasing	-	25,500	-	-	0.00%	0.00%
Custodial Services	-	33,000	-	23,000	0.38%	0.00%
Golf Course	-	30,350	-	31,200	0.51%	0.00%
Parks	-	63,692	51,491	28,750	0.47%	0.00%
Traffic	-	29,560	116,876	-	0.00%	0.00%
Street Operations	-	193,766	-	228,000	3.76%	0.00%
Building and Inspection	-	28,671	22,481	-	0.00%	0.00%
Code Enforcement	-	-	-	25,500	0.42%	0.00%
Building Services	-	-	-	159,000	2.62%	0.00%
Police	78,370	1,589,910	1,102,844	1,044,510	17.24%	0.00%
Animal Services	51,170	-	-	28,000	0.46%	0.00%
Fire	-	260,000	1,896,852	797,700	13.17%	0.00%
<b>Total Governmental</b>	<b>129,540</b>	<b>2,254,449</b>	<b>3,190,544</b>	<b>2,365,660</b>	<b>39.04%</b>	<b>0.00%</b>
<b>Enterprise</b>						
Aviation Operations	-	59,500	-	-	0.00%	0.00%
Sanitary Sewers	-	-	-	295,000	4.87%	0.00%
Water and Sewer Operations	-	36,500	-	66,000	1.09%	0.00%
Utility Collections	-	28,000	-	24,000	0.40%	0.00%
Water Distribution	-	-	-	78,000	1.29%	0.00%
Engineering	-	33,000	-	34,000	0.56%	0.00%
Drainage Maintenance	-	251,000	-	175,216	2.89%	0.00%
Residential Services	-	359,286	71,679	972,520	16.05%	0.00%
Commercial Services	-	30,500	24,551	407,900	6.73%	0.00%
Mowing	53,880	-	-	-	0.00%	100.00%
Transfer Station	-	27,161	-	120,000	1.98%	0.00%
<b>Total Enterprise</b>	<b>53,880</b>	<b>824,947</b>	<b>96,230</b>	<b>2,172,636</b>	<b>35.86%</b>	<b>0.00%</b>
<b>Information Technology</b>						
	-	-	-	30,000	0.50%	0.00%
Capital Outlay	-	27,700	22,345	-	0.00%	0.00%
Transfers Out	-	-	1,377,665	-	0.00%	0.00%
<b>Total Non-Operating Expenses</b>	<b>183,420</b>	<b>3,107,096</b>	<b>4,686,784</b>	<b>4,568,296</b>	<b>0.00%</b>	<b>0.00%</b>
<b>Total Expenses</b>	<b>183,420</b>	<b>4,546,938</b>	<b>6,038,828</b>	<b>6,059,012</b>	<b>100.00%</b>	<b>0.00%</b>
<b>Net Change in Working Capital</b>	<b>5,331,934</b>	<b>(1,208,938)</b>	<b>(4,886,817)</b>	<b>24,869</b>		
<b>Working Capital Balance, Beginning</b>				<b>445,117</b>		
<b>Working Capital Balance, Ending</b>				<b>\$ 469,986</b>		

# Internal Service Fund (Fleet Replacement Program)

## -Revenues by Source FY 2018-



## -Expenditures by Department FY 2018-



**INTERNAL SERVICE FUND  
FLEET SERVICES**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Mission:**

To procure vehicles and equipment; manage and maintain these assets; and provide fueling operations.

**Mission Elements:**

- Procure and dispose of vehicles and equipment.
- Manage and maintain the fleet.
- Fuel the fleet.

**Mission Elements:**

- Timely procurement of FY18 vehicles and equipment.
- Reestablishing staff training opportunities.
- Continue to refine preventive maintenance schedules and convert existing equipment codes to NAFA industry standards.
- Monitor and reduce repair "come-backs".
- Reduction in tire damage by maintaining proper inflation and cleanliness of unloading area.
- Rehab oil and tire services contracts.
- Implement GPS/telematics pilot program.

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
Transfer from General Fund	\$ -	\$ -	\$ -	\$ 3,068,458
Transfer from Hotel Occupancy Tax Fund	-	20,000	864	898
Transfer from Fund 347	1,000,000	-	-	-
Transfer from Solid Waste Fund	1,700,000	2,200,000	682,485	2,210,205
Transfer from Water & Sewer Fund	2,800,000	800,000	91,430	592,087
Transfer from Drainage Utility Fund	-	300,000	18,286	194,233
Interest Income	-	-	12,204	-
Miscellaneous Receipts	-	-	12,676	-
General Resources	(5,316,580)	1,226,938	5,220,883	(6,869)
<b>Total</b>	<b>\$ 183,420</b>	<b>\$ 4,546,938</b>	<b>\$ 6,038,829</b>	<b>\$ 6,059,012</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenses Summary</b>				
Personnel Services	\$ -	\$ 1,256,406	\$ 1,221,448	\$ 1,301,793
Material Supplies	-	40,255	26,585	42,044
Maintenance & Repairs	-	73,174	63,046	74,269
Support Services	-	48,007	35,247	48,960
Minor Capital	-	9,000	2,440	9,000
Designated Expenses	-	13,000	3,279	11,650
Professional Services	-	-	-	3,000
Capital Outlay	183,420	3,107,096	3,309,120	4,568,296
Transfers to Solid Waste Fund	-	-	491,826	-
Transfers to Water & Sewer Fund	-	-	885,839	-
<b>Total</b>	<b>\$ 183,420</b>	<b>\$ 4,546,938</b>	<b>\$ 6,038,829</b>	<b>\$ 6,059,012</b>

**INTERNAL SERVICE FUND  
FLEET SERVICES**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

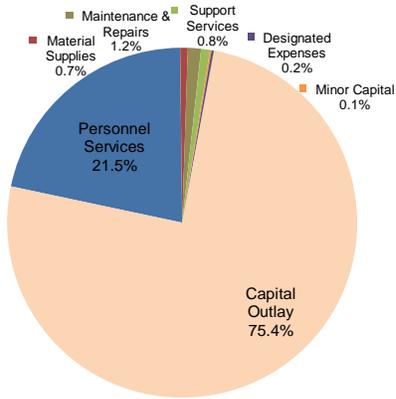
	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing <sup>1</sup></b>			
Accounting Specialist	-	1.00	1.00
Director of Fleet Services	-	1.00	1.00
Fleet Service Supervisor	-	2.00	2.00
Fleet Services Parts Supervisor	-	1.00	1.00
Fleet Services Technicians	-	13.00	13.00
FRP Coordinator	-	1.00	1.00
Lube Technicians	-	3.00	3.00
Parts Assistant	-	3.00	3.00
Principal Secretary	-	1.00	1.00
<b>Total Staffing</b>	<b>-</b>	<b>26.00</b>	<b>26.00</b>

<sup>1</sup> - In FY 2017, set up Fleet Services as an Internal Service Fund

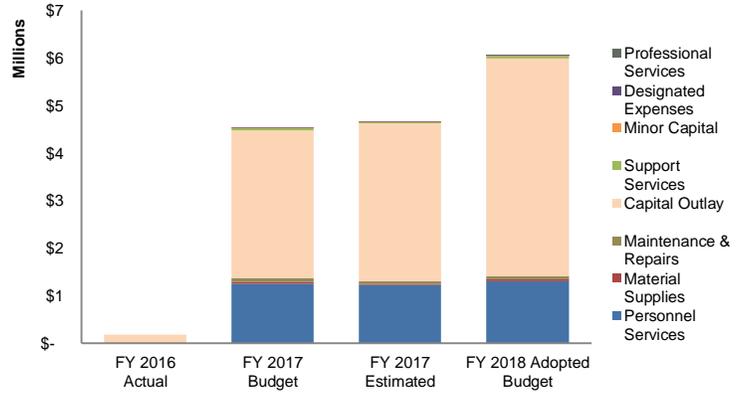
	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Workload/Demand Measures</b>			
Equipment Additions/Disposals:			
-Equipment purchased	66	14	56
-Equipment issued from FY16 purchases	N/A	56	N/A
-Equipment auctioned	24	23	45
Work Orders Completed:			
-Internal	7,915	7,775	7,800
-External (Sublet)	1,442	1,559	1,500
Fuel:			
-Unleaded gallons purchased	383,773	376,037	370,943
-Diesel gallons purchased	410,865	371,005	399,419

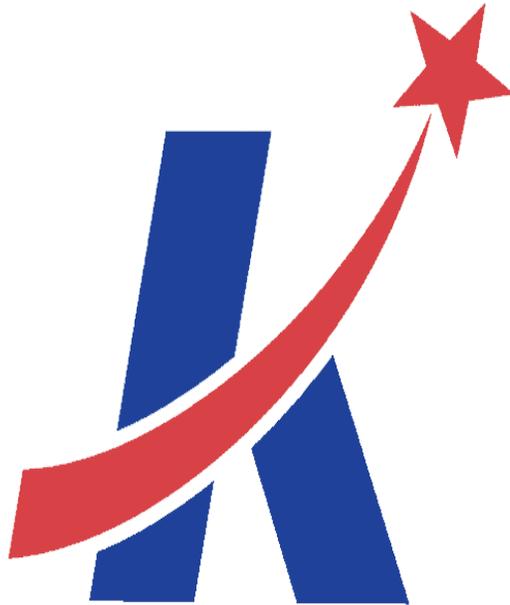
	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Performance Measures</b>			
% Preventive Maintenance including oil changes, six (6) month services, and state inspections (NAFA Standard = 48%)	42%	41%	43%
% Sublet repairs (NAFA Standard = 12%)	15%	17%	16%
% General repairs (NAFA Standards = 40%)	43%	42%	41%

**Department Expenses**



**Department Expense History**





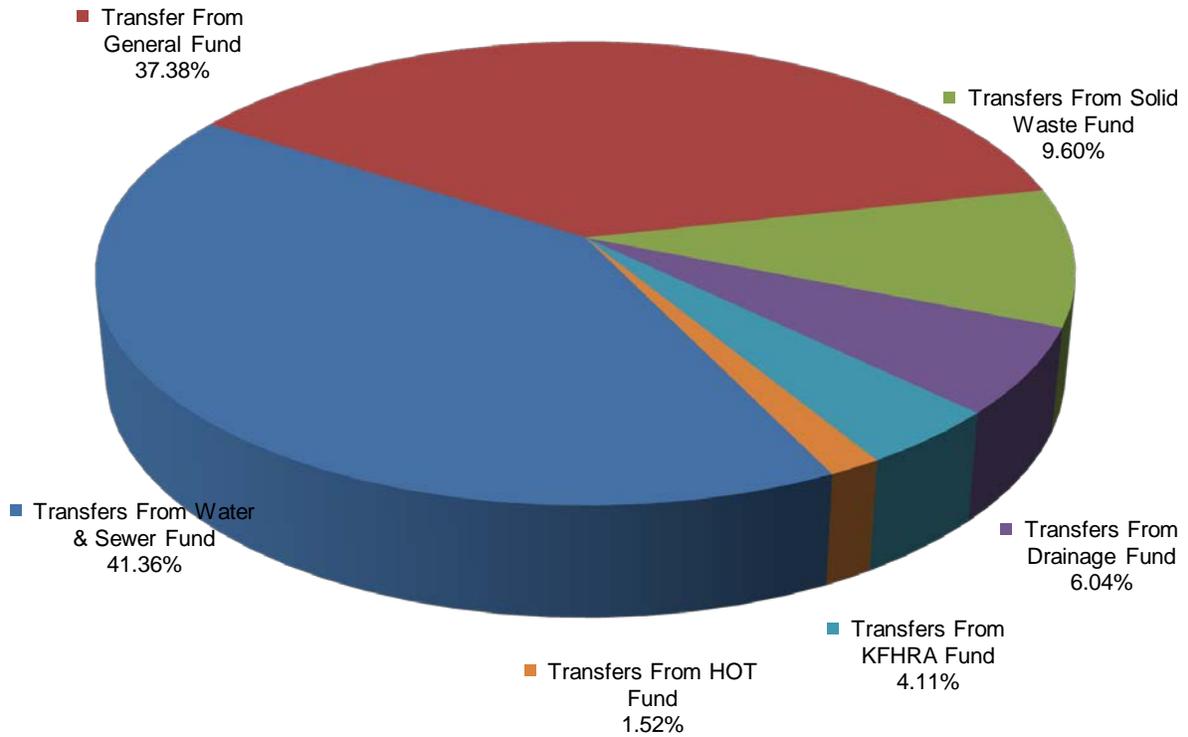
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**Internal Service Fund (Information Technology)  
Budget Summary  
FY 2018**

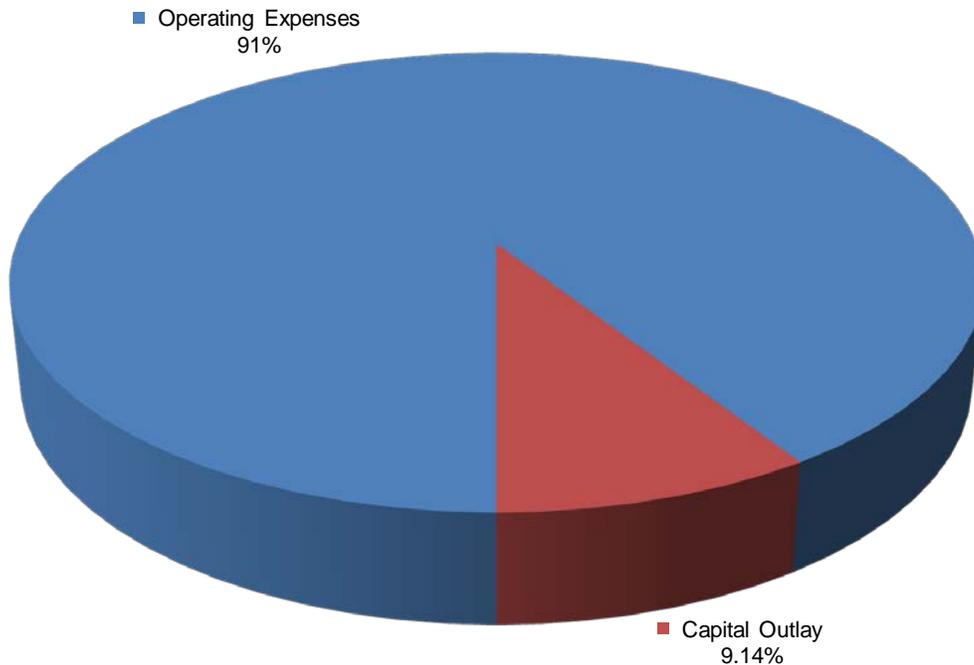
	FY 2016 Actual	FY 2017 Budget	FY 2017 Estimated	FY 2018 Budget	Percent of Budget	% Change from FY 2017 Budget
<b>Revenues</b>						
Transfer From General Fund	-	-	-	1,039,263	37.38%	0.00%
Transfers From HOT Fund	-	-	-	42,200	1.52%	0.00%
Transfers From KFHRA Fund	-	-	-	114,150	4.11%	0.00%
Transfers From Solid Waste Fund	-	-	-	266,816	9.60%	0.00%
Transfers From Water & Sewer Fund	-	-	-	1,149,764	41.36%	0.00%
Transfers From Drainage Fund	-	-	-	167,866	6.04%	0.00%
<b>Total Revenues</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,780,059</b>	<b>100.01%</b>	<b>0.00%</b>
<b>Expenses</b>						
Operating Expenses	-	-	-	2,526,076	90.86%	0.00%
Capital Outlay	-	-	-	253,983	9.14%	0.00%
<b>Total Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,780,059</b>	<b>157.01%</b>	<b>0.00%</b>
<b>Net Change in Working Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>Working Capital Balance, Beginning</b>				<b>-</b>		
<b>Working Capital Balance, Ending</b>				<b>\$ -</b>		

# Internal Service Fund (Information Technology)

## -Revenues by Source FY 2018-



## -Expenditures by Department FY 2018-



**INTERNAL SERVICE FUND  
INFORMATION TECHNOLOGY**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Mission:**

To improve operational efficiencies and employee productivity through the use of technology, innovative solutions, and quality IT services.

**Mission Elements:**

- Provide a secure, reliable, and cost-effective network.
- Hardware support.
- Software support.
- Provide GIS services to all city departments.

**Goals:**

- Upgrade our telecommunication infrastructure.
- Deploy new network security systems.
- Upgrade our virtualization software.
- Deploy our virtualization redundancy equipment.
- Install back up generator power in our data center.
- Upgrade backup storage solution and capacity.
- GIS Interactive web pages.
- NexGen 911 project completion.
- Deploy ExecuTime.
- Automate several departmental processes.

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
Transfer from General Fund	\$ -	\$ -	\$ -	\$ 1,039,263
Transfer from Hotel Occupancy Tax Fund	-	-	-	42,200
Transfer from KFHRA Fund	-	-	-	114,150
Transfer from Solid Waste Fund	-	-	-	266,816
Transfer from Water & Sewer Fund	-	-	-	1,149,764
Transfer from Drainage Fund	-	-	-	167,866
General Resources	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,780,059</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ -	\$ -	\$ -	\$ 1,498,519
Material Supplies	-	-	-	26,777
Maintenance & Repairs	-	-	-	693,500
Support Services	-	-	-	150,180
Minor Capital	-	-	-	137,100
Professional Services	-	-	-	20,000
Capital Outlay	-	-	-	253,983
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,780,059</b>

**INTERNAL SERVICE FUND  
INFORMATION TECHNOLOGY**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

<b>Staffing <sup>1</sup></b>	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Executive Director	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00
Applications Support Manager	1.00	1.00	1.00
Project Coordinator	1.00	1.00	1.00
Software Specialist	1.00	1.00	1.00
Computer Operator	1.00	1.00	1.00
Enterprise Operations Manager	1.00	1.00	1.00
Computer Technician	2.00	1.00	2.00
Systems Administrator II	1.00	1.00	1.00
Help Desk Technician	1.00	1.00	1.00
Network Manager	1.00	1.00	1.00
Network Administrator	1.00	1.00	1.00
Network Technician	4.00	3.00	3.00
Network Technician - Airport	-	-	1.00
CAD GIS Technician	2.00	2.00	1.00
CAD GIS Technician - Drainage	-	-	1.00
GIS Analyst - Water & Sewer	-	-	3.00
GIS Manager - Water & Sewer	-	-	1.00
Senior CAD/GIS Technician - Water & Sewer	-	-	1.00
<b>Total Staffing</b>	<b>19.00</b>	<b>17.00</b>	<b>24.00</b>

<b>Workload/Demand Measures</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Provide a secure, reliable, and cost-effective network:			
-Availability of Network Resources	72%	95.42%	98%
-Number of active CoK WiFi buildings	0	30	38
-Availability of video surveillance equipment	40%	45%	67.64%
-Availability of access control systems	99%	99%	99%
-Number of active VoIP phones	850	950	975
Establish standards for software and hardware support:			
-Percentage of systems with unauthorized software	10%	5%	5%
-Number of city systems (purchased) active on the network	1,285	1,220	1,300
-Number of work orders opened	4,532	4,692	4,750

**INTERNAL SERVICE FUND  
INFORMATION TECHNOLOGY**

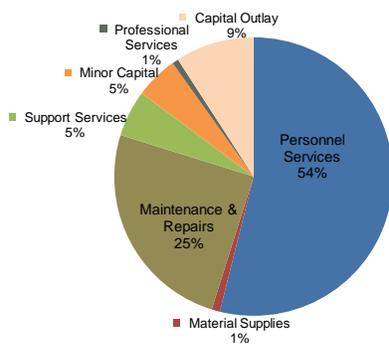
**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
-Number of work orders closed	4,623	4,666	4,750
-Number of calls to the help desk	13,483	7,836	8,400
Provide enterprise applications, support, and procurement:			
-Number of Enterprise Applications	12	13	14
-Number of Enterprise Modules	25	29	30
-Number of Servers managed	74	70	70
-Number of licensed users supported	800	750	775
-Number of projects initiated	25	43	55
-Number of projects completed	12	22	30
Provide GIS services to all city departments:			
-Number of assets in GIS database	1.2 M	1.6 M	1.4 M
-Number of websites internal/external	17	17	19
-Number of ongoing analytical projects	8	8	8
-Number of documents produced	240	280	320

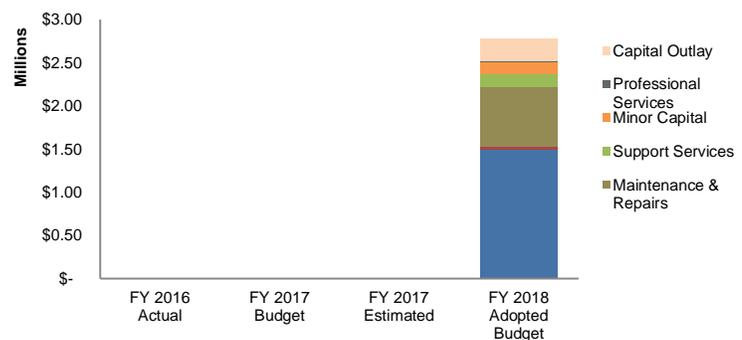
<b>Performance Measures</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Work orders closed in 5 days	3,339	2,582	2,850

<sup>1</sup> - Realigned positions to Information Technology Internal Service Fund

**Department Expenditures**



**Department Expenditure History**





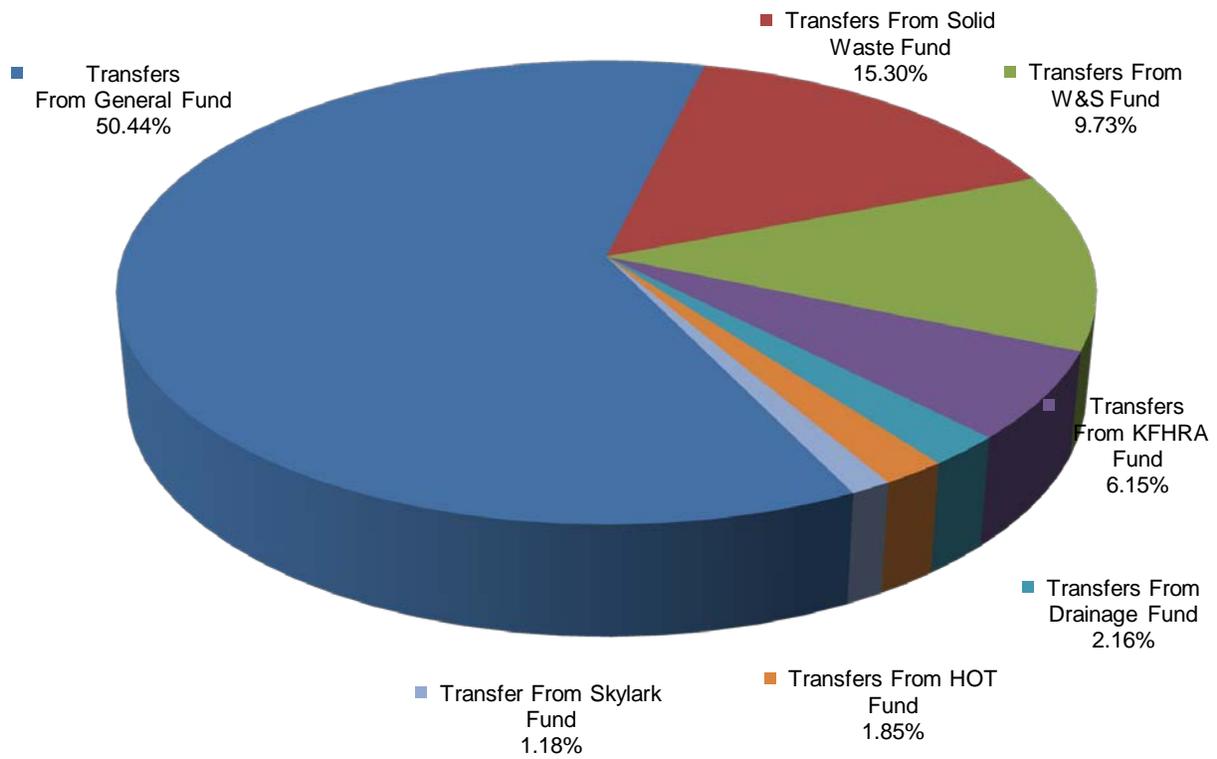
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**Internal Service Fund (Risk Management)  
Budget Summary  
FY 2018**

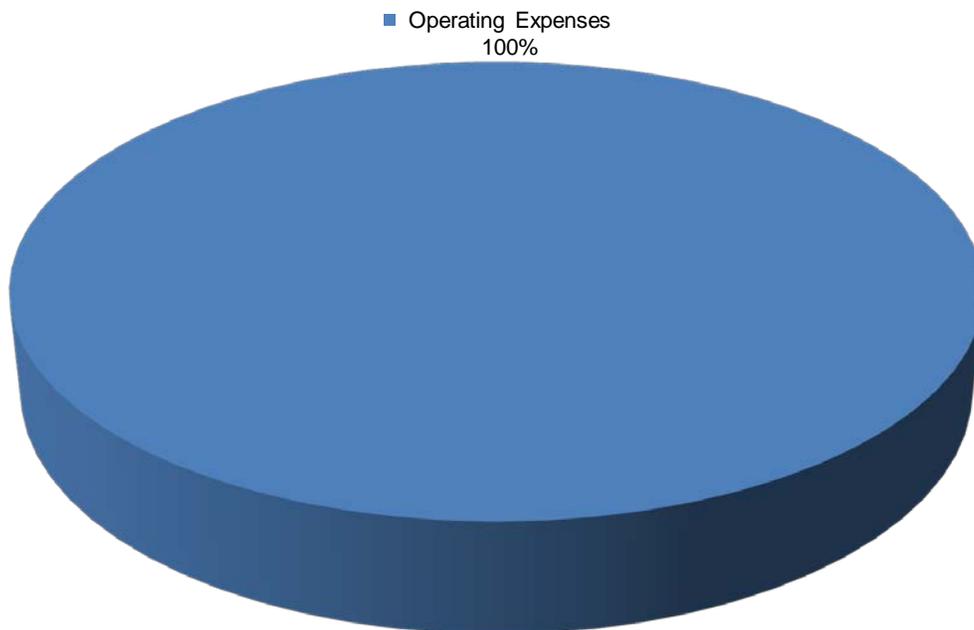
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Budget</b>	<b>Percent of Budget</b>	<b>% Change from FY 2017 Budget</b>
<b>Revenues</b>						
Transfer From General Fund	-	-	-	781,808	60.98%	0.00%
Transfers From HOT Fund	-	-	-	23,776	1.85%	0.00%
Transfers From KFHRA Fund	-	-	-	78,785	6.15%	0.00%
Transfer From Skylark Fund	-	-	-	15,108	1.18%	
Transfers From Solid Waste Fund	-	-	-	196,129	15.30%	0.00%
Transfers From Water & Sewer Fun	-	-	-	158,723	12.38%	0.00%
Transfers From Drainage Fund	-	-	-	27,660	2.16%	0.00%
<b>Total Revenues</b>	-	-	-	1,281,989	100.00%	0.00%
<b>Operating Expenses</b>						
	-	-	-	1,281,989	129.84%	0.00%
<b>Net Change in Working Capital</b>	-	-	-	-		
<b>Working Capital Balance, Beginning</b>				-		
<b>Working Capital Balance, Ending</b>				-		

# Internal Service Fund (Risk Management)

## -Revenues by Source FY 2018-



## -Expenditures by Department FY 2018-



**INTERNAL SERVICE FUND  
RISK MANAGEMENT**

**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

**Mission:**

Risk Management's mission is to minimize the City's financial risk and prevent loss.

**Mission Elements:**

- Implement and manage an effective safety program.
- Implement and manage an effective loss prevention and risk mitigation program.
- Manage appropriate insurance programs to ensure proper coverage and cost benefits.
- Reduce preventable work-related injuries.
- Reduce preventable work-related vehicle accidents.

**Goals:**

- Implement a standardized and effective safety program.
- Reduce preventable incidents.
- Incorporate loss prevention practices and risk management functions in areas in addition to employee safety.

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Revenue Summary</b>				
Transfer from General Fund	\$ -	\$ -	\$ -	\$ 781,808
Transfer from Hotel Occupancy Tax Fund	-	-	-	23,776
Transfer from KFHRA Fund	-	-	-	78,785
Transfer from Skylark Field Fund	-	-	-	15,108
Transfer from Solid Waste Fund	-	-	-	196,129
Transfer from Water & Sewer Fund	-	-	-	158,723
Transfer from Drainage Fund	-	-	-	27,660
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,281,989</b>

	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Expenditure Summary</b>				
Personnel Services	\$ -	\$ -	\$ -	\$ 179,734
Material Supplies	-	-	-	200
Support Services	-	-	-	1,097,899
Minor Capital	-	-	-	4,156
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,281,989</b>

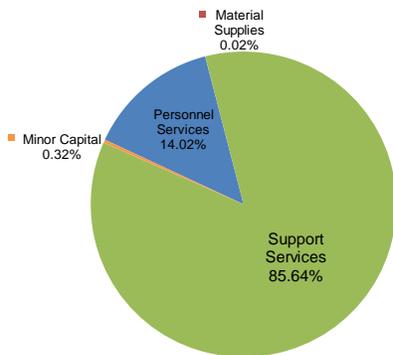
	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
<b>Staffing</b>			
Claims Specialist	-	-	1.00
Risk Manager	-	-	1.00
Safety Officer	-	-	1.00
<b>Total Staffing</b>	<b>-</b>	<b>-</b>	<b>3.00</b>

**INTERNAL SERVICE FUND  
RISK MANAGEMENT**

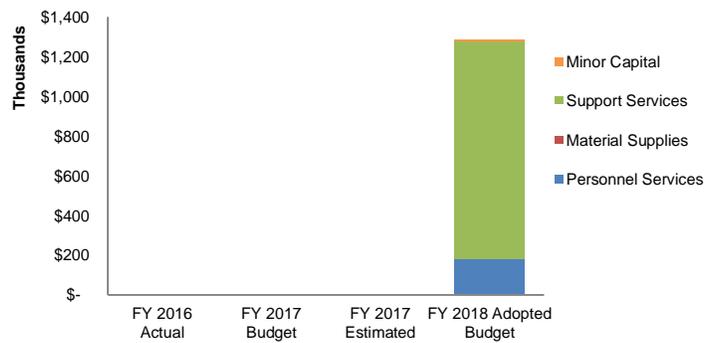
**CITY OF KILLEEN  
FY2018 ADOPTED BUDGET**

<b>Workload/Demand Measures</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Adopted Budget</b>
Implement and manage an effective safety program:			
-Hired a Worker's Compensation Specialist	1	1	1
Manage appropriate insurance programs to ensure proper coverage and cost benefits:			
-Completed RFP for workers compensation and liability insurance - TML selected as provider/vendor	1	0	0
Reduce preventable work-related injuries:			
-Hosted 8 full days of on-site safety training with 9 full days scheduled for FY 17	8	9	6
Process Claims:			
-Number of liability claims filed by the City	124	101	113
-Number of liability claims filed against the City	84	56	70
-Number of workers compensation claims filed	243	260	251

**Department Expenditures**

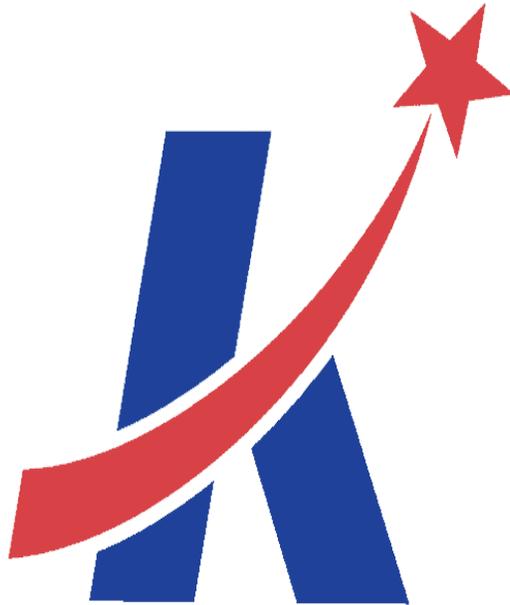


**Department Expenditure History**





## ***Debt Service Fund***

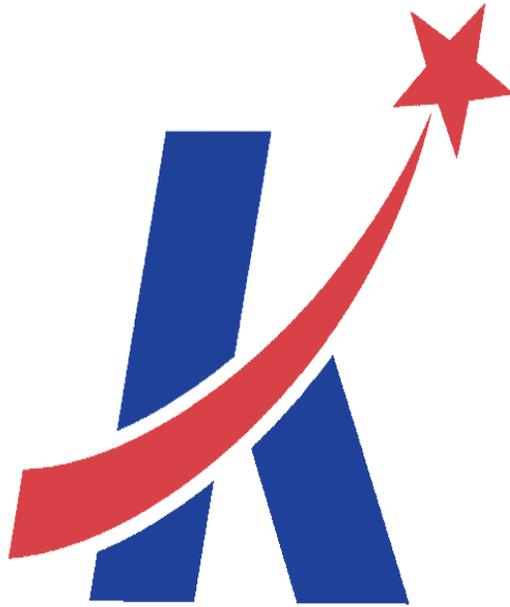


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# DEBT SERVICE FUND



Debt Service Fund is used to account for and report financial resources that are restricted, committed, or assigned to expenditure for principal and interest on long-term debt of governmental funds.



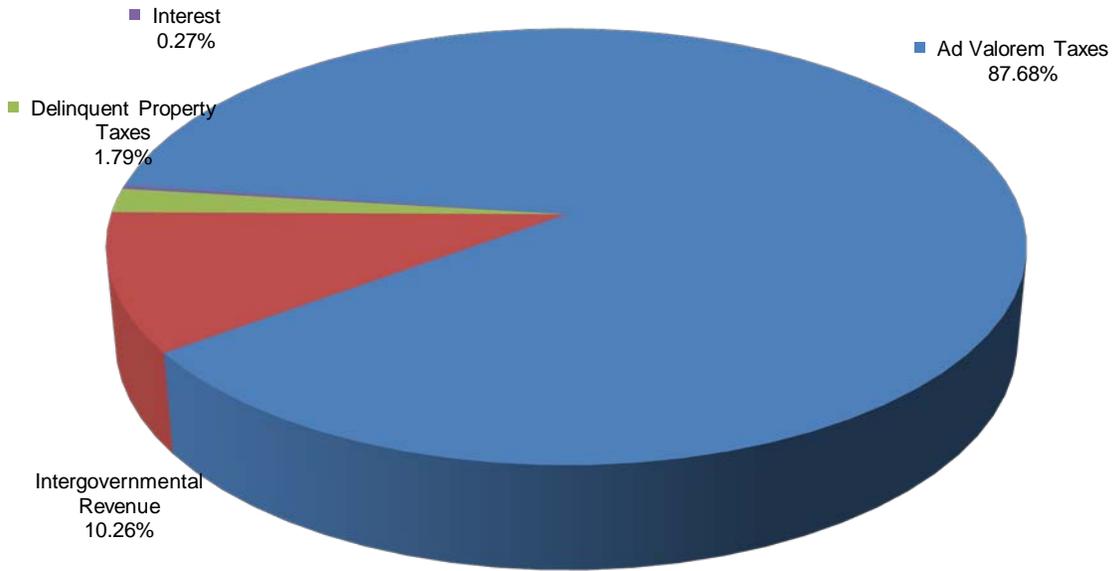
***Dedicated Service – Everyday, for Everyone!***

**Debt Service Fund  
Budget Summary  
FY 2018**

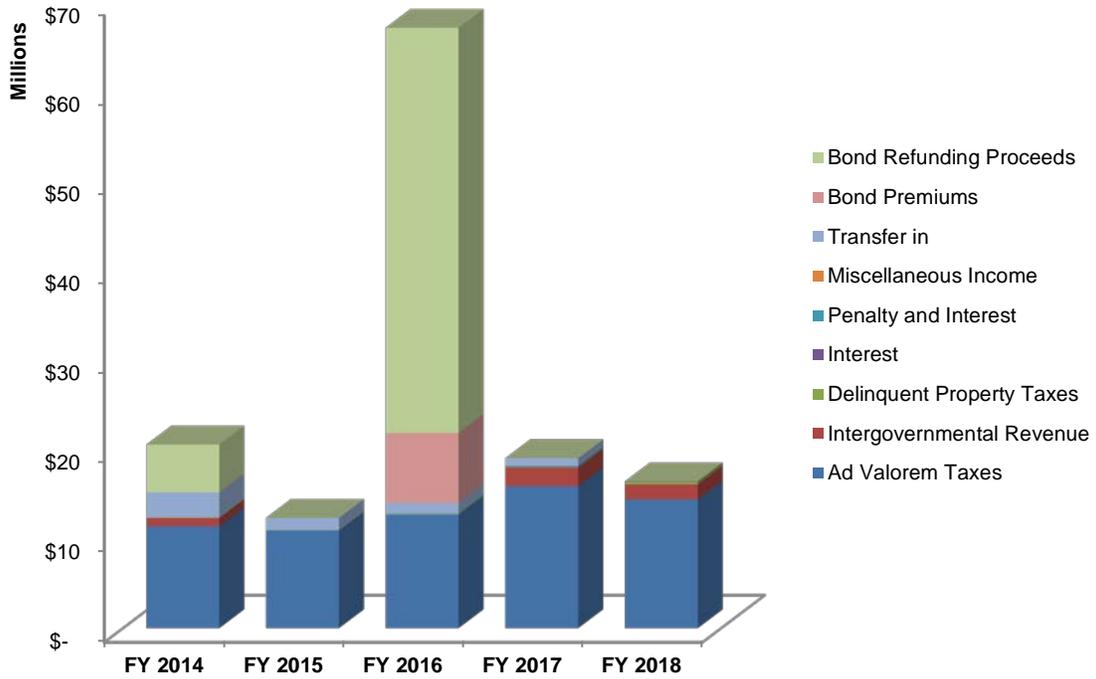
	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Budget</b>	<b>Percent of Budget</b>	<b>% Change from FY 2017 Budget</b>
<b>Revenues</b>						
<b>Taxes</b>						
Ad Valorem Taxes	13,005,441	15,788,683	15,918,678	14,394,708	87.69%	-8.83%
Tax Discounts	(336,460)	-	610	-	0.00%	--
Delinquent Property Taxes	73,579	78,000	73,253	293,770	1.79%	276.63%
Penalties & Interest	70,130	58,500	83,346	-	0.00%	0.00%
Ad Valorem To TIRZ	(18,592)	(26,184)	(26,945)	-	0.00%	-100.00%
<b>Total Taxes</b>	<b>12,794,098</b>	<b>15,898,999</b>	<b>16,048,942</b>	<b>14,688,478</b>	<b>89.48%</b>	<b>-7.61%</b>
<b>Transfers In</b>						
Transfer In from Fund 342	1,200,000	-	851,937	-	0.00%	0.00%
<b>Total Transfers In</b>	<b>1,200,000</b>	<b>-</b>	<b>851,937</b>	<b>-</b>	<b>0.00%</b>	<b>0.00%</b>
Interest	21,188	26,100	63,435	45,000	0.27%	72.41%
Intergovernmental Revenue	-	1,700,000	2,038,985	1,684,375	10.26%	-0.92%
Bond Premiums	7,810,525	-	-	-	0.00%	0.00%
Bond Refunding Proceeds	45,235,000	-	-	-	0.00%	0.00%
<b>Total Revenues</b>	<b>67,060,811</b>	<b>17,625,099</b>	<b>19,003,299</b>	<b>16,417,853</b>	<b>100.01%</b>	<b>-6.85%</b>
<b>Expenses</b>						
Interest Payments	7,607,436	7,829,053	7,829,053	7,593,661	48.24%	-3.01%
Principal Payments	7,120,000	7,605,000	7,605,000	8,120,000	51.60%	6.77%
Arbitrage Calculation Fees	13,571	15,000	36,191	15,000	0.10%	0.00%
Paying Agent Fees	7,456	8,000	12,733	8,000	0.05%	0.00%
Issuance Costs	584,349	-	-	-	0.00%	0.00%
Payment to Escrow Agent	53,046,703	-	-	-	0.00%	0.00%
<b>Total Expenses</b>	<b>68,379,515</b>	<b>15,457,053</b>	<b>15,482,977</b>	<b>15,736,661</b>	<b>99.99%</b>	<b>1.81%</b>
<b>Net Change In Fund Balance</b>	<b>(1,318,704)</b>	<b>2,168,046</b>	<b>3,520,322</b>	<b>681,192</b>		
<b>Fund Balance, Beginning</b>				<b>4,056,860</b>		
<b>Fund Balance, Ending</b>				<b>\$ 4,738,052</b>		

# Debt Service Fund

## -Revenues by Source FY 2018-

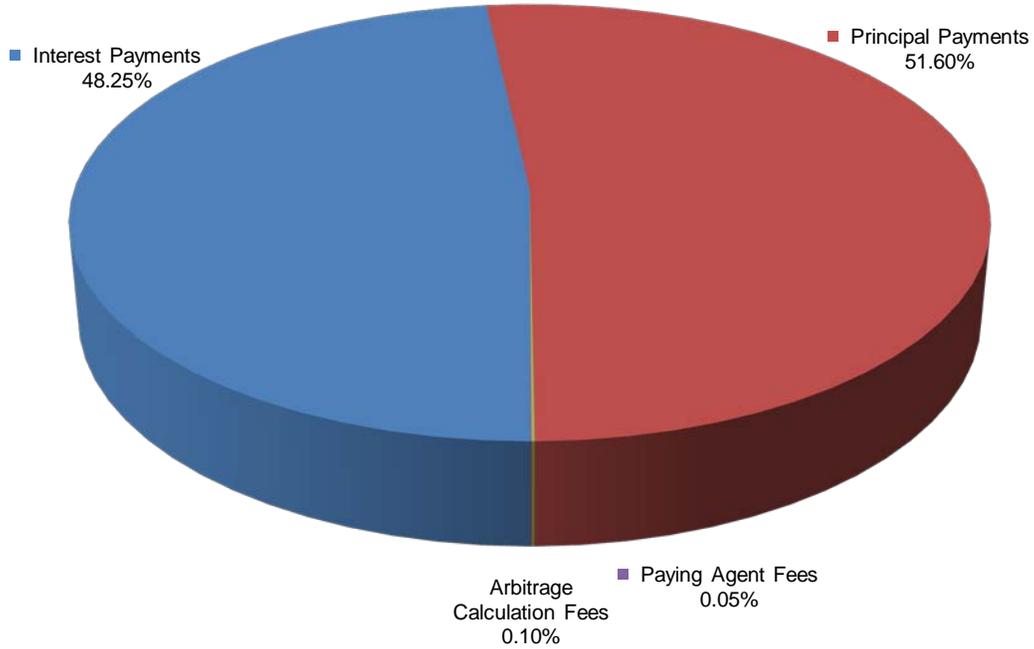


## -Revenues by Source Last Five Years-

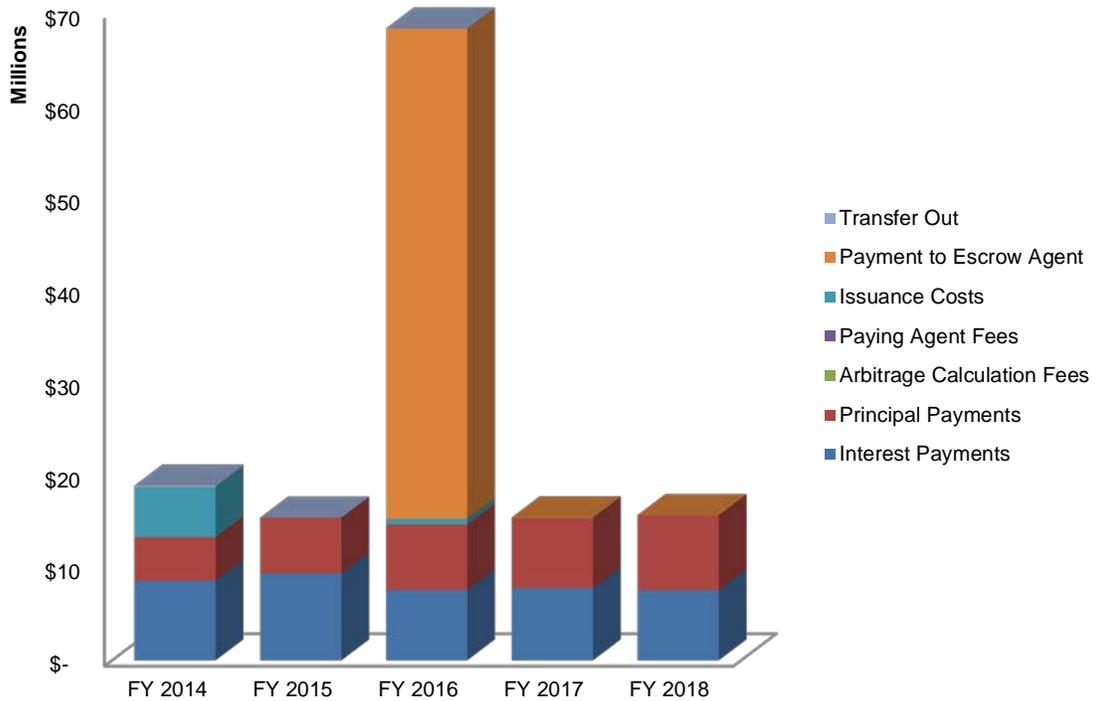


# Debt Service Fund

## -Expenditures by Character FY 2017-



## -Expenditures by Character Last Five Years-





***Dedicated Service – Everyday, for Everyone!***

**CITY OF KILLEEN  
Annual Budget  
FY 2018**

**- Tax Structure -**

		<u>% of Appraised Value</u>	<u>Taxes Lost</u>
Total Appraised Value	\$ 6,918,479,682		
Less: Ag Value Loss	(18,668,546)	0.27%	\$ (139,977)
Cap on Homestead Increases	(16,978,037)	0.25%	(127,301)
Charitable Organizations	(4,444,476)	0.06%	(33,325)
Veterans' Partial Exemptions	(69,755,333)	1.01%	(523,025)
Veterans' 100% HS Exemption	(513,221,382)	7.42%	(3,848,134)
Totally Exempt Property	(446,359,534)	6.45%	(3,346,804)
Armed Services Surviving Spouse	(4,163,601)	0.06%	(31,219)
Pollution Control	(277,436)	0.00%	(2,080)
Freeport Exemption	(11,044)	0.00%	(83)
Over 65 Exemptions	(72,435,754)	1.05%	(543,123)
<b>Total Exemptions</b>	<b>(1,146,315,143)</b>	<b>16.57%</b>	<b>\$ (8,595,071)</b>
<b>Net Taxable Value</b>	<b><u>\$ 5,772,164,539</u></b>	<b>83.43%</b>	
Transfer Adjustment	\$ (81,607)	0.00%	
Freeze Taxable Value	(276,862,463)	4.00%	
Less Tax Increment Finance Zone	(17,004,375)		
<b>Freeze Adjusted Taxable Value (less TIRZ)</b>	<b><u>\$ 5,478,216,094</u></b>	<b>79.18%</b>	
Tax Rate per \$100 Valuation	\$ 0.7498		
Freeze Tax Levy	\$ 1,873,098		
Freeze Adjusted Tax Levy	<u>41,075,664</u>		
<b>Total Estimated Tax Levy</b>	<b><u>\$ 42,948,762</u></b>		
<b>Estimated Collections at 98%</b>	<b><u>\$ 42,089,787</u></b>		

**- Comparison of Taxable Value, Levy, and Rates -**

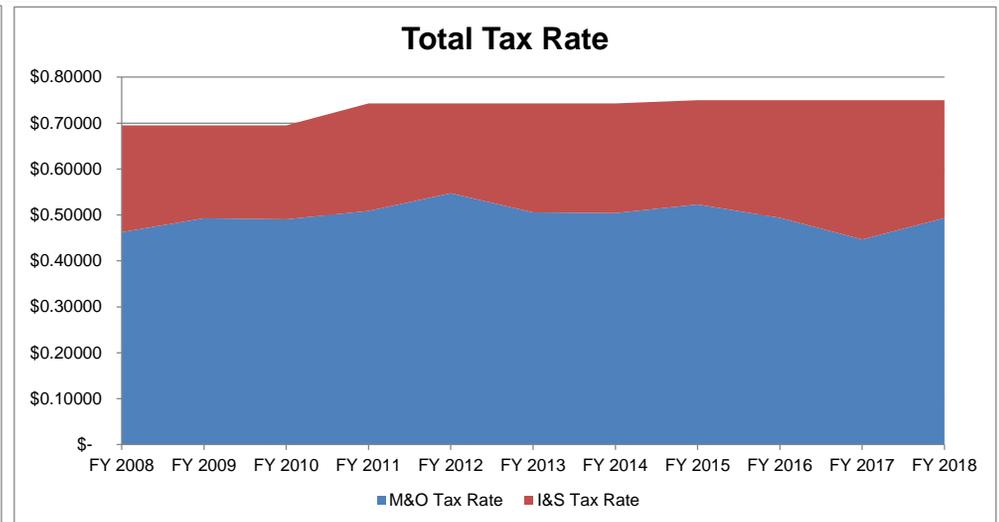
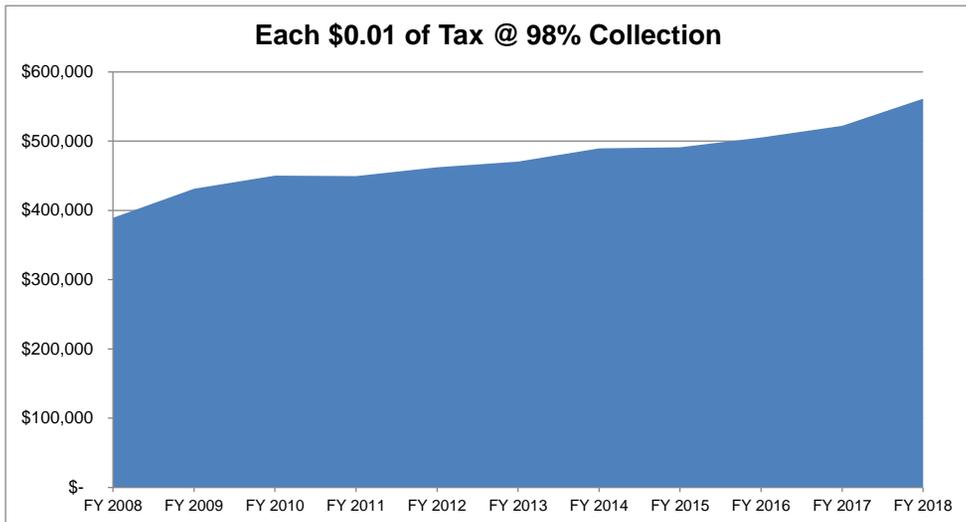
	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
Freeze Actual Tax	\$ 1,544,869	\$ 1,560,979	\$ 1,651,063	\$ 1,734,469	\$ 1,873,098
Freeze Adjusted Taxable Value	\$ 4,795,024,710	\$ 4,811,164,418	\$ 4,943,248,641	\$ 5,105,756,819	\$ 5,495,220,469
Less TIRZ	<u>(6,914,663)</u>	<u>(7,427,446)</u>	<u>(7,446,897)</u>	<u>(8,906,001)</u>	<u>(17,004,375)</u>
<b>Freeze Adjusted Taxable Value (less TIRZ)</b>	<b>\$ 4,788,110,047</b>	<b>\$ 4,803,736,972</b>	<b>\$ 4,935,801,744</b>	<b>\$ 5,096,850,818</b>	<b>\$ 5,478,216,094</b>
Maintenance & Operations Tax Rate	\$ 0.5041	\$ 0.5229	\$ 0.4938	\$ 0.4467	\$ 0.4933
Debt Service Tax Rate	<u>\$ 0.2387</u>	<u>\$ 0.2269</u>	<u>\$ 0.2560</u>	<u>\$ 0.3031</u>	<u>\$ 0.2565</u>
<b>Total Tax Rate</b>	<b>\$ 0.7428</b>	<b>\$ 0.7498</b>	<b>\$ 0.7498</b>	<b>\$ 0.7498</b>	<b>\$ 0.7498</b>
<b>Tax Levy (excluding TIRZ)</b>	<b>\$ 37,110,950</b>	<b>\$ 37,579,399</b>	<b>\$ 38,659,704</b>	<b>\$ 39,950,656</b>	<b>\$ 42,948,762</b>



Each \$0.01 of tax at 98% collection produces \$ 561,347

**CITY OF KILLEEN  
Annual Budget  
FY 2018  
- HISTORICAL TAX DATA -**

Fiscal Year	Tax Year	M&O Tax Rate	I&S Tax Rate	Total Tax Rate*	Market Value	Net Taxable Value	Freeze Adjusted Taxable Value	Tax Increment Finance Zone	Freeze Tax Levy	Total Tax Levy	Each \$0.01 of tax @ 98% collection	Collections	% Collected
FY 2008	2007	\$0.46256	\$0.23244	\$0.69500	\$4,371,198,243	\$3,972,782,440	\$3,972,782,440	\$-	\$-	\$27,610,838	\$389,333	\$27,036,813	97.92%
FY 2009	2008	0.49281	0.20219	0.69500	4,812,023,481	4,400,933,543	4,400,933,543	-	-	30,586,488	431,291	29,877,448	97.68%
FY 2010	2009	0.49057	0.20443	0.69500	5,097,643,434	4,597,388,192	4,393,080,749	456,519	1,402,686	31,931,424	450,256	30,976,529	97.01%
FY 2011	2010	0.50872	0.23408	0.74280	5,153,511,019	4,600,996,317	4,395,993,060	1,550,341	1,433,798	34,075,719	449,572	33,211,844	97.46%
FY 2012	2011	0.54734	0.19546	0.74280	5,304,778,692	4,732,551,512	4,520,459,969	2,075,525	1,477,513	35,040,073	462,295	34,333,324	97.98%
FY 2013	2012	0.50563	0.23717	0.74280	5,440,101,303	4,818,504,794	4,599,097,718	5,433,364	1,541,639	35,663,378	470,518	34,749,940	97.44%
FY 2014	2013	0.50410	0.23870	0.74280	5,691,347,968	5,012,906,385	4,795,024,710	6,914,663	1,544,869	37,110,950	489,617	35,660,835	96.09%
FY 2015	2014	0.52290	0.22690	0.74980	5,801,858,878	5,028,425,890	4,811,164,418	7,427,446	1,560,979	37,579,399	491,168	36,293,382	96.58%
FY 2016	2015	0.49380	0.25600	0.74980	6,036,159,736	5,175,292,421	4,943,248,641	7,446,897	1,651,063	38,659,704	505,288	38,331,888	99.15%
FY 2017	2016	0.44670	0.30310	0.74980	6,323,970,735	5,352,339,761	5,105,756,819	8,906,001	1,734,469	39,950,656	522,161	39,294,563	98.36%
FY 2018	2017	0.49330	0.25650	0.74980	6,918,479,682	5,772,164,539	5,495,220,469	17,004,375	1,873,098	42,948,762	561,347		



# BONDED DEBT

The cost of acquisition for large capital items and the construction of infrastructure sometimes exceed the amount of funding available from operating revenues and resources. When this occurs, the City may issue long-term debt obligations, typically in the form of general obligation bonds, revenue bonds, or certificates of obligation. These issues require greater legal formality than bank loans and may also require voter approval.

## TYPES OF DEBT

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The City of Killeen has three types of debt outstanding. **General obligation debt** is backed by the full faith and credit of the City; in other words, the debt is guaranteed by a pledge of ad valorem taxes.

**Revenue debt** is payable from a specific source of revenue and does not affect the ad valorem tax rate. Revenue debt typically has a "coverage" requirement pursuant to the respective debt covenants. Coverage is the ratio of net pledged revenues to related debt service for a specific year.

**Combination debt** is backed by a cross-pledge of taxes and revenues from a specific source of revenue. The City's combination debt is repaid with a combination of ad valorem taxes, water and sewer revenues, hotel occupancy tax revenues, and sales tax revenues.

A schedule of outstanding debt issues and debt service requirements appears on the immediately following pages.

## DEBT POLICY

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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. City policy is to maintain a fund balance reserve of at least two months of annual appropriated expenditures for debt service and any associated fees.

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 City Council adopted policies. All of these criteria and objectives are met with the debt financing proposed in this budget.

The most recent debt issuances of the City of Killeen earned ratings as follows:

<u>Bond Type</u>	<u>Standard &amp; Poor's</u>	<u>Fitch</u>
General Obligation	AA	AA
Certificates of Obligation	AA	AA
Waterworks and Sewer System Revenue Bonds	AA	AA-

## **DEBT LIMIT**

No direct funded debt limitation is imposed on the City under current State law or the City Charter. Article XI, Section 5, of the Texas Constitution is applicable to the City, and limits its maximum ad valorem rate to \$2.50 per \$100 of assessed valuation for all City purposes. The City's FY 2018 tax rate is well below all of the referenced limits.

The following is an analysis of the City of Killeen's total assessed value for the 2017 tax roll, a calculation of the maximum amount the City can designate for debt service requirements, and the actual amount to be expended for tax supported debt service during fiscal year 2018:

2017 Assessed Value	\$6,882,833,099
Maximum Ad Valorem Rate (\$2.50 per \$100)	<u>X 2.5%</u>
Legal Limit for Debt Service	<u>\$ 172,070,827</u>
 FY 2018 Tax Supported Debt Service	 \$ 15,713,660

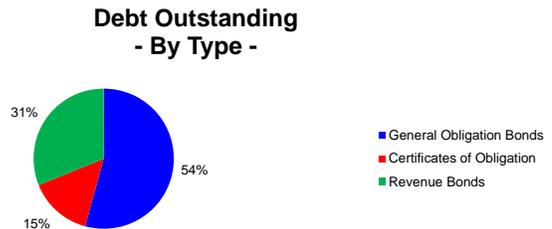
**City of Killeen  
Annual Budget  
FY 2018  
City Wide Bonded Debt**

Issue	Proposition	Election Date	Purpose	Authorization Amount	Amount Previously Issued	Amount This Issue	Amount Unissued
2009 Combination Tax & Revenue CO's			Streets, Parks and Recreation, Vehicles, and	\$ 8,500,000	\$ -	\$ 8,500,000	\$ -
2009 GO Bonds	1	11/5/2002	Streets Public Safety	23,000,000	10,000,000	13,000,000	-
	2	11/5/2002	Improvements	23,255,000	21,665,000	-	1,590,000
	3	11/5/2002	Parks and Recreation	18,040,000	12,000,000	175,000	5,865,000
2010 GO Refunding Bonds			Refund Outstanding Obligations	13,330,000	-	13,330,000	-
2010 Waterworks & Sewer System Revenue Refunding Bonds			Refund Outstanding Obligations	6,870,000	-	6,870,000	-
2011 Combination Tax & Revenue CO's			Renovation	32,040,000	-	32,040,000	-
2011 GO Refunding Bonds			Refund Outstanding Obligations	6,875,000	-	6,875,000	-
2011 Pass-Through Toll Revenue & Limited Tax Bonds			Streets	18,060,000	-	18,060,000	-
2011 Waterworks & Sewer System Revenue Refunding Bonds			Refund Outstanding Obligations	11,135,000	-	11,135,000	-
2011A Pass-Through Toll Revenue & Limited Tax Bonds			Streets	31,400,000	-	31,400,000	-
2012 Combination Tax & Revenue CO's			Streets and Public Safety	6,765,000	-	6,765,000	-
2012 Waterworks & Sewer System Revenue Refunding Bonds			Refund Outstanding Obligations	7,365,000	-	7,365,000	-
2012 GO Improvement & Refunding Bonds	3	11/5/2002	Parks and Recreation Refund Outstanding Obligations	18,040,000	12,175,000	1,265,000	4,600,000
				24,560,000	-	24,450,000	110,000
2013 GO Refunding Bonds			Refund Outstanding Obligations	41,225,000	-	41,225,000	-
2013 Waterworks & Sewer System Revenue Refunding & Improvement Bonds			Water/Sewer System Refund Outstanding Obligations	18,150,000	-	18,150,000	-
				10,880,000	-	10,880,000	-
2013 Taxable Waterworks & Sewer System Revenue Refunding Bonds			Refund Outstanding Obligations	8,270,000	-	8,270,000	-
2014 Combination Tax & Revenue CO's			Public Safety, Parks and Recreation, and Streets	13,060,000	-	13,060,000	-
2014 GO Refunding & Improvement Bonds	2	11/5/2002	Public Safety Buildings and Facilities	23,255,000	21,665,000	1,590,000	-
	3	11/5/2002	Parks and Recreation Refund Outstanding Obligations	18,040,000	13,440,000	4,600,000	-
				5,430,000	-	5,430,000	-
2015 GO Refunding Bonds			Refund Outstanding Obligations	8,940,000	-	8,940,000	-
2016 GO Refunding Bonds			Refund Outstanding Obligations	36,295,000	-	<u>36,295,000</u>	-
Total						<u>\$ 329,670,000</u>	

**City of Killeen  
Annual Budget  
FY 2018  
City Wide Bonded Debt**

Issue	Maturity Date	---Interest Rates---		Original Issue	Outstanding Principal 10/01/17	Outstanding Interest 10/01/17	---Proceeds---		
		Low	High				Expended	Unexpended	
<b>Governmental Issues</b>									
2009 GO Bonds	8/1/2019	3.00%	4.80%	\$ 13,175,000	\$ 840,000	\$ 50,800	\$ 13,175,000	\$ -	
2011 GO Refunding Bonds	8/1/2023	2.00%	5.00%	6,875,000	4,215,000	692,750	6,875,000	-	
2011 Pass-Through Toll Revenue & Limited Tax Bonds	8/1/2023	2.00%	5.00%	18,060,000	4,285,000	780,500	17,207,387	852,613	
2011A Pass-Through Toll Revenue & Limited Tax Bonds	8/1/2035	2.00%	5.00%	31,400,000	24,610,000	10,954,713	31,324,937	75,063	
2012 Combination Tax & Revenue CO's	8/1/2032	2.00%	3.00%	6,765,000	6,030,000	1,482,875	6,765,000	-	
2014 Combination Tax & Revenue CO's	8/1/2039	2.00%	5.00%	13,060,000	12,760,000	7,647,000	9,290,372	3,769,628	
2014 GO Refunding & Improvement Bonds	8/1/2034	2.00%	5.00%	10,610,000	7,105,000	2,659,250	10,167,077	442,923	
<b>Total Governmental Issues</b>				<b>99,945,000</b>	<b>59,845,000</b>	<b>24,267,888</b>	<b>94,804,773</b>	<b>5,140,227</b>	
<b>Total Debt Per Capita</b>				<b>691</b>	<b>414</b>	<b>168</b>	<b>656</b>	<b>36</b>	
<b>Combination Governmental/Solid Waste Issues</b>									
2009 Combination Tax & Revenue CO's	8/1/2019	2.75%	4.35%	8,500,000	810,000	40,228	8,500,000	-	
2012 GO Improvement & Refunding Bonds	8/1/2032	2.00%	5.00%	25,715,000	22,540,000	7,490,807	25,579,548	135,452	
2015 GO Refunding Bonds	8/1/2034	3.00%	4.00%	8,940,000	8,940,000	4,082,850	8,940,000	-	
<b>Total Combination Governmental/Solid Waste Issues</b>				<b>43,155,000</b>	<b>32,290,000</b>	<b>11,613,885</b>	<b>43,019,548</b>	<b>135,452</b>	
<b>Total Debt Per Capita</b>				<b>299</b>	<b>223</b>	<b>80</b>	<b>298</b>	<b>1</b>	
<b>Combination Governmental/Drainage Issues</b>									
2013 GO Refunding Bonds	8/1/2032	2.00%	5.00%	41,225,000	40,495,000	15,189,644	41,225,000	-	
<b>Total Combination Governmental/Drainage Issues</b>				<b>41,225,000</b>	<b>40,495,000</b>	<b>15,189,644</b>	<b>41,225,000</b>	<b>-</b>	
<b>Total Debt Per Capita</b>				<b>285</b>	<b>280</b>	<b>105</b>	<b>285</b>	<b>-</b>	
<b>Combination Governmental/Hotel Issues</b>									
2010 GO Refunding Bonds	8/1/2030	2.00%	4.00%	13,330,000	9,250,000	2,506,200	13,330,000	-	
2011 Combination Tax & Revenue CO's	8/1/2036	2.00%	5.00%	32,040,000	15,190,000	8,297,538	30,668,118	1,371,882	
<b>Total Combination Governmental/Hotel Issues</b>				<b>45,370,000</b>	<b>24,440,000</b>	<b>10,803,738</b>	<b>43,998,118</b>	<b>1,371,882</b>	
<b>Total Debt Per Capita</b>				<b>314</b>	<b>169</b>	<b>75</b>	<b>304</b>	<b>9</b>	
<b>Combination Governmental/Solid Waste/Hotel Issues</b>									
2016 GO Refunding Bonds	8/1/2034	3.00%	5.00%	36,295,000	36,295,000	16,622,550	36,295,000	-	
<b>Total Combination Governmental/Solid Waste/Hotel Issues</b>				<b>36,295,000</b>	<b>36,295,000</b>	<b>16,622,550</b>	<b>36,295,000</b>	<b>-</b>	
<b>Total Debt Per Capita</b>				<b>251</b>	<b>251</b>	<b>115</b>	<b>251</b>	<b>-</b>	
<b>Water &amp; Sewer Issues</b>									
2010 Waterworks & Sewer System Revenue Refunding Bonds	8/15/2021	2.00%	4.00%	6,870,000	2,565,000	256,400	6,870,000	-	
2011 Waterworks & Sewer System Revenue Refunding Bonds	8/15/2022	2.00%	5.00%	11,135,000	7,375,000	1,059,250	11,135,000	-	
2012 Waterworks & Sewer System Revenue Refunding Bonds	8/15/2027	2.98%	2.98%	7,365,000	7,110,000	1,558,838	7,365,000	-	
2013 Waterworks & Sewer System Revenue Refunding & Impr Bond	8/15/2033	2.00%	5.00%	29,030,000	27,210,000	9,844,766	22,303,487	6,726,513	
2013 Taxable Waterworks & Sewer System Revenue Refunding Bond	8/15/2019	0.40%	1.62%	8,270,000	1,280,000	30,178	8,270,000	-	
<b>Total Water &amp; Sewer Issues</b>				<b>62,670,000</b>	<b>45,540,000</b>	<b>12,749,432</b>	<b>55,943,487</b>	<b>6,726,513</b>	
<b>Total Debt Per Capita</b>				<b>434</b>	<b>315</b>	<b>88</b>	<b>387</b>	<b>47</b>	
<b>Total</b>				<b>\$ 328,660,000</b>	<b>\$ 238,905,000</b>	<b>\$ 91,247,136</b>	<b>\$ 315,285,926</b>	<b>\$ 13,374,074</b>	
<b>Total Debt Per Capita</b>				<b>\$ 2,274</b>	<b>\$ 1,653</b>	<b>\$ 631</b>	<b>\$ 2,181</b>	<b>\$ 93</b>	

By Fund	Last Maturity Date	---Interest Rates---		Original Issues	Outstanding Principal 10/01/17	Outstanding Interest 10/01/17	---Proceeds---	
		Low	High				Expended	Unexpended
Governmental	8/1/2039	2.00%	5.00%	\$ 242,035,000	\$ 175,355,000	\$ 72,994,665	\$ 235,387,439	\$ 6,647,561
Solid Waste	8/1/2030	2.00%	5.00%	9,360,000	6,925,000	2,267,339	9,360,000	-
Water & Sewer	8/15/2033	0.40%	5.00%	62,670,000	45,540,000	12,749,432	55,943,487	6,726,513
Drainage	8/1/2026	2.00%	5.00%	3,935,000	3,880,000	987,700	3,935,000	-
Hotel	8/1/2031	2.00%	5.00%	10,660,000	7,205,000	2,248,000	10,660,000	-
<b>Total</b>				<b>\$ 328,660,000</b>	<b>\$ 238,905,000</b>	<b>\$ 91,247,136</b>	<b>\$ 315,285,926</b>	<b>\$ 13,374,074</b>



**City of Killeen  
Annual Budget  
FY 2018  
City Wide Debt  
Schedule of Requirements**

Fiscal Year	2009 Combination Tax & Revenue CO's		2009 GO Bonds		2010 GO Refunding Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest
FY 2018	\$ 395,000	\$ 26,533	\$ 410,000	\$ 33,600	\$ 660,000	\$ 370,000
FY 2019	415,000	13,695	430,000	17,200	685,000	343,600
FY 2020	-	-	-	-	715,000	316,200
FY 2021	-	-	-	-	745,000	287,600
FY 2022	-	-	-	-	780,000	257,800
FY 2023	-	-	-	-	810,000	226,600
FY 2024	-	-	-	-	845,000	194,200
FY 2025	-	-	-	-	885,000	160,400
FY 2026	-	-	-	-	920,000	125,000
FY 2027	-	-	-	-	520,000	88,200
FY 2028	-	-	-	-	540,000	67,400
FY 2029	-	-	-	-	560,000	45,800
FY 2030	-	-	-	-	585,000	23,400
FY 2031	-	-	-	-	-	-
FY 2032	-	-	-	-	-	-
FY 2033	-	-	-	-	-	-
FY 2034	-	-	-	-	-	-
FY 2035	-	-	-	-	-	-
FY 2036	-	-	-	-	-	-
FY 2037	-	-	-	-	-	-
FY 2038	-	-	-	-	-	-
FY 2039	-	-	-	-	-	-
<b>Totals</b>	<b>\$ 810,000</b>	<b>\$ 40,228</b>	<b>\$ 840,000</b>	<b>\$ 50,800</b>	<b>\$ 9,250,000</b>	<b>\$ 2,506,200</b>

**City of Killeen  
Annual Budget  
FY 2018  
City Wide Debt  
Schedule of Requirements**

Fiscal Year	2010 Waterworks & Sewer System Revenue Refunding Bonds		2011 Combination Tax & Revenue CO's		2011 Waterworks & Sewer System Revenue Refunding Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest
FY 2018	\$ 655,000	\$ 102,600	\$ 965,000	\$ 732,825	\$ 1,345,000	\$ 326,800
FY 2019	630,000	76,400	1,015,000	684,575	1,395,000	273,000
FY 2020	625,000	51,200	1,065,000	633,825	1,455,000	217,200
FY 2021	655,000	26,200	1,120,000	580,575	1,515,000	159,000
FY 2022	-	-	1,175,000	524,575	1,665,000	83,250
FY 2023	-	-	1,235,000	465,825	-	-
FY 2024	-	-	-	404,075	-	-
FY 2025	-	-	-	404,075	-	-
FY 2026	-	-	-	404,075	-	-
FY 2027	-	-	-	404,075	-	-
FY 2028	-	-	-	404,075	-	-
FY 2029	-	-	-	404,075	-	-
FY 2030	-	-	-	404,075	-	-
FY 2031	-	-	-	404,075	-	-
FY 2032	-	-	-	404,075	-	-
FY 2033	-	-	2,010,000	404,075	-	-
FY 2034	-	-	2,100,000	311,113	-	-
FY 2035	-	-	2,200,000	213,988	-	-
FY 2036	-	-	2,305,000	109,488	-	-
FY 2037	-	-	-	-	-	-
FY 2038	-	-	-	-	-	-
FY 2039	-	-	-	-	-	-
<b>Totals</b>	<b>\$ 2,565,000</b>	<b>\$ 256,400</b>	<b>\$ 15,190,000</b>	<b>\$ 8,297,538</b>	<b>\$ 7,375,000</b>	<b>\$ 1,059,250</b>

**City of Killeen  
Annual Budget  
FY 2018  
City Wide Debt  
Schedule of Requirements**

Fiscal Year	2011 Pass-Through Toll Revenue & Limited Tax Bonds		2011 GO Refunding Bonds		2011A Pass-Through Toll Revenue & Limited Tax Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest
FY 2018	\$ 630,000	\$ 214,250	\$ 625,000	\$ 177,800	\$ 1,125,000	\$ 994,575
FY 2019	660,000	182,750	650,000	159,050	1,155,000	960,825
FY 2020	695,000	149,750	680,000	133,050	1,215,000	903,075
FY 2021	730,000	115,000	715,000	105,850	1,275,000	842,325
FY 2022	765,000	78,500	750,000	77,250	1,340,000	778,575
FY 2023	805,000	40,250	795,000	39,750	1,380,000	738,375
FY 2024	-	-	-	-	1,420,000	695,250
FY 2025	-	-	-	-	-	649,100
FY 2026	-	-	-	-	-	649,100
FY 2027	-	-	-	-	-	649,100
FY 2028	-	-	-	-	1,700,000	649,100
FY 2029	-	-	-	-	1,770,000	581,100
FY 2030	-	-	-	-	1,840,000	510,300
FY 2031	-	-	-	-	1,910,000	436,700
FY 2032	-	-	-	-	1,990,000	357,913
FY 2033	-	-	-	-	2,075,000	275,825
FY 2034	-	-	-	-	2,160,000	187,638
FY 2035	-	-	-	-	2,255,000	95,838
FY 2036	-	-	-	-	-	-
FY 2037	-	-	-	-	-	-
FY 2038	-	-	-	-	-	-
FY 2039	-	-	-	-	-	-
<b>Totals</b>	<b>\$ 4,285,000</b>	<b>\$ 780,500</b>	<b>\$ 4,215,000</b>	<b>\$ 692,750</b>	<b>\$ 24,610,000</b>	<b>\$ 10,954,713</b>

**City of Killeen  
Annual Budget  
FY 2018  
City Wide Debt  
Schedule of Requirements**

Fiscal Year	2012 Combination Tax & Revenue CO's		2012 Waterworks & Sewer System Revenue Refunding Bonds		2012 GO Improvement & Refunding Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest
FY 2018	\$ 325,000	\$ 160,988	\$ 60,000	\$ 211,878	\$ 1,360,000	\$ 1,017,019
FY 2019	335,000	154,488	60,000	210,090	1,410,000	962,619
FY 2020	340,000	147,788	65,000	208,302	1,455,000	920,319
FY 2021	350,000	140,988	65,000	206,365	1,525,000	847,569
FY 2022	360,000	133,988	70,000	204,428	1,605,000	771,319
FY 2023	375,000	126,788	1,860,000	202,342	1,680,000	691,069
FY 2024	385,000	118,350	3,045,000	146,914	1,770,000	607,069
FY 2025	395,000	106,800	-	56,173	1,855,000	518,569
FY 2026	410,000	94,950	-	56,173	1,945,000	425,819
FY 2027	420,000	82,650	1,885,000	56,173	2,050,000	328,569
FY 2028	435,000	70,050	-	-	2,150,000	226,069
FY 2029	450,000	57,000	-	-	2,255,000	118,569
FY 2030	465,000	43,500	-	-	1,315,000	48,101
FY 2031	485,000	29,550	-	-	80,000	5,363
FY 2032	500,000	15,000	-	-	85,000	2,763
FY 2033	-	-	-	-	-	-
FY 2034	-	-	-	-	-	-
FY 2035	-	-	-	-	-	-
FY 2036	-	-	-	-	-	-
FY 2037	-	-	-	-	-	-
FY 2038	-	-	-	-	-	-
FY 2039	-	-	-	-	-	-
<b>Totals</b>	<b>\$ 6,030,000</b>	<b>\$ 1,482,875</b>	<b>\$ 7,110,000</b>	<b>\$ 1,558,838</b>	<b>\$ 22,540,000</b>	<b>\$ 7,490,807</b>

**City of Killeen  
Annual Budget  
FY 2018  
City Wide Debt  
Schedule of Requirements**

Fiscal Year	2013 GO Refunding Bonds		2013 Waterworks & Sewer System Revenue Refunding & Improvement		2013 Taxable Waterworks & Sewer System Revenue	
	Principal	Interest	Principal	Interest	Principal	Interest
FY 2018	\$ 955,000	\$ 1,831,194	\$ 1,670,000	\$ 1,170,356	\$ 605,000	\$ 19,236
FY 2019	2,545,000	1,802,544	1,720,000	1,120,256	675,000	10,942
FY 2020	2,645,000	1,700,744	1,790,000	1,051,456	-	-
FY 2021	2,730,000	1,621,394	1,890,000	979,856	-	-
FY 2022	2,860,000	1,484,894	1,940,000	904,256	-	-
FY 2023	3,010,000	1,341,894	2,020,000	816,956	-	-
FY 2024	3,155,000	1,191,394	1,040,000	726,056	-	-
FY 2025	3,315,000	1,033,644	2,785,000	684,456	-	-
FY 2026	3,475,000	867,894	2,880,000	573,056	-	-
FY 2027	2,495,000	694,144	1,185,000	429,056	-	-
FY 2028	2,620,000	569,394	1,245,000	369,806	-	-
FY 2029	2,750,000	438,394	1,305,000	307,556	-	-
FY 2030	2,545,000	300,894	1,345,000	265,144	-	-
FY 2031	2,630,000	221,363	1,395,000	219,750	-	-
FY 2032	2,765,000	89,863	1,465,000	150,000	-	-
FY 2033	-	-	1,535,000	76,750	-	-
FY 2034	-	-	-	-	-	-
FY 2035	-	-	-	-	-	-
FY 2036	-	-	-	-	-	-
FY 2037	-	-	-	-	-	-
FY 2038	-	-	-	-	-	-
FY 2039	-	-	-	-	-	-
<b>Totals</b>	<b>\$ 40,495,000</b>	<b>\$ 15,189,644</b>	<b>\$27,210,000</b>	<b>\$ 9,844,766</b>	<b>\$1,280,000</b>	<b>\$ 30,178</b>

**City of Killeen  
Annual Budget  
FY 2018  
City Wide Debt  
Schedule of Requirements**

Fiscal Year	2014 Combination Tax & Revenue CO's		2014 GO Refunding & Improvement Bonds	
	Principal	Interest	Principal	Interest
FY 2018	\$ 200,000	\$ 558,350	\$ 1,675,000	\$ 306,150
FY 2019	385,000	550,350	250,000	239,150
FY 2020	400,000	534,950	260,000	231,650
FY 2021	415,000	522,950	270,000	221,250
FY 2022	430,000	506,350	280,000	210,450
FY 2023	445,000	489,150	290,000	199,250
FY 2024	465,000	471,350	300,000	187,650
FY 2025	485,000	452,750	315,000	175,650
FY 2026	500,000	433,350	325,000	163,050
FY 2027	520,000	413,350	340,000	150,050
FY 2028	545,000	392,550	355,000	136,450
FY 2029	565,000	370,750	370,000	122,250
FY 2030	595,000	342,500	385,000	103,750
FY 2031	625,000	312,750	405,000	84,500
FY 2032	655,000	281,500	425,000	64,250
FY 2033	685,000	248,750	445,000	43,000
FY 2034	720,000	214,500	415,000	20,750
FY 2035	755,000	178,500	-	-
FY 2036	790,000	145,850	-	-
FY 2037	825,000	111,700	-	-
FY 2038	860,000	76,000	-	-
FY 2039	895,000	38,750	-	-
<b>Totals</b>	<b>\$ 12,760,000</b>	<b>\$ 7,647,000</b>	<b>\$ 7,105,000</b>	<b>\$ 2,659,250</b>

**City of Killeen  
Annual Budget  
FY 2018  
City Wide Debt  
Schedule of Requirements**

Fiscal Year	2015 GO Refunding Bonds		2016 GO Refunding Bonds	
	Principal	Interest	Principal	Interest
FY 2018	\$ -	\$ 339,600	\$ -	\$ 1,605,300
FY 2019	-	339,600	-	1,605,300
FY 2020	-	339,600	850,000	1,605,300
FY 2021	-	339,600	890,000	1,579,800
FY 2022	-	339,600	930,000	1,553,100
FY 2023	-	339,600	990,000	1,506,600
FY 2024	-	339,600	3,185,000	1,457,100
FY 2025	1,160,000	339,600	3,685,000	1,297,850
FY 2026	1,220,000	293,200	3,860,000	1,113,600
FY 2027	905,000	244,400	4,440,000	920,600
FY 2028	700,000	208,200	3,210,000	698,600
FY 2029	735,000	180,200	3,340,000	570,200
FY 2030	770,000	150,800	2,770,000	436,600
FY 2031	805,000	120,000	2,885,000	325,800
FY 2032	845,000	87,800	3,000,000	210,400
FY 2033	885,000	54,000	1,110,000	90,400
FY 2034	915,000	27,450	1,150,000	46,000
FY 2035	-	-	-	-
FY 2036	-	-	-	-
FY 2037	-	-	-	-
FY 2038	-	-	-	-
FY 2039	-	-	-	-
<b>Totals</b>	<b>\$ 8,940,000</b>	<b>\$ 4,082,850</b>	<b>\$ 36,295,000</b>	<b>\$ 16,622,550</b>

**City of Killeen  
Annual Budget  
FY 2018  
City Wide Debt  
Schedule of Requirements**

Fiscal Year	Annual Totals		
	Principal	Interest	Total
FY 2018	\$ 13,660,000	\$ 10,199,053	\$ 23,859,053
FY 2019	14,415,000	9,706,434	24,121,434
FY 2020	14,255,000	9,144,409	23,399,409
FY 2021	14,890,000	8,576,322	23,466,322
FY 2022	14,950,000	7,908,335	22,858,335
FY 2023	15,695,000	7,224,449	22,919,449
FY 2024	15,610,000	6,539,008	22,149,008
FY 2025	14,880,000	5,879,067	20,759,067
FY 2026	15,535,000	5,199,267	20,734,267
FY 2027	14,760,000	4,460,367	19,220,367
FY 2028	13,500,000	3,791,694	17,291,694
FY 2029	14,100,000	3,195,894	17,295,894
FY 2030	12,615,000	2,629,064	15,244,064
FY 2031	11,220,000	2,159,850	13,379,850
FY 2032	11,730,000	1,663,563	13,393,563
FY 2033	8,745,000	1,192,800	9,937,800
FY 2034	7,460,000	807,450	8,267,450
FY 2035	5,210,000	488,325	5,698,325
FY 2036	3,095,000	255,338	3,350,338
FY 2037	825,000	111,700	936,700
FY 2038	860,000	76,000	936,000
FY 2039	895,000	38,750	933,750
<b>Totals</b>	<b>\$ 238,905,000</b>	<b>\$ 91,247,136</b>	<b>\$ 330,152,136</b>

**City of Killeen  
Annual Budget  
FY 2018  
General Obligation Debt  
Schedule of Bonded Debt**

Issue	Maturity Date	---Interest Rates---		Original Issue	Outstanding	Outstanding	---Proceeds---	
		Low	High		Principal 10/01/17	Interest 10/01/17	Expended	Unexpended
2009 Combination Tax & Revenue CO's	8/1/2019	2.75%	4.35%	\$ 6,500,000	\$ 625,000	\$ 31,033	\$ 6,500,000	\$ -
2009 GO Bonds	8/1/2019	3.00%	4.80%	13,175,000	840,000	50,800	13,175,000	-
2010 GO Refunding Bonds	8/1/2026	2.00%	4.00%	4,830,000	3,180,000	674,400	4,830,000	-
2011 Combination Tax & Revenue CO's	8/1/2036	2.00%	5.00%	30,615,000	14,790,000	8,224,788	29,243,118	1,371,882
2011 GO Refunding Bonds	8/1/2023	3.25%	5.00%	6,875,000	4,215,000	692,750	6,875,000	-
2011 Pass-Through Toll Revenue & Limited Tax Bonds	8/1/2023	2.00%	5.00%	18,060,000	4,285,000	780,500	17,207,387	852,613
2011A Pass-Through Toll Revenue & Limited Tax Bond	8/1/2035	2.00%	5.00%	31,400,000	24,610,000	10,954,713	31,324,937	75,063
2012 Combination Tax & Revenue CO's	8/1/2032	2.00%	3.00%	6,765,000	6,030,000	1,482,875	6,765,000	-
2012 GO Improvement & Refunding Bonds	8/1/2032	2.00%	5.00%	19,500,000	16,945,000	5,615,663	19,364,548	135,452
2013 GO Refunding Bonds	8/1/2032	2.00%	5.00%	37,290,000	36,615,000	14,201,944	37,290,000	-
2014 Combination Tax & Revenue CO's	8/1/2039	2.00%	5.00%	13,060,000	12,760,000	7,647,000	9,290,372	3,769,628
2014 GO Refunding & Improvement Bonds	8/1/2034	2.00%	5.00%	10,610,000	7,105,000	2,659,250	10,167,077	442,923
2015 GO Refunding Bonds	8/1/2034	3.00%	4.00%	8,640,000	8,640,000	3,977,850	8,640,000	-
2016 GO Refunding Bonds	8/1/2034	2.00%	5.00%	34,715,000	34,715,000	16,001,100	34,715,000	-
<b>Total</b>				<b>\$ 242,035,000</b>	<b>\$ 175,355,000</b>	<b>\$ 72,994,665</b>	<b>\$ 235,387,439</b>	<b>\$ 6,647,561</b>

**City of Killeen  
Annual Budget  
FY 2018  
General Obligation Debt  
Schedule of Requirements**

Fiscal Year	2009 Combination Tax & Revenue CO's		2009 GO Bonds		2010 GO Refunding Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest
FY 2018	\$ 305,000	\$ 20,473	\$ 410,000	\$ 33,600	\$ 295,000	\$ 127,200
FY 2019	320,000	10,560	430,000	17,200	305,000	115,400
FY 2020	-	-	-	-	320,000	103,200
FY 2021	-	-	-	-	335,000	90,400
FY 2022	-	-	-	-	350,000	77,000
FY 2023	-	-	-	-	365,000	63,000
FY 2024	-	-	-	-	385,000	48,400
FY 2025	-	-	-	-	405,000	33,000
FY 2026	-	-	-	-	420,000	16,800
FY 2027	-	-	-	-	-	-
FY 2028	-	-	-	-	-	-
FY 2029	-	-	-	-	-	-
FY 2030	-	-	-	-	-	-
FY 2031	-	-	-	-	-	-
FY 2032	-	-	-	-	-	-
FY 2033	-	-	-	-	-	-
FY 2034	-	-	-	-	-	-
FY 2035	-	-	-	-	-	-
FY 2036	-	-	-	-	-	-
FY 2037	-	-	-	-	-	-
FY 2038	-	-	-	-	-	-
FY 2039	-	-	-	-	-	-
<b>Totals</b>	<b>\$ 625,000</b>	<b>\$ 31,033</b>	<b>\$ 840,000</b>	<b>\$ 50,800</b>	<b>\$ 3,180,000</b>	<b>\$ 674,400</b>

**City of Killeen  
Annual Budget  
FY 2018  
General Obligation Debt  
Schedule of Requirements**

Fiscal Year	2011 Combination Tax & Revenue CO's		2011 GO Refunding Bonds		2011 Pass-Through Toll Revenue & Limited Tax	
	Principal	Interest	Principal	Interest	Principal	Interest
FY 2018	\$ 905,000	\$ 712,825	\$ 625,000	\$ 177,800	\$ 630,000	\$ 214,250
FY 2019	955,000	667,575	650,000	159,050	660,000	182,750
FY 2020	1,000,000	619,825	680,000	133,050	695,000	149,750
FY 2021	1,050,000	569,825	715,000	105,850	730,000	115,000
FY 2022	1,105,000	517,325	750,000	77,250	765,000	78,500
FY 2023	1,160,000	462,075	795,000	39,750	805,000	40,250
FY 2024	-	404,075	-	-	-	-
FY 2025	-	404,075	-	-	-	-
FY 2026	-	404,075	-	-	-	-
FY 2027	-	404,075	-	-	-	-
FY 2028	-	404,075	-	-	-	-
FY 2029	-	404,075	-	-	-	-
FY 2030	-	404,075	-	-	-	-
FY 2031	-	404,075	-	-	-	-
FY 2032	-	404,075	-	-	-	-
FY 2033	2,010,000	404,075	-	-	-	-
FY 2034	2,100,000	311,113	-	-	-	-
FY 2035	2,200,000	213,988	-	-	-	-
FY 2036	2,305,000	109,488	-	-	-	-
FY 2037	-	-	-	-	-	-
FY 2038	-	-	-	-	-	-
FY 2039	-	-	-	-	-	-
<b>Totals</b>	<b>\$ 14,790,000</b>	<b>\$8,224,788</b>	<b>\$ 4,215,000</b>	<b>\$ 692,750</b>	<b>\$ 4,285,000</b>	<b>\$ 780,500</b>

**City of Killeen  
Annual Budget  
FY 2018  
General Obligation Debt  
Schedule of Requirements**

Fiscal Year	2011A Pass-Through Toll Revenue & Limited Tax		2012 Combination Tax & Revenue CO's	
	Principal	Interest	Principal	Interest
FY 2018	\$ 1,125,000	\$ 994,575	\$ 325,000	\$ 160,988
FY 2019	1,155,000	960,825	335,000	154,488
FY 2020	1,215,000	903,075	340,000	147,788
FY 2021	1,275,000	842,325	350,000	140,988
FY 2022	1,340,000	778,575	360,000	133,988
FY 2023	1,380,000	738,375	375,000	126,788
FY 2024	1,420,000	695,250	385,000	118,350
FY 2025	-	649,100	395,000	106,800
FY 2026	-	649,100	410,000	94,950
FY 2027	-	649,100	420,000	82,650
FY 2028	1,700,000	649,100	435,000	70,050
FY 2029	1,770,000	581,100	450,000	57,000
FY 2030	1,840,000	510,300	465,000	43,500
FY 2031	1,910,000	436,700	485,000	29,550
FY 2032	1,990,000	357,913	500,000	15,000
FY 2033	2,075,000	275,825	-	-
FY 2034	2,160,000	187,638	-	-
FY 2035	2,255,000	95,838	-	-
FY 2036	-	-	-	-
FY 2037	-	-	-	-
FY 2038	-	-	-	-
FY 2039	-	-	-	-
<b>Totals</b>	<b>\$ 24,610,000</b>	<b>\$ 10,954,713</b>	<b>\$ 6,030,000</b>	<b>\$ 1,482,875</b>

**City of Killeen  
Annual Budget  
FY 2018  
General Obligation Debt  
Schedule of Requirements**

Fiscal Year	2012 GO Improvement & Refunding Bonds		2013 GO Refunding Bonds	
	Principal	Interest	Principal	Interest
FY 2018	\$ 1,035,000	\$ 767,156	\$ 590,000	\$ 1,656,094
FY 2019	1,070,000	725,756	2,165,000	1,638,394
FY 2020	1,105,000	693,656	2,255,000	1,551,794
FY 2021	1,160,000	638,406	2,325,000	1,484,144
FY 2022	1,225,000	580,406	2,435,000	1,367,894
FY 2023	1,280,000	519,156	2,565,000	1,246,144
FY 2024	1,345,000	455,156	2,690,000	1,117,894
FY 2025	1,410,000	387,906	2,825,000	983,394
FY 2026	1,480,000	317,406	2,960,000	842,144
FY 2027	1,560,000	243,406	2,495,000	694,144
FY 2028	1,635,000	165,406	2,620,000	569,394
FY 2029	1,715,000	83,656	2,750,000	438,394
FY 2030	760,000	30,063	2,545,000	300,894
FY 2031	80,000	5,363	2,630,000	221,363
FY 2032	85,000	2,763	2,765,000	89,863
FY 2033	-	-	-	-
FY 2034	-	-	-	-
FY 2035	-	-	-	-
FY 2036	-	-	-	-
FY 2037	-	-	-	-
FY 2038	-	-	-	-
FY 2039	-	-	-	-
<b>Totals</b>	<b>\$ 16,945,000</b>	<b>\$ 5,615,663</b>	<b>\$ 36,615,000</b>	<b>\$ 14,201,944</b>

**City of Killeen  
Annual Budget  
FY 2018  
General Obligation Debt  
Schedule of Requirements**

Fiscal Year	2014 Combination Tax & Revenue CO's		2014 GO Refunding & Improvement Bonds		2015 GO Refunding Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest
FY 2018	\$ 200,000	\$ 558,350	\$ 1,675,000	\$ 306,150	\$ -	\$ 327,600
FY 2019	385,000	550,350	250,000	239,150	-	327,600
FY 2020	400,000	534,950	260,000	231,650	-	327,600
FY 2021	415,000	522,950	270,000	221,250	-	327,600
FY 2022	430,000	506,350	280,000	210,450	-	327,600
FY 2023	445,000	489,150	290,000	199,250	-	327,600
FY 2024	465,000	471,350	300,000	187,650	-	327,600
FY 2025	485,000	452,750	315,000	175,650	1,035,000	327,600
FY 2026	500,000	433,350	325,000	163,050	1,095,000	286,200
FY 2027	520,000	413,350	340,000	150,050	855,000	242,400
FY 2028	545,000	392,550	355,000	136,450	700,000	208,200
FY 2029	565,000	370,750	370,000	122,250	735,000	180,200
FY 2030	595,000	342,500	385,000	103,750	770,000	150,800
FY 2031	625,000	312,750	405,000	84,500	805,000	120,000
FY 2032	655,000	281,500	425,000	64,250	845,000	87,800
FY 2033	685,000	248,750	445,000	43,000	885,000	54,000
FY 2034	720,000	214,500	415,000	20,750	915,000	27,450
FY 2035	755,000	178,500	-	-	-	-
FY 2036	790,000	145,850	-	-	-	-
FY 2037	825,000	111,700	-	-	-	-
FY 2038	860,000	76,000	-	-	-	-
FY 2039	895,000	38,750	-	-	-	-
<b>Totals</b>	<b>\$ 12,760,000</b>	<b>\$ 7,647,000</b>	<b>\$ 7,105,000</b>	<b>\$ 2,659,250</b>	<b>\$ 8,640,000</b>	<b>\$ 3,977,850</b>

**City of Killeen  
Annual Budget  
FY 2018  
General Obligation Debt  
Schedule of Requirements**

Fiscal Year	2016 GO Refunding Bonds		Annual Totals		
	Principal	Interest	Principal	Interest	Total
FY 2018	\$ -	\$ 1,536,600	\$ 8,120,000	\$ 7,593,660	\$ 15,713,660
FY 2019	-	1,536,600	8,680,000	7,285,698	15,965,698
FY 2020	760,000	1,536,600	9,030,000	6,932,938	15,962,938
FY 2021	800,000	1,513,800	9,425,000	6,572,538	15,997,538
FY 2022	830,000	1,489,800	9,870,000	6,145,138	16,015,138
FY 2023	885,000	1,448,300	10,345,000	5,699,838	16,044,838
FY 2024	2,995,000	1,404,050	9,985,000	5,229,775	15,214,775
FY 2025	3,600,000	1,254,300	10,470,000	4,774,575	15,244,575
FY 2026	3,775,000	1,074,300	10,965,000	4,281,375	15,246,375
FY 2027	4,275,000	885,550	10,465,000	3,764,725	14,229,725
FY 2028	2,980,000	671,800	10,970,000	3,267,025	14,237,025
FY 2029	3,105,000	552,600	11,460,000	2,790,025	14,250,025
FY 2030	2,670,000	428,400	10,030,000	2,314,282	12,344,282
FY 2031	2,780,000	321,600	9,720,000	1,935,900	11,655,900
FY 2032	3,000,000	210,400	10,265,000	1,513,563	11,778,563
FY 2033	1,110,000	90,400	7,210,000	1,116,050	8,326,050
FY 2034	1,150,000	46,000	7,460,000	807,450	8,267,450
FY 2035	-	-	5,210,000	488,325	5,698,325
FY 2036	-	-	3,095,000	255,338	3,350,338
FY 2037	-	-	825,000	111,700	936,700
FY 2038	-	-	860,000	76,000	936,000
FY 2039	-	-	895,000	38,750	933,750
<b>Totals</b>	<b>\$ 34,715,000</b>	<b>\$ 16,001,100</b>	<b>\$ 175,355,000</b>	<b>\$ 72,994,665</b>	<b>\$ 248,349,665</b>

**City of Killeen  
Annual Budget  
FY 2018  
General Obligation Debt  
Schedule of Requirements**

Fiscal Year	Total GO Bonds		Total Tax & Revenue CO's	
	Principal	Interest	Principal	Interest
FY 2018	\$ 4,630,000	\$ 4,932,200	\$ 3,490,000	\$ 2,661,460
FY 2019	4,870,000	4,759,150	3,810,000	2,526,548
FY 2020	5,380,000	4,577,550	3,650,000	2,355,388
FY 2021	5,605,000	4,381,450	3,820,000	2,191,088
FY 2022	5,870,000	4,130,400	4,000,000	2,014,738
FY 2023	6,180,000	3,843,200	4,165,000	1,856,638
FY 2024	7,715,000	3,540,750	2,270,000	1,689,025
FY 2025	9,590,000	3,161,850	880,000	1,612,725
FY 2026	10,055,000	2,699,900	910,000	1,581,475
FY 2027	9,525,000	2,215,550	940,000	1,549,175
FY 2028	8,290,000	1,751,250	2,680,000	1,515,775
FY 2029	8,675,000	1,377,100	2,785,000	1,412,925
FY 2030	7,130,000	1,013,907	2,900,000	1,300,375
FY 2031	6,700,000	752,825	3,020,000	1,183,075
FY 2032	7,120,000	455,075	3,145,000	1,058,488
FY 2033	2,440,000	187,400	4,770,000	928,650
FY 2034	2,480,000	94,200	4,980,000	713,250
FY 2035	-	-	5,210,000	488,325
FY 2036	-	-	3,095,000	255,338
FY 2037	-	-	825,000	111,700
FY 2038	-	-	860,000	76,000
FY 2039	-	-	895,000	38,750
<b>Totals</b>	<b>\$ 112,255,000</b>	<b>\$ 43,873,757</b>	<b>\$ 63,100,000</b>	<b>\$ 29,120,908</b>

**City of Killeen  
Annual Budget  
FY 2018  
Solid Waste Fund Debt  
Schedule of Bonded Debt**

Issue	Maturity Date	-Interest Rates-		Original Issue	Outstanding	Outstanding	---Proceeds---	
		Low	High		Principal 10/01/17	Interest 10/01/17	Expended	Unexpended
2009 Combination Tax & Revenue CO's	8/1/2019	2.75%	4.35%	\$ 2,000,000	\$ 185,000	\$ 9,195	\$ 2,000,000	\$ -
2012 GO Improvement & Refunding Bonds	8/1/2030	2.00%	5.00%	6,215,000	5,595,000	1,875,144	6,215,000	-
2015 GO Refunding Bonds	8/1/2027	3.00%	4.00%	300,000	300,000	105,000	300,000	-
2016 GO Refunding Bonds	8/1/2029	3.00%	5.00%	845,000	845,000	278,000	845,000	-
<b>Total</b>				<b>\$ 9,360,000</b>	<b>\$ 6,925,000</b>	<b>\$ 2,267,339</b>	<b>\$ 9,360,000</b>	<b>\$ -</b>

**City of Killeen  
Annual Budget  
FY 2018  
Solid Waste Fund Debt  
Schedule of Requirements**

Fiscal Year	2009 Combination Tax & Revenue CO's		2012 GO Improvement & Refunding Bonds		2015 GO Refunding Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest
FY 2018	\$ 90,000	\$ 6,060	\$ 325,000	\$ 249,863	\$ -	\$ 12,000
FY 2019	95,000	3,135	340,000	236,863	-	12,000
FY 2020	-	-	350,000	226,663	-	12,000
FY 2021	-	-	365,000	209,163	-	12,000
FY 2022	-	-	380,000	190,913	-	12,000
FY 2023	-	-	400,000	171,913	-	12,000
FY 2024	-	-	425,000	151,913	-	12,000
FY 2025	-	-	445,000	130,663	125,000	12,000
FY 2026	-	-	465,000	108,413	125,000	7,000
FY 2027	-	-	490,000	85,163	50,000	2,000
FY 2028	-	-	515,000	60,663	-	-
FY 2029	-	-	540,000	34,913	-	-
FY 2030	-	-	555,000	18,038	-	-
<b>Totals</b>	<b>\$ 185,000</b>	<b>\$ 9,195</b>	<b>\$ 5,595,000</b>	<b>\$ 1,875,144</b>	<b>\$ 300,000</b>	<b>\$ 105,000</b>

**City of Killeen  
Annual Budget  
FY 2018  
Solid Waste Fund Debt  
Schedule of Requirements**

Fiscal Year	2016 GO Refunding		Annual Totals		
	Principal	Interest	Principal	Interest	Total
FY 2018	\$ -	\$ 35,900	\$ 415,000	\$ 303,823	\$ 718,823
FY 2019	-	35,900	435,000	287,898	722,898
FY 2020	90,000	35,900	440,000	274,563	714,563
FY 2021	90,000	33,200	455,000	254,363	709,363
FY 2022	100,000	30,500	480,000	233,413	713,413
FY 2023	105,000	25,500	505,000	209,413	714,413
FY 2024	110,000	20,250	535,000	184,163	719,163
FY 2025	-	14,750	570,000	157,413	727,413
FY 2026	-	14,750	590,000	130,163	720,163
FY 2027	75,000	14,750	615,000	101,913	716,913
FY 2028	135,000	11,000	650,000	71,663	721,663
FY 2029	140,000	5,600	680,000	40,513	720,513
FY 2030	-	-	555,000	18,038	573,038
<b>Totals</b>	<b>\$ 845,000</b>	<b>\$ 278,000</b>	<b>\$ 6,925,000</b>	<b>\$ 2,267,339</b>	<b>\$ 9,192,339</b>

**City of Killeen  
Annual Budget  
FY 2018  
Solid Waste Fund Debt  
Schedule of Requirements**

Fiscal Year	Total GO Bonds		Total tax & revenue	
	Principal	Interest	Principal	Interest
FY 2018	\$ 325,000	\$ 297,763	\$ 90,000	\$ 6,060
FY 2019	340,000	284,763	95,000	3,135
FY 2020	440,000	274,563	-	-
FY 2021	455,000	254,363	-	-
FY 2022	480,000	233,413	-	-
FY 2023	505,000	209,413	-	-
FY 2024	535,000	184,163	-	-
FY 2025	570,000	157,413	-	-
FY 2026	590,000	130,163	-	-
FY 2027	615,000	101,913	-	-
FY 2028	650,000	71,663	-	-
FY 2029	680,000	40,513	-	-
FY 2030	555,000	18,038	-	-
<b>Totals</b>	<b>\$ 6,740,000</b>	<b>\$ 2,258,144</b>	<b>\$ 185,000</b>	<b>\$ 9,195</b>

**City of Killeen  
Annual Budget  
FY 2018  
Water & Sewer Debt  
Schedule of Bonded Debt**

Issue	Maturity Date	-Interest Rates-		Original Issue	Outstanding	Outstanding	---Proceeds---	
		Low	High		Principal 10/01/17	Interest 10/01/17	Expended	Unexpended
2010 Waterworks & Sewer System Refunding Bonds	8/15/2021	2.00%	4.00%	\$ 6,870,000	\$ 2,565,000	\$ 256,400	\$ 6,870,000	\$ -
2011 Waterworks & Sewer System Revenue Refunding Bonds	8/15/2022	3.75%	5.00%	11,135,000	7,375,000	1,059,250	11,135,000	-
2012 Waterworks & Sewer System Revenue Refunding Bonds	8/15/2027	2.98%	2.98%	7,365,000	7,110,000	1,558,838	7,365,000	-
2013 Waterworks & Sewer System Revenue Refunding & Impr Bonds	8/15/2033	2.00%	5.00%	29,030,000	27,210,000	9,844,766	22,303,487	6,726,513
2013 Taxable Waterworks & Sewer System Revenue Refunding Bond	8/15/2019	0.40%	1.62%	8,270,000	1,280,000	30,178	8,270,000	-
<b>Total</b>				<b>\$ 62,670,000</b>	<b>\$ 45,540,000</b>	<b>\$ 12,749,432</b>	<b>\$ 55,943,487</b>	<b>\$ 6,726,513</b>

**City of Killeen  
Annual Budget  
FY 2018  
Water Sewer Debt  
Schedule of Requirements**

Fiscal Year	2010 Waterworks & Sewer System Revenue Refunding Bonds		2011 Waterworks & Sewer System Revenue Refunding Bonds		2012 Waterworks & Sewer System Revenue Refunding Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest
	FY 2018	\$ 655,000	\$ 102,600	\$ 1,345,000	\$ 326,800	\$ 60,000
FY 2019	630,000	76,400	1,395,000	273,000	60,000	210,090
FY 2020	625,000	51,200	1,455,000	217,200	65,000	208,302
FY 2021	655,000	26,200	1,515,000	159,000	65,000	206,365
FY 2022	-	-	1,665,000	83,250	70,000	204,428
FY 2023	-	-	-	-	1,860,000	202,342
FY 2024	-	-	-	-	3,045,000	146,914
FY 2025	-	-	-	-	-	56,173
FY 2026	-	-	-	-	-	56,173
FY 2027	-	-	-	-	1,885,000	56,173
FY 2028	-	-	-	-	-	-
FY 2029	-	-	-	-	-	-
FY 2030	-	-	-	-	-	-
FY 2031	-	-	-	-	-	-
FY 2032	-	-	-	-	-	-
FY 2033	-	-	-	-	-	-
<b>Totals</b>	<b>\$ 2,565,000</b>	<b>\$ 256,400</b>	<b>\$ 7,375,000</b>	<b>\$ 1,059,250</b>	<b>\$ 7,110,000</b>	<b>\$ 1,558,838</b>

**City of Killeen  
Annual Budget  
FY 2018  
Water Sewer Debt  
Schedule of Requirements**

Fiscal Year	2013 Waterworks & Sewer System Revenue Refunding & Improvement Bonds		2013 Taxable Waterworks & Sewer System Revenue Refunding Bonds	
	Principal	Interest	Principal	Interest
FY 2018	\$ 1,670,000	\$ 1,170,356	\$ 605,000	\$ 19,236
FY 2019	1,720,000	1,120,256	675,000	10,942
FY 2020	1,790,000	1,051,456	-	-
FY 2021	1,890,000	979,856	-	-
FY 2022	1,940,000	904,256	-	-
FY 2023	2,020,000	816,956	-	-
FY 2024	1,040,000	726,056	-	-
FY 2025	2,785,000	684,456	-	-
FY 2026	2,880,000	573,056	-	-
FY 2027	1,185,000	429,056	-	-
FY 2028	1,245,000	369,806	-	-
FY 2029	1,305,000	307,556	-	-
FY 2030	1,345,000	265,144	-	-
FY 2031	1,395,000	219,750	-	-
FY 2032	1,465,000	150,000	-	-
FY 2033	1,535,000	76,750	-	-
<b>Totals</b>	<b>\$ 27,210,000</b>	<b>\$ 9,844,766</b>	<b>\$ 1,280,000</b>	<b>\$ 30,178</b>

**City of Killeen  
Annual Budget  
FY 2018  
Water Sewer Debt  
Schedule of Requirements**

Fiscal Year	Annual Totals		
	Principal	Interest	Total
FY 2018	\$ 4,335,000	\$ 1,830,870	\$ 6,165,870
FY 2019	4,480,000	1,690,688	6,170,688
FY 2020	3,935,000	1,528,158	5,463,158
FY 2021	4,125,000	1,371,421	5,496,421
FY 2022	3,675,000	1,191,934	4,866,934
FY 2023	3,880,000	1,019,298	4,899,298
FY 2024	4,085,000	872,970	4,957,970
FY 2025	2,785,000	740,629	3,525,629
FY 2026	2,880,000	629,229	3,509,229
FY 2027	3,070,000	485,229	3,555,229
FY 2028	1,245,000	369,806	1,614,806
FY 2029	1,305,000	307,556	1,612,556
FY 2030	1,345,000	265,144	1,610,144
FY 2031	1,395,000	219,750	1,614,750
FY 2032	1,465,000	150,000	1,615,000
FY 2033	1,535,000	76,750	1,611,750
<b>Totals</b>	<b>\$ 45,540,000</b>	<b>\$ 12,749,432</b>	<b>\$ 58,289,432</b>

**City of Killeen  
Annual Budget  
FY 2018  
Drainage Debt  
Schedule of Bonded Debt**

Issue	Maturity Date	-Interest Rates-		Original Issue	Outstanding	Outstanding	---Proceeds---		
		Low	High		Principal 10/01/17	Interest 10/01/17	Expended	Unexpended	
2013 GO Refunding Bonds	8/1/2026	2.00%	5.00%	\$ 3,935,000	\$ 3,880,000	\$ 987,700	\$ 3,935,000	\$	-
<b>Total</b>				<b>\$ 3,935,000</b>	<b>\$ 3,880,000</b>	<b>\$ 987,700</b>	<b>\$ 3,935,000</b>	<b>\$</b>	<b>-</b>

**City of Killeen  
Annual Budget  
FY 2018  
Drainage Debt  
Schedule of Requirements**

Fiscal Year	2013 GO Refunding Bonds		Annual Totals		
	Principal	Interest	Principal	Interest	Total
FY 2018	\$ 365,000	\$ 175,100	\$ 365,000	\$ 175,100	\$ 540,100
FY 2019	380,000	164,150	380,000	164,150	544,150
FY 2020	390,000	148,950	390,000	148,950	538,950
FY 2021	405,000	137,250	405,000	137,250	542,250
FY 2022	425,000	117,000	425,000	117,000	542,000
FY 2023	445,000	95,750	445,000	95,750	540,750
FY 2024	465,000	73,500	465,000	73,500	538,500
FY 2025	490,000	50,250	490,000	50,250	540,250
FY 2026	515,000	25,750	515,000	25,750	540,750
<b>Totals</b>	<b>\$ 3,880,000</b>	<b>\$ 987,700</b>	<b>\$ 3,880,000</b>	<b>\$ 987,700</b>	<b>\$ 4,867,700</b>

**City of Killeen  
Annual Budget  
FY 2018  
Hotel/Motel Fund Debt  
Schedule of Bonded Debt**

Issue	Maturity Date	---Interest Rates---		Original Issue	Outstanding	Outstanding	---Proceeds---	
		Low	High		Principal 10/01/17	Interest 10/01/17	Expended	Unexpended
2010 GO Refunding Bonds	8/1/2030	2.00%	4.00%	\$ 8,500,000	\$ 6,070,000	\$ 1,831,800	\$ 8,500,000	\$ -
2011 Combination Tax & Revenue CO's	8/1/2031	2.00%	5.00%	1,425,000	400,000	72,750	1,425,000	-
2016 GO Refunding Bonds	8/1/2031	4.00%	5.00%	735,000	735,000	343,450	735,000	-
<b>Total</b>				<b>\$ 10,660,000</b>	<b>\$ 7,205,000</b>	<b>\$ 2,248,000</b>	<b>\$ 10,660,000</b>	<b>\$ -</b>

**City of Killeen  
Annual Budget  
FY 2018  
Hotel/Motel Fund Debt  
Schedule of Requirements**

Fiscal Year	2010 GO Refunding Bonds		2011 Combination Tax & Revenue CO's		2016 GO Refunding Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest
FY 2018	\$ 365,000	\$ 242,800	\$ 60,000	\$ 20,000	\$ -	\$ 32,800
FY 2019	380,000	228,200	60,000	17,000	-	32,800
FY 2020	395,000	213,000	65,000	14,000	-	32,800
FY 2021	410,000	197,200	70,000	10,750	-	32,800
FY 2022	430,000	180,800	70,000	7,250	-	32,800
FY 2023	445,000	163,600	75,000	3,750	-	32,800
FY 2024	460,000	145,800	-	-	80,000	32,800
FY 2025	480,000	127,400	-	-	85,000	28,800
FY 2026	500,000	108,200	-	-	85,000	24,550
FY 2027	520,000	88,200	-	-	90,000	20,300
FY 2028	540,000	67,400	-	-	95,000	15,800
FY 2029	560,000	45,800	-	-	95,000	12,000
FY 2030	585,000	23,400	-	-	100,000	8,200
FY 2031	-	-	-	-	105,000	4,200
<b>Totals</b>	<b>\$ 6,070,000</b>	<b>\$ 1,831,800</b>	<b>\$ 400,000</b>	<b>\$ 72,750</b>	<b>\$ 735,000</b>	<b>\$ 343,450</b>

**City of Killeen  
Annual Budget  
FY 2018  
Hotel/Motel Fund Debt  
Schedule of Requirements**

Fiscal Year	Annual Totals			Total GO Bonds	
	Principal	Interest	Total	Principal	Interest
FY 2018	\$ 425,000	\$ 295,600	\$ 720,600	\$ 365,000	\$ 275,600
FY 2019	440,000	278,000	718,000	380,000	261,000
FY 2020	460,000	259,800	719,800	395,000	245,800
FY 2021	480,000	240,750	720,750	410,000	230,000
FY 2022	500,000	220,850	720,850	430,000	213,600
FY 2023	520,000	200,150	720,150	445,000	196,400
FY 2024	540,000	178,600	718,600	540,000	178,600
FY 2025	565,000	156,200	721,200	565,000	156,200
FY 2026	585,000	132,750	717,750	585,000	132,750
FY 2027	610,000	108,500	718,500	610,000	108,500
FY 2028	635,000	83,200	718,200	635,000	83,200
FY 2029	655,000	57,800	712,800	655,000	57,800
FY 2030	685,000	31,600	716,600	685,000	31,600
FY 2031	105,000	4,200	109,200	105,000	4,200
<b>Totals</b>	<b>\$ 7,205,000</b>	<b>\$ 2,248,000</b>	<b>\$ 9,453,000</b>	<b>\$ 6,805,000</b>	<b>\$ 2,175,250</b>

**City of Killeen  
Annual Budget  
FY 2018  
Hotel/Motel Fund Debt  
Schedule of Requirements**

Fiscal Year	Total tax and revenue CO's	
	Principal	Interest
FY 2018	\$ 60,000	\$ 20,000
FY 2019	60,000	17,000
FY 2020	65,000	14,000
FY 2021	70,000	10,750
FY 2022	70,000	7,250
FY 2023	75,000	3,750
FY 2024	-	-
FY 2025	-	-
FY 2026	-	-
FY 2027	-	-
FY 2028	-	-
FY 2029	-	-
FY 2030	-	-
FY 2031	-	-
<b>Totals</b>	<b>\$ 400,000</b>	<b>\$ 72,750</b>



# ***Capital Improvement Program***



***Dedicated Service – Everyday, for Everyone!***

# 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 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. Infrastructure outlays are developed using long-range plans for streets, water, sewer, and drainage. Staff, council, and the City's engineers developed these long-range plans. The list of slated infrastructure projects is reviewed and revised each year during the budget process. Some projects must wait until sufficient funding is available. Other projects are of such magnitude that they require a bond issue to provide funding.

The City utilizes capital project funds to account for resources to be used for the acquisition and construction of major capital outlay, or projects that extend over more than one fiscal year. The capital project funds are detailed later in this section.

For FY 2018, the proposed capital expenditures will not require additional manpower or significant operating costs. The larger infrastructure projects are either replacement items with operating costs already built into the operating budget, or new construction not materially affecting operational costs due to their new condition.



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# CAPITAL IMPROVEMENT PROGRAM

## Capital Project Expenditures

Capital projects are defined as non-recurring expenditures for improvements that exceed \$100,000 and have useful lives exceeding one year. Examples include water and wastewater line replacement, street resurfacing, building construction and renovation, major software and hardware projects, and park improvements.

Capital projects will be constructed to:

- Protect, maintain, or improve the community's quality of life and economic vitality,
- Provide significant rehabilitation of City infrastructure for sustained service, and
- Support and service new development.

All projects shall be prioritized based on an analysis of current needs and resource availability. Capital project expenditures will not be authorized by the City Council without identification of an adequate funding source. Potential funding sources include, but are not limited to, reserve funds, debt issuances, matching fund revenues, user fees, grants, or reallocation of existing capital funds with the recognition that construction of previously authorized capital projects may be delayed or postponed.

## Capital Improvement Program (CIP)

The City will develop a multi-year plan for capital projects which identifies all projects likely to be constructed within a five year horizon. The multi-year plan will reflect for each project the likely source of funding and attempt to quantify the project's impact to future operating expenditures. Costs incurred for advanced planning of capital projects may be funded from reimbursement of appropriate debt or operating funds via a reimbursement resolution approved by City Council.

Capital improvement planning and programming shall include the following categories for the determination of funding for individual projects: design costs, right-of-way costs, utility construction/adjustment costs, construction costs, appropriate contingency funds, furnishings and equipment, and direct project administration services provided by City employees or contractors.

# CAPITAL IMPROVEMENT PROGRAM

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## ***Project Manager***

Every CIP project will have a qualified project manager who will prepare the project proposal, ensure that required phases are completed on schedule, authorize all project expenditures, ensure that all regulations and laws are observed, and periodically report project status.

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## ***Capital Projects Review Committee***

A committee will be organized by the City Manager or designee to review project proposals, determine project phasing, recommend project managers, review and evaluate the draft CIP budget document, and report CIP progress on an ongoing basis.

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## ***CIP Appropriation***

The City's annual CIP appropriation for study, design, acquisition, and/or construction is based on the projects designated by the City Council through adoption of the Annual Budget.

Accordingly, project appropriations are generally made when contracts are awarded. If project costs at the time of bid award are less than the budgeted amount, the balance will be unappropriated and returned to fund balance or allocated to another project. If project costs at the time of bid award are greater than budget amounts, several options are available which may include:

- Eliminate the project.
- Defer the project for consideration.
- Re-scope or change the phasing of the project to meet the existing budget.
- Transfer funding from another specified lower priority project.
- Appropriate additional resources as necessary from fund balance.

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## ***CIP Budget Carryover***

Appropriations for CIP projects lapse three years after budget adoption due to lack of activity. Projects which lapse from lack of project account appropriations may be resubmitted for inclusion in a subsequent CIP. Project accounts, which have been appropriated, will not lapse until completion of the project.

# CAPITAL IMPROVEMENT PROGRAM

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## **Capital Projects Reserve fund**

A Capital Projects Reserve Fund shall be established and maintained to accumulate reimbursements from other governmental agencies for the prior purchase of real property assets, proceeds from an occasional sale of surplus real property as approved by City Council, and transfers from the General Fund unassigned fund balance. This fund shall only be used to pay for non-routine and one-time expenditures such as land and building purchases, capital maintenance and repairs, construction projects, feasibility, design, and engineering studies related to such projects, capital equipment and vehicles, and technology improvements. Expenditures from this fund should be aimed at protecting the health and safety of citizens and employees, protecting the existing assets of the City, ensuring public access to City facilities and information, and promoting community-wide economic development.

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## **Utility Capital Expenditures**

The City of Killeen uses three funding sources for utility capital expenditures. First, utility rates will be designed to provide sufficient funding for a depreciation reserve which accumulates resources to replace or rehabilitate aging infrastructure. Second, the multi-year financial plan provides debt strategies to finance needed capital items. Third, annual transfers are made to capital rehabilitation and renewal projects from utility operations to maintain adequate funding for capital items.

## **Financing**

The City recognizes that there are three basic methods of financing capital needs. Funding may be budgeted and covered by current revenues, may come from fund balance, or borrowed through the issuance of debt. Debt financing includes general obligation bonds, revenue bonds, certificates of obligation, lease/purchase agreements, certificates of participation, tax notes, and other obligations permitted to be issued or incurred under Texas law. Guidelines for assuming debt are set forth in the Debt Policy Statements.

## CIP Fund Summary

	<u>Amount</u>
Bonds	\$ 5,999,216
Grants	4,639,594
Property Tax	1,543,971
TxDOT Reimbursement	1,489,812
Drainage Fund	1,070,600
PEG Fund	300,000
<b>Total</b>	<b><u><u>\$ 15,043,193</u></u></b>

**General Fund  
CIP Fund Summary - FY 2018**

**CIP FUNDING SOURCES**

	<b>Bonds</b>	<b>Grants</b>	<b>Property Tax</b>	<b>TxDOT Reimb</b>	<b>Drainage Fund</b>	<b>PEG Fund</b>	<b>Total</b>
Rosewood Extension	\$ -	\$ 3,000,000	\$ 635,188	\$ 1,489,812	\$ 750,000	\$ -	\$ 5,875,000
Heritage Oaks Hike & Bike Trail	994,225	1,639,594	-	-	-	-	2,633,819
Stagecoach Reconstruction	1,100,000	-	-	-	-	-	1,100,000
Remodel City Council Chambers	-	-	196,028	-	-	300,000	496,028
Trimmier Road Widening	350,000	-	-	-	-	-	350,000
Family Aquatics Center	350,000	-	-	-	-	-	350,000
Property Tax Reserve for Future Projects	-	-	712,755	-	-	-	712,755
<b>Total</b>	<b>\$ 2,794,225</b>	<b>\$ 4,639,594</b>	<b>\$ 1,543,971</b>	<b>\$ 1,489,812</b>	<b>\$ 750,000</b>	<b>\$ 300,000</b>	<b>\$ 11,517,602</b>

**General Fund  
Rosewood Extension**

The Rosewood Extension is a combination roadway/hike and bike trail project that consist of an arterial roadway from Pyrite Drive to Chaparral Road and multi-modal trails. This project will complete the north/south arterial connection from US 190 to Chaparral Road.

<b>Funding Sources</b>	<b>Previous Years</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>Future Years</b>	<b>Total</b>
Grants	\$ 820,000	\$ 3,000,000	\$ 2,180,000	\$ -	\$ 6,000,000
TxDOT Reimbursement	-	1,489,812	-	-	1,489,812
Drainage	-	750,000	-	-	750,000
Property Tax	-	635,188	-	-	635,188
Bonds	200,000	-	-	-	200,000
	<b>\$ 1,020,000</b>	<b>\$ 5,875,000</b>	<b>\$ 2,180,000</b>	<b>\$ -</b>	<b>\$ 9,075,000</b>

**General Fund  
Heritage Oaks Hike & Bike Trail**

Heritage Oaks Hike & Bike Trailer project is currently in progress. This project is a 1.50 mile section of trail from Chaparral Road to a future KISD site along Pyrite Drive.

<b>Funding Sources</b>	<b>Previous Years</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>Future Years</b>	<b>Total</b>
Grants	\$ 13,242	\$ 1,639,594	\$ 997,757	\$ -	\$ 2,650,593
Bonds	295,000	994,225	475,779	-	1,765,004
	<u>\$ 308,242</u>	<u>\$ 2,633,819</u>	<u>\$ 1,473,536</u>	<u>\$ -</u>	<u>\$ 4,415,597</u>

**General Fund  
Stagecoach Reconstruction**

The Stagecoach Reconstruction Phase 2 project consists of constructing roadway improvements to Stagecoach Road from Tyrel Drive east to East Trimmier Road.

<b>Funding Sources</b>	<b>Previous Years</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>Future Years</b>	<b>Total</b>
Bonds	\$ 19,342,841	\$ 1,100,000	\$ -	\$ -	\$ 20,442,841
	<u>\$ 19,342,841</u>	<u>\$ 1,100,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 20,442,841</u>

**General Fund  
City Council Chambers**

The City Hall Council Chambers requires renovation in order to facilitate Council Workshop meetings and televise all City Council meetings.

<b>Funding Sources</b>	<b>Previous Years</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>Future Years</b>	<b>Total</b>
PEG Fund	\$ -	\$ 300,000	\$ -	\$ -	\$ 300,000
Property Tax	-	196,028	-	-	196,028
	<u>\$ -</u>	<u>\$ 496,028</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 496,028</u>

**General Fund  
Trimmier Road Widening**

The Trimmier Road Widening Project consists of the construction of roadway improvements to Trimmier Road from US 190 south to Elms Road and US 190 north to Jasper Road including rebuilding existing lanes.

<b>Funding Sources</b>	<b>Previous Years</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>Future Years</b>	<b>Total</b>
Bonds	\$ 5,478,696	\$ 350,000	\$ -	\$ -	\$ 5,828,696
Grants	1,850,192	-	-	-	1,850,192
Water & Sewer Fund	122,344	-	-	-	122,344
	<u>\$ 7,451,232</u>	<u>\$ 350,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 7,801,232</u>

**General Fund  
Family Aquatics Center**

The Family Aquatics Center's pool surface needs to be repaired. The pool surfacing failing. Not addressing the situation may result in various areas becoming a safety hazard for patrons. The pump has not had a thorough maintenance performed since the pool opened in 2009.

<b>Funding Sources</b>	<b>Previous Years</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>Future Years</b>	<b>Total</b>
Bonds	\$ -	\$ 350,000	\$ -	\$ -	\$ 350,000
	<u>\$ -</u>	<u>\$ 350,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 350,000</u>

City of Killeen Capital Improvement Program  
Fiscal Year 2018

**Streets/Traffic/Transportation**

<b>Project Code</b> 180009	<b>Type</b> PW-Engineering	<b>Sub-Type</b> S1-TxDOT	<b>Project No.</b> 3435-2014XX	<b>Project Title</b> Rosewood Dr Ext				
<b>Description</b> This project extends the current 5-lane section of Rosewood Drive by approximately 0.6 miles to connect to Chaparral Road. In addition the project includes the construction of a Hike and Bike Trail from Chaparral Road along Trimmier Creek to Platinum Drive and along Rosewood Drive connecting to Purser Park in Harker Heights (see HOHBT Seg 3A and HOHBT Seg 4).			<b>Impact on Operating Budget</b>					
			<b>Category</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Justification</b> This project is necessary to eliminate a gap in connectivity and provide another outer loop south of Killeen. The roadway project will increase safety and reduce congestion. The trail project will provide a greater quality of life for the citizens of Killeen.			Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
			Operations	-	-	20,000	20,600	21,218
			Capital	-	-	-	-	-
			<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,000</b>	<b>\$ 20,600</b>	<b>\$ 21,218</b>
			<b>Project Schedule</b>		<b>Start</b>	<b>End</b>		
			Preliminary (Concept & ROW/Land)					
			Design		Dec-16	Dec-17		
			Construction		Mar-18	Sep-19		

Project Costs	Project Budget to Date	Fiscal Year Plan					Project Total
		Budget	Planned				
			2018	2019	2020	2021	
Design	\$ 711,009	\$ 43,914	\$ -	\$ -	\$ -	\$ -	\$ 754,923
Construction	-	5,474,156	1,836,250	-	-	-	\$ 7,310,406
Land/ROW	-	-	-	-	-	-	\$ -
Furniture, Fixtures, Equipment	-	-	-	-	-	-	\$ -
Other/Contingency		356,930	343,750				\$ 700,680
<b>Total</b>	<b>\$ 711,009</b>	<b>\$ 5,875,000</b>	<b>\$ 2,180,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 8,766,009</b>

Source of Funds	Project Budget to Date	Fiscal Year Plan					Project Total
		Budget	Planned				
			2018	2019	2020	2021	
Reimbursable Prog	\$ 711,009	\$ 1,489,812	\$ -				\$ 2,200,821
General Fund	-	-	-	-	-	-	\$ -
Drainage Fund	-	750,000	-	-	-	-	\$ 750,000
Grant	-	3,000,000	2,180,000	-	-	-	\$ 5,180,000
Property Tax	-	635,188	-	-	-	-	\$ 635,188
<b>Total</b>	<b>\$ 711,009</b>	<b>\$ 5,875,000</b>	<b>\$ 2,180,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 8,766,009</b>



City of Killeen Capital Improvement Program  
Fiscal Year 2018

**Streets/Traffic/Transportation**

<b>Project Code</b>	<b>Type</b>	<b>Sub-Type</b>	<b>Project No.</b>	<b>Project Title</b>				
	PW-Engineering	S1-TxDOT	3435-2014XX	Heritage Oaks Hike & Bike Trl, Seg. 4				
<b>Description</b> This project will construct a Hike and Bike Trail from Chaparral Road along Trimmier Creek to Platinum Drive in conjunction with extending the current 5-lane section of Rosewood Drive by approximately 0.6 miles to connect to Chaparral Road to and constructing a Hike and Bike Trail along Rosewood Drive connecting to Purser Park in Harker Heights (see Rosewood Ext and HOHBT Seg #A).			<b>Impact on Operating Budget</b>					
			<b>Category</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Justification</b> The trail project will provide a greater quality of life for the citizens of Killeen. The roadway project will increase safety and reduce congestion.			Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
			Operations	-	-	120,000	123,600	127,308
			Capital	-	-	-	-	-
			<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 120,000</b>	<b>\$ 123,600</b>	<b>\$ 127,308</b>
			<b>Project Schedule</b>		<b>Start</b>	<b>End</b>		
			Preliminary (Concept & ROW/Land)					
			Design		Dec-16	Dec-17		
			Construction		Mar-18	Sep-19		

Project Costs	Project Budget to Date	Fiscal Year Plan					Project Total
		Budget	Planned				
		2018	2019	2020	2021	2022	
Design	\$ 259,500	\$ 60,500	\$ -	\$ -	\$ -	\$ -	\$ 320,000
Construction	-	2,445,196	1,273,536	-	-	-	\$ 3,718,732
Land/ROW	-	-	-	-	-	-	\$ -
Furniture, Fixtures, Equipment	-	-	-	-	-	-	\$ -
Other/Contingency		128,123	200,000				\$ 328,123
<b>Total</b>	<b>\$ 259,500</b>	<b>\$ 2,633,819</b>	<b>\$ 1,473,536</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,366,855</b>

Source of Funds	Project Budget to Date	Fiscal Year Plan					Project Total
		Budget	Planned				
		2018	2019	2020	2021	2022	
Reimbursable Prog	\$ -	\$ -	\$ -				\$ -
General Fund	-		-	-	-	-	\$ -
Drainage Fund	-		-	-	-	-	\$ -
Parks Bond	295,000	994,225	475,779	-	-	-	\$ 1,765,004
Grants	13,242	1,639,594	997,757				\$ 2,650,593
<b>Total</b>	<b>\$ 308,242</b>	<b>\$ 2,633,819</b>	<b>\$ 1,473,536</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,415,597</b>



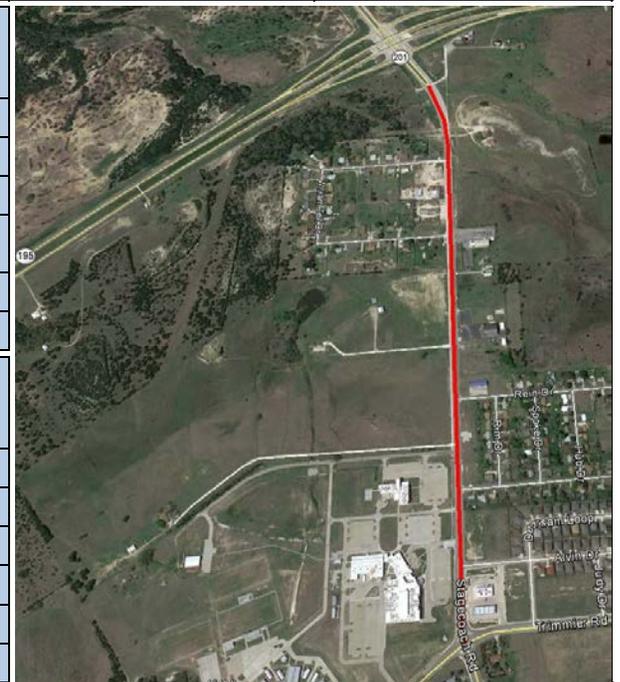
City of Killeen Capital Improvement Program  
Fiscal Year 2018

**Streets/Traffic/Transportation**

<b>Project Code</b> 180011	<b>Type</b> PW-Engineering	<b>Sub-Type</b> B2-Bonds	<b>Project No.</b> 3435-2014XX	<b>Project Title</b> Stagecoach Reconstruction Ph 2				
<b>Description</b> This project will reclaim and rehabilitate failed pavement sections on stagecoach road from West Trimmer Road to SH 195.			<b>Impact on Operating Budget</b>					
			<b>Category</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Justification</b> Project is necessary to stop further failure and create a safe travel surface for the roadway.			Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
			Operations	-	-	-	-	-
			Capital	-	-	-	-	-
			<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
			<b>Project Schedule</b>		<b>Start</b>	<b>End</b>		
			Preliminary (Concept & ROW/Land)					
			Design					
			Construction		Oct-17	Sep-18		

Project Costs	Project Budget to Date	Fiscal Year Plan					Project Total
		Budget	Planned				
		2018	2019	2020	2021	2022	
Design	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	19,342,841	1,100,000	-	-	-	-	\$ 20,442,841
Land/ROW	-	-	-	-	-	-	\$ -
Furniture, Fixtures, Equipment	-	-	-	-	-	-	\$ -
Other/Contingency							\$ -
<b>Total</b>	<b>\$ 19,342,841</b>	<b>\$ 1,100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,442,841</b>

Source of Funds	Project Budget to Date	Fiscal Year Plan					Project Total
		Budget	Planned				
		2018	2019	2020	2021	2022	
Roadway Bond	\$ 19,342,841	\$ 1,100,000	\$ -	\$ -	\$ -	\$ -	\$ 20,442,841
							\$ -
							\$ -
							\$ -
							\$ -
<b>Total</b>	<b>\$ 19,342,841</b>	<b>\$ 1,100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,442,841</b>



City of Killeen Capital Improvement Program  
Fiscal Year 2018

**General Government**

<b>Project Code</b> 180028	<b>Type</b> General Government	<b>Sub-Type</b>	<b>Project No.</b>	<b>Project Title</b> City Council Chamber Renovations				
<b>Description</b> Renovation of City Council Chambers at City Hall to include necessary architecture and technology needed to host and televise all meetings.			<b>Impact on Operating Budget</b>					
			<b>Category</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Justification</b> The City Hall Council Chambers requires renovation in order to facilitate Council Workshop meetings and televise all City Council meetings.			Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
			Operations	-	-	-	-	-
			Capital	-	-	-	-	-
			<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
			<b>Project Schedule</b>		<b>Start</b>	<b>End</b>		
			Preliminary (Concept & ROW/Land)					
			Design		Oct-17			
			Construction					

Project Costs	Project Budget to Date	Fiscal Year Plan					Project Total
		Budget	Planned				
		2018	2019	2020	2021	2022	
Design		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction		196,028	-	-	-	-	\$ 196,028
Land/ROW		-	-	-	-	-	\$ -
Furniture, Fixtures, Equipment		300,000	-	-	-	-	\$ 300,000
Other/Contingency		-	-	-	-	-	\$ -
<b>Total</b>		<b>\$ -</b>	<b>\$ 496,028</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 496,028</b>

Source of Funds	Project Budget to Date	Fiscal Year Plan					Project Total
		Budget	Planned				
		2018	2019	2020	2021	2022	
PEG Funds		\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000
Gov't CIP-Property Tax		196,028	-	-	-	-	\$ 196,028
							\$ -
							\$ -
							\$ -
<b>Total</b>		<b>\$ -</b>	<b>\$ 496,028</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 496,028</b>

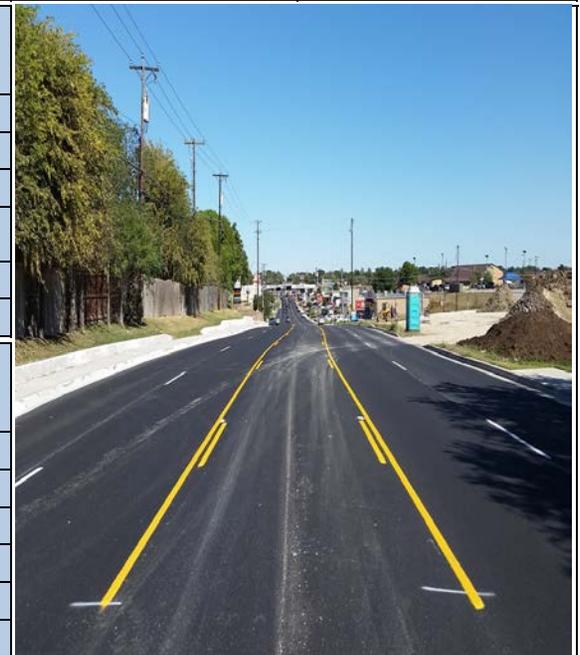
City of Killeen Capital Improvement Program  
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**Streets/Traffic/Transportation**

<b>Project Code</b> 180010	<b>Type</b> PW - Engineering	<b>Sub-Type</b> S1 - TxDOT	<b>Project No.</b> 3435-2014XX	<b>Project Title</b> Trimmier Road Widening				
<b>Description</b> This project consists of the widening of Trimmier Road to a 5-lane arterial roadway with continuous center turn lane from Jasper Road to Elms Road. Additionally it will widen WS Young Drive from Bacon Ranch Road to Little Nolan Road and extend Lowes Blvd. from Trimmier Road to Florence Road.			<b>Impact on Operating Budget</b>					
			<b>Category</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Justification</b> This project is necessary to increase safety on Trimmier Road and WS Young Drive. It will provide greater mobility and connectivity to reduce congestion.			Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
			Operations	-	-	-	-	-
			Capital	-	-	-	-	-
			<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
			<b>Project Schedule</b>		<b>Start</b>	<b>End</b>		
			Preliminary (Concept & ROW/Land)					
			Design					
			Construction		Apr-15	Dec-17		

Project Costs	Project Budget to Date	Fiscal Year Plan					Project Total
		Budget 2018	Planned				
			2019	2020	2021	2022	
Design	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	7,451,232	350,000					\$ 7,801,232
Land/ROW	-	-	-	-	-	-	\$ -
Furniture, Fixtures, Equipment	-	-	-	-	-	-	\$ -
Other/Contingency	12,031	-	-	-	-	-	\$ 12,031
<b>Total</b>	<b>\$ 7,463,263</b>	<b>\$ 350,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,813,263</b>

Source of Funds	Project Budget to Date	Fiscal Year Plan					Project Total
		Budget 2018	Planned				
			2019	2020	2021	2022	
Roadway Bond	\$ 5,478,696	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ 5,828,696
Reimbursable Prog	1,850,192	-	-	-	-	-	\$ 1,850,192
Water & Sewer Fund	122,344	-	-	-	-	-	\$ 122,344
							\$ -
							\$ -
<b>Total</b>	<b>\$ 7,451,232</b>	<b>\$ 350,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,801,232</b>



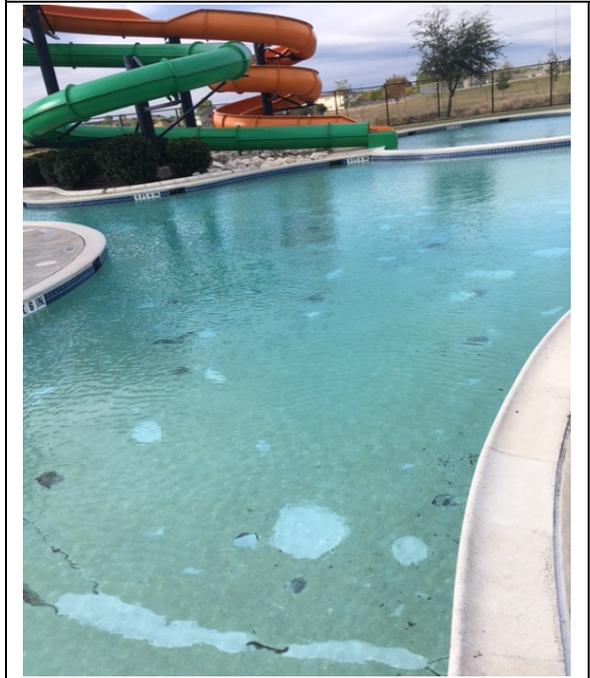
City of Killeen Capital Improvement Program  
Fiscal Year 2018

**Community Services**

<b>Project Code</b> 180029	<b>Type</b> Community Services	<b>Sub-Type</b> Family Aquatics Center	<b>Project No.</b>	<b>Project Title</b> Family Aquatics Center's Pool Renovations				
<b>Description</b> Resurface pool and replace pump and impeller system.			<b>Impact on Operating Budget</b>					
			<b>Category</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Justification</b> The Family Aquatics Center's pool needs to be resurfaced and the pump and impeller system are in need of replacement. The pump and impeller system controls the ability to filter the water in the Aquatic Center to ensure compliance with safety codes. Failure to address the situation will result in the closure of the Family Aquatic Center.			Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
			Operations	-	-	-	-	-
			Capital	-	-	-	-	-
			<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
			<b>Project Schedule</b>		<b>Start</b>	<b>End</b>		
			Preliminary (Concept & ROW/Land)					
			Design					
			Construction					

Project Costs	Project Budget to Date	Fiscal Year Plan					Project Total
		Budget	Planned				
		2018	2019	2020	2021	2022	
Design							\$ -
Construction		\$ 350,000					\$ 350,000
Land/ROW							\$ -
Furniture, Fixtures, Equipment							\$ -
Other/Contingency							\$ -
<b>Total</b>	<b>\$ -</b>	<b>\$ 350,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 350,000</b>

Source of Funds	Project Budget to Date	Fiscal Year Plan					Project Total
		Budget	Planned				
		2018	2019	2020	2021	2022	
Bonds		\$ 350,000					\$ 350,000
							\$ -
							\$ -
							\$ -
							\$ -
<b>Total</b>	<b>\$ -</b>	<b>\$ 350,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 350,000</b>



**Water & Sewer Fund  
CIP Fund Summary - FY 2018**

**CIP FUNDING SOURCES**

	<b>Bonds</b>	<b>Grants</b>	<b>Property Tax</b>	<b>TxDOT Reimb</b>	<b>Drainage Fund</b>	<b>PEG Fund</b>	<b>Total</b>
Water Line Rehab Phase 2	\$ 932,180	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 932,180
18" Sewer Gravity Main	785,901	-	-	-	-	-	785,901
SSES Sewer Line Phase V	350,000	-	-	-	-	-	350,000
Water Line Improvements	203,034	-	-	-	-	-	203,034
Trimmier Creek Gravity Main	111,456	-	-	-	-	-	111,456
<b>Total</b>	<b>\$ 2,382,571</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,382,571</b>

**Water & Sewer Fund  
Water Line Rehab Phase 2**

The Water Line Rehab Phase 2 will replace old or under-sized water lines in the area to help reduce the number of breaks, as well as increase available fire flow and improve water quality.

<b>Funding Sources</b>	<b>Previous Years</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>Future Years</b>	<b>Total</b>
Bonds	\$ 300,000	\$ 932,180	\$ -	\$ -	\$ 1,232,180
	\$ 300,000	\$ 932,180	\$ -	\$ -	\$ 1,232,180

**Water & Sewer Fund**  
**18" Sewer Gravity Main**

The 18" Sewer Gravity Main diverts sewer flow from the Central Basin to the Trimmier Creek Basin by replacing and upsizing existing force main. It also includes two City Owner Agreements to upsize a sewer main in Prairie View Phase 3 and to construct a portion of the Yowell Creek gravity sewer interceptor.

<b>Funding Sources</b>	<b>Previous Years</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>Future Years</b>	<b>Total</b>
Bonds	\$ 231,239	\$ 785,901	\$ -	\$ -	\$ 1,017,140
	<u>\$ 231,239</u>	<u>\$ 785,901</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,017,140</u>

**Water & Sewer Fund**  
**SSES Sewer Line Evaluation Phase V**

This is the fifth phase of the sewer line SSES, pipeline analysis will evaluate 637,170 ft. of sewer pipe. The analysis locates defects, establishes least cost repair estimates, and prepares a sewer line rehabilitation plan.

<b>Funding Sources</b>	<b>Previous Years</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>Future Years</b>	<b>Total</b>
Bonds	\$ 50,000	\$ 350,000	\$ -	\$ -	\$ 400,000
	<u>\$ 50,000</u>	<u>\$ 350,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 400,000</u>

**Water & Sewer Fund**  
**Water System Improvements**

The Water Systems Improvement project is a collection of small improvements that will increase capacity and improve operations.

<b>Funding Sources</b>	<b>Previous Years</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>Future Years</b>	<b>Total</b>
Bonds	\$ 50,000	\$ 203,034	\$ -	\$ -	\$ 253,034
	<u>\$ 50,000</u>	<u>\$ 203,034</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 253,034</u>

**Water & Sewer Fund**  
**Trimmier Creek Gravity Main**

The Trimmier Creek Gravity Main is a City Owner Agreement to extend a 15" diameter Sanitary Sewer Interceptor (Little Trimmier Creek Gravity Main) to accommodate existing and future growth in the Heritage Oaks Phase 1 development.

<b>Funding Sources</b>	<b>Previous Years</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>Future Years</b>	<b>Total</b>
Bonds	\$ 50,000	\$ 111,456	\$ -	\$ -	\$ 161,456
	<u>\$ 50,000</u>	<u>\$ 111,456</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 161,456</u>

City of Killeen Capital Improvement Program  
Fiscal Year 2018

**Water & Sewer**

<b>Project Code</b> 180013	<b>Type</b> PW - Water	<b>Sub-Type</b> B2-Bonds	<b>Project No.</b>	<b>Project Title</b> Waterline Rehab Ph 2				
<b>Description</b> Project will replace old and undersized waterlines.			<b>Impact on Operating Budget</b>					
			<b>Category</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Justification</b> Project will reduce the number of breaks, increase available fireflow, and improve water quality.			Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
			Operations	-	-	-	-	-
			Capital	-	-	-	-	-
			<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
			<b>Project Schedule</b>		<b>Start</b>	<b>End</b>		
			Preliminary (Concept & ROW/Land)					
			Design					
			Construction		May-17	Sep-18		

Project Costs	Project Budget to Date	Fiscal Year Plan					Project Total
		Budget	Planned				
		2018	2019	2020	2021	2022	
Design	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	300,000	932,180	-	-	-	-	\$ 1,232,180
Land/ROW	-	-	-	-	-	-	\$ -
Furniture, Fixtures, Equipment	-	-	-	-	-	-	\$ -
Contingency	-	-	-	-	-	-	\$ -
<b>Total</b>	<b>\$ 300,000</b>	<b>\$ 932,180</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,232,180</b>

Source of Funds	Project Budget to Date	Fiscal Year Plan					Project Total
		Budget	Planned				
		2018	2019	2020	2021	2022	
W&S Bond	\$ 300,000	\$ 932,180	\$ -	\$ -	\$ -	\$ -	\$ 1,232,180
							\$ -
							\$ -
							\$ -
<b>Total</b>	<b>\$ 300,000</b>	<b>\$ 932,180</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,232,180</b>



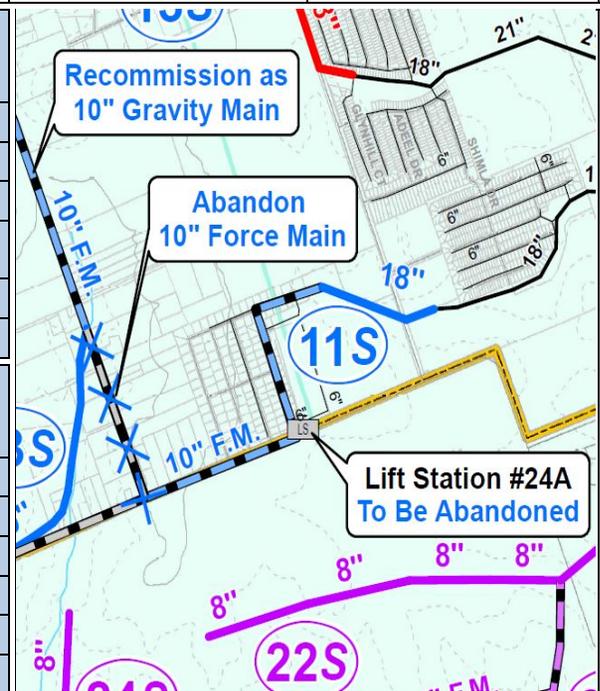
City of Killeen Capital Improvement Program  
Fiscal Year 2018

**Water & Sewer**

<b>Project Code</b> 180014	<b>Type</b> PW Water	<b>Sub-Type</b> B2-Bond	<b>Project No.</b>	<b>Project Title</b> 18" Sewer Gravity Main (11s)				
<b>Description</b> The 18" Sewer Gravity Main diverts sewer flow from the Central Basin to the Trimmer Creek Basin by replacing and upsizing existing force main. It also includes two City Owner Agreements to upsize a sewer main in Prairie View Phase 3 and to construct a portion of the Yowell Creek gravity sewer interceptor.			<b>Impact on Operating Budget</b>					
<b>Justification</b> This project will relieve exiting force mains in the area, and provide additional capacity to the basin. This is project 11S in the W&S Master Plan.			<b>Category</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
			Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
			Operations	-	-	-	-	-
			Capital	-	-	-	-	-
			<b>Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
			<b>Project Schedule</b>	<b>Start</b>		<b>End</b>		
			Preliminary (Concept & ROW/Land)					
			Design					
			Construction	May-17		Sep-18		

Project Costs	Project Budget to Date	Fiscal Year Plan					Project Total
		Budget	Planned				
		2018	2019	2020	2021	2022	
Design	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	231,239	785,901	-	-	-	-	\$ 1,017,140
Land/ROW	-	-	-	-	-	-	\$ -
Furniture, Fixtures, Equipment	-	-	-	-	-	-	\$ -
Other/Contingency	-	-	-	-	-	-	\$ -
<b>Total</b>	<b>\$ 231,239</b>	<b>\$ 785,901</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,017,140</b>

Source of Funds	Project Budget to Date	Fiscal Year Plan					Project Total
		Budget	Planned				
		2018	2019	2020	2021	2022	
W&S Bond	\$ 231,239	\$ 785,901	\$ -	\$ -	\$ -	\$ -	\$ 1,017,140
							\$ -
							\$ -
							\$ -
							\$ -
<b>Total</b>	<b>\$ 231,239</b>	<b>\$ 785,901</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,017,140</b>



City of Killeen Capital Improvement Program  
Fiscal Year 2018

**Water & Sewer**

<b>Project Code</b> 180015	<b>Type</b> PW - Water	<b>Sub-Type</b> B2 - Bond	<b>Project No.</b>	<b>Project Title</b> SSES Sewer Line Evaluation, Ph 5				
<b>Description</b> This is the fifth phase of the sewer line SSES, pipeline analysis will evaluate 637,170 ft. of sewer pipe. The analysis locates defects, establishes least cost repair estimates, and prepares a sewer line rehabilitation plan.			<b>Impact on Operating Budget</b>					
			<b>Category</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Justification</b> This is a planning project to establish priority for construction projects to reduce I&I and more efficiently and safely collect wastewater.			Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
			Operations	-	-	-	-	-
			Capital	-	-	-	-	-
			<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
			<b>Project Schedule</b>		<b>Start</b>	<b>End</b>		
			Preliminary (Concept & ROW/Land)					
			Design					
			Construction		Jul-17	Sep-18		

Project Costs	Project Budget to Date	Fiscal Year Plan					Project Total
		Budget	Planned				
		2018	2019	2020	2021	2022	
Design	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	50,000	350,000	-	-	-	-	\$ 400,000
Land/ROW	-	-	-	-	-	-	\$ -
Furniture, Fixtures, Equipment	-	-	-	-	-	-	\$ -
Other/Contingency							\$ -
<b>Total</b>	<b>\$ 50,000</b>	<b>\$ 350,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 400,000</b>

Source of Funds	Project Budget to Date	Fiscal Year Plan					Project Total
		Budget	Planned				
		2018	2019	2020	2021	2022	
W&S Bond	\$ 50,000	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ 400,000
							\$ -
							\$ -
							\$ -
<b>Total</b>	<b>\$ 50,000</b>	<b>\$ 350,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 400,000</b>



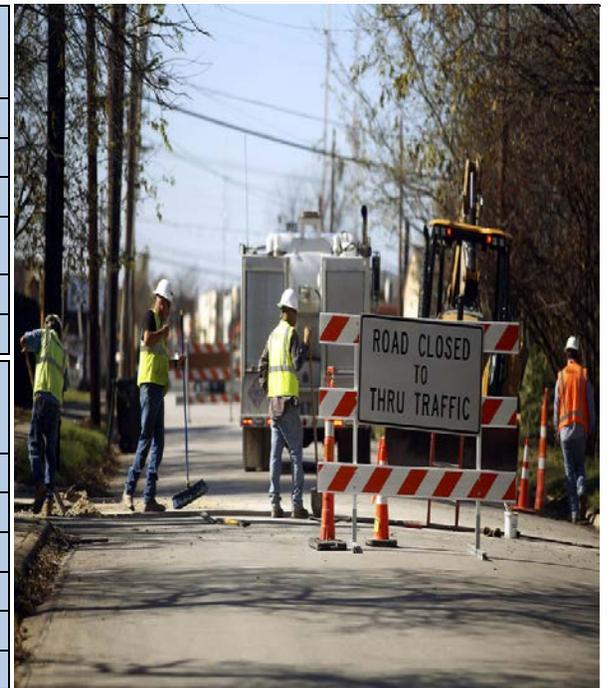
City of Killeen Capital Improvement Program  
Fiscal Year 2018

**Water & Sewer**

Project Code	Type	Sub-Type	Project No.	Project Title				
180016	PW - Water	B2 - Bond		Water System Improvements				
<b>Description</b> Connecting an existing 16-inch and 12-inch line that are currently dead-ends to the transmission line that supplies PS#4. Installing control valves at the elevated tanks in the LPP. Upsizing the existing discharge pipe at PS#3. Connecting existing 12-inch lines near Elms Road and Christie Drive. Installing a PRV near Jasper Drive and Florence Road.			<b>Impact on Operating Budget</b>					
			<b>Category</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Justification</b> This project is a collection of small improvements that will increase capacity and improve operations.			Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
			Operations	-	-	-	-	-
			Capital	-	-	-	-	-
			<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
			<b>Project Schedule</b>		<b>Start</b>	<b>End</b>		
			Preliminary (Concept & ROW/Land)					
			Design					
			Construction		Oct-17	Sep-18		

Project Costs	Project Budget to Date	Fiscal Year Plan					Project Total
		Budget	Planned				
		2018	2019	2020	2021	2022	
Design	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	50,000	203,034	-	-	-	-	\$ 253,034
Land/ROW	-	-	-	-	-	-	\$ -
Furniture, Fixtures, Equipment	-	-	-	-	-	-	\$ -
Other/Contingency							\$ -
<b>Total</b>	<b>\$ 50,000</b>	<b>\$ 203,034</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 253,034</b>

Source of Funds	Project Budget to Date	Fiscal Year Plan					Project Total
		Budget	Planned				
		2018	2019	2020	2021	2022	
W&S Bond	\$ 50,000	\$ 203,034	\$ -	\$ -	\$ -	\$ -	\$ 253,034
							\$ -
							\$ -
							\$ -
							\$ -
<b>Total</b>	<b>\$ 50,000</b>	<b>\$ 203,034</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 253,034</b>



City of Killeen Capital Improvement Program  
Fiscal Year 2018

**Water & Sewer**

<b>Project Code</b> 180017	<b>Type</b> PW - Water	<b>Sub-Type</b> B2 - Bond	<b>Project No.</b>	<b>Project Title</b> Trimmer Creek Gravity Main				
<b>Description</b> This project is an approved City Owner Agreement to extend a 15-inch Diameter Gravity Sanitary Sewer Interceptor (Little Trimmer Creek Gravity Main) to accommodate existing and future growth in the Heritage Oaks Phase 1 development.			<b>Impact on Operating Budget</b>					
			<b>Category</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Justification</b> This is a previously approved city owner agreement necessary to provide adequate capacity for the future growth of the basin.			Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
			Operations	-	-	-	-	-
			Capital	-	-	-	-	-
			<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
			<b>Project Schedule</b>		<b>Start</b>	<b>End</b>		
			Preliminary (Concept & ROW/Land)					
			Design					
			Construction		May-17	May-18		

Project Costs	Project Budget to Date	Fiscal Year Plan					Project Total
		Budget	Planned				
		2018	2019	2020	2021	2022	
Design	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	50,000	111,456	-	-	-	-	\$ 161,456
Land/ROW	-	-	-	-	-	-	\$ -
Furniture, Fixtures, Equipment	-	-	-	-	-	-	\$ -
Other/Contingency							\$ -
<b>Total</b>	<b>\$ 50,000</b>	<b>\$ 111,456</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 161,456</b>

Source of Funds	Project Budget to Date	Fiscal Year Plan					Project Total
		Budget	Planned				
		2018	2019	2020	2021	2022	
W&S Bond	\$ 50,000	\$ 111,456	\$ -	\$ -	\$ -	\$ -	\$ 161,456
							\$ -
							\$ -
							\$ -
							\$ -
<b>Total</b>	<b>\$ 50,000</b>	<b>\$ 111,456</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 161,456</b>



**Drainage Fund  
CIP Fund Summary - FY 2018**

**CIP FUNDING SOURCES**

	<b>Bonds</b>	<b>Grants</b>	<b>Property Tax</b>	<b>TxDOT Reimb</b>	<b>Drainage Fund</b>	<b>PEG Fund</b>	<b>Total</b>
South Nolan Creek	\$ 762,670	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 762,670
Cosper Ridge Estates	-	-	-	-	320,600	-	320,600
Valley Ditch	59,750	-	-	-	-	-	59,750
<b>Total</b>	<b>\$ 822,420</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 320,600</b>	<b>\$ -</b>	<b>\$ 1,143,020</b>

**Drainage Fund  
South Nolan Creek**

The South Nolan Creek project was identified in the 2005 Drainage Master Plan and is ongoing. The project is linked to the TCEQ Supplemental Environmental Compliance Project and was on hold until TCEQ authorized the Agreed Order with the City.

<b>Funding Sources</b>	<b>Previous Years</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>Future Years</b>	<b>Total</b>
Bonds	\$ 870,619	\$ 762,670	\$ -	\$ -	\$ 1,633,289
	<u>\$ 870,619</u>	<u>\$ 762,670</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,633,289</u>

**Drainage Fund  
Casper Ridge Estates**

The Casper Ridge Estates project is to repair a sinkhole that is developing over several large diameter storm drain lines and two sewer lines.

<b>Funding Sources</b>	<b>Previous Years</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>Future Years</b>	<b>Total</b>
Drainage Fund	\$ -	\$ 320,600	\$ -	\$ -	\$ 320,600
	<u>\$ -</u>	<u>\$ 320,600</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 320,600</u>

**Drainage Fund  
Valley Ditch**

This is the continuation of the Valley Ditch Phase 1 project. The project is designed to reduce flooding of homes.

<b>Funding Sources</b>	<b>Previous Years</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>Future Years</b>	<b>Total</b>
Drainage Fund	\$ 104,950	\$ 59,750	\$ 138,542	\$ -	\$ 303,242
	<u>\$ 104,950</u>	<u>\$ 59,750</u>	<u>\$ 138,542</u>	<u>\$ -</u>	<u>\$ 303,242</u>

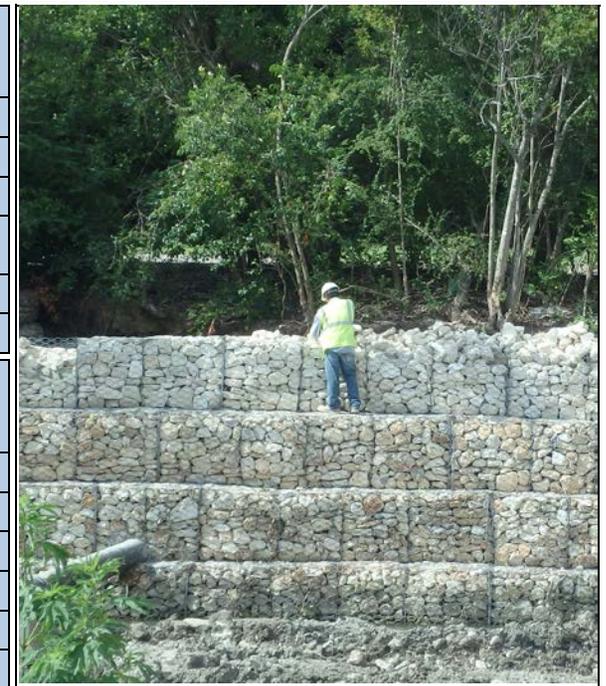
City of Killeen Capital Improvement Program  
Fiscal Year 2018

**Drainage**

<b>Project Code</b> 180024	<b>Type</b> PW - Drainage	<b>Sub-Type</b> B2 - Bond	<b>Project No.</b> DR1701	<b>Project Title</b> South Nolan Creek Bank Stabilization				
<b>Description</b> Stabilization of the eroding bank along the south side on South Nolan Creek near 10th Street.			<b>Impact on Operating Budget</b>					
			<b>Category</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Justification</b> The Phase 2 project is linked to the TCEQ Supplemental Environmental Compliance Project and was in hold until the TCEQ authorized the Agreed Order with the City.			Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
			Operations	-	-	-	-	-
			Capital	-	-	-	-	-
			<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
			<b>Project Schedule</b>		<b>Start</b>	<b>End</b>		
			Preliminary (Concept & ROW/Land)					
			Design					
			Construction		Dec-17	Dec-17		

Project Costs	Project Budget to Date	Fiscal Year Plan					Project Total
		Budget	Planned				
		2018	2019	2020	2021	2022	
Design	\$ 398,885	\$ 63,242	\$ -	\$ -	\$ -	\$ -	\$ 462,127
Construction	471,734	699,428	-	-	-	-	\$ 1,171,162
Land/ROW	-	-	-	-	-	-	\$ -
Furniture, Fixtures, Equipment	-	-	-	-	-	-	\$ -
Other/Contingency	-	-	-	-	-	-	\$ -
<b>Total</b>	<b>\$ 870,619</b>	<b>\$ 762,670</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,633,289</b>

Source of Funds	Project Budget to Date	Fiscal Year Plan					Project Total
		Budget	Planned				
		2018	2019	2020	2021	2022	
Drainage Bond	\$ 832,744	\$ 762,670	\$ -	\$ -	\$ -	\$ -	\$ 1,595,414
Water & Sewer Fund	37,875	-	-	-	-	-	\$ 37,875
							\$ -
							\$ -
							\$ -
<b>Total</b>	<b>\$ 870,619</b>	<b>\$ 762,670</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,633,289</b>



City of Killeen Capital Improvement Program  
Fiscal Year 2018

**Drainage**

<b>Project Code</b> 180023	<b>Type</b> PW - Drainage	<b>Sub-Type</b> D1 - Drainage Fund	<b>Project No.</b> DR1801	<b>Project Title</b> Cosper Ridge Sinkhole Minor CIP					
<b>Description</b> Repair of a developing sinkhole in and around multiple large diameter storm drain lines and two sewer lines within backyards within the Cosper Ridge Estates (CRE) subdivision.			<b>Impact on Operating Budget</b>						
			<b>Category</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	
<b>Justification</b> This project is necessary to ensure quality infrastructure, and to provide address the safety concern of the sinkhole.			Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	
			Operations	-	-	-	-	-	
			Capital	-	-	-	-	-	
			<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	
			<b>Project Schedule</b>		<b>Start</b>	<b>End</b>			
			Preliminary (Concept & ROW/Land)						
			Design		Mar-17				
			Construction				Sep-18		

Project Costs	Project Budget to Date	Fiscal Year Plan					Project Total
		Budget	Planned				
		2018	2019	2020	2021	2022	
Design	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
Construction	-	300,000	-	-	-	-	\$ 300,000
Land/ROW	-						\$ -
Furniture, Fixtures, Equipment	-						\$ -
Other/Contingency	-	600					\$ 600
<b>Total</b>	<b>\$ -</b>	<b>\$ 320,600</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 320,600</b>

Source of Funds	Project Budget to Date	Fiscal Year Plan					Project Total
		Budget	Planned				
		2018	2019	2020	2021	2022	
Drainage Fund	\$ -	\$ 320,600	\$ -	\$ -	\$ -	\$ -	\$ 320,600
							\$ -
							\$ -
							\$ -
							\$ -
<b>Total</b>	<b>\$ -</b>	<b>\$ 320,600</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 320,600</b>



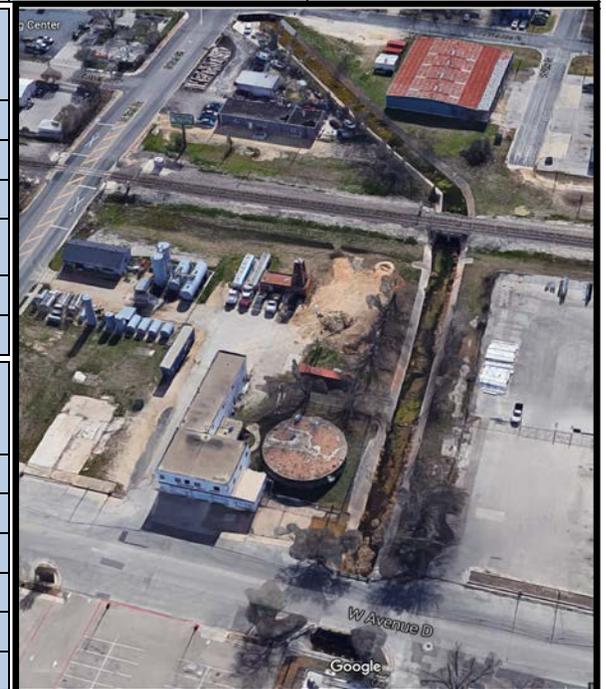
City of Killeen Capital Improvement Program  
Fiscal Year 2018

**Drainage**

<b>Project Code</b> 180025	<b>Type</b> PW - Drainage	<b>Sub-Type</b> B2 Bond	<b>Project No.</b> DR1802	<b>Project Title</b> Valley Ditch Repair				
<b>Description</b> Channel, culvert and pavement repair and upgrades along Valley Ditch near its intersection with BNSF Railway.			<b>Impact on Operating Budget</b>					
			<b>Category</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Justification</b> The intent of the project is to reduce the number of homes that are inundated during flood events and to replace failing infrastructure.			Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
			Operations	-	-	-	-	-
			Capital	-	-	-	-	-
			<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
			<b>Project Schedule</b>		<b>Start</b>	<b>End</b>		
			Preliminary (Concept & ROW/Land)					
			Design		Oct-17	Sep-18		
			Construction					

Project Costs	Project Budget to Date	Fiscal Year Plan					Project Total
		Budget	Planned				
		2018	2019	2020	2021	2022	
Design	\$ 104,950	\$ 59,750	\$ -	\$ -	\$ -	\$ -	\$ 164,700
Construction	-	-	-	500,000	596,800	-	\$ 1,096,800
Land/ROW	-	-	138,542	-	-	-	\$ 138,542
Furniture, Fixtures, Equipment	-	-	-	-	-	-	\$ -
Other/Contingency	-	-	-	-	-	-	\$ -
<b>Total</b>	<b>\$ 104,950</b>	<b>\$ 59,750</b>	<b>\$ 138,542</b>	<b>\$ 500,000</b>	<b>\$ 596,800</b>	<b>\$ -</b>	<b>\$ 1,400,042</b>

Source of Funds	Project Budget to Date	Fiscal Year Plan					Project Total
		Budget	Planned				
		2018	2019	2020	2021	2022	
Drainage Bond	\$ 104,950	\$ 59,750	\$ 138,542				\$ 303,242
Unfunded	-	-	-	500,000	596,800	-	\$ 1,096,800
							\$ -
							\$ -
							\$ -
<b>Total</b>	<b>\$ 104,950</b>	<b>\$ 59,750</b>	<b>\$ 138,542</b>	<b>\$ 500,000</b>	<b>\$ 596,800</b>	<b>\$ -</b>	<b>\$ 1,400,042</b>





## ***Five Year Forecast***



***Dedicated Service – Everyday, for Everyone!***

# FIVE YEAR 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: General Fund, Aviation Funds, Solid Waste Fund, Water and Sewer Fund, and 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 over 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.

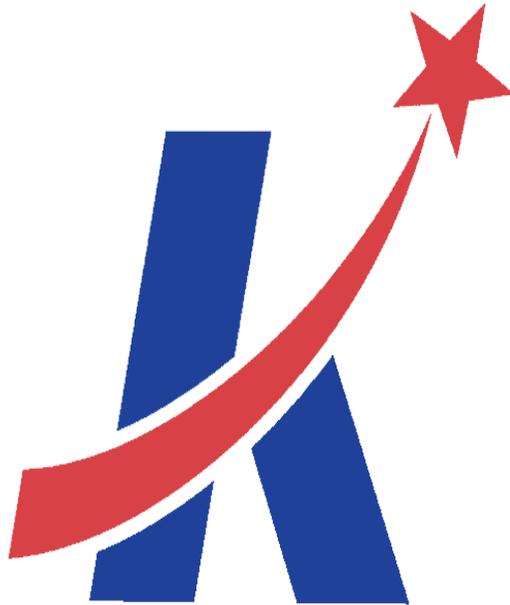
The City utilized an interactive financial modeling tool for the General Fund, Solid Waste Fund, Water and Sewer Fund, and Drainage Utility Fund during the FY 2017 budget process. The models allow scenario planning to evaluate the impact of new programs and services, changes in growth of services, rate 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.

A statement of revenues, expenditures, and changes in fund balance has been prepared for each major 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 2018 and FY 2022.

Finally, a bar graph is 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 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.

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.



***Dedicated Service – Everyday, for Everyone!***

**GENERAL FUND  
Five Year Forecast**

	2018 Budget	2019 Forecast	2020 Forecast	2021 Forecast	2022 Forecast	2018-22 % Change
<b>Revenues</b>						
<b>Taxes</b>						
Property Taxes	\$ 28,435,735	\$ 29,741,127	\$ 30,683,871	\$ 31,630,264	\$ 32,570,112	14.54%
Sales Taxes	23,376,949	23,844,289	24,321,167	24,807,775	25,304,313	8.24%
Franchise Taxes	5,341,797	5,415,397	5,490,075	5,565,848	5,642,733	5.63%
<b>Total Taxes</b>	<b>57,154,481</b>	<b>59,000,813</b>	<b>60,495,113</b>	<b>62,003,887</b>	<b>63,517,158</b>	<b>11.13%</b>
<b>Charges for Services</b>						
Charges for Services	3,459,757	3,585,937	3,638,080	3,691,747	3,746,967	8.30%
Abatements	189,191	178,905	169,178	159,981	151,283	(20.04%)
Licenses, Permits and Fees	1,261,993	1,279,008	1,296,592	1,314,768	1,333,559	5.67%
Court Fines and Fees	2,851,871	3,053,076	3,268,476	3,499,073	3,745,940	31.35%
Recreation Fees	1,138,957	1,089,736	1,046,436	1,008,644	976,013	(14.31%)
Golf Fees	1,195,967	1,183,098	1,170,368	1,157,775	1,145,318	(4.23%)
Library Fees	30,500	30,216	29,934	29,656	29,379	(3.68%)
Animal Control Fees	97,073	98,752	100,460	102,197	103,965	7.10%
<b>Total Charges for Services</b>	<b>10,225,309</b>	<b>10,498,728</b>	<b>10,719,524</b>	<b>10,963,841</b>	<b>11,232,424</b>	<b>9.85%</b>
<b>Other</b>						
Investment Income	177,580	218,455	268,739	330,598	406,695	129.02%
Miscellaneous Revenues	1,215,283	1,135,566	1,155,054	1,188,404	1,231,939	1.37%
Intergovernmental Revenues	3,965,295	2,112,806	1,608,744	1,474,972	1,474,972	(62.80%)
Lease Revenue	184,959	184,959	184,959	184,959	184,959	0.00%
<b>Total Other</b>	<b>5,543,117</b>	<b>3,651,786</b>	<b>3,217,496</b>	<b>3,178,933</b>	<b>3,298,565</b>	<b>(40.49%)</b>
<b>Transfers In</b>						
Transfers In From Aviation	23,079	23,490	23,908	24,333	24,767	
Transfers In From Water/Sewer	6,215,849	6,326,491	6,439,103	6,553,719	6,670,375	7.31%
Transfers In From Solid Waste	2,714,774	2,763,097	2,812,280	2,862,339	2,913,288	7.31%
Transfers In From Drainage	251,427	255,902	260,457	265,094	269,812	7.31%
<b>Total Transfers In</b>	<b>9,205,129</b>	<b>9,368,980</b>	<b>9,535,748</b>	<b>9,705,484</b>	<b>9,878,242</b>	<b>7.31%</b>
<b>Total Revenues</b>	<b>82,128,036</b>	<b>82,520,307</b>	<b>83,967,881</b>	<b>85,852,145</b>	<b>87,926,389</b>	<b>7.06%</b>
<b>Operating Expenditures</b>						
<b>General Government</b>						
<b>City Council</b>	<b>54,379</b>	<b>55,689</b>	<b>56,973</b>	<b>58,205</b>	<b>59,321</b>	<b>9.09%</b>
<b>City Manager</b>						
City Manager	459,670	469,712	479,914	487,958	495,896	7.88%
Assistant City Manager	202,852	207,118	211,493	214,742	218,044	7.49%
Deputy City Manager	72,504	-	-	-	-	(100.00%)
City Auditor & Compliance Office	97,837	100,125	102,479	104,198	105,938	8.28%
<b>Total City Manager</b>	<b>832,863</b>	<b>776,955</b>	<b>793,886</b>	<b>806,898</b>	<b>819,878</b>	<b>(1.56%)</b>
<b>Municipal Court</b>	<b>952,783</b>	<b>976,832</b>	<b>1,001,647</b>	<b>1,019,554</b>	<b>1,037,564</b>	<b>8.90%</b>
<b>Communications</b>						
Communications	492,949	505,001	517,246	526,941	536,368	8.81%
Printing Services	165,843	169,857	173,909	177,238	180,430	8.80%
Legislative Affairs	133,874	137,197	140,446	143,616	146,462	9.40%
<b>Total Communications</b>	<b>792,666</b>	<b>812,055</b>	<b>831,601</b>	<b>847,795</b>	<b>863,260</b>	<b>8.91%</b>
<b>City Attorney</b>						
City Attorney	863,985	883,545	903,564	918,677	933,816	8.08%
City Secretary	113,952	116,776	119,627	121,968	124,210	9.00%
<b>Total City Attorney</b>	<b>977,937</b>	<b>1,000,321</b>	<b>1,023,191</b>	<b>1,040,645</b>	<b>1,058,026</b>	<b>8.19%</b>
<b>Finance</b>						
Finance	1,155,235	1,173,367	1,192,082	1,205,509	1,219,192	5.54%
Purchasing	257,224	263,196	269,320	273,891	278,477	8.26%
Lien Services	143,661	147,031	150,469	153,118	155,734	8.40%
<b>Total Finance</b>	<b>1,556,120</b>	<b>1,583,594</b>	<b>1,611,871</b>	<b>1,632,518</b>	<b>1,653,403</b>	<b>6.25%</b>

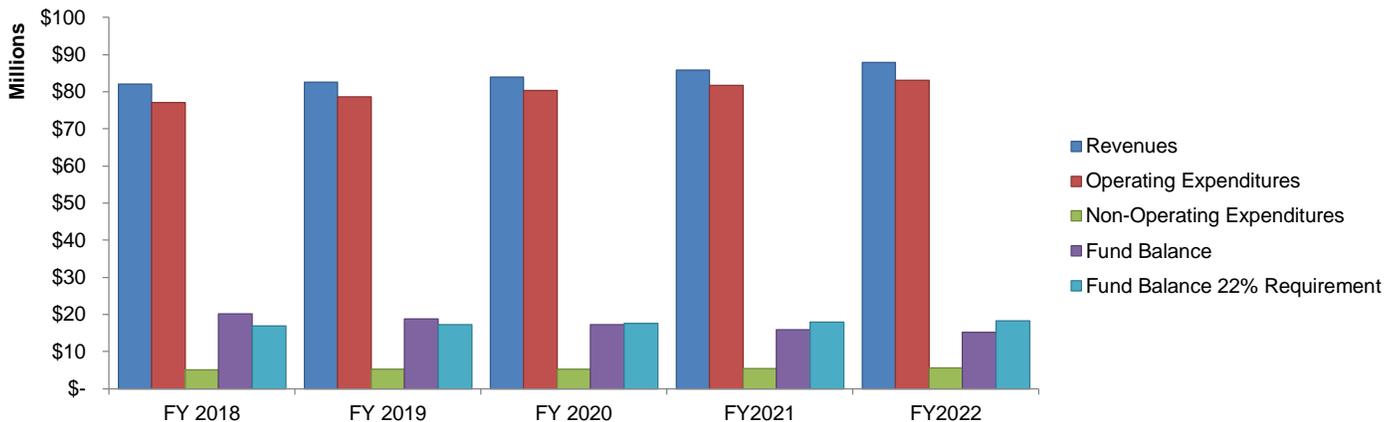
**GENERAL FUND  
Five Year Forecast**

	<b>2018 Budget</b>	<b>2019 Forecast</b>	<b>2020 Forecast</b>	<b>2021 Forecast</b>	<b>2022 Forecast</b>	<b>2018-22 % Change</b>
<b>Human Resources</b>						
Human Resources	1,072,945	1,098,749	1,124,829	1,146,108	1,166,600	8.73%
<b>Total Human Resources</b>	<b>1,072,945</b>	<b>1,098,749</b>	<b>1,124,829</b>	<b>1,146,108</b>	<b>1,166,600</b>	<b>8.73%</b>
<b>Planning &amp; Development</b>						
Planning & Development	721,731	738,684	756,069	769,068	782,069	8.36%
Building & Inspection	887,005	908,140	929,911	945,764	961,722	8.42%
Code Enforcement	800,034	820,087	840,627	856,146	871,460	8.93%
<b>Total Planning &amp; Development</b>	<b>2,408,770</b>	<b>2,466,911</b>	<b>2,526,607</b>	<b>2,570,978</b>	<b>2,615,251</b>	<b>8.57%</b>
<b>Non-Departmental</b>						
Consolidated	722,279	740,480	758,178	775,919	791,670	9.61%
Municipal Annex	52,468	53,790	55,076	56,365	57,509	9.61%
City Hall	164,591	168,739	172,772	176,814	180,404	9.61%
Bell County Communication Center	1,469,885	1,355,120	1,373,685	1,392,505	1,411,582	(3.97%)
Bell County Appraisal District	461,523	468,446	475,473	482,605	489,844	6.14%
<b>Total Non-Departmental</b>	<b>2,870,746</b>	<b>2,786,575</b>	<b>2,835,184</b>	<b>2,884,208</b>	<b>2,931,009</b>	<b>2.10%</b>
<b>Total General Government</b>	<b>11,519,209</b>	<b>11,557,681</b>	<b>11,805,789</b>	<b>12,006,909</b>	<b>12,204,312</b>	<b>5.95%</b>
<b>Public Safety</b>						
<b>Police</b>						
Police	28,201,335	28,846,755	29,508,782	30,002,764	30,497,588	8.14%
Animal Services	839,245	860,623	882,500	899,129	915,482	9.08%
<b>Total Police</b>	<b>29,040,580</b>	<b>29,707,378</b>	<b>30,391,282</b>	<b>30,901,893</b>	<b>31,413,070</b>	<b>8.17%</b>
<b>Fire</b>						
Fire	20,677,908	21,101,002	21,538,345	21,849,472	22,166,673	7.20%
Emergency Mgmt / Homeland Security	113,792	116,576	119,395	121,667	123,863	8.85%
<b>Total Fire</b>	<b>20,791,700</b>	<b>21,217,578</b>	<b>21,657,740</b>	<b>21,971,139</b>	<b>22,290,536</b>	<b>7.21%</b>
<b>Total Public Safety</b>	<b>49,832,280</b>	<b>50,924,956</b>	<b>52,049,022</b>	<b>52,873,032</b>	<b>53,703,606</b>	<b>7.77%</b>
<b>Public Works</b>						
Public Works	11,451	11,698	11,951	12,138	12,328	7.66%
Street Operations	4,232,079	4,339,632	4,448,275	4,537,454	4,622,455	9.22%
Engineering	199,933	204,599	209,405	212,897	216,437	8.25%
<b>Total Public Works</b>	<b>4,443,463</b>	<b>4,555,929</b>	<b>4,669,631</b>	<b>4,762,489</b>	<b>4,851,220</b>	<b>9.18%</b>
<b>Community Services</b>						
Community Center Administration	230,905	236,377	242,028	246,075	250,185	8.35%
Volunteer Services	161,848	165,543	169,348	172,120	174,930	8.08%
Golf Course	1,240,000	1,272,206	1,304,810	1,331,251	1,356,533	9.40%
Community Center Operations	129,036	132,380	135,739	138,582	141,259	9.47%
Parks	1,818,301	1,865,985	1,914,624	1,952,379	1,989,066	9.39%
Lions Club Park Operations	472,071	484,408	496,894	507,035	516,720	9.46%
Family Aquatics Center	451,792	461,831	471,938	480,340	488,459	8.12%
Recreation	232,807	238,800	244,893	249,715	254,377	9.27%
Athletics	325,689	333,580	341,456	348,344	354,799	8.94%
Cemetery	189,263	194,393	199,692	203,500	207,302	9.53%
Senior Citizens	182,452	187,306	192,265	196,077	199,791	9.50%
<b>Total Community Services</b>	<b>5,434,164</b>	<b>5,572,809</b>	<b>5,713,687</b>	<b>5,825,418</b>	<b>5,933,421</b>	<b>9.19%</b>
<b>Community Development</b>						
Library	1,247,746	1,279,473	1,312,060	1,336,286	1,360,319	9.02%
Killeen Arts and Activities Center	441,132	452,709	464,376	474,092	483,281	9.55%
Community Development	144,317	147,420	150,609	152,949	155,330	7.63%
Building Services	807,082	827,506	847,983	865,509	881,958	9.28%
Custodial Services	665,250	683,116	701,574	714,824	728,086	9.45%
<b>Total Community Development</b>	<b>3,305,527</b>	<b>3,390,224</b>	<b>3,476,602</b>	<b>3,543,660</b>	<b>3,608,974</b>	<b>9.18%</b>
<b>Operating Transfers</b>						
Transfers To Risk Management	781,808	801,510	820,666	839,869	856,919	9.61%
Transfers To Info Tech	1,039,263	1,065,452	1,090,917	1,116,444	1,139,108	9.61%
Transfers To Fleet Services	672,798	689,753	706,238	722,764	737,436	9.61%
<b>Total Operating Transfers</b>	<b>2,493,869</b>	<b>2,556,715</b>	<b>2,617,821</b>	<b>2,679,077</b>	<b>2,733,463</b>	<b>9.61%</b>

**GENERAL FUND  
Five Year Forecast**

	2018 Budget	2019 Forecast	2020 Forecast	2021 Forecast	2022 Forecast	2018-22 % Change
<b>Total Operating Expenditures</b>	77,028,512	78,558,314	80,332,552	81,690,585	83,034,996	7.80%
<b>Non-Operating Expenditures</b>						
<b>Contributions</b>						
KEDC/GKCC.	362,527	366,153	369,814	373,511	377,247	4.06%
Bell County Health District	331,368	339,718	347,838	355,977	363,203	9.61%
Bell County Help Center Utilities	500	513	525	537	548	9.61%
Elderly Transportation	50,000	51,260	52,485	53,713	54,804	9.61%
HOP/KVI	220,850	226,415	231,827	237,251	242,068	9.61%
<b>Total Contributions</b>	965,245	984,059	1,002,488	1,020,990	1,037,870	7.52%
<b>Capital Outlay</b>						
Machinery & Equipment	20,000	20,504	20,994	21,485	21,921	9.61%
Book Collections	174,648	179,049	183,328	187,618	191,427	9.61%
<b>Total Capital Outlay</b>	194,648	199,553	204,322	209,103	213,348	9.61%
<b>Transfers Out</b>						
Transfers to CIP	1,543,971	1,582,879	1,620,710	1,658,634	1,692,305	9.61%
Transfers To Fleet Services	2,395,660	2,456,031	2,514,730	2,573,574	2,625,818	9.61%
<b>Total Transfers Out</b>	3,939,631	4,038,910	4,135,440	4,232,208	4,318,123	9.61%
<b>Total Non-Operating Expenditures</b>	5,099,524	5,222,522	5,342,250	5,462,301	5,569,341	9.21%
<b>Total Expenditures</b>	82,128,036	83,780,836	85,674,802	87,152,886	88,604,337	7.89%
<b>Net Change in Fund Balance</b>	-	(1,260,529)	(1,706,921)	(1,300,741)	(677,948)	---
<b>Fund Balance, Beginning</b>	20,151,008	20,151,008	18,890,479	17,183,557	15,882,817	(21.18%)
<b>Fund Balance, Ending</b>	\$ 20,151,008	\$ 18,890,479	\$ 17,183,557	\$ 15,882,817	\$ 15,204,869	-24.55%
<b>Fund Balance Reserve</b>	26.16%	24.05%	21.39%	19.44%	18.31%	
<b>Fund Balance Reserve 22%</b>	\$ 16,946,273	\$ 17,282,829	\$ 17,673,161	\$ 17,971,929	\$ 18,267,699	

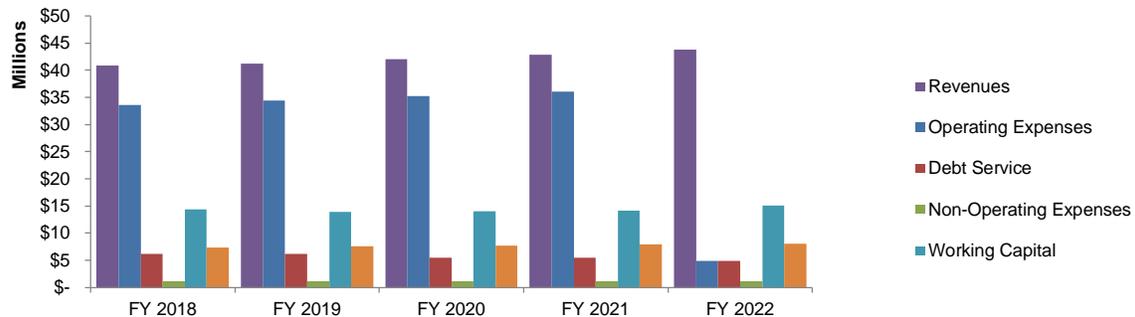
**Forecast based upon Historical Trends**



**WATER & SEWER FUND  
Five Year Forecast**

	2018 Budget	2019 Forecast	2020 Forecast	2021 Forecast	2022 Forecast	2018-22 % Change
<b>Revenues</b>						
Sale of Water	\$ 18,413,262	\$ 18,781,527	\$ 19,157,158	\$ 19,540,301	\$ 19,931,107	8.24%
Water & Sewer Taps	700,778	714,794	729,089	743,671	758,545	8.24%
Septic Tank Elimination	83,727	85,402	87,110	88,852	90,629	8.24%
Sewer Fees Collected	17,795,342	18,151,249	18,514,274	18,884,559	19,262,250	8.24%
Misc Services & Charges	892,814	910,670	928,884	947,461	966,411	8.24%
Delinquent Penalty	2,134,592	2,177,284	2,220,830	2,265,246	2,310,551	8.24%
Investment Revenue	50,122	51,124	52,147	53,190	54,254	8.24%
Miscellaneous Receipts	538,790	57,904	59,062	60,243	61,448	-88.60%
FOG Revenue	315,511	321,821	328,258	334,823	341,519	8.24%
<b>Total Revenues</b>	<b>40,924,938</b>	<b>41,251,775</b>	<b>42,076,810</b>	<b>42,918,347</b>	<b>43,776,714</b>	<b>6.97%</b>
<b>Expenses</b>						
<b>Operating Expenses</b>						
Utility Collections	2,524,508	2,582,337	2,640,693	2,693,461	2,743,949	8.69%
Water and Sewer Contracts	16,961,481	17,388,910	17,804,505	18,221,131	18,591,020	9.61%
Water Distribution	1,020,969	1,046,697	1,073,074	1,100,116	1,127,839	10.47%
Sanitary Sewers	993,185	1,015,922	1,039,115	1,059,192	1,078,758	8.62%
Water and Sewer Operations	2,749,926	2,811,257	2,872,680	2,929,830	2,983,810	8.51%
Water and Sewer Engineering	1,182,746	1,207,417	1,232,388	1,255,316	1,277,598	8.02%
Non-Departmental	435,880	446,864	458,125	469,670	481,506	10.47%
Cost Allocations	2,585,606	2,650,763	2,714,117	2,777,627	2,834,013	9.61%
Franchise Fee	3,630,243	3,721,725	3,810,674	3,899,844	3,979,011	9.61%
Public Works	160,382	163,267	166,194	168,981	171,742	7.08%
Transfer To Fleet Service	95,087	97,483	99,940	102,458	105,040	10.47%
Transfer To Risk Management	158,723	162,723	166,823	171,027	175,337	10.47%
Transfer To Information Technology	1,149,764	1,178,738	1,208,442	1,238,895	1,270,115	10.47%
<b>Total Operating Expenses</b>	<b>33,648,500</b>	<b>34,474,104</b>	<b>35,286,771</b>	<b>36,087,548</b>	<b>36,819,738</b>	<b>9.42%</b>
<b>Debt Service</b>						
Debt Service	6,171,911	6,170,688	5,463,158	5,496,421	4,866,934	-21.14%
<b>Total Debt Service</b>	<b>6,171,911</b>	<b>6,170,688</b>	<b>5,463,158</b>	<b>5,496,421</b>	<b>4,866,934</b>	<b>(21.14%)</b>
<b>Non-Operating Expenses</b>						
<b>Capital Outlay</b>						
Customer Services	75,000	76,890	78,828	80,814	82,851	10.47%
Fire Hydrants	15,000	15,378	15,766	16,163	16,570	10.47%
Customer Meters	155,000	158,906	162,910	167,016	171,225	10.47%
Fleet Funding Program	497,000	509,524	522,364	535,528	549,023	10.47%
<b>Total Capital Outlay</b>	<b>742,000</b>	<b>760,698</b>	<b>779,868</b>	<b>799,521</b>	<b>819,669</b>	<b>10.47%</b>
<b>Total Infrastructure</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>---</b>
<b>Other</b>						
Contributions - KEDC/GKCC	362,527	366,152	369,814	373,512	377,247	4.06%
<b>Total Other</b>	<b>362,527</b>	<b>366,152</b>	<b>369,814</b>	<b>373,512</b>	<b>377,247</b>	<b>4.06%</b>
<b>Total Non-Operating Expenses</b>	<b>1,104,527</b>	<b>1,126,851</b>	<b>1,149,682</b>	<b>1,173,033</b>	<b>1,196,916</b>	<b>8.36%</b>
<b>Total Expenses</b>	<b>40,924,938</b>	<b>41,771,642</b>	<b>41,899,611</b>	<b>42,757,002</b>	<b>42,883,587</b>	<b>4.79%</b>
<b>Net Change</b>	<b>-</b>	<b>(519,867)</b>	<b>177,200</b>	<b>161,345</b>	<b>893,126</b>	<b>---</b>
<b>Working Capital, Beginning</b>	<b>14,380,572</b>	<b>14,380,572</b>	<b>13,860,705</b>	<b>14,037,904</b>	<b>14,199,249</b>	<b>-1.26%</b>
<b>Working Capital, Ending</b>	<b>\$ 14,380,572</b>	<b>\$ 13,860,705</b>	<b>\$ 14,037,904</b>	<b>\$ 14,199,249</b>	<b>\$ 15,092,376</b>	<b>4.95%</b>
<b>Working Capital Reserve</b>	<b>42.74%</b>	<b>40.21%</b>	<b>39.78%</b>	<b>39.35%</b>	<b>40.99%</b>	
<b>Working Capital Reserve - 22%</b>	<b>\$ 7,402,670</b>	<b>\$ 7,584,303</b>	<b>\$ 7,763,090</b>	<b>\$ 7,939,261</b>	<b>\$ 8,100,342</b>	

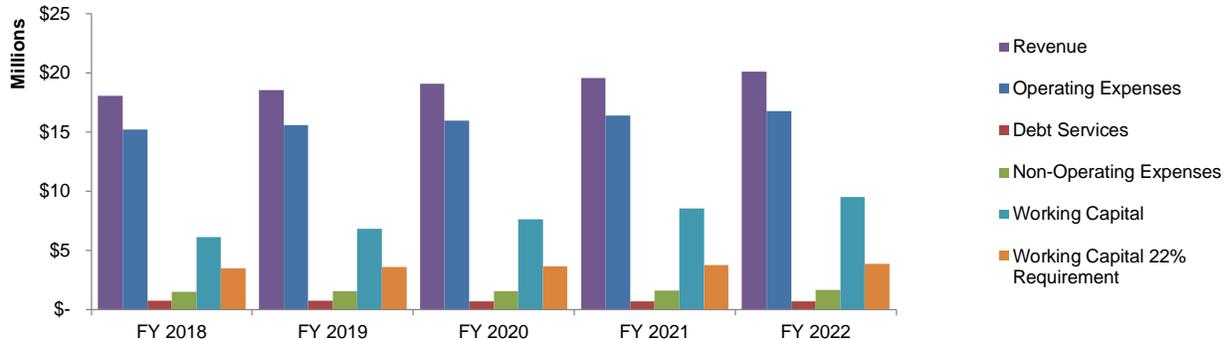
**Forecast based upon Historical Trends**



**SOLID WASTE FUND  
Five Year Forecast**

	2018 Budget	2019 Forecast	2020 Forecast	2021 Forecast	2022 Forecast	2018-22 % Change
<b>Revenues</b>						
<b>Charges for Services</b>						
Transfer Station Fees	\$ 443,065	\$ 455,205	\$ 467,677	\$ 480,492	\$ 493,657	11.42%
Container Rentals	99,887	102,624	105,436	108,325	111,293	11.42%
Tire Disposal Fees	7,631	7,840	8,054	8,275	8,502	11.41%
Commercial Sanitation Fees	6,134,330	6,302,411	6,475,097	6,652,515	6,834,793	11.42%
Residential Sanitation Fees	11,279,403	11,588,459	11,905,983	12,232,207	12,567,369	11.42%
<b>Total Charges for Services</b>	<b>17,964,316</b>	<b>18,456,539</b>	<b>18,962,247</b>	<b>19,481,814</b>	<b>20,015,614</b>	<b>11.42%</b>
<b>Other</b>						
Investment Revenue	7,567	7,775	7,988	8,206	8,431	11.42%
Compost Facility Lease	36,986	38,000	39,041	40,111	41,210	11.42%
Knife River Lease	36,473	37,472	38,499	39,554	40,637	11.42%
Sale of Equipment	7,832	8,046	8,267	8,493	8,726	11.41%
Miscellaneous Receipts	5,551	5,704	5,860	6,020	6,185	11.42%
<b>Total Other</b>	<b>94,409</b>	<b>96,997</b>	<b>99,655</b>	<b>102,384</b>	<b>105,189</b>	<b>11.42%</b>
<b>Total Revenues</b>	<b>18,058,725</b>	<b>18,553,536</b>	<b>19,061,902</b>	<b>19,584,198</b>	<b>20,120,803</b>	<b>11.42%</b>
<b>Expenses</b>						
<b>Operating Expenses</b>						
Accounting	210,967	216,283	221,734	227,321	233,050	10.47%
Residential Operations	2,791,049	2,861,383	2,933,490	3,007,414	3,083,201	10.47%
Commercial Operations	1,793,784	1,838,987	1,885,330	1,932,840	1,981,548	10.47%
Recycling Program	365,537	374,749	384,192	393,874	403,799	10.47%
Transfer Station	5,221,301	5,352,878	5,487,770	5,626,062	5,767,839	10.47%
Mowing	782,120	801,829	822,036	842,751	863,988	10.47%
Non-Departmental	34,956	35,837	36,740	37,666	38,615	10.47%
Franchise Fee	1,616,789	1,657,532	1,699,302	1,742,124	1,786,026	10.47%
Cost Allocations	1,097,985	1,125,654	1,154,021	1,183,102	1,212,916	10.47%
Public Works	106,715	109,404	112,161	114,988	117,885	10.47%
Transfer To Fleet Services	709,785	727,672	746,009	764,808	784,082	10.47%
Transfer to Risk Management	196,129	201,071	206,138	211,333	216,659	10.47%
Transfer to Information Technology	266,816	273,540	280,433	287,500	294,745	10.47%
<b>Total Operating Expenses</b>	<b>15,193,933</b>	<b>15,576,820</b>	<b>15,969,356</b>	<b>16,371,784</b>	<b>16,784,353</b>	<b>10.47%</b>
<b>Debt Service</b>						
Debt Service	719,643	722,898	714,563	709,363	713,413	(0.87%)
<b>Total Debt Service</b>	<b>719,643</b>	<b>722,898</b>	<b>714,563</b>	<b>709,363</b>	<b>713,413</b>	<b>(0.87%)</b>
<b>Non-Operating Expenses</b>						
<b>Capital Outlay</b>						
Fleet Funding Program	1,500,420	1,538,231	1,576,994	1,616,734	1,657,476	10.47%
<b>Total Capital Outlay</b>	<b>1,500,420</b>	<b>1,538,231</b>	<b>1,576,994</b>	<b>1,616,734</b>	<b>1,657,476</b>	<b>10.47%</b>
<b>Total Non-Operating Expenses</b>	<b>1,500,420</b>	<b>1,538,231</b>	<b>1,576,994</b>	<b>1,616,734</b>	<b>1,657,476</b>	<b>10.47%</b>
<b>Total Expenses</b>	<b>17,413,996</b>	<b>17,837,949</b>	<b>18,260,913</b>	<b>18,697,881</b>	<b>19,155,242</b>	<b>10.00%</b>
<b>Net Change in Working Capital</b>	<b>644,729</b>	<b>715,587</b>	<b>800,989</b>	<b>886,317</b>	<b>965,561</b>	<b>49.76%</b>
<b>Working Capital, Beginning</b>	<b>5,477,421</b>	<b>6,122,150</b>	<b>6,837,737</b>	<b>7,638,726</b>	<b>8,525,043</b>	<b>55.64%</b>
<b>Working Capital, Ending</b>	<b>\$ 6,122,150</b>	<b>\$ 6,837,737</b>	<b>\$ 7,638,726</b>	<b>\$ 8,525,043</b>	<b>\$ 9,490,605</b>	<b>55.02%</b>
<b>Working Capital Reserve</b>	<b>38.47%</b>	<b>41.95%</b>	<b>45.78%</b>	<b>49.91%</b>	<b>54.24%</b>	
<b>Working Capital Reserve 22%</b>	<b>\$ 3,500,987</b>	<b>\$ 3,585,938</b>	<b>\$ 3,670,462</b>	<b>\$ 3,757,852</b>	<b>\$ 3,849,508</b>	

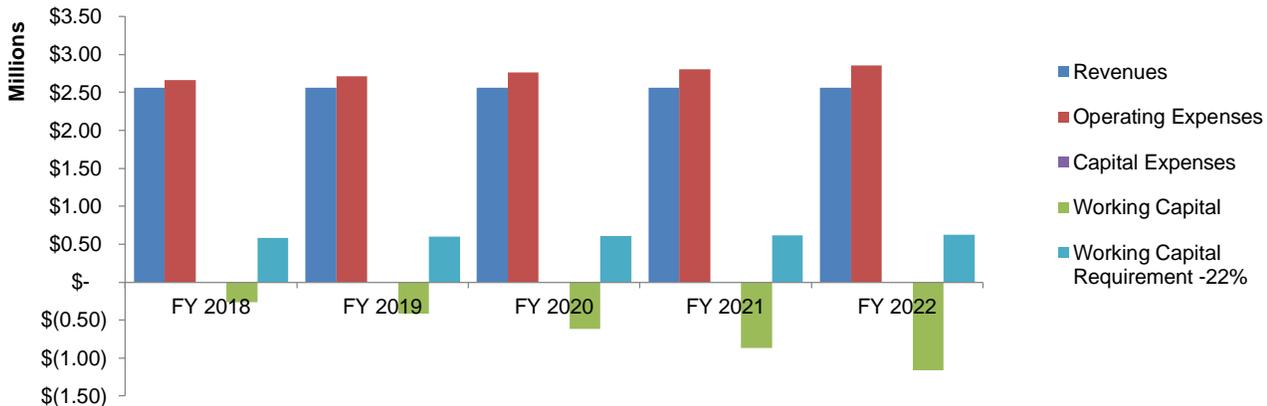
**Forecast based upon Historical Trends**



**KILLEEN-FORT HOOD REGIONAL AIRPORT  
Five Year Forecast**

	2018 Budget	2019 Forecast	2020 Forecast	2021 Forecast	2022 Forecast	2018-22 % Change
<b>Revenues</b>						
Rental Cars	\$ 793,257	\$ 793,257	\$ 793,257	\$ 793,257	\$ 793,257	0.00%
Airport Parking Lot Fees	592,342	592,342	592,342	592,342	592,342	0.00%
Air Carrier Operations	311,648	311,648	311,648	311,648	311,648	0.00%
Into Plane Fees	309,051	309,051	309,051	309,051	309,051	0.00%
Other Terminal Services	230,774	230,774	230,774	230,774	230,774	0.00%
Landing Fees	158,922	158,922	158,922	158,922	158,922	0.00%
Fuel Sales - Motor Gas	84,176	84,176	84,176	84,176	84,176	0.00%
Intergovernmental Revenue	37,500	37,500	37,500	37,500	37,500	0.00%
Food and Beverage	16,226	16,226	16,226	16,226	16,226	0.00%
Retail Stores	11,257	11,257	11,257	11,257	11,257	0.00%
Fuel Sales - Jet	6,553	6,553	6,553	6,553	6,553	0.00%
Operating Supplies	5,202	5,202	5,202	5,202	5,202	0.00%
Miscellaneous Receipts	1,339	1,339	1,339	1,339	1,339	0.00%
<b>Total Revenues</b>	<b>2,558,247</b>	<b>2,558,247</b>	<b>2,558,247</b>	<b>2,558,247</b>	<b>2,558,247</b>	<b>0.00%</b>
<b>Expenses</b>						
Airport Operations	2,360,549	2,406,609	2,451,381	2,494,003	2,537,454	7.49%
Cost of Goods Sold - Motor Gas	75,700	75,700	75,700	75,700	75,700	0.00%
Non-Departmental	9,872	10,020	10,170	10,323	10,478	6.14%
Transfer to General Fund	23,079	23,490	23,908	24,333	24,767	7.31%
Transfer to Risk Management	78,785	80,187	81,615	83,067	84,546	7.31%
Transfer to Information Technology	114,150	116,182	118,250	120,355	122,497	7.31%
<b>Total Operating Expenses</b>	<b>2,662,135</b>	<b>2,712,188</b>	<b>2,761,024</b>	<b>2,807,781</b>	<b>2,855,442</b>	<b>7.26%</b>
<b>Non-Operating Expense</b>						
<b>Total Capital</b>	-	-	-	-	-	---
<b>Total Infrastructure Projects</b>	-	-	-	-	-	---
<b>Total Non-Operating Expenses</b>	-	-	-	-	-	---
<b>Total Expenses</b>	<b>2,662,135</b>	<b>2,712,188</b>	<b>2,761,024</b>	<b>2,807,781</b>	<b>2,855,442</b>	<b>7.26%</b>
<b>Net Change in Working Capital</b>	(103,888)	(153,941)	(202,777)	(249,534)	(297,195)	186.07%
<b>Working Capital, Beginning</b>	(157,448)	(261,336)	(415,277)	(618,054)	(867,588)	451.03%
<b>Working Capital, Ending</b>	<b>\$ (261,336)</b>	<b>\$ (415,277)</b>	<b>\$ (618,054)</b>	<b>\$ (867,588)</b>	<b>\$ (1,164,783)</b>	<b>345.70%</b>
<b>Working Capital Reserve</b>	-9.82%	-15.31%	-22.38%	-30.90%	-40.79%	
<b>Working Capital Reserve - 22%</b>	\$ 585,670	\$ 596,681	\$ 607,425	\$ 617,712	\$ 628,197	

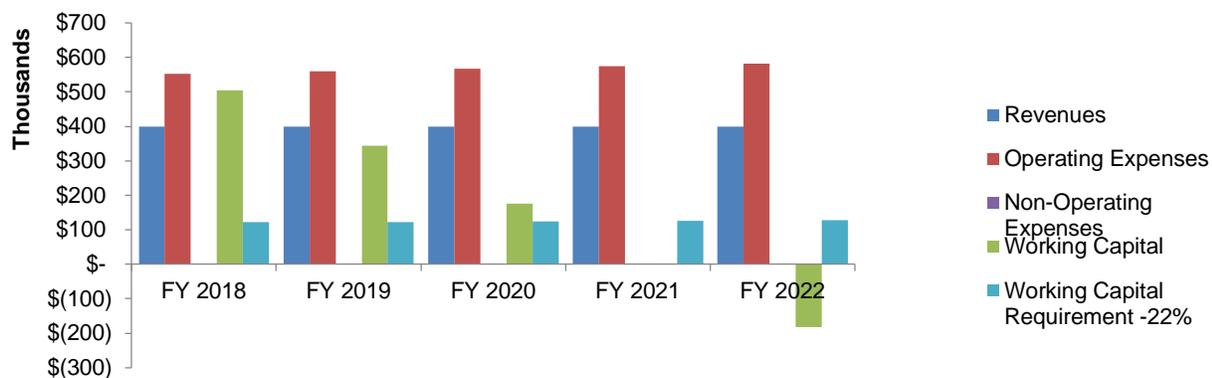
**Forecast based upon Historical Trends**



**SKYLARK FIELD  
Five Year Forecast**

	<b>2018 Budget</b>	<b>2019 Forecast</b>	<b>2020 Forecast</b>	<b>2021 Forecast</b>	<b>2022 Forecast</b>	<b>2018-22 % Change</b>
<b>Revenues</b>						
Fixed Base Operations	\$ 40,251	\$ 40,251	\$ 40,251	\$ 40,251	\$ 40,251	0.00%
Hangars & Tiedowns	89,853	89,853	89,853	89,853	89,853	0.00%
Land Lease Tenants	38,537	38,537	38,537	38,537	38,537	0.00%
Airport Use Fees	3,825	3,825	3,825	3,825	3,825	0.00%
Fuel Sales - Jet	43,043	43,043	43,043	43,043	43,043	0.00%
Fuel Sales - 100LL	176,490	176,490	176,490	176,490	176,490	0.00%
Operating Supplies	1,400	1,400	1,400	1,400	1,400	0.00%
Interest Earned	1,489	1,489	1,489	1,489	1,489	0.00%
Miscellaneous Receipts	175	175	175	175	175	0.00%
Intergovernmental Revenue	4,100	4,100	4,100	4,100	4,100	0.00%
<b>Total Revenues</b>	<b>399,163</b>	<b>399,163</b>	<b>399,163</b>	<b>399,163</b>	<b>399,163</b>	<b>0.00%</b>
<b>Operating Expenses</b>						
Airport Operations	215,118	221,339	228,929	236,186	242,986	12.95%
Cost of Goods Sold	189,832	189,832	189,832	189,832	189,832	0.00%
Non-Departmental	132,421	132,421	132,421	132,421	132,421	0.00%
Transfer to Risk Management	15,108	15,486	15,873	16,270	16,676	10.38%
<b>Total Operating Expenses</b>	<b>552,479</b>	<b>559,078</b>	<b>567,055</b>	<b>574,709</b>	<b>581,915</b>	<b>5.33%</b>
<b>Total Non-Operating Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>---</b>
<b>Total Expenses</b>	<b>552,479</b>	<b>559,078</b>	<b>567,055</b>	<b>574,709</b>	<b>581,915</b>	<b>5.33%</b>
<b>Net Change in Working Capital</b>	<b>(153,316)</b>	<b>(159,915)</b>	<b>(167,892)</b>	<b>(175,546)</b>	<b>(182,752)</b>	<b>19.20%</b>
<b>Working Capital, Beginning</b>	<b>656,798</b>	<b>503,482</b>	<b>343,567</b>	<b>175,675</b>	<b>130</b>	<b>(99.98%)</b>
<b>Working Capital, Ending</b>	<b>\$ 503,482</b>	<b>\$ 343,567</b>	<b>\$ 175,675</b>	<b>\$ 130</b>	<b>\$ (182,623)</b>	<b>(136.27%)</b>
<b>Working Capital Reserve</b>	<b>91.13%</b>	<b>61.45%</b>	<b>30.98%</b>	<b>0.02%</b>	<b>-31.38%</b>	
<b>Working Capital Reserve - 22%</b>	<b>\$ 121,545</b>	<b>\$ 122,997</b>	<b>\$ 124,752</b>	<b>\$ 126,436</b>	<b>\$ 128,021</b>	

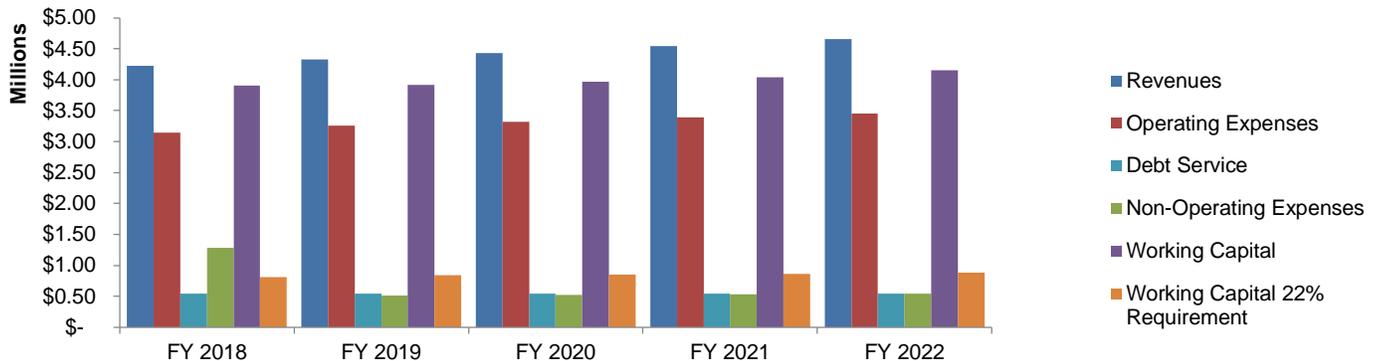
**Forecast based upon Historical Trends**

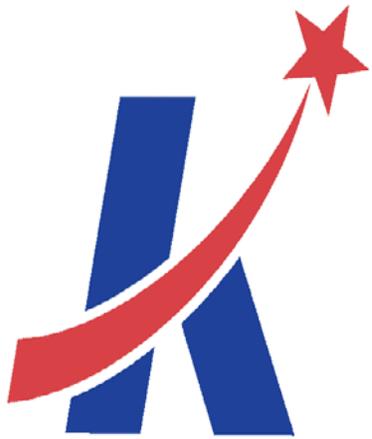


**DRAINAGE UTILITY FUND**  
**Five Year Forecast**

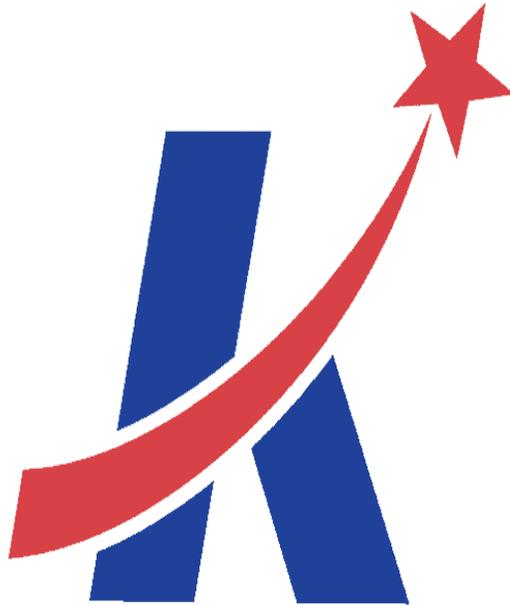
	<b>2018 Budget</b>	<b>2019 Forecast</b>	<b>2020 Forecast</b>	<b>2021 Forecast</b>	<b>2022 Forecast</b>	<b>2018-22 % Change</b>
<b>Revenues</b>						
Residential Storm Water Fees	\$ 3,565,567	\$ 3,653,637	\$ 3,743,881	\$ 3,836,355	\$ 3,931,113	10.25%
Commercial Storm Water Fees	624,419	639,842	655,646	671,841	688,435	10.25%
Interest Earned	16,423	16,756	17,171	17,594	18,029	9.78%
Miscellaneous Receipts	13,853	14,196	14,546	14,905	15,273	10.25%
<b>Total Revenues</b>	<b>4,220,262</b>	<b>4,324,431</b>	<b>4,431,244</b>	<b>4,540,695</b>	<b>4,652,850</b>	<b>10.25%</b>
<b>Operating Expenses</b>						
Engineering	97,243	99,146	100,887	102,654	104,404	7.36%
Streets	250,085	256,277	261,977	267,719	273,014	9.17%
Drainage Maintenance	1,794,230	1,865,751	1,901,334	1,937,496	1,973,114	9.97%
Environmental Services	475,149	491,885	501,548	511,329	520,717	9.59%
Non-Departmental	49,524	50,572	51,592	52,614	53,521	8.07%
Cost Allocations	251,427	257,763	263,923	270,099	275,582	9.61%
Public Works	14,724	15,234	15,487	15,743	15,998	8.65%
Transfer To Fleet Services	19,017	19,496	19,988	20,491	21,008	10.47%
Transfer To Risk Management	27,660	28,357	29,072	29,804	30,555	10.47%
Transfer To Information Technology	167,866	172,096	176,433	180,879	185,437	10.47%
<b>Total Operating Expenses</b>	<b>3,146,925</b>	<b>3,256,577</b>	<b>3,322,240</b>	<b>3,388,829</b>	<b>3,453,350</b>	<b>9.74%</b>
<b>Debt Service</b>	<b>541,341</b>	<b>544,150</b>	<b>538,950</b>	<b>542,250</b>	<b>542,000</b>	<b>0.12%</b>
<b>Non-Operating Expenses</b>						
<b>Capital Projects</b>						
Machinery & Equipment	36,180	-	-	-	-	-100.00%
Transfer To Fleet Services	175,216	179,631	184,158	188,799	193,557	10.47%
Transfer To General Fund CIP	750,000	-	-	-	-	-100.00%
Transfer To Drainage CIP	320,600	328,679	336,962	345,453	354,159	10.47%
<b>Total Capital Projects</b>	<b>1,281,996</b>	<b>508,311</b>	<b>521,120</b>	<b>534,252</b>	<b>547,715</b>	<b>-57.28%</b>
<b>Total Non-Operating Expenses</b>	<b>1,281,996</b>	<b>508,311</b>	<b>521,120</b>	<b>534,252</b>	<b>547,715</b>	<b>-57.28%</b>
<b>Total Expenses</b>	<b>4,970,262</b>	<b>4,309,038</b>	<b>4,382,310</b>	<b>4,465,331</b>	<b>4,543,066</b>	<b>-8.60%</b>
<b>Net Change in Working Capital</b>	<b>(750,000)</b>	<b>15,393</b>	<b>48,934</b>	<b>75,364</b>	<b>109,784</b>	<b>114.64%</b>
<b>Working Capital, Beginning</b>	<b>4,653,339</b>	<b>3,903,339</b>	<b>3,918,732</b>	<b>3,967,666</b>	<b>4,043,030</b>	<b>-13.12%</b>
<b>Working Capital, Ending</b>	<b>\$ 3,903,339</b>	<b>\$ 3,918,732</b>	<b>\$ 3,967,666</b>	<b>\$ 4,043,030</b>	<b>\$ 4,152,814</b>	<b>6.39%</b>
<b>Working Capital Reserve</b>	<b>105.83%</b>	<b>103.10%</b>	<b>102.76%</b>	<b>102.85%</b>	<b>103.94%</b>	
<b>Working Capital Reserve - 22%</b>	<b>\$ 811,419</b>	<b>\$ 836,160</b>	<b>\$ 849,462</b>	<b>\$ 864,837</b>	<b>\$ 878,977</b>	

**Forecast based upon Historical Trends**





# ***Appendix***



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# APPENDIX



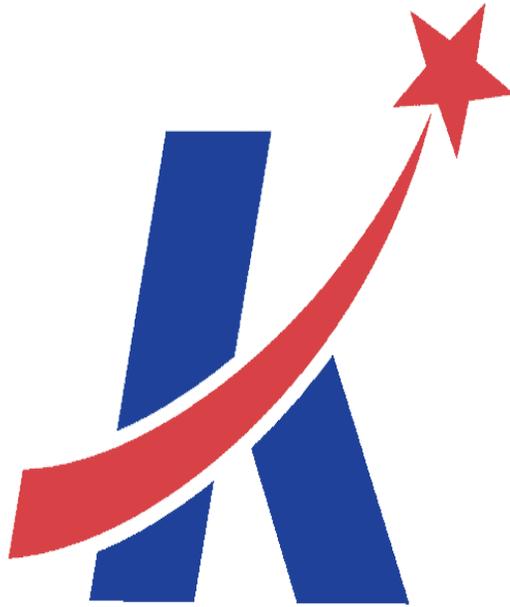
**Appendix A – Adopted City Ordinances:** This appendix provides the Adopted Budget Ordinance and the Property Tax Ordinance approved by City Council.

**Appendix B – City of Killeen Position Classification and Pay Plan and Schedule of Incentives:** This appendix provides detailed listings and schedules of how the City’s pay plan is designed.

**Appendix C – City of Killeen Water, Sewer and Solid Waste Rates:** This section provides a detailed presentation of the City of Killeen’s Water, Sewer, Drainage and Solid Waste rates as they appear in the City of Killeen’s Code of Ordinance.

**Appendix D – Statistical Section:** This section provides statistical and supplemental data of the organization and the community.

**Appendix E – Glossary & Acronyms:** This section provides a listing of terminology and acronyms pertaining to the governmental fund accounting and municipal government.

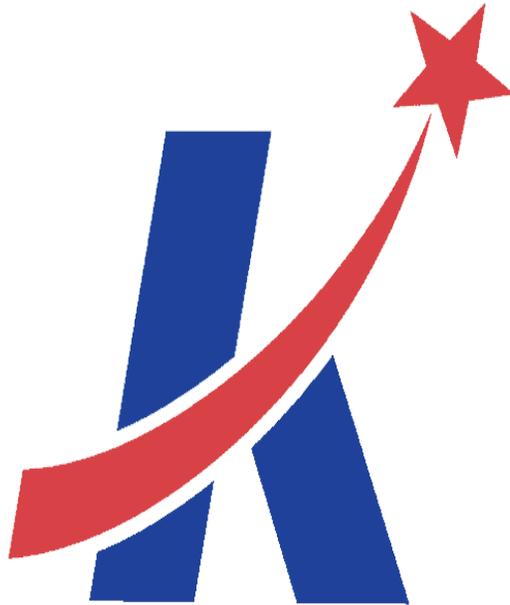


***Dedicated Service – Everyday, for Everyone!***

# APPENDIX A



## ADOPTED CITY ORDINANCES



***Dedicated Service – Everyday, for Everyone!***

**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, 2017 AND ENDING ON SEPTEMBER 30, 2018; 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 1, 2017 to September 30, 2018 has been prepared by Ronald L. Olson, 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**, a separate record vote of the City Council is required to adopt a budget that will raise more revenue from property taxes than the previous year; 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 1, 2017 to September 30, 2018, 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 2018 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.

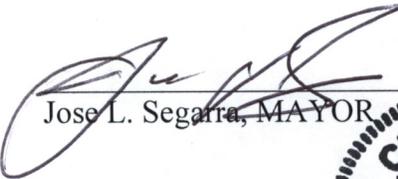
**SECTION IV.** That should any part, portion, or section of this ordinance be declared invalid, inoperative, or void for any reason by a court of competent jurisdiction, such decision, opinion, or judgment shall in no way affect the remaining portions, parts, or sections or parts of a section of this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

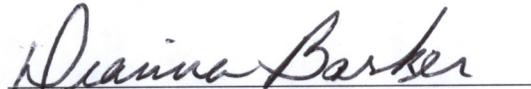
**PASSED AND APPROVED** at a special meeting of the City Council of the City of Killeen, Texas this 19th day of September 2017, at which meeting a quorum was present, held in accordance with the provisions of V.T.C.A. Government Code, §551.001 *et. seq.*

**APPROVED**

  
Jose L. Segarra, MAYOR



**ATTEST:**

  
Dianna Barker, CITY SECRETARY

**APPROVED AS TO FORM:**

  
Kathy H. Davis, CITY ATTORNEY

**CITY SECRETARY DISTRIBUTION:**  
Executive Director of Finance

**CITY COUNCIL MEMORANDUM FOR ORDINANCE**

**DATE:** September 19, 2017  
**TO:** Ronald L. Olson, City Manager  
**FROM:** Jonathan Locke, Executive Director of Finance  
**SUBJECT:** Consider an ordinance adopting a budget for operating the municipal government of Killeen for the fiscal year October 1, 2017, through September 30, 2018.

**BACKGROUND AND FINDINGS:**

Article V, the Budget, of the Charter of the City of Killeen requires the City Manager to submit to the City Council a proposed budget which shall provide a complete financial plan for the upcoming fiscal year. The City Council calls a public hearing to elicit citizen comment on the proposed budget.

After the public hearing, the City Council may insert additional item or items and make increases to the amount in each case indicated by a public notice or to a lesser amount, but, where it shall increase the total proposed expenditures, it shall also provide for an increase in the total anticipated revenue to at least equal such total proposed expenditures.

By majority vote, the City Council shall adopt the budget on or before the 20<sup>th</sup> day of the last month of the fiscal year.

On August 1, 2017, the City Manager presented the FY 2018 Proposed Annual Budget and Plan of Municipal Services to the City Council. August 22, 2017, the City held the first budget public hearing. On September 12, 2017, a second budget public hearing was held.

**THE ALTERNATIVES CONSIDERED:**

- 1) Adopt the budget.
- 2) The budget shall be finally adopted not later than the twentieth day of the last month of the fiscal year (September 20, 2017). Should the City Council take no action on or prior to such day, the budget as submitted by the City Manager shall be deemed to have been finally adopted by the City Council.

**Which alternative is recommended? Why?**

Staff recommendation is to adopt the budget ordinance as presented.

**CONFORMITY TO CITY POLICY:**

The attached ordinance conforms with the City Charter.

**FINANCIAL IMPACT:**

**What is the amount of the expenditure in the current fiscal year? For future years?**

N/A

**Is this a one-time or recurring expenditure?**

N/A

**Is this expenditure budgeted?**

N/A

**If not, where will the money come from?**

N/A

**Is there a sufficient amount in the budgeted line-item for this expenditure?**

N/A

**RECOMMENDATION:**

Staff's recommendation is to approve the ordinance adopting the FY 2018 Annual Budget and Plan of Municipal Services.

**DEPARTMENTAL CLEARANCES:**

Finance  
City Attorney

**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 2017 TAX YEAR AND FOR THE USE AND SUPPORT OF THE MUNICIPAL GOVERNMENT OF THE CITY OF KILLEEN FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2017, AND ENDING SEPTEMBER 30, 2018; 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 Tax Code, and the City of Killeen has published the effective rate, the rollback tax rate, and an explanation of how they were calculated and has fulfilled all other requirements for publication as contained in Local Government Code Section 140.010, 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 22, 2017; and,

**WHEREAS**, the City Council has complied with all applicable requirements of the Texas Tax Code prior to the setting of the tax rate for said City for 2017;

**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 2017 be, and is hereby, set at 74.98¢ on each \$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 year's tax levy to fund maintenance and operations expenditures exceeds last year's maintenance and operations tax levy.

**THIS TAX RATE WILL RAISE MORE TAXES FOR MAINTENANCE AND OPERATIONS THAN LAST YEAR'S TAX RATE.**

**THE TAX RATE WILL EFFECTIVELY BE RAISED BY 17.09**

PERCENT AND WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A \$100,000 HOME BY APPROXIMATELY \$72.00.

**SECTION II.** That there is hereby levied for the tax year 2017 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) 49.33¢ on each \$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, 25.65¢ on each \$100 of the taxable value of such property.

**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.

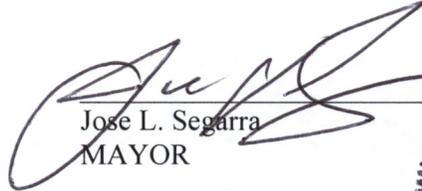
**SECTION V.** That monies collected pursuant to this Ordinance shall be expended as set forth in the City of Killeen FY 2018 Annual Budget and Plan of Municipal Services.

**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 19th day of September, 2017, 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**

  
Jose L. Segarra  
MAYOR



**ATTEST:**

  
Dianna Barker  
CITY SECRETARY

**APPROVED AS TO FORM:**

  
Kathy H. Davis  
CITY ATTORNEY

**CITY COUNCIL MEMORANDUM FOR ORDINANCE**

**DATE:** September 19, 2017  
**TO:** Ronald L. Olson, City Manager  
**FROM:** Jonathan Locke, Executive Director of Finance  
**SUBJECT:** Consider an ordinance setting the Tax Rate for Fiscal Year 2018.

**BACKGROUND AND FINDINGS:**

Chapter 26 of the Tax Code requires taxing units to comply with truth-in-taxation laws when adopting their tax rates. In addition, Local Government Code Section 140.010 requires a municipality to provide notice of the proposed property tax rate. The Local Government Code notice exempts the City from the notice and publication requirements of Sections 26.04(e), 26.052 and 26.06 of the Tax Code. The notice required by Local Government Code Section 140.010(d) was published in the Killeen Daily Herald on August 25, 2017.

The City has complied with all provisions of the truth-in-taxation and Local Government Code laws regarding the adoption of the tax rate.

On August 22, 2017, at a regular City Council meeting, the Killeen City Council set the preliminary tax rate at the current rate of 74.98¢ per \$100 valuation. The effective tax rate for FY 2018 (2017 tax year) is 70.27¢. The rollback tax rate adjusted for sales tax for FY 2018 (2017 tax year) is 72.23¢. The preliminary tax rate represents the maximum rate that can be adopted for the FY 2018 Budget. It is now necessary that the City Council adopt a final tax rate to support the Fiscal Year 2018 Annual Budget and Plan of Municipal Services.

**THE ALTERNATIVES CONSIDERED:**

- 1) Set the tax rate.
- 2) In accordance with Tax Code Section 26.05(c), if the governing body of a taxing unit does not adopt a tax rate before the date required (before the later of September 30 or the 60<sup>th</sup> day after the date the certified roll is received), the tax rate for the taxing unit for that tax year is the lower of the effective tax rate calculated for that tax year or the tax rate adopted by the taxing unit for the preceding tax year. A tax rate established by this subsection is treated as an adopted tax rate.

**Which alternative is recommended? Why?**

Staff's recommendation is to approve the ordinance as presented to set the tax rate.

**CONFORMITY TO CITY POLICY:**

The ordinance complies with truth-in taxation laws set by the Tax Code and Local Government Code.

**FINANCIAL IMPACT:**

**What is the amount of the expenditure in the current fiscal year? For future years?**

N/A

**Is this a one-time or recurring expenditure?**

N/A

**Is this expenditure budgeted?**

N/A

**If not, where will the money come from?**

N/A

**Is there a sufficient amount in the budgeted line-item for this expenditure?**

N/A

**RECOMMENDATION:**

Staff recommends City Council approve the ordinance setting the FY 2018 tax rate at 74.98¢ per \$100 valuation.

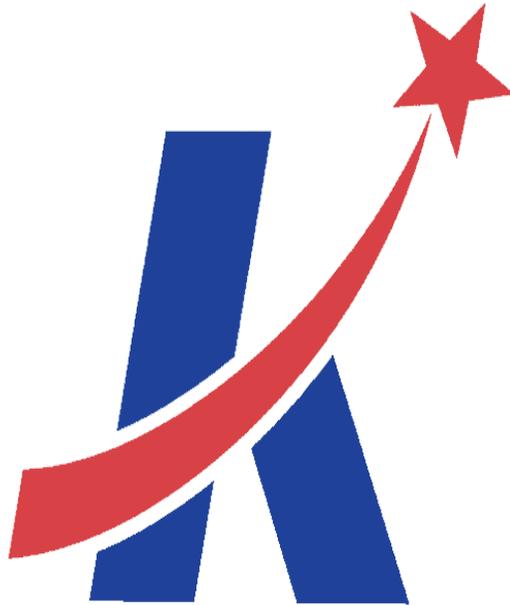
**DEPARTMENTAL CLEARANCES:**

Finance  
City Attorney

# APPENDIX B



## CITY OF KILLEEN POSITION CLASSIFICATION AND PAY PLAN AND SCHEDULE OF INCENTIVES



***Dedicated Service – Everyday, for Everyone!***

**CITY OF KILLEEN**  
**POSITION CLASSIFICATION AND PAY PLAN**

Effective: October 1, 2017

<u>Grade</u>	<u>Classified Positions</u>	<u>Salary Schedule (monthly)</u>	
		<u>Minimum</u>	<u>Maximum</u>
<u>N51</u>	Administration Clerk	\$1,572	\$2,291
	Children's Services Clerk	\$1,572	\$2,291
	Circulation Clerk	\$1,572	\$2,291
	Clerk	\$1,572	\$2,291
	Court Files Clerk	\$1,572	\$2,291
	Reference Clerk	\$1,572	\$2,291
	Utility Cashier	\$1,572	\$2,291
	Utility Collections Mail Clerk	\$1,572	\$2,291
<u>N52</u>	Aircraft Fuel Handler	\$1,724	\$2,514
	Airport Service Worker	\$1,724	\$2,514
	Animal Control Assistant	\$1,724	\$2,514
	Animal Control Attendant	\$1,724	\$2,514
	Buildings and Grounds Service Worker	\$1,724	\$2,514
	Cart Fleet & Range Attendant	\$1,724	\$2,514
	Clerk, Code Enforcement	\$1,724	\$2,514
	Clerk, Fire	\$1,724	\$2,514
	Clerk, Police	\$1,724	\$2,514
	Clerk, Utility	\$1,724	\$2,514
	Custodian	\$1,724	\$2,514
	Customer Service Representative	\$1,724	\$2,514
	Deputy Court Clerk	\$1,724	\$2,514
	Drainage Service Worker	\$1,724	\$2,514
	Event Assistant	\$1,724	\$2,514
	Golf Shop Attendant	\$1,724	\$2,514
	Greenskeeper	\$1,724	\$2,514
	Grounds Maintenance Worker	\$1,724	\$2,514
	Meter Reader	\$1,724	\$2,514
	Mowing Service Worker	\$1,724	\$2,514
	Office Assistant	\$1,724	\$2,514
	Operator	\$1,724	\$2,514
	Press Operator	\$1,724	\$2,514
	Printing Services Assistant	\$1,724	\$2,514
	Receptionist	\$1,724	\$2,514
	Recreation Assistant	\$1,724	\$2,514
	Recycling Attendant	\$1,724	\$2,514
	Scale Attendant	\$1,724	\$2,514
	Secretary	\$1,724	\$2,514
	Secretary (BPAT/FOG )	\$1,724	\$2,514
	Solid Waste Worker	\$1,724	\$2,514
	Streets Service Worker	\$1,724	\$2,514
Welder's Assistant	\$1,724	\$2,514	

**CITY OF KILLEEN**  
**POSITION CLASSIFICATION AND PAY PLAN**

Effective: October 1, 2017

<u>Grade</u>	<u>Classified Positions</u>	<u>Salary Schedule (monthly)</u>	
		<u>Minimum</u>	<u>Maximum</u>
<u>N53</u>	Accounting Clerk	\$1,932	\$2,816
	Bailiff	\$1,932	\$2,816
	Building Permit Clerk	\$1,932	\$2,816
	Children's Services Assistant	\$1,932	\$2,816
	Communications Specialist	\$1,932	\$2,816
	EMS Billing Clerk	\$1,932	\$2,816
	Golf Course Maintenance Technician	\$1,932	\$2,816
	Graffiti Removal Specialist	\$1,932	\$2,816
	Human Resources Assistant I	\$1,932	\$2,816
	Lube Technician	\$1,932	\$2,816
	Parts Assistant	\$1,932	\$2,816
	Program Assistant	\$1,932	\$2,816
	Senior Meter Reader	\$1,932	\$2,816
	Senior Secretary	\$1,932	\$2,816
	Senior Utility Clerk	\$1,932	\$2,816
	Sign Technician	\$1,932	\$2,816
	Solid Waste Crew Chief	\$1,932	\$2,816
	Truck Driver	\$1,932	\$2,816
Utility Service Worker	\$1,932	\$2,816	
Water/Waste Water Operator	\$1,932	\$2,816	
<u>N54</u>	Accounting Specialist	\$2,163	\$3,152
	Animal Control Officer	\$2,163	\$3,152
	Benefit Specialist	\$2,163	\$3,152
	Compliance/Collections Enforcement Asst	\$2,163	\$3,152
	Construction Inspector	\$2,163	\$3,152
	Crime Victim Liaison	\$2,163	\$3,152
	Electrical Maintenance Technician	\$2,163	\$3,152
	Equipment Operator	\$2,163	\$3,152
	Evidence Technician	\$2,163	\$3,152
	Inter-library Loan Specialist	\$2,163	\$3,152
	Juvenile Case Manager	\$2,163	\$3,152
	Operator I	\$2,163	\$3,152
	Payroll Specialist	\$2,163	\$3,152
	Police Personnel & Equipment Specialist	\$2,163	\$3,152
	Police Training Assistant	\$2,163	\$3,152
	Principal Secretary	\$2,163	\$3,152
	Purchasing Specialist	\$2,163	\$3,152
	Senior Collections Clerk	\$2,163	\$3,152
	Senior Library Assistant	\$2,163	\$3,152
	Solid Waste Commercial Equipment Operator	\$2,163	\$3,152
Solid Waste Residential Equipment Operator	\$2,163	\$3,152	

**CITY OF KILLEEN**  
**POSITION CLASSIFICATION AND PAY PLAN**

Effective: October 1, 2017

<u>Grade</u>	<u>Classified Positions</u>	<u>Salary Schedule (monthly)</u>	
		<u>Minimum</u>	<u>Maximum</u>
<u>N55</u>	Airport Specialist	\$2,423	\$3,531
	Assistant Clerk of the Court	\$2,423	\$3,531
	Cemetery Crew Leader	\$2,423	\$3,531
	Custodian Crew Leader	\$2,423	\$3,531
	Drainage Crew Leader	\$2,423	\$3,531
	EMS Billing Specialist	\$2,423	\$3,531
	Equipment Services Technician	\$2,423	\$3,531
	Event Coordinator	\$2,423	\$3,531
	Events Crew Leader	\$2,423	\$3,531
	Evidence Technician II	\$2,423	\$3,531
	Executive Assistant	\$2,423	\$3,531
	Facilities Maintenance Specialist	\$2,423	\$3,531
	Fleet Services Technician	\$2,423	\$3,531
	FOG Enforcement Program Specialist	\$2,423	\$3,531
	Help Desk Technician	\$2,423	\$3,531
	Library Supervisor	\$2,423	\$3,531
	Mowing Crew Leader	\$2,423	\$3,531
	Operator II	\$2,423	\$3,531
	Parks Crew Leader	\$2,423	\$3,531
	Permits Clerk Supervisor	\$2,423	\$3,531
	Planning Assistant	\$2,423	\$3,531
	Program Coordinator	\$2,423	\$3,531
	Recreation Supervisor	\$2,423	\$3,531
	Senior Aircraft Fuel Handler	\$2,423	\$3,531
	Senior Purchasing Specialist	\$2,423	\$3,531
	Supply Specialist	\$2,423	\$3,531
	Technology Unit Technician	\$2,423	\$3,531
	Traffic Technician	\$2,423	\$3,531
Vet Technician	\$2,423	\$3,531	
Welder	\$2,423	\$3,531	
<u>O55</u>	Jailer	\$2,617	\$3,813
<u>N56</u>	Association Sales Manager	\$2,715	\$3,955
	CAD/GIS Technician	\$2,715	\$3,955
	Claims Specialist	\$2,163	\$3,152
	Code Enforcement Officer	\$2,715	\$3,955
	Community Development Housing Specialist	\$2,715	\$3,955
	Computer Operator	\$2,715	\$3,955
	Computer Technician	\$2,715	\$3,955
	Convention Services Manager	\$2,715	\$3,955
	Crime Statistical Analyst	\$2,715	\$3,955
	Customer Service Supervisor	\$2,715	\$3,955
	Deputy City Marshal	\$2,715	\$3,955
	Lien Collections Specialist	\$2,715	\$3,955
	Operations Specialist	\$2,715	\$3,955
	Paralegal	\$2,715	\$3,955
	Procurement Card Administrator	\$2,715	\$3,955

**CITY OF KILLEEN**  
**POSITION CLASSIFICATION AND PAY PLAN**

Effective: October 1, 2017

<u>Grade</u>	<u>Classified Positions</u>	<u>Salary Schedule (monthly)</u>	
		<u>Minimum</u>	<u>Maximum</u>
<u>N56</u>	Senior Construction Inspector	\$2,715	\$3,955
<u>cont</u>	Senior Traffic Technician	\$2,715	\$3,955
	Solid Waste Specialist	\$2,715	\$3,955
	Utility Collections Supervisor	\$2,715	\$3,955
	Water & Sewer Materials Manager	\$2,715	\$3,955
	Youth Program Specialist	\$2,715	\$3,955
<u>N57</u>	Administrative Assistant	\$3,040	\$4,702
	Adult Services Librarian	\$3,040	\$4,702
	Airport Operations & Maintenance Crew Leader (ILE)	\$3,040	\$4,702
	Animal Services Supervisor	\$3,040	\$4,702
	Aquatics Supervisor	\$3,040	\$4,702
	Building Inspector	\$3,040	\$4,702
	Cataloger Librarian	\$3,040	\$4,702
	Chief Operator	\$3,040	\$4,702
	Child Safety Coordinator	\$3,040	\$4,702
	Children's Services Librarian	\$3,040	\$4,702
	City Marshal	\$3,040	\$4,702
	Code Enforcement Supervisor I	\$3,040	\$4,702
	Commercial Operations Supervisor	\$3,040	\$4,702
	Community Development Specialist	\$3,040	\$4,702
	Compensation and Benefits Manager	\$3,040	\$4,702
	Container Operations Supervisor	\$3,040	\$4,702
	Drainage Maintenance Supervisor	\$3,040	\$4,702
	Engineering Technician	\$3,040	\$4,702
	Environmental Specialist I	\$3,040	\$4,702
	Facility Supervisor	\$3,040	\$4,702
	Flightline Service Crew Leader	\$3,040	\$4,702
	Government Channel Producer	\$3,040	\$4,702
	HVAC Technician	\$3,040	\$4,702
	Information Technology Project Coordinator	\$3,040	\$4,702
	Latent Print Technician	\$3,040	\$4,702
	Lien Collections Specialist	\$3,040	\$4,702
	Maintenance Supervisor	\$3,040	\$4,702
	Mowing Operations Supervisor	\$3,040	\$4,702
	Network Technician	\$3,040	\$4,702
	Network Technician (Airport)	\$3,040	\$4,702
	Operator III	\$3,040	\$4,702
	Parks Supervisor	\$3,040	\$4,702
	Print Services Supervisor	\$3,040	\$4,702
	Public Service Supervisor	\$3,040	\$4,702
	Recycling Operations Supervisor	\$3,040	\$4,702
	Reference Manager	\$3,040	\$4,702
	Residential Operations Supervisor	\$3,040	\$4,702

**CITY OF KILLEEN**  
**POSITION CLASSIFICATION AND PAY PLAN**

Effective: October 1, 2017

<u>Grade</u>	<u>Classified Positions</u>	<u>Salary Schedule (monthly)</u>	
		<u>Minimum</u>	<u>Maximum</u>
<u>N57</u>	Scale Operations Supervisor	\$3,040	\$4,702
<u>cont</u>	Senior CAD/GIS Data Technician	\$3,040	\$4,702
	Sex Offender Coordinator	\$3,040	\$4,702
	Sign Crew Supervisor	\$3,040	\$4,702
	Storm Water Drainage Technician	\$3,040	\$4,702
	Street Maintenance Supervisor	\$3,040	\$4,702
	Systems Administrator II	\$3,040	\$4,702
	Technology Technician	\$3,040	\$4,702
	Traffic Signal Supervisor	\$3,040	\$4,702
	Transfer Station Supervisor	\$3,040	\$4,702
	Utility Service Supervisor	\$3,040	\$4,702
<u>N58</u>	Administrative Assistant II	\$3,406	\$5,264
	Building Plans Examiner	\$3,406	\$5,264
	Code Enforcement Supervisor II	\$3,406	\$5,264
	Community Engagement Coordinator	\$3,406	\$5,264
	Compliance/Collections Manager	\$3,406	\$5,264
	Crime Prevention Coordinator	\$3,406	\$5,264
	Custodian Supervisor	\$3,406	\$5,264
	EMS Billing Supervisor	\$3,406	\$5,264
	Fleet Services Parts Supervisor	\$3,406	\$5,264
	Fleet Services Supervisor	\$3,406	\$5,264
	GIS Analyst	\$3,406	\$5,264
	Grants Coordinator	\$3,406	\$5,264
	IT Software Specialist	\$3,406	\$5,264
	Network Administrator	\$3,406	\$5,264
	Operations Supervisor	\$3,406	\$5,264
	Safety Officer	\$3,406	\$5,264
	Special Projects Coordinator	\$3,406	\$5,264
<u>O58</u>	Probationary Fire Rescue Officer	\$3,499	\$4,213
	Note: See page 4 of 9 of the Non-Civil Service Pay Grades and Steps		
<u>N59</u>	Accounting Supervisor	\$3,814	\$5,896
	Animal Services Manager	\$3,814	\$5,896
	Assistant Director of Library Services	\$3,814	\$5,896
	Athletics Superintendent	\$3,814	\$5,896
	Cemetery Superintendent	\$3,814	\$5,896
	Chief Building Inspector	\$3,814	\$5,896
	Chief Construction Inspector	\$3,814	\$5,896
	City Secretary	\$3,814	\$5,896
	Commercial Operations Superintendent	\$3,814	\$5,896
	Contract Specialist	\$3,814	\$5,896
	Engineer in Training	\$3,814	\$5,896
	Evidence Manager	\$3,814	\$5,896

**CITY OF KILLEEN**  
**POSITION CLASSIFICATION AND PAY PLAN**

Effective: October 1, 2017

<u>Grade</u>	<u>Classified Positions</u>	<b>Salary Schedule (monthly)</b>	
		<u>Minimum</u>	<u>Maximum</u>
<u>N59</u>	Facilities Manager	\$3,814	\$5,896
<u>cont</u>	Finance Manager Fire	\$3,814	\$5,896
	Finance Manager Police	\$3,814	\$5,896
	Fleet Services Shop Foreman	\$3,814	\$5,896
	Golf Shop Manager	\$3,814	\$5,896
	Human Resources Generalist	\$3,814	\$5,896
	Human Resources Manager Police	\$3,814	\$5,896
	Intelligence Manager	\$3,814	\$5,896
	Operations Manager	\$3,814	\$5,896
	Parks/Public Grounds Superintendent	\$3,814	\$5,896
	Professional Development Learning Coordinator	\$3,814	\$5,896
	Public Information Officer	\$3,814	\$5,896
	Records Manager	\$3,814	\$5,896
	Recreation Services Superintendent	\$3,814	\$5,896
	Residential Operations Superintendent	\$3,814	\$5,896
	Senior Center Manager	\$3,814	\$5,896
	Social Worker	\$3,814	\$5,896
	Staff Accountant	\$3,814	\$5,896
	Street Services Superintendent	\$3,814	\$5,896
	Traffic Superintendent	\$3,814	\$5,896
	Transfer Station Superintendent	\$3,814	\$5,896
	Water and Sewer Superintendent	\$3,814	\$5,896
<u>O59</u>	Probationary Police Officer	\$3,743	\$4,596
	Note: See page 4 of 9 of the Non-Civil Service Pay Grades and Steps		
<u>N60</u>	Airport Facilities Manager	\$4,272	\$6,603
	Airport Operations Manager	\$4,272	\$6,603
	Budget Manager	\$4,272	\$6,603
	Code Enforcement Manager	\$4,272	\$6,603
	Community Development Programs Administrator	\$4,272	\$6,603
	Conference Center Manager	\$4,272	\$6,603
	Director of Volunteer Services	\$4,272	\$6,603
	Drainage Project Manager	\$4,272	\$6,603
	Engineering Project Manager	\$4,272	\$6,603
	Fleet Replacement Coordinator	\$4,272	\$6,603
	Golf Course Superintendent	\$4,272	\$6,603
	Golf Professional	\$4,272	\$6,603
	Mowing and Drainage Manager	\$4,272	\$6,603
	Purchasing Manager	\$4,272	\$6,603
	Recycling Manager	\$4,272	\$6,603
	Revitalization Planner	\$4,272	\$6,603
	Risk Manager	\$4,272	\$6,603
	Transportation Project Manager	\$4,272	\$6,603
	Utility Collections Manager	\$4,272	\$6,603

**CITY OF KILLEEN**  
**POSITION CLASSIFICATION AND PAY PLAN**

Effective: October 1, 2017

<u>Grade</u>	<u>Classified Positions</u>	<u>Salary Schedule (monthly)</u>	
		<u>Minimum</u>	<u>Maximum</u>
<u>N61</u>	Applications Support Manager	\$4,784	\$7,396
	Assistant Director of Parks and Recreation	\$4,784	\$7,396
	Director of Street Services	\$4,784	\$7,396
	Director of Water & Sewer Services	\$4,784	\$7,396
	Emergency Mgmt/Homeland Security Coordinator	\$4,784	\$7,396
	Enterprise Operations Manager	\$4,784	\$7,396
	GIS Manager	\$4,784	\$7,396
	Information Technology Network Manager	\$4,784	\$7,396
	Senior Planner	\$4,784	\$7,396
<u>N62</u>	Assistant City Attorney Courts	\$5,357	\$8,283
	Assistant City Attorney Police	\$5,357	\$8,283
	Assistant Director of Aviation	\$5,357	\$8,283
	Building Official	\$5,357	\$8,283
	City Planner	\$5,357	\$8,283
	Director of Civic & Conference Center	\$5,357	\$8,283
	Director of Fleet Services	\$4,784	\$7,396
	Director of Library Services	\$5,357	\$8,283
	Director of Parks & Recreation	\$5,357	\$8,283
	Director of Solid Waste Services	\$5,357	\$8,283
	General Manager (Golf Course)	\$5,357	\$8,283
	Project Engineer	\$5,357	\$8,283
	Risk Manager	\$5,357	\$8,283
<u>N63</u>	Assistant Director of Finance	\$6,001	\$9,845
	Assistant Director of Human Resources	\$6,001	\$9,845
	City Auditor	\$6,001	\$9,845
	City Engineer	\$6,001	\$9,845
	Deputy City Attorney	\$6,001	\$9,845
	Deputy City Attorney Public Works	\$6,001	\$9,845
	Director of Budget & Research	\$6,001	\$9,845
	Director of Environmental Services	\$6,001	\$9,845
	Director of Transportation	\$6,001	\$9,845
Director of Water & Sewer Utilities	\$6,001	\$9,845	
<u>N64</u>	City Attorney	\$6,721	\$11,027
	Court Administrator	\$6,721	\$11,027
	Executive Director of Aviation	\$6,721	\$11,027
	Executive Director of Community Development	\$6,721	\$11,027
	Executive Director of Community Services	\$6,721	\$11,027
	Executive Director of Finance	\$6,721	\$11,027
	Executive Director of Human Resources	\$6,721	\$11,027
	Executive Director of Planning & Economic Development	\$6,721	\$11,027
	Executive Director of Public Information	\$6,721	\$11,027
	Executive Director of Public Works	\$6,721	\$11,027
	Executive Director of Support Services	\$6,721	\$11,027
	Executive Director of Technology Services	\$6,721	\$11,027
	Fire Chief	\$6,721	\$11,027
Police Chief	\$6,721	\$11,027	

**CITY OF KILLEEN**  
**POSITION CLASSIFICATION AND PAY PLAN**

Effective: October 1, 2017

<u>Grade</u>	<u>Classified Positions</u>	<b>Salary Schedule (monthly)</b>	
		<u>Minimum</u>	<u>Maximum</u>
<u>N65</u>	Assistant City Manager External	\$7,528	\$12,350
	Assistant City Manager Internal	\$7,528	\$12,350
<u>99</u>	Associate Municipal Judge		City Council Determined
	City Manager		City Council Determined
	Presiding Municipal Judge		City Council Determined



CITY OF KILLEEN  
Police Pay Plan

Effective: October 1, 2016

Police Officer Grade P1	Grade/Step	P01-1	P01-2	P01-3	P01-4	P01-5	P01-6	P01-7	P01-8	P01-9
	Year:	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>
	Monthly	\$4,071	\$4,203	\$4,334	\$4,465	\$4,596	\$4,729	\$4,729	\$4,860	\$4,860
	Annual	\$48,851	50438	52011	53584	55156	56742	56742	58315	58315

	Grade/Step	P01-10	P01-11	P01-12	P01-13	P01-14	P01-15	P01-16	P01-17	P01-18
	Year:	<u>10</u>	<u>11</u>	<u>12</u>	<u>13</u>	<u>14</u>	<u>15</u>	<u>16</u>	<u>17</u>	<u>18+</u>
	Monthly	\$4,991	\$4,991	\$5,122	\$5,122	\$5,254	\$5,254	\$5,385	\$5,385	\$5,516
	Annual	\$59,888	\$59,888	\$61,460	\$61,460	\$63,047	\$63,047	\$64,620	\$64,620	\$66,193

NOTE: Probationary Police Officers refer to Pay Grade O59 of the Non-civil service Pay Plan.

	Step:	1	2	3	4	5	6	7	8	9	10
	Year:	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>10+</u>
Police Sergeant Grade P2	Monthly	\$5,821	\$5,821	\$6,017	\$6,017	\$6,212	\$6,212	\$6,212	\$6,212	\$6,212	\$6,406
	Annual	\$69,853	\$69,853	\$72,206	\$72,206	\$74,542	\$74,542	\$74,542	\$74,542	\$74,542	\$76,878
Police Lieutenant Grade P3	Monthly	\$6,764	\$6,764	\$6,960	\$6,960	\$7,155	\$7,155	\$7,155	\$7,155	\$7,155	\$7,350
	Annual	\$81,167	\$81,167	\$83,519	\$83,519	\$85,855	\$85,855	\$85,855	\$85,855	\$85,855	\$88,206
Police Captain Grade P4	Monthly	\$7,675	\$7,675	\$7,871	\$7,871	\$8,066	\$8,066	\$8,066	\$8,066	\$8,066	\$8,260
	Annual	\$92,099	\$92,099	\$94,451	\$94,451	\$96,787	\$96,787	\$96,787	\$96,787	\$96,787	\$99,123
Assistant Chief of Police Grade P6	Monthly	\$8,814	\$8,814	\$9,008	\$9,008	\$9,203	\$9,203	\$9,203	\$9,203	\$9,203	\$9,399
	Annual	\$105,764	\$105,764	\$108,100	\$108,100	\$110,439	\$110,439	\$110,439	\$110,439	\$110,439	\$112,788



CITY OF KILLEEN  
Police Pay Plan

Effective: October 1, 2016

<u>Police Incentive Pay</u>	<u>Monthly</u>	<u>Police Assignment Pay</u>	<u>Monthly</u>
Associate Degree <b>or</b>	\$100	Bilingual Certification (Level I)	\$50
Bachelor Degree <b>or</b>	\$200	Bilingual Certification (Level II)	\$75
Master's Degree	\$300	Clothing	\$50
<b>AND</b>		Field Training Officer	\$75
Intermediate Certificate <b>or</b>	\$60	Investigator	\$50
Advanced Certificate <b>or</b>	\$75	HAZMAT Certification	\$100
Master Peace Officer	\$100	Permanent Shift Differential	3% of Base Pay
		TRU (Tactical Response Unit)	\$75

NOTE: Officers may receive an education incentive in conjunction with Police Officer certification pay.

Hiring Incentive Pay

*Individuals with a TCOLE 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 of the first year of service.



## City of Killeen Fire / EMS Pay Plan

Effective: October 1, 2016

Grade/Step Year		F01-1 <u>1</u>	F01-2 <u>2</u>	F01-3 <u>3</u>	F01-4 <u>4</u>	F01-5 <u>5</u>	F01-6 <u>6</u>	F01-7 <u>7</u>	F01-8 <u>8</u>	F01-9 <u>9</u>
Fire and Rescue Officer F01	Monthly	\$3,688	\$3,819	\$3,950	\$4,081	\$4,213	\$4,344	\$4,344	\$4,475	\$4,475
	Annual	\$44,252	\$45,825	\$47,401	\$48,974	\$50,552	\$52,128	\$52,128	\$53,703	\$53,703
Grade/Step Year		F01-10 <u>10</u>	F01-11 <u>11</u>	F01-12 <u>12</u>	F01-13 <u>13</u>	F01-14 <u>14</u>	F01-15 <u>15</u>	F01-16 <u>16</u>	F01-17 <u>17</u>	F01-18 <u>18+</u>
	Monthly	\$4,609	\$4,609	\$4,748	\$4,748	\$4,890	\$4,890	\$5,037	\$5,037	\$5,188
	Annual	\$55,313	\$55,313	\$56,972	\$56,972	\$58,682	\$58,682	\$60,442	\$60,442	\$62,254

NOTE: Probationary Fire Rescue Officer refer to Pay Grade O58 of the Non-civil service Pay Plan.

Step/Year		<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>10+</u>
Fire Prevention Officer F02	Monthly	\$5,334	\$5,334	\$5,529	\$5,529	\$5,724	\$5,724	\$5,724	\$5,724	\$5,724	\$5,919
	Annual	\$64,004	\$64,004	\$66,344	\$66,344	\$68,687	\$68,687	\$68,687	\$68,687	\$68,687	\$71,028
Fire Captain F03	Monthly	\$5,334	\$5,334	\$5,529	\$5,529	\$5,724	\$5,724	\$5,724	\$5,724	\$5,724	\$5,919
	Annual	\$64,004	\$64,004	\$66,344	\$66,344	\$68,687	\$68,687	\$68,687	\$68,687	\$68,687	\$71,028
Battalion Chief F04	Monthly	\$6,114	\$6,114	\$6,309	\$6,309	\$6,504	\$6,504	\$6,504	\$6,504	\$6,504	\$6,700
	Annual	\$73,369	\$73,369	\$75,711	\$75,711	\$78,053	\$78,053	\$78,053	\$78,053	\$78,053	\$80,394
Fire Marshal F05	Monthly	\$7,415	\$7,415	\$7,675	\$7,675	\$7,935	\$7,935	\$7,935	\$7,935	\$7,935	\$8,196
	Annual	\$88,979	\$88,979	\$92,101	\$92,101	\$95,225	\$95,225	\$95,225	\$95,225	\$95,225	\$98,347
Fire Deputy Chief F06	Monthly	\$7,415	\$7,415	\$7,675	\$7,675	\$7,935	\$7,935	\$7,935	\$7,935	\$7,935	\$8,196
	Annual	\$88,979	\$88,979	\$92,101	\$92,101	\$95,225	\$95,225	\$95,225	\$95,225	\$95,225	\$98,347



## City of Killeen Fire / EMS Pay Plan

Effective: October 1, 2016

<u>Fire/EMS Incentive Pay</u>	<u>Monthly</u>	<u>Fire/EMS Assignment Pay</u>	<u>Monthly</u>
EMT/Basic <b>or</b>	\$100	Training Officer	\$200
EMT/Intermediate <b>or</b>	\$120	Arson Investigator	\$100
EMT/Paramedic	\$300	Emergency Management Coordinator	\$200
<b>AND</b>		Emergency Medical Services (EMS) Coordinator	\$200
Firefighter/Intermediate <b>or</b>	\$60	Bilingual Certification(Level I) or,	\$50
Firefighter/Advanced <b>or</b>	\$120	Bilingual Certification(Level II)	\$75
Firefighter Master	\$175	(can only receive Level I or II for each language certified/authorized)	
<b>AND</b>		SWAT	\$75
Apparatus Technician <b>and</b>	\$50	EMS Driver	\$25.00/day
HAZMAT	\$100	Paramedic Attendant	\$50.00/day
ARFF	\$100		

Hiring Incentive:

**Individuals with a only a TCFP structural fire certification are offered the incentive in two stages:**

Stage one: \$500 paid on the first regular payday after 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: \$1,000 paid on the first regular payday after TDSHS certified or licensed Paramedic duties of a Probationary Fire and Rescue Officer with the Killeen Fire Department.

Stage two: \$1,000 paid when the Fire Department affirms that the Probationary Fire Rescue Officer has successfully completed the first year 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: \$1,000 paid when the Fire Department affirms that the Probationary Fire Rescue Officer has successfully completed the first year 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: \$1,000 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, 2016**

<b>Incentive Title</b>	<b>Per Month</b>
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
De-Icer	\$50
Dumpster Operator (Night Shift)	\$100
Electrical Code Official	\$25
Electrical Inspector	\$20
Electrical Inspector - Commercial	\$10
Electrical Inspector - Residential	\$10
Electrical Plans Examiner	\$20
Electrician Journeyman	\$60

\*\*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  
Incentive Pay Schedule  
(Non Civil Service)\*\*  
Effective October 1, 2016**

<b>Incentive Title</b>	<b>Per Month</b>
Electrician-Master	\$120
Energy Manager	\$300
Erosion Inspector	\$25
Erosion, Sediment, and Storm Water Inspector-Certified or Sediment and Erosion Control 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
Night Differential (Public Service Officer)	3% of base pay
On Call - Scheduled/Non-Exempt Only	\$10/per day \$20/per holiday
Peace Officer Advanced Certificate (City Marshal)	\$75
Peace Officer Intermediate Certificate (City Marshal)	\$60
Peace Officer Master Certificate (City Marshal)	\$100
Permit Technician (for permit clerks)	\$15
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

\*\*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  
Incentive Pay Schedule  
(Non Civil Service)\*\*  
Effective October 1, 2016**

<b>Incentive Title</b>	<b>Per Month</b>
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
Storm water 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
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 <b>or</b> Wastewater Treatment Operator A	\$160
Wastewater Collection Grade B <b>or</b> Wastewater Treatment Operator B	\$120
Wastewater Collections Class I <b>or</b> Wastewater Treatment Operator D	\$40
Wastewater Collections Class II <b>or</b> Wastewater Treatment Operator C	\$80
Wastewater Collections Class III <b>or</b> Wastewater Treatment Operator B	\$120
Water Distribution Grade A <b>or</b> Water Treatment Operator A	\$160
Water Distribution Grade B <b>or</b> Water Treatment Operator B	\$120
Water Distribution Grade C <b>or</b> Water Treatment Operator C	\$80
Water Distribution Grade D <b>or</b> Water Treatment Operator D	\$40
Water Production C License	\$80
Water Production D License	\$40
Zoning Inspector	\$10
<b>Police Incentives</b>	<b>Per Month</b>

\*\*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  
Incentive Pay Schedule  
(Non Civil Service)\*\*  
Effective October 1, 2016**

Associate Degree <b>OR</b>	\$100
Bachelor Degree <b>OR</b>	\$200
Master's Degree	\$300
<b>AND</b>	
Intermediate Certificate <b>OR</b>	\$60
Advanced Certificate <b>OR</b>	\$75
Master Peace Officer	\$100

NOTE: Officers may receive an education incentive in conjunction with Police Officer certification pay.

**Police Assignment Pay**

Bilingual Certification (Level I)	\$50
Bilingual Certification (Level II)	\$75
Clothing	\$50
Field Training Officer	\$75
Investigator	\$50
HAZMAT Certification	\$100
Permanent Shift Differential	3% of Base Pay
TRU (Tactical Response Unit)	\$75

**Police Hiring Incentive Pay**

Individuals with a TCOLE license are offered the incentive in two stages:

<u>Stage one</u> : paid on the first regular payday after the licensed officer is hired by the department and begins the FTO (field training) program.	\$2,000
--	---------

<u>Stage two</u> : 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 of the first year of service.	\$1,000
---	---------

\*\*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  
Incentive Pay Schedule  
(Non Civil Service)\*\*  
Effective October 1, 2016**

<b>Fire Incentives</b>	<b>Per Month</b>
EMT/Basic <b>OR</b>	\$100
EMT/Intermediate <b>OR</b>	\$120
EMT/Paramedic	\$300
<b>AND</b>	
Firefighter/Intermediate <b>OR</b>	\$60
Firefighter/Advanced <b>OR</b>	\$120
Firefighter Master	\$175
<b>AND</b>	
Apparatus Technician <b>AND</b>	\$50
HAZMAT	\$100
ARFF	\$100
Fire/EMS Assignment Pay	
Training Officer	\$200
Arson Investigator	\$100
Emergency Management Coordinator	\$200
Emergency Medical Services (EMS) Coordinator	\$200
Bilingual Certification(Level I) or,	\$50
Bilingual Certification(Level II)	\$75
(can only receive Level I or II for each language certified/authorized)	
SWAT	\$75
EMS Driver	\$25.00/day
Paramedic Attendant	\$50.00/day

**Fire Hiring Incentive:**

Individuals with a only a TCFP structural fire certification are offered the incentive in two stages:

Stage one: paid on the first regular payday after TCFP certified Firefighter is hired by the department and begins the duties of a Probationary Fire Rescue Officer. \$500

Stage two: 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. \$500

\*\*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  
Incentive Pay Schedule  
(Non Civil Service)\*\*  
Effective October 1, 2016**

<b>Fire Incentives</b>	<b>Per Month</b>
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**OR**

Individuals with only a TDSHS paramedic license or certification are offered the incentive in two stages:

<u>Stage one:</u> paid on the first regular payday after TDSHS certified or licensed Paramedic duties of a Probationary Fire and Rescue Officer with the Killeen Fire Department.	\$1,000
---	---------

<u>Stage two:</u> paid when the Fire Department affirms that the Probationary Fire Rescue Officer has successfully completed the first year service with the department; payment of this incentive will be made prior to the last pay period of the first year of service.	\$1,000
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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:

<u>Stage one:</u> 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.	\$1,000
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<u>Stage two:</u> paid when the Fire Department affirms that the Probationary Fire Rescue Officer has successfully completed the first year service with the department; payment of this incentive will be made prior to the last pay period of the first year of service.	\$1,000
--	---------

An alternative incentive pay is offered for individuals with a TCFP structural fire certification and a TDSHS paramedic license/certification in two stages:

<u>Stage one:</u> 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.	\$2,000
---	---------

<u>Stage two:</u> 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.	\$1,000
---	---------

\*\*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.

# APPENDIX C



## CITY OF KILLEEN WATER, SEWER, DRAINAGE AND SOLID WASTE RATES



***Dedicated Service – Everyday, for Everyone!***

## WATER AND WASTEWATER RATES

### WATER RATES

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"
<b>0 to 2,000 gallons</b>	\$12.70	\$14.06	\$17.47	\$21.55	\$31.09	\$43.74	\$79.83	\$119.68	\$167.40
Applicable to all meter sizes									
2,001 to 25,000 gallons, per 1,000 gallons							\$3.17		
Over 25,000 gallons, per 1,000 gallons							\$3.78		

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"
<b>0 to 2,000 gallons</b>	\$13.15	\$14.60	\$18.13	\$22.38	\$32.30	\$46.49	\$82.98	\$124.56	\$174.06
Applicable to all meter sizes									
All over 2,000 gallons, per 1,000 gallons							\$3.28		

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"
<b>0 to 2,000 gallons</b>	\$12.70	\$14.06	\$17.47	\$21.55	\$31.09	\$44.74	\$79.83	\$119.68	\$167.40
Applicable to all meter sizes									
All over 2,000 gallons, per 1,000 gallons							\$3.17		

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"
<b>0 to 2,000 gallons</b>	\$25.40	\$28.12	\$34.94	\$43.12	\$62.18	\$89.48	\$159.66	\$239.36	\$334.80
Applicable to all meter sizes									
2,001 to 25,000 gallons, per 1,000 gallons							\$6.34		
Over 25,000 gallons, per 1,000 gallons							\$7.56		

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"
<b>0 to 2,000 gallons</b>	\$26.30	\$29.20	\$36.26	\$44.76	\$64.60	\$92.98	\$165.96	\$249.12	\$348.12
Applicable to all meter sizes									
All over 2,000 gallons, per 1,000 gallons							\$6.56		

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"
<b>0 to 2,000 gallons</b>	\$25.40	\$28.12	\$34.94	\$43.12	\$62.18	\$89.48	\$159.66	\$239.36	\$334.80
Applicable to all meter sizes									
All over 2,000 gallons, per 1,000 gallons							\$6.34		

## WATER AND WASTEWATER RATES

The water rates for city-owned fireplugs are as follows:

0 to 2,000 gallons	\$30.03
All over 2,000 gallons, per 1,000 gallons	3.28

### WASTEWATER RATES

Single family residential	\$18.76 minimum charge for the first 3,000 gallons, plus \$3.80 per 1,000 gallons thereafter, not to exceed 10,000 gallons
Commercial customers	\$19.15 minimum charge for the first 3,000 gallons, plus \$3.80 per 1,000 gallons in excess of minimum
Motels, two-family & multifamily residential	\$19.15 minimum charge for the first 3,000 gallons, plus \$3.80 per 1,000 gallons thereafter.
Mobile home parks	\$19.15 per unit, minimum charge for the first 3,000 gallons per unit, plus \$3.80 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

## SOLID WASTE AND RECYCLING RATES

### SOLID WASTE

**Residential rates:**

96-gallon container	\$ 19.78 per month
64-gallon container	17.63 per month
32-gallon container	16.25 per month

**Container Exchange Fee:**

\$10.50 to change to a larger container or to add an additional container

**Brush Collection:**

\$7.50 per cubic yard in excess of 6 cubic yards on scheduled collection day

**Special Collection Service Fee:**

\$21.00 minimum for a volume up to three (3) cubic yards

\$7.50 per cubic yard in excess of three (3) cubic yards

**Replacement of Container (lost, stolen, or damaged through customer abuse or neglect):**

\$20.00 service fee, plus the cost of replacement part(s) or cost to purchase the replacement container

**Missed Service Fee:**

\$7.50 for return trip

**Container Reload for Excess garbage placed in plastic bags:**

\$6.50 per reload; maximum of two (2) reloads for a maximum fee of \$13.00

Fee charged for an overloaded container: \$6.50

**Residential Premium Service:**

\$ 23.00 for Emptying container only

\$ 23.00 service fee and \$ 7.50 per cubic yard for other special waste properly prepared for collection

Fee to remove roll-out container from curb by city employee: \$6.50

**Commercial rates:**

96-gallon container	\$ 21.30 per month
300-gallon container	57.10 per month

#### Monthly Charges – City Owned Dumpsters

Scheduled Number of Pickups Per Week

<b>Dumpster Size</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
2 cu. yd.	\$ 78.72	\$ 120.06	\$ 167.91	\$ 215.76	\$ 264.93	\$ 311.46	\$ 359.31
3 cu. yd.	96.07	149.04	209.89	270.77	331.65	392.50	453.40
4 cu. yd.	112.37	177.00	250.89	324.77	398.70	472.61	546.50
6 cu. yd.	147.77	234.92	334.87	434.81	534.76	634.70	734.65
8 cu. yd.	181.85	292.69	418.81	544.82	670.81	796.83	922.82

#### Charges for Extra Pickups

<b>Size of Container</b>	<b>For Call-In Service</b>	<b>For Customer Reload on Site</b>
2 cu. yd.	\$ 27.65 each	\$ 12.27 each
3 cu. yd.	31.00 each	15.64 each
4 cu. yd.	34.35 each	18.97 each
6 cu. yd.	41.04 each	25.68 each
8 cu. yd.	47.73 each	32.36 each

## SOLID WASTE AND RECYCLING RATES

### Monthly Charges – Privately Owned Compactors Scheduled Number of Picking Per Week

Compactor Size	1	2	3	4	5	6	7
4 cu. yd.	\$ 149.03	\$ 292.59	\$ 436.15	\$ 579.67	\$ 723.26	\$ 866.82	\$1,010.38
6 cu. yd.	199.95	395.15	588.21	782.35	976.47	1,070.60	1,364.72
8 cu. yd.	250.92	495.54	739.95	985.19	1,229.94	1,474.70	1,719.45

### Rates for Roll-Off Container Service

Size of Container	Rental Fee <sup>a</sup>	Service + Tax
20 yard open top	\$ 135.55	\$ 136.70 + weight <sup>b</sup>
30 yard open top	157.75	136.70 + weight <sup>b</sup>
40 yard open top	180.90	136.70 + weight <sup>b</sup>
20 yard compactor	Must own	136.70 + weight <sup>b</sup>
30 yard compactor	Must own	136.70 + weight <sup>b</sup>
42 yard compactor	Must own	136.70 + weight <sup>b</sup>

<sup>a</sup> minimum fee: one month rental for first month; prorated for subsequent months

<sup>b</sup> weight fee is \$ 63.28 per ton

### Prepaid Deposit for Roll-Off Container Service Number of Services Per Month

Size of Roll-off	1	2	3	4	5	6	7	8
20yd open top	\$ 430.12	\$ 749.64	\$1,069.16	\$1,388.68	\$1,708.20	\$2,027.72	\$2,347.24	\$2,666.76
30yd open top	522.29	904.49	1,287.91	1,671.33	2,054.75	2,438.18	2,776.13	3,158.32
40yd open top	602.17	1,050.73	1,499.28	1,944.15	2,309.25	2,836.36	3,284.90	3,733.46

Installation of locking bar device on containers: \$33.83 installation fee plus \$3.38 monthly rental

Dumpster cleaning \$ 70.00 per wash

Dumpster cleaning and painting \$248.00

Mechanical assistance to customer to unload unauthorized items in container \$54.44

Manual Collection for a Commercial Establishment \$149.16 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 \$21.00 minimum for a volume up to three cubic yards  
\$7.50 per cubic yard in excess of three cubic yards

Waiting Time (blocked dumpster asked to wait) \$ 138.28/hr.  
\$ 2.32/min

After hours special pickup of dumpsters (under two hours) \$ 54.44

Deposit at Utility Collections for recurring use of transfer station in order to be able to charge disposal costs \$134.75

Installation of dumpster \$ 54.44

Relocation of dumpster \$ 54.44

## SOLID WASTE AND RECYCLING RATES

### RECYCLING RATES

Subscription to residential curbside recycling service	\$2.60 per month
Additional 22-gallon recycling bin	City's current cost to purchase container – one time cost only
Lid cover for the 22-gallon recycling bin	City's current cost to purchase lid – one time cost only
Public scale fee – weight ticket	\$ 9.50 per weigh
Public scale fee – copy of ticket	\$ 6.50
Roll-off rental for special purposes or events	\$ 68.25 per service
CFC evacuation and disposal of appliance – Received at Recycling Center	\$ 21.00 per appliance
CFC evacuation and disposal of appliance – Pickup at curbside	\$ 42.00 per appliance

### TRANSFER STATION RATES

<b>Weight</b>	<b>Disposal Fee</b>	<b>Fee</b>
0-100 pounds		\$ 3.08 (minimum fee) .0293 cents per pound
2,000 pounds (one ton)		63.28 per ton
Surcharge for unsecured load		26.25
Tire Disposal Fees:		
Passenger/light truck tires up to a 12" rim size		2.65/each
Passenger/light truck tires greater than a 12" rim size up to a 22" rim size		3.15/each
Commercial tires, but not larger than a 2" bead		6.50/each

## MISCELLANEOUS UTILITY CHARGES

### 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

## DRAINAGE UTILITY RATES

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### DRAINAGE UTILITY RATES

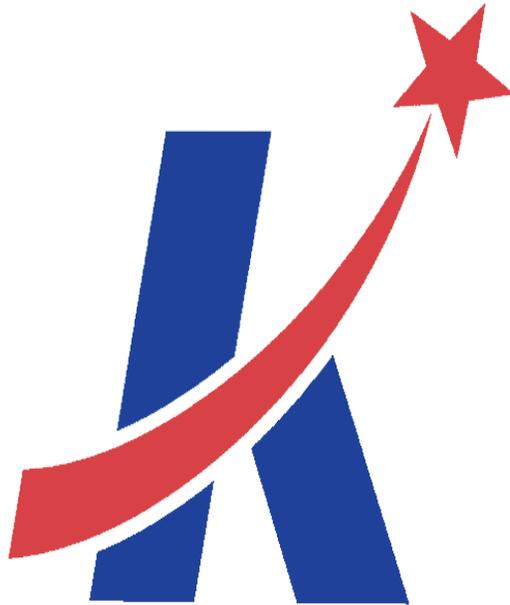
Residential Property:

Single family	\$ 6.00 per month
Duplex	9.89 per month
Multi-family (three or more units) per unit	4.88 per month
- 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

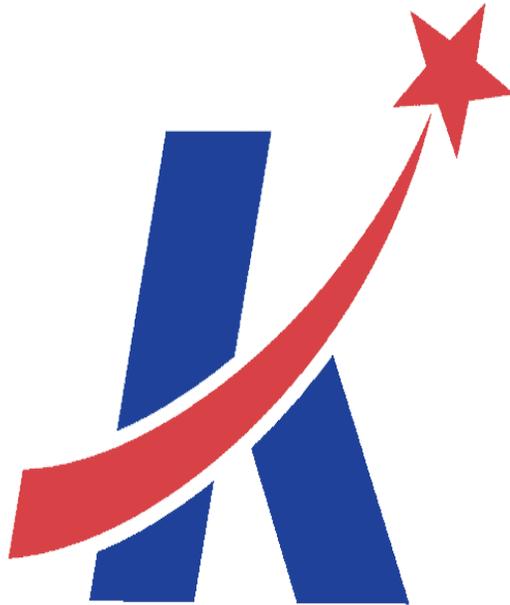


***Dedicated Service – Everyday, for Everyone!***

# APPENDIX D



## STATISTICAL SECTION



***Dedicated Service – Everyday, for Everyone!***

## 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 the City Council business and as the head of the government for ceremonial purposes. The Mayor only votes to break a tie. The City Manager is appointed by the City Council.

### Fiscal year begins October 1<sup>st</sup>

Number of employees<sup>1</sup> FY 2018 1,282  
(Full and regular part-time positions approved in budget)

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

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

### Tax Structure<sup>2</sup>

<b>Property Tax</b>	<b>2.45380</b>
City of Killeen	0.74980
KISD	1.11000
Bell County	0.42120
Bell County Road District	0.02990
Central Texas College	0.13990
UWCD	0.00300

Killeen at a Glance Sources

<sup>1</sup>City of Killeen

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

<sup>3</sup>U.S. Census Bureau-2010 Profile Data

### 2017 Property Tax Valuations<sup>2</sup>

Total Assessed Value	\$6,882,833,099
Exempt Value	\$1,110,668,560
Net Taxable Value	\$5,772,164,539

### 2017 Ten Largest Taxpayers Taxable Value<sup>2</sup>

Oncor Electric Delivery	\$57,516,892
Killeen Mall, LLC	\$22,553,597
Wal-Mart Real Estate Business Trust	\$16,948,564
HEB Grocery Company, LP	\$15,958,354
Stone Creek Investment, LLC	\$15,725,144
Watercrest Place, LP	\$14,224,080
Feiga/Sierra Creek, LP	\$11,699,333
Keystone 212 Partners, LP	\$11,250,552
Presidium HCO Killeen #1, LLC	\$11,072,441
Dorel Killeen Holdings, LLC	\$10,051,559

### 2017 Service Statistics<sup>1</sup>

Airport:

Number of airports	2
Number of acres	85
Number of airlines	3
Passengers enplaning	128,978
Passengers deplaning	131,891

Fire Protection:

Number of stations	8
Fire apparatus	17
Number of hydrants	4,890
Number of firefighters	221
Number of fire runs	8,643
Number of paramedic runs	18,448
EMS units	8

Libraries:

Number of libraries	2
Number of visitors	242,223
Number of volumes	148,277
Circulation in volumes	255,669
Library cards in force	81,786
Children's program attendance	9,866
Public computer sessions	57,921

<sup>4</sup>U.S. Bureau of Labor Statistics

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

## KILLEEN AT A GLANCE

### Parks and Recreation:

Number of parks	23
Number of playgrounds	26
Municipal Golf Course	1
Disc golf course	1
Number of swimming pools	1
Number of tennis courts	4
Baseball/softball fields	15
Soccer fields	7
Jogging/walking trails	3
Senior centers	2
Aquatics center	1

### Police Protection:

Number of facilities	4
Commissioned police officers	260
Number of employees-other	98

## Demographics

Area of City <sup>1</sup> (in square miles)		Population <sup>3</sup>	
2011	55.470	2011*	127,921
2012	55.562	2012	130,018
2013	55.564	2013	134,654
2014	55.564	2014	137,147
2015	55.564	2015	140,806
2016	55.564	2016	143,400

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

### Racial Composition<sup>3</sup>

White	45.1%
Black	34.1%
American Indian	0.8%
Asian	4.0%
Native Hawaiian	1.4%
Two or more races	6.7%
Hispanic	22.9%

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

Male ♂ 49.0%  
Female ♀ 51.0%

**Median Household Income<sup>3</sup>:** \$48,157

**Number of Households<sup>3</sup>:** 48,723

**Median Age of Population<sup>3</sup>:** 27.0

### Unemployment Rates<sup>4</sup> as of November 2017:

(Not seasonally adjusted)

Killeen 3.4

Texas 3.5

United States 3.9

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

City Maintained Paved Streets	564 mi
City Maintained Unpaved Streets	1.0 mi
State Maintained Paved Streets	73 mi
Curb & Gutter	902 mi
Signalized Intersections	98

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

Sanitary sewer mains	596 mi
Sewer connections	56,652
Number of manholes	8,236
Bell Co. WCID #1 Treatment Plant Average permitted capacity: 38 <sup>th</sup> St. Plant	18 mgd
Bell Co. WCID #1 Treatment Plant Average permitted capacity: South Plant	6 mgd

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

Average daily consumption	14.6 mgd
Rated daily capacity	32 mgd
Water mains	671 mi
Water connections	58,907
Storage capacity	41 mg

### Killeen at a Glance Sources

<sup>1</sup>City of Killeen

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

<sup>3</sup>U.S. Census Bureau-2010 Profile Data

<sup>4</sup>U.S. Bureau of Labor Statistics

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

## KILLEEN AT A GLANCE

### City of Killeen Drainage System<sup>1</sup>:

Storm water mains	127,677 linear ft
Inlets & outfalls	3,173 structures
Open channels & Bar ditches	197 mi
Drainage properties	93 tracts
Right of way mowing	197.8 mil

**Elevation<sup>1</sup>:** 846 feet above sea level

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

Fort Hood (includes soldier and civilians)	60,284
KISD	6,000
Teleperformance	1,700
Central Texas College	1,487
Metroplex Hospital	1,200
City of Killeen	1,100
Z-Systems	660
ESP, Inc.	420
Scott & White Clinic	361
Seton Medical Center Harker Heights	350

### 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

#### Killeen at a Glance Sources

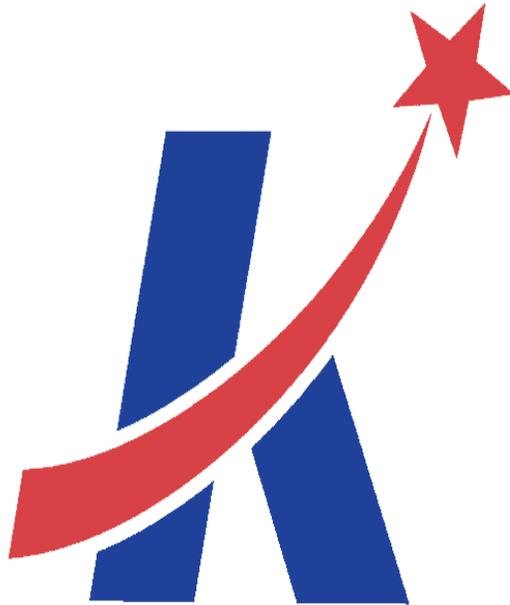
<sup>1</sup>City of Killeen

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

<sup>3</sup>U.S. Census Bureau-2010 Profile Data

<sup>4</sup>U.S. Bureau of Labor Statistics

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



***Dedicated Service – Everyday, for Everyone!***

# **APPENDIX E**



## **GLOSSARY & ACRONYMS**



***Dedicated Service – Everyday, for Everyone!***

## GLOSSARY

**Accrual Basis:** A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

**Ad Valorem Taxes:** Commonly referred to as property taxes, are levied on both real and personal property according to the property's valuation and the tax rate in compliance with the State Property Tax Code.

**Appropriation:** A legal authorization to incur obligations and to make expenditures for specific purposes.

**Appropriation Ordinance:** The official enactment by the City Council to establish legal authority for City official to obligate and expend resources.

**Assessed Valuation:** The valuation set upon real estate and certain personal property by the Assessor as a basis for levying property taxes. (Note: Property values are established by the Bell County Appraisal District.)

**Attrition:** A method of achieving a reduction in personnel by not refilling the positions vacated through resignation, reassignment, transfer, retirement, or means other than layoffs.

**Authorized Positions:** Employee positions, which are authorized in the adopted budget, to be filled during the year.

**Available (Unassigned) Fund Balance:** This refers to the funds remaining from the prior year which are available for appropriation and expenditure in the current year.

**Balance Sheet:** A financial statement that discloses the asset liabilities, reserves and balances of a specific governmental fund as of a specific date.

**Balanced Budget:** Total estimated expenditures shall not exceed the total estimated resources of each fund.

**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 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 Expenditures:** Expenditures for fixed assets such as equipment, remodeling, minor building improvements and vehicles that are funded from operating budgets. These items generally have a life expectancy of five years or less.

## GLOSSARY

**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 measures 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.)

## GLOSSARY

**Expense:** Charges incurred (whether paid immediately or unpaid for operation, maintenance, interest and other charges).

**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.

**Fund Balance:** The difference between fund assets and fund liabilities of governmental 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.

**Governmental Funds:** A classification that refers to all funds other than proprietary and fiduciary funds such as the general fund, special revenue funds, capital projects funds, debt service funds and permanent funds.

**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.

**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.

## GLOSSARY

**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

**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.

## ACRONYMS

<b>ADA:</b> American with Disabilities Act	<b>COOP:</b> Continuity of Operations
<b>AED:</b> Automated External Defibrillator	<b>CPR:</b> Cardiopulmonary resuscitation
<b>AG:</b> Attorney General	<b>CSCD:</b> Community Supervision and Corrections Department
<b>ALS:</b> Advanced Life Support	<b>CSS:</b> Community Service Specialist
<b>AMCC:</b> Association of Mayors, Council members & Commissioners	<b>CTC:</b> Central Texas College
<b>AP:</b> Accounts Payable	<b>CTCOG:</b> Central Texas Council of Governments
<b>APA:</b> American Planning Association	<b>CTHRMA:</b> Central Texas Human Resource Management Association
<b>APWA:</b> American Public Works Association	<b>CTLS:</b> Central Texas Library System
<b>ASU:</b> Animal Service Unit	<b>CVB:</b> Convention & Visitors Bureau
<b>AWWA:</b> American Water Works Association	<b>CY:</b> Cubic yard
<b>BCCC:</b> Bell County Communication Center	<b>EMPG:</b> Emergency Management Performance Grant
<b>BCWCID:</b> Bell County Water Control and Improvement District	<b>EMS:</b> Emergency Medical Services
<b>BGC:</b> Bob Gilmore Center	<b>EOC:</b> Emergency Operations Center
<b>BLS:</b> Basic Life Support	<b>EPCR:</b> Electronic Patient Care Reporting
<b>BOAT:</b> Building Official Association of Texas	<b>ERCOT:</b> Electric Reliability Council of Texas
<b>BPAT:</b> Backflow Prevention Assembly Testing	<b>FAA:</b> Federal Aviation Administration
<b>BRA:</b> Brazos River Authority	<b>FEMA:</b> Federal Emergency Management Association
<b>CAFR:</b> Comprehensive Annual Financial Report (audit)	<b>FIC:</b> Family Investment Center
<b>CAPS:</b> Community Awareness Policing Services (grant)	<b>FICA:</b> Federal Insurance Contribution Act (commonly referred to as Social Security)
<b>CDBG:</b> Community Development Block Grant	<b>FLSA:</b> Fair Labor Standards Act
<b>CERT:</b> Community Emergency Response Teams	<b>FLUM:</b> Future Land Use Map
<b>CID:</b> Criminal Investigation Division	<b>FOG:</b> Fats, Oils, and Grease
<b>CIP:</b> Capital Improvement Plan	<b>FRP:</b> Fleet Replacement Program
<b>CISCO:</b> Computer Information System for Center Operations	<b>FSA:</b> Flexible Spending Account
<b>COBRA:</b> Consolidated Omnibus Budget Reconciliation Act	<b>FY:</b> Fiscal Year

## ACRONYMS

**GAAFR:** Governmental Accounting, Auditing, and Financial Reporting

**GAAP:** Generally Accepted Accounting Principles

**GASB:** Governmental Accounting Standards Board

**GF:** General Fund

**GFOA:** Government Finance Officers Association

**GFOAT:** Government Finance Officers Association of Texas

**GIS:** Geographic Information System

**GPS:** Global Positioning System

**HCFA:** Health Care Financing Administration

**HIPAA:** Health Insurance Portability and Accountability Act

**HMAC:** Hot Mixed Asphalted Concrete

**HOME:** HOME Investment Partnership Program

**HR:** Human Resources

**HVAC:** Heating, Ventilation, and Air Conditioning

**ICMA:** International City/County Management Association

**IEDC:** International Economic Development Council

**IPMA:** International Public Management Association

**ISO:** International Organization for Standardization

**IT:** Information Technology

**IVR:** Interactive Voice Response

**JAG:** Judge Advocate General

**JLUS:** Joint Land Used Study

**KCCC:** Killeen Civic & Conference Center

**KEDC:** Killeen Economic Development Corporation

**KEEPR:** Killeen Employee Policies and Rules

**KFD:** Killeen Fire Department

**KFHRA:** Killeen-Fort Hood Regional Airport

**KISD:** Killeen Independent School District

**KMUG:** Killeen Mac Users Guide

**KPR:** Killeen Parks and Recreation

**KTMPO:** Killen-Temple Metropolitan Planning Organization

**LCPSC:** Lions Club Park Senior Center

**LEED:** Leadership in Energy & Environmental Design

**LETS:** Law Enforcement Teaching Students

**LF:** Linear foot

**LMA:** Low/Mod Area

**MMU:** Mobile Medical Unit

**MRF:** Material Recovery Facility

**NAFA:** National Association of Fleet Administrators

**NAIOP:** National Association of Industrial & Office Properties

**NEMA:** National Emergency Management Association

**NFPA:** National Fire Protection Association

**NLC:** National League of Cities

**NTCAR:** North Texas Commercial Association of Realtors

**O&M:** Operations and maintenance

**OEA:** Office of Economic Adjustment

**OEM:** Office of Emergency Management

**P&Z:** Planning and Zoning

**P/R:** Payroll

**PC:** Personal Computer

## ACRONYMS

<b>PSO:</b> Public Service Officer	<b>TCMA:</b> Texas City Managers Association
<b>PTF:</b> Pass-Through Funding	<b>TDPS:</b> Texas Department of Public Safety
<b>PUD:</b> Planned Unit Development	<b>TEDC:</b> Texas Economic Development Council
<b>PW:</b> Public Works	<b>TIAER:</b> Texas Institute for Applied Environmental Research
<b>R&amp;M:</b> Repair and maintenance	<b>TIDC:</b> Texas Industrial Development Council
<b>ROW:</b> Right of way	<b>TIRZ:</b> Tax Increment Reinvestment Zone
<b>RV:</b> Recreational Vehicle	<b>TLETS:</b> Texas Law Enforcement Telecommunications System
<b>SAFER:</b> Staffing for Adequate Fire & Emergency Response	<b>TMCA:</b> Texas Municipal Clerks Association
<b>SBCCI:</b> Southern Building Code Congress International	<b>TMHRA:</b> Texas Municipal Human Resource Association
<b>SCADA:</b> Supervisory Control and Data acquisition	<b>TML:</b> Texas Municipal Leagues
<b>SCBA:</b> Self-Contained Breathing Apparatus	<b>TMPA:</b> Texas Municipal Personnel Association
<b>SHRM:</b> Society for Human Resource Management	<b>TMRS:</b> Texas Municipal Retirement System
<b>SIDC:</b> Southern Industrial Development Council	<b>TPDES:</b> Texas Pollutant Discharge Elimination System
<b>SRT:</b> Special Response Team	<b>TPWA:</b> Texas Public Works Association
<b>STEP:</b> Septic Tank Elimination Program	<b>TSA:</b> Transportation Security Administration
<b>SWMP:</b> Storm Water Management Program	<b>TWUA:</b> Texas Water Utilities Association.
<b>TAAF:</b> Texas Amateur Athletic Federation	<b>TXDOT:</b> Texas Department of Transportation
<b>TABA:</b> Temple Area Builders Association	<b>TXU:</b> Texas Utilities
<b>TAPPS:</b> Texas Association of Parochial and Private Schools	<b>VOIP:</b> Voice over Internet Protocol
<b>TBRA:</b> Tenant-Based Rental Assistance	<b>W&amp;S:</b> Water and Sewer
<b>TBRSS:</b> Temple-Belton Regional Sewerage System	<b>WCID:</b> Water Control Improvement District
<b>TCCA:</b> Texas Court Clerks Association	<b>WOW:</b> Work on Wellness
<b>TCEQ:</b> Texas Commission on Environmental Quality	<b>YAC:</b> Youth Advisory Committee
<b>TCFP:</b> Texas Commission on Fire Protection	
<b>TCLEDDS:</b> Texas Commission on Law Enforcement Data Distributions System	
<b>TCLEOSE:</b> Texas Commission on Law Enforcement Officer Standards & Education	

# Finance Department Budget Staff

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Jonathan Locke, CPA  
Executive Director of Finance

Miranda Drake  
Director of Budget

Judith Tangalin  
Senior Budget Analyst

Jennifer Griffith  
Budget Analyst